



BUILDING POOR PEOPLE'S INSTITUTIONS

THE PROFILE

AUGUST 2022

myrada

THE ORGANISATION

Mysore Resettlement and Development Agency (MYRADA), was founded in 1968 to assist the Government in resettling Tibetan Refugees. Mysore State has since become Karnataka. After the Tibetan program ended in the early 80s, upto 1987 (from where this profile starts), MYRADA moved out of resettlement and began to focus on the poor and marginalized in the rural areas. During this period, MYRADA was searching for a mission to guide its strategy. This search involved an analysis of the causes which kept poor people poor; intensive interaction with people in the villages and debate within the organization. All these resulted in the Mission, which emerged in 1987. The acronym MYRADA is now in common use and has become the organisation's logo.

Organisational Overview:

The coverage:

MYRADA, operating in 4 districts in the 1980s, currently manages projects in 18 backward and drought prone districts of Karnataka, Tamil Nadu, Puducherry, Andhra Pradesh, Telangana and Maharashtra. It works in collaboration with government, bilateral and multilateral programs in other states, by providing technical support and capacity building in the areas of mutual interest. MYRADA also provides long-term technical support to programs in other parts of the country, such as Kerala, Bihar, Maharashtra, the North Eastern states, and abroad- such as Uganda, Sierra Leone, Djibouti, South Sudan, and Tanzania.



The Structure:

MYRADA's organisational structure has evolved over the decades. From a central organization that managed all projects on its own, MYRADA now considers itself a family of institutions with a common vision and mission. It has formed several "MYRADA Promoted Institutions" that are independently registered and can function on their own. Since they continue to share the Mission of MYRADA and have senior MYRADA staff on their Board, they have been allowed to include MYRADA in the names.

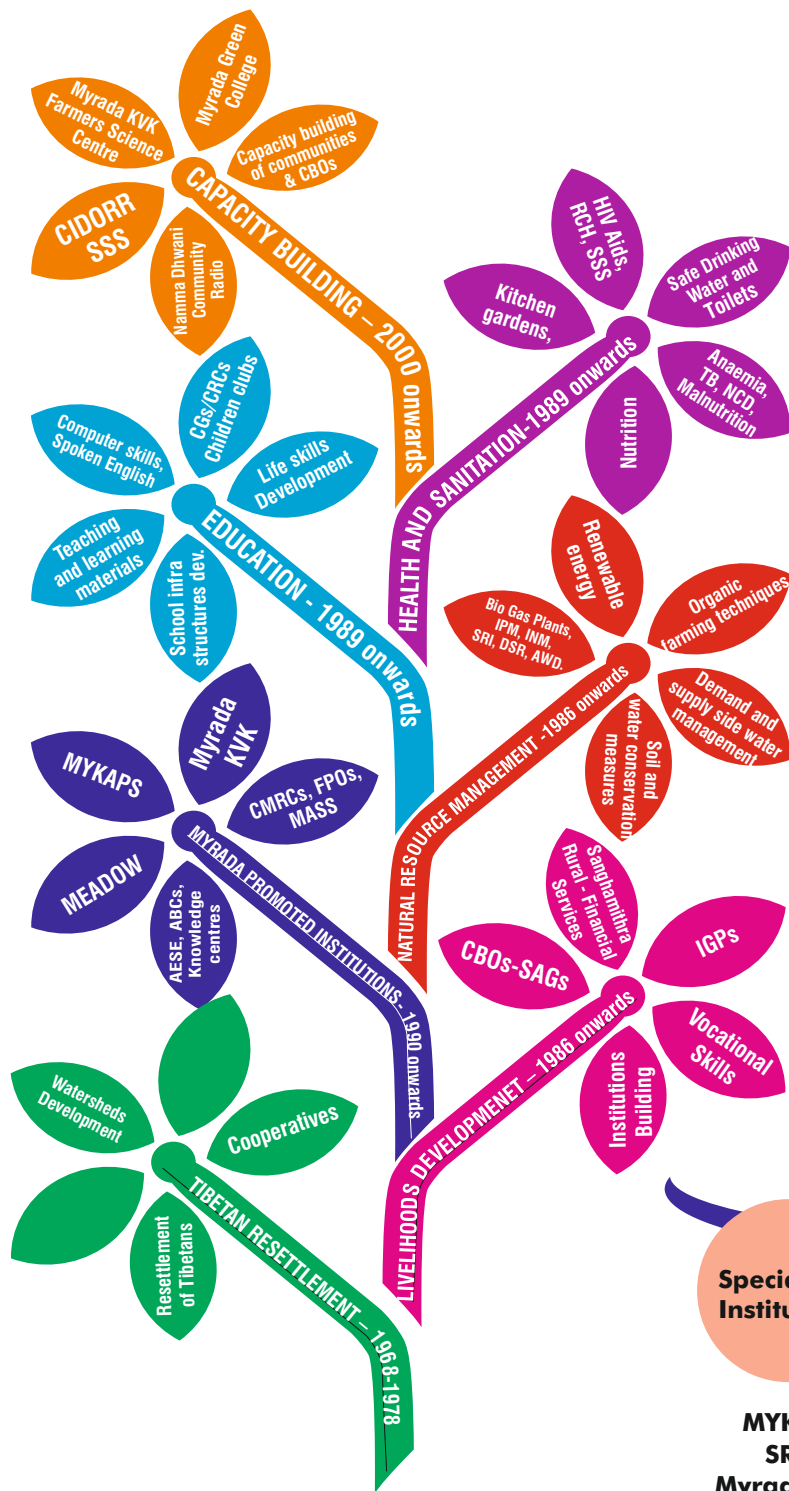


MYRADA's organisational structure consists of a Board comprising eminent persons, an Executive Director and Program Officers based in the head office and field. While the head office role is that of a facilitator, the project team located in the district is actively involved in program implementation.



MYRADA is and will endeavour to remain a field based NGO. MYRADA calls itself an Actionist NGO involved in building poor people's institutions through which they are able to lobby effectively and in a sustainable manner for their rights. MYRADA believes that the poor and marginalised have a right to build their own institutions, which must be respected and not mainstreamed by the official system.

INTERVENTIONS



Over the past 5 decades, MYRADA's interventions have spanned several sectors and multiple geographies. The above milestone diagram summarises the time line of how different interventions evolved.



Governing Body Members

Shri. S. S. Meenakshisundaram, IAS (Retd.)
Chairperson

Shri. S. V. Ranganath, IAS (Retd.)
Vice Chairperson

Mr. Subraya Shankar Bhat
Treasurer

Shri. Aloysius P. Fernandez
Member Secretary

Shri. Arvind Risbud, IAS (Retd.)
Member and Executive Director

Smt. Sobha Nambisan, IAS (Retd.)
Member

Dr. Latha Jagannathan
Member

Shri T M Vijay Bhaskar, IAS (Retd.)
Member

Ex.Officio Member
Principal Secretary;
Rural Development & Panchayat Raj
Department, GoK.

Ex.Officio Member
Secretary to the Govt., Revenue Dept.,
GoK.

MYRADA & its MPIs



Specialised Institutions

MYKAPS
SRFS
Myrada KVK
Meadow
MASS

Training & Research Institutions

CIDORRs

Community based Federations

CMRCs
SSS
FPOs

- MYKAPS** - Myrada Kaveri Pradeshika Samsthe
- SRFS** - Sanghamithra Rural Financial Services
- Myrada KVK** - Krishi Vigyan Kendra
- Meadow** - Management of enterprise and development of women
- MASS** - Mahila Abiviruddhi Mattu Samrakshana Samsthe
- CIDORR** - Centre for Institutional Development Organisational Reforms & Research
- CMRCs** - Community Managed Resource Centres
- SSS** - Soukhya Samudhaya Samsthe
- FPOs** - Farmers Producer Organisations

MYRADA's head office located in Bangalore functions like a facilitating unit where a few people focus on supporting the field projects and networking with all its partners. The rest of its staff are hired at project level and function under the leadership of the District Program Officer. There is a high degree of commitment visible in the team, with many of them being a part of the institution for decades.

All matters related to accounts and personnel are computerised in every project and at the Head Office. Statutory and internal compliance audits are conducted in all projects and MPAs. All accounting systems have been computerised and manual systems withdrawn.



OUR MISSION

To enable the poor and vulnerable, through building appropriate local level institutions, to exercise their rights for sustainable and effective strategies for improved livelihoods and quality of life.

Significant MYRADA interventions contributing to Development policy, theory and practices include;

- Resettlement of bonded labourers and refugees which tapered off in the late 80s.
- Identifying and fostering Self-help Affinity Groups;
- Management of Micro watersheds and waste lands where peoples' institutions like Watershed area groups take the lead;
- Supporting quality education and infrastructure in government primary schools;
- Capacity building of community based organisations through ten well equipped training centres all located in the project areas;
- Promoting people's institutions to foster a community-based response to malnutrition, anaemia, primary health, HIV/AIDs, TB and NCD;
- Establishing partnerships between the private sector and people's institutions in the manufacturing, marketing and agricultural sectors;
- Promoting federations of CBOs like the Community Managed Resource Centres;
- Networking at district level among NGOs, banks and institutions involved in development and change;
- Initiatives promoting participative management of water and waste in small towns and peri -urban areas;
- Micro Finance with a social vision through SRFS.



Some interventions are well established while others are still in the formative stage.

MYRADA's processes and strategies have influenced changes in policy at national and donor level in several areas; the key ones being SAGs, Watershed management strategies, Community Managed Resource Centres, and systematic tracking of basic health issues.

OBJECTIVES

- To foster a process of on-going change in favour of the poor and vulnerable in a way which can be sustained by them through building and managing appropriate and innovative local level institutions based on their rights and rooted in values of justice, equity and mutual support.
- To recreate a self-sustaining and environmentally clean habitat and the institutions to sustain it based on a balanced perspective of the relationship between natural resources and the legitimate needs of people.
- To promote institutions, strategies and skills through which poor and vulnerable families are able to exercise their rights, to develop their livelihood strategies and to secure the rights of women and children.
- To promote community based responses for effective, appropriate and timely primary health care, nutrition and vocational skills education in a holistic and sustainable manner.
- To influence public policies in favour of the poor and vulnerable.
- To strengthen networks and linkages between and among formal and informal institutions that can foster and sustain the impact of development initiatives.

The brief mission statement that has guided MYRADA since 1987 is

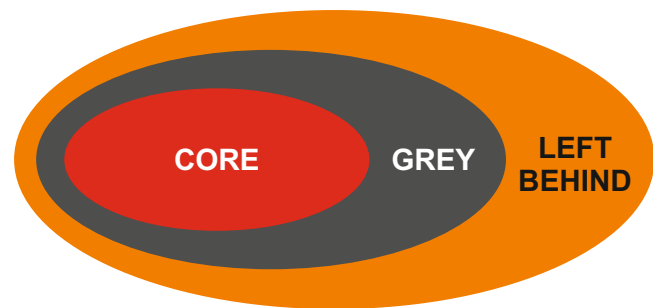
“Building appropriate local people's institutions”.

This arose from the belief that the poor and vulnerable have a right to craft their own institutions which must be respected.

THE ANALYSIS

This emerged from MYRADA's experience in the early 80s that it was largely oppressive power relations in society and in the home that kept poor people poor and vulnerable, generating unequal gender relations in the process. MYRADA realised that it is not enough to teach people to fish when they cannot reach the river due to hurdles created by caste, class, tradition and gender; these hurdles result in increasing dependency for livelihoods and loss of land, decreasing access to resources and an inability to accumulate capital. In the recent past, MYRADA has also realised that, even if you enable people to reach the river, there is no guarantee that they will get access to fish, with fishing rights having been hijacked by powerful and vested interests.

The Mission also arose from MYRADA's experience between 1985 and 1987, especially with the Self-help Affinity groups; this experience indicated that institutions of the poor - where they could set their own agenda regarding functions, strategy and the pace to achieve it - were the most appropriate instruments to change the oppressive power relations in society and in the home and to open access to resources in a decisive and non-violent manner.



MYRADA's analysis of the Socio-Economic-Political structure indicated that our country's policies and administrative network have produced an (a) inner core system which comprises government (including the public sector, industry, government staff and armed forces) together with the organised formal companies in the private sector that profess to abide by official norms and procedures.

This core controls the levers of power, and also the doors to enter it, like quotas etc. There is a circle surrounding the core, which we call the (b) “grey circle” because it is fuzzy; this grey circle is created by the core sector because of the barriers it places in the way of those trying to enter the core, like red tape which restricts access to power centres, entitlements, information, education of choice, like corruption due to shortages and control of energy, public services and resources. The grey sector does not pay taxes; it does its best to avoid payment for the use of public resources. But, on the other hand, it is efficient, recycles waste and provides employment for millions and there is evidence that it has coped quite well with the recession.

There is another circle – (c) the outer circle, which comprises those left behind; these are the poor, vulnerable and excluded. MYRADA is involved primarily with this last group.

OUR BELIEFS

Our beliefs are the product of constant analysis and reflection on feedback and experiences of the poor and vulnerable as a result of various poverty mitigation interventions; the burden of change ought not to be borne by the poor if such change is driven by our ideology, administrative needs, program design or the pressure for quick results.



Our communities in action

- a. We believe that the poor and marginalised have a right to form their own institutions which need to be respected and not made to conform to official requirements. Striving to “mainstream” the poor can also be dis-empowering if they have to fit into the pattern of the officials/donors’ terms and conditions. MYRADA lobbies with the official system to recognise these alternate institutions. MYRADA believes that these institutions of the poor, when provided with adequate institution capacity building, can overcome the hurdles created by caste, class, bureaucracy and tradition by neutralising oppressive power relations and opening new doors and opportunities to access resources. The basic “needs approach” without a direct focus on promoting institutional empowerment of the poor is inadequate for sustained growth of the poor individual family; it does not factor power and market forces into the equation which the poor can neither understand nor counter effectively.
- b. MYRADA believes that it needs to constantly dig deeper to reach the poor and vulnerable. Asserting that we are working with the poor over a period of time in one area -especially if the intervention is effective - results in working with the emerging enterprising poor. Efforts are required to reach out to those who are left out of any system, no matter how inclusive it may claim to be.
- c. We believe that our interventions should build on people’s strengths, not on their needs to which they will respond at their own time and pace. To start on the basis of needs is to re-enforce existing relations of dependency. Their strengths are based on the relations of mutual trust and support or affinity/social capital, which is still strong in rural areas. This affinity always existed before MYRADA entered. It is like a diamond in the sand, which we happened to kick. We can only take credit for stopping to pick it up and polish it. Other strengths lie in the willingness of the poor to save once they realise that their savings are safe and can be quickly accessed, to invest time and energy to build institutions through which they manage finance and natural resources, access the market, provide services and influence governance in health and education systems.
- d. We believe in investing in children, not in isolation, but together with the mother and in the context of the family, by promoting supportive gender relations and sustainable livelihood strategies through the dynamics of an affinity group and a healthy surrounding environment. Our approach to female sex workers and MSMs is holistic. It does not reduce them to one dimension - namely sex-work. As one sex worker said: “Yes, we are sex workers, but we are women first.”
- e. We believe that gender equity is about empowering women and their institutions to foster a process of exposing oppressive power in existing relations between men and women, boys and girls, in order to challenge them at their own pace and build more supportive relations at home and in society. Our reports and evaluations incorporate gender-disaggregated data.

- f. We believe that the livelihoods of poor cannot be promoted by market forces and the private sector only; on the contrary, they could easily be undermined. Institutions of the poor need to exercise a degree of control over market linkages and intermediary institutions. To intervene effectively in these areas, the poor need to be supported by government investment in appropriate infrastructure including roads (particularly rural roads), transport, storage and marketing facilities and by NGOs to promote appropriate institutions.
- g. We believe that the poor and the marginalised need a safety net to ensure food security and the minimum health care and education. The Government needs to take the lead and invest in these sectors, but management and implementation has to involve people's institutions and not be left to the existing delivery system only. However we also believe that it is more effective to subsidise the support services rather than the assets provided to the poor under programs like SGSY.
- h. We believe that the livelihood strategy we promote should take into account the close relationship between the removal of poverty and the concern for the environment, which provides the livelihood base of the poor and which has been a traditional feature of India's past. MYRADA will continue to support the over-all policy to reduce Green House Gas (GHG) emissions.



CMRC Services

MYRADA's experience shows that the poor are excluded from the dynamics of growth that operate in the grey circle and the core sector because of: i) power relations which condition/restrict their access to work and resources, leaving them completely vulnerable to market forces and corruption; these power relations to a large extent neutralise most of the programs intended by a concerned segment of Government to eradicate poverty; ii) faulty designs of the anti-poverty programs and schemes which Government promotes with the good intent of eradicating poverty, iii) poor implementation due to the all-pervading self-interest of the delivery system; a cocktail of risk and uncertainties, which coupled with short term and diverse livelihood activities, makes it difficult for the poor to take the first step which requires confidence, skills, a degree of self-reliance, the strength of cohesive numbers and the sustainability of their organisations.

OUR LEARNINGS

Experience has taught us that:

Empowerment does not automatically follow from the adoption of participatory processes; the processes have to be anchored in appropriate institutional frameworks, whether they are self-help affinity groups, watershed associations, informal marketing groups or private limited companies. Institutions give members the experience of participating in governance. What starts small can grow in influence with the right facilitation to promote institutional growth.

Institution building is not easy but the journey, though challenging, is fulfilling. However, to encounter success, institutions have to be structurally appropriate to the functions they are expected to perform. A watershed association has to be constructed differently from a school improvement committee; the milk co-operative is heterogeneous because it needs a few large producers to make the route viable for several small ones; but is not appropriate to manage savings and credit, which requires homogeneous groups of the poor to function.



Money is an important determinant of power and a necessary means of sustenance. Individuals as well as institutions must have their own capital base to sustain themselves. At some point, all development efforts must aim at the creation and retention of wealth in the hands of people and their institutions over which they, and only they, have ownership and control.

Systems and procedures are important for the health of institutions and cannot be passed over, no matter how difficult to institutionalise they may be. In that sense, there is no difference between MYRADA and its self-help affinity groups - what is good for one is also good for the other; what one can do, the other can also do; if one is regarded as a professionally managed institution, the other also needs to be so.

There is no use to criticise without demonstrating a tried, tested and workable alternative. To highlight what is wrong is easy, to find solutions is difficult. It is of critical importance to also ensure that the suggested alternative has worked on some scale and is not just limited to one or two good examples. Policy change is more easily introduced if the relevant government institution is involved in promoting the workable alternative.

Staff commitment cannot be demanded, it has to be developed. There are no set ways to achieve this, but creating an atmosphere of trust and mutual respect is a good starting point. Investing in the capacity building and growth of staff is also a demonstration of faith. A fair, transparent and clearly documented personnel policy is also critical to sustain staff commitment.

Sharing and Learning

MYRADA believes that one of the major techniques of learning is to share. In support of this belief, it invites staff from NGOs, bankers, government officials and management institutions in its projects. They are mainly trainers and managers who are involved in similar poverty alleviation programs in other parts of the country and abroad. Since these are all exposures, they are conducted in the field where the participants are the trainers. MYRADA however requires that each batch should consist of 10-15 members from the same institution, since this creates a critical mass that can take the initiative to introduce change. MYRADA does not have a pre-planned training schedule, which is open to participants from several institutions. It responds to requests from a single institution and tailors the exposure to the participants' requirements. It follows up these exposures if requested.

In an effort to influence the design and implementation of programs promoted by government, MYRADA actively partners with government with the objective of making peoples' institutions a third and equal partner. MYRADA's experience indicates that this approach does improve the efficiency of the delivery system and reduces corruption; it also supports those officials in the systems who want to make a change and lays the basis for policy change.

MYRADA's understanding of a poor peoples' institution is based on its experience with the Cooperative Societies, SAGs, Watershed Area Groups, Milk Societies, farmer interest groups and Soukhya Groups. The features that define a people's institution which has proved to be sustainable, are the following:

- The group self-selects its members on the basis of affinity which existed before MYRADA entered; this differs from groups whose members are selected by criteria set by outsiders.
- The members are linked by internal bonds; MYRADA calls it affinity - which is a blend of relations of trust and mutual support arising from various factors; this affinity exists before the intervener comes in and must be spotted; this is the strength of the group on which the intervener builds; these bonds form the basis for agreements, rules, regulations and sanctions.
- If mitigating poverty is the objective, then the members must be within the same income/expenditure bracket.
- The group must invest its time and resources in the function that it opts to take up before asking for external support; there must be a desire to form and manage the group; this investment must be on going and not just an initial entry point activity.
- Functions opted for must be decided by the group and decisions relating to implementation must be taken within the group which carries all risks. Transactions need to be frequent to generate ownership, discussion and the ability to arrive at a consensus. For example, in the case of credit, the groups must decide on the purpose, size of loans etc., not the bank or MFI. Similarly, with a watershed group, all decisions must be taken by the group. The dynamics generated by discussion and decision-making build confidence and skills, which are empowering.

These features alone do not make the group an institution. Investment in time and money is required to build its institutional capacity. MYRADA has developed 24 training modules as a base; others are added depending on the focus/function of the group. Training costs money, which government is not willing to provide readily, and which NBFCs/MFIs do not think is their responsibility. It costs Rs. 6000 - Rs. 10,000 to build the institutional capacity of each group.

Finally, the reason why MYRADA, which at first promoted both men's and women's SAG, shifted to women's SAGs was that its studies indicated that when men's income increases they tend to spend it on themselves, whereas women use their income for the family. After several years, however, MYRADA again began promoting men's SAGs when we realised that gender issues require that they be presented and addressed by both groups.

THE STRATEGY

What is MYRADA's strategy to support the left behind to enter the grey and core systems?

MYRADA's strategy starts at the bottom. It seeks i) to promote people's institutions which are appropriate to the resources to be managed and to build their institutional capacity to cope with the risk and diversity they experience and to take the lead in lobbying to change oppressive power relations in the home and in society, ii) to change faulty designs of programs and to improve implementation and iii) on the basis of this experience, MYRADA endeavours to change policy.

The strategic role of Poor Peoples' Institutions to change/neutralise oppressive power relations. In order for those in the outer circle (the left behind) to move into the grey circle, MYRADA believes that the poor need their own institutions and their federations which they can build with some support from those NGOs who are open to identifying the strengths of the poor and building on them (instead of merely focusing on their needs) and devising their own strategies to meet them. Examples of these people's groups are Self Help Affinity groups (SAGs), Watershed Management groups (Area and User groups), Soukhya Groups (Sex workers), small and marginal dry land farmer producers and marketing groups, which are largely informal in the first stage and Federations and Community Managed Resource Centres, and farmers producer organisations in the second and third stages.

MYRADA's experience also indicates that these groups require investment by NGOs in their institutional capacity building (ICB). MYRADA has produced a Training manual for ICB comprising 24 modules which can be adapted to different groups and situations. This ICB helps the group's members to interact with one another to decide on the problems and solutions, on finance and natural resource management if they have opted for it, and on other issues which concern their lives and livelihoods. The dynamics of this interaction generates power, skills to negotiate and resolve conflicts in time to build confidence to change relations at home and in society at their own pace. This ICB must be provided before they are offered training in livelihood skills which later can add value to traditional occupations or skills for on and off farm activities. ICB helps them set their own agenda and strategy to take the first step to lift them out of poverty through a livelihood strategy in which the whole family is involved. These institutions support the whole family in a holistic manner; they help to reduce risk and enhance security and the confidence to lobby for a change in oppressive power relations. MYRADA's experience indicates that these institutions are the most appropriate to address gender issues related to equal distribution of resources between men and women, boys and girls, as well as issues related to oppression, harassment in the home and outside.

Building institutions of the poor is yet to be recognised as a critical part of the strategy to eradicate poverty, since the role played by "power relations" in keeping people poor and vulnerable has hardly been factored into development strategy by most donors and interveners. This task is difficult to manage because it is easily politicised and tends to attract the press thirsting for new heroes and heroines and a quick solution. These fears largely arise because of experiences with NGOs who took the initiative, set their own agenda and pace for change in power relations, only to realise that their intervention was short-lived and usually left the poor worse off than before. Speed and greed have adversely affected many well-intended plans and programs. The priority of donors and governments has been largely on delivery of goods and services; people's institutions are considered the last link in the delivery chain. Private donors prefer the option of direct provision of services to that of genuine empowerment, though they may use the word frequently. Government programs have little place for promoting peoples' institutions (unless they are included in the design, and even when they are, there is a constant attempt to dilute their independent functioning). Many programs supported by NABARD and by some Bilateral and Multi-lateral agencies provide this space for people's institutions to emerge and grow.

CURRENT WORK OF MYRADA

Myrada's work has largely been divided into 5 domains:

Livelihoods, Natural Resource Management, Health, Education and Capacity Building.

The underlying principle of all our work is

"Building and strengthening local peoples' institutions

and responses in a cost effective and sustainable manner.

LIVELIHOODS

Livelihood is defined as a set of activities, involving securing water, food, fodder, medicine, shelter, clothing and the capacity to acquire above necessities working either individually or as a group by using endowments (both human and material) for meeting the requirements of the self and his/her household with dignity, on a sustainable basis.



Livelihood Opportunities

Over years of working with the poor in rural communities, MYRADA has realised that the group approach is more sustainable and relevant for poor women. The affinity within the group members fosters a sense of trust and unified power that endorses any investment in a livelihood strategy for them and their families. Therefore, building local institutions has become the backbone of most interventions in MYRADA and its promoted institutions (MPIs) in improving the livelihoods of the poor and marginalised. While a large focus on livelihoods has been economic stability in the family, there has been significant work on other social aspects of development which finally impact on livelihoods.

The SAG movement, pioneered in the early '80s by MYRADA with support from NABARD, has come a long way today. This started with self-selected poor women in groups called Credit Management Groups (CMGs) where the stress was on managing savings and credit. SHGs therefore originated from a conflict with the powerful, a conflict that was managed by poor people. By 2002, when SHGs had become a government-driven program as a result of which they were promoted overnight and members selected on the basis of criteria set by Govt. and funds were transferred to them without any institutional capacity building, MYRADA changed the name of groups (which self-selected their members on the basis of affinity, which started with regular weekly savings - and which were exposed to institutional capacity building) to Self Help Affinity groups or SAGs.

SAGs are civil society institutions of the poor. But to play their role as agents of change, both to support sustained livelihoods and to deal with unequal power relations, they need to become organisationally and financially sustainable. To achieve this, training in institutional capacity building (ICB) is required. MYRADA brought out a training Manual in the early 90s with 24 modules - which could be compressed into 14- which the SAG must be exposed to over a period of 1-2 years. Savings start from the beginning and are made weekly at meetings to create a savings habit. Loans from savings are given after 4-6 months; loans from banks are taken after 9-12 months.

The SAGs have now begun to provide the social space for the poor to grow in confidence, management skills and to build their own resources primarily through regular weekly savings (amount decided by each group). It is the management of savings and later of credit that is important - as it teaches people skills, not so much the provision of credit. As the SAGs grow in confidence, they take on new roles; for example, they emerge as the source for urgent loans, thus reducing the power of the large farmers who provide these traditionally. They link up with outside markets and technical support institutions, they bypass local social traditions which marginalised them in the past (for example they organised their own festivals), they exerted pressure to change biased gender relations in the home. They then federated into Community Managed Resource Centres (CMRCs) comprising 100-120 SAGs, which play a major role in influencing the local Gram Panchayats to install and maintain sanitation and drinking water systems as well as to maintain proper accounts.

Which are the institutions formed by MYRADA?

They can be placed into three categories.

Category 1

Participative Institutions of the poor at the base:

All of these institutions promote livelihood strategies and activities as well as empowerment, which we define as “discipline to attend meetings weekly, confidence to speak, to take decisions, to take risks and to lobby for change and against any form of oppression”. Some of them focus on providing market linkages, improving the management of water and quality of soil, on promoting sanitation and environmental management; some of them have recently been pro-active in promoting action against domestic violence, early marriage and female foeticide.

Category 2

Middle level representative Peoples Institutions.

These are largely federations of the category 1 type of institution. Examples include the Community Managed Resource Centres, Soukhya Samudhaya Samasthe (SSS) etc.

Category 3

Technical and supportive institutions for Category 1 and 2.

Institutions managed by people who are not poor but which are totally dedicated to supporting the poor by providing financial services, training in institutional building and livelihood skills and in providing technical support such as CIDORR.

Current Position of Myrada Promoted Institutions

1. Community Level		2. Federation Level	
Self-help affinity groups (SAGs)	7956	SAG Federations	595
Farmers Interest Groups (FIGs)	2255	CMRCs	90
Watershed area groups	716	Soukhya Okootas	44
Soukya groups	669	Soukhya Samudhaya Samsthe	5
FPOs	73	Support Level	
Joint Liability Producers Groups	57	CIDORRs Training Centres	10
Organic farmers association	3	MYKAPS - NGO	1
Rosemary oil farmers association	3	Myrada KVK	1
MASS	1	(Famer's Science School)	
MEADOW	1	Sanghamithra Rural Financial	1
Kabini Organic Producers Co.	1	Services	

Entrepreneurship implies investment in some new and at times in a traditional activity on a large scale where others are employed. The livelihood strategy of a poor family, on the contrary, shows that they prefer to diversify their risks into several small income-generating activities (some traditional, some new). Some loans are taken from the SAG to repay high-cost loans from money lenders (even the Government does this); other loans are for education which is not “consumption” but a long-term investment; others for health needs. In the first few years of SAG membership, they expand some of their traditional activities, drop others, and then gradually take on new ones, but usually those which are known to them. Only a few take on one large livelihood activity in the first 3-5 years, which is a feature of an “entrepreneur”.

3 major obstacles for credit to support growth and alleviate poverty

i) Greed ii) Speed iii) Standardisation

Most financial institutions, banks and government schemes are guilty of putting these obstacles in place (remember the inner core and grey middle circle?). MYRADA has learnt that one has to examine the loan pattern of SAG members over a period of time (on an average 10 years) to understand their livelihood strategy. A distinct pattern emerges in most cases whereby the individual woman initially takes small loans for consumption purposes or for initial small expenses. Midway in the decade, she then takes loans for education, income generation activities and later on she uses larger loans to purchase assets like gold and land. Over the years, both the purpose and size of the loan varies in healthy SAGs.

Improving livelihoods cuts across all domains that MYRADA works in and the group approach is the common underlying strategy.

How are these institutions linked to Myrada?

Category 1

MYRADA representatives are not members of the Governing Boards and do not have any position in these groups (except in MASS in response to a request from the members).

Category 2

MYRADA representatives hold two positions (out of 11) on the Board of Management of each CMRC and one (out of 21) in each Soukhya Ookuta. The others are elected from the SAGs and Soukya groups respectively.

Category 3

All the above institutions have a senior member of MYRADA's management based at the head office as Chairperson and two to four senior representatives on the Governing Boards. Most of the directors of all these institutions are representatives of MYRADA, either working in MYRADA or with long experience in MYRADA.

Inter-Organisational Links

While the organisational links with MYRADA have been mentioned above, these institutions also support one another both organisationally and financially. As far as finance is concerned, all the institutions are committed to raise resources required to support staff and establishment; those which have not reached this stage are being supported by others in the group like MYRADA, MYKAPS and Sanghamithra.

This is another area that MYRADA has invested a lot of its energy and time. The focus was on involving communities in the watershed projects, reducing risk to farmers through integrated farm development strategies and introducing value addition in the area of inputs – seed banks, vermicomposting, soil testing etc.

Around 1985, realising that a major investment in drylands was required to ensure the food security of the poor, MYRADA began exploring the strategy of micro watershed management in Gulbarga District in collaboration with the SDC and the Government of Karnataka. MYRADA's focus was to foster appropriate people's institutions which would take on the responsibility of planning, budgeting and implementing appropriate treatment measures to increase productivity (and reduce risk) in a watershed and then managing the investment for sustained impact. MYRADA has two simple slogans: "Make the water walk" and "Bring the soil back to life" (through judicious use of biomass, compost, silt and soil cover). The lessons learned from this project were incorporated in other projects in MYRADA and outside; the National policy and strategy for micro-watershed management drew from this experiment.

When MYRADA realised that the farmers faced a dilemma as most watershed projects required a "community contribution" up front as part of the project design. With the help of donors, MYRADA introduced the practice of converting part of the grants into loans which would be managed by local "watershed management associations". This removed the burden on the farmer and led to a significant improvement in the quality of implementation, reduction in costs and even diversification of cropping patterns.

So far MYRADA has covered over 2.4 lakh hectares in watershed development and another 60000 hectares are under treatment. In the last decade, most projects have worked with government assistance; IWMP, NABARD, DPAP programs etc. Several corporate donors have been partnering with us through their CSR funds since the past few years. MYRADA has set up monitoring indicators that enable the implementing team and the community level institutions to track the progress.

HEALTH

MYRADA has always been involved in some way or another in the health sector through creating awareness, organising and conducting health camps etc. We took up health in a big way with the Avahan HIV/AIDS prevention program from 2003 onwards. Since then, this sector has expanded to cover issues such as anaemia prevention, nutrition security, primary health care and environmental sanitation. There has been a geographical spread to cover many of the districts in North Karnataka. MYRADA has worked to develop a community-based tracking tool for anaemia prevention and control and malnutrition, many steps of which are now incorporated into the national program for anaemia prevention and control. It has promoted a high nutrient based supplement called MyNutrimix, which SHGs and mothers of malnourished children can make at home. Currently, our work in the health sector has identified the need to include work with disabilities and push through for environmental sanitation and cost-effective hand washing facilities in rural areas. Over the past

few years, MYRADA's extensive work with the Village Health and Sanitation Committees in an attempt to build local level institutions to empower them to monitor health issues on behalf of the community has shown that these committees are not effective community based organisations as almost half the members are part of the health delivery system and not willing to admit to any weaknesses in the delivery of effective and quality of health services. The other local community members do not have much of a voice in this committee. In contrast, the local SAGs have responded very positively to the simple tasks of monitoring pregnant women and young children. The local Gram Panchayats have actively supported environmental sanitation efforts to keep the villages clean and healthy. Regular fogging, disinfection of tanks and wells, cleaning drains, and promoting toilets and proper garbage disposal are some of the areas that they have followed up on.

MYRADA's experience during the COVID pandemic was heartening in as much as the enthusiastic participation of thousands of SAG members and CMRC representatives in healthcare related projects for TB, Hypertension and Diabetes Mellitus over prolonged periods of time-which helped us carry out a community based awareness cum screening and mainstreaming of identified patients into the Governmental healthcare system. Our practical support to the district healthcare system in addressing COVID related issues has earned a lot of goodwill at the district level government agencies and we look forward to further cooperation with government in this regard if need arises.

EDUCATION

In the past, MYRADA had large programs focussed on improving infrastructure in primary school education and supporting the SSA program to strengthen the management functions of teachers in North Karnataka. Strengthening the SDMCs (School Development Management Committees) has been a strong point of all education related programs in keeping with MYRADA's philosophy of building local level institutions. For the past 5 years, MYRADA has actively promoted vocational education through its CMRCs. Partnerships supported by the EU, Godrej and Boyce, Usha Silai International and others, have allowed the SAGs to identify potential youth and recommend them to the CMRCs, who, in turn, have linked these candidates to short and long term courses. Some of the common skills that have a high demand include carpentry, welding, plumbing, masonry, computer, tailoring for the short term courses and nursing aides course for the long term courses. MYRADA will continue to focus on vocational education in its project areas in the future too.

CAPACITY BUILDING

Training, Capacity Building and networking has been a critical part of MYRADA's approach to improving its interventions and to spread its proven strategies to other parts of the country and abroad without having to plant its flag in these areas. In response to requests, MYRADA also offers training and exposure to staff from other institutions involved in promoting poverty alleviation programs. There are 10 well equipped Centres for Institutional Development and Organisational Reform and Research (CIDORRs) located in the project areas.

How did Myrada approach training?

There were some key decisions that MYRADA take:

a) MYRADA opted not to publish an annual calendar of training that could be advertised to attract applications. (This was because such an approach resulted in individuals from several organisations attending the course. On their return, they did not have enough support to make a change in the organisation.) The sponsoring organisation was always requested to send a team for training- this would be a measure of their commitment to the topic of training.

b) The trainings are always based on the premise “ONLY TRAIN IN WHAT YOU DO”, since our strengths are embedded in the field and sharing people’s experience has a greater impact on trainees. While there are classroom sessions, the main thrust of learning is through field visits and discussions with the community.

c) MYRADA responds to requests that come to us. Two questions are always asked and answered before starting a program – what area is the training required in; and what level of participants are expected for the training. Based on the answers, MYRADA would then determine who does the training and which project training centre would handle it.

A very important area of capacity building is learning through case studies. This mode of learning is encouraged in all training programs. Therefore, each CIDORR is pushed to write case studies based on their experiences in the field. Case studies may not always portray success stories. Failures and challenges are also very significant learning for people.

PROGRAMMES ABROAD

MYRADA has been actively involved in promoting SAG and watershed strategies in other countries, notably in Cambodia, Myanmar and Indonesia in the past, and the African countries of Sierra Leone, Djibouti, Uganda, Tanzania and South Sudan in the recent past. Our staff visited these countries to train local people in implementing poverty alleviation strategies like the self-help affinity group approach and to assist in strategic planning. These projects have been supported to modify strategies to suit local conditions as well as to design training materials in local languages. MYRADA has arranged visits of foreign teams to India to interact with various development actors like NGOs, government functionaries, bankers and CBOs and to understand ways in which collaboration can be built for development in their own countries. In the East African program, there was an exchange of persons where young staff from MYRADA and their counterparts from the African countries spent nearly a year in the host country to learn from and share successful experiences.

OUR STAFF

In the 90s, MYRADA's staff strength rose in excess of 700. The number declined to 326 in 2003 and now is around 400. A lot of the programs are now being implemented by MYRADA promoted institutions (MPIs). MYRADA's interventions have become more strategic in recent years; this requires fewer but experienced staff who constantly upgrade and expand their skills. Besides, there are over 500 volunteers trained in health care, animal husbandry, forestry, literacy and other relevant areas who provide needed services in project areas. Almost all of MYRADA staff are from rural areas; many of them are graduates or post-graduates. MYRADA has invested a lot of time and money in training its staff. MYRADA looks for and develops the following qualities in its staff: commitment, professionalism, innovativeness and the ability to work in a participatory manner. Commitment is defined as the willingness to work in MYRADA though more lucrative offers for alternate employment are available.

All matters related to accounts and personnel are computerised in every project and at the Head Office. Statutory auditors conduct financial audits twice a year, and there are quarterly compliance audits of major projects. All MPIs of MYRADA projects are audited regularly.



CASE STUDY

“Goat Bank” – an innovative approach

The concept of “Goat Bank” is to create a revolving bank of goats to be loaned to the self-help affinity group members and to promote goat rearing for generating regular income. This is one of the innovative methods developed jointly by the holistic rural development project (HRDP) team of MYRADA and the CMRCs promoted in the project villages in promoting income generation activities for the livelihoods of the poor. The goat bank model has covered 990 families in the last 2 years.

During the implementation of HRDP in the 16 selected villages of Bidar, Raichur and Gulbarga districts of Karnataka, SAG members who came forward to rear goats were assisted with a sum of Rs.7,000/- from the project funds. The cost of the female goat ranged between 5000/- to 8000/- and each beneficiary had to pay the difference as her contribution. As a policy of the goat bank, each beneficiary has to donate the first new born goat kid to the goat bank as a repayment which in turn is given to the other needy SAG members as a revolving loan. The goats usually breed once in six months giving birth each time to 2-3 kids on average. CMRCs manage the goat banks. Each beneficiary earns between 40,000/- to 60,000/- per year on average. This goat bank model is one of the success stories to inspire the SAG members elsewhere.

Kalavati residing in Gundur village of Gundur GP, Basavakalyan taluk in Bidar district is one of the beneficiaries who took up goat rearing as an income generating activity through HRDP in the year 2021-2022. She expressed that the IGA support has changed her life style from a household woman to an entrepreneur in goat rearing. In one year period, she could multiply up to 15 goats and earn an income of Rs.60,000/- by selling 6 goats. Now she has 7 female and 2 male goats and planning to have 100 goats in the near future to make it a big business. She is happy to say that many buyers have started approaching her to supply goats with an advance payment. **Kalavati** is a role model for all the other SAG members in the village in promoting goat rearing.



A story of change : multifaceted beekeeper



Dhananjay, a diploma holder in electrical engineering and hailing from a remote village of Vaddarakempapura of Tumakuru district, Karnataka was working in a crane operating company at Bengaluru and as his salary was not enough to meet out his expenses in the metropolitan city he returned to do something for his livelihood in his family land.

He approached MYRADA Green College (MGC) located in Holalkere, Chitradurga district, is a training centre in providing skill building of youth through training, extension and business development support in rural trades. He was enrolled in a beekeeping training program during January 2021. He started with a bee box in his family land. Spotting his enthusiasm and entrepreneurial abilities he was further enrolled in the fast track training program for developing his business skills during September 2021. That built up his confidence in business promotion.

Dhananjay is now one of the enterprising youth who have established themselves in honey production business within a short span of time. He is now undertaking multiple products such as rearing bees and producing quality honey, multiplying bee colonies and selling, preparing wax, and has set up a unit in manufacturing and marketing bee boxes which gives him good earnings compared to his previous job. He has now established his own bee keeping training cum honey production centre in the name of “Prakruthi Bee Farm”. His professional skills were used by MGC in conducting training in beekeeping as a qualified trainer.



THE FUTURE

MYRADA has learnt over the past 54 years of its life that rural development is a slow and steady endeavour, to be taken up with intelligent preparatory ground work and to be pursued diligently and ceaselessly. The main focus of such interventions has to be identified and then retained during the intervention stage. MYRADA correctly identified rural poor families, and especially the women members of such families, for a focused attention on the development front in the major domains selected by us for our interventions. In most cases, this approach proved itself to be appropriate to the particular situations in which our interventions were carried out – as evidenced by the large proportion of successes which we can legitimately claim with the knowledge of hindsight.

The current situation is quite different from what rural households faced in the 1980's and the 90's. Absolute poverty of the type encountered so frequently and tangibly in those days has declined sharply. The medium of the internet, the World Wide Web, computers, T.V., and mobile phones have all opened a window for the rural world which did not exist then. Access to better services and an increased awareness of opportunities – both available and denied – has impacted on the way the rural family presently looks at its immediate environment and the way it assesses other stakeholders in its pursuit of sustainable livelihoods. The major visible changes in the rural context are likely to accelerate faster and faster as urbanisation and industrialisation proceed towards their full potential in the near future.

The demographic dividend (which has a potentially huge payoff India expects to reap in the coming decades) is yet to make an impact on rural livelihood opportunities. Openings to skills training and vocations, which are in demand, in the immediate neighbourhood of the school dropout rural youth, are currently few in numbers. Unless this situation is addressed adequately, the demographic dividend is likely to turn into a drag.

There are scenarios which predict a reverse migration from the cities and towns back to rural India whereby a large number of semi educated, semiskilled and underemployed workforce, which cannot meet the employment demands of the modern city, may have to fall back on agriculture and allied activities – which may not be easy to do.



Points to Ponder Over

Are our programmes responding to the needs of all the unorganised/vulnerable communities in our present working area?

Are our programmes capable of reaching out to the vulnerable groups in the peri-urban / urban communities?

Are we in a position to extend our work areas to different states / untouched areas in our current presence?

MYRADA's reading of the situation

Our analysis recognizes the following broad scenario developing currently

Increasing urbanisation

- Over 92% of the workforce continues to be in the unorganized sector.
- Land ownership has been increasingly squeezed.
- 12 million people are expected to return to farm-based occupations in a reverse migration from the cities.

The Demographic dividend expected from an increasingly younger population will require several important conditions to be met before fructifying. In the coming 5 years we need to accept projects and programmes to support recent migrants to urban and peri-urban areas and make a successful transition from farm-based to other types of livelihoods. Facilitating vocational education programmes with new government / CSR funding is a possible way to expand both geographically and in terms of skills diversification. Further, in order to address the likely reverse migration of unemployed youth from urban / cities / towns back to rural areas, vocational skills sets based on agriculture / horticulture and value addition need to be propagated, especially amongst the youth from the rural families we have worked with in the past and who may be suffering for want of appropriate skill sets our analysis recognises that:

Points to Ponder Over

Are we ready to undertake programs which significantly adds value to what our rural producers can deliver to the marketplace?

In the domains of education and health care, there are several shockers facing us:

Only about 25% of 8th class students can actually carryout addition and subtraction or read a 4th class text book without faltering.

MYRADA's reading of the situation

- An individual small farmer cannot hope to produce sufficient surplus to be able to sell it on his own.
 - Farmers small or big, receive only 25% of the value created on their produce because they do not play a significant role post-harvest.
 - Few farmers convince their next generation that agriculture is a paying proposition - young enthusiastic farmers are a dwindling species. Young farmers who actually purchase or lease additional lands to take up farming are very rare specimens. The trend is to sell your land in the village and migrate to the city/town hoping for a better / but undefined alternative.
 - All farmers we work with are now completely aware of the systemic exploitation they are susceptible to as long as they remain disaggregated and small. What they seek are directions to help them overcome their present set of problems and predicaments when they are facing the market place without adequate preparation, training and mentoring. MYRADA's role will be to motivate, train and handhold the farmers that it is worthwhile to form strong Farmers Implementation Groups (FIGs) with the objective of making themselves self-reliant after a few cycles of market driven selling operations.
 - Value addition in post - harvest phase both for the individual farmer and for the farmer's interest groups has to be attempted with the consent and participation of the farmers themselves. MYRADA's engagement with the process would be pretty broad, deep and of long duration. The local context of the FIGs would determine the precise nature of such engagement in different projects. Going by our past experience, this may take between 2 – 3 seasonal cycles of production and MYRADA's task will be to repeatedly expose the FIG to the realities of the market place and the best way to address such realities. MYRADA staffs who are assigned this task of handholding will need to be attuned to this role which involves interaction with the market place. Already, several of our staff working on deputation with CMRC, have gathered experience in networking with banks, government department officials, GP members, etc. on behalf of CMRCs. However, the skill set which is needed to manoeuvre the FIGs through the unfamiliar terrain of APMCs/traders/accountants/ customers etc. and interactions with them for a win – win scenario, has to be provided to all our staff in order to prepare them adequately to play such a role.
-
- MYRADA's efforts in the past included creation of infrastructure for primary level education in villages. These efforts were focused entirely on government schools, even if the money sometimes came from private sources both domestic and foreign.
 - The quality of education imparted to the students in Government schools is a function of several factors, none of which is under the control or the influence or even the knowledge of well-meaning donors and implementers. The two major factors identified are the quality of human resource, i.e. the school teachers and the content of the curriculum.
 - It is abundantly clear by now that private sector education providers have easily scored over the government system on both these counts as a result of which, at least in the urban / peri-urban areas, even poor families are unwilling to send their children to government schools even though these are free, and can claim to have other facilities such as toilets, playground, drinking water, etc. The education policy of several state governments insisting on education in the mother tongue may have many followers but majority of the poor want to send their own children to English medium schools. Our experience of this trend is confirmed by evidence of SAG women borrowing money for fees in private institutions over most of our geographically dispersed locations.
 - MYRADA will encourage the CMRCs to provide rural children with opportunities for holistic development through formation and nurturing of children's clubs to promote sports, games, quiz competitions, soft skills and life skills. Our project on child development in Raichur promises to act like a beacon in this respect. Another area that MYRADA will continue its efforts will be in the empowerment of SDMCs to play their designated role effectively.

Points to Ponder Over

With fast dwindling common property resources in rural India (less than 15%), decreasing forest cover (less than 19%), an increasing proportion of degraded land, and pollution levels, should our efforts in NRM be recalibrated?

Over 60% of children below 5 years face severe to medium malnourishment

Nearly 27 million disabled persons, more than 18 million of them rural. In the decade 2001 -11, the proportion of urban disabled persons has increased significantly.

MYRADA's reading of the situation

Our analysis recognises:

- Notwithstanding empirical data to the contrary, both government and private sector donors look at NRM activities of soil and water conservation as “doable within a year” category. The unstated but dominant perspective for these entities is: Can we claim a success in our next Annual Report?
- Increasing outlay on IWMP and allocation of implementation responsibility to dedicated field departments by the Governments has narrowed the opportunities available to MYRADA to design develop and implement an end to end project with the focus on the local community being enabled to manage the process.
- MYRADA cannot rest on its laurels nor expect to undertake large scale government funded watershed level projects for soil and water conservation as was done over the past 3 decades and more. The emphasis has to shift to small scale but intensive projects for SRI, Integrated Farm Development (IFD), organic farming, rain water harvesting etc.

Our analysis suggests that:

- Malnutrition is still an issue due to a complex set of factors. Though an underlying poverty and subsequent food gap are the most significant primary reasons, there are several others including ignorance of balanced diet, lack of access to nutrients, poor tracking of those with malnutrition etc.
- MYRADA will continue its efforts to promote nutrition security right from improved food production to distribution/ utilization.
- Malnutrition in children and pregnant women continues to be a source of concern and MYRADA's attempts in this domain need to be further enhanced in the area of awareness generation, production and distribution of Mynutrimix, and monitoring of progress in respect of each child / pregnant woman. Our present partnership with domestic / international agencies and donors as well as departments of women and child welfare will have to be strengthened.
- The other areas of focus in the coming years would include environmental sanitation including toilet construction and utilization, safe drinking water, community based rehabilitation including livelihoods for the rural disabled, and continuing with our past efforts in addressing anaemia in pregnant women, adolescent girls and children.



MYRADA has begun the process of facilitating farmers to form appropriate institutions such as farmer groups / federations / company to help them earn a little more than before through intelligent and coordinated post - harvest activities including sorting, grading, aggregation, transportation, storage and marketing their surplus agricultural produce.



These efforts will be further intensified as well as extended to other districts where MYRADA's past association with the farmers and their families focused mainly on water and soil conservation efforts under the integrated Watershed Management Projects (which typically covered 1500 – 2000 farmers in a micro watershed over a period of 5 – 6 years and enabled the entire community including farmers as well as landless people to work together through watershed committees to plan and execute programme activities at their own pace.)

The quality of human resources available to MYRADA has so far been exceptionally suitable for MYRADA's goals and method of operations in so far as commitment to the cause is concerned. A very large number of MYRADA staff continues to work with the organization because it gives them satisfaction, and not because it provides them with well-paid employment. However, while commitment and passion are evidently abundant, competence and professionalism needed to design, undertake, monitor, describe and learn from projects implemented requires constant and frequent upgrading. The ability to communicate effectively with the rural community and the patience to listen to what the people are saying has to be matched with the ability to collect, analyse, and report to local stakeholders, donor agencies and to the outside world in general. This is applicable at all levels of the organisation, beginning with programme officers at the Head Office, CEOs of MPIs, Field Programme Officers, Project Officers, and Subject Matter Specialists and so on. In other words, all MYRADA staff will need regular capacity building so that they can be, in addition to being the “doers”, effective spokespersons.

In addition to finding young blood with the right attitude to rural development and the potential to evolve into a development professional of the highest standards, MYRADA also needs to find subject matter specialists in the area of agriculture,

horticulture. The need to take up value addition in agri produce by training and handholding farmers in integrated farming techniques which has been successfully demonstrated on a large scale at MYRADA KVK Erode over the past few years. This can be now undertaken in the other field locations where MYRADA operates currently.

MYRADA has recently reinforced the practice of sharing the minutes of the monthly field level staff meetings with the Head Office. Head office staff are encouraged to actively participate in these meetings to discuss not merely the progress report of on-going programmes but also on matters of relevance to the local communities and the domains identified by us to work within. A periodical assessment of such matters across all field offices is carried out at the Head Office. Of particular interest in such meetings are the inputs provided by our CIDORR. These institutions are now expected to scan their immediate horizons and to undertake small and clearly formulated case studies which reflect/highlight the underlying reality in the community and will be of great significance in making the CIDORR immediately relevant to various stakeholders such as Government departments, PRIs, corporates, donor agencies in terms of understanding the ground truths and designing an appropriate intervention. What is done during implementation needs to be translated into a training module and be available in the CIDORR within a short period of about 6-9 months. A continuous upgrading of skills at CIDORR level is also necessary to enable them to develop and present project proposals independently to donors directly and not as an adjunct to MYRADA or as the implementing arm of MYRADA in the area of training. More MPIs will be encouraged in the coming days to seek and find appropriate donors and then to negotiate a partnership with willing donors to carry forward the training tasks.

Housing and Infrastructure

Cumulative Total

Individual toilets/bathrooms constructed & repaired	67,962
Houses Built	26,837
Houses Repaired	10,711
Village drinking water systems	4,714
Community warehouses	3,463
Eco toilets	2,769
Small weirs/check dams constructed	2,592
Smokeless chula constructed	2,010
Backyard Poultry	1,428
Cattle shed	1,100
Community halls constructed	997
LPG connection to poor families	690
Bio gas plants constructed	585
Cloth washing slab	330
Bus Shelters	184
Drainage soak pits	184
Individual sanitary line connection	150
construction of drainage box	134
Anganwadi / Community buildings	100
Community kitchen	51
Slatted floor goat rearing	42
Ground level tanks	25
Foot bridges	17
Overhead tanks	16
Stage constructions	10
Oil distillation units	3
Ragi processing unit	3

Education/Child Development

No.of children covered under various programs	3,21,668
No. of sponsored children	54,576
Drinking water systems in schools	9,200
School class rooms constructed / repaired	1,766
Kitchen gardens in schools	1,280
Rain water harvesting systems in schools	237
Toilets in schools	122
Anganwadi buildings constructed / repaired	42

Village Development Activities

Grain storage units	12,239
Drinking water systems in villages	9,200
No.of villages covered under health and env.sanitation	1,297
Vocational education / skills training	533
Solar street lights (Villages)	265
Roads repaired (villages)	72
No.of villages covered under primary education	17
Foot paths built (Villages)	17

Natural Resource Management

Saplings planted / Agro forestry and horticulture	15,27,80,481
Watershed area treated (in hectares)	2,35,789
Vermicompost units	8,000
Roof water harvesting structures	2,382
Farm ponds (Excluding watershed area)	3,051
Tanks desilted	1,546
Bore well/open wells recharge pits	1,383
Organic cotton cultivation (in acres)	1,380
Wells dug/drilled/desilted	1,371
Organic farming cultivated (in acres)	730
Compost pits	55
Shallow well	28
Gokatte	18
Sub surface dams	7

A decorative graphic on the left side of the page. It features a vertical line of seven colored circles: red, orange, purple, lime green, yellow, and light blue. To the right of these circles, the year '2021' is written in a large, black, sans-serif font. Below the year, the word 'vision' is written in a smaller, black, sans-serif font, with a period before the 'v'.

2021 vision

OUR FOCUS

LIVELIHOODS

Institution Building- Urban/Rural
Second level institutions
IGP
Animal Husbandry
Insurance

NATURAL RESOURCE MANAGEMENT

Integrated Farm Development + Organic Farming
Soil and Water Conservation
Improved Agricultural Practices
Demand side water management
Micro-irrigation: Rain Water Harvesting
Agro-forestry
Alternate Energy: Solar/Wind/Biofuel

HEALTH

Nutrition
Geriatric Programs
Life skills
Women's health
Safe Drinking Water
Environmental Sanitation- Toilets, Drains, Garbage
Disabled Persons Programs
NCDs/TB/CANCER

EDUCATION

Vocational Education
Career guidance
Legal literacy
Children's Groups

CAPACITY BUILDING

Build or identify local district level expertise in all domain activities
Field Based Research
Documentation
Network/ Resource Directory
Staff Capacity Building
Foster/ Mentor MPI's
Training Programs- external participants
Social Issues- Domestic Violence, gender issues

OUR PRESENCE



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