

*Working for rural development since 1996...*



*"Ensuring livelihoods  
with equity & dignity"*

# Annual Report 2020-21

[www.asaindia.org](http://www.asaindia.org)









"Ensuring livelihoods  
with equity & dignity"

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**Statutory Auditor** .....

M/s S.L. Chajjad & Associates, Bhopal, Madhya Pradesh

**Internal Auditor** .....

M/s L.K. Maheswari & Co. Bhopal, Madhya Pradesh

**Bankers** .....

Bank of Baroda  
Bhopal, M.P.

State Bank of India,  
Bhopal, M.P.

AXIS Bank  
Bhopal, M.P.

HDFC Bank  
Bhopal, M.P.



## 25 years of making a difference

### *Reflections from the Founding Directors*



*“Ensuring livelihoods  
with equity & dignity”*

Completing 25 years is a milestone. It is an occasion to celebrate- an opportunity to momentarily look back and to chart the path forward. We still remember that day when we started this organisation with just a handful of people and very limited resources. Starting from there until today, we have covered a long and evolutionary journey. Years ago, we started with millions of dreams, hope and immense zeal and today when we celebrate another year of birth, nothing has changed except the fact that we have made our dreams come true and have added few new ones.

Since the establishment, we are adding everything to us, manpower, achievements, areas where we work, quality services, value systems and even the excitement and dedication for our work and responsibilities. We are proud of ASA, proud of an organization that was able to professionalize itself and adapt to the challenges of our times while staying attentive to what we do best, ie; contributing to the well-being of the people, communities and community institutions in the social spheres.

Today, ASA is in an exemplary position thanks to the skills and commitment of our teams, which remain dedicated to providing quality service to all our beneficiaries. This Team has been our strength and spine for the organization. There is yet a group of such people whom we want to thank from the depth of our heart on this auspicious occasion of completing 25 years. Our former employees, who have worked to help this organization towards success and laying the path for the younger and newer generation of professionals to follow and lead. To all our donors, whose generosity and unwavering commitment powers our work in transforming lives and livelihoods. Thanks to them, more than 580000 families have been directly benefitted from our initiatives to date. And to the people with whom we work for their relentless energy to shoulder responsibilities with us and the love and affection they gave us.

Before we conclude, we want to say that the path ahead will be challenging because the unpredictability will continue to rule, but be assured that we have able leaders to guide and continue to inspire us to strengthen all of our capabilities to better understand and deliver. What is important therefore is that at the end of the day, it is not only how we are leaving communities in terms of equipping them with livelihood resources and boosting their revenues but how we are leaving them in terms of empowering them with skills and capabilities. We need to continuously reinvent and rethink in order to improve upon our existing systems, to make them better, to make them simpler and to make them scalable.

**Ashis Mondal & G. Jayanthi**  
Founding Directors



# Our People, Our Power

## Reflections from our team

**Pushpendra Yadav**  
Facilitator - Supply Chain Management

"One thing that not only strikes but fills me with pride towards ASA is its undeniable and consistent efforts to enhance the lives of tribals".

**Bherulal Rathore**  
FPO Business Facilitator

संस्था द्वारा किए जा रहे गरीब किसानों की आय में वृद्धि हेतु एवं इनके जीवन यापन में सुधार लाने हेतु किये जा रहे कार्य से बहुत प्रभावित हूँ और इसी कारण संस्था में इतना समय से कार्य कर रहा हूँ।

**Ramesh Patel**  
FCO Coordinator -M.P. West Operations

"Feeling proud to be part of this noble journey that ASA has embarked- It's commitment to improve the lives of the vulnerable community"

**Zahid Sherwani**  
Manager - Program Process Audit

"I am very fortunate to be able to witness and work amongst an organisation which is doing exemplary work for smallholder farmers for their better livelihood"

**Vikas Shukla**  
Senior Programme Manager - Livelihoods financing

"My experience here has been wonderful throughout. Through my program i am directly involved with the loan beneficiaries and can see how their lives are changing for the better with little support from our end.

**Pritesh Jain**  
Team Lead - Jhabua operations

"Innovation and creativity are important part of our organization and that is the reason we are successful in our endeavours"

**Krishn Kumar Trivedi**  
Programme Director - Financial Inclusion

"ASA's approach of taking small, simple steps to create impact has led to organic growth from addressing basic issues to market-led approaches for the farming community. Our ability to learn and execute with changing context and creating system to support community initiative beyond project life is testimonies of our organizational commitment."

**Ruma Chatterjee**  
FCO Coordinator -Jharkhand & Bihar Operations

"ASA, for it's legacy of services towards society can be defined as A- Accredited towards livelihood enhancement of farmers through promotion of farmers' collectives, S- Socialistic in nature, and A - Adventurous towards promoting innovations in agriculture technology and agribusiness"

**Dheeraj Neduthody**  
Team Lead - Vidisha Dist.

"ASA has given me a great opportunity to work towards GO-NGO collaboration. After doing PGDFM from IIFM Bhopal, I believe interventions such as these are making huge change in the rural areas. I am happy that my work is bringing positive change in someone's life"

**Rashid**  
FPO Coordinator- M.P. West Region

"Proud to be part of the ASA Team who has given me the opportunity to learn a great deal while doing my bit for the deserving communities"

**Monalisa Bara**  
Project Executive

"The distance between number one and number two is always constant. If one wants to see growth in the organization one has to improve oneself in the organisation. I am more than happy to have been given this opportunity to learn from the Field Teams to the senior most people in ASA. I was also given the role of Rice Mill Management, which is traditionally male oriented domain. I am thankful for ASA's confidence and faith in me and many new comers like me in the organization"

# 25 years of impact outcomes

## Key Highlights



By 2020-21, ASA has worked with communities in **38 districts** across 8 states impacting **5, 80, 000 families**

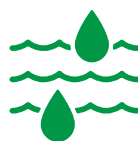


**5997** with savings standing at **Rs 84 million** & several millions **received** as bank **Loan** every year **by the SHGs**



**79 Farmer Producers' Organisations** of

smallholder farmers with a membership of more than **one lakh shareholders (>50% women)** are actively engaged in developing agriculture value chains like seed, ethnic, organic and conventional Agri products.



**78,565 hectare of land** treated with soil & moisture conservation and drainage line treatment measures. **And another 15656 hectare of land** treated under convergence with the government schemes

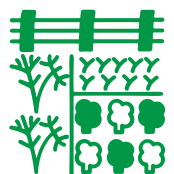


**7447 major and minor water harvesting structures** such as stop dam, earthen tank, lift irrigation, shallow borewell, dugwell, farm pond, doha and canal renovation for irrigation of

**35156 hectares** and another **8274 water harvesting structures**



built through convergence, providing irrigation to **19949 hectares**



To bolster the livelihood of farmers **> 1.5 million agroforestry tree species** have been planted.

**790 horticulture plots established on 262 hectare. Another 449 horticulture plots** were established through convergence of the government schemes



**Approximately 1,50,000 farmer families** have been trained on responsible or sustainable cropping practices in 2020-21.

This includes **21615 farmers** adopting organic farming practice.



**63502 families** are involved in **commercial vegetable production.**



**52 crop varieties** of different crops have been tested through farmers' field trial in 2020-21



Through the financial inclusion program, **3683 Agri- entrepreneur and livelihood loan, 811 enterprise loan and 436 livestock** loan have been availed by women







**Dr. Rita Sharma**  
Chairperson

Dr. Rita Sharma, a retired member of the Indian Administrative Service (IAS), served as Secretary to the Government of India in the Ministry of Rural Development. Dr. Sharma was the Secretary to the National Advisory Council in the Prime Minister's Office.



**Mr. Ashis Mondal**  
Director

Ashis Mondal is the founder Director of ASA. His major work experience spanning three decades includes the development of livelihoods for small holders through natural resource management including sustainable agriculture and promotion of smallholders' organizations for agribusiness. Ashis has served as member in several national and international advisory committees including the National Advisory Council, Government of India.



**Mr. Binoy Acharya**  
Trustee

Binoy Acharya is the founder-director of "UNNATI- Organizations for Development Education". Binoy has been working as a researcher and public educator to promote social inclusion and democratic local governance.



**Ms. G. Jayanthi**  
Trustee

Jayanthi is a post-graduate in forestry management from the Indian Institute of Forest Management, Bhopal. She has more than three decades of experience in development work especially human resources management and development communication. She is one of the founding members of ASA.



**Mr. Madan Mohan Upadhyay**  
Trustee

Madan Mohan Upadhyay, a retired member of the Indian Administrative Service (IAS) has experience of over thirty years in public service. Mr. Upadhyay has served in Madhya Pradesh and Chhattisgarh in diverse capacities in various departments such as agriculture and rural development. He retired as Additional Chief Secretary to the Government of Madhya Pradesh.



**Ms. Prema Gera**  
Trustee

Prema Gera is a former official for the United Nations where she served in different capacities from 2002 to 2013 with the last position being of the Assistant Country Director and Head of the Poverty Program at UNDP India. Prema has over twenty-five years of experience in social mobilization, rural development, and women's empowerment.



**Mr. Punit Sanjay Lalbhai**  
Trustee

Punit Lalbhai is the Executive Director of Arvind Limited and leads Arvind's manufacturing businesses which include Core Textiles, Advanced Materials, Engineering & Agribusinesses. He also spearheads initiatives in sustainability, CSR and Innovation at Arvind. He has an MBA from INSEAD, France and Masters in Environmental Science from Yale University, USA and a Bachelors degree in Conservation Biology from University of California, USA.



**Ms. Soma Dutta**  
Trustee

Soma Dutta has been working extensively for more than thirty years for energy and sustainable development with special focus on gender. Soma works as independent consultant associated with national and international organizations. Asia and Africa are the focus areas of her work.



**Mr. Subhash Mittal**  
Trustee

After working as a Chartered Accountant in the United Kingdom and India (with PwC), Subash chose to work in the social development sector and has been associated with agencies such as UNICEF, World Bank, and reputed CSR organizations. His experience includes public project and organization appraisals, financial management, accountability assurance, and public expenditure.



**Mr. Yogesh Kumar**  
Trustee

Yogesh is the founder Director of "Samarthan-Centre for Development Support", Bhopal, which primarily works for strengthening civil society efforts to promote participatory development and governance, strengthening Panchayati Raj institutions and urban local bodies.



**Mr. Subrata Dasgupta**  
Trustee

Subrata has been in the financial sector of the IT industry for more than thirty years. He has managed organizations, software development groups, and large projects. After retiring as Associate Director, India/South Asia region in IBM, he has been working as an independent consultant.

## Outreach & Impact

### We work in

8

States



Madhya Pradesh



Chhattisgarh



Jharkhand



Bihar



Odisha



Gujarat



Uttar Pradesh



Maharashtra

38

Districts

87

Community  
Development Blocks



2,666  
Villages



5,80,000  
Families

### Our Team is spread across

8  
Field  
Coordination  
Office

53  
Team  
Office

Comprising of **194** qualified development professional with a range of specializations and **300** barefoot professionals



## Our Partners in development (Past & Present)

Acknowledgments for supporting our mission of ensuring livelihoods with equity and dignity for poor

### Government



### National Organisations



### International Organisations



### Financial Institutions





"Ensuring livelihoods  
with equity & dignity"

## Mission

Ensuring livelihoods of poor people through providing developmental services in particular through natural resources development.

## Core Values and Objectives

ASA's approach to development is firmly founded upon participatory action at the community level. At the heart of the organization is the aim of developing livelihood security, which is facilitated by an intensive participatory process of natural resources development and local institutional development. Particular emphasis is placed upon the poor and women.



Parameters	Units	Progress 2020-21	Progress (Cumulative)
Districts Covered by ASA's Operation	No.	38	
Villages Covered by ASA's Operation*	No.	2666	
Families under Program*	No.	580000	
<b>Land &amp; Water Resources Development</b>			
○ Area Treated for Soil Conservation	Ha.	124	78,669
<b>Water Harvesting Structures</b>			
○ Masonry Stop Dams	No.	11	304
○ Earthen Tanks	No.	0	113
○ Farm Ponds/DOHA	No.	60	1315
○ Group Dug Wells	No.	140	3753
○ Canal Restoration	Running Mtr.	0	33137
○ Group Lift Irrigation System	No.	18	188
○ Shallow Bore wells	No.	273	1770
○ Irrigation Potential Created	Ha.	1077	35156
<b>Agriculture Productivity Enhancement</b>			
○ Varieties Tested for Participatory Selection (All Crops)	No.	52	432
○ On-farm Trials for Varietal Selection	No.	675	10133
○ Farmers Field Trials on Good Agriculture Practices	No. of Farmer	709	12094
○ Vegetable Gardens (in 0.1-0.2 Acre plot)	No. of Farmer	13001	48766
○ Farmers Practicing Certified Organic Cultivation	No. of Farmer	21615	21615
○ Farmers Practicing Responsible Cropping	No. of Farmer	143269	532327
○ Wadi (Horticulture plots)	No.	790	1358
○ Trees on Farm planted	No.	273418	1165953
○ Integrated Livestock Development Center of Operation	No.	22	22
○ Animal covered in Artificial insemination program	No.	2336	7544
○ Cross breed calves born	No.	756	1421
<b>Agribusiness Promotion for Small Farmers</b>	No./Members	0/6,184* *Members added this year	57/39544
○ Formation of Farmer Producer Organizations (FPO)			
<b>Self Help Groups</b>	No.	113	5947
<b>Credit linked for micro enterprise</b>	No. of Families	4930	6235
○ (Diary, vegetable production, goat rearing, micro enterprise, etc.)			
<b>Community Training</b> ASA so far has trained over a million farmers and facilitated them adoption of Good Agriculture Practices, leadership and institution management.			

## New Projects

*initiated during the year*

### NEW PROJECTS

Landscape restoration through a community led sustainable natural resources development model in Sidhi district, M.P.



DONOR

**HSBC**  
The world's local bank



LOCATION

Sidhi district, M.P.



DURATION

5 years

Fostering partnership with the Government of Odisha for the development of FPO sector in Odisha



Bhubaneswar district, Odisha

3 years

Preparing actionable implementation plan for the select cluster in Sidhi district, M.P.



Sidhi district, M.P.

3.5 months

Development of organic cotton cultivation and construction of dug well to support the cotton project



3 districts, M.P.

2 years

Holistic Rural Development Project (HRDP) for the small and marginal farmers



Kachrod block, Ujjain district, M.P.

3 years

Enhancement of livelihoods of tribal community through vegetable garden programme to increase farm income and improvement of socio economic indicators



Betul & Mandla districts, M.P.

11 months

A high impact mega watershed project to improve the livelihood conditions of targeted households in partnership between Govt. of Jharkhand and Bharat Rural Livelihoods Foundation (BRLF)



Sahebganj district, Jharkhand

4 years

Livelihood support program as response to COVID.



Across M.P., C.G. Jharkhand & Bihar

1 year

Bayer's CSR program for farmer's secured livelihood.



7 districts across M.P. & Jharkhand

6 months

Rapid Rural Community Response to Covid-19 (RCRC) anchored by Education for Employability Foundation (E2F)



24 districts of M.P.

3 months

Provide professional expertise to OLM in the capacity as Resource Support Agency for capacity building of OLM state team and downstream providing necessary training and handholding support for undertaking the promotion of FPOs in Odisha



24 district across Odisha

1 year

Implementation of MGNREGS through Cluster Facilitation at block level

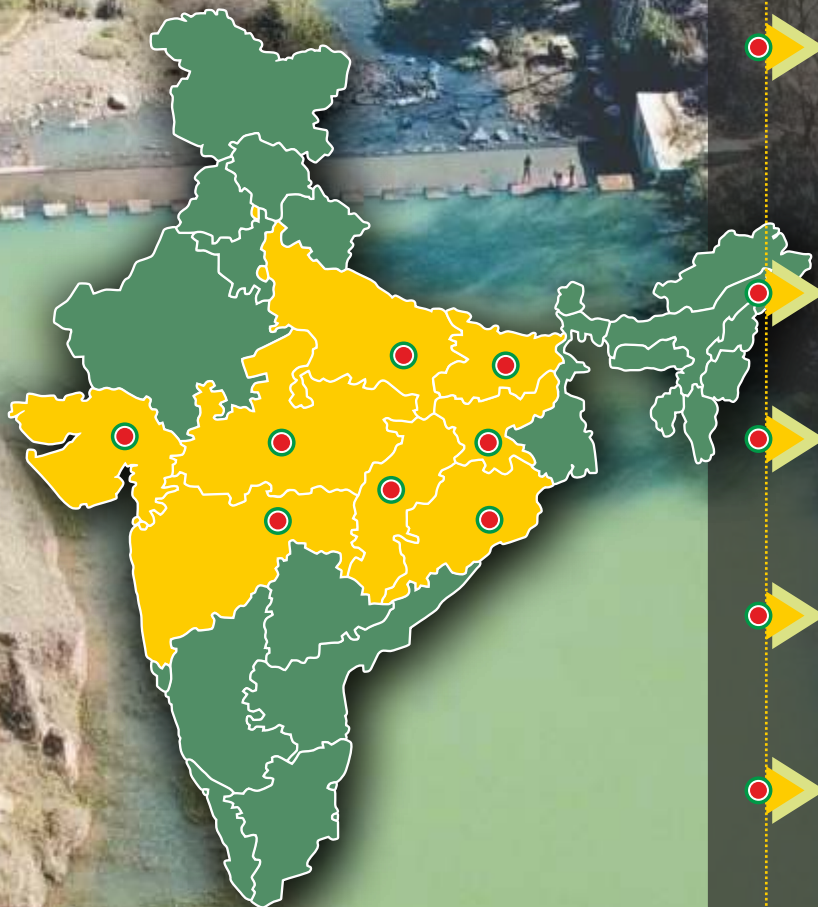


Fatehpur district, Uttar Pradesh

3 years



## Program Area Profile



High population growth rate and low literacy rate



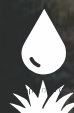
Irrigation facility is at sub-optimal level



Agriculture is largely subsistence. High dependency on casual wage employment to supplement income



Erratic and highly variable rainfall



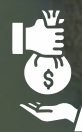
Area provides opportunities for natural farming



Limited role of women in community development



Widespread poverty, with high concentration of Tribal, Scheduled Castes and Other Backward Castes



Exploitative practices of money lending, multi-layer agents in agricultural marketing, etc., prevailing



Rigid caste structure, especially in the Bundelkhand region of Madhya Pradesh

However there are certain changes in recent times as follows :

- Agriculture income is significantly supplemented by the non-agricultural income.
- Irrigation facility is also increasing; farmers are shifting to high value crops.
- Technology penetration (seeds of HYV, mulching, drip, vegetables/Horti, pesticides, farm machineries, etc.) is increasing at a faster rate.
- Interface between market & agriculture is more intense.
- Mechanization is fast becoming a necessity.



# ASA's Response to Covid 2.0

Our efforts continued to reach the poor and vulnerable through ASARA-COVID 2.0, an initiative to address the crisis of pandemic in 3 pronged manner:

- Awareness building around pandemic and promoting safety protocol
- Enhancing community level capacities for rapid screening and care
- Enabling to better manage COVID care issues



Work generated through MGNREGA



**23,99,632**  
Person days

Smallholder farmers provided with quality seeds



**72,494 No.**

Interest free loans for FPO



**₹ 75,00,000**

Onion procured for NAFED



**2600 MT**

Seed procurement for reselling by FPOs



**1500 MT**

Swasthya Sevaks Trained for rapid screening & care



**176 No.**

COVID suspected provided safety kits



**>3000 HH**

Facilitated vaccination



**>6660 persons**

Supported Govt. hospitals with Oxygen concentrators



**33 No.**

Supported by:

Laudes Foundation



FORD FOUNDATION

Rang De

syngenta



NOORAHEALTH

give

Prajas

## Direct employment days generated by program activities in 2020-21



### Community Livelihoods Enhancement Model

Land & Water Resources Development  
(Focus on Water Resources Development)



ASA is a firm believer that natural resources are intrinsically linked to the livelihoods of rural people. The land, water and vegetation resources are core to agricultural activities, which still support 60 percent of the Indian population for livelihoods. Hence, their effective preservation and management are of utmost significance. ASA's approach to livelihoods enhancement has evolved from the above scenarios and comprises three strands, i.e; natural resources development, promotion of sustainable agriculture practices for intensification and diversification of agriculture, and market access to agriculture (credit, value chain linkages, insurance, etc.). The local community institutions formed by ASA are fundamental to administering this three fold efforts. ASA places a special emphasis on the poor and the women in this model.

#### ASA' programs are multipronged and work on:

- Creating a long-lasting assets base at the family and community level as means of production,
- Ensuring institutional support through local community institutions at the primary and secondary level,
- Providing comprehensive solution packages (farm to market), and
- Offering continuous technical support

We believe the wide range of our programs and our perseverance in their implementation enable us to achieve the livelihoods outcomes that we aim.



# Chapter -1

## Empowering Communities and Building Community Institutions

Community Based Organizations (CBOs) are core advocates in advancing the lives of people in ASA program areas. CBOs comprising groups such as self-help groups (SHGs), Users' Groups, Farmers Producer Organisations form the bedrock of all the programs. These groups are focused on different activities spanning from savings and access to credit to livelihoods to other development activities. They perform an essential role in realizing the goals of various programs facilitated by ASA for securing their livelihoods.

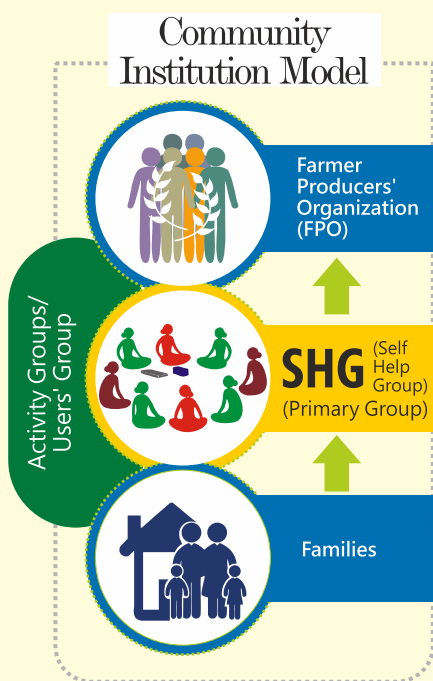
A Self Help Group typically comprises of 12-15 women from the same settlement. The activities of an SHG kick off with the members making small regular savings contribution and extending low-volume loans among themselves. As the SHGs mature, they are linked to banks to take care of their larger credit needs. Apart from enhancing their social standing, the SHGs make a vital contribution in providing financial independence to women members. For effective management and building capacities of the SHGs, ASA identifies barefoot professionals within the community. The barefoot professionals are tasked with conducting regular SHG meetings, maintaining their books of accounts and are paid on assignment basis.

Self Help Groups	Progress 2019-20	Progress 2020-21	Cumulative Progress
No. of Women SHGs Formed	647	113	5947
Total Members	7180	1203	67,887
Total Savings mobilized	1,30,24,513	49,85,706	8,42,96,268
Total Internal Loan Given	1,31,43,070	89,93,412	8,36,22,355
Bank Loan Received	678/6,52,35,000	705/5,07,85,000	23,16/23,17,66,886





While SHGs function as the core in the village, there are other activity groups formed such as water user's group, seed/vegetable producers' group, organic producers' group, etc. These activity based groups are trained to manage their activities efficiently. Strengthening of Gram sabha (Village council) is an important function in our institutional development model. At the cluster of village or block level a Farmer Producer Organisation is developed with membership of SHG and user's group members mainly for market linkage of agriculture.



Community Institutions	Progress 2019-20	Progress 2020-21	Cumulative Progress
Watershed Development Committee (Nos./ members)	0	0	150/1998
Water Users' Group (Nos./ members)*	31/870	21/1096	702/8485
Water Users' Association (Nos./ members)	0	0	11/4200
Lift Irrigation Groups (Nos./ members)	13/222	18/144	188/2663

*\* Groups managing water bodies like stop dam and earthen tanks*



## Local youth groomed as "Front Line Workers"

To ensure prolonged and efficient service delivery to the members, ASA has entwined its various CBOs with the Agriculture Entrepreneurs (AE), who are local youth selected by ASA. ASA has devised a systematic onboarding process for these professionals, who go through intensive on-the-job training followed by a growth trajectory. The strategy also ensures local-level job creation. Each AE is nurtured to cater to about 200-300 farmers. The AEs are paid based on the tasks performed and have been trained to try out various innovative approaches in service delivery. **During the year, 134 AEs have worked in the ASA programs.**

To their credit, these frontline workers played the role of a good samaritan in the times of the COVID pandemic. Amidst the ongoing health crisis, they have helped curb rumours and misinformation by disseminating Covid related messages among the communities. They were the vehicles for ASA to help distribute dry ration and crop seeds, medicinal supplies during the first and second wave of covid.

## Other Programmatic Interventions

Not as core program but as associated programs ASA intervenes in the areas of community drinking water projects, micro enterprise development and sanitation projects. These are taken up as associated programs depending upon the need of the area and demand by the donors. Following are the glimpses of such associated programs carried out in 2020-21.





# Chapter -2

## Stimulating Sustainable Economic Growth through Natural Resources Development

Land, water and trees are the fundamental assets for creating sustainable livelihoods is the belief that drives our Land and Water Resource Development (LWRD) program. The focus of the program is on the restoration and management of the natural resources to facilitate livelihoods and development of regenerative agriculture production landscape.

The program area is marked by poor land productivity owing to multiple factors such as high soil erosion, undulating topography, lack of irrigation and failure of monsoon. Hence, watershed management in a cluster approach assumes a critical role in improving agricultural productivity. The clusters are chosen on the basis of their administrative as well as geo-hydrological boundaries. The clusters are identified as regenerative agriculture production landscape.

Leveraging financial resources from the Mahatma Gandhi National Rural Employment Guarantee Act. (MGNREGA) for natural resources development is a key strategy. We enter into the agreement with the state governments for providing technical and knowledge support to the Gram Panchayats and the field functionaries of the MGNREGA for effective planning and implementation of the program. This model, built around supporting the gram panchayats, field functionaries and community groups has yielded successful results. We also deploy our own resources mobilized from the non-governmental donors to fill gaps in the natural resources development and technical support.

### Progress at a glance under LWRD program with own funds

Interventions	Units	2019-20	2020-21	Cumulative
Land development/SMC Work*	Ha.	0	124	78,669
Masonry Stop Dam	No.	13	11	304
Farm Pond/Doha	No.	20	60	1,315
Earthen Tank	No.	4	0	113
Group Dug Well	No.	296	140	3,753
Group Lift Irrigation System	No.	13	18	188
Increase in Irrigated Area	Ha.	1,583	1,077	35,156
Drinking Water Scheme	No.	0	4	19
Wadi- (1 acre Horticulture plot)	Plot	100	790	1358
Trees planted on farm	No.	3,73,206	2,73,418	11,65,953
Shallow Bore Wells	No.	411	273	1,770
Canal Restoration	Running mt.	0	0	33,137

### Progress at a glance under LWRD program by convergence with MGNREGA

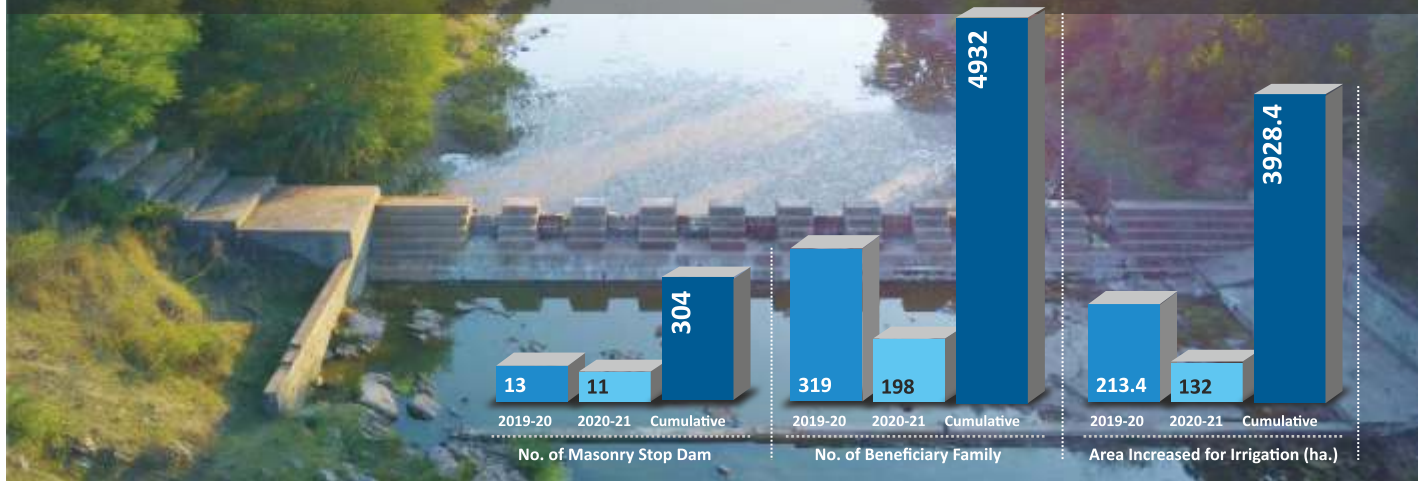
Interventions	Units	2019-20	2020-21	Cumulative
Land Development/SMC Work*	Ha.	1750	3,765	15,658
Masonry Stop Dam/Earthen Tank	No.	41	71	525
Farm Pond/Doha	No.	741	2,369	5,255
Dug Well	No.	317	297	2,494
Canal Restoration	Running meter	0	376	17,074
Wadi (Horticulture Plot)	Plot	1118	449	2,623
Increase in Irrigated Area	Ha.	2,195	3,220	19,949

\*Includes soil and moisture conservation measures like treatment of drainage lines, field bunding, afforestation, land reclamation, etc.

## Key Activities of 2020-21

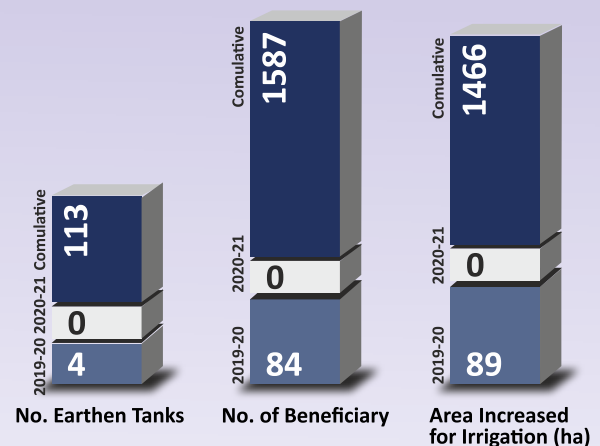
### Construction and Renovation of Masonry Stop Dam

Stop dams are small barriers constructed in small watercourses such as small streams or rivers primarily for water harvesting. The harvested water is stored in a small reservoir behind the structure. The downward pressure exerted on the reservoir helps to pierce water into the ground. The major advantage of the stop dams is that they assist in augmenting the water levels in nearby groundwater reserves and wells. The harvested water is majorly used for irrigation but also cater to domestic needs and livestock. The responsibility of the upkeep and management of the structure is assigned to the benefiting farmers by grouping them in to water users' group and training them on the management of the structure. Ten to fifteen percent of the cost is borne by the users in the form of labor and kind. ASA records and annually updates the status of each dam constructed or restored by it.

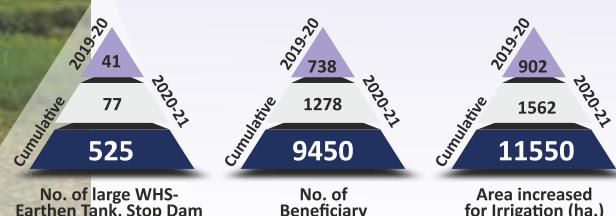


### Construction of Earthen Tank

Earthen tanks are another effective measure in providing minor irrigation while also leading to recharge of nearby dug wells and bore-well downstream. A regular feature in rural India, they are built by embanking the stream or digging out soil in the lower section of a watershed. Their operationalization also comprises mandatory community contribution as well as the formation of users' groups.



### Construction of Large Water Harvesting structure by convergence with MGNREGA

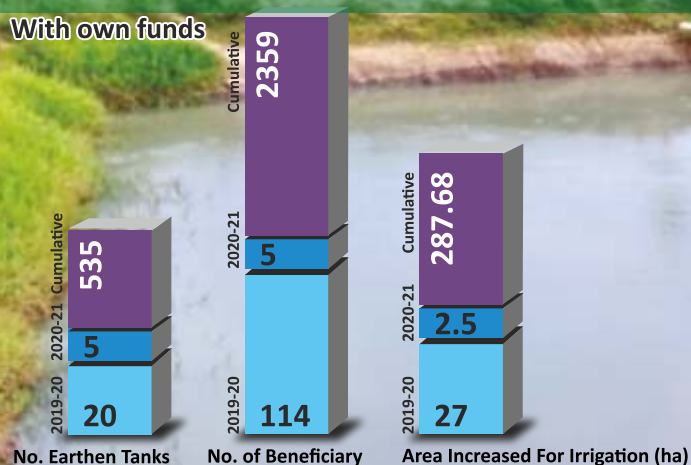




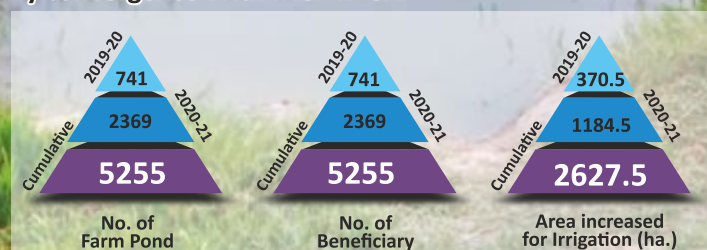
## Construction of Farm Pond

Farm ponds are useful means of small irrigation, which are preferred in the eastern regions of Madhya Pradesh, Chhattisgarh and Jharkhand owing to favorable land gradient. These sunken structures are built at the lowest point of a farm to capture runoff water, which is used for irrigation. They also help in groundwater recharge.

### With own funds



### By convergence With MGNREGA



## Construction of Group Dug Well

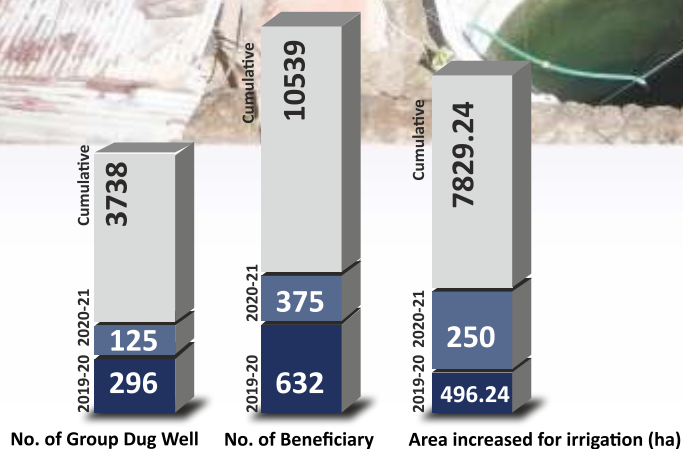
A dug well or an open well is a ubiquitous source of accessing water across rural India. It is commonly used by two to three households. Our dug well program aimed at households with very limited means in an endeavor to provide them a productive asset and enhance their incomes. ASA views the dug wells as an important way of promoting self-reliance among farmers.



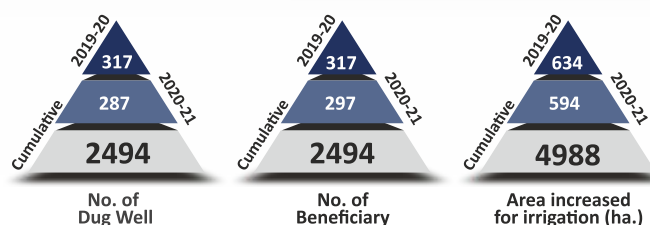




With own funds



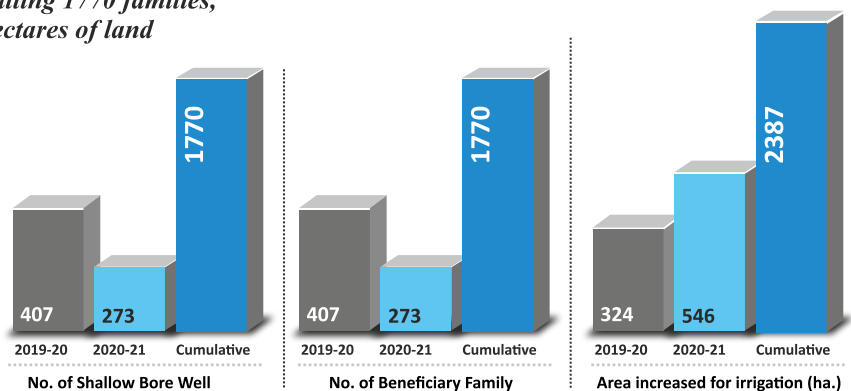
By convergence with MGNREGA



## Construction of Shallow Bore Well

Shallow borewells are built in regions where one finds the water tables at the depth of 25-30 feet. We have successfully implemented this low-cost technology with electric and solar water pumps among many poorest farmers in eastern Madhya Pradesh and Chhattisgarh. One bore-well has irrigation potential of one to two acres of land. The activity has seen high adoption due to its low cost and easy implementation.

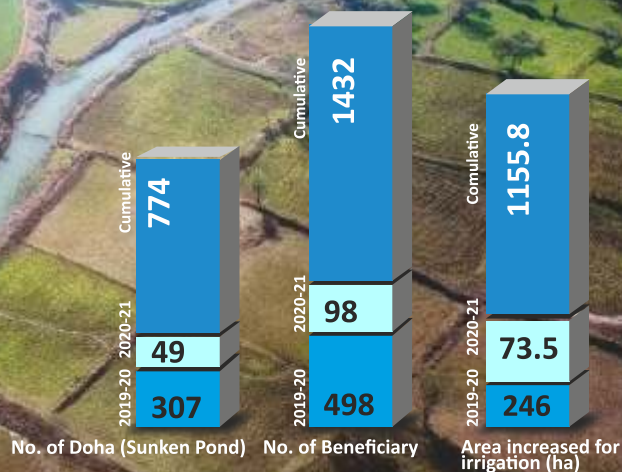
*Till the end of the reporting period, a total of 1770 bore-wells have been constructed benefitting 1770 families, irrigating 2387 hectares of land*





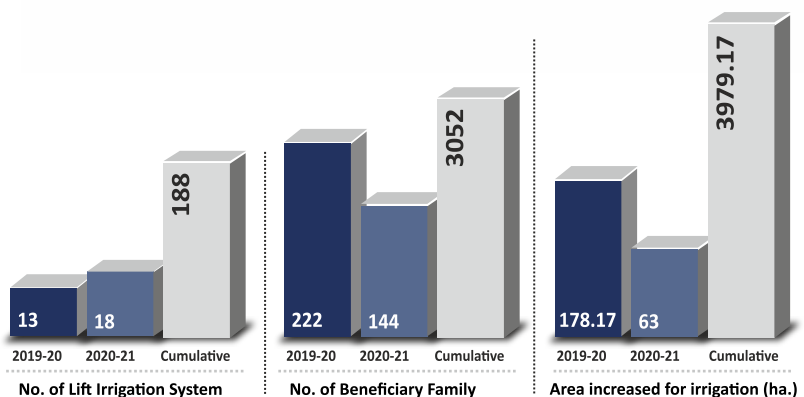
## Construction of Doha (Sunken pond)

Doha is a low-cost water harvesting structure built along the length of a stream on its beds to increase the availability of water in the streams and improve groundwater recharge. The technology is ideal for places with undulating terrain and helps in enhancing irrigated croplands. A Doha has an average size of 850 cubic meters.



## Development of Lift Irrigation System

A lift irrigation system (LIS) is a group irrigation mechanism for which ASA mobilizes 15-20 farmers into a water users group with each farmer holding one to two acres of land. The LIS performs the dual task of water collection from a nearby stream/dam through pumps and distributes it in the fields of targeted farmers. The LIS irrigated around 15-20 hectares of land, thereby improving the agricultural incomes of the farmers.





## Increased leveraging of programme fund from Government schemes

ASA has made good progress in leveraging resources from the government programme especially the MGNREGA for creation of durable assets like irrigation facility through water harvesting structures, land development, orchards, agriculture implements, warehouse, etc. at the individual household and community level. Between **April 2020 to March 2021, 28,37,367 person days of employment was generated. In monetary terms approximately INR 77,23,17,061** worth of work related to land, water and tree plantation has been done in **over 1457 villages**

- The Government of Uttar Pradesh approved a project to facilitate the implementation of MGNREGA at the village level by providing technical support to the Gram Panchayat in a handholding manner. The project was approved in October 2020 for two community development blocks of U.P, covering 111 gram panchayats for three years. The funds for the livelihood development works (irrigation, land development, orchard, etc.) shall be routed through the gram panchayat directly. The proposed initiative of CFP (Cluster Facilitation Project) to facilitate MGNREGA implementation at the Gram panchayat is aimed at ensuring incremental income of at least INR 80,000 per smallholder families (50-60% of the target families) through providing minor irrigation and thereby increasing cropping intensity up to 200% or more.
- A high impact mega watershed project in Barhait block of Sahebganj district in Jharkhand was started in collaboration with the Bharat Rural Livelihoods Foundation and Department of Rural Development, Govt. of Jharkhand. The project aims to improve livelihoods of the target community with natural resources development. The project started in January 2021.
- A project with aim of holistic development of cluster of villages with focus of natural resources development started in Khachrod block of Ujjain district (MP) with the support of HDFC Bank.
- HSBC Ltd. has supported a project for landscape restoration and regenerative agriculture development for a cluster of villages in Sidhi district, MP. The World Resource Institute, India is the knowledge partner of the project.
- The Carrefour Foundation has approved a project for promotion of organic farming and water resources





# Chapter -3

## Enhancing Agriculture Productivity for Sustainable Livelihoods

The program of Enhancing Agriculture Productivity is a cornerstone of the ASA's Livelihoods Model. With near three decades of implementation, ASA has made perceptible improvements in the earnings of the farmers in the program area while also ensuring food security and reducing agricultural risks.

The program initially commenced with prioritizing on addressing the low-productivity of crops in rain-fed areas. As a result, the emphasis was on the agriculture package of practices, modern inputs like seeds and agrochemicals, etc. The year 2012 saw this program getting an upgrade and moving from the input-focused approach to a more knowledge-centric one. At the foundation of the ASA's endeavors in augmenting farm productivity is the "Responsible Crop Initiative", which is referred to as "Jimmedar Kheta" by farmers. This initiative focuses on implementing a set of practices, which are environmentally and socially friendly and increase farm yield while reducing carbon emission. The initiative is in sync with the Good Agricultural Practices as set forth by the Food and Agricultural Organization of the United Nations and the goals of the National Mission on Sustainable Agriculture. The initiative is also in perfect synergy with other focus areas of ASA such as land and water resource development and promotion of Farmer Producer Organizations for agri-business.

**During the year over 2,00,000 farmers have received training and handholding support to learn Jimmedar Kheta methods through our projects.**

### Three Pillars of Responsible Crop Initiative

#### Environmental Responsibility

- No crop residue burning
- Conservation of on-farm Biodiversity
- No use of banned pesticides
- Use of recommended doses of fertilizers & agro-chemicals
- Preservation of traditional practices and Varieties

#### Sustainable Agronomic Practices

- Seed Treatment is MUST (biological method preferred)
- Promotion of mechanical Weeding
- Integrated Nutrient Management (INM)
- Integrated pest Management (IPM)
- Use of organic manure
- Promotion of Indigenous knowledge

#### Social Responsibility

- No Child Labor
- Equal wage for equal work (Gender equality)
- Respect to labor law Including Minimum wage
- No land Encroachment
- Proper training before engaging into hazardous work

### Agriculture Productivity Enhancement programme comprises of :

- Encouraging the use of Good Agriculture Practices so that farmers adopt a new set of practices to achieve higher yield.
- Encouraging natural farming with variants such as organic farming, no chemical pesticides farming
- Encouraging the development of vegetable garden to mainly meet the nutritional needs of the families along with earning supplemental income
- Farmers' field research for customization of technologies for higher adoption

ASA has years of experience in working with farmers from close quarters and has a deep understanding of the prerequisites for successful farming. One such critical component acknowledged by ASA is the need for sound research for quality technology inputs. However, a key learning for ASA early on was that there is a huge challenge in promoting technology adoption unless it is designed with the clients. Hence, client-oriented participatory agriculture research lies at the heart of ASA's agriculture productivity program and ASA is one of the early practitioners of participatory agricultural research. As part of the participatory research, the technology is customized as per the needs and the inputs of the clients and is devoid of any imposition.

The work on participatory research has seen ASA developing collaboration with reputed research institutes of both national and international level. These include FiBL, a Switzerland-based independent non-profit Research Institute which works to advance cutting-edge science in the field of organic agriculture. ASA also collaborates with the Global Environment Facility (GEF) through Bioversity International and the Indian Council of Agriculture Research. ASA also has partnerships with leading national research bodies, the Indian Council of Agriculture Research (ICAR), and various State Agriculture Universities such as Jawaharlal Nehru Krishi Viswa Vidhyalaya, Rajmata Vijayaraje Scindia Krishi Vishwa Vidhyalaya, and Indira Gandhi Krishi Vishwa Vidhyalaya.

## Key Activities of 2020-21

### Farmers' Field Demonstration

Crop	No. of Farmers' Field Demonstration
Organic Cotton	86
Maize (Kharif)	104
Organic Paddy	130
Paddy	130
Millets	36
Vegetables	240
Gram	30
Wheat	30



### Farmers' Field Trial of new Crop Varieties

Crop	No. of Variety tested	Source of Variety	No. of Trial
Cotton (Non-GMO)	20	Farmers' varieties, State Agriculture Universities	103
Paddy	28	Indira Gandhi Krishi Viswa Vidhyalaya, National Bureau of Plant Genetic Resources	285
Wheat	03	State Agriculture Universities	30
Maize	02	Syngenta & Bayer	85
Gram	15	Indira Gandhi Krishi Viswa Vidhyalaya	30
Mustard	15	National Bureau of Plant Genetic Resources	60
Millets	10	National Bureau of Plant Genetic Resources	371





ASA's approach of leveraging the Mahatma Gandhi NREGA fund also extends to the agricultural productivity enhancement program to ensure higher gains for the farmers. During the year, ASA undertook a range of activities in convergence with the MGNREGA funds, which included the installation of micro-irrigation devices, horticulture, and the development of compost pits and livestock sheds.

## Summary of Activities through Convergence of MGNREGA

Activity	Unit	2019-20	2020-21	Cumulative
Micro Sprinkler/ Drip Irrigation	No.	0	0	556
Wadi (Horticulture plots)	Ha	362	71	1188
Compost pit	No.	130	865	2617
Livestock Shed	No.	415	276	1986

## Promotion of Organic Farming

As part of its focus on the Responsible Crop Initiative, ASA promotes organic farming in various operational locations. This method of farming discourages the use of mainly chemical fertilizers, pesticides and plant hormones and promotes the use of locally available material to produce manure and pesticides along with mechanical cultivation and crop rotations. Started in 2015 in a few locations, it has caught fast among farmers. In 2020-21, **ASA has engaged with 21615 farmers for organic farming of crops such as cotton, paddy, wheat, pulses and minor millets.**



## Organic Cotton

The organic cotton program is implemented in the predominantly tribal districts of Jhabua, Alirajpur, Ratlam, Barwani and Dhar in western Madhya Pradesh. The program has evolved with ASA focusing initially on stabilizing the output of organic cotton through modifications in the package of practices, robust support and tracking to directly linking farmers with the established organic cotton supply chain in a transparent manner. ASA focuses on promoting low-cost eco-friendly practices including preparation of homemade pesticides and nutrient management such as flat-bed composting and use of Vermi compost to enrich soil health. A thorough mechanism of facilitating a pre-sowing agreement with different textile brands, ginners and spinners along with explicit quality parameters and pricing model is integral to ASA's support to organic cotton farmers. A similar approach of a transparent agreement and a well-defined process is followed by the FPOs for procuring cotton and other commodities from its member farmers.



Activity	Progress 2020-21
Cotton Farmers trained	16633
Cotton Farmers certified as organic producers	16633
Area under organic cotton (Ha.)	11631

## Organic Rice

The Indian sub-continent has traditionally been a host to a variety of scented rice. This kind of rice has a pleasant fragrance and prepared best when grown organically. In 2015-16, ASA recognized the potential of scented rice and commenced its promotion in the eastern part of Madhya Pradesh and selected areas of neighboring Chhattisgarh. Three varieties, namely Bona Dubraj, improved Jeera Phool and improved Chinnor and a number of traditional scented varieties namely Sugandha and others were promoted and they have performed very well in organic conditions. **Currently 5050 farmers are involved in growing these varieties using the organic system of cultivation.**



## No-Chemical Pesticide Agriculture

Promotion of No-Chemical Pesticide agriculture is another significant sub-initiative of the ASA's Responsible Cropping Initiative. No-Chemical pesticides agriculture began in the year 2016-17 with 3000 farmers in Betul, Jhabua, Mandla, and Anuppur districts of Madhya Pradesh and was subsequently expanded to Dindori district in Madhya Pradesh, Surguja in Chhattisgarh and Dumka and Pakur districts of Jharkhand. This initiative is implemented through a combination of methods comprising of dissemination through audio-visual aids, practical demonstrations to the farmers, and offering hand holding support to farmers for adopting these practices. **In 2020-21, more than 80500 farmers have participated by receiving training and handholding support.**



## Promotion of Neglected and Underutilized Species (NUS)

Small and minor millets are common crops found in ASA's operational areas of Dindori, Mandla, Umariya, Sidhi districts of Madhya Pradesh and Surguja of Chhattisgarh. Believed to be of high nutritional value, they are also able to withstand the adverse effects of climate change. However, these crops, which have been a regular feature in the region, were not preferred by the farmers owing to a range of issues. These included low demand, processing hazards and poor market linkage. Many farmers also ended up bearing losses due to distress selling at very low prices. ASA addressed this by conducting proper training on improved cultivation practices, introducing new minor millet varieties, facilitating

minor millet seed production and providing market linkages through farmer producer organization. **This initiative covered over 3000 farmers in 2020-21.**

To increase varietal diversity the project introduced 25 new varieties by procuring from different SAUs and research institutes across the country. Out of this, 4 varieties of paddy and 2 varieties of Pigeon Pea were identified for seed registration through IGKVV. 18 varieties of Mustard and 8 varieties of Bengal Gram were provided by NBPGR for adoptive trial. Out of these 26 varieties, 3 varieties of Mustard and 2 varieties of Bengal Gram showed positive performance in the field.



Activity	Unit	2019-20	2020-21	Cumulative
Farmers trained on improved cultivation of Minor millets & other NUS varieties	No.	0	482	3347
NUS varieties introduced and disseminated	No.	0	25	40
Minor millet seeds production by Farmer Producer Organization (Certified Seeds)	Qtl.	45	55	1476
Minor Millet crops aggregated and sold by FPOs in bigger market	Qtl.	520	181	5661



As part of the initiative, three farmer producer organizations have been involved for commercial seed production of Kodo and Kutki Millets, primary processing and aggregation and selling in the bigger market. The effectiveness of the initiative can be seen in increase in cropping area for Kodo Kutki millets; at least 50-60% higher productivity in comparison to the pre-project scenario; 15-20% higher price realization at the producer's level than what it used to be earlier due to market intervention by the FPOs.

ASA initiated a project titled "Mainstreaming agricultural biodiversity conservation and utilization in agricultural sector to ensure ecosystem services and reduce vulnerability" in 10

villages of Karkeli block in Umariya district of Madhya Pradesh in collaboration with UNEP, GEF, CGIAR Institute (Bioversity International, Rome and ICAR Institutes). The main objective is to conserve local landraces of six selected crops namely Paddy, Pigeon Pea, Kodo and Kutki millets for Kharif and Chick Pea and Mustard for Rabi season. The project was instrumental in collecting 22 local landraces of the six crops. Farm Research Trials were conducted alongside the released varieties of SAU introducing new Package of Practices. Two local landraces' performance was at par and/or better than the SAU released varieties of M.P. and C.G.

## Promotion of Vegetable Cultivation- Poshan Vatika

ASA encourages developing kitchen gardens among its target households, which are mainly small and marginal farmers to meet their nutritional needs through fresh vegetables as well as earn them additional incomes. Accordingly, the initiative has been named "Poshan Vatika" which illustrates the importance of healthy nutrition among rural households. The vegetable gardens are developed on the agriculture plots or in the backyard of the houses in a size of about 10-20 decimals. **This activity is earning an income of Rs. 15,000 to Rs. 20,000/- every family, while also supplementing family nutrition.**

**The year saw ASA has supported 13001 farmers in Madhya Pradesh, Chhattisgarh, and Jharkhand for the Poshan Vatika program with imparting training and providing vegetable seed kits. There are 63502 farmers in total, supported by ASA, who have taken up vegetable cultivation commercially making it their main source of livelihoods.**



## Promotion of Trees on Farm - Horticulture and Agro-forestry

Under the horticulture development initiative, over 273418 saplings of horticulture and agroforestry species were planted. This was achieved as a combination of collaboration, which includes convergence with the "Namami Devi Narmade", a sub-scheme of Green India Mission adopted by the Government of Madhya Pradesh and for which the State Department of Horticulture is the nodal agency. A partnership has been forged earlier with the Orient Paper Mill, Amlai, Madhya Pradesh, continued

over the year and resulted in a plantation of 83000 saplings under the contract farming model. The paper mill shall buy back the harvest from farmers after three to four years when the plantation attains maturity. The convergence with Mahatma Gandhi NREGA under the sub-scheme "Nandan Falodyan" saw 1,90,418 saplings planted using the popular Wadi (horticulture garden) mode. This sub-scheme allows 112 plants per acre of land using the high-density plantation method.

## Plantation Status

State	District	Horticulture (No. Plant)	Forestry (No. Plant)
Madhya Pradesh	Mandla, Dindori, Anuppur, Shahdol	42175	83000
Chhattisgarh	Surguja	7900	0
Jharkhand	Jamtara, Pakur	140343	0



## Seed Production by the Farmer Producer Organizations

Availability of quality seeds of improved and high-yielding varieties at economical prices is critical for farmers in remote areas to achieve higher productivity. This was the basis of ASA initiating the seed production program to produce quality seeds of various crops in association with the seed growers' network of FPOs promoted by ASA. The programme covers Soybean, Paddy, Pulses, Wheat and Gram. 8933 quintals of good seeds were produced in 2020-21, which comprised of 1290 quintals of Foundation Seeds and 7643 quintals of Certified Seeds. 807 small farmers were benefitted from the programme as being seed producers they received premium price. Certified seeds were sold among shareholder farmers of 37 FPOs for better crop production and improving the Seed Replacement Rate among the stakeholders. The seeds were sold under the in-house brand called "Dharti Naturals".





## Promotion of Livestock

The livestock development initiative started jointly with the J.K. Trust in the year 2018 have continued during the year. 22 Integrated Livestock Development Center (ILDC) were operational through the year. Each center caters to 15-20 villages for breed improvement and preventive veterinary services.

This year also saw the introduction of 45 pure line buck (SIROHI) under the NABARD-Tribal Development Fund Project in Shahdol district. The goal of the goat-rearing program is to improve the quality of local stock through pure line indigenous breeding bucks "SIROHI" and its management.

Another 40 goat units were established in Shahdol district funded by the HDFC's corporate social responsibility program. Women SHG members, small and marginal farmers as well as landless households were the beneficiary of the initiative.



Livestock Development	Unit	2020-21	Cumulative
Integrated Livestock Development Centre (ILDC)	No.	0	22
Artificial Insemination conducted	No.	2,656	5,208
Confirmed Pregnancy	No.	1,381	2,193
Cross Breed calves born	No.	399	665
Deworming and De-ticking of Large & Small Ruminants	No.	76,836	2,46,354
Animal Health and Infertility Camp organized	No.	198	702
Vaccination to large and small ruminant through convergence	No.	1,358	16,237
Barefoot veterinarian (GOPAL) giving service	No.	22	22





## Chapter -4

# Strengthening Farmer Producer Organizations and Value Chain Linkage

ASA is a pioneering organization for ideation and piloting with the concept of Farmer Producer Organization (FPO) in India. The FPO program was started by ASA in 2004 in M.P, the success of which contributed to the proliferation of the concept throughout the country and emergence of national program and ecosystem development since 2013. We have directly supported more than 90 FPOs covering over 1,50,000 small and marginal farmers since the inception of the program. Besides, as resource organisation it has supported many state governments and other organisations for the development initiatives.

Each FPO which is a group of about 1000-1500 smallholders as shareholders, is supported by professionals who support FPO directors in day to day operation and help them in taking management decisions and governance. There is a support cell comprising of senior professionals who support/handhold FPOs on technical matters such as marketing, credit, financial management, compliance, commodity procurement, quality control, market-oriented production systems development (seed production, organic, etc.), processing, IT system development, etc. This support ecosystem is extremely critical for the FPOs to mature into a viable organisation.

ASA played a key role for the GOI to recognize the importance of FPOs and adopt the national programme in 2013. Since then ASA has been constantly working with the national and state governments including NABARD and other parastatal organisations for the favourable policy environment for the FPOs. It has facilitated few states for the development of the state specific FPO policies viz. M.P, Odisha and C.G. ASA has been instrumental in establishing few credit guarantee fund for FPOs with the government and NABARD. ASA has signed an MoU with the Government of Odisha to provide technical support to the

Odisha Livelihood Mission for FPO promotion in the state.

We realize that agribusiness initiative through farmers' collectives has tremendous potential for creating jobs in the rural areas through value addition in both secondary and tertiary level. The business of FPOs starts with general business like inputs supply and commodity trading but with time diversifies into developing its own niche product/s such as seed production, organic crops, horticulture crops, etc. which then become the key business proposition for the FPO. The FPOs being the organization of the SMFs with poor capacity of mobilizing equity/capital faces several challenges for working capital. These challenges are felt more when the business of FPO crosses a threshold level. For the FPOs to grow further it needs critical support of (a) credit for working capital at reasonable rate of interest, (b) support of trained human resources for reasonable period of time to steer the FPO businesses (c) technical support in business development, etc. Most importantly, it requires a dedicated support structure or ecosystem by the promoting institutions and others to make bigger impact. The AMUL experience reveals the importance of critical support that NDDDB has played over decades.





The key results that can be attributed to our credit are : (a) development of value chain of certified seed production and marketing of open pollinated varieties (soybean, paddy, wheat, pulses) with thousands of smallholders. The volume runs into several thousand metric ton every year, (b) development of certified (APEDA & USDA standards) organic commodity value chains for cotton, wheat, scented rice, pulses and millets, (c) aggregation and bulk selling of agriculture commodities such as maize, soybean, wheat and pulses directly to the processors. Several thousand metric ton are traded every year by the FPOs, (d) successfully tied up FPOs into the government procurement of rice, wheat and onion. There are 15 FPOs who have experienced the MSP procurement and management mainly with the small and marginal farmers who are their members; and (e) effectively engaging with the financial institutions for credit linkage, collateral management agencies, research institutions (viz. SAUs, CIMMYT, FIBL), governments and private enterprises for the business development of FPOs.

ASA envisions creating dedicated institution/s to facilitate growth of FPOs. Essentially, this institutional architecture will help in creating umbrella support systems for the FPO sector involving credit, marketing, capacity development, service provision and so on so forth. This is a vision which will take shape over a period of time and through the contribution of successive projects. ASA is committed to work towards this vision.



## Key Activities of 2020-21

- During the year the FPO program has been extended to the states such as Bihar, U.P, Gujarat, Maharashtra besides Jharkhand, Chhattisgarh M.P where we had already established our FPO program. We have participated in the national program of FPO development and taken up projects with the NABARD, SFAC, NAFED and NCDC for developing 40 new FPOs in these states.
- Systematic training program has been organized for 212 directors and the functionaries of the FPOs, mostly in virtual mode.
- Annual General body meetings were facilitated for 35 FPOs during the year including election of new directors.
- Provided support to 69 FPOs including 33 new FPOs for completing their internal as well as statutory audit and all statutory compliances including compliances to the Registrar of Companies, Registrar of Cooperatives, GST, Income Tax, Mandi and several others.
- Provided technical support to seven FPOs for the procurement and marketing of 1100 Metric ton of organic cotton
- Provided technical support to 18 FPOs for the procurement and marketing of 914 Metric ton of agriculture produce comprising of wheat, maize, soybean and pulses.
- Technical supported given to two FPOs of M.P for the Government procurement of 896 Metric ton of Paddy, 11830 Metric ton of wheat and 2600 Metric ton of onion.

- Nine FPOs were provided technical support for the production and marketing of 860 Metric ton of certified seeds of paddy, wheat and soybean.
- We have facilitated two FPOs to receive matching equity from the government schemes for Rs.15,80,000. Also 12 FPOs were helped to source working capital loan of Rs. 5,96,98,000 from the financial institutions. Another two FPOs received enterprise support amounting to Rs 6,41,038 for setting up dal mill
- ASA is supporting the Orissa Livelihood Mission for strengthening their FPO program. Under this initiatives, about 11 training events at state level and 6 at district level with a total of 742 participants were conducted for 39 FPOs. The training and capacity building interventions focussed on leadership development, awareness on roles and responsibility of FPO directors. Other areas of interventions have been facilitating the system of maintaining FPO books of account, development of FPO grading system, development of the financial operation manual, support for business plan development and value chain development for the identified commodities like cotton, green gram, pigeon pea, groundnut, fruits, mushroom and minor forest produce.





# Chapter -5

## Social Research, Communication & Training

ASA with over 25 years of working in the field of rural livelihoods and having a first-hand experience of an array of aspects associated with rural livelihoods has developed a useful repository of knowledge, which has grown through the years. A range of social research studies for internal learning and wider dissemination was taken up during this period thus being able to increase our visibility and being useful to the development fraternity. Listed below are some initiatives towards this:

### Research Studies

During the period, ASA has been invited to collaborate on different studies being commissioned by various agencies. Some studies are mentioned below:

Study titled **"Credit need assessment under Water and Sanitation Finance Program for organic cotton growers in M.P."** was undertaken with support from Water.org to create awareness and credit assessment needs of organic cotton growers of Ratlam, Jhabua, Barwani, and Alirajpur districts of Madhya Pradesh to address the water and sanitation issues, **March 2021**

Study **"Socio-economic development aspects of the chosen villages from Western Madhya Pradesh"** in collaboration with Inditex to understand the socio-economic needs and demand of the villagers so that new intervention could be developed according to the demand, **March 2021**

Study in collaboration with Syngenta Foundation **"to assess the productivity performance of AAA maize variety and adoption behavior of AAA maize variety over other compared varieties among ASA supported farmers from eastern Madhya Pradesh"**, **January 2021**

Study titled **"COVID 19 impact on migrants from Mandla, Shahdol, Anuppur, Betul, Barwani, Jhabua, Alirajpur, Ratlam, and Dindori district from Madhya Pradesh"** was conducted in collaboration with UNDP to assess the impact of COVID on the socio-economic conditions of the migrant workers, **January 2021**

Study titled **"COVID 19 impact on Women migrant labours from Mandla, Shahdol, Anuppur, Betul, Barwani, Jhabua, Alirajpur, Ratlam, and Dindori district from Madhya Pradesh"** was conducted in collaboration with UNDP to understand the solutions to overcome the impact of the pandemic in a female-intensive informal sector, **January 2021**

Study with respect to **"the purpose fulfilled and reach to the segment of people within the financial Inclusion program of ASA"** was commissioned with the support of students from Mudra Institute of Communication, Ahmedabad, **November 2020**.

Study titled **"Lives and livelihoods of migrant workers returning home during Covid-19 pandemic in Madhya Pradesh"**, to mainly enable the government to formulate new policy or making policy amendments was conducted in collaboration with Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis (IGG), Bhopal, **June 2020**.

Study aimed at understanding the nature of the **'Tribal Farmer Indebtedness in Madhya Pradesh'** along with the reasons of monopolization of the rural credit market by local moneylenders " is done in 5 tribal districts of M.P in collaboration with Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis (IGG), Bhopal, **January 2021**.

### Research Studies

## Keeping our audience engaged

We have improved our visibility in the social and mainstream media by following an active external communication campaign. ASA's Communication activities are a crucial component of its endeavour to make its system more accessible, more resilient, and more transparent.



ASA's 25 years journey towards the well being of the rural communities on its 25th Foundation day and silver jubilee year on the 20th May 2021 was commemorated by releasing a two minute video of its journey and shared with all its partners and well wishers.  
<https://www.youtube.com/watch?v=E78x0LjpNak&t=95s>



The official LinkedIn platform created for greater outreach with the development professionals is regularly updated with publishing posts, articles and many more knowledgeable things about our work.  
<https://www.linkedin.com/company/action-for-social-advancement-asa-bhopal/>



The official ASA YouTube channel launched in September 2020 is regularly updated with impact stories of the farmers from the field. This platform includes all training videos developed by ASA  
<https://www.youtube.com/channel/UCRdJKhsiHzR96gRoMzdjkXQ>



ASA website ([www.asaindia.org](http://www.asaindia.org)) was redesigned and launched and made live on 2<sup>nd</sup> October 2020. The new website provides visitors an easy way to learn about ASA's work with a fresh look and easy access to information.





**Few animation videos on themes/topics relevant to ASA program interventions have been developed and used for training community resource persons and farmers.**

**Contamination Free Cotton** - This animation video explains about the precautions taken for contamination free cotton at the time of picking, storing and transportation <https://www.youtube.com/watch?v=XoIFV2WaHQc>



**FPO Videos** - A series of animation videos are in the pipeline on FPO theme. The first one being "FPO kya hai- Ek Parichay" followed by videos on FPO governance, statutory compliances, business plan, etc.



A three minutes film of the successful journey of "**Ratlam Adiwasi Kisan Producer Company Limited**" promoted and nurtured by ASA was developed to be showcased in the FPO Impact Awards 2020 hosted by ACCESS Development Services and Rabo Bank, New Delhi.

[https://www.youtube.com/watch?v=\\_M5j4CnjCfw](https://www.youtube.com/watch?v=_M5j4CnjCfw)

## Other initiatives:



An illustrative WADI (Horticulture development) Manual for practitioners developed and shared widely in project areas

The efforts of our Field Teams in experimenting and scaling up the construction of a low-cost water harvesting structure- Doha, that is providing farmers with much-needed source of irrigation, especially in high rainfall and undulating regions, was mirrored in "Compendium of best practices in water management in tribal areas 2021" published by AKRSPI, Ahmedabad

An internal study was undertaken to assess crop diversification as the mitigating strategy in rain fed areas of eastern Madhya Pradesh and the eastern Bihar.

## Chapter -6

# Governance and Institutional development

ASA has evolved a combination of well-synched systems to guide and track structure, policies, practices, and financial obligation in an environment of transparency and accountability.

## Governing Structure

At the top of ASA's organizational structure exists a General Body and a Board of Trustees, which govern the organization. The General Body meets once annually, while the Board members meet once every six months formally to review progress and discuss policy matters. Additionally, there are regular email discussions among the board members on affairs that require the Board's attention.

ASA also has a Financial Sub-Committee made up of three Board members and external experts that meets twice a year for financial review of the organization. The Program Director-Finance, ASA is the Ex-officio Secretary of the Committee.

## Internal Control System

ASA has developed a set of Standard Operating Manuals (SOMs) for all its programmatic themes and sub-themes, which are reviewed annually and updated on need basis. Similarly, for other functions comprising Human Resources, General Administration, Accounts, and Finance, SOMs are in place for management.

An internal audit is undertaken by a third party every quarter and its findings are reviewed by the Financial Sub-Committee and the Board. ASA has a well-established program process audit mechanism that is implemented rigorously. There are different staff welfare schemes such as EPF, ESIC, Gratuity, Leave Encashment, Staff Benevolent Fund, Staff Group Medical Claim and Accidental Insurance following statutory compliance and administered with responsibility.

ASA also follows a system of Incentive based performance appraisal system for its staff members.

## Institutional Development

The development of staff capacities is an important focus area for ASA. It extensively uses its gained knowledge and network to train the field functionaries through well-designed training program conducted by seasoned internal professionals and external experts.

Several types of Management Information Systems (MIS) with built-in analytics further enhances the tasks of the Monitoring and Learning Department.

## Staff Awards

The best Field Office Award in memory of Late Fr. Bogerat, Advisor of ASA, is continuing. Apart from this several performance awards at the Team and individual levels are offered during the Annual Retreat.



## Staff discipline wise break-up



## Key Training/ workshops attended by the staff during the year

ASA's work and contribution to the development sector have been recognized at various platforms through numerous prizes and nominations in union and state government policy-making bodies.

Webinars and online events were attended by staff from all levels. Some main events are:

- Online interaction series with scientists of JNKVV, Jabalpur on POPs for organic cultivation and nutritional fulfillment of paddy through organic products from 3rd-15th April 2020
  - Webinar on Rebooting Rural Economy for grass root economy in April 2020.
  - Online interaction series over 15 days on Millets production and marketing organized by Know Millets Foundation in April 2020
  - Online discussion series related to Effects of Agriculture Reforms-Know about government policy and its impact on agriculture organized by Bajaj Friends Group, May 2020
  - Webinar on FPO-A future need organization in May 2020.
  - Atma Nirbhar Bharat Package-What is in it for FPOs: Opportunities & Challenges for FPOs organized by NAFPO (National Association for Farmers producer Organisations), May 2020.
  - Virtual training by BIRD, Lucknow on Convergence for livelihood promotion and capacity building of FPOs for 2 days, July 2020.
  - In-house training on how to conduct meeting of Board of Directors of FPOs to the staff who are directly engaged in the FPO mobilization, formation and capacity building, July 2020.
  - Virtual training by BIRD, Lucknow on Integrated livelihood promotion for 4 days, August 2020.
  - In-house training on seed production and quality assurance in Jharkhand, August 2020.
  - Virtual training by BIRD, Lucknow on Financing sustainable agriculture practices including integrated farming systems for 3 days, September 2020
  - Newly appointed Accountants were provided training on ASA Finance Operations Manual, September 2020
  - Induction training to a batch of 55 new joiners in ASA for 5 days, October 2020.
  - Workshop on "Landscape Restoration Project in Sidhi district, M.P." at Sidhi Zilla Panchayat office to orient the district administration on the approach of the project and for convergence support, February 2021
  - Field agronomists attended webinar on wheat production technology organised by JNKVV, Jabalpur, February 2021
  - Webinar on "Catch the Rain" - Sustainable Water Resource Management organized by World Bank Group, March 2021.
  - Training by NABARD on maintenance of Wadi horticulture plots in reducing the mortality rate of plants in summer season, March 2021
  - Preparation of Organic Cotton training curriculum organised by OCA, March 2021
  - Study of carbon emission through random data collection of organic cotton farmers by KPMG Laudes Foundation, March 2021
  - Training on boosting biodiversity and improving farmers livelihoods through crop diversification, by Textile Exchange, March 2021
- a. Apart from the above trainings facilitated by the HR department, each program head in ASA has conducted > 50 days of training to the Teams working in the field.

## Awards and recognition in 2020-21

### Awards received by ASA



"Best Project for Community Institution development in the project implementation in the tribal areas" by NABARD in December 2020



"Best Producer Organization Promoting Institution based on overall performance" by NABARD, Madhya Pradesh in December 2020



Winner of Indian Chamber of Commerce Social Impact Awards 2021 conferred under "large project category-Environment sustainability" by ICC, Kolkata, March 2021



## Awards received by ASA promoted FPOs & other Community Institutions



Barwani Farmer Producer Company won the “Best Women FPO” of the year award in the Economic Times FPO Summit and Awards, 2nd Edition, July 2021



“Bijawar Farmer Producer Company” won the “Best Governance Award” in the same event as mentioned above, July 2021



ASA's project with the NABARD for Wadi (Orchard) development in Jaisinghnagar block, Shahdol district, M.P. was awarded as the “Best Project for Community Institution development in the project implementation in the tribal areas ” December, 2020

# Chapter -7

## Convergence with Government Program and Community Contribution

To complement its efforts, ASA seeks to attain convergence with the governmental program. In **2020-21 INR 94,30,31,000 Lakh** was mobilized by ASA through convergence with government programs and facilitating linkages with the banks for its communities in its operational locations.

### Program Department wise convergence through technical inputs of ASA

To ensure optimum utilization of the funds received by various community institutions such as Watershed Development Committees, SHGs, and Gram Panchayats through the convergence of government programs, ASA works with them closely on the aspect of planning and execution. Similar support is also extended to the government departments and its functionaries for effective program implementation in villages covered by ASA.

In 2020-21, the community members made a contribution worth **INR 1,76,55,000** Lakh as partial cost towards the work done for them. This contribution was primarily in the form of labor and material.

Program/Department wise convergence	2019-20 INR in lakh	2020-21 INR in lakh
Rural Livelihood Promotin Activity (MGNREGA & NABARD)	4447.66	7255.99
Credit mobilised through SHG Bank linkage	652.35	507.85
Credit mobilised for FPOs	799.66	642.98
Credit mobilised for micro enterprise development	234.00	1023.49
<b>Total</b>	<b>6133.81</b>	<b>9430.31</b>





## Chapter -8

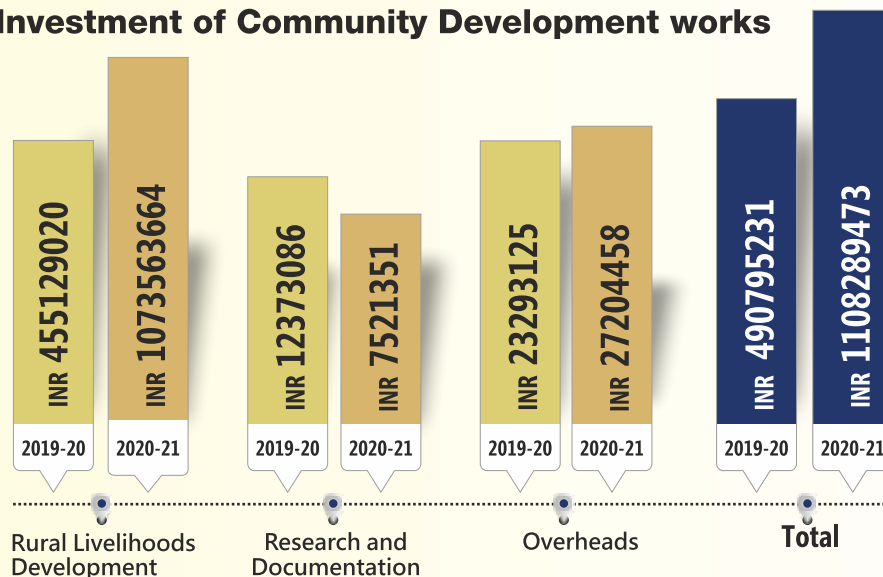
# Financial Overview



The main objective of ASA is to work with the poor and marginalized communities of rural India. This is the section of the society who are smallholder farmers, tribal, scheduled castes and other marginalized groups who essentially lack means for a decent living. Low income and no asset are some of the key reasons for their current situation. ASA as part of the strategy makes effort to converge with the mainstream development program run by the Government and Banks. One of our unique features is the successful convergence with the ongoing government mega program for climate-smart agriculture, employment generation, rural development-leveraging every rupee of donor funding to achieve a much higher impact. These funds flow directly to the community and community institutions following standard procedures of the program.

Development Investment for Community Development Works	2019-20	2020-21
Funds through ASA's own resources	206864576	160650473
Funds leveraged through convergence of Government program	408566650	725599000
Funds given directly to Village Watershed Committee by NABARD facilitated by ASA	1252370	4278000
Credit from Banks to the SHGs & FPOs	143991000	217432000
Beneficiary contribution in village development works	23739805	21385000
<b>Total</b>	<b>784414401</b>	<b>1108289473</b>

### Break up of Investment of Community Development works



# ACTION FOR SOCIAL ADVANCEMENT ( ASA )

BALANCE SHEET AS AT 31st MARCH 2021

(Amount in Rs.)

Sources of Fund	As at 31st March 2021	As at 31st March 2020
Unrestricted Fund		
Corpus Fund	3,00,00,000	3,00,00,000
General Fund	7,18,44,266	5,30,92,034
Restricted Fund	7,73,10,056	3,27,83,159
Secured Loan	12,40,458	19,47,778
Current Liabilities & Provisions	29,10,559	58,85,529
<b>Total</b>	<b>18,33,05,338</b>	<b>12,37,08,499</b>
<b>Application of Funds</b>		
Fixed Assets		
Tangible	2,92,59,030	28,226,567
Intangible		-
Capital work-in-progress		-
Investments		
Long term	6,65,26,334	26,246,566
Short Term	76,09,104	159,759
Current Assets	7,67,42,017	68,311,964
Loans, Advances & Deposits	31,68,854	763,644
<b>Total</b>	<b>18,33,05,338</b>	<b>12,37,08,499</b>

\*Extracts from Audited Financial Statement

**For S.L. CHHAJED & CO.**

Chartered Accountants  
F.R.N. 000709C/C400277

**For Action for Social Advancement**

**Vijit Baidmutha**

Partner  
M.No.406044  
UDIN: 20406044AAAAP14464

**Ashis Mondal**

(Director)

**G. Jayanthi**

(Trustee)

**Place : Bhopal**

**Dated: September 21st, 2021**



# ACTION FOR SOCIAL ADVANCEMENT ( ASA )

STATEMENT OF INCOME AS ON 31st MARCH 2021

Particulars	As at 31st March 2021	As at 31st March 2020
<b>Income</b>		
Income from Operations	70,64,656	62,78,063
Income from other Sources	17,17,00,454	20,05,86,513
<b>Total (A)</b>	<b>17,87,65,110</b>	<b>20,68,64,576</b>
<b>Expenditure</b>		
Application of funds towards object of Trust	13,34,46,015	16,62,02,936
Administration Expenses	2,42,47,540	1,95,70,401
Depreciation Expenses	29,56,919	37,22,725
<b>Total (B)</b>	<b>16,06,50,474</b>	<b>18,94,96,061</b>
<b>Excess of Income over Expenditure (A-B)</b>	<b>1,81,14,636</b>	<b>1,73,68,515</b>

\*Extracts from Audited Financial Statement

## For S.L. CHHAJED & CO.

Chartered Accountants  
F.R.N. 000709C/C400277

## Vijit Baidmutha

Partner  
Membership No. 406044  
UDIN: 20406044AAAAPI4464

## Ashis Mondal

(Director)

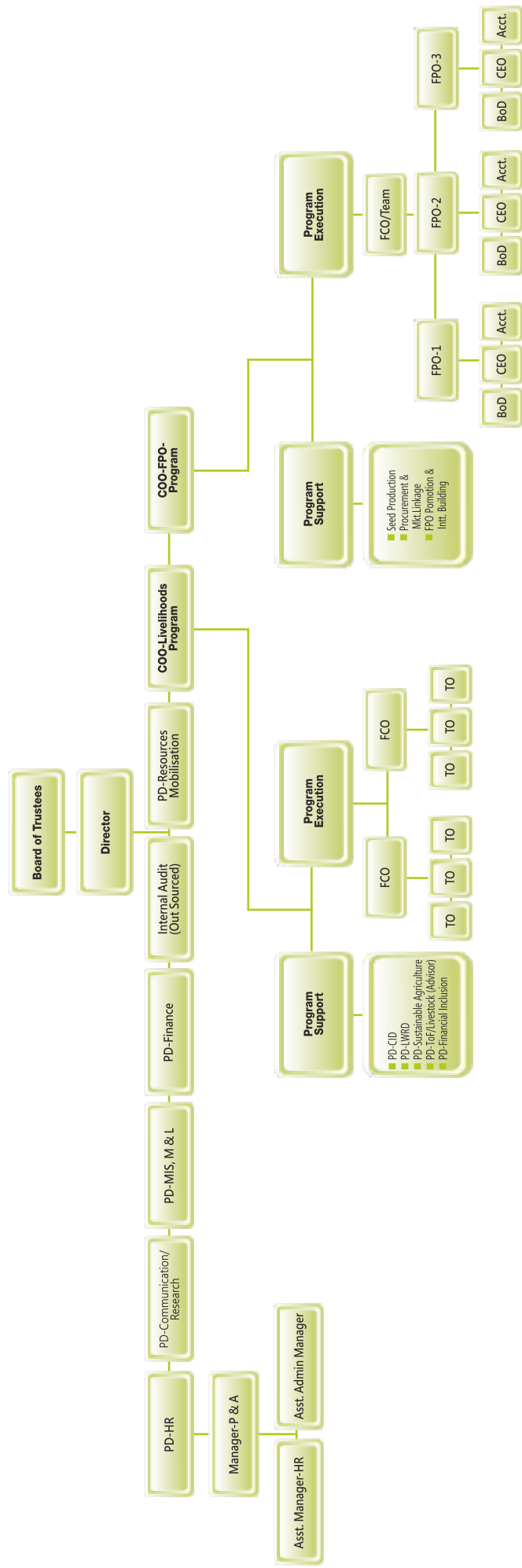
## G. Jayanthi

(Trustee)

**Place : Bhopal**

**Dated: September 21st, 2021**

# Organisation Structure



FCO - Field Co-ordination office  
 TO - Team office  
 PD - Program Director  
 FPO - Farmer Producer Organisation









**Action for Social Advancement (ASA)**

"The Farmers House", Plan-C, Tulip Greens, Vill. Mahabadia, Kolar Road, Bhopal-462040, Madhya Pradesh  
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