digitalGREEN

--- Human Innovation ---

ANNUAL REPORT

2012

Contents

2,608
Videos
Produced

2,242
Villages
Reached

152,816
Individuals
Engaged

Progress

Across seven states in India,

72%

of individuals **watching videos** &

54%

of individuals **adopting new practices** are **women**

2012 marked a watershed in the evolution of Digital Green. We extended our work to new geographies and domains, developed institutional arrangements to support our rapid growth, and established partnerships with a diverse set of stakeholders.

We built on our experience with non-governmental organizations (NGOs) to enter into a collaborative relationship with the National Rural Livelihoods Mission (NRLM) in India to extend our approach in 10,000 villages, to reach over 1 million farmers in the states of Andhra Pradesh and Bihar. We also began pilot initiatives in health and nutrition, and in parts of Ethiopia and Ghana.

We invested in strengthening our human resources, financial and administrative systems to support our team that grew three times (from 17 to 50) and annual budget increased five fold (USD 1 million to USD 5 million).

Our operations have expanded across 2,242 villages in India, Ethiopia and Ghana.

We continue to refine and improve our approach, which has been found to be 10 times more effective, per dollar spent, in motivating farmers to take up improved sustainable farming practices than classical extension systems.

We have established cross-cutting directorates to capture and share learnings across the team on aspects of program management, training, quality assurance, and research and learning. Our regional offices in Bangalore, Bhopal, Bhubaneswar, Hyderabad, and Patna provide support to our partner network, in coordination with our senior management and technology team in New Delhi.

Impact

271
community members trained in **video production**

1,771
community members trained in **video dissemination**

219,827
adoptions
of new farm and health practices

Our approach continues to inspire confidence in its ability to impact the lives of community we serve. While it takes time to determine how the uptake of improved practices results in bettering the lives of communities, we have developed intermediate indicators that track our progress.

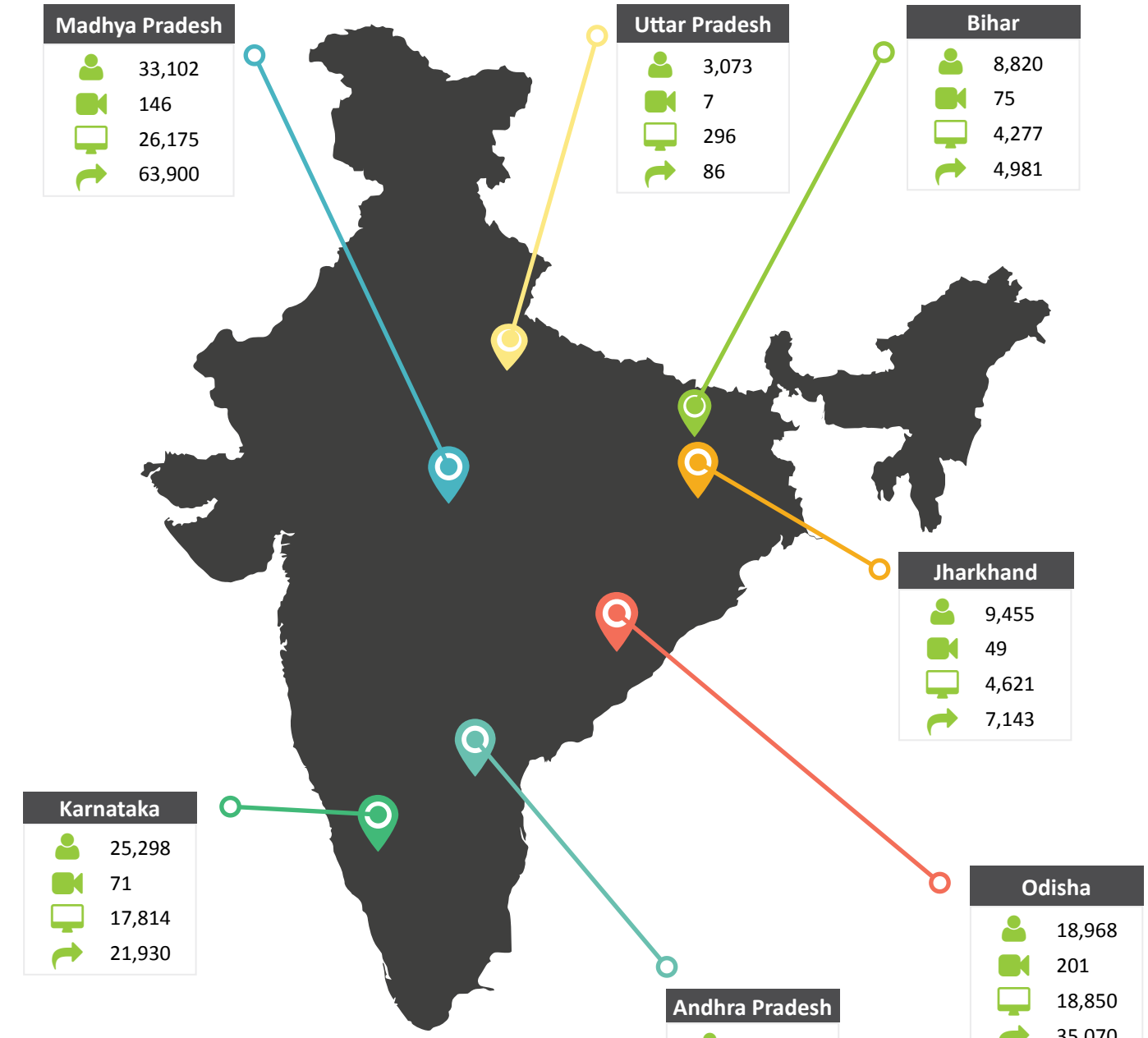
These indicators include the number of local intermediaries we train to produce and disseminate videos, and the number of community members that attend these screenings and that adopt new practices.

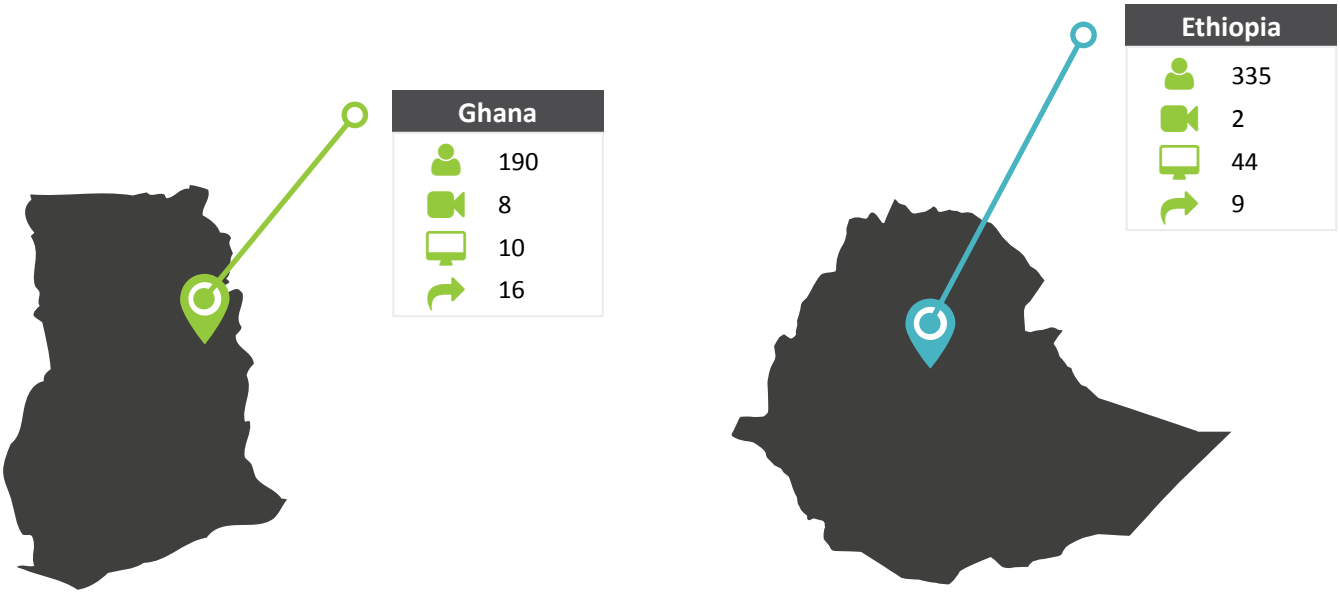
Our data capture and management system, Connect Online | Connect Offline (COCO), which is designed for environments with limited and intermittent connectivity, enables us to record near real time data on these indicators. We have also carried out studies to determine how the adoption of practices results in increased productivity in agricultural interventions and behavior change in health programs.

A recent study concluded that farmers who adopted new practices realized an average gain of $243 over an eight month period. A rigorous randomized control trial to assess the impact of our work is underway.

"Conducting meetings using videos helps us remember details and also increases interest and attendance of communities.Women are now able to understand the exact breastfeeding position and can also retain that information because they hear and see."

Kalavati,
Accredited Social Health Activist
Jeegon Village, Rae Bareilly District,
Uttar Pradesh, India





" The Digital Green approach helped us to completely bring a paradigm change in the community. Because people are seeing their neighbors and relatives talking about and using the technology in the videos featuring people they know, they develop interest and trust in the technologies."

Teshale Fekdu
Project Coordinator,
International Development Enterprises (iDE),
Shashemene, Ethiopia

Our Work

PARTNERSHIPS

Our partners' expertise enriched by years of working at the grassroots level help shape the agricultural and health practices and technologies disseminated through our network. We develop and provide technology solutions that can be incorporated within the structure of our partners to enable them to carry out their programs more effectively.

We work closely with our partners to ensure that our approach incorporates linkages at appropriate levels: at the village level, with self-help groups; at the block level, with service providers; and at district and national levels, with partner programs and government schemes.

Our partnership development and training unit provides ongoing capacity building and field support to partners.

We have also established knowledge sharing relationships with research organizations, like International Rice Research Institute (IRRI) and International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) to provide targeted technical support to our extension partners.

We also partnered with ALINe to develop an overarching strategy for our research and learning activities for our programmatic work across geographies and sectors. We are also exploring ways to better align our monitoring system with that of our partners to improve efficiency.

SUSTAINABILITY

We have embedded our approach in the community networks with which we work to ensure local ownership. The community produces videos on subjects that are relevant to its needs. These videos feature local community members as actors. They themselves identify individuals from their villages to screen these videos to small groups.

Our partnerships are established by negotiating cost-sharing agreements with each partner and the communities that we work with. The approach is integrated within the context of our partners' existing extension system in a variety of ways. Some partners use our approach to support their entire operation, while others align it to complement their existing extension system.

Our regional teams continue to provide technical support to existing NGO partners, document long term learnings, advance content and process quality, and ensure the sustainability of program interventions.

SCALABILITY

2012 has been a year of building upon our existing base of operations and forging new strategic partnerships in India, Ethiopia and Ghana.

We are building upon our existing base of operations in India. We are working with the Government of India's NRLM to scale our approach to 10,000 villages in Andhra Pradesh and Bihar by December 2015. NRLM has also expressed interest in supporting activities in other geographies in which we currently operate with other partners such as PRADAN and BAIF. In addition, we have leveraged our efforts in India to collaborate with agencies in other parts of South Asia and Sub-Saharan Africa.

Though our efforts have been focused on agriculture, the content produced and shared across our platform includes aspects across the value chain: from community mobilization to financial literacy to production improvement to market linkages to government schemes. We have also begun extending our approach into other aspects of rural development, including public health and nutrition. We have begun a pilot with PATH to use our approach to support a program on maternal and newborn health in Uttar Pradesh and with USAID's Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) project in Odisha to introduce nutrition messaging such as homestead gardening and hand washing, as part of our existing agricultural and livelihood work with VARRAT in collaboration with John Snow Inc., Save the Children, and International Food Policy Research Institute (IFPRI).

We have also initiated several pilots in Ethiopia and Ghana to test our approach in different geographies. In Ethiopia, we have started a project with International Development Enterprises (iDE) to improve livelihood opportunities of farmers by promoting low-cost irrigation technologies and improved agricultural practices. We are also collaborating with the Ministry of Agriculture, Oxfam America, and Sasakawa Africa Association to strengthen the Government of Ethiopia's extension system. In Ghana, we have partnered with the World Cocoa Foundation to promote practices related to cocoa farming.

QUALITY ASSURANCE

The agricultural and health practices and technologies exchanged across our network are shaped by rigorous analyses and targeting of practices based on individual-level community feedback and usage data, so as to ensure long-term benefits for communities adopting them.

We have also set up a Technical Advisory Committee (TAC) comprising implementation agencies such as the Bihar Rural Livelihoods Promotion Society (BRLPS) and research agencies like the International Livestock Research Institute (ILRI), International Maize and Wheat Improvement Center (CIMMYT), and International Plant Nutrition Institute (IPNI).

The TAC facilitates knowledge exchange between extension partners and research agencies, prioritizes learning needs of the targeted communities, and validates content through scientific peer review.

We have developed a set of standard operating procedures (SOPs) for our approach, such as mobilizing the community and building their capacity during initiation, topic identification, video production, dissemination and feedback analysis. These SOPs have evolved based on our work with partners across contexts and geographies.

We have also put in place an internal control system which includes procedures to perform reviews and audits. Videos, disseminations, and adoptions are selected, observed, and verified at village, district, and regional levels by partners and our staff based on this quality assurance framework. The feedback and data generated through these visits is collated and used to inform training programs and make course corrections, as appropriate.

Our monitoring and evaluation system helps track and analyze progress and capture learnings and best practices for further replication.

Lessons Learned

CONTEXT ADAPTATION

The rich diversity and complexity of our stakeholders, from large centralized organizations, to small decentralized agencies and smallholder farming communities, has contributed learnings that have informed our adaptability. We have successfully customized our approach to facilitate meaningful dialogues with communities. Our quality assurance process has proved vital in identifying opportunities for supplemental training and seeing how our approach can be better adapted to suit a specific community.

INFLUENCER IDENTIFICATION

We conducted a preliminary study of the historical data for the farmers we work with to identify key influencers in a community based on whether farmers subsequently adopt (or do not adopt) the practices that they see over time. Our preliminary results identified highly influential individuals and patterns among their characteristics which will help inform our approach. We have found, for instance, that the gender of the mediator plays an important role; farmers are more likely to adopt a practice screened by a mediator of their own gender.

VIDEO PRODUCTION AND SCREENING

We have experimented with alternative technology platforms and found that because of their low cost, ease of use and durability, pocket video cameras to capture videos and pico projectors to screen videos are ideal for the environments in which our partners operate.

TRAINING METHODOLOGY

We are committed to building the capacity of our community video producers and village facilitators. We have worked with external agencies, including Agro-Insight, Video Maker and One Media Player Per Teacher, to improve the creative and aesthetic elements of the video production process. We have also engaged with the Boda Group to institutionalize their coaching approach to strengthen our team's ability to understand multiple points of view and build long-term, productive relationships.

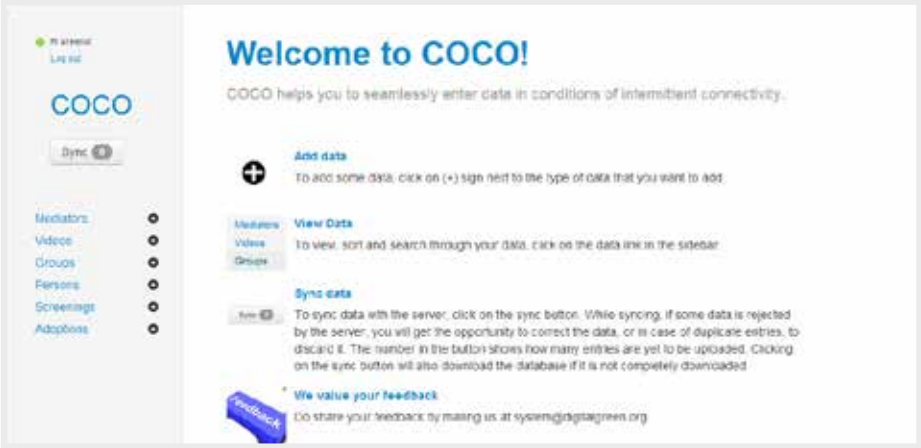
ORGANIZATIONAL DEVELOPMENT

We continue to focus on enhancing staff and organizational development through initiatives such as orientation programs, leadership coaching, and retreats, which ensure that new staff are sensitized to both the Digital Green approach and the partners and communities that we work with. Our team has transitioned to regional offices to allow for greater knowledge sharing and cohesion within the organization, while also providing the type of training and support that our partners need.

Technology

Our suite of technological solutions has been upgraded for improved farmer feedback, robust data analytics, as well as to leverage new delivery platforms.

CONNECT ONLINE | CONNECT OFFLINE, COCO

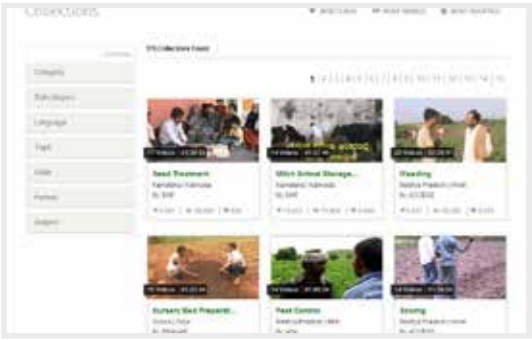


COCO is an open-source online-and-offline data management framework, designed for connectivity-challenged and remote areas. It has been improved to simplify and accelerate data entry and transfer. A mobile version of COCO for low-end phones has been piloted in Andhra Pradesh in collaboration with Dimagi, a technology development firm.

ANALYTICS DASHBOARD

analytics.digitalgreen.org

Our Analytics dashboard provides a view into the data in various time, geography and partner dimensions. The charts and graphs have now been upgraded to increase the speed of data retrieval.



VIDEO LIBRARY

videos.digitalgreen.org

Our online video library hosts over 2,500 videos in 20 languages. In addition to geography, language, seasonality of practice, the videos have now been classified according to sector (e.g., agriculture, health), topic and subject.

FARMERBOOK

farmerbook.digitalgreen.org

Farmerbook plots all the villages we work in on Google Maps and displays detailed timeline-based activities of individual farmers therein on an open-access platform. We have partnered with Madura Microfinance to map villages using GPS-enabled phones to provide accurate geographical context within Farmerbook.

WONDER VILLAGE

apps.facebook.com/wondervillage

Wonder Village, a social game on Facebook, explores how our core work in the field might connect with other audiences who could learn and engage with the issues of agriculture and rural development. Wonder Village has also been linked to Farmerbook to bring together existing online social networks with the offline networks of farming communities and partners.

INTERACTIVE VOICE RESPONSE SYSTEM

We are working with Vodafone Foundation to develop a service that automatically calls the mobile phones of farmers viewing videos with a pre-recorded message that reinforce the content that they have seen. We are also leveraging Vodafone's network of rural stores and mobile vans to serve as additional distribution points for our videos.

People
TEAM

EXECUTIVE LEADERSHIP TEAM

Rikin Gandhi
Chief Executive Officer

Vinay Kumar
Chief Operating Officer

Neeta Vinay
Chief Financial Officer

Saureen Shah
Chief Technology Officer

THE DIGITAL GREEN FAMILY

Board Members

U.S.

Kentaro Toyama
Visiting Senior Researcher, University of California, Berkeley

Srikant Vasan
President, MyCollege Foundation

Eric Walker
Senior Adviser, PATH

Melissa Ho
Senior Policy Adviser, U.S. Agency for International Development

Rajesh Veeraraghavan
Doctoral Candidate, University of California, Berkeley

Soumen Biswas
National Mission Manager - NGO Partnerships, National Rural Livelihoods Mission Government of India

INDIA

G.N.S Reddy
Managing Director, Akshayakalpa

Aishwarya Ratan
Director, Yale University and Innovations for Poverty Action

Indrani Medhi
Researcher, Microsoft Research India

Tejesh Shah
Director, Topos Developers

Investors

DFID Department for International Development

FORDFOUNDATION

BILL & MELINDA GATES foundation

Vodafone Foundation

Ministry of Rural Development
Government of India

Partners

AGRICULTURE AND LIVELIHOOD

IN INDIA

Pradan

SERP

BAIF

access

VARRAT

ASA Action for Social Advancement ISO 9001 : 2008

PRAGATI KORAPUT

IN AFRICA

AGRA Growing Africa's Agriculture

iDE Ethiopia

Sasakawa Africa Association

OXFAM

World Cocoa Foundation

RESEARCH & TECHNOLOGY

AfricaRice

CSISA

IFPRI INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE
sustainable solutions for ending hunger and poverty
Supported by the CGIAR

ICRISAT Science with a human face
International Crops Research Institute for the Semi-Arid Tropics

dimagi

Microsoft Research

HEALTH

PATH

SPRING
Strengthening Partnerships, Results and Innovations in Nutrition Globally

Financials

2012 EXPENSES (AMOUNT IN USD)

INDIA AND U.S. EXPENSES

Expenses	US Expenses	India Expenses
Travel	5,950	278,137
Consultants	38,125	68,034
Personnel	156,780	647,772
Sub Contracts	279,924	117,050
Indirect Expenses	61,578	352,811
Equipment	61,559	132,793

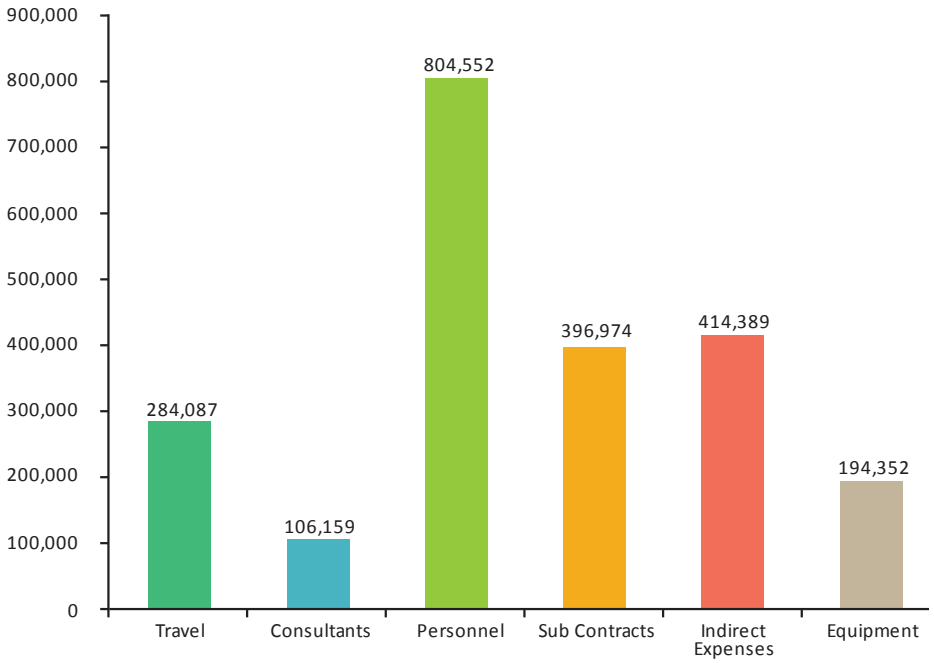
U.S.

$ 603,916

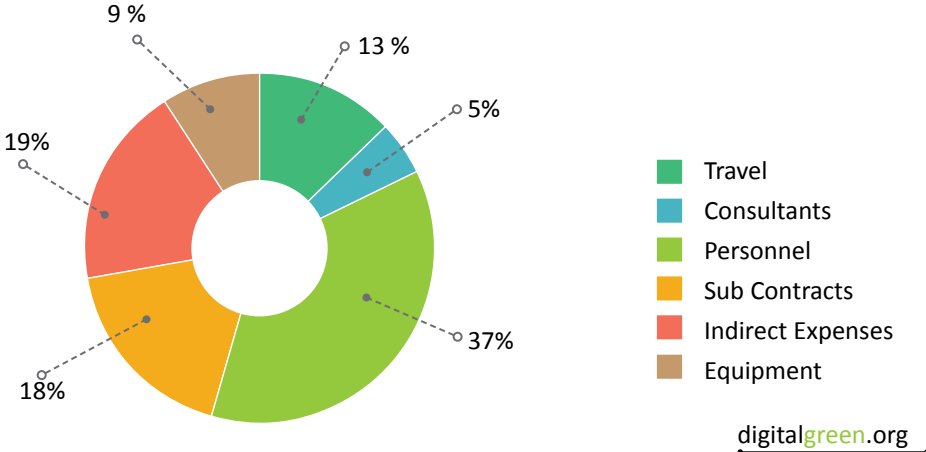
INDIA

$ 1,596,596

TOTAL EXPENSES



TOTAL EXPENSES - PERCENTAGE



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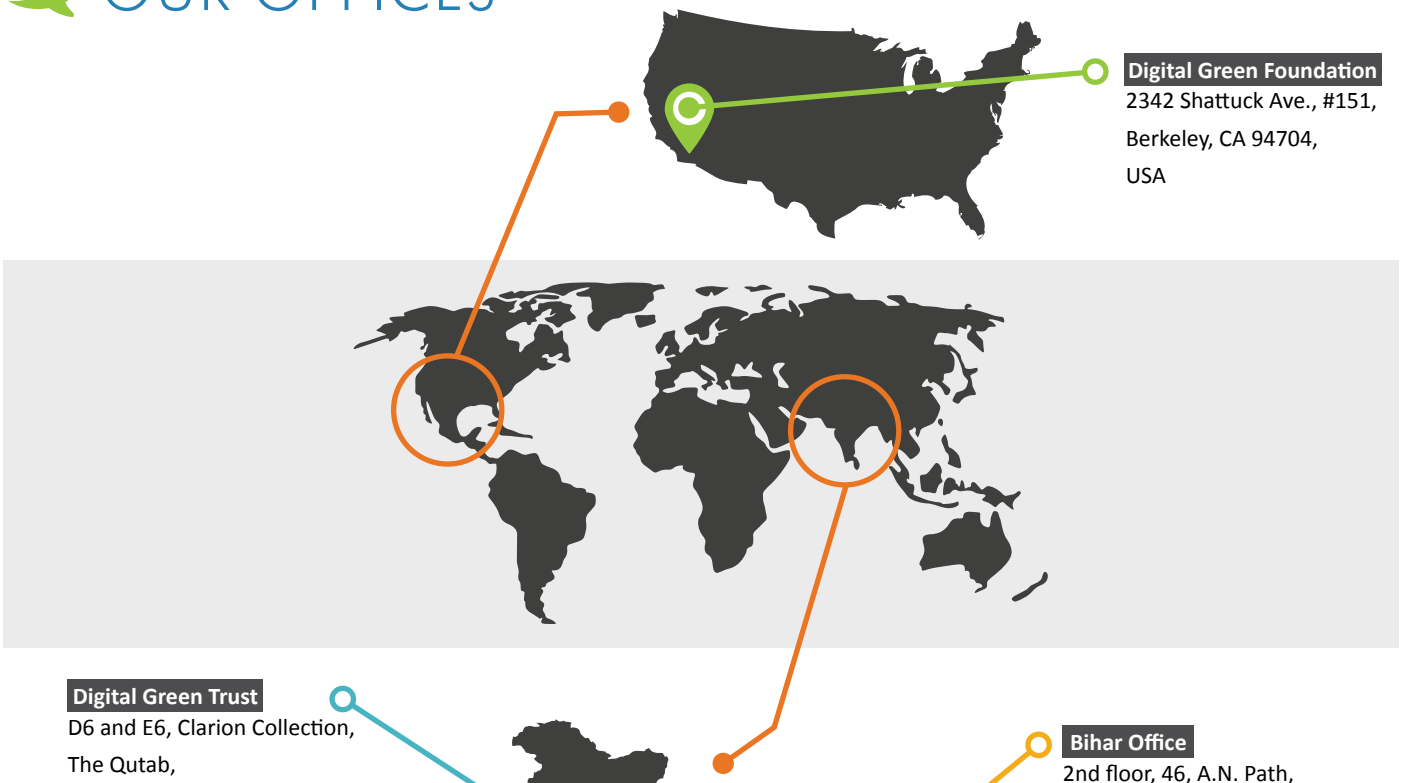
Connect
OUR OFFICES



Digital Green Foundation
2342 Shattuck Ave., #151,
Berkeley, CA 94704,
USA

Digital Green Trust
D6 and E6, Clarion Collection,
The Qutab,
Shaheed Jeet Singh Marg,
New Delhi - 110016, India
+91-11-41881037

Bihar Office
2nd floor, 46, A.N. Path,
North Sri Krishna Puri,
Boring Road,
Patna - 800013,
Bihar, India
+91-612-2571950

Madhya Pradesh Office
TH-27, Akash Ganga,
E-8, Arera Colony,
Bhopal - 462039,
Madhya Pradesh, India
+91-755-4078142

Odisha Office
Plot No- N3/18,
Ranjita Apartment,
Flat No-401, IRC Village,
Bhubaneswar - 751015
Odisha, India
+91-674-6009800

Karnataka Office
Flat No. T4, 4th Floor,
#33 Race Course Road,
Swiss Complex,
Bangalore - 560001,
Karnataka, India
+91-80-41527080

Andhra Pradesh Office
House No. 8-2-672\1\C\A\1,
135 Ave 2, Road No 13,
Next to Taj Banjara Staff Entrance,
Banjara Hills,
Hyderabad - 500034,
Andhra Pradesh, India
+91-40-66664958