



Ensuring Livelihoods with Equity & Dignity

19th Annual Report
2014-15

Action for Social Advancement

20 years in
rural development

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Acknowledgement

Dear Reader

I am happy to bring forth our 19th Annual Report and hope that you will enjoy reading our efforts of changing the lives of people who deserve it most. We decided to take the route of agriculture to make impact and hence you find all our work is centering around this crucial theme of agriculture which provides sustenance to nearly half of India's population and food, fiber, energy for the whole nation. Very close to our heart is the belief that agriculture needs the assurance of irrigation. This is one factor that makes and breaks the life of a farmer. As always this year too we joined hands with the MGNREGS and mobilized significant amount to fund mainly minor irrigation projects through technical support and hand-holding to the gram panchayat in the remote tribal areas. This is the programme of the government which has potential to change the rural landscape through irrigation infrastructures if community level planning and implementations done with little or more sincerity and passion of nation building. Those who have been following us perhaps know that we try very hard to improve the stake of small farmers in the agriculture value chain by promoting Farmer Producer Companies. These farmer companies are quite impactful in bringing benefits to the farmers through backward and forward linkages with the market, information and technologies. Nearly a lakh farmers have joined the producer companies during agribusiness effectively. The apex producer company which was formed in M.P. this year with 40 odd primary producer companies is providing important linkages with bigger market. Last but not the least is our work on agriculture development. Our extension mechanism is called "Responsible Crop Initiative" under which farmers are trained on practicing Good Agriculture Practices, adopting responsible environmental and social behavior in his/her production system. There is a provision of 3rd party certification by reputed firms who qualify farmers as Responsible Farmers. We normally work with over 1.20 lakh farm families for this every year and in 2014-15 over 85% farmers qualified as responsible farmers.

On behalf of the Board of Trustees, I take the opportunity to convey our sincere gratitude to all our donors, supporters, collaborators, well wishers and village community with whom we work, for their continuous support and trust in our endeavour. Last but not the least my heartiest congratulations to my colleagues for their sincere efforts in bringing positive change in the lives of others.

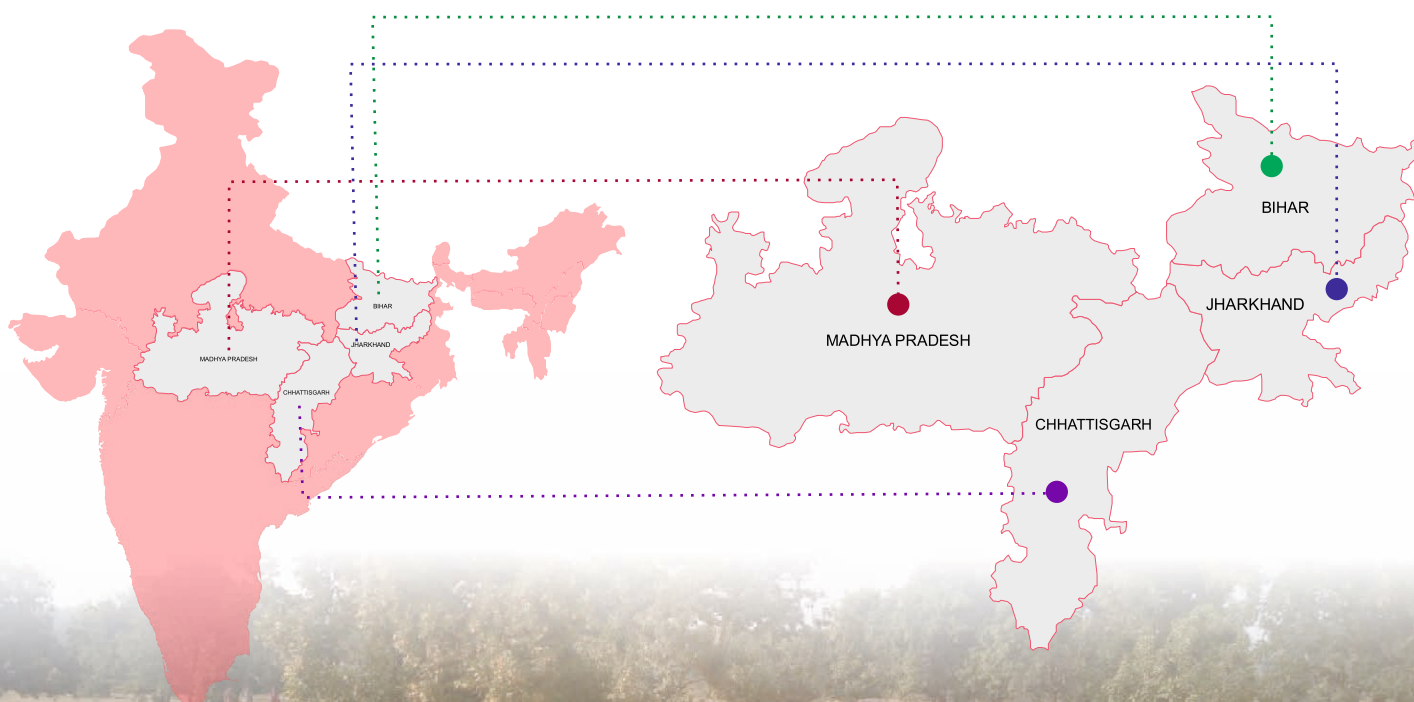
Sincerely,

Ashis Mondal
Director & Managing Trustee



ASA Programme Area Profile

- Erratic and highly variable rainfall (750 mm annually in Jhabua to 2000 mm in Purnea)
- Degraded natural resource base, undulating topography, poor soil depth and poor vegetative cover
- High population growth rate and low literacy rates
- Poorly developed infrastructure
- Widespread poverty, with high concentration of tribal, Scheduled Caste and Other Backward Castes
- Rigid caste structure especially in Bundelkhand region of Madhya Pradesh and in Bihar
- Exploitative practices like money lending, multi-layer agents system in agriculture marketing, etc.
- Limited role of women in community activities
- Agriculture is the primary livelihood source, with small holdings, providing 6-8 months of food security. Less than 15 percent of the cultivable area under irrigation



Mission

"Ensuring livelihoods of poor people by providing development services, particularly through natural resource management"



Approach

Action for Social Advancement (ASA) is a non-profit organisation established by a group of development professionals in 1996 and was registered under the Gujarat Societies Registration Act 1860 and Bombay Public Trust Act 1951.

Our approach to development is firmly founded upon participatory action at the community level. At the heart of the organisation 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.



Focus Area-

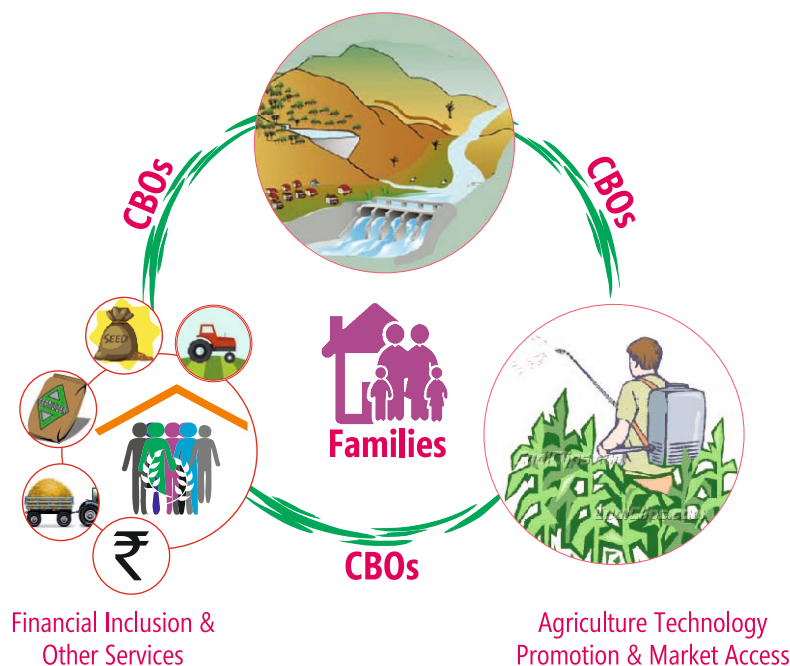
- Field level interventions in community based natural resources management, including community mobilization; implementation of land and water resources development, participatory irrigation management, agriculture productivity enhancement, agribusiness promotion for small farmers, financial inclusion and capacity building and institutional development of community institutions including Panchayati Raj Institutions.
- Development support to NGOs, Government departments/projects and donor organizations in the above areas
- Action research and policy advocacy through documentation and dissemination



Rabi Irrigation done through renovated canals, Barwani dist, M.P.

Livelihood Implementation model

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



Livelihood Implementation model

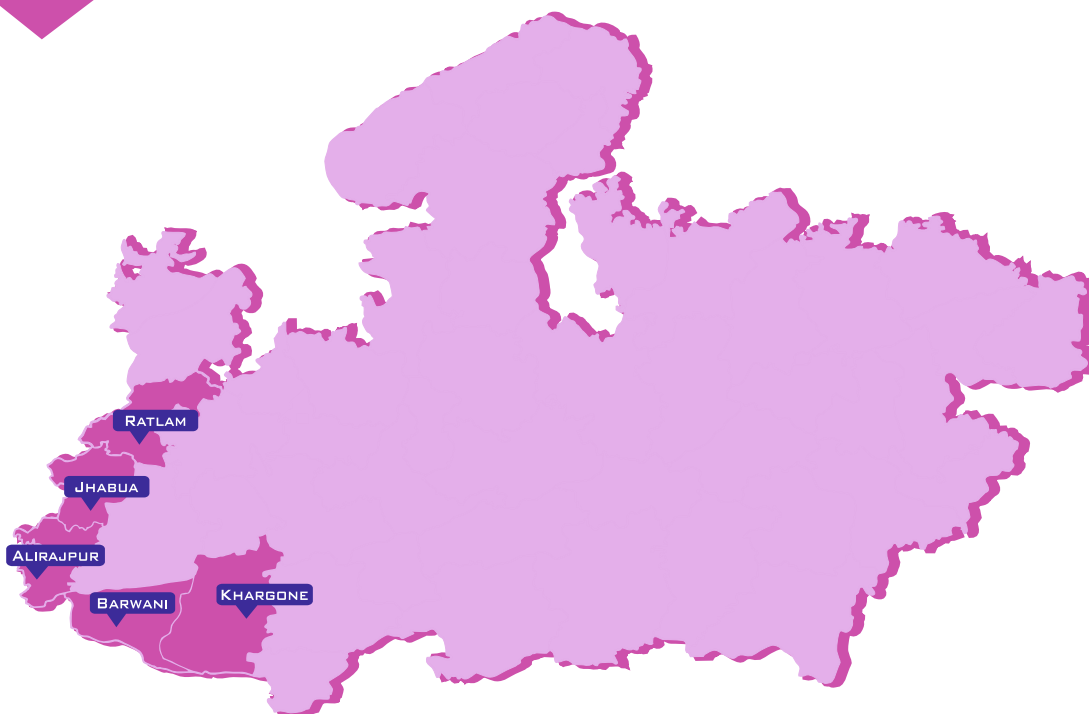
At ASA, we realize that the restoration and management of available natural resources offers significant opportunities for the enhancement of rural livelihoods. And accordingly, the ASA strategy is based on this hypothesis—

With over 70% of the population dependent on agriculture directly or indirectly, Land, Water and Vegetation constitute fundamental resources for the rural poor. The only sustainable route to livelihoods enhancement is through improvements in these core resources, supported by a steady flow of institutional credit for agriculture. In this model of livelihood enhancement, local institutional development is instrumental for the management and sustainability of the investments made. Special focus is placed on the poor and the women in this model.



Anicut constructed in collaboration with PHE dept. under MGNREGS works providing technical support to Gram Panchayat Jhaua dist M.P.

Regional Highlights : M.P. West



Coverage

	Districts	Block	Village	Household
M.P. West	5	12	336	30642



Manpower

Staff-70
VRP- 116



Partners

- Better Cotton Initiative
- Jamsethji Tata Trust
- Mahila Kisan Shasaktikaran Pariyojna
- Small Farmers Agribusiness Consortium
- Navajbai Ratan Tata Trust
- ATMA
- NFSM
- C&A Foundation
- Solidaridad
- GoMP



Expenditure

268.20 Lakhs INR.



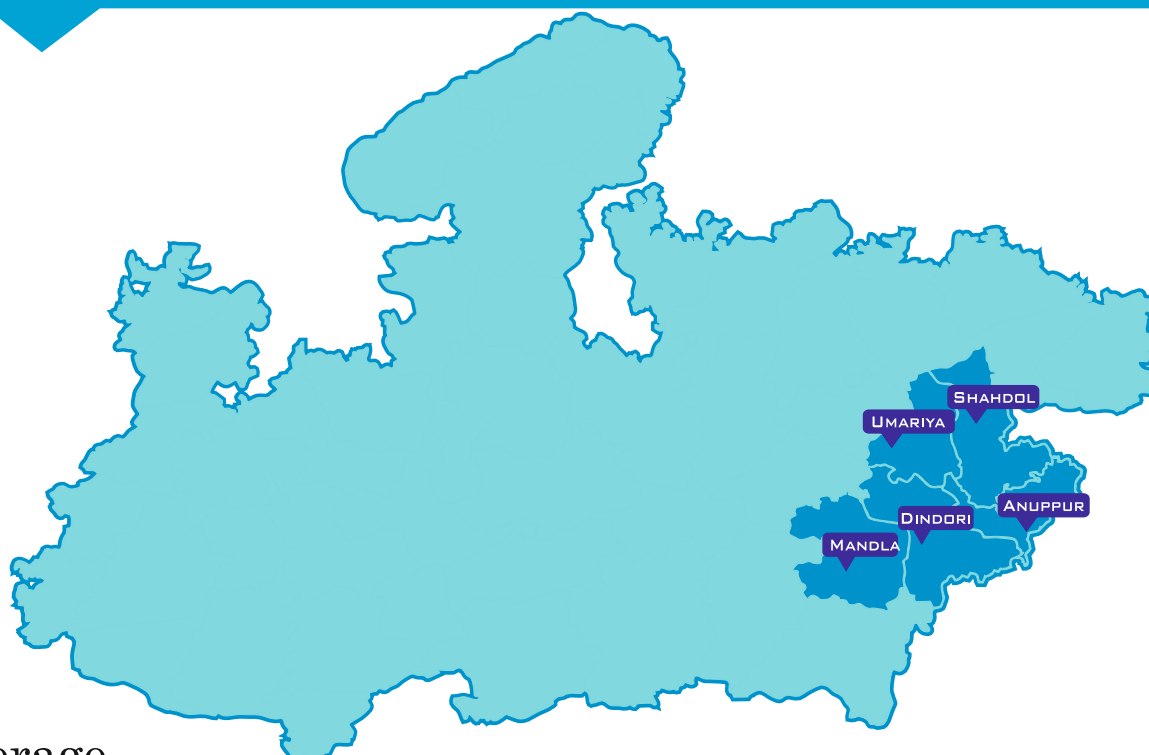
Offices

Regional office 01
Area Office 03
Team Office 14

Achievements

- Expansion of the programme from 36400 farmers to 48417 farmers (33 % growth in 1 year).
- Expansion in no. of teams from 15 to 20
- Village Development Plans prepared for 108 villages worth Rs.103 Crores included in the Annual Action plan of MGNREGS, IWMP and other Government programs.
- The productivity through SRI increased by 100-125% and in vegetables by nearly 50-60%.
- Cadre of around 116 VRPs created for better and close field implementation.
- Vegetable garden undertaken with 209 farmers
- Undertaken RCI with around 26417 families and BCI with 1000 families.
- Around 141 Water Harvesting Structures created bringing around 517 hectares of land under irrigation.
- About 183 dug wells created
- Various community based organizations in the region include: SHG-977, WUA/WUG-88, RPG/LGs-1471 and FPC-15
- Drip irrigation systems and sprinklers installed with 69 families
- The region currently has 15 FPCs with a cumulative turn-over of Rs.10 Crore each year.
- Lift Irrigation systems- 19
- More than 80 water harvesting structures and lifting infrastructures have been created bringing around 1570 Hectares of land under irrigation.

Regional Highlights : M.P. East



Coverage

	Districts	Block	Village	Household
M.P. East	6	12	242	24572



Manpower

Staff- 47
VRPs- 60.



Partners

- State Rural Livelihood Mission
- NABARD
- Sir Dorabji Tata Trust
- Integrated Watershed Management Program
- GoMP
- Bioversity International through MSSRF
- Small Farmers Agribusiness Consortium



Expenditure

130 Lakhs INR



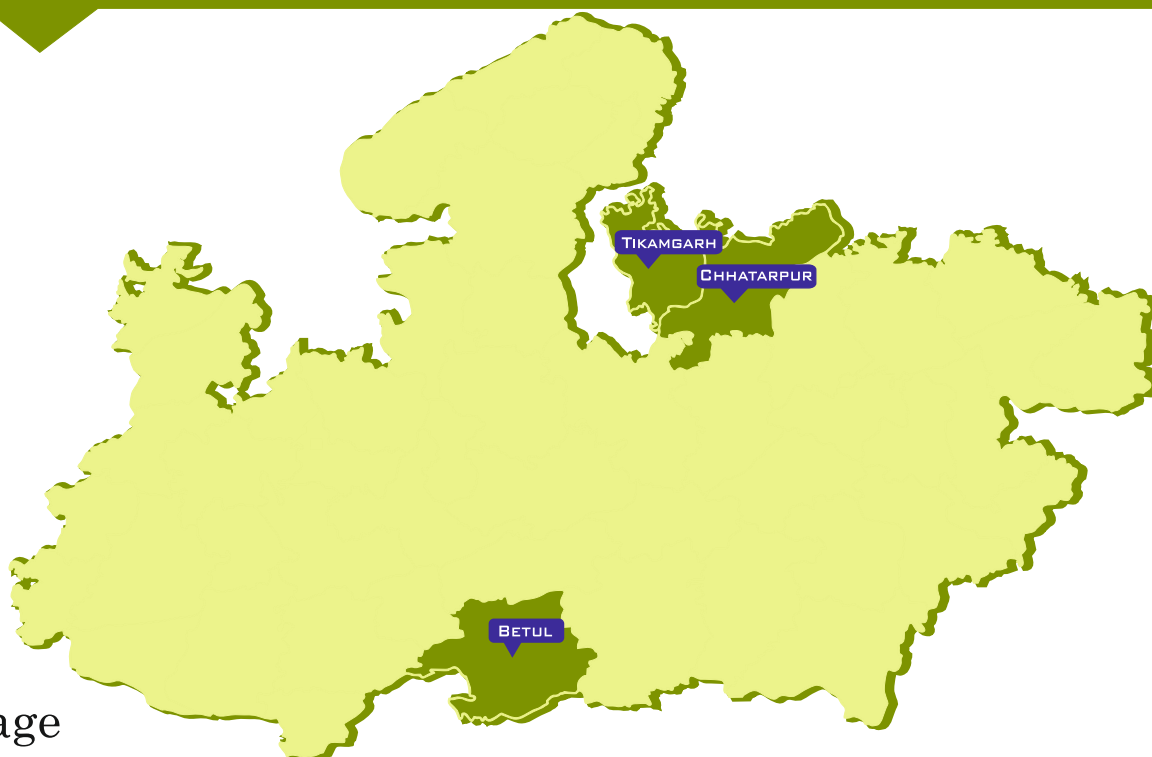
Offices

Area Office : 04
Team Office : 12

Achievements

- The water lifting in high altitude by installing Lift irrigation system has converted barren land into Agri-Horti productive land of around 60 acres.
- Seed production program for paddy and wheat successfully grounded.
- One godown for FPC constructed and became operational and another godown is under final stage of construction.
- Two seed graders procured and installed.
- 691 SHGs formed and 252 SHGs linked with the banks for credit.
- In Mandla 41 Drip based irrigation system installed partially through project and partially through convergence from Agriculture Department.
- More than 119 water harvesting structures and lifting infrastructures created and soil conservation works done in 270 ha. Water harvesting structures have supported around 300 hectares of land under irrigation.
- The region currently has 9 FPCs (4 are new and yet to start their business and 5 are 2-3 years of operation). The average turnover per annum is Rs.50 lakhs for the 5 functional FPCs.

Regional Highlights : Bundelkhand



Coverage

	Districts	Block	Village	Household
Bundelkhand	3	5	123	34211



Manpower

Staff: 20
VRPs: 35



Partners

- GoMP
- Bharat Heavy Electricals Ltd
- Jamsethji Tata Trust
- Solidaridad
- Hindustan Coca Cola Beverages Ltd
- Small Farmers Agribusiness Consortium
- NABARD



Expenditure

245.88 Lakhs INR



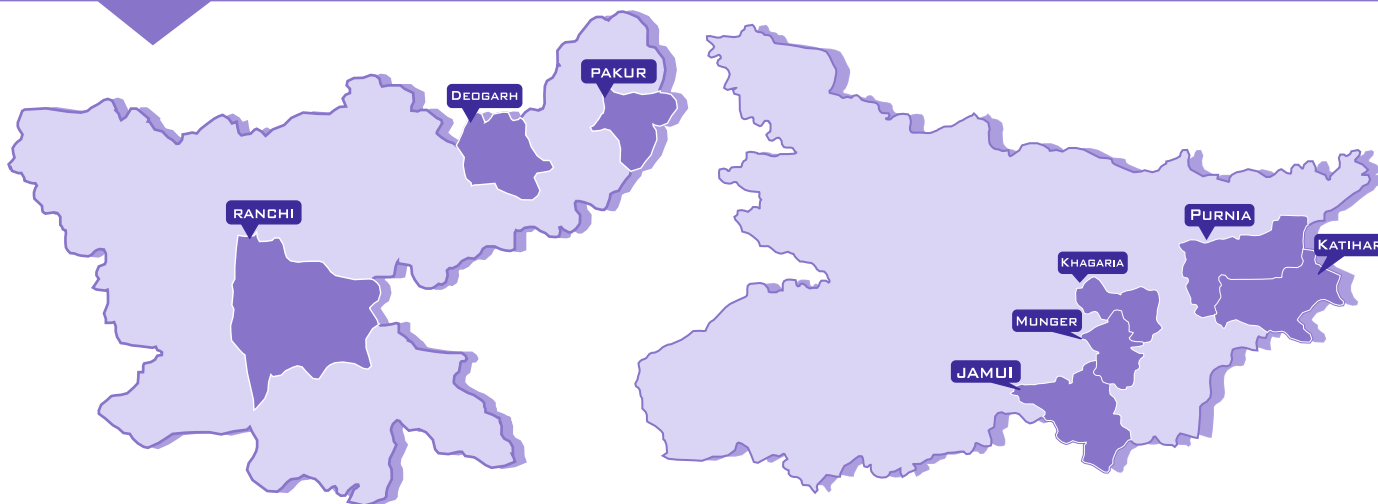
Offices

Area Office : 02
Team Office : 06

Achievements

- Expansion of the programme from 8000 farmers to 11000 farmers (38% growth in 1 year).
- Introduction of Good Agriculture Practices like Responsible farming, home made pesticides, raised bed plantation, drip Irrigation, natural farming for the first generation farmers.
- Village development plans prepared for 30 villages worth Rs. 12 crores included in the annual action plan of MGNREGS resulted work completion for the amount of Rs.3.64 crore.
- RTRS certification done with 5709 farmers with 6409 tonnes certified production.
- The productivity through RTRS programme increased by 30%.
- 20000 farmers have adopted Responsible Crop Initiative (RCI) in Bundelkhand region.
- The region currently has 4 FPCs doing a cumulative turn-over of Rs. 1.5 crore each year. Approximately 20000 farmers are receiving benefit of FPCs.
- Till date, more than 88 (45 stop dam 32 earthen tank & 11 lift Irrigation schemes) water harvesting Structures and Lifting Infrastructures have been created in the region bringing around 950 hectares of land under irrigation. More than 194 dug-wells constructed resulting in 320 hectares of land under irrigation.

Regional Highlights : Bihar and Jharkhand



Coverage

	Districts	Block	Village	Household
Bihar	5	8	159	13494
Jharkhand	3	8	325	32497
	8	16	484	45991

ASA started working in Bihar since 2008 as a Technical Support Agency for BRLPS, Govt. of Bihar, to promote agriculture-based interventions along with market integration for poor farmers through formation of Farmers Producer Companies. Further, it expanded through MKSP programme in 3 districts viz; Purnea, Jamui and Khagaria. Currently we are in 5 districts in Bihar.

In early 2013, there was an organizational decision to expand the work in new states in the Central Eastern Tribal Region viz. Jharkhand, Odisha and Chhattisgarh. These states have high poverty rate and have been less successful in reducing poverty. This region has the highest proportion of families 'below the poverty line' **52% against the national average of 37%**.



Manpower

Staff: 60
VRPs: 100



Partners

- SRLM and GoI
- Ford Foundation,
- Lutheran World Relief (LWR),
- Small Farmers Agribusiness Consortium (SFAC)



Expenditure

113 Lakhs INR.



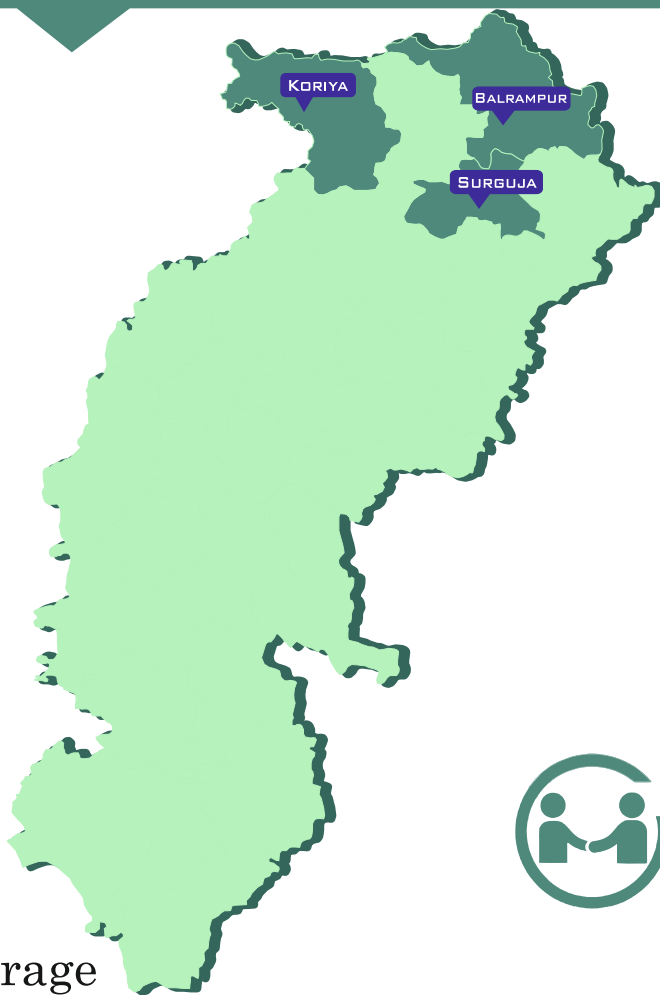
Offices

Regional office : 01
Area Office : 04
Team Office : 14

Achievements

- Rapid expansion of the programme from 14000 to 30000 farmers (100% growth in 1 year).
- Expansion in no. of teams from 8 to 13.
- Village Development Plans prepared for 108 villages worth Rs. 25 Crores included in the Annual Action plan of MGNREGS.
- The CBOs are majorly women-led and with major representation of tribal communities. 130-150 groups in each cluster covering 30-35 villages spread in 8-10 GPs.
- Cadre of around 300 community resource persons created for better and intensive field implementation.
- Till date, more than 100 water harvesting structures and lifting infrastructures have been created in the region hence bringing around 100 hectares of land under irrigation.
- SRI done with around 25000 poor families and RCI with around 15000 families. The productivity through SRI increased by 100-150% and in vegetables by nearly 50-60%.
- Introduction of new farming practices like Machan Kheti, Centralized Nursery, Raised Bed Nursery, Drip Irrigation, Natural Farming for the first generation farmers.
- The region currently has 6 FPCs in the region doing a cumulative turn-over of Rs. 1.5 crore each year.

Regional Highlights : Chhattisgarh



During 2014-15, the Central Government launched Cluster Facilitating Team (CFT) strategy in 200 backward districts in India. The main theme was same as what we initiated in Chhattisgarh one year ago ie; to facilitate GPs plan, implement rural development programmes especially, MGNREGA and NRLM, which has vast potential in terms of wage employment generation, asset creation. Our focus was more on linking interventions to individual farmers. CFT mandate was to provide handholding support to GP to revitalize MGNREGA specifically *(a) increase job demand, (b) ensuring 75 days wage employment to ST and SC families and (c) ensure wage payment within 15 days.*

Partners

- State and Central Government under various schemes such as collaboration with MoRD, Gol, GoCG in MGNREGA and NRLM.
- Small Farmers' Agribusiness Consortium (SFAC), New Delhi
- SWCF, UK
- Bioversity International, IFAD



Coverage

	Districts	Block	Village	Household
Chhattisgarh	3	5	121	50544



Manpower
Staff : 46
VRPs : 10



Expenditure
67 Lakh. INR



Offices
Area Office : 01
Team Office : 05

Achievements

- Area expansion from 3-6 teams in three districts.
- MGNREGA program expanded to nearly 500 villages in 5 blocks
- Intensive Participatory planning exercise was conducted with the help of Block planning teams in 5 blocks (2 in Surguja, 2 in Balrampur and 1 in Korea)
- Village Development Plans (DPR) prepared for 108 villages worth Rs. 25 Crores included in the Annual Action plan of MGNREGS.
- Works sanctioned worth Rs.61 lakh from MGNREGA
- The CFT work formally started in August 2014, but actual work started only in December. At the end of March 2015, ASA created demand works worth Rs 500 crore.
- In total 12 Dug well and 6 LIS have been implemented.
- In total 2300 farmers have been mobilised, BoD members identified, trained and exposed to functioning FPC in Mandla district in M.P. and Andhra Pradesh. The process of registration is going on and is expected to be functional from August 2015.

Chapter-1

Fostering Communities and their Institutions

Quick facts

- 4998 SHGs formed
- 4946 women SHGs formed
- 62953 SHG members
- 62008 women members in SHGs
- ₹4,68,34,441 total savings mobilized
- ₹3,21,68,338 total internal loans
- 524/3,79,59,917 bank loan received (no./amount)

(Cumulative data as on March 2015; data is for ASA's entire operational area across the states of Madhya Pradesh, Chhattisgarh, Bihar and Jharkhand)

The core of ASA's work in livelihood promotion is building poor people's capability that involves organizing them into Community Based Organisations (CBOs) as Social organisation, participatory approach and gender dimension are the key elements in our overall scheme of Institutional Model. ASA promotes agriculture based livelihood initiative for small holders. At the most basic level, communities are organised into "purpose-specific" community groups such as

- Self Help Groups (SHG) as the foundation of institutional architecture for thrift and credit,
- Users' Group/Association as users of Common resources like water, forest, etc.,
- Watershed committees,
- Responsible Producers' Group (RPG) for different crops like, soybean, cotton, paddy, maize, millets, wheat, pulses, vegetables, etc.

While some of these primary groups are generic in nature (viz. SHGs) and broad based in the type of work they do, others are livelihood or activity specific groups. Households may have multiple memberships in these groups that are formed and nurtured at the village level. All these primary groups (PGs) have their distinct identity in terms of name and norms of functioning.

The table below summarizes the community based organizations promoted in areas where ASA operates

Community based organisations	2013-14	2014-15	Cumulative
Self Help Groups	1191/14451	2651/32252	4998/62953
Women Self Help Groups	1185/15998	2605/31575	4946/62008
Watershed development Committee	6/66	0	148/1978
Water Users' Groups	22/270	31/403	557/4672
Lift Irrigation Groups	20/263	28/290	71/908
Water Users' Association	5	0	99/1182
Responsible Crop Producer Groups (Cotton, Soy bean)	1255/33068		NA
Farmer Producer Companies*	10/6674		25/29211

*ASA had facilitated M.P. DPIIP to develop 14 farmer producer company during 2005-08, which are not included in this figure

CBOs Institutional Model

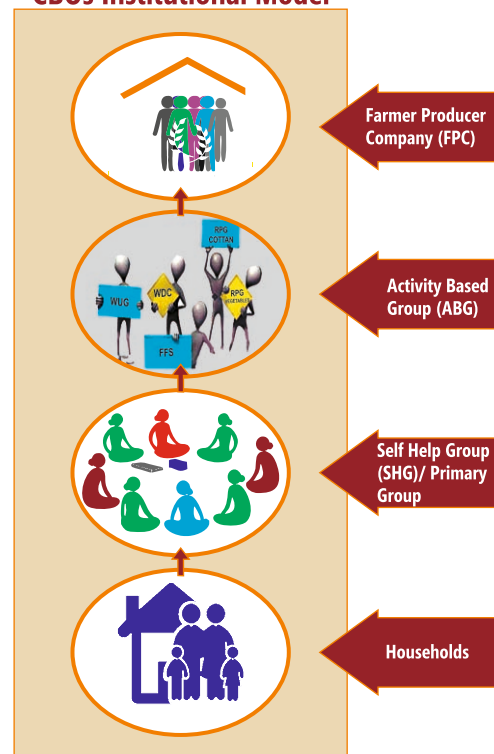


Illustration Of Community Based Organisation Institutional Framework

A self-help group (SHG) is a village-based financial intermediary committee usually composed of 12–15 local women or men where the members make small regular savings contributions over a few months until there is enough capital in the group to begin lending. Funds may then be lent back to the members or to others in the village for any purpose. The SHGs promoted by ASA are in due course of time 'linked' to banks for the delivery of micro-credit.

Story of Change : Additional avenues of livelihood

The story of SHG Meher Sagar in Samui, a tribal village in Jhabua district, is an inspiring one. The group was formed in May 2014 and comprises 11 women of the Patiliya tribe. Each of them contributes ₹ 100 per month, and the SHG saves the amount in the local branch of Narmada Jhabua Grameen Bank. The members decided to buy a motor to pump water from two ponds in the village. This decision was well thought out. "We decided to spend our joint savings on a motor that we would jointly own. The motor pumps out water from the ponds into the fields for irrigation. This has helped save money that we spend on hiring diesel engines individually. We save on the rent, on labour and on electricity," says Ramila Pratap Singh. The motor cost a total amount of ₹ 25,000 of which ₹ 18,000 was contributed by the SHG and ₹ 7,000 by individual farmers. The motor is better than the diesel engine in more ways than one. The diesel engine requires labourers to specially carry it from the lender into the fields. Moreover, the electricity bill on the jointly owned motor too is shared by the members. Nearly 24 acres of land is being irrigated by this motor. The members of Meher Sagar say they next plan to build toilets.



SHGs-Foundation of Institutional architecture for thrift & credit

"With support from my SHG, I was able to repair my dug well. It cost ₹ 50,000 of which ASA contributed ₹ 22,000 and the SHG loaned me the remaining amount. I now grow wheat on my 3.5 acres now irrigated by the well. Last season, I harvested 25 quintals, of which I sold 15 quintals at a rate of ₹ 14,000 per quintal. The rest I stored for household consumption. I also constructed a pucca house for my family."



– Tepi Devi, village Ekalbara, district Barwani

Correcting gender asymmetries

The gender policy of ASA very explicitly makes it mandatory to have at least 50 percent female beneficiaries for all its initiatives and it is followed in word and spirit. In ASA, 99% of the SHGs promoted are female SHGs, and these SHGs create empowerment promoting conditions for women to move from positions of marginalisation within household decision making process and exclusion within community, to one of greater centrality, inclusion of voice. ASA's experience with women SHGs show that although the savings of group members, small in nature do not attract high returns, it is still popular due to security reasons for getting unsecured loans without much formalities and collaterals at lower rates compared to that available from money lenders.

Like the SHGs, there are Farmer Producer Companies, where more than 75 percent members are women. All interventions related to training/capacity enhancement inputs are provided to women of a family along with male members, since we at ASA, deem firmly that farming is a family profession and women are more prone to betterment.

As the primary level groups, a cluster of 15-20 villages are federated into higher level groups, such as **Farmer Producer companies (FPC)**, which are then integrated with agribusiness markets

Online Financial Data Management

ASA has developed software for SHG financial data management. are recorded in the software after every fortnightly meeting. This helps ASA staff to monitor and manage the programme well and provide qualitative analysis to the SHG members for utilization of their savings, management of loan and defaulters, if any.

While a Primary Group continues with its core function, the FPC, at the secondary level, takes up other tasks such as agribusiness, agriculture extension services, credit linkage, insurance, etc. at the cluster level. And most importantly, serves as a platform for lobbying for developmental agenda of the area.

In a distant village called Ekalbara in district Barwani, women from the tribe Barela are also being instrumental in transforming their lives through their active membership and participation in the SHG named Krishna. The SHG boasts of a total savings of ₹29,000 in a local bank and ₹79,000 of loan given out to its members. Most of the SHG members have borrowed money from the group for agriculture and to cultivate vegetable gardens.



Women participate in Rojgar Diwas to demand work under MGNREGS in Kochli Gram Panchayat, Balarampur Block, C.G



“We never used to step outside our homes but after we formed SHGs, we have travelled to Bhopal, Mehsana, Thandla and other towns and cities. In February 2014, our

SHG took membership in the Gram Sangathan as part of the convergence with National Rural Livelihoods Mission. On August 15, 2014, we submitted applications for building toilets in the village.”

– Madhi Ranjhor, village Samui, district Jhabua

Local youths as “Service Providers”

Community engagement at the field level in ASA is intensive, with one staff looking after 260-300 families. There are 5 different categories of staff engaged in field. At the lowest level, we have “youths” from the villages, who devote part time for rolling ASA sponsored works in their own villages or neighbouring villages. They work part time, identified by the community we work with and also assessment by our staff, who supervise the work in that area.

Development of local youth through hands-on training on the job is another important strategy. Local youths are recruited and their capacities developed as “service providers”, who become the backbone for ASA’s programme implementation.

ASA follows a systematic strategy for recruitment and training of the local people as service providers called the “**Village Resource Persons**” (VRPs). There is a systematic pathway followed for the VRPs to absorb responsibilities from the professional staff.

There are over 284 VRPs across ASA programme area, of which 94 are female. VRP performs activities like creating awareness and mobilizing communities; organizing farmers into the local community based institutions, support ASA team in micro planning, record keeping, provide handholding support to the various groups, etc., while ensuring the quality of interventions and maintaining transparency at all levels. Keeping this in mind, training programmes for VRPs have been specifically designed to comprehensively cover the various theoretical and practical aspects of agriculture based livelihood development covering a range of development approaches.

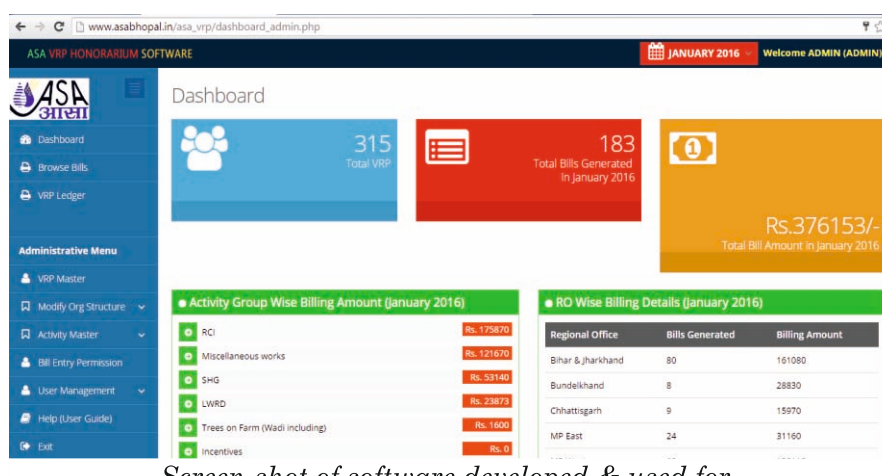


*On-field train to VRPs on good agriculture practices”,
Barwani dist, M.P.*

VRP Payment System

For each theme, there are set of tasks, sub-tasks and with each of them there are **Task Accomplishment Indicators (TAI)** and **Means of Verification (MOV)** to verify that the task is completed and qualifies for payment. The payment of honorarium would be in proportion to tasks completed. This process ensures payments only in exact proportion of their contribution on the ground

An exclusive software has been developed by ASA, to help the entire process of calculations of the earnable honoraria based on the tasks completed. This is an online software in which the Team Offices make the entries depending on task completion sheets of VRPs, and the same are then verified at the Area Office level leading to honoraria payments. The system is also used for generating multiple of online reports and statistics towards monitoring the entry to billing processes at all levels, trends of payments under different thematic areas, region wise, area wise and team wise summaries of payments, etc.



*Screen-shot of software developed & used for
VRP task based Payments*

Chapter-2

Land and Water Resource Development

Quick Facts

- **33137** RM of canal restoration work done increasing proportion of irrigated land from **44% to 86%** and increasing average of **227%** income per acre.
- **2530** dugwells constructed/renovated irrigating **3694** ha. benefitting **7155** HHs
- **230** check dams constructed irrigating **2795** ha. benefitting **2985** HHs and recharging **1125** dugwells
- **91** Lift Irrigation systems installed irrigating **1102** ha. benefitting **1321** HHs
- **272** farm ponds constructed irrigating **1154** ha. benefitting **1065** HHs
- **74990** ha. treated under soil and moisture conservation
- Total amount spent by **70** Gram panchayats for watershed activities under ASA's technical support was **₹613** lakhs in year 2013-14

"Land is Livelihood" is the belief that drives ASA's Land and Water Resource Development programme. It remains a core activity under ASA's strategy to develop rural livelihoods. ASA's multi disciplinary and integrated approach, therefore, is based on the premise that significant opportunities exist for livelihood enhancement through the restoration and management of the available natural resources in the rural areas.



1400 RM canal system renovation done under "Repair, renovation & restoration of water bodies scheme" of GoI, by WUAs,, Barwani dist, M.P.

ASA has a long and successful experience of leveraging public fund in large quantity using the NGO donors' fund as trigger. Almost all projects have an in-built leveraging component. In our overall planning and budget format the leveraging is an important target. NREGS has been our key target for many years. Recently the MoRD has recognised the efforts of ASA in making NREGS implementation effective by providing technical support to the Gram panchayats.

A simple calculation suggests that each family in a village has entitlement of earning about Rs. 15000-16000 every year through MGNREGS. This means that entire need of investment for land and water development for the family can be sourced from the resource entitlement of the same family. What is effectively required is a planning protocol at the village level with the Gram Panchayats and a technical support mechanism to the GPs for implementing the plan. ASA has been working in this model of supporting GPs and community groups in all its programme areas with considerable success. **ASA is proud to announce that the Govt of India has taken a positive note of ASA's approach in engaging with Gram Panchayats for MGNREGA implementation. The MGNREGA Division of MoRD, GoI has announced a pilot scheme called "Cluster Facilitation Team" for 250 blocks in India. ASA was involved in developing the scheme.**

The following table summarizes the interventions taken up by ASA during 2014-15

Intervention	Unit	2013-14	2014-15	Cumulative
Land development*	Ha	859	2242	77232
Stop Dam	Nos.	12	16	246
Earthen Tank	Nos.	10	15	87
Dugout Pond/Farm Pond	Nos.	11	33	305
Group dug wells	Nos.	293	255	2785
Canal restoration	Running Meter	0	0	33137
Group lift irrigation systems	Nos.	20	28	99
Micro sprinklers/drip Irrigation	Nos.	56	162	419
Increase in irrigated area	Ha	1100	1407	26903

“I was able to revive my 2 acres of land after the canal was repaired. I’ve begun growing wheat during rabi season, in addition to kharif crops. With the increased income, I renovated my house, bought 50 bags of fertiliser using my Kisan Credit Card and was even able to repay a loan.”

*–Subhash Mansaram,
village Gonpura, district
Barwani*



* includes soil & moisture conservation measures like treatment of drainage lines, field bunding, grassland development, afforestation, land reclamation, etc.

Watershed Development

Watershed Management is one of the critical factors for improving agricultural production. Restoring ecological balance and increasing productivity in such region, necessitates undertaking all developmental activities on a watershed basis. There are multiple reasons for poor land productivity in a region: high soil erosion, undulating topography, lack of irrigation, part failure of monsoon, among others. ASA's watershed programme aims to tackle this issue through a range of measures targeted at arresting soil erosion, accelerating groundwater recharge, in-situ conservation of soil and moisture and harvesting of surface run off.

The ASA strategy emphasizes a "water-controlled livelihoods approach", which

- Pivots around using a precious resource responsibly, hence, surface water conservation is highly prioritized, along with land and agricultural development,
- Adopts the small river basin approach in watershed development following the "ridge to valley" approach, and Builds people's institutions around its interventions. Users Groups around each activity/ intervention (for example, a stop dam) fetches economic gain to the people, and keeps them together and mobilised.

Over the years, ASA has built technical competency for constructing cost effective water harvesting structures, mobilizing the community for cost sharing in cash and in kind. The Small river basin approach in watersheds makes a fundamental improvement in the resource, by improving sub surface recharge. When this is complemented with surface water harvesting and post watershed activities like dug wells, small group lift irrigation, orchards, vegetable cultivation, improved seeds and adoption of Good Agriculture Practices (GAP)- it enables crop intensification and diversification.

Staggered contour trenches dotted with horticulture plantation sparks community responsibility for its maintenance and reaping benefits in future- works under MGNREGS through technical support by ASA to Gram panchayats, Baikuntpur Block, C.G.

Currently ASA's watershed programme is continuing in 80 villages covering an area of 24500 hectares under the Government sponsored Integrated Watershed Development Programme, Corporate supported Project and NABARD supported watershed programme. Besides the above mentioned exclusive watershed projects ASA has been supporting Gram Panchayats for watershed activities utilizing NREGS fund as a general strategy.

Few major projects such as with support of Navajbai Ratan Tata Trust (NRTT) in Ojhar in Barwani covering 23 villages and Hindustan CocaCola (HCCBPL) at Shahpur and Chicholi blocks in Betul district covering 38 villages are operational.

In another ambitious project of Integrated watershed management in Betul, ASA lays thrust on water budgeting based recharge measures. A fairly scientific programme as this, envisages to create substantial water reserve in this region through Rain Water Harvesting Structures to harvest rain water for ground water recharge.

BHEL supported project on "Sustainable use of rain water harvesting to enhance livelihood of poor small farmers in 15 villages of Bijawar block Bundelkhand Region in MP" was taken up during the year by ASA with emphasis on construction of several water harvesting structures.



Vegetable cultivation on homesteads and near dugwells & other water bodies promoted as dependable source of income for poor families, Jhabua dist, M.P.

Water Resources Development for minor irrigation and efficient water management

Water Resources Development (WRD) is primarily targeted to create minor irrigation facilities for the beneficiaries. Under the WRD programme, ASA deals with the supply side issues by creating minor irrigation structures like stop dam or masonry weir in the river or stream, earthen tanks, farm ponds, lift irrigation systems, dug wells, restoration of canals, diversion based irrigation, etc. For the demand management it promotes water saving devices like drip irrigation, sprinkler and On-farm water management practices. Participatory Irrigation Management for canal irrigation, water users' groups for the management of newly created structures, awareness building through village institutions like SHGs, producers' groups, etc. are some of the important strategies for the demand management. Besides, efforts are made to promote drip and sprinkler irrigation mainly through the convergence of the government programmes.

Story of Change- Benefitting from canal restoration

Rugnath, a farmer in village Narwala, Barwani district, owns 5 acres of land which used to get flooded because of seepage from the canal nearby, leaving the land unfit for cultivation. Recollects Rugnath, "I used to go to Rajpur and work as a coolie or an agricultural worker on other farmers' fields to earn and support my family. I've even towed mud, soil and bricks, earning ₹50 a day. Those days are now over." Following the restoration of the canal, last season, Rugnath harvested 15 quintals of maize, which he stored for household consumption, and 12 quintals of cotton, which brought him an income of ₹40,000. He also produced 18 quintals of wheat during rabi of which he sold 9 quintals at the rate of ₹1200 per quintal and retained the rest for household consumption. He also grew 25 quintals of onions, which earned him ₹30,000. With the increased earnings, Rugnath built a pucca house, repaid a loan of ₹50,000 and bought a motorcycle for himself.

Stop dam - small wonder, enormous impact

"Stop-dams" are small barriers built across the direction of water flow on shallow rivers and streams for the purpose of water harvesting. The small dams retain excess water flow during monsoon rains in a small catchment area behind the structure. Pressure created in the catchment area helps force the impounded water into the ground. The major environmental benefit is the replenishment of nearby groundwater reserves and wells. The water entrapped by the dam, surface and subsurface, is primarily intended for use in irrigation during the monsoon and later during the dry season, but can also be used for livestock and domestic needs

Normally the approach is taken to build them in a series to harvest maximum residual flow. The management of the Stop Dam is left with the beneficiaries after constituting a Water Users' Group (WUG) who are trained on the management aspects of the dam. They are involved throughout from planning to implementation of the dam. Part of the cost of the dam, 10-15%, depending upon the area, is shared by the beneficiaries in labour and kind.



Story of Change- Boosting income

In village Danod of block Rajpur in district Barwani, the Maa Ambey Jal Upyogkarta Dal (WUG) consists of 13 members. The check dam here irrigates 25 acres of land. The farmers reminisce that they contributed ₹25,000 to the total cost of the construction of the check dam in the form of labour (shramdaan). The WUG members contribute ₹10 every month to the group.

For 22 year-old Jawan Singh, who is a member of Maa Ambey WUG, the check dam has indirectly helped him bring home a beautiful wife paying a bride price of ₹70,000/ with the increased income from his 4 acres of land that he now irrigates with water from the check dam, he was able to earn surplus.

Increased production.... Village Bhourwada, Barwani.

The farmer Sursingh, increased production of wheat by 2 quintals per acre, Jaursingh got produce of groundnut and cotton much higher than previous years, Kalu got additional income of Rs.5000/- just in one cycle, and there are so many cases in village Bhourwada of Barwani of such benefits accrued from a stop dam that ASA has constructed. This dam costed Rs.7.30 lacs and is managed by Shriram WUG. The members of this group though had substantial land, but were not getting sufficient income from farming since long just because of unavailability of water for irrigation. But this structure has emerged as boon in disguise that has given boost in their incomes right from the first year. Another beneficiary Nansingh says, "I grew cauliflower this time and got additional benefit of Rs.6,300/-. I shall improve production and grow more crops now". This dam has irrigation capacity of 30 acres.

Earthen Tank

Earthen tanks are constructed either through creating embankment on the streams or sometimes by digging out soil in the lower portion of the watersheds. This is a traditional practice of rain water storage in the rural India. While the Earthen Tank serves the purpose of minor irrigation primarily, it also contributes significantly in recharging the dug wells and bore wells in the downstream. Like Stop dam, community contribution is mandatory and users' groups are developed for its management.



Dugout pond/Farm pond

Dugout pond/ Farm pond is more popular in the eastern regions of Madhya Pradesh, Chattisgarh and Jharkhand, where the land gradient favours such structures. It is constructed at the lowest point of the farm to harvest runoff water and used for irrigation during long dry spell in monsoon. It also helps in creating moisture regime in the downstream. **ASA took up several farm pond works under the NREGS convergence worth over Rs. 58 lacs,**

"A dug well constructed by my husband's forefathers had been lying dilapidated for ages on the land that my family and I wanted to cultivate. In 2012, ASA supported me in renovating it. Since then, the dug well has been irrigating an acre of land we own. My family's life has changed in multiple ways. We now grow kharif as well as rabi crops. For kharif crops, we are training to create a Wadi on which to grow pomegranate, mangoes, guavas and lemon. The land on which this Wadi is thriving too is being irrigated by the renovated dug well. Her gross income from agriculture is over ₹1 lakh per year. We use water from the dug well when the rains are not adequate. That is how we grew soybean last season and harvested 4 quintals. We sold the entire lot and earned a total amount of ₹12,000. We also grew chickpea and harvested 4 quintals of it. The Farmer Producer Company bought our entire produce of chickpea at a rate of ₹3000 per quintal. The dug well has been a blessing. Income has changed our lives. I don't have to see my sons leaving for the city every year in search of work. The little ones are happy and healthy too." – **Kamla Mohan Singh, village Samui, district Jhabua**



Dugwell and Drip Irrigation beneficiary :

"I hardly had any income from agriculture. It was too difficult to manage family expenses and we used to migrate a lot every year", says Navalsingh, who was given Dugwell under Kapildhaara and also a drip-irrigation system under MKSP. These resources have changed his life, completely. He adds, "I take two crops now with ample water available to me and also grow vegetables. My family is in much better economic condition now. I have purchased assets bike, TV and few agri-equipment. My grand children are going to school and I shall educate them to senior classes. I feel extremely indebted to ASA for all such benefits given to me." - **Navalsingh Parmar, member Ramdev SHG, village Khermaal, Ranapur.**





Wadi beneficiary growing vegetables in his wadi plot using drip irrigation systems, Mandla dist, M.P.

Drip Irrigation: Miraculous change for Mayabai

In village Mohaniya Patpara, in Mandla, the SRI and SWI were being exercised quite largely. A farmer Maya Bai, member of Saraswati Mahila Bachat Samuh, was supported under dug-well programme for deepening well, so that they could get water properly. She says, "We had an adjoining small land of 25 decibel – which was completely unusable and barren. But with the water available, we decided to also grow vegetable on this". Later, they were given the Drip-irrigation facility. With all this support, it was a miraculous change for this poor family. They started growing vegetables, particularly Tomato and Chilli. They got a very good production and made extra earning as much as Rs.22,500/- out of this activity in the first year. They are now focusing on this and working harder to raise their income. Maya adds, **"Impressed with our success, the Horticulture deptt. took this as an outstanding example for demonstration and exposure to other farmer groups"**.



Drip irrigation based vegetable cultivation in Jhabua dist, M.P.

Convergence with Gram Panchayat for MGNREGS

ASA initiated a development model of collaborative approach with Gram Panchayats mainly for technical backstopping to utilize large sum of MGNREGA funds that is available under the disposal of Gram Panchayats and the Gramsabha. As a cluster Facilitation Team (CFT), ASA is implementing MGNREGA in Jharkhand (4 Blocks with more than 108 villages) & Chhatisgarh (5 Blocks with 250 villages)

The significant works through convergence included structures such as dugwells (Kapil dhaara koop), farm ponds and talaab towards water conservation and harvesting, as well as contour trenching and farm bunding towards soil conservation. **The total sets of work in Mandla-Dindori worth Rs.1.34cr, in Barwani in Rajpur-Ojhar about 1.20cr and in Jhabua district in Ranapur, Pitol and Nanpur to the tune of Rs.2.29cr were accomplished by ASA through convergence this year.**

Progress during 2014-15 through convergence

Intervention	Unit	2013-14	2014-15	Cumulative
Land Development	Ha	977	1002	3408
Large Water Harvesting Structures-Earthen Tank, Check Dam	No.	65	70	177
Small Water harvesting Structures-Farm Pond	No.	16	52	94
Group Dug Wells	No.	146	219	499
Micro sprinklers/Drip Irrigation	No.	42	97	404
Agroforestry (Bund plantation)	Ha	514	48	578
Canal Restoration	RM	6950	1400	8350
Horticulture	Ha	34	38	107.8
Area increase for irrigation	Ha	863	1541	3193



Measurement of work by ASA engineers for effective use of MGNREGS resources and bringing in transparency in front of workers.

Participatory Irrigation Management in canal irrigation

ASA's Participatory Irrigation Management (PIM) is aimed at rehabilitation of canals and building capacity of Water User Associations to operate and maintain irrigation schemes Implemented in collaboration with the State's Water Resources Development Department. the PIM aims to increase agricultural productivity through establishing effective irrigation management within the framework of the PIM Act of the State Government.

ASA completed a project for restoring canal systems of five minor irrigation schemes in Barwani district. The project was a joint effort by ASA and the M.P. Water Resources Department with funding support by the GoMP and the Collectives for Integrated Livelihood Initiatives (CInI), a project of Sir Ratan Tata Trust (SRTI), Mumbai. The project involved 19 tribal dominated villages with 2600 Hectares of command area and more than 1250 registered irrigators of the M.P. Water Resources Department. The total canal network is about 75 kms. of length.

The five schemes that were restored were suffering from the issue of long standing neglect and poor maintenance, leading to damage of the canal and reduced capacity of the irrigation system: the average irrigation potential utilization was in the range of 30 to 35%. **In total the project has rehabilitated 12387 running meters of canal with concrete lining works and repairing the hydraulic structures.**

Progress during 2014-15

1400 Running Meters of renovation of canal system was taken up by the Water Resources Department of Madhya Pradesh under the "Repair, Renovation and Restoration of Water Bodies Scheme" of Government of India. ASA along with the Water User's Association of Ranjit, Bhorwada and Salkheda played active role in getting these structures included under this scheme and carrying out the renovation work. The capacity of the schemes has significantly enhanced due to the renovation work completed in 2014-15



“When the canal was restored I breathed a sigh of relief. I could then cultivate my 2 acres of land. In addition, following the restoration, a dug well near another piece of land I own, got recharged. I now cultivate round the year. Last season, I received a yield of 15 quintals of wheat and 6 quintals of cotton. I bought a television at home, a cultivator and a buffalo. I was also able to organize a decent wedding for my son.”

– Mangey Lal, village Gonpura, district Barwani

The LI in village Lambela is irrigating a total of 13 acres of land. An amount of ₹1,85,000 came through Tata Trusts and ₹46,080 was contributed by the 12 farmers who became members of the Water Users' Group named Swaraj Jal Upbhokhta Samooh. Thirty year-old Nana Manna is one of the 12 member farmers. He is a small farmer whose 0.8 acres of land are irrigated by the water from the LI. He says, “When the rains are inadequate, like it was in 2014, I used the water from the LI for my kharif crops.” Nana Manna grew chickpea, maize and wheat during rabi and maize and rice during kharif. Last season, he harvested 10 quintals of wheat. He held back 5 quintals for household consumption and sold the remaining for a total income of ₹7,000.

Fortune has smiled for Sukh Lal. A physically challenged farmer from the Bhilala tribal community, Sukh Lal owns 1.5 acres of land in Gonpura village. Apart from this, he has no other source of income to support his family of five. After the canal was restored, Sukh Lal has reaped rabi as well as kharif crops. Last two seasons, he says, he received an output of 13 quintals of wheat, which earned him ₹17,000 both times. This income means a lot for him and his family. Earlier, he was dependent completely on the monsoons and could cultivate only kharif crops. With the increase in income, Sukh Lal has constructed an additional room in his house. He has also bought a goat. He is happy that the standard of living of his family has improved.

Chapter-3

Agricultural Productivity Enhancement

Quick Facts

- Under the Good Agriculture Practices regime, **64578** farmers shifted from broad casting of seeds to "Line Sowing" in **60329** acres
- ASA facilitates over **120000** small and marginal farmers every year to adopt good agriculture practices or RCI standards
- RCI quality verification is done by world renowned organisations like Control Union, SGS, RTRS Association, Better Cotton Initiative. **40180** farmers certified as Responsible producers in 2013-14

This programme is one of the oldest in ASA, initially started, to address low productivity of crops in rainfed areas. Focus then was more on agriculture package, the modern inputs, seeds and agro-chemicals. The project farmers invariably received some inputs which were perceived to ensure results in terms of increased yield. As a result the demand for agri-inputs increased which as an organization found difficult to meet. In reality we found that the farmers were using more resources (water, family labour, agri-inputs) without incremental yield and were not able to sustain production.

In 2008 we re-modeled the agriculture programme, making it more knowledge centric from input driven programme. The key elements were to study the trend, utilize existing resources, change practices, adopt scientific practices etc. We participated in the Responsible Soy programme of RTRS, where 20-25 farmers organized into producers groups, attended training programme, and learned through demonstration. The lead farmer, front line demonstrations, farmer field school concepts, on-field supervision and support by technical staff and the introduction of farmers' field book, formed integral part of the programme. Similarly cotton farmers in our project areas participated in Better Cotton Initiative (BCI), which also was aligned to RTRS, with additional focus on linking to supply chain actors in the project area.

In 2009 we changed our programme approaches and we more and more focused in sustainable agriculture practices and this approach start with the collaboration with Solidaridad based on RTRS standard and initially only 2000 farmers adopted this in the soya crops and next year we also introduced sustainable agriculture programme in cotton crops. Based on the above learning from RTRS and BCI, we realized the need to have a unified approach for all the crops grown in our operational areas scattered in four states; Madhya Pradesh, Chhattisgarh, Bihar and Jharkhand.

Responsible Crop Initiative or Jimedar Kheti, was conceived in 2012 and since 2012-13, ASA's efforts at improving farm productivity have largely been based on 'Responsible Crop Initiative (RCI), or popularly known as "Jimedar Kheti", a form of certification for agricultural practices followed that reduces the environmental and social footprints of agriculture while increasing yield and productivity for the farmer and making the business of farming more sustainable. These sets of practices are also in line with Good Agricultural Practices as propounded by the Food and Agricultural Organization of the United Nations. as well as the proposed objectives of the National Mission on Sustainable Agriculture- one of the eight mission-mode schemes under the National Action Plan for Climate Change.

The efforts largely complement some of ASA's other initiatives such as land and water resource development and promotion of Farmer Producer Companies and also carry forward the functional objectives of some of ASA's programmes, such as support to Better Cotton Initiative (BCI) as well as Responsible Soy bean (RTRS).



Mother trails of various paddy varieties under participatory varietal selection and promotion, Ranchi dist, Jharkhand

'Responsible Crops or "Jimmedar Kheti"

Responsible crops are crops grown with certain safeguards in place - that lead to effective conservation of land, water and other precious resources, while increasing farm productivity and sustainability of agrarian practices to the farmer. These crops usually command higher prices in agricultural markets and are also valued for exports.

Agronomic practices followed, particularly in backward areas, are based on generational knowledge and are often coupled with partial information on newer techniques. Large areas are exclusively rain-fed, and the risk of crop failure is large. The number of small and marginal farmers is large, and low per capita landholding amplifies other factors - leading to agriculture often not proving sustainable in the long run. Adoption of RCI practices overcomes some of these disadvantages through the use of certain farming techniques, and the results are channeled further through interventions such as Farmer Producer Companies that allow better collective bargaining power.

Responsible Crop Initiative essentially takes two approaches - (1) to sensitize and train farmers on cropping practices - ranging from crop and seed selection, patterns, usage of sowing and irrigation technologies, fertilizers, pest control to economic nuances such as verifying the sources of seeds and ensuring bills of purchase of seeds and other farm inputs, (2) to facilitate voluntary certification of farmers who adopt such practices. The resulting agricultural produce is certified as 'responsible crop',

The adoption of RCI certified techniques is largely buttressed by other ASA programmes such as support to Farmer Producer Companies - which allows for organized sale of such produce, land and water resources development for improving irrigation prospects for areas that were traditionally rain-fed, as well as the sensitization towards safeguards for women and children, particularly with respect to reducing their employment on farms in practices that pose a certain amount of risk, such as spraying of pesticides.

and usually carries a higher market price than non-certified produce.

The SHGs (also called the Responsible Producer Groups) are the platform for the training and dissemination of RCI. For every 150-200 farmers or 12-15 SHGs, a trained local resource person is attached throughout the season to guide farmers to follow the RCI practices. These local resource persons are supported and monitored by qualified crop managers. Strong but easy MISs developed to support documenting practices by farmers which is needed to track progress and also for the certification by third party. Under RCI, there is a three tier assessment mechanism which involves - self assessment (carried out by the SHG/RPG), second party assessment by the peer group, and a third party assessment by an external agency. Due to such assessment process, the last mile delivery of extension inputs is found to be over 95% and the adoption rate is over 80% as experienced in ASA's programme area.

Adoption of RCI certified practices has led to increase in yield and quality of produce, and consequently, the financial dividend to farmers has been two-folds - more produce, and more revenue per unit of sale. Further, the adoption of RCI initiatives has also yielded certain non-financial but economic benefits such as improved sustainability of soils, reduced overheads of human diseases and reduced risk of contamination of water sources.



"All farmers here are now aware that the bottles and containers in which pesticides and insecticides are sold retain toxicity for a long time. They now destroy these immediately after use and bury them in the fields itself."
- Sangeetabai w/o Gajendra,
Village- Khakriya

SHG members with home-made bio-pesticides for their organic farming, Pakur dist, Jharkhand

Responsible Soybean

Responsible Soybean is a global standard implemented by the Round Table on Responsible Soy Association (RTRS)- an international body for soybean value chain improvement. The programme also offers voluntary certification for farmers, if a farmer qualifies through a third party audit, then their product is certified as "Responsible Soybean".

The Responsible Soybean Promotion activity is being taken up by ASA since 2009, in Madhya Pradesh, which is also in harmony with ASA's Responsible Crop Initiatives.

During the year 2014-15, under the Farmer Support Programme FSP of Solidaridad, ASA worked in 11 blocks of seven districts of MP including total 21599 farmers from 180 villages. 2 district farmers underwent the RTRS certification and third party audit by the M/s. Control Union covering 5709 farmers and 5367.53 Ha with certified volume of 7622 MT.

Inclement weather conditions during the soybean ripening stage prevailed so, that there was heavy crop loss in the entire State. But, the farmers following the RTRS principles were in much better condition in comparison with other locations where crops had drastically failed. However, the RTRS farmers could get much higher produce vis-a-vis the non RTRS farmers due to the good agriculture practices they followed and the timely interventions and advice of the ASA staff.

Progress in Responsible soybean initiatives- 2014-15

Parameters	2013-14	2014-15	Cumulative
No. of farmers registered for voluntary certification	21599	21599	67610
No. of farmers certified as Responsible Soybean Producers by 3rd. party	5810	5709	31204
Certified production (in MT)	17799	7174	54455
Villages covered (Nos)	180	180	702
Land area covered (Ha.)	13452	13450	63521

"Inter-cropping has become an integral way of agricultural practice in RCI villages. In almost all the fields, there is a main crop, an inter crop and a border crop."



"In our villages, no child is employed on the fields. We send all of them to school. We are aware that child labour is punishable by law."
- Bhangda S/o Gotiya, Village- Kundiya

Progress in Responsible Crop Initiative- 2014-15

Parameters	Progress		
	2013-14	2014-15	Cumulative
No. of farmers registered for voluntary certification	40180	18200	58380
No. of crops under RCI (paddy, Pigeon Pea, Maize, Millet, Wheat, Chick Pea, Vegetables, Chilli)	7	7	7
No. of farmers certified as Responsible Producers by 3rd party	40180	18200	58380
Villages covered (Nos)	1004	485	1489

“Earlier, RCI farmers would burn crop waste on the fields itself. The fertility of the soil would, thus, get destroyed. They now mix crop waste with cattle feed and even with compost and manure to make it of high nutrient value.”
Sarita Yadav, Village- Chichli



Azola breeding at farm site, Littipara block, Jharkhand

The Better Cotton Initiative represents a generally agreed upon set of standards that have been agreed upon internationally between stakeholders (producers, industries and NGOs) growing cotton as to define what a better, more sustainable way of growing cotton would look like.

In recent years, cotton farmers have increased their investments on agriculture inputs like seed, fertilizers and pesticides. In a large number of cases however, the increased investment have not seen commensurate returns and led to a situation of negative returns in most cases, especially in the case of small farmers. The BCI initiative brings together major countries of the global cotton supply chain in order to collectively address the negative impacts of mainstream cotton production, generating market demand for Better Cotton, and sharing information and knowledge to enable continuous improvement on everybody's part.

Better Cotton Initiative has been launched in four districts of Badwani, Khargone, Ratlam and Jhabua of M.P to benefit over 12954 farmers in 136 villages who have been organized into learning groups (LGs). The LG consists of 15-25 members who meet regularly and are trained by project staff to understand, plan and implement the project. Standard procedures are adopted for internal and external credibility check to confirm compliance with the BCI criteria for certification as "Better cotton".

Total 4659 MT certified production of 5827 certified farmers by third party was done and supply chain linkage was established with the Ginners and Retailers for the procurement of BCI cotton. As much as 99.6 MT was procured by the Ginners at the farm gate level. The Farmer Producer Companies, which are owned by the producers, facilitated the process of procurement between Ginners and the Producers. Many middlemen were eliminated through this process and as a result, the producers got better price at the farm gate level. **The total volume of BCI cotton transacted through the FPC was nearly Rs. 4 Millions.** This was significant considering that market for BCI cotton is still emerging in India. Due to the presence of FPC, the aggregation of produce of small producers and linking with the market was possible.

Based on experience of benefits of BCI practices under the programme, the farmers have been motivated to also take up the organic cotton in the coming year., for which the planning and knowledge transfer processes are being undertaken at the organisational level.

Progress in Better Cotton Initiative 2014-15

Parameters	2013-14	2014-15	Cumulative
No. of farmers trained in production principles of better cotton	13266	12954	49598
No. of farmers registered for voluntary certification	13266	12954	46516
No. of farmers certified as Better Cotton producers	13266	5827	32523
Certified production (MT)	27229	4659	66424.57
Village covered	136	136	527
Land area covered (Ha.)	10323.31	11761.44	47968.30
BCI cotton market linked (MT / Value in Rs.)	868.97/4,04,93,514	99.6/40,25,640	7405.6/172771154



Marigold used as border crop to wade away pests under the good agriculture practices regime, in organic cotton cultivation plots in Ratlam dist, M.P.

RCI practices in Cereals, Millets, Paddy and Wheat

Paddy (Rice) and Wheat are arguably the world's most important cereal crops and are major crops grown in most tropical and semi tropical regions. Different systems of growing rice have evolved to suit specific environments and socioeconomic conditions. They are a major food staple and a mainstay for the rural population and their food security. It is mainly cultivated by small farmers in holdings of less than 1 hectare.

Responsible Crop Initiative of Paddy and Wheat incorporates all the principles and the recommended standard practices, and is implemented as per the set guidelines developed by ASA.

Minor Millets were introduced in the RCI programme in Mahakaushal region of Madhya Pradesh and first year we worked with 834 farmers for minor millets and 7630 farmers with other millets and farmers got the highest production as they adopted the better management practices and sowing was done in row by dufan or tifan and 25000 farmers grew paddy by following the RCI norms and 8500 farmers followed the system of root intensification in wheat crop.

A research programme was taken up with Bioversity International in three districts of Chhattisgarh, with interventions such as Crowd sourcing, Participatory varietal trials and Seed production. The project supported the farmers by way of providing seeds availability to 515 farmers. The farmers received on field support from field staff, starting from awareness raising, training on technical aspects and support during critical stages of crop production. In total, 14 paddy varieties were put under crowd source trials. **Five varieties; Sahabhagi Dhan, PNR 381, Danteswari, Improved Samba Masuri and IGKVR 2 came up as most preferred choices of farmers. Sahabhagi Dhan; occupying the top slots in 6 out of seven traits including the overall quality traits.**

Another project in the same stream was taken up in M.P. in four distinct geographic locations spread over 10 districts. Three Rabi interventions were taken up in, viz. Crowd sourcing, Participatory varietal trials and seed production. Trials in seventeen different wheat varieties were done. 503 farmers did the trials, 2469 in Crowd Sourcing and 17 each in Participatory Varietal selection and Seed production. The input seeds were procured from different research stations across India. Majority of the farmers who participated in this project are small and marginal farmers, having access to irrigation facilities. The data collection starting from plant growth, tillers, spike development, grains in spikes, and finally the yield estimation was meticulously done.



National Stakeholder meeting of “ Underutilised crop species for resilient agriculture, food and nutrition security, June 2015 at Bhopal

Promotion of Vegetable Gardens

ASA extends assistance in finding opportunities to enhance livelihoods through various agriculture based interventions due to the low levels of productivity in agriculture. One such activity being to encourage farmers to take up vegetable cultivation on their small scale homesteads and near dug wells and other water bodies. This intervention provides the poor families 20-25 decimals of land with a dependable source of income. Inputs of seeds and technical know how are given to the beneficiaries with training and follow up visits. The methodologies like "Drip Irrigation based Vegetable cultivation" and "raised bed vegetable cultivation" are promoted. In DIVG water and fertilizers are directly applied to the plant roots at slow and steady rate. Allowing water to seep into the soil and moves laterally by capillary action beneath the soil's surface. An adequate section of the root zone of the plant is maintained with moisture close to soil capacity, providing a soil-to-water-to-plant relationship which is conducive to better plant growth. Thus, smaller quantities of water are used to the utmost efficiency.

4000 farmers are cultivating vegetable gardens and they full fill the basic vegetable requirement of family with minimum investment and also cut down the medical budget of family .



The concept of Fertigation (applying nutrients during irrigation) has been promoted with nearly 2188 farmers adopting this technique during the year, while about 3982 farmers reduced their dependence on chemical pesticides in three blocks.

This is the second year for systemically following the responsible crop initiatives principle in vegetable crops and this year 15862 farmers participated in the responsible production of vegetable and 7108 farmers grew potato by adopting LEISA technology. Chillies were grown by 3955 farmers while farmers grew onion, cauliflower, okhra, fenugreek, brinjal etc.

Responsible vegetable cultivation programme is popular and this programme fulfills the balance nutrients and also give some extra money for livelihood.



Vegetable growing has increased due to assured irrigation by LWRD interventions thus generating additional income to farmers.



SHG members raising vegetable nurseries in low cost poly-house, Pakur dist, M.P.

System of Rice Intensification (SRI) and System of Wheat Intensification (SWI)

SRI/SWI is a system for increasing productivity of rice and wheat. The method emphasises substantial reduction in total production cost of these cereals. Thus, increased productivity and decreased cost of production will fetch very high return on the investment made by the farmer. SRI/ SWI suggests few small but vital steps to increase the productivity of rice/wheat such as transplanting of younger seedlings (for-rice), reducing seed rate per hectare maintaining adequate spacing between plants and rows, Proper INM & IPM etc. Both SRI and SWI are practiced within the principle and criteria of RCI.

The programme was adopted in 9 locations of three states and total 38307 farmers participated and in 3 locations farmers were certified by third party. The farmers got 20% extra yield reducing cost of cultivation to 25%.



FLD plot of paddy under Responsible Crop Initiative (RCI), Ranchi, Jharkhand



Lead Farmer engaged in performance assessment of paddy variety, Mandla dist., M.P.

Community Institutions and gender sensitization in Agriculture Programme

Empowerment to build communities' capacity to determine their own future as well as to access and influence institutions and decision making process that affect them is central to ASA's approach to livelihood security. Building self-reliance is at the heart of our approach, and this is achieved through valuing and respecting people's livelihood choices and building on local skills, capacity and knowledge to strengthen those livelihoods. The community institutions that are groomed for the agriculture productivity enhancement programme at the village level include SHGs and Activity Based Livelihood Groups (ABLGs) like water Users' Group, Vegetable growers group, Producers Group for Responsible Soybean, Learning group for Better Cotton promotion, Kisan Club for general agriculture technology promotion, etc. All these groups are considered as Responsible Producer Groups in the RCI system and are registered at the beginning of the cropping season for training, handholding and certification of RCI practices.

ASA has developed guiding principles to support the process of working with community organisations and help overcome the challenges that can be faced of which the concept of **Lead Farmers** is practiced to engage them as agents for dissemination of farmer preferred technologies.

The community managed extension system is critical for a large-scale agricultural intervention and a significant amount of resources and time was spent for the capacity building of the farmers for agriculture technology development and dissemination.

The concept of "Lead Farmers" was introduced for addressing the issues of sustainability, cost effectiveness and strengthening of the project at ground level. As the results of previous year were highly encouraging ASA replicated the same practices with 225 lead farmers. The Lead Farmers take the voluntary responsibility of training fellow farmers and disseminating good agricultural practices. The LFs are trained on specialized subjects. **There are 45 women lead farmers out of the 225 total lead farmers currently.**



“Farmer’s field day” to FLD plots for comparative assessment of various paddy varieties, Mandla dist., M.P.

Chapter-4

Trees on Farm

Quick Facts

358 Wadi plots developed in 20 villages

A family with 1 acre of total cultivable land (demarcated as small and marginal category) can earn their Livelihood through Tree Based Farming System covering their small piece of farm land with horticulture plants, vegetable cultivation and Agro forestry plants in fence. The main horticulture plants start providing economic return after 4-5 years of plantation. Till the economic returns start, the inter space within farms support immediate earnings to the family by growing high value vegetables. The boundary of the farm field is covered by Agro Forestry plants which protect the main field on one side and also extend major nutritional support to their domesticated Livestock. The agro forestry trees also support creeper vegetables to grow which in turn provide additional support to family nutrition. All together, family having 1 acre Tree based farming system starts providing Income of Rs.15,000/- to 20,000/- from year 1 which reaches above 25,000/- per annum after 5 years which onwards takes up the family out of poverty and provides sustainable livelihood.



Wadi holders took up vegetable cultivation within wadi plots & earned additional income going upto Rs 30000/-

The Trees on Farm theme in ASA is supported by NABARD, wherein the intervention has started in 20 Villages in Mandla District in M.P. Till March 2015, 358 beneficiaries of small and marginal farmers each with 1 acre land for this project. Beneficiaries were provided saplings of Mango, Aonla and Lemon along with technical knowledge and support for growing them. Agro-forestry plants like Bamboo, Jatropha, Karonda, Sesbaniya etc were planted on the bunds of the farms as fencing, and wherever the land was undulated, the farmers were encouraged and supported to level or contour bund their farms as soil conservation initiative.



Wadi holder Ramitri bai plot on barren hillocks in village Jhalpani, Mandla dist., M.P.

Since the harvest from these fruit plants are 4-5 years away to have proper fruit load bearing strength, the farmers were encouraged to grow vegetables and pulses as inter cropping practices within Wadi farm. This provides additional income for the farmers till the fruit trees are ready for harvest. Out of Wadi holders, 20 farmers did vegetable production in commercial scale within Wadi and adjoining land and earned an additional Income between Rs. 5000-30000.

The production of vermin-composting and emphasis on organic practices in the programme has opened up avenues for production of organically grown produce and less dependency on application of chemical fertilizer application in wadi.

As per ASA project implementation protocol, Wadi holders identified from SHGs formed and established by ASA in the project area. The Village Development Committee (VDC) has been formed out of the SHGs for smooth and successful functioning of community organisations. The SHGs have developed confidence among the participants in input management. All the SHGs under Wadi project have also been taken membership in Mandla Tribal Producers Company for better backward and forward linkages. SHG movement has provided voice to tribal women and brought out their entrepreneurial skills for different income generating activities

The participants are educated on sanitation and hygiene. The local youth, especially women, called Village Health Guides (VHG) are trained in diagnosis and treatment of common illness and serious cases are referred to appropriate facilities.

Other initiatives like exposure visit to successful Wadi Project in other Districts of Madhya Pradesh for cross learning were also taken up. The community actions like Human Health Camps, Water Chlorination for safe potable drinking water through awareness camps and distribution of kits to Wadi Participating families have been provided under this project.



Vegetable cultivation alongside wadi (horticulture) plants in wadi plots, by Smt. Dharmi bai of Bakchera vill, Mandla dist., M.P.

Chapter-5

Agribusiness Promotion for Small Farmers

Quick Facts

- 49 Farmer Producer Companies with 57659 members formed and having a sales turnover of ₹ 410 million

Farmer collectives are seen as a way to foster decentralized, inclusive, equitable and self-reliant growth, as they are democratic member-based organizations that enable small producers, consumers and service providers to transcend various structural barriers. FPCs are emerging as the most appropriate institutional form around which to mobilize farmers and build their capacity to collectively leverage their production and marketing strength, reduce risks and engage in agri-business at various tiers of the value chain.

It is now accepted that farmers producer companies (FPCs) are one of the emerging and most prominent and accepted institutional form that helps in combating the key problems of small farmers like access to genuine market, new technologies, facilities of storage and minimal processing/grading and even finance to some extent. FPCs are now seen as a solution to address the key problems of small farmers that is why their numbers are increasing significantly. Now there are hundreds of examples available where FPCs are helping small farmers in aggregation, processing and storage of primary produces, reduces risk of distress sale and engage in agribusinesses at various levels of Agri-value chain. ASA being a pioneer organisation in development of farmers producer companies in Madhya Pradesh and even in India, we foresee a multiple role in strengthening newly formed FPCs and the promotion and development of FPOs in the area where small farmers agriculture and agribusiness are in primeval stage.

ASA has promoted more than 55 FPOs across Madhya Pradesh and Bihar and is in an advanced stage of incorporation in Chhattisgarh. These FPOs are catering the market, other agri inputs, agri extension, agri information needs of more than 60000 small & marginal farmers of Madhya Pradesh and Bihar.



Onions supplied from Farm gate to the Delhi based retail chains like Safal, DMS, Horeca by Ratlam FPC with help of MBCFPCL (State federation of producer companies)

“It is reported that merely through timely purchase of inputs in bulk has led to incremental benefits of Rs. 3000-4000 per hectare for the members. In FPCs involved in composite crop seed production, farmers have reaped an additional benefit of Rs. 20,000-30,000 per hectare. The more enterprising of the FPCs engaged in hybrid seed production have harvested a bonanza of about Rs. 50,000 per hectare”.

Progress during the year

Ten new FPCs are formed in year 2014-15 particularly in eastern districts of Madhya Pradesh like Umariya, Shahdol, Anuppur and Dindori and in remote areas of western tribal dominated districts like Jhabua, Barwani and Ratlam where farmers were still deprived from competitive agri market and other agriculture services. With financial support from SFAC, ASA has not only started FPC promotion work in above mentioned areas but also started this work in two blocks of Baikunthpur and Balrampur districts of Chhattisgarh. FPC support cell which was established in previous year is now providing sectoral services like marketing, financial linkage, finance management, institutional development, seed production, Human resources development, etc very efficiently.

During the year, emphasis was made on stabilizing the FPC's regular monitoring and evaluation systems like monthly MIS as well as the Internal and statutory audits. Standard checklist was developed for the auditors to practice the internal audits and provide management inputs for better growth and development of the producers companies. We are now working for development of simple Software based solutions for monitoring of daily sales, purchase, payments, inventory management and accounts for all companies including the ones supported by ASA.

- **Value chain with - seed, cotton, chilli, wheat, inputs supply, hybrid seed production**

In 2014-15, producer companies have traded 683 MT of better cotton, 850 MT Fertilizers, 490 MT of seeds amounting to more than INR 16 crore. Nimad Farmers Producer Company, which is operating in Ojhar of Badwani district, has done Hybrid cotton seeds production in 25 acres of land in collaboration with Mahyco successfully. This company is planning to increase the area in next crop season. The farmers have reported benefits from per acre cotton hybrid production more than Rupees One lakh per acre which is attracting more number of farmers to join in this programme.

- **Infrastructure development like warehouse, processing facilities.**

15 FPCs have developed small storage and grading facilities with support from Government are sanctioned for up-gradation of their size and capacity under the RKVY scheme of value 328.50 lacs. They have now successfully managed their common problems of storage and grading generally faced during seeds business operations. Now seed business of most of the companies has stabilized and gradually increasing. The same problem is faced by new companies at their inception stage. They don't have facilities of storage and processing that results into very high expenditure when hired from the market due to long distances from the field operational area. ASA has mobilized support from Government for development of such infrastructures to the producers companies. Five mini size (500 MT) warehouses cum seeds processing plants have been established in Chhatarpur, Tikamgarh, Mandla and Jhabua Districts of M.P.

- **Credit linkage for FPCs**

10 FPCs leveraged term loan and WHR loan of Rs.365 lakhs from financial institutions like FWWB, Nationalized Bank ie; Bank of Baroda and Bank of India for commencement of their seeds business operations. They have repaid the loan instalments as per schedule. For addressing the financial issue of FPCs, we have approached several agencies and now SBI NABFIN and Ananya Finance have agreed to provide loans to the producers companies.

- Provided Cash Credit limit facility of ₹ 1.81 Crore to 5 FPOs through SBI.
- provided Capital grant (equity matching grant) of ₹ 7 lakhs to 3 FPOs through MKSP.
- Provided Capital grant (equity matching grant) of ₹ 39.97 lakhs to 9 FPOs through SFAC.
- Provided Capital grant of ₹ 20 lakhs of 1 FPO through NRTT.
- Provided Working capital loan/warehouse loan of ₹ 46.50 lakhs to 7 FPOs through FWWB.



Pulse procurement Rabi 2015 was undertaken by producer company on behalf of MBCFPCL for SFAC, Delhi at Tikamgarh dist., M.P.

FPC Support Cell

To coordinate and to provide higher order support to the FPCs, ASA has been operating a specialised support cell called "**FPC Support Cell (FSC)**" from its headquarter in Bhopal. This cell is staffed by SMS in the areas of institution building and governance, market linkage, credit linkage, FPC finance management, seed production and technical support for RCI promotion. While monitoring growth and provide strategic direction to the FPCs is one set of objectives of this cell, it also provides critical technical support to the FPCs for linkages with the market and financial services. Or in other words it leverages the collective strength of the FPCs in the market place to achieve best possible business deal for the FPCs. Many business deals, be it with the state owned corporations or with the private market players, have happened through this route ultimately benefiting FPCs in reducing operational cost in one hand and achieving better deal on the other which individually they were unable to secure.

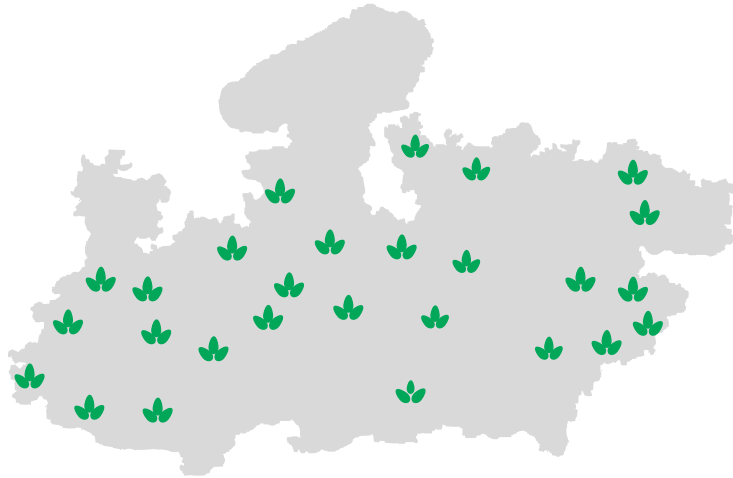
State Level Producer Company

To create an umbrella support to the member FPOs particularly on market, brand development, credit linkages, information sharing, extension, insurance, statutory policy issues, a state level producer company was formed in 18th Sept 2014 called "Madhya Bharat Consortium of Farmer Producer Company Limited (MBCFPCL) has strong team of Agribusiness and finance management professionals who have background of agriculture, agribusiness, organisational development, financial management, etc.

Madhya Bharat Consortium is providing marketing, financial and other statutory services to the member FPOs and leveraging the benefits of aggregation that includes support for marketing of specialised agriculture produces like responsible soya and better cotton, organic etc. MBCFPCL has also started pursuing policy issues in favour of FPOs like State Government (during FPO convention at Ujjain) has recently announced to extend all benefits to the producer companies at par with cooperatives. It also announced that funds allocation under RKVY shall be doubled for year 2015-16 for development of infrastructures at FPOs level. **MBCFPCL has mobilized funds from State Government through SFAC of value Rs 328.50 lacs for 15 FPOs of different districts of Madhya Pradesh for development of processing and warehousing facilities.**

Coverage of MBCFPCL

Currently, 43 farmer producers companies and 25 farmers cooperatives (business membership) have joined MBCFPCL, from 29 different districts of MP and > 65000 farmers are associated with MBCFPCL through various FPOs



Active in 29 Districts of M.P

Jhabua	Chhattarpur	Vidisha	Mandla	Rewa	Shahdol
Alirajpur	Dewas	Tikamgarh	Panna	Sidhi	Umaria
Ratlam	Sehore	Guna	Dhar	Dindori	Rajgarh
Barwani	Agar	Shivpuri	Damoh	Bhopal	Sagar
Khargone	Raisen	Narsinghpur	Ujjain	Anuppur	

Progress made by MBCFPCL 2014-15:

- Completed all statutory obligations required for Agribusiness like attained TIN, PAN, Seeds License, Fertilizer & Pesticides License (in process), APMC License (applied)
- MBCFPCL Finance and Administrative Manual prepared and approved by Board
- MBCFPCL Annual Work / Business plan prepared
- Taken membership of RTRS and BCI
- MBCFPCL Seeds brand registered as **“Madhya Bharat Beej”**
- M.P. State Govt has declared MBCFPCL as their **“Jaivik (Bio) brand”** (notification awaited)
- Contacted all leading manufacturers of all kind of agri inputs preferably Bio for whole sale distributorship
- Attained dealership of Jain Irrigation (A lead company of micro irrigation systems)
- BoD meetings and AGM of MBCFPCL done as per schedule (2 BoDs and 1 AGM)
- One central and 3 regional training events organized for BoDs of MBCFPCL and member FPOs



15 FPCs developed Warehouses and are successfully managing storage & grading in Chhattarpur, Tikamgarh, Mandla & Jhabua districts of M.P.

Branding of MBCFPCL

MBCFPCL is developing a common brand in the name of “**Madhya Bharat**” to support them in marketing. “**Madhya Bharat Beej**” would be the common brand for Seeds that will ease the marketing of FPO produces in the market. We have registered the trade name Madhyabharat. State Government is also positive to consider MBCFPCL as their State Brand for marketing of Jaivik Produces in the market.

“Onion farmers supported by MBCFPCL in Ratlam, Jhabua and Barwani districts of M.P. where farmers started sending their Onion to Delhi market directly with the help of local farmers Producer Company and Madhya Bharat Consortium, Bhopal”

Significant downfall in price during the peak arrival is a very common problem for the vegetable or Onion growers of district Ratlam of M.P. This is the time when farmers generally forced to sell their produces in a very low price but this time hundred of farmers of Ratlam region are not worried about the price as they are getting best price at their doorstep. Farmers of these region now have joined Ratlam Adiwasi Kisan Producers Company and with help of their state federation namely Madhya Bharat Consortium started supplying Onion from Farm gate to the Delhi based retail chain like Safal, DMS and Horeca. Farmers have realized 20-30% better price than local market (Rs 2-5/Kg higher than local market). Farmers saved their transportation cost, weight loss, labour and time. Hundreds of farmers have sold their onion through Farmers Producer Company onion to Delhi successfully. Due to this arrangement, now local vendors are also compelled to increase their prices for purchase of onion from villages and finally farmers are having better options for sale of their produce. Madhya Bhaeat has also facilitated similar linkage to the farmers of Alirajpur and Barwani in partnership with local producer companies. Till date around 16 truck load have been despatched. District administration of Ujjain division has reviewed this initiative and decided to expand such linkages in all other blocks of Ujjain division where farmers are facing problem in marketing of their produces.



Around 16 truckloads of onions were supplied by farmers to Delhi market realising 20-30 % (Rs 2-5/Kg higher than local market) alongside saving transportation, weight loss, labour and time.

Chapter-6

Research and Documentation:

The documentation and communication for internal and external purpose is considered to be an important facet of ASA's work. ASA, besides its intense involvement in the grass root level field activities also considers the research and documentation to be an equally necessary task to be undertaken in order to enable self learning and strengthening of knowledge. The publication of the documentation is done through electronic means – in the form of CD or web-publishing, as well as in print form.

The mandate of Research and Documentation theme is to strengthen the internal learning system as well as disseminate the good practices within the sector.

Few of the main Research & Documentation initiatives undertaken by the organisation during the past year are described as follows:

- Third party evaluation of SHGs: An exhaustive study of SHGs in ASA was undertaken through involvement of an external agency across ASA's field locations in Dec'14-Feb'15. The purpose of the study was to assess the ground situation as regards working and performance of SHGs as well as, about the compliance of recommended guidelines by the Teams for proper management of the SHGs helped to improve the overall SHG management in ASA.
- Impact Assessment study of ASA programmes 2014-15: A significant study for the Impact Assessment of ASA programmes was organised which was conducted by the Tata Institute of Social Sciences, TISS, Mumbai, during Dec'14-Mar'15.



<https://www.youtube.com/watch?v=7o0SzHt8HwM>

<http://www.asaindia.org/RCI%20Community%20Training%20Manual/RCI%20Community%20Training%20Manual-Hindi.pdf>
<http://www.asaindia.org/RCI%20VRP%20Training%20Manual/RCI%20Training%20manual%20for%20VRPs-Hindi.pdf>

Case stories from field lays maximum thrust on schematic documentation of discrete interventions across its field locations. The series of the case stories/caselets **"Rejuvenating Lives"** - is published by ASA, address issues related with activities, the beneficiaries and stakeholders and also on need and scope of up-scaling and projection of the activities on larger scale. ASA has recently released its first set under the series which are listed below:



- ✦ **The 'LI' of Life:** Tiding over the worst with community managed technology
- ✦ **Bio-Agents of Change:** Revisiting traditional pest & nutrient management technologies
- ✦ **Check Dams:** Proving small-scale right
- ✦ **The Dug wells of Bundelkhand:** Well being at work
- ✦ **Back to the Roots:** Farm ponds to the rescue
- ✦ **As they sow, So they reap**
- ✦ **Exploring Convergence, Creating Assets**

The publications are ready to read and are available on link-
<http://www.asaindia.org/NewsLetters/nc1.htm> to [nc7.htm](http://www.asaindia.org/NewsLetters/nc7.htm)

Data management and MIS

Redesign of MIS and Integration:

ASA has a sizeable amount of information flow. On one hand, each and every farmer's data is maintained through online systems and on the other, accounting for all its Area, Team and Regional offices also is managed which involves entries of all sorts of financial transactions and reporting for the benefit of management and control. As a result, heavy sets of databases are put on various MISs by ASA. There are in all around eight such MISs in regular use within the organisation listed as follows:

- 🖨 Farmers' data management system – which entails famers' data and information about the progress of their farming activities
- 🖨 SHG data management
- 🖨 Dugwell and Drip Irrigation beneficiaries' database
- 🖨 MPR/MFPR - Physical and Financial progress data of projects, thematic areas and field offices.
- 🖨 Village Resource Persons VRPs – Profile and Honoraria payment systems
- 🖨 ASA Programme areas' Village Profile database
- 🖨 Human Resource management system

In order to upgrade the systems and also mainly to cope with the demand of managing this ever-growing data volume, ASA has undertaken a massive task of redesigning and all-round integration of discrete MISs and finally evolve one robust, online, central system that may serve the large number of users of ASA from all its the field offices besides HO and RO.

An external national level software agency has been hired along with ASA's own MIS team to accomplish this Integrated MIS which is expected to be fully operational by August, 2015. This shall be followed by migrating the data on to new systems and commissioning of systems. ASA is also undertaking a large scale skill development drive for its huge ground level IT, Accounts and managerial human resource.

A foolproof and integrated MIS of this kind shall also strengthen ASA's external reporting systems and enormously help improve the ASA's interface with donors, partner organisations as also with the organisations related with legal and financial matters.

VRP Profile System

The Village Resource Persons (VRPs) in ASA are registered in a exclusive software where their profile is maintained. The VRP Profile System – as this software is called, has been created for VRPs' detailed up-to-date information storage and retrieval by HR and Finance departments at the Head Office.

The information on VRPs includes the general personal details of the each VRP, their qualification and experiences, etc. The VRPs which served ASA but have discontinued, also are included in the database – thus enabling long term traceability of such persons; this is done with a purpose to engage them again in ASA depending on future requirements, if any, or their information is also shared with other organisations and departments on requests. The system is foolproof, password protected and all information content is first scrutinised at HR level and then entered. The system receives monthly updates of status of VRPs and other details, thus any addition in qualification and experience or even their personal details are immediately updated in the system.

Chapter-7

Governance & Institutional Development

ASA has set in place systems to direct and monitor structure, policies, practices and financial obligations, within a framework which is both open and accountable.

Governing structure

ASA is governed by a General body and a Board of Trustees. The General Body meets once a year and the Board of ASA meet twice a year formally to discuss mainly policy issues and review progress. Besides these formal meetings there are regular email discussions among the board members on issues that require board's engagement.

A Financial Sub-Committee constituted out of the board members and external experts meet twice in a year to review financial aspects of the organisation. The Programme Director-Finance, of ASA is the ex-officio Secretary of the committee.

Internal control system

There are Standard Operating Procedures (SOPs) for all programme themes and sub themes which are reviewed every year. Similarly for Human Resources, Administration, and Accounts and Finance such SOPs are used for governance.

The Internal audit is carried out by M/S. R RISHI & ASSOCIATES, Bhopal, which carries out the financial audit of each Area Office and its Teams on six monthly basis. This also includes the audit of the community institutions supported by ASA. In addition there is an external Chartered Accountant firm who carries out the internal audit of the entire ASA organisation once in six months. The report of the auditor along with the management comments is first shared with the Financial Sub-committee and the board members of ASA thereafter

There are programme process audit mechanism established in the organisation and followed rigorously. In addition there are regular programme review mechanisms established at various layers of the organisation. Some of them are : (a) monthly progress review by the Director with the Programme heads including Finance and HR



Showcasing achievements through display stalls during retreat participated by all Area Offices.



Pakur Area Office from Bihar & Jharkhand won the "Best stall award" for the theme "Achieving a well-being status through ASA's livelihood model –Impacts of ASA's work in the life of community"

Staff structure:

Presently there are 49 Field operation units known as Teams, spread over in 47 CD Blocks of 28 districts. There are 268 qualified staff in total of which over 80% are posted in the field while the rest are senior management staff and support staff operate from the HO and Regional offices. There are over 350 Village level workers known as VRP (Village Resource Person) who support the field teams in implementing programmes. About 100 more staff (20% middle and senior level) are in the process of getting recruited to support programme in various positions.

For the better management of the programme, the entire operational geography has been divided into Five Regions and regions into 14 Area offices. The Region is headed by the Regional Manager and programme specialists known as PM (Programme Manager). Similarly the Area Offices shall be headed by Area Manager and programme specialists known as APM (Asst. Programme Manager). The team continues to function spearheaded by Team Leader and respective programme specialists known as Project Associate/ Development Assistant and VRPs. Earlier there was no AO and RO and the teams used to coordinate with the HO directly and in some places with the state level teams (there were OIC system at HO for team coordination). With the expansion that ASA is experiencing such change in structure was required specifically for programme management, quality in deliverables and accountability. Also, this structure will create hope for the talented staff to move up in the ladder.

The organizational wide programme management; like HR, LWRD, FPC, APE, TOF, Capacity Building of VRP, DA and PA etc. would be done by the senior staff, designated as Programme Director (PD), some of the PDs have dual role of RM.

Major IT initiatives have been taken during the period to bring in standardisation in the processes both for programme and administration. An exclusive MIS and Monitoring & learning Dept. has been opened. The IT initiatives are being spearheaded by this Dept.

Staff recruitment and development

ASA has recruited numerous professionals and experienced personnel at different levels depending upon the needs. **During the year 134 new staff were recruited totaling to 239 full time staff as on 31st March 2015.** The professional staff at ASA is distributed over multiple disciplines such as Social Science, Rural Management, Agriculture, Forestry, agribusiness, Engineering, GIS, CA, etc. The break up is given below:

Staff welfare:

Staff welfare schemes such as Group Leave Encashment and Staff Benevolent Fund and staff Group Medi-claim and Accidental Insurance are continuing.

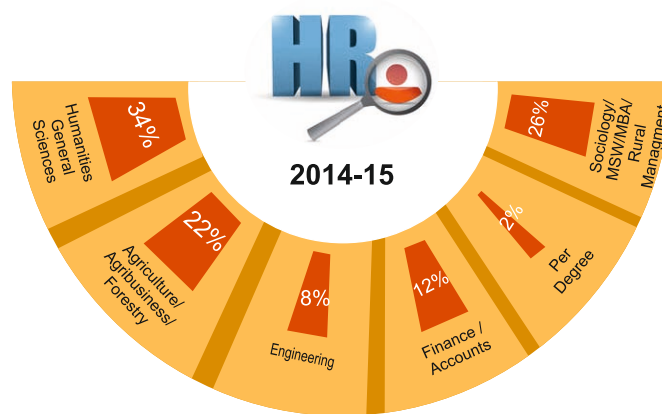
Staff appraisal: A system of Incentive/ Disincentive based performance appraisal system is followed.

The Best Area office (AO) Award in memory of Late Fr. Bogaert, Advisor in ASA board, is continuing. The Best AO Award recognizes and rewards the performance of best AO. It comprises of a Trophy and cash prize of Rs 15000/ to the AO as a whole. **The Best AO for the year was awarded to Jhabua AO of Madhya Pradesh West region.**

Staff members are encouraged to undergo training and orientation on issues that are of importance to the work in the field. New staff members undergo tailor-made induction to understand the vision and work of the organisation and experience it practically through field visits which is packaged into the induction programme.

The staff capacity building component was bifurcated into two sub-components- (a) CB of staff who are professionally qualified and experienced and all support staff, and (b) CB of Development Assistant, Programme Associates and VRPs, to bring in more focus on the latter component because this workforce was becoming large with the expansion and which needed customised skill to adapt to ASA's requirement for skill set.

Discipline wise Staff Breakup



Jhabua Area Office from M.P. West Region won the "Best Area Office" award. This is the second time that Jhabua is receiving this award.

Our Partners - Past and On-going

We sincerely acknowledge the contribution of our donors during the year whose generous contribution has made the work possible.

Sr.#	Donor	Sr.#	Donor
Government			
1.	Ministry of Rural Development, SJSY Division, Gol	7.	Panchayats & Rural Development Dept., Agriculture Department and Dept. of Water Resources Development, Govt. of M.P.
2.	Small Farmers' Agribusiness Consortium, Ministry of Agriculture, Gol	8.	Jharkhand State Livelihood Promotion Society, Govt. of Jharkhand
3.	Indian Council for Agriculture Research, Gol	9.	NABARD - M.P. & Bihar
4.	Bihar Rural Livelihoods Promotion Society, Government of Bihar	10.	Jawaharlal Nehru Krishi Vishwa Vidyalaya, M.P.
5.	GAIL, Govt. of India	11.	Odisha Tribal Empowerment and Livelihood Project, Govt. of Odisha
6.	Bharat Heavy Electricals Ltd. Govt. of India	12.	
National			
12.	Sir Dorabji Tata Trust, Mumbai	15.	Sir Ratan Tata Trust, Mumbai
13.	ITC Ltd., Kolkata	16.	India Canada Environment Facility, New Delhi
14.	ARGHYAM, Bangalore	17.	M.S. Swaminathan Research Foundation, Chennai
International			
18.	UK-DFID, New Delhi	24.	Aga Khan Foundation (I), New Delhi
19.	UNDP, New Delhi	25.	Canadian High Commission, New Delhi
20.	International Livestock Research Institute (ILRI)	26.	Solidaridad, Netherlands
21.	Savitri Waney Charitable Trust, U.K	27.	HIVOS, Netherlands
22.	Ford Foundation, New Delhi	28.	IDH- Netherlands
23.	The World Bank, New Delhi		
Financial Institutions (credit support)			
29.	ICICI Bank Ltd., Mumbai	32.	HDFC Bank Ltd., Chennai
30.	Ananya Finance for Inclusive Growth Pvt. Ltd, Ahmedabad	33.	State Bank of India, Bhopal
31.	Indian Bank, Bhopal	34.	Friends of World Women Bank , India
35.	Rabo Bank Foundation, New Delhi		

Awards and recognition:

- 👍 The Director of ASA has been nominated in the National Advisory Council (NAC), Gol in 2012
- 👍 The Director of ASA is a Member of Agriculture Sector Innovation Council, Gol since 2013
- 👍 ASA was awarded best Indian NGO in the medium category in 2008 by the Nand and Jeet Khemka Foundation and Resource Alliance.
- 👍 ASA was awarded the best NGO in the Participatory Irrigation Management by the Central Water Commission and M.P. Water Resources Department in 2005

Chapter-8

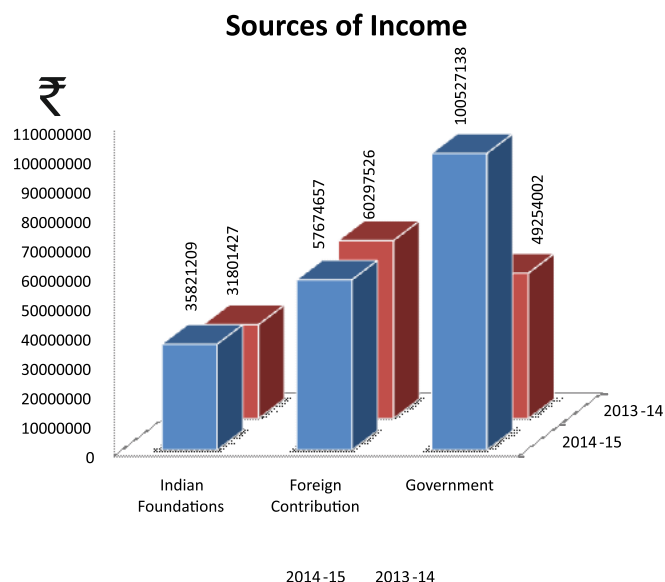
Finance

(A) Analysis of Financial Statements for the year 2014-15

The table below indicated the progress in sources of income of ASA from 2013-14 to 2014-15. As compared to previous year 2013-14 we have achieved% overall income growth in FY 2014-15. We have achieved% growth in income from Indian Foundation and% growth in Foreign Contributions.

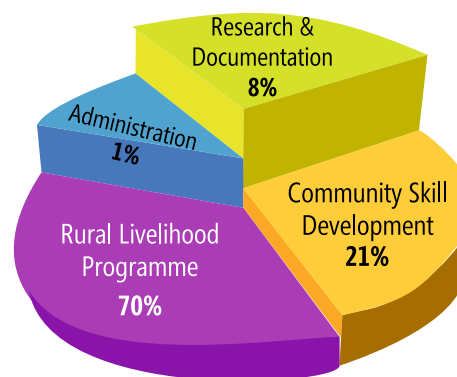
Sources of Income for the year 2013-14

Sources of Income	2013-14	2014-15
Indian Foundations	31801427	35821209
Foreign Contributions	60297526	51674657
Government	49254002	100527138
TOTAL	141352954	188023004



(B) Break up of Total Expenditure of ASA for the year 2014-15

Total Expenditure for the year 2013-14	
Rural Livelihood Programme	138109125
Community Skill Development	40440303
Research & Documentation	2218944
Administration	16465250
Total	197233622



C: Abstract of Financial Statements for the year 2014-15

Particulars	Year 2013-14	Year 2014-15
Total Sources of Income		
Indian Foundations	31801427	35821209
Foreign Contributions	60297526	51674657
Government	49254002	100527138
Other Income	7307725	9512340
Total	148660679	197535344
Total Expenditure		
Land, Water and Agriculture Development	83123098	68153756
Agribusiness promotion for small farmers	16028459	22513802
Programme Facilitation Costs	34109133	90100814
Personnel and Administration	10552378	17446365
Total	143813067	198214737
Excess of Expenditure over Income		679393
Excess of Income over Expenditure	4847612	
Total Liabilities		
Reserves and Surplus	36565918	35469657
Balance of Project Grant	48779814	34374910
Current Liabilities	310513	3639988
Staff Welfare Fund	1067302	368496
Total	86723547	73853051
Total Assets		
Tangible Assets	11265441	10604782
Investments and Deposits	28400	55400
Receivables from Projects	9582072	12080315
Current Assets., Loans and Advances	18357643	7520718
Cash and Bank	47489991	43591836
Total	86723547	73853051

D : Fund mobilised/spent in 2014-15 by ASA promoted Community Institutions from various sources

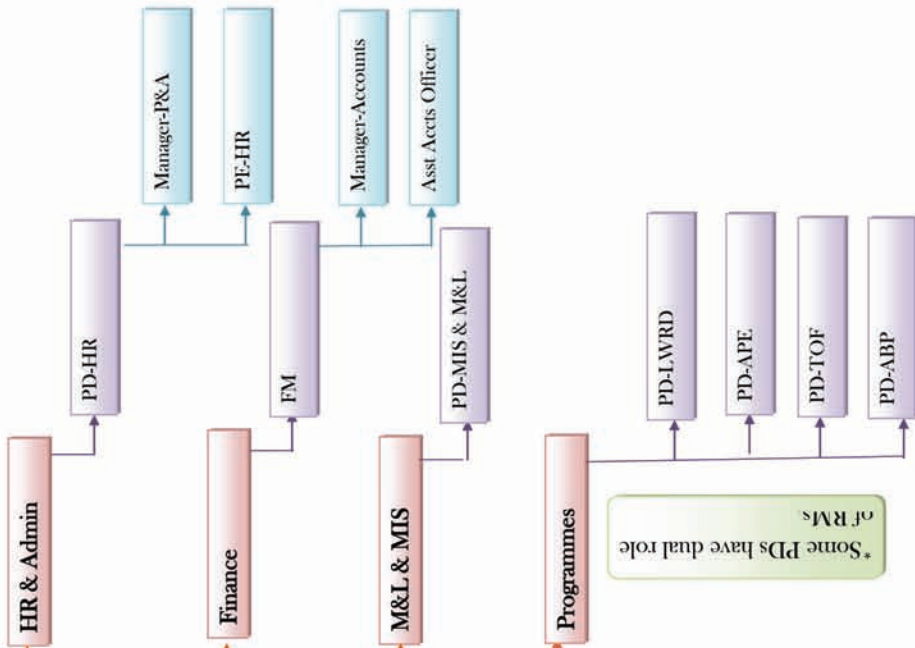
Programme	Community Institutions	Amt. in Rs. Lakh
Land & Water Resources Development (LWRD)	Watershed Development Committees	62.37
	Gram Panchayat**	873.03
	Community Contribution	159.91
	Other Government Dept.	138.75
Agribusiness Promotion for Smallholders	Farmer Producer Companies	20685.37
Agriculture Productivity Enhancement	Community Contribution	5.69
Total		35662.12

** ASA provided technical support in planning and implementation of land and water resources development works to gram panchayats mainly using resources under the MGNREGA

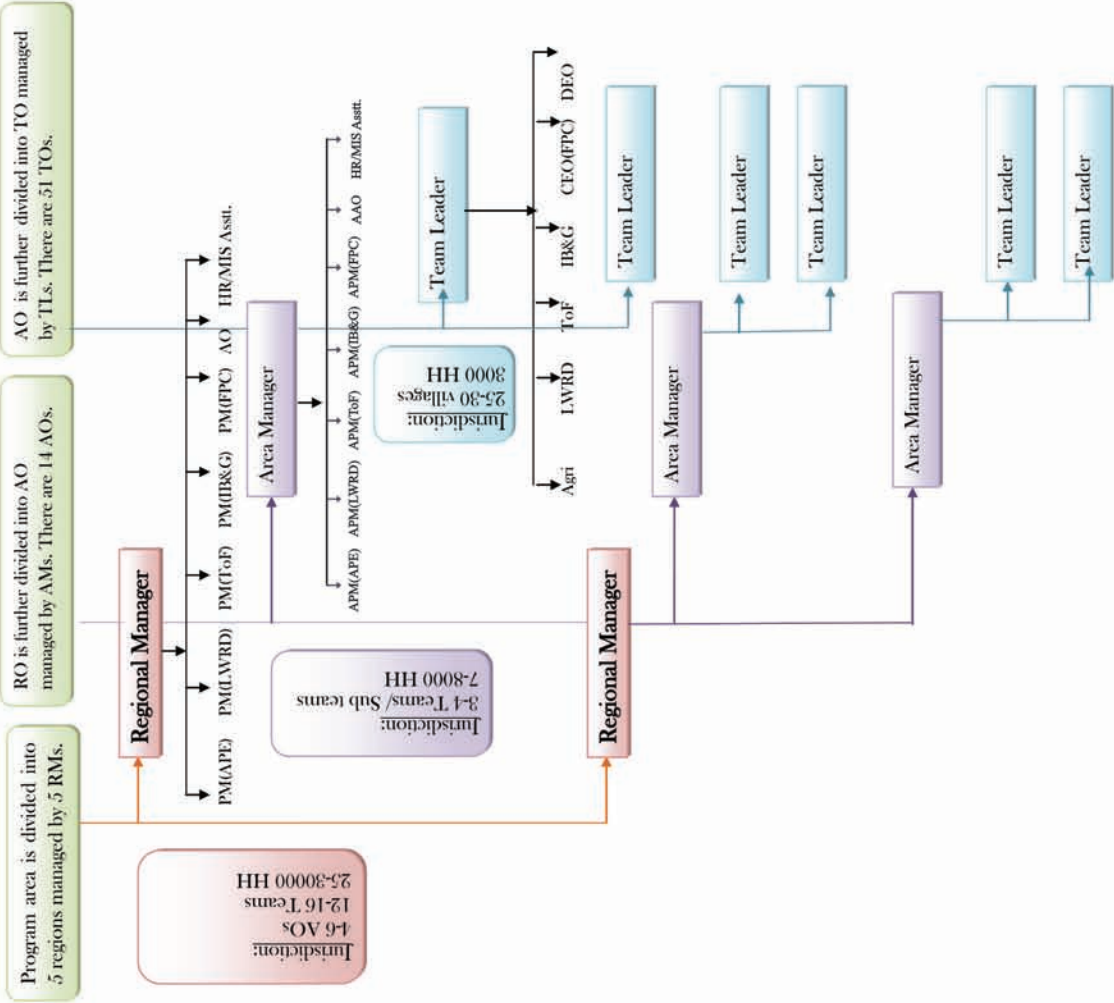
Director cum Managing Trustee

Programme Support Team

Organization wide program management support by senior staff designated as Programme Directors with their team of support staff.



Programme Implementation Team



ASA Area Offices

- 1. Area Office – Ambikapur-CG**
Action for Social Advancement (ASA)
C/o. Mr. Amarnath Singh
Subhash Nagar, Behind Holy Cross School
Block: Ambikapur District: Sarguja-497001
Chhattisgarh
- 2. Area Office -Barwani-M.P.**
Action for Social Advancement (ASA)
C/o. Mr. Radheshyam Kushwah
Bhilat Kheda, Julwania Road
Block: Rajpur, District: Barwani-451551
Madhya Pradesh
- 3. Area Office – Betul-M.P.**
Action for Social Advancement (ASA)
(Being operated from HO-Bhopal)
- 4. Area Office – Chhattarpur-M.P.**
Action for Social Advancement (ASA)
Near BSNL Tower, Ward.No.14
New Court Colony,Block: Jataa
District: Tikamgarh-472001
Madhya Pradesh
- 5. Area Office – Deoghar-Bihar**
Action for Social Advancement (ASA)
C/o. Mr. Gopal Singh Bhathar Kothi,
Ramchandrapur (Near Nagar Nigam office),
Jasidhi- 814142 District: Deoghar Bihar
- 6. Area Office – Jhabua-M.P.**
Action for Social Advancement (ASA)
C/o. Mr. Kamlesh Shrivastav, House.No.155
Old Housing Board Colony, Front of
Ambemata Mandir District: Jhabua- 457661
Madhya Pradesh
- 7. Area Office – Mandla-M.P.**
Action for Social Advancement (ASA)
C/o. Mr. Keerti Yadav, Behind Ashirwad
Palace NH-12A - Jabalpur Road, Binjhiya
District: Mandla-481661 Madhya Pradesh

ASA Regional Offices

- 8. Area Office – Narsinghpur-M.P.**
Action for Social Advancement (ASA)
Azad Ward, Jamada Road, Near Telephone
Exchange Gadarwara, District : Narsinghpur-
487551 Madhya Pradesh
- 9. Area Office – Pakur-Jharkhand**
Action for Social Advancement (ASA)
1st Floor Azad Colony Near Ambedkar Chouk,
Maheshpuraj Maheshpu, District: Pakur-
816106 Jharkhand
- 10. Area Office – Purnea-Bihar**
Action for Social Advancement (ASA)
Astika Bhawan, Near Jagdhatri Mandir
Kali Flour Mill Road, Tatma Toli
District: Purnea- 854301 Bihar
- 11. Area Office – Ratlam-M.P.**
Action for Social Advancement (ASA)
Near Ramdev Ji Temple, 10, Advocate colony
District: Ratlam-457001 Madhya Pradesh
- 12. Area Office – Shahdol-M.P.**
Action for Social Advancement (ASA)
C/o. Mrs. Amita Rai, Ward No. 07, Behind
MPEB Near Government Degree College
District: Shahdol Madhya Pradesh
- 13. Area Office – Thikri-M.P.**
Action for Social Advancement (ASA)
C/o. Mr. Omprakash Kanungo,
Opp. of Tehsil Office, Barwani Road
Thikri, District: Barwani-451660
Madhya Pradesh
- 14. Area Office – Ranchi-Jharkhand**
Action for Social Advancement (ASA)
House No.-C/76 Harmu Housing Colony
Near Maa Laxmi Plaza, Sahjanand Chowk
District: Ranchi- 834002 Jharkhand
- 15. Regional Office – Indore-M.P.**
Action for Social Advancement (ASA)
R.H. No. 159, 2nd Floor Shivalik Villas
Kalindi Midtown, Opp. Sahara City Bypass
Indore – 452001, Madhya Pradesh
- 16. Regional Office – Ranchi-Jharkhand**
Action for Social Advancement (ASA)
House No.-C/76 Harmu Housing Colony
Near Maa Laxmi Plaza, Sahjanand Chowk
District: Ranchi- 834002 Jharkhand



Head Office

Action for Social Advancement

E- 5/A, Girish Kunj, Above State Bank of India,
Arera Colony, Bhopal, Madhya Pradesh- 462 016

Email : info@asabhopal.org Url: www.asaindia.org