



## ANNUAL REPORT 2020-21





Gram Vikas is a rural development organisation working with the poor and marginalised communities of Odisha, since 1979, to make sustainable improvements in their quality of life. We build their capabilities, strengthen community institutions and mobilise resources to enable them to lead a dignified life. More than 600,000 people in 1700 villages have advanced their lives through this partnership.

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



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# CHAIRMAN'S MESSAGE

Pandemic! This was a word, which was not heard very often before.

The effects of any disaster are, usually, more telling on the poor than the rich or the better off. The coronavirus pandemic, however, did not spare the rich. The effect of the pandemic on the poor was huge, as their avenues for seeking out livelihood opportunities were badly affected.

With the first wave of COVID-19 sweeping Odisha, more than 50% of the Gram Vikas staff got affected, and many were hospitalised. As per government orders, the Gram Vikas schools were closed. Members of the staff who had any symptoms of coronavirus had to be hospitalised. Those within the vaccination age group had to be vaccinated.

In interior tribal villages, life became more and more difficult. Villagers could not travel to the nearby villages, as most villages implemented a strict lockdown policy. These are villages that are interdependent for daily necessities of life and human labour. The programmes of the government to generate employment like MGNREGA had few takers, as people were averse to coming together for undertaking any labour, especially unskilled labour. This had a detrimental impact on the lives of very poor people.

As people slowly got used to government-imposed and self-imposed lockdowns, they began to look for employment opportunities. I am glad that Gram Vikas could play a meaningful role in the areas that we work in, especially in tribal pockets.

One of the first agencies that came to our aid was Skoll Foundation (SF). They came to our assistance in a big way and have continued to assist us to address the effects of the pandemic. Others also came to our assistance like UNDP, Wipro Foundation, CMID, ESAF Small Finance Bank, RCRC, etc. We and the people who benefitted from the assistance are grateful. We deeply appreciate this gesture.

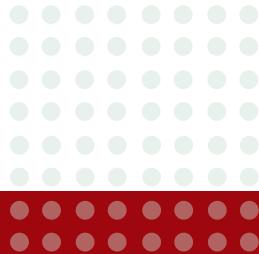
There is no year when Odisha is not visited by some terrible natural calamity. The years 2020 and 2021 have been very difficult globally. They have been years that have brought a lot of suffering, death, and destruction to most parts of the globe.

My colleagues in Gram Vikas have gone through a lot of hardship and suffering because of this pandemic. They, however, proved their mettle. At the risk of being affected by the coronavirus, they reached relief materials into areas, where no one else dared to go.

I am proud of them. I must also add that nothing less was expected of them.

**Joe Madiath**  
Chairman

# EXECUTIVE DIRECTOR'S REPORT



The year 2020-21 was a difficult year due to the COVID-19 pandemic and consequent lockdowns affecting Gram Vikas' work in many ways. Gram Vikas responded to the pandemic and the lockdowns, by planning and executing various programmes to support communities in the villages. These programmes were taken up in addition to the various programmatic activities that formed part of the Annual Plan for 2020-21. This meant that the focus had to be divided between two fronts of equally important activities. The Gram Vikas teams worked together to ensure that the challenges were faced head on, and the work with the community partners continued with utmost competence.

The COVID-19 response covered the full spectrum of our operations. We ensured that we reached out to every village partnered with us. The notable initiatives were the support provided to migrant workers stranded in different States across India, provision of food support to needy households, both in the early stages of the lockdown and later, mobilising support for local governments to plan and execute immediate activities for income support under MGNREGS and village level education centres that supported school children who could not access online learning options. The project undertaken for ensuring access to social protection schemes in six districts has paved the way for stronger programme intervention on Access to Entitlements being taken up from April 2021 onwards.

During the year, we were able to develop two key programmes – the Water Secure Gram Panchayat programme (WSGP) and the Safe and Dignified Migration Programme (SDMP) – as the basis for our work in the coming years. These are multi-faceted programme platforms that will bring together work from various thematic areas under the Gram Vikas Decade V strategic framework.

## | PROGRESS IN THEMATIC AREAS

We made good progress in our work to strengthen village institutions, especially in making Village Development Committees more effective and accountable. Our initiatives with children, building institutional platforms such as Child Clubs also did well, despite the challenges posed by non-functioning of the village schools. Introduction of the Village Lekha Mitra – an entrepreneurial approach to developing accounting and auditing skills and service providers in the rural areas – is among the notable achievements of the year.

Our work in providing assured access to safe drinking water continued through the year. Lessons from the past helped us approach the piped water supply programme in a better manner. Instances of source failures, at the time of building them, were fewer through the year. The speed of completion of PWS projects improved substantially. The focus on water source sustainability continued during the year, with greater village level resource management capabilities being built

and successful demonstrations of managing springs as sustainable water sources. Introduction of the Jal Bandhu – a cadre of entrepreneurially minded water sustainability service providers, on an experimental basis, in Thuamul Rampur block is an initiative that holds great promise for the future. The Water Resources Technology Group, set up tentatively in early 2020, is developing into a strong technical support arm for our work in ensuring water resource sustainability and security.

One of the key achievements in our work in the Livelihoods area is the development of the Safe and Dignified Migration Programme into a full-fledged intervention. Our work in Farm Livelihoods is evolving into a comprehensive intervention. The use of technology such as the automatic micro weather stations is enabling better farming decisions by farmers in villages and consequent financial gains. Together with the work in water source sustainability, these interventions are likely to form the core of our approach to building water secure Gram Panchayats.

The groundwork done in areas of Sanitation and Hygiene behaviour over the past years was invaluable in responding to the health crisis caused by COVID-19. The capacities built among staff as well as at the community level has helped spread the message of Covid-appropriate behaviours across our operational villages. Our work in solid and liquid waste management focussed substantially on household level behaviours and practices, rather than creating village level mechanisms for waste management. Our experience suggests that this focus is well-placed and a greater understanding at the household level issues such as waste reduction and source-level segregation will form a strong foundation for scaling up and deepening the intervention.

Work on promoting renewable energy continued. The solar power project in Maligaon stabilised its operations during the year and has given us the confidence to look at reviving the micro-hydro projects in Kalahandi district. Technology development for the Smart Community Interface intervention also reached a critical stage and we should be able to implement them in many villages in the next year.

The focus on staff capacity building and improving internal systems continued during the year. The Performance Management System has matured and staff members have become well acquainted with the accountability mechanisms put in place. The automation of the accounting system, with the Tally software output being seamlessly integrated into a functional information system, has started showing results.

While the overall performance has been satisfactory, progress in certain aspects could have been better. The planned activities for building convergence between village institutions and Panchayati Raj Institutions, and for developing village-level trained cadres did not achieve expected progress, primarily due to the longer learning times that programme and field teams required. The Water Quality Management programme got delayed due to issues of capacity building. The efforts to strengthen the programme monitoring system also did not achieve desired results. These will be taken up with renewed vigour in the forthcoming year.



## NETWORKING AND SECTORAL CONTRIBUTION

Gram Vikas joined the RCRC (Rural Community Response to COVID) Coalition of non-government organisations across India in May 2020. Being part of RCRC helped us learn from the experiences of peer organisations, in different States of India, in facing up to the challenges posed by the pandemic and the lockdowns. The research work undertaken by RCRC helped build clear evidence on the situation on ground, and helped take up issues with the Union and State governments. The Odisha

State chapter for RCRC, with six member organisations, has taken up joint action on several fronts. Gram Vikas is anchoring the overall communication effort for the State Coalition. We also actively participated in the discussions and deliberations of the Odisha Civil Society Action group, consisting of nearly 100 organisations from Odisha. We continued to be active members of the Rural Water Supply Network and the Sustainable Sanitation Alliance.



## KNOWLEDGE AND PROGRAMME PARTNERSHIPS

Our partnership with the Centre for Migration and Inclusive Development and the ESAF Small Finance Bank has helped shape the Safe and Dignified Migration programme in the Odisha-Kerala corridor. The research leadership provided by CMID has helped prepare migration profiles of four blocks in four districts of Odisha. These profiles provide substantial evidence on the causes and effects of migration and various related nuances, helping us design the programme better. The partnership with Urban Management Centre Asia is helping us devise the programme on the Ganjam-Surat migration corridor. Life Circle Health Services Limited, a Hyderabad based social enterprise providing home-care services to aged individuals, has partnered with us to train women in geriatric care-giver services, enabling many young women to find meaningful skill building and employment.

ACWADAM, Pune, has been supporting us with capacity building and knowledge management for springshed work since 2018. The partnership has continued during the year, enabling the Water Resources Technology Group to take up more intensive resource mapping exercises to prepare for the Water Secure Gram Panchayat Programme. We continued our partnership with AguaClara Reach, the Cornell University social enterprise, to develop capabilities for building community-managed drinking water treatment units. During the year, we established a new partnership with INREM Foundation, Anand, Gujarat for deepening our work on water quality management in the villages. The collaboration with Rollins School of Public Health at Emory University has helped us build a better understanding of behavioural issues around safe sanitation and enhance staff level capacities for deeper work with communities.

Sunlit Future, Auroville, continues to support us with our work in the area of solar energy applications. The partnership with Goonj has helped deepen our understanding of disaster response issues, and also enabled us to provide material support to communities affected by natural disasters. The partnership with the State Bank of India Foundation, under the Youth for India Fellowship continued into its eighth year. Professionals from TREE Society supported us to build project management capabilities of staff members, with a special focus on management of piped water supply projects.



## RESOURCE SUPPORT

The immense support from our donors and resource support agencies has continued through the year. Support of donors was key to us being able to respond to the challenges posed by the COVID-19 pandemic. We are very grateful to our donor partners.

Arghyam has provided initial support for our work on safe and dignified migration in the Kalahandi-Kerala corridor. The Azim Premji Foundation-Philanthropy is supporting the first phase of the Water Secure Gram Panchayat Programme. The support from charity: water continues to enable us to take up piped water supply projects in smaller, remote habitations that are not covered under

the plans of the State Government. ESAF Small Finance Bank supported the resource centres for safe migration in Kalahandi. InterGlobe Foundation has continued its support for revival of natural resources in Thuamul Rampur block of Kalahandi district. LIC Housing Finance Limited is supporting our work in seven peripheral villages of Bhubaneswar City. The partnership with Mahanadi Coalfields Limited in Jharsuguda and Sundargarh districts, and Tata Steel Long Products Limited in Keonjhar districts came to an end during the year. The fruitful partnership enabled us to provide integrated water and sanitation facilities in remote villages in the districts.

This was also the last year of our six-year long partnership with Oracle Giving through Charities Aid Foundation, India, which enabled us to strengthen our work on use of technologies for education and livelihoods. The HDFC Bank Parivartan partnership for the Holistic Rural Development Project in Nayagarh continued into its fourth year. We entered into a new partnership with the SBI Foundation for our work in renewable energy. Tetra Tech USA continued to provide support for our work on child faeces management and sanitation behaviour change as part of the WaSHPaLs programme of USAID.

Our abilities to respond to the COVID-19 pandemic and subsequent lockdowns were enhanced substantially by the support provided by the Skoll Foundation through Gram Vikas USA, the United Nations Development Programme and the Wipro Foundation.

Our partnership with the Government of Odisha continued during the year. Support from the Odisha Tribal Empowerment and Livelihoods Project (OTELP), which had begun in 2004, ended during the year after supporting our work with remote, *adivasi* communities in Gajapati and Kalahandi districts. We remain trusted partners for the Rural Water Supply and Sanitation organisation under the Panchayati Raj and Drinking Water Department. The partnership with the Odisha State Disaster Management Authority (OSDMA) continued during the year.

I am grateful for the support provided by the Management Team, senior colleagues who support me in the day-to-day programmatic and administrative functioning. Members of the Governing Board have been available on a regular basis for discussions and clarifications. We were able to move from a fully online form of Governing Board meetings to a hybrid form, with Odisha-based members attending meetings physically despite the challenges posed by the pandemic. I am grateful for the constant guidance and support from the members of the Governing Board. Mr. Damodaran Thankappan, who has been part of Gram Vikas since 1984, in various roles in the General Body and the Governing Board, resigned in 2020 owing to poor health. Gram Vikas has gained immensely from the guidance that he has provided, and we wish him the best of health in the future.

The Annual Report is the authoritative document that we use to disseminate the status of our work. It is made available in the printed form and for download on the Gram Vikas website. A summary version of the report is presented in the Annual Report page of the website. 250 copies of the report are printed each year. Website statistics indicate that the report is accessed by about 2500 persons during the year.

I am honoured to present the annual report of the year from April 2020 to March 2021. The report starts with details of our response to the COVID-19 pandemic and the lockdowns, followed by updates from different thematic areas and key support functions. Summary of the annual financial statements are provided at the end, with a link to access more detailed accounts statements.



**Liby T Johnson**  
Executive Director



## COVID-19 RESPONSE

Our COVID-19 response began on 15 March 2020, four days after WHO declared COVID-19 a pandemic. Between March and December 2020, we worked with our village community partners, resource support organisations, local governments and the State administrations to reduce the negative effects of the lockdown and the continuing effects of the pandemic.

Our response evolved to meet the requirements from the ground. Our abilities were bolstered by moral, technical, and financial support from organisations, civil society groups and individuals. Panchayati Raj Institutions, field-level functionaries of line departments and Block and District level administration guided and supported us through this period.

### COVERAGE

Gram Vikas' COVID-19 response covered:



Nearly **96,000**  
households

**263** Gram Panchayats  
**47** blocks

**13** districts in Odisha  
**1** in Jharkhand

Of this, work in three blocks of Bolangir, one block of Nuapada and two blocks of Kalahandi district were outside the regular operational area. Coverage of work in different activity areas is as follows:



#### Creating Awareness

25,000 households in  
750 villages



#### Well-being of migrant workers

15,696 migrant households  
in 857 villages



#### Enabling income opportunities through MGNREGS

8368 households  
in 227 villages



#### Securing social entitlements

80,488 households made  
aware, 21,914 linked with  
relevant schemes



#### Mitigating food insecurity

5734 families in  
154 villages



#### Providing access to education

306 children through  
20 Learning Centres



### Creating awareness

Through our own campaigns and by supporting outreach efforts of the local governments and frontline workers, we ensured that village communities were screened for the disease, got accurate and reliable information about the coronavirus, and took measures to stay safe. We supported the enumeration of individuals returning to the villages and setting up quarantine centres. We harnessed village institutions to make masks and sanitisers, set up community kitchens, and organised relief distribution to get vital health services and material support to vulnerable families.



### Ensuring well-being of migrant workers

Within a week of the national lockdown being announced on 25 March 2020, we launched the Bandhu Helpline, a 24x7, multilingual service to redress the grievances of stranded migrant workers from Odisha. We partnered and coordinated with organisations and governments at the destination sites to secure access to food and accommodation for workers. The Khelo Bandhu initiative creatively and meaningfully engaged young migrant men experiencing isolation and uncertainty through games and exercises. A Migrant Resource Centre was set up to map the skill-competency profiles of returning migrants. We used this to organise a resource directory that informed our plans for upskilling and finding dignified livelihood opportunities for the migrant workers.



### Enabling income earning opportunities

With markets closed and job losses mounting, MGNREGS offered a much needed livelihood safety net for the poor. Gram Vikas, along with the Village Development Committees, worked closely with the local governments to identify and generate work under the scheme. The types of work initiated were geared to improve water security, help in soil conservation, improve land productivity; and create durable assets such as household toilets and community playgrounds. Our team helped people get job cards and mobilised women and men including the returning migrants to take up the work to cope with the job and income insecurities.



### Securing social entitlements

The Government of India's emergency relief measures to augment social protection to ensure food and cash support were particularly significant for the ones severely affected by the pandemic. Gram Vikas developed a cadre of community mobilisers to identify vulnerable populations and share with them information on State and Union Government schemes and programmes. We supported rural households to fill applications, assisted Panchayati Raj Institutions and Gram Panchayats and liaised with district and block administrations to enable linkages.



### Mitigating food insecurity

While most families received their Public Distribution Service (PDS) food grains, food insecurity continued to plague the most vulnerable as the continued crisis of no work left them with little income to buy essentials or save for the monsoon. Moreover, the quantity of food received through the PDS was insufficient, and many did not have ration cards. We launched the Food Support Programme, a collective effort with the Village Development Committees (VDCs). The VDCs identified the vulnerable households and finalised the list of those in need of extra support. Women-headed households, families without PDS entitlement, with only senior citizens, and households having people with disabilities or prolonged illnesses were prioritised.

The VDCs led the process of vendor selection, procurement, packaging and distribution. Local procurement, instead of from the city, not only ensured reduced costs with transparency but also gave business to local suppliers. Food kits were customised as per the local needs and food preferences. In some districts, for instance, in Kalahandi, soybean chunks, dried red chillies, and turmeric powder were preferred while replaced milk powder was preferred in some others. Families collected food kits from the distribution centres set up in the village. Each of them committed to contributing 10 days of their labour for any upcoming village development work.



### Providing access to education

We set up technology-equipped Learning Centres (LC) that took the classrooms to the children. We set up a total of 20 Centres in villages across Kalahandi, Ganjam, and Gajapati districts. Each LC catered to students of Class 10 from villages within three to five kilometres. Community buildings or private houses that could accommodate 15 students at a time were chosen as learning centres. The team ensured that the space was sufficient for children to be seated while maintaining the required physical distancing per Covid safety norms.

Local volunteers, who were either Class 12 graduates or pursuing college education or with teaching experience, became para teachers. Thirty three such men and women provided learning support in the Centres. Teachers from four Gram Vikas residential schools supported them in weekly and monthly sessions, planning and clearing student doubts in addition to ensuring teaching quality. The para teachers underwent training on the subjects they were responsible for teaching.

Students attended classes for three hours every day for seven days a week. While they learnt different subjects from Monday to Saturday, on Sundays, the teachers cleared their doubts from the week that had just passed. Students appeared for tests twice a month to assess their own progress and identify areas of improvement.

With the Government of Odisha resuming schools for Class 10 in early January, the Centres stopped functioning. In a few cases, the village community has taken the lead to continue the learning centres to cater to the needs of children in Classes 8 and 9.

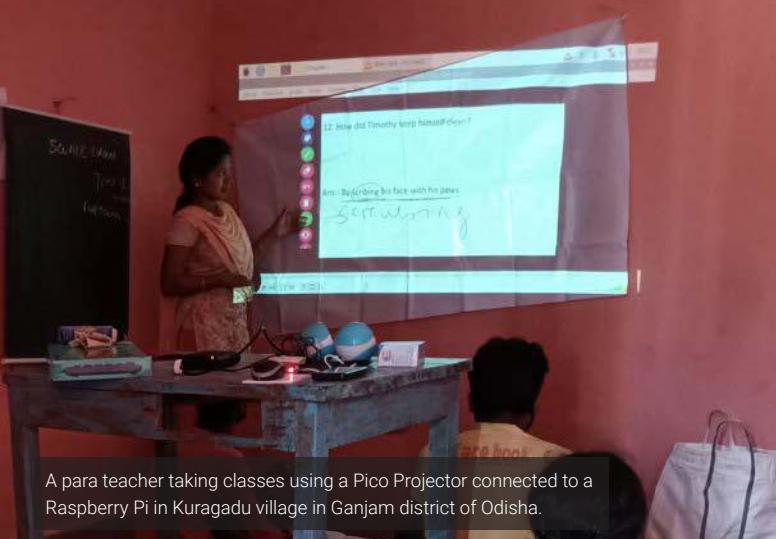


A community practice session on the proper technique for hand washing, an effective tool to prevent the coronavirus disease, in Kantabania village, Nayagarh district of Odisha.



A food and essential commodities distribution camp held early on during the pandemic related lockdown in Chandaka, near Bhubaneswar, Odisha. Families who depended on daily wage labour were prioritised for getting the support.

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A para teacher taking classes using a Pico Projector connected to a Raspberry Pi in Kuragadu village in Ganjam district of Odisha.



A young Jagannath returned from Kerala to his village Maligaon, in Kalahandi, Odisha, during the lockdown. He then started a fast food joint, in the village, with two of his friends



Andriya Digal, a Gram Vikas community mobiliser collects details of the household members to apply for relevant social security schemes in village Partamaha in Kandhamal district of Odisha.



Gram Vikas Food Support Programme prioritised help to the most vulnerable, such as households with senior citizens.



High school students attending classes at the Gram Vikas Learning Centre in Katapatni village in Ganjam district of Odisha.



The Tidasing village community, in Gajapati district of Odisha, engaged in land clearing work under MGNREGS. The activity not just provided work and incomes to 42 households in the village, during the pandemic lockdown, but also readied farm lands for cultivation.

CASE STUDY



## Widow pension after a year of follow-up

Pandarani is a village of just about 500 households in Loisingha block of Odisha's Bolangir district. About 26% of the population are from the Scheduled Tribes and Scheduled Castes. Agriculture, farm, and wage labour are some of the key livelihood options for the people.

70-year-old Gohala Bag and her husband Akrura Bag, both daily wage labourers, lived in a small, two-room, mud house in Pandarani with their only son, Bhaga Bag. They cultivated Paddy in their meagre one-acre land, while the 28-year-old Bhaga went to work on construction sites as a daily wage labourer helping carry bricks and doing odd jobs. The land remains unused for the rest of the year due to the acute water scarcity in the area.



Six years ago, Akrura Bag died from a prolonged illness. Gohala got to know about the Odisha Government's widow pension scheme, 'Madhu Babu Pension Yojana', from other women in the village, who had received the benefits. A year after her husband's death, Gohala approached the Sarpanch of Kutenpali Gram Panchayat to help her avail the benefits of the scheme. The Sarpanch asked her to submit the copies of her Aadhar, Voter Identification and BPL ration cards. Gohala also had to produce a copy of the death certificate of her husband.

"I submitted the death certificate and other documents soon after my husband passed away and requested the Sarpanch to help me get the widow pension as soon as possible. After waiting for two months, I travelled to the Gram Panchayat Office in Kutenpali, met the Sarpanch again. I also met the Panchayat Extension Officer and other officials appealing with them for my pension, and resubmitted all the documents." says Gohala Bag describing the struggle.

Gohala persisted with her efforts, applying thrice, following up with the Sarpanch both in their office and at home. Her repeated visits were unsuccessful, and extremely discouraging. Gohala decided to forgo the scheme benefits that were rightfully due and stopped pursuing the officials.

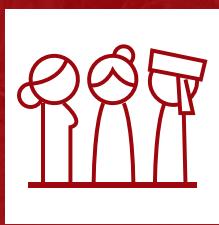
On 27 December 2020, Gram Vikas, through its Community Mobilisers and Village Volunteers, reached out to the 550 households of Pandarani village. This was as part of a larger UNDP supported, short term, intensive project, 'Response to COVID-19 and Migration' to create awareness and provide access to Social Protection Schemes in 18 blocks of six districts of Odisha.

The initiative created public awareness on schemes, facilitated the process of linking the left-out persons, trained local government officials on different state and centrally sponsored schemes, and gave a guideline to prepare Gram Panchayat level contingency plans.

Pinky Bag was one of the 263 Village Volunteers selected by the programme to support the eligible individuals to submit the necessary documentation for the applications to various schemes in the 18 blocks. During her door to door village survey to identify and list the deserving households, she met Gohala.

Recounting the first visit, Pinky says, "We realised she had given up all hopes of getting her pension. We insisted that she submit her documents so that we could process her request and help her get her pension."

Pinky went to the Block Office and resubmitted Gohala's documents for the fourth time in the first week of January 2021. On 20th of the same month, Gohala got the pension card and the first payment. "I finally got my pension after the Gram Vikas team processed my papers at the block office. I am getting ₹500 every month. The money helps me buy essential food items. I have decided to save a little every month so that I can buy food on those days when my son does not get work. I am really happy to have started getting my pension. I had given up all hopes of receiving it," says a smiling Gohala as she cooks a meal for her son and herself.



# Village Institutions

The Village Institutions Focus Area centres its efforts to build village level capabilities, structures and processes to enable stronger self-governance by the communities. The different interventions and programmes focused on efforts to integrate the principles of Gender Equity in the leadership of Village Development Committees in addition to ensuring increased transparency and accountability of the institution towards households.

Work in the Focus Area during the year was organised in three key themes.

- Strengthening Village Institutions
- Convergence with Panchayats
- Development of Community Cadres

## Strengthening Village Institutions

Within the Gram Vikas programme implementation structure, every village has Village Development Committees (referred to as Village Water and Sanitation Committee (VWSC) in some cases) to plan, implement and monitor activities post implementation in the villages. Through time, some aspects of regular involvement and strengthening of such Village Development Committees (VDCs) had slipped from the priority list of Gram Vikas intervention. Concerted emphasis on strengthening of VDCs was a key priority during the year. This included regular formal interactions with the village institutions and their leadership, reformation of VDC leadership wherever necessary, regular interaction with existing SHGs to understand and explore the core concept of self-help behind its existence, and, reconnecting and rebuilding relationships with the partner communities.



As part of the effort to reconnect with the communities, the process for development of the Village Poverty Reduction Plan (VPRP) has been rolled out. Existing SHGs in the target communities are instrumental in development of these VPRPs. Emphasis was given to the needs and aspirations of the most disadvantaged households who are not part of any SHG. The VPRP is planned to be owned and used by VDCs to mobilise resources from different stakeholders including the PRI, Government Departments, NGOs etc.

Due to the pandemic situation, field level implementation was delayed to a large extent. Even after the restrictions were relaxed, existing fear and poor communication facilities were not in favour of immediate resumption of project interventions as planned. Such delays led to negative deviation in achievement of activities i.e., Leadership Development Training for VDC leaders, Training on SHG management, SHG level meetings etc. Moreover, as most of the schools were closed during the year, child parliament related work could not be done, except some interventions related to child clubs.

During plan preparation, it was expected that migrant returnees would effectively contribute to the reconstitution of the village general body and its functioning. But it was learnt that involvement of youth in development interventions in the village require continuous and concerted effort. We will therefore begin the process with existing youth in the villages which in turn will create an enabling environment for youth in more numbers to involve themselves in the village development process.

During the year the following activities were undertaken as part of the strengthening village institutions.

- 397 existing and potential VDC leaders from 98 villages were trained on Leadership Development. The activity helped the VDCs in preparing themselves with second line leadership for change of leadership and inclusion of women and youth in village development committees.
- 90 youth, nominated by Village Development Committees from 44 villages, were trained on the use of smartphones. The participants were supported to open email accounts and use them. This will smoothen the process of communication with the villages in future.
- 28 community leaders including SHG leaders from 5 villages were trained on VPRP

development. The participants were expected to lead the process at their respective communities for preparation of village development plans.

- 1106 women SHG leaders from 236 SHGs were trained on leadership development. The training aimed at strengthening SHG leadership in relation to its participation in the comprehensive village development process.
- 193 sessions on different social and life-skill issues were organised for members of children's institutions called the Child Club. In addition, 72 child parliaments attempted to establish subscription practices, although the subscription fee was not mandatory. Interventions related to strengthening of children's institutions focused on building children leadership within the groups to lead their concerns and build habits of savings and self-help.

## Convergence with Panchayats

Panchayati Raj Institutions (PRI), being the constitutionally mandated local governments, are expected to play a key role in supporting village institutions for the implementation of required development initiatives in the villages. Our interventions promoted sensitisation among the villagers, VDP leaders, and elected PRI members to equip them with required information to demand their rights and include Village Poverty Reduction Plan in Gram Panchayat Development Plan. Villages and VDCs were encouraged to participate in Grama Sabha and Palli Sabha to share their demands on Village Development.



It was difficult to plan for systematic convergence with Panchayats without documented Village Development Plans as these plans could not be developed. Additionally, due to the pandemic, the planned activities could not reach the scale of target.

Conventional sensitisation programmes are not able to yield expected results in the context of resource mobilisation from PRI. It has been a felt need to involve PRI since the village development plan in the form of Village Poverty Reduction Plan is prepared. This will help build their confidence in the process of VPRP development as well as being more engaged in the resource mobilisation process of the village.

During the year, awareness sessions were conducted for villagers and VDC leaders on the functioning of PRI and the importance of Gram Sabhas and Palli Sabhas in 119 villages. 17 sensitisation sessions were conducted for 281 elected PRI leaders from 34 Gram Panchayats across the operational area.

## Development of Community Cadres

Gram Vikas strives to promote different measures at the village level to sustain programmes at the implementation level. Corpus fund is one such measure to ensure financial sustainability. But it has also been deemed necessary to promote certain measures to ensure technical sustainability. To reduce dependence on Gram Vikas for continuation of various programmes, it has been envisioned as essential to promote village cadres in different thematic areas like Water Quality Management, Water Source Sustainability, etc. A specialised cadre called Village Lekha Mitra (community-based accounting and auditing cadre) was to be created for supporting the village institutions with their accounts related tasks.



Towards development of such a cadre, youths from operational villages were identified and trained on Water Source Sustainability and Community Audit. A batch of cadres on Water Source Sustainability have already started delivering at the desired level in some clusters. And in other clusters, such deliveries will be emphasised in the next plan cycle.

Similarly, a cadre of *Village Lekha Mitra* (VLM) was trained and has started functioning on VDC account reconciliation work. During the year, 39 Village Lekha Mitra (VLM) were identified and 7 were trained. The VLMs were identified and trained for supporting Village Development Committees to maintain their records and registers and also to reconcile the VDC book of accounts. The VLMs are expected to function in the entrepreneur model and will receive their payments from the VDCs on their services. The Gram Vikas team supported the training of the VLMs and also provided handholding support to carry out their assignments in initial days. Based on the learnings from the functioning of this batch, more VLM will be facilitated in other locations.

The concept of Community Cadres was envisioned two years ago and till now we had built organisational understanding and capacity to identify and build Community Cadres. Now it has become evident that functioning of some community cadres like WSS, VLM are easy to measure, however, for some other cadres like – WASH behaviour, Water Quality Management (WQM) are difficult to monitor. Some of these services by community cadres have visual benefits to the community and are easy to understand by the VDC but services like WASH behaviour are taking time for the villages and VDCs to understand.

Another key activity undertaken during the year was the development of a comprehensive protocol on Cadre Management for the VDCs to guide them on the process of selection, capacity building, and monitoring.

### During the year, our work with village institutions covered

**523** habitations in

**169** Gram Panchayats in **41** blocks

**11** districts in Odisha

**1** in Jharkhand

 **27,338** households live  
in these habitations



## Self-Help group revives traditional millet, and lends support for youth education and other emergencies in the village

"If not by blood, all of us are united as a family because of this group. Since we started, four years ago, we have never missed a monthly meeting. Our brothers and husbands support us a lot." says Gomti Jhodia, Secretary of the Maa Mahalakshmi Self Help Group in Maligaon, Kalahandi of Odisha.

In December 2016, twelve women in Digribandha village, with support from Gram Vikas, got together to form the Maa Mahalakshmi SHG. The members encouraged each other to save ₹20 every month. Instead of the usual internal lending that SHGs do, the women decided to pool the money to start an enterprise. About a year later, the women's initiative and self-confidence convinced the Odisha Livelihood Mission (OLM) to sanction the group a loan of ₹50,000 in February 2018.



The SHG members decided to invest the money from OLM into farming. The same month, they leased three acres of land for ten years for a sum of ₹5000. In May 2018, the group spent ₹7000 to hire tractors and purchase manure to prepare the land to grow millets. Each member contributed 4 kilogram-seeds of Suan or Little Millet for sowing in June. Three months later, in October, the group with support from their family harvested eight quintals of Suan. The women sold the produce in the village for ₹25 per kg making a profit of ₹13,000. The following year, they grew maize and in June 2020, again they cultivated Suan.

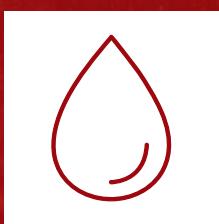
Maina Jhodia, President of Maa Mahalakshmi, talks about the confidence they got from the loan, "This loan helped us in many ways, like helping people in need of money during an emergency and boosted our confidence to take up farming and become successful farmers. By cultivating this cereal, we have been able to bring it back as a profitable crop for those farmers who want to invest in it. In some ways, our efforts to grow Suan has helped bring back a fast disappearing, traditional grain as part of people's diet."

The women are strongly motivated by a need to give back to the community and share. As another group member, Radha Devi says, "Through this group, we will fight social taboos and ensure social justice and equity to widowed women, and coordinate with government agencies to get ration, old age pension and other entitlements for those who have been left out."

Gomti Jhodia and Maina Jhodia are educated and capable enough to maintain details of all lending and borrowing and other record keeping happening in the group and the group does not have to depend on outsiders for documentation work. Maina echoed Radha and elaborated on how the group used the money for more than just farming, "The point is we are here to help ourselves and people of our village in need of financial support. In February 2018, we were really happy to give a ₹7500 loan, with minimum interest, to four youngsters appearing for their final Grade 10 exams. They also needed the money to enroll for Grade 12. Again in December that year, when Basa Jhodia's wife met with an accident, we immediately gave the amount requested by him for his wife's treatment."



Water



## Water

The Water Focus Area works towards ensuring continuous availability of safe drinking water, adequate flow of water for domestic and productive uses and building sustainability of water resources. The focus area approach is aligned with the Decade V approach, which envisages our work to be consolidated and expanded in a way so as to make the past results more sustainable and contribute further to improving the quality of life of the rural communities we work with.

Work in the Focus Area was organised under three programmes – construction of piped water supply systems, water source sustainability and water quality management.

## Piped Water Supply

Under the programme, every family in the village builds its own toilet and bathing room and the village builds a piped water supply system (PWS). The water is supplied from an overhead water tank constructed on the basis of estimates of per capita consumption of water (of 70 litres per capita per day), and projected for the population twenty years into the future. This is done so that every household can have 24-hour running water supply from their taps. The water is pumped up using electric pumps where available, and in the hilly areas the water is sourced from perennial springs using the gravity flow system.



People contribute at least 10% of the cost of establishing the water supply system in the form of labour and local materials. The idea is to ensure that the benefitting community has a substantial stake, as that is critical in bringing a strong sense of ownership for the assets created.

During the year,

 Piped water supply system in 44 habitations has been commissioned with 100% FHTCs covering 2171 households.

 In six habitations, older piped water supply systems which had become non-functional were revived.

 Work on PWSS was in progress in 37 habitations.

Other notable activities taken up during the year include, piloting of a remote monitoring and data logging system for tracking the functionality of piped water supply systems in two habitations and the start of a pilot project on decentralised household level water storage and IoT sensor-based distribution in one village in Nayagarh district.

Installation of household water meters has been made an integral part of the design of the piped water supply systems. This has helped communities manage their water resources more effectively. Regular tariff collection is being done based on actual usage ensuring better equity in cost distribution among households.

We work towards improving project management capacities of personnel by training them in the basics of project management. The use of work breakdown structure and tracking of progress based on milestones has helped improve timeliness of project execution.

### Work during the year covered



**4952** households in  
**87** habitations

### These habitations formed part of

**67** Gram Panchayats in  
**33** blocks

**10** districts in Odisha  
**1** in Jharkhand

CASE STUDY



## Water supply during the pandemic time benefitted community multitudinously

When the COVID-19 countrywide lockdown was announced in March 2020, Jengapada village in Sundergarh district of Odisha was halfway towards receiving piped-water supply. The Village Water and Sanitation Committee (VWSC) of Jengapada came forward, assumed responsibility, and showed everyone how such a daunting task could be completed through proper planning and management even while following all COVID-19 safety protocols.

The 112 households in the village received piped-water supply in September 2020. A system of two borewell sources and an electricity-powered pumping station was constructed with support from Mahanadi Coalfields Limited. Each family in the village pays ₹50 per month to the VWSC for the electricity and to ensure future maintenance and sustainability of the project. The 11 women Self Help Groups in the village support the VWSC in the collection of the monthly tariff.

Lata Kishan is a VWSC member and the President of Binapani SHG in the village. She has been supporting Gram Vikas in motivating the community to construct and use toilet and bathing rooms. A mother of three, a daily wage labourer, Lata has been a driving force for more than three years in mobilising the community and arranging village-level meetings. "Earlier our water source used to get contaminated during the monsoons. We all had to go out on a long way just to have a bath. Now we do it in the comforts of our home. Our village looks clean and our children do not fall ill frequently now," says Lata.

The committee also led the efforts to support eight vulnerable families in the construction of individual toilet and bathing rooms. These vulnerable families did not have physical capacity to contribute labour in the construction process. The VWSC motivated and mobilised the rest of the community in contributing labour to support these eight families.

Jasoda Kissan, a housewife in Jengapada village recounts, "I remember those scary days when we used to go out in the field to defecate, even in the dark, and encountered snakes, scorpions etc. Now we are so relaxed having access to a toilet even in the middle of the night. We now can take bath early in the morning and start cooking even before dawn breaks, because water is available at our doorstep. We had skin diseases bathing in the pond, but now all of us will agree that there are less incidences of skin infections."

Ashrita Tigga from Tetrabahal village, says, "We now get clean drinking water at our homes. The water from cleaning utensils and bathing is used for watering the plants. I have grown chilly, tomato, brinjal, coriander leaves, onion and garlic in our backyard." The VDC President of Tetrabahal explains "We have 52 families living in this village. We conduct monthly meetings where discussions around usage of grey water, regular payment of monthly fees, mechanisms to deal with a power failure etc. are carried out. From the monthly collections, we pay the electricity bill and the pump operator too, and any amount left is saved in the maintenance fund to deal with any emergencies in the future."



Commissioning water supply during the pandemic has been invaluable for these communities. According to Sushama Pradhan, Sukulpali Village, the toilet and bathing room has helped the community to keep safe from Corona disease. In her own words "When markets, shops, transport and everything was shut down, our village committees sealed the village and did not allow anybody to go out of the village. We couldn't even go out to our fields for work. At that time, we were lucky that we had sanitation facilities and access to water within our premises. We stayed safe at our homes and ate whatever was with us."

## Water Source Sustainability

To ensure continuous availability of safe drinking water, we have helped build community-owned and community-managed piped drinking water systems in more than 1311 villages across Odisha and Jharkhand. Over the years, owing to variations in rainfall, changes in land use and reduction of forest cover, some of these sources have dried up, while some have become seasonal with low discharge. About 30% of the sources are estimated to be functioning without any apparent decrease in water availability. Substantial flow reduction has been noticed in the natural springs.



## Spring Atlas

The Spring Water Atlas is a repository of information on springs in the form of science behind the springs, springsheds and springscape. The GIS enabled online inventory of springs will help in mapping of springs, analysing their health status, quality of water, discharge capacity and other physical, chemical, and biological properties. The portal will strengthen various aspects of springs management to address water scarcity in India.

The Springs Portal was developed as part of the Thousand Springs Initiative of the Ministry of Tribal Affairs (MoTA) in partnership with the United Nations Development Programme (UNDP). The works have been successfully rolled out in the hilly terrain and forest fringe habitations of Odisha state by demonstrating a localised solution to meet the water needs of the remote tribal communities by rejuvenating the potential of springs with the support of trained barefoot para-hydrogeologists.

This project empowers the communities with stewardship of the natural springs (locally called as Jharana or Chuan) – enhancing their agriculture production and livelihood potential as well as maintaining the ecological balance. Thus spring rejuvenation helps in achieving Sustainable Development Goal#6 as well as other crosscutting SDGs.

Till date, more than 450 Springs have been inventoried across 100 habitations, covering 38 watersheds In Odisha.



Across types of water sources, there are also visible changes in the quality of water available. The situation with respect to drinking water sources has to be seen in parallel with the reduction in water availability, particularly in the villages in hilly, tribal areas of Odisha, for agriculture and productive uses.

The Water Source Sustainability (WSS) programme builds upon our past experience on natural resources management – watershed development, afforestation and horticulture. New capacities to understand groundwater management are being made. As part of the WSS, steps are being taken for the protection, sustenance and growth of water aquifers.

During the year, we set up two central nurseries in Thuamul Rampur block to cater to the year-round requirement of saplings for the afforestation works in the district of Kalahandi. The Jal Bandhu – Springs Stewardship Fellows Programme was launched to support young men and women from selected villages in Thuamul Rampur block to get trained on aspects related to watershed, springsheds and nursery management. Eight Fellows have been selected this year. Quadrant-based mapping of biodiversity and mortality of plantations was undertaken with the support of the cadres and watershed committees in villages where plantation works were carried out in recent years.

Four habitations have come closer to being water secure through the interventions. These four habitations have prepared their community-led groundwater management plans which are used and monitored by the respective VDC. 86 village level cadres have been trained to manage community level NRM work related to watershed and springshed. 256 acres of catchment area have been treated using springshed and watershed principles.

In 100 habitations, mapping and inventorisation of spring-based water resources have been completed and these have been included in the Spring Water Atlas.

**86** village level cadres trained to manage natural resource management work

**256** acres of catchment area treated

**100** habitations, mapping and inventorisation of spring-based water resources completed

CASE STUDY



## The unrelenting efforts of a young woman is making her community water secure

Shantilata, 28, a tribal woman of the Tukuguda village, Kalahandi, became the Secretary for the Village Development Committee (VDC) after her village started facing severe water shortages affecting drinking water supply and livelihoods. She has been a very active SHG member of her village. The VDC used to take the help of SHG in mobilising families and addressing the different development needs of the village. It was only then that people noticed Shantilata's leadership abilities and voted her as the Secretary of VDC. Together they have been able to successfully solve the water supply and quality related issues in her village by repairing the water tank in the recent past.



Traditionally, the community was into shifting cultivation, however, over the years, they started experiencing water scarcity. Due to the cutting down of trees, slopes in the hills became vulnerable to landslides, causing fractures in aquifers and leading to drying springs on which the entire village used to survive. Every year, heavy rains damaged homes and destroyed crops down the hills. To deal with accessibility and conservation of water, and to protect lives, livelihoods, crops and houses, Shantilata persuaded and brought together the entire community to work on initiatives towards sustainability of water sources. She actively took responsibility for monitoring and recording monthly water readings from different water sources in her village.

She received training on soil and water conservation measures and other concepts of springshed and watershed by Gram Vikas. Land development activities such as construction of stone bunds and gully plugs along the catchment areas were done to reduce runoff and restore and protect the natural water sources. Under her leadership, over 1,000 staggered contour trenches were dug in the catchment area to ensure water availability to the entire village. She has successfully led the watershed committee of Tukuguda village to raise a nursery and plant 9,000 saplings in the village. Horticulture plantations such as mango and cashew and intercropping were also promoted which helped families earn some livelihood during the difficult times of COVID-19.

Shantilata recounts "Water has helped the community come together. Earlier we used to face a lot of issues in terms of access to clean drinking water, now we have water 24\*7 at our doorstep. Plantation and soil conservation work undertaken in the catchment area has allowed us to access water for livelihood also. We now grow vegetables in winter and also grow a second crop every year."

Her efforts as a "woman water champion" has been recognised by UNDP India and Stockholm International Water Institute.

## Water Resources Technology Group

The Water Resources Technology Group was set up in January 2020, with the objective of providing technology and knowledge support to programme teams in the area of water resource management. The team aims to provide inputs for preparation of water security plans at the Gram Panchayat level, combining scientific knowledge and indigenous knowledge on natural resources.

### Support to communities and field teams

During the year, the WRTG completed mapping of groundwater resources in 34 operational villages and supported the project teams for water source identification and selection of locations. Field staff and village cadres were trained for collection of relevant primary data. A total of 110 cadres and more than 350 community members were trained on aspects of groundwater and natural resources management. It put in place a monitoring and evaluation framework to track the results of work done under the water source sustainability programme.

The WRTG is building in-house capacities for the conduct of Vertical Electrical Sounding tests for proper identification of groundwater sources.

### Knowledge Management Support

A water resources knowledge management system consisting of maps and vector files for rendering of required maps using GIS tools is being put together. Collection and interpretation of secondary data (rainfall, agriculture, livestock, weather etc) to help define groundwater scenarios is taken up on a continuous basis. Documenting of indigenous knowledge and practices prevalent in the community around water resources has been taken up.

Groundwater potential maps of Ganjam, Gajapati and Kalahandi districts that will help in future work and preparation of habitation-level Water Security Plans are other activities that the Group supported.

#### Work during the year covered



**4974** households in  
**108** habitations

#### These habitations formed part of

**51** Gram Panchayats in  
**20** blocks | **5** districts in Odisha  
                          **1** in Jharkhand

## Water Quality Management

The Water Quality Management (WQM) Programme of Gram Vikas is an important component of the Water Focus Area of Gram Vikas' Decade V Framework. Changes in the natural environment due to climate change, increased/different farming practices, new kinds of environmental sanitation challenges etc. are leading to marked decline in the quality of water supplied through the community-owned and managed piped water supply system set up with the help of Gram Vikas. This programme is conceptualised in this context. The purpose of this programme is to enable partner communities to have access to safe drinking water at all times.



During the year, 50 village communities were capacitated to manage the water quality management systems independently at their level. Water Quality testing protocol has been established across 149 villages, where communities test the water from the PWSS and document the results regularly in the village level register. In 27 villages, where quality issues were identified, the community system was able to mitigate the causes of contamination at their own level. Repair works were undertaken in these villages by the VDCs and the WQM cadre, with technical support from Gram Vikas staff.

During the year, we began the work to set up a central water quality testing laboratory in Mohuda. Once established, the laboratory will be the base from the protocols and capacity building related to the safe water programme. Four programme staff members visited Dhan Foundation, Madurai Tamil Nadu, to understand the operational and technical modalities in running a water quality laboratory.

Gram Vikas, in association with Agua Clara Reach, carried out technical feasibility studies across 4 districts to finalise the locations and site specific designs. In Chandaka, two locations were selected to install Hydrodoser based water filtration. Materials procurement has been completed and fabrication works have been initiated.

Based on the experiences in villages where the programme has taken off, and the results of a few studies carried out in several villages during the year, we found that water quality issues were caused more by issues linked to kitchen sanitation and personal hygiene rather than source related issues (geogenic). This led us to conceptualise the Safe Water programme integrating WaSH Behaviour and Water Quality Management under a common programme approach. It will focus on developing and strengthening the community systems for water quality management. It will also enable appropriate sanitation and hygiene behaviour at the individual, household, and community levels for making drinking water safe at all times.

### Work during the year covered



**17,838** households in  
**422** habitations

### These habitations formed part of

**149** Gram Panchayats in  
**39** blocks

**8** districts in Odisha  
**1** in Jharkhand

CASE STUDY



## A newly acquired skill of a cadre that guarantees safe water to the entire community

Tapan Kumar Mohanta has a new skill which he uses to get quality water to his village, Sialijoda. He is one of the 28 Water Quality Monitoring (WQM) cadres for his village in Keonjhar district of Odisha.

Tapan is a 37-year-old male whose main livelihood is farming. His family is into farming rice and seasonal vegetables. He was selected as a WQM cadre (Water Quality Management) by the community. Tapan received training on Water Quality testing and management in the year 2019 in Mohuda, Gram Vikas. During training, he learnt about the presence of contaminants like nitrate, fluoride, and bacteria.

He had never thought that these could be so easily learnt and performed. He was earlier under the impression that "testing of water" involves a lot of science and only highly qualified and trained professionals can handle the task. Tapan recollects, "I learnt about the presence of contaminants like nitrate, fluoride, and bacteria in water and how the quality of water directly affects our health and overall well-being. First-hand knowledge of testing procedures makes us responsible and vigilant at all times."

The Piped Water Supply system was established in his village, Sialijoda, in the year 2009 and since then the community has been cleaning the water tank twice a year as part of maintaining the water quality. The community never thought that there could be other measures which could be adopted at community level for monitoring the quality of water.

Tapan is keen to explain what he does, "I test water from the source (borewell), overhead water tank, and a functional tap in the household." He adds a testing reagent to the water collected in a test tube, "In 10 minutes, we will get to know the nitrate content in the water by the change of colour. I will mark the colour closest to the one in the report after that."

Tapan does all this so that his community gets water free from all contaminants. Even though he is not being paid for this task, he shows high level of motivation and he himself has mobilised two more individuals from the community – Sanjay Kumar Mohanta and Subash Chandra Mohanta and has trained them on techniques of water testing. In October 2020, while doing routine water quality testing, the results showed the presence of bacteria. The sanitary survey revealed unclean water tank and leakage in pipeline. The cost estimated for pipeline repair was around INR 2000.00 which was sanctioned from the Village Development Committee fund. After repair, the water was tested again and results showed the water was clear from bacteria.

Sialijoda's Village Development Committee Member, Khirod Chandra Mohanta could not agree more, "Recently, the nitrate testing done by Tapan indicates no traces of nitrate contaminant present in our water. It took just a few minutes to confirm the quality. Next, he will test the water for fluoride and bacteria. The training imparted to him is highly beneficial. The best thing is, Tapan belongs to our village and he can test the water periodically."





## Livelihoods

The work in the Livelihoods focus area covered two key programmes and one project.

- Safe Migration
- Farm Livelihoods
- Livelihoods development in peripheral villages of Bhubaneswar

## Safe Migration

Much of Gram Vikas' work is focused in the regions of north-eastern ghats and the undulating lands on the western side of Odisha. Dependence on the scarce and low-quality land with dwindling forest resources cannot offer a dignified quality of life in these regions. Migration for work is seen to be an important livelihood option in these areas.



Our work in the area of safe migration is built on the position that migration should be a secondary livelihood option; the first being adequate and appropriate opportunities in one's native villages. We also believe that the decision to migrate cannot be made from desperation. It needs to be a conscious and informed decision made for the upliftment of the person and her/his family.

The work on safe migration which began in a pilot mode in 2019 became a more organised programme during the year. The Safe and Dignified Migration programme will form a key element of our livelihoods development strategy in the coming years.

We completed the Migration Profile of Thuamul Rampur block of Kalahandi district. Field level surveys for preparation of profiles in three more blocks - Rayagada (Gajapati district), Jagannath Prasad (Ganjam district) and Baliguda (Kandhamal district) - began during the year. These profiles, prepared using field surveys – at the household and individual migrant worker levels – provide generally representative information about the social and economic status of the households in the block, and information on current migration trends and opportunities and challenges faced by migrant workers.

Based on preparatory work during the previous years, we developed a corridor approach for safe migration between Kalahandi and Kerala. *Shramik Bandhu Seva Kendra* (SBSK) was set up in Thuamul Rampur block to serve as source-level migrant resource centres. These centres provide information and counselling support to existing and potential migrants. In Kerala, *Bandhu Shramik Seva Kendra* (BSSK) has been established in Ernakulam district by CMID and Thrissur district by ESAF Small Finance Bank to provide at the destination-level support to migrant workers from Kalahandi.

Due to the COVID-19 pandemic, we were unable to initiate work on enhancing the skill base of migrant workers. This is a key component of the programme. The partnership with Life Circle, to train women to work as geriatric care givers resumed in February 2021.

### Work during the year covered



**121** households in **8** Gram Panchayats in Thuamul Rampur block in Kalahandi district

**135** migrant workers were provided support for transportation and job placement.

CASE STUDY



## Informed choices helping youth design their future better

Migration for work is a sought-after livelihood strategy among the youth of Thuamul Rampur block in Kalahandi district. Most of these men leave their families behind. The migrant remittances not just influences family income but are seen to change the entire village economy. As part of the Safe Migration program, a Migration Resource Centre was set up at Bhawanipatna in Kalahandi district which prepared the skill competency profiles of migrant workers. Information from the already existing database helped us to reach out to the migrants quickly. It was initiated in May 2020, where the skill and job requirement profiles of migrant workers who were interested in returning to work after the lockdown were prepared. The skill profiles helped connect the migrant workers with prospective employers so that they can choose options that were best suited to their experience and expertise.



Ranjan Naik from Dholpas village, Thuamul Rampur, Kalahandi recollects that he had to discontinue his studies owing to financial disturbances at home. He left for Kerala and worked in a Petrol Pump there for two years. Ranjan says "I then came back home with the accumulated savings and helped my father in building a pucca house, got myself a motorbike and got married too! Gram Vikas team met him in December 2020 when he was planning to leave for Kerala again. According to Ranjan, employers there pay regularly. "I used to get my salary on the 3rd of every month, PF facility was also there. I had not withdrawn my PF as I left in a hurry. They called me to come and collect it but I couldn't go because of the lockdown. Now I want to go back to Kerala and work there and save some money so that I can come back and expand the shop that I have opened in my village and settle down here. But there are no direct trains from my place, either I have to go to Raipur or Vishakhapatnam and then board the train from there." Since options on public transport were limited or non-existent because of the lockdown announced in March 2020, migrants started turning to other forms of transportation. Gram Vikas then facilitated transportation services for interested migrants from Thuamul Rampur block of Kalahandi district to reach their destination work locations. Identity proofs and bus fare was collected from all those who were interested to travel, one year Group Personal Accidental Insurance Policy was bought and finally a bus started from Bafla village of Kalahandi district in January 2021 carrying 48 migrants including Ranjan.

Prahlad Nayak, 22 years, a resident of Karanga village from Thuamul Rampur block of Kalahandi district was another migrant from the same batch of 48 who travelled to Kerala in the same bus. That was not the first time that Prahlad went to Kerala. He used to work in a machine operated wood cutting factory in Kerala, but had to come back to Odisha when lockdown was announced. Prahlad did not want to go back to the same job as he had started experiencing respiratory diseases because of working continuously in a sawdust environment in the wood industry. Based upon his profile, alternate employment options were offered to him such as labour work in a fish processing unit, food production in restaurants, housekeeping in hotels, car detailing among which he chose car detailing. From Kalahandi he

boarded the bus and reached directly at the employer in Ernakulam district, Kerala. Since he was fresh for the job, he started working there as a "trainee" from January 2021 with a monthly wage of INR 12,000.00. Prahlad told us that once he learns "polishing" properly his job will be confirmed and he will get a raise. Food and accommodation is being taken care of by the employer. Prahlad recollects "I was so excited when I received my first payment in February 2021 and got myself new clothes and a watch. I have many more dreams which I do not want to reveal now and just want to work hard so that I can achieve all of those. Gram Vikas helped me open a bank account in ESAF Small Finance Bank in Ernakulam. I deposit INR 7000 every month to my father's account and keep the rest for myself." His father is a farmer. His mother helps his father in the field and two of his brothers are in school. Prahlad does not want to work outside the state all his life. He wants to go back and settle in his native place once he is able to save enough. He is hopeful that someday he will be able to open his own garage there and give employment to others.

## Farm Livelihoods

The Farm Livelihood programme represents all work in the farm sector under a common approach. It has been formulated building upon the work in the water sector. This programme aims to ensure the economic benefits from judicious use of water and land and to make farming an attractive option for the younger generation by application of new technologies.



### Farmer Producer Company in Ganjam

Gram Vikas mentors the Prakruti Bandhu Farmer Producer Company formed by farmers from villages in Jagannath Prasad block of Ganjam district. Formed in May 2016, the Farmer Producer Company (FPO) has been active in addressing issues related to farm livelihoods and empowering small holders to deal with these challenges. As of March 2021, the company's membership consists of 562 farmers who are organised into 26 village-level farmer groups. 79 new members and four village level groups were added during the year.

Collective sale of farm produce is active in five villages. During the year, the FPC facilitated 23 metric tonnes of raw cashew nuts, 25 metric tonnes of brinjal, eight quintals of black gram and 225 quintals of other vegetables. These market operations generated a revenue of ₹ 5.53 lakh for the FPC. It made a net profit of ₹ 37,000 from the operations.

During the year, Gram Vikas extended handholding support to address the limited access to good quality agriculture inputs and timely technical support for crop specific issues. During the kharif and winter seasons, quality seeds of corn, vegetables, and paddy have been provided to 15 habitations through the *Manji Express* initiative. The *Pathagaro* initiative has reached out to 12 habitations and engaged farmers in exchanging knowledge on quality inputs and crop management. Support was also provided for strengthening the managerial capabilities of the Board of Directors of the Company.



## Manji Express

This initiative aims for door-step support to the farmers at the remote locations with quality seeds at a fair price. Gram Vikas and Farmer Producer Company (FPC) facilitates village-wise sessions with the farmers mapping the seed preference and quantity requirements. Based on the assessment, the FPC makes the seed available. A vehicle carries the seed and goes to each village. Farmers purchase the seed at a fair price. This vehicle-run seed selling initiative called Manji Express, helps the farmers get the preferred quality seeds at a reasonable price, reduces dependency on the local seed dealers and helps them save precious time and money which would otherwise be lost visiting the market places.

## Pathagaro

This initiative is an interactive peer learning platform for farmer-to-farmer knowledge exchange. Each farmer carries an experience on cropping patterns and practices. Gram Vikas and FPC facilitates such platforms at locations where all farmers assemble and discuss issues they experienced around farming. The other farmers share their good and adaptable practices. A farmer from the village used to be a moderator facilitating the interactive platform. This initiative brings cohesion among practitioners, enabling farmers to overcome several issues locally and to adopt good practices towards collective livelihoods.

To help address the crisis caused by the COVID-19 pandemic, Gram Vikas enabled linkage of the FPC with Rang De P2P Financial Services Pvt Ltd, a new generation livelihoods finance enterprise, through the RCRC network. Interest-free working capital loans were arranged for nearly half of the FPC members and ₹12.95 lakh was raised this way. The Board of Directors (BoD) owned the process of selection of the farmer, collection of profiles, following up the investments and loan repayment process. This also helped in improving the BoD's level of confidence in the FPC's operation. The facilitation rejuvenated the cohesion of the members of the FPC and with the BoD.

The initiatives on convergence with the Agriculture Department and the Krishi Vigyan Kendra has strengthened the relationship with stakeholders. This has enabled the FPC to obtain the Seed Licence from the Horticulture Department.

## Technology support for farm livelihoods

Strengthening farm livelihoods requires support to farming communities to reduce uncertainties and enhance risk management capabilities. Technology plays a crucial role in achieving this.

Our work on technology applications in the farm sector focused on provision of locally relevant weather information and use of communication technologies for wider dissemination of scientific and technical knowledge.

During the year, we piloted the installation of automatic micro weather stations in six locations covering 28 villages. The weather data generated by the devices, coupled with forecasts available from several sources provided the preliminary information, based on which crop and farm level advisories are generated. These advisories along with the weather forecast are published in the villages. The systems for this have been established in partnership with expert agencies. At the



village level, a cadre called *Pani Pago Mitra* helps impart this system's knowledge through paintings on community walls. The cadres are being trained regularly for capacity building.

Village cadres are also trained in use of mobile phones in capturing videos of local best practices in farming. These videos are screened in the villages to enable wider understanding of locally relevant, profitable farming practices.

### Work during the year covered



**1052** households in  
**28** villages in **12** Gram Panchayats of three blocks in three districts



CASE STUDY



## Micro weather stations aid better crop planning and water smart farming

In early 2020, Satya Jani, decided to become a vegetable farmer by growing brinjal, tomato, bitter gourd and other seasonal vegetables. She lives with her son and husband in Adibasi Colony in Jagannath Prasad block of Odisha's Ganjam district. Until the end of 2019, Satya's family grew only paddy in their one acre of land. The other acre was left uncultivated.

Balaram, her 18-year-old son, used to watch best practices videos on vegetable farming on his friend, Arjun's smartphone. Arjun was one of the farmers benefiting from the Smart Community Interface (SCI) programme of Gram Vikas. Gram Vikas' SCI initiative gives farmers access to local market price of the produce over SMS, and weather forecast over a 10-kilometre radius of a micro Automatic Weather Station (mAWS). Farmers with limited or no internet connectivity access locally relevant information at their doorsteps. The Micro-Automatic weather station (mAWS) is a solar-powered wireless sensor device that stores data and provides real time weather alerts, temperature, wind direction, humidity, rain and disease advisories.

Arjun, who was part of the SCI programme, grew cucumbers in their one acre of land harvesting more than two quintals of the vegetable in one day. Motivated by Arjun's success, Balram suggested to his mother that they grow vegetables in their uncultivated one acre of land. They started in October 2020 and earned over ₹45,000 selling brinjals alone.

Satya draws confidence from the weekly weather information from the micro Automatic Weather Station (mAWS) installed by Gram Vikas at the block. "The weekly advisory has changed my life completely. It has given me a sense of security and confidence to cultivate vegetables. I am growing vegetables for the first time. The timely weather information has helped me better prepare for rains, foggy weather, and pest attacks. We know when to water and when not to. If I receive an SMS saying it's going to rain, we will reduce watering. I am now able to use water intelligently and sustainably, saving money and labour as I use a pump. I have started growing a variety of other vegetables now in another one acre of land," says Satya.

Satya's son Balram adds, "The alerts on the weather advisory board have been beneficial for our neighbour who owns cattle. In November last year, he repaired the roof of his cattle-shed when the board predicted heavy rain. Similarly, during a religious festival in our village last year, we advanced the annual feast by a day since the weather board predicted rain the following day."

Bipra Charan Pradhan, a member of Nuasahi village committee of Jagannath Prasad block in Ganjam district, works as a farmhand earning daily wage once his paddy is harvested. Along with his wife, Dangi Pradhan, he grows vegetables in their 0.60 acre of land. They sell the surplus vegetables in the local market for an additional income. Bipra says, "The Weather Board is a boon for small farmers like me who do not have a phone and are not subscribed to receive the messages being sent. We have a village level cadre who manually puts all the information





on parameters such as soil moisture, temperature, humidity, pressure and rainfall in the weather board which is a dedicated concrete wall at a centrally located space within the village. This information can be accessed by one and all in the village. I plucked the leafy vegetables and tomatoes just before the drizzle in December last year. The timely and accurate prediction of a drizzle saved my vegetables. I plucked the leafy vegetables just in time and sold them, otherwise the rain would have wasted them."

Kumar Nahaka, a vegetable farmer and brick kiln owner from Ghogoda village says, "Being a vegetable farmer and a brick kiln owner, I make it a point to have an updated weather forecast on my phone. The Google forecast was not reliable at all. But the weather board in my village gives me timely and near accurate information about local weather conditions. I also plan my work at the kiln days in advance and only employ workers if the Weather Board predicts sunny weather for a few days in succession. This has resulted in zero loss for me in my brick business."

### **Enabling livelihoods development in villages of Nayagarh**

Gram Vikas is facilitating the Holistic Rural Development Programme (HRDP) in 17 villages in four blocks of Nayagarh district, covering 3,605 households. During the year, HRDP has mainstreamed its focus on the formation of farm collectives and collective livelihoods. The villages are primarily dependent on agriculture and hence the project facilitated socio-technical measures for community level systems to improve farming practices and coverage.

Key activities taken up during the year were:

- Pond periphery development
- Improved package practices of rice
- Formation of farmer producer collectives
- Community fisheries
- Irrigation support structures
- Support for the poorest families

Two traditional ponds in two villages were strengthened through periphery development activities. Irrigation infrastructure in two villages were enhanced through building of canal and hand borewells. Community managed fisheries were undertaken in five villages.

Farm-input management (seed, manure, water, weeding etc.) in paddy, initiated in 2017, continued during the year. Improved Package of Practice (IPoP) for paddy cultivation was supported in 618 acres of land, benefitting 1839 farmers. Average per acre income from paddy cultivation used to be ₹6500 per acre. As a result of the improved practices, net income earned by farmers has increased by ₹4,600, to nearly ₹11,000 per acre. Of the increase, ₹1,000 came in the form of savings in inputs and cost of harvest and ₹3,600 from increased production up to two quintals at the rate of ₹1,800 per quintal.

The project had promoted a vegetable cluster development approach, to promote vegetable cultivation in the non-paddy season. The efforts towards a uniform improved package of practices in paddy and vegetable crops, led to collective input planning. This resulted in the collectivisation of the input management practices and paved the way for the formation of producer groups. During

the year, 435 farmers were organised into 37 Farmer Producer Groups, with formal structures and systems.

Focusing on the livelihoods of landless households, financial support was extended to 69 households in 17 villages to set up small businesses. The process of identification, selection and micro planning for these households was led by the Village Development Committees (VDC) in the villages. Vulnerability assessment and aspiration mapping of the concerned families was led by the VDC members through a month-long exercise.

The project also supported enhancing the facilities of the Anganwadi centres in 11 villages through provision of toys, furniture, water filters and necessary painting and repairing works. Kitchens were upgraded in 16 Anganwadi centres with construction of kitchen platforms and chimneys.

### **Livelihoods Development in peripheral villages of Bhubaneswar**

We have taken up work in a small cluster of villages in the outskirts of Bhubaneswar city, which had been affected by tropical cyclone Fani in May 2019. After an initial relief intervention that covered more than 10 habitations in three Gram Panchayats, a longer-term livelihood development intervention was developed to cover seven habitations. In three of these, integrated water and sanitation intervention is also being implemented.



Considering the socio-economic and political situation of the area, focus is on horticulture, skilling of youth and strengthening women self-help groups (SHG) to take up productive enterprises.

Horticulture plantations have been taken up by 514 households. Through a 'preference mapping' exercise conducted in each habitation, the most accepted species - cashew, mango, papaya and drumstick - were identified. 4,600 mango, 13,500 cashew, 2,500 papaya and 5,000 drumstick plants were planted during the year. Towards the end of the year, we found high levels of mortality in the Mango (47%) and Cashew (29%) plantations. This is largely due to the difficult soil types, water shortage and erratic rainfall. Collective follow up measures were found to be insufficient. As a recovery measure, the village committees are mobilising funds through household contributions to take up re-planting during the next monsoon.

13 women and 27 men underwent the masons' training programme, enabling them to obtain better paying, higher-skilled employment at construction sites in nearby areas of Bhubaneswar city.

We partnered with HighBEE Foundation, a Bhubaneswar-based social enterprise to conduct aspiration mapping of the women SHGs. With their guidance, thirteen SHGs developed business plans to take up small enterprises in mushrooms, backyard poultry and fisheries using the bio-floc technology. The business plans were presented to Mission Shakti, the SHG programme of

Government of Odisha who approved them for financing. Banks have started the due diligence process to meet the loan demand for ₹10.1 lakhs for 11 SHGs.

The programme benefits 714 households in seven habitations from three Gram Panchayats in Bhubaneswar block of Khurda district.

### Work during the year covered



**714** households in  
**7** habitations from **3** Gram Panchayats in Bhubaneswar block of Khurda district

CASE STUDY



### Self-determined women in groups come together to create sustainable livelihoods

Chudanga is a large village with nine habitations of different communities within the Chandaka forest in Odisha's Khurda district. Hathigadhuasahi is a small hamlet deep inside the forest with 31 households populated by the Santal and Kolho Adivasi communities. Women and men from the village cycle or walk five kilometres to work in the Nandankanan Zoological Park, Bhubaneswar city.

On 3 May 2019, Cyclone Fani severely damaged the Hathigadhuasahi habitation. Fani destroyed the mud houses, the mud paths connecting the habitation to the main road, and aggravated the water scarcity crisis. Gram Vikas provided immediate relief and rehabilitation. The community knew Gram Vikas' work from the nearby habitations and was keen to partner to develop their community.



In December 2019, Gram Vikas started working with seven Fani-affected habitations in the Chandaka region through the UDAN project. Gram Vikas started working on strengthening the women's self-help groups (SHGs) to create sustainable livelihoods. The groups would get trained to produce for proximate urban markets and improve the natural environment to generate household incomes using land resources.

Members of the Maa Parbati Self Help Group (SHG) have been meeting regularly every month since being formed in February 2020. Anshumala Pingua, the SHG Secretary, says the group has big ambitions for the village, "We wish to better the economic status of the families and so decided to form this group. We opened a savings bank account in October 2020. The pandemic stalled our plans to begin a small enterprise like poultry. In January 2021, when restrictions eased, and business resumed, we deposited money with the hatchery to buy chicks."

Jamuna Murmu, another member of the SHG says, "We are regularly holding monthly meetings. We collect ₹250 every month from each member, which we deposit in the group's savings account in the bank. In January 2021, we decided to make a joint investment of ₹2800 to buy chicks. Once we receive the chicks, we will evenly distribute them among us and raise them. Being in a group has given us a lot of confidence."

In another habitation of Chudanga, Godibari, women say they derive strength from each other to act for the development of their community. Mani Piriya, the President of Shiva Shakti SHG says, "Work gets done better and faster when ten of us join hands together. Our group was a part of a team that distributed dry food ration to 559 families during April 2020 in seven habitations during the lockdown last year. Let me tell you, when the women get together, a lot of work gets done quickly and efficiently. Being part of a group has given us the courage to make decisions and face difficult situations in each of our personal lives and support each other."

Swarnaprabha Singh of Maa Binapani SHG in Phirkinali village echoes similar sentiments, "When Chicurubari Kului of our village lost her 16-year-old daughter to jaundice two to three months back, members of our group stood by her in times of crisis. Before her daughter's death, Chicurubari urgently required money for her treatment. Our group immediately gave her ₹2000. Our group has also been able to help Kabita Kala, a member of our group who needed ₹3000 to harvest the paddy on her leased land."

Sukanti Hembram, the President of Maa Dariani, another SHG in Phirkinali, says, "We joined hands together to better our condition and supplement our family's income. We wish to better our lives and rise economically. Women are capable of doing much more than just cooking and looking after the family. We have been able to motivate members of our group to start a nutrition garden in the spaces around their homes. The seeds provided by Gram Vikas were used to grow vegetables. We realised the importance of having our vegetable garden during the lockdown when shops and markets remained shut. We survived on whatever we grew. This year, our group has decided to start poultry farming."

Members find the group support helpful, "Look, when I required money to construct my house, I took a loan of ₹10,000 against a small rate of interest. The members arranged to disburse the money to me quickly. I have already returned ₹5000 to my group's account. I did not have to borrow from outside at a higher rate of interest. The benefits of being a part of a group and staying united are many," says Janaki Pingua from Maa Katyayani SHG.

Groups also take up community development activities. "Since last year, we have been regularly cleaning our village at least once a month," says Jema Kala, a member of Jiban Saathi SHG in Phirkinali village. "Being a member of a group has made us aware of various schemes of the government. Before the lockdown (March 2020) when the Anganwadi was open, we would visit homes and motivate mothers and their children to go to the centre every day. This year (2021) the centre reopened on 2 February. We have already started meeting mothers and encouraging them to visit the centre with their children."

Swarnaprabha has similar stories to share, "We clean our village twice a month and have hung sacks at different locations in the village for residents to dump their waste. As a joint enterprise, the members of our group have identified a place to start mushroom cultivation. We are waiting for the bank to process the loan."



## Sanitation and Hygiene

The Sanitation and Hygiene Focus Area covered a range of activities including sanitation infrastructure, enabling behaviour change in sanitation and hygiene, safe management of child faeces, promotion of hand washing, safe handling of drinking water, personal hygiene, kitchen sanitation, nutrition gardens and solid and liquid waste management. Issues of adolescents were addressed by congregating them as a group and conducting discussions on health, hygiene, and life skills.

## Sanitation hardware

Gram Vikas has been engaged in mobilising rural communities to build household toilets and bathing rooms (TBR) to ensure access to sanitation infrastructure for every family in the villages. With the advent of the Swachh Bharat Mission, the need for Gram Vikas to take up construction facilitation has reduced. Several villages still approach us to help them build the infrastructure. We have also initiated support to villages which had undertaken TBR construction in the past and need structures to be repaired or upgraded.



### Work during the year covered



**735** households in  
**14** habitations

### These habitations formed part of

**6** Gram Panchayats in **5** blocks  
of **3** districts

**534** households completed  
the construction of toilets and  
bathing rooms

### CASE STUDY



### A long ordeal ends as women safeguard their right to sanitation

Manju Munda recounts the suffering women in her village faced until 2019, "We usually went out early in the morning, when it was still dark outside. We woke up around 4 a.m. and preferred to go before the men started going out to relieve themselves. Once daylight broke, there was barely any place where we could go. We had to hide."

Women and adolescent girls in her village, Bileipada Mainsahi, walked to the outskirts every day to defecate. Manju Munda is the President of the Village Development Committee and a sanitation warrior of Bileipada Mainsahi, a small village of 89 households in Joda block of Keonjhar district in Odisha. Most of the 47 Adivasi households in the village did not have a toilet or bathroom. Women, men, and children had to defecate and bathe in the open. The practice of open defecation had gained social acceptance over the years, where it was considered okay for residents to defecate, take a bath and then enter their houses. The remaining 42 households of this village did not belong to the Adivasi community and were economically well-off and had their own bathrooms and toilets.



Looking back at how hard it was to bring about better health and safe sanitation among the residents of her village, Manju Munda believes she could achieve it only when other women in her village were convinced and joined her for the mission.

More than two years ago, Tata Steel Long Products Limited (TSLP), under its Swabhiman Project, started building toilets in 11 villages surrounding its factory, under the Birikala Panchayat of Joda Block of Keonjhar district, to make the entire area of the Birikala Panchayat surrounding the factory open defecation free. At the time, Manju Munda was a member of an SHG in her village and actively participated in awareness programmes related to health, like immunisation, distribution, and use of mosquito nets and implementing sanitation projects under SBM in her village. When TSLP approached Gram Vikas more than one and a half years ago for constructing toilets, bathrooms and to provide piped water supply to 47 Adivasi households of Bileipada Mainsahi, Manju gave her wholehearted support to Gram Vikas. In the nearby villages of Lahanda and Bhagalpur under the Birikala Panchayat, people of both villages were very happy with the efforts of Gram Vikas in making their village open defecation free and for making piped water supply to each household a reality. Also, in both the villages, the VWSC and SHGs had become active and conducted many developmental activities in the village with the support of Gram Vikas.

At first, when the team from Gram Vikas reached Bileipada Mainsahi and spoke to all the 47 households of the village about sanitation facilities, the idea of a toilet at first did not appeal to most of them. They thought constructing a toilet was unaffordable for them and unnecessary. Working with rural communities for the past many decades, we understood that bringing attitudinal and behaviour changes towards safe sanitation is not easy at first. Manju garnered support from a few other like-minded women and set out daily, door to door, motivating and mobilising the residents of her village. Being an active SHG member herself, she was vocal and spoke during the VWSC meetings and SHG meetings in her village, trying to convince the men and women of her village to support Gram Vikas in constructing toilets for the dignity of the women and girls in their families and also to get safe water supplied directly to their homes, ending the drudgery once and for all.

Initially Manju Munda faced resistance from her own family. Persuading elders, especially men in her family, was not an easy task. During summers, their village faced severe water scarcity. Women and girls would spend hours walking far to fetch water for their households. Now, they too wanted to live in clean environments like nearby Lahanda and Bhagalpur villages where Gram Vikas had successfully implemented the project. The women members of the SHG and a few in the VWSC became vocal about their rights during meetings. They went in groups spreading awareness for clean water and safe sanitation for their village. Soon women from all the 47 households of the village joined Manju to convince the men to agree and contribute to the project cost through free labour.

Today, Manju is a happy and proud owner of a toilet and a bathing unit at her home, "My family, as well as other families in my village, get 24 hours piped water supply directly in our homes, while also owning a functioning toilet and a bathing room. Women and children of my village do not have to go out and defecate and fall sick. I am really thankful to Gram Vikas for the work they have done in providing the women of Bileipada Mainsahi with safe sanitation and for continuing to respond to our needs even today. My two adolescent daughters don't need to wake up early anymore before day break or wait until sunset every day to relieve themselves. Nor do they have to bathe in public. Now, women do not have to spend all day fetching water from a distance for household chores either".

## WASH Behaviour

The WaSH Behaviour programme aims to enable village communities to achieve improved health through good sanitation and hygiene practices. The behavioural change focus during the year was in three areas.

- Personal hygiene
- Kitchen sanitation
- Safe child faeces management



Appropriate hygiene behaviour was a key element of our work in response to the COVID-19 pandemic in all villages. In addition to awareness generation taken up specifically for addressing the pandemic, we developed, translated, and shared session plans on personal hygiene, kitchen sanitation and safe disposal of child excreta. Awareness generation sessions on personal hygiene, preventive measures for COVID-19 and kitchen sanitation were conducted. 9,660 households in 229 villages benefited from the activities. These were spread over 80 Gram Panchayats in 39 Blocks of 10 districts in Odisha and one in Jharkhand.

### Action research on Child Faeces Management

The joint project with Emory University that began in 2019-20 continued during the year. Focus was on the behaviour change techniques to be adopted and designing context-specific behaviour change strategies. The RANAS (Risks, Attitudes, Norms, Abilities, Self-Regulation) approach to behavioural change formed the basis of the programme design.

The design was based on the findings of formative research and baseline surveys conducted earlier. The hardware for use by children and care-givers, to enable better sanitation behaviours was developed through a user-centred design approach. The final intervention based on this was taken up in 37 villages and the results evaluated.

The action research was carried out in 74 villages, of which randomly selected 37 were intervention villages and the remaining ones, the control set.

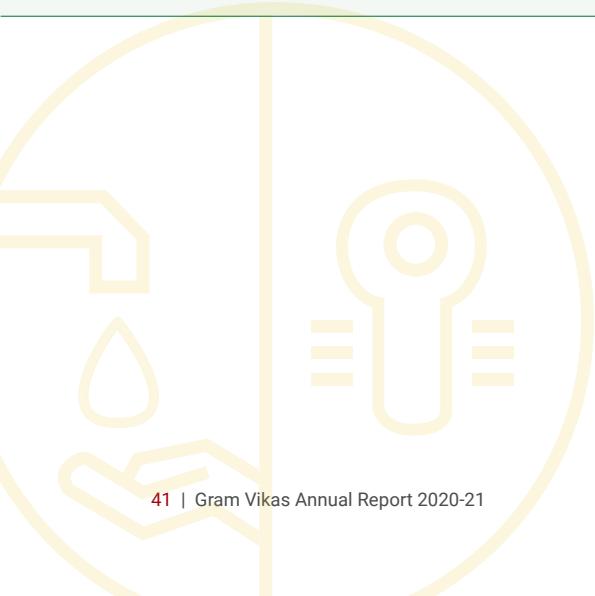
#### Work during the year covered



**957** households

#### These were in

**29** Gram Panchayats of  
**20** blocks in Ganjam and Gajapati districts



CASE STUDY



## User-centred design accelerates adoption of behaviour change in child faeces management

Last October, Jaleripenthoo village felicitated Sandhyarani as an “Ideal Mother” for inspiring other caregivers in her community to practice safe disposal of child faeces. Sandhya is delighted that her young daughter is potty trained, “I am really happy to tell you that my two and a half year old daughter prefers the wooden hardware more than sitting on a piece of paper. Please have a look at our clean backyard. It was earlier strewn with paper, faeces and flies flying all over the place!” Her leadership is one of the early successes from Gram Vikas’ initiative to influence behaviour change in safe child faeces management (CFM) in 80 villages of Odisha.



The programme aims to change a dominant belief among the people that the faeces of infants and young children are harmless. The gains in the behaviour change programme, which started in 2019, are reinforced by the creation of novel CFM hardware - a wooden potty - made available for use at the household level.

In September 2020, the Gram Vikas team visited Sandhyarani’s village, Jaleripenthoo, in Rangeilunda block of Ganjam district, for a survey and found that most families practiced unsafe disposal of child faeces. The following month, the team met with 39 primary and secondary caregivers of infants and children (0 to 5 years) to discuss methods for safe disposal of child faeces. They talked about hand washing with soap after defecation and before preparing or eating food. The team then visited Sandhyarani’s house with the newly designed, wooden potty for young children. They spoke to her mother-in-law, Rajeshwari, about open defecation exposing her 2.5 year old grandchild to diarrhoeal disease, intestinal worms or stunting from a young age. They showed her how to use the new potty and encouraged her to try it with the child. It took more than a week for them to adopt it.

A week later, Rajeshwari, the mother-in-law, still unconvinced, continued to use a piece of paper for her granddaughter to defecate on. The team asked her to help the child use the hardware. Rajeshwari’s initial reluctance passed and she now saw the benefits of adopting the hardware. “Earlier, if the paper was not big enough, the faeces touched my hands. This model helps us in flushing the faeces directly into the toilet without touching it. I find this convenient, clean and very helpful. The child has no problems sitting on it.”

## Solid waste management

The work on enabling communities to manage solid waste more effectively was scaled up in collaboration with SAAHAS, a knowledge partner. During the year, the programme took a step further in a few villages in Nayagarh district. Substantial focus was made towards creating awareness about reducing generation of solid waste, and promotion of community-managed behavioural change processes at the household level. Village Committees were motivated to adopt resolutions at the village level, to create and maintain clean villages. Cleanliness drives are still being conducted in the villages, where people from all age groups actively participate. The VDC has also made provision for household level waste collection systems.



Source-level segregation of waste was promoted, both in case of households and commercial units in the villages. One Gram Panchayat level common waste sorting centre was established to enable recovery of materials and generate income from their sale. The continuing restrictions due to COVID and the damage caused by heavy winds to the built structure hampered full functioning of the sorting centre. In 10 villages, source level segregation of waste is happening on a regular basis.

### The work was taken up in

**108** habitations

**57** Gram Panchayats in  
**23** blocks

**8** districts in Odisha  
**1** in Jharkhand



CASE STUDY



## Local solutions contributing to global problems

The construction of toilets and bathing rooms helps in ending the practice of open defecation once and for all. However, management of daily waste continues to be a bottleneck towards achieving total sanitation. The village communities need to realise the second generation issues relating to water, sanitation, and hygiene and trigger the demand for solutions. Solid waste in the rural context is either bio-degradable or non-biodegradable. While the biodegradable waste is mostly

managed as compost, it is the non-biodegradable waste that pose a challenge in rural areas which includes both recyclable and non-recyclable waste. It is important that communities learn to identify biodegradable and non-biodegradable waste, segregate it, and set up mechanisms for disposal of the same to achieve a clean environment.

In many of our operational villages, it is heartening to see that children are on a mission to safeguard the environment and community health. Child Committees have been formed where children are actively involved in keeping their villages clean and safe.

In Maligaon and Digribandh villages, in Kalahandi district of Odisha, members of the committee organised awareness drives on the harmful effects of plastic and polythene, made dustbins and handmade garbage dump with sticks fencing the dump for their villages. This ensures that plastic bags, biscuit wrappers, sachets etc. do not move around in the village and are safely contained in one place for further disposal. Children regularly monitor adherence to safe waste disposal practices.

Saindri Naik, a Village Development Committee member, says with pride, "A year ago, the roads in Digribandh were littered with garbage and polythene bags. This attracted flies, and the polythene bags choked our drains. Most importantly, our cattle used to swallow polythene bags along with the leftover food materials which used to cause choking. Now our village has become clean and comparatively safer for our cattle, thanks to the efforts of the children. It feels better to walk around the village without polythene bags of various colours strewn around."

The child committees in Maligaon are determined to make their village polythene free and when they meet in the monthly meetings, they make plans on making their village waste free and clean. The children are trying to mobilise discontinuing use of single-use plastics at family level.

Similarly, a bunch of spirited youth from Pentadihi village, Keonjhar district came together to make their village environment clean. They took help from the Village Development Committee and organised an awareness meeting for their village. They decided to make garbage dumping bins with locally available materials. Bamboo stems were collected locally and cut and erected to create the dustbin structure and recyclable cement bags were used as covering for the fencing. Five such bins were set up at different corners of the village. These hand-made bins were inaugurated on the occasion of Gandhi Jayanti on October 02, 2020 by the Village Development Committee and families were advised strictly to put their plastic and polythene waste there.



## Grey Water Management

This programme aims to build community level mechanisms to make use of grey water generated from the household bathing rooms and kitchens for growing vegetables and fruits in the backyards. Emphasis was given to sustain the practice throughout the year.

Awareness generation programmes were taken up on liquid waste management, nutrition, health needs, and how grey water can be used as a resource to meet household nutrition needs. VDCs took the lead in motivation and monitoring.



In seven villages in Khurda district, the programme was taken up in convergence with the 'Mo Upakari Bagicha' programme of the Women and Child Development Department of Government of Odisha. This enabled 714 families to obtain 15 different types of seeds at no cost.

### Work during the year covered

 **7,773** households in  
**168** habitations

### These habitations formed part of

**73** Gram Panchayats in  
**38** blocks | **8** districts in Odisha  
| **1** in Jharkhand

At least 80% of these households raised backyard vegetable gardens using the greywater discharge.

### CASE STUDY



### Wastewater management helps families eat nutritious food and earn alongside

Naranga Naik wakes up early to tend to her plants in her backyard. Together with her husband, Rabi Naik, she has set up a kitchen garden in 12 decimals of land that she owns at the back of her house to grow vegetables. Balita Pokharipada in Keonjhar district which houses 51 families, started receiving piped water supply in July 2020. Naranga shows us the vegetable garden and says, "This vegetable garden has been possible only because of the piped water supply that began a few months ago. I put the used water from my house as water for the plants."



The residents, mostly from the Bhuiyan and Munda tribes, depend on the nearby forest for fuelwood, which they sell in the local market to earn their livelihood. With water unavailable for irrigation, the fields are left unused for six months in a year after the paddy harvest. They

cycle or walk nearly three kilometres every day to work for a daily wage in the three mining companies operating in the area.

The 51 families of this hamlet reside in houses scattered around a hill. Many times in a day, they used to walk up and down the hilly terrain to fetch water from the two tube wells, the only sources of drinking water. They walked half a kilometre to bathe in a small canal fed by the Balita check dam. With no toilets and water, they had to relieve themselves on the sides of the canal or the fields nearby, or the surrounding forests. The road leading to the hamlet, from the nearby Bileipada town, was strewn with faeces and the stench made it unbearable to use the road.

Even as they struggled, residents of the Balita Pokharipada hamlet noticed that the nearby villages of Kaliabeda, Lahanda, and Bhagalpur had village-level piped water supply systems and individual household toilets and bathrooms. Kanhei Munda, President of the Balita Pokharipada village committee wanted the same for his hamlet. In June 2018, Gram Vikas partnered with the village to construct toilets and bathrooms for all 51 households. By July 2020, all of them started getting piped water supply, through three taps, directly to their houses. Forty houses in the village had 10-20 decimals of unused backyard land available. Gram Vikas trained the women to start growing vegetables in this space to supplement their daily food and nutrition needs.

Having access to water 24x7, Naranga and other women in the hamlet started nurturing vegetable gardens. "Earlier, we managed with a single meal of rice and salt. Today, I grow broad beans, tomatoes, brinjal, onion, garlic, leafy vegetables, lady's fingers, green chillies, and papaya in our garden. This garden gives nutritional food for my children every day," says Naranga.

Gram Vikas trained all households in the village to set up kitchen gardens in the final month of setting up the integrated water sanitation system. "The same month that we got the water supply, Gram Vikas trained us to prepare raised beds, grow vegetables according to the season, and use farmyard manure. Slowly, I am getting better at it and have started reaping a good harvest."

Besides food, the home garden earns Naranga a small but steady income, "I worked as a farmhand earlier, but regular work was difficult to come by. I was the only person who brought in any income at home. It was difficult to make ends meet. I look after my two school-going children and my husband from whatever little I earn. Now, people from my village drop by to pick up fresh vegetables at a very reasonable price. Every week, I earn around ₹200. My husband Rabi has taken an interest and now helps me in looking after the plants."

When Naranga started in July 2020, she was the only one in her village to start a vegetable garden. Seeing her success, 40 other households have started vegetable gardens, "I was inspired by Naranga, who successfully grew vegetables from scratch. I started my vegetable garden in September 2020 in 20 decimals of land at the back of my house. I grow tomatoes, brinjals, and beans, which I could not afford to buy earlier from the market. I have also started earning a little by selling some of the vegetables I grow." says Subhadra Naik from Balita Pokharipada.

## Adolescent health

This programme engages adolescents to support self-development, to improve their nutrition and health status, and to promote awareness about hygiene and reproductive and sexual health. The approach is to address issues around understanding the concept of gender and sex, and to become familiar with various dimensions of rights entitled to them.



Understanding various aspects of their physiology and biology to lead more appreciative, responsible and safe lives. There is special focus on menstrual hygiene management with adequate understanding on various myths, misinformation, offences, and violation of rights. Groups of adolescent girls and boys are formed in 34 villages. The engagement during the year has mostly been with girls. We could not achieve much progress due to the COVID restrictions.

### Work during the year covered



**2397** households in  
**34** habitations

### These habitations formed part of

**31** Gram Panchayats in  
**18** blocks | **8** districts in Odisha  
**1** in Jharkhand





## Adolescent girls break the taboo to lead conversations on menstrual health in their families

Anuradha Behera, 18, from Udaypur village, Nayagarh, does not feel shy anymore to discuss matters relating to menstruation. She says, "Earlier there used to be so much taboo around menstruation within my own family, I didn't know whom to approach. But after I attended the session on "Personal hygiene and protective health" organised by Gram Vikas, I felt comfortable asking questions to my mother. It is a natural biological process and I realised that having accurate information and clarity helps. Some of my friends from college tell me that they do not have a proper avenue to discuss issues relating to menstruation and the reproductive tract infections they were having. I remembered what was told in the sensitisation session I had attended and advised them to speak to ASHA didi in case they weren't comfortable with their mothers."

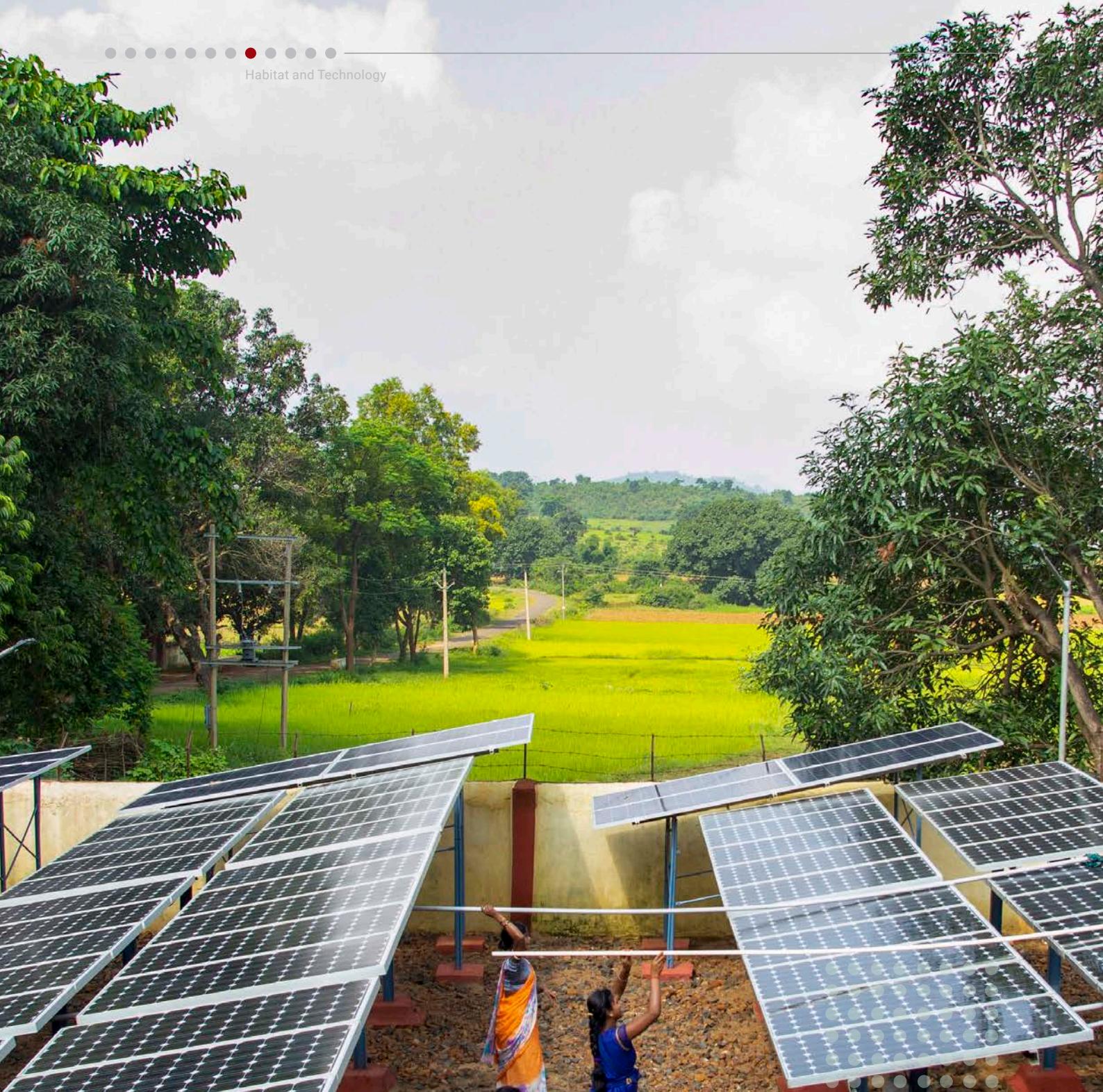


Udaypur has two such Adolescent Groups in the village, each having 10 girls in the adolescent age group. Awareness sessions were organised during September-October 2020 with an aim of educating adolescent girls on aspects of physiological and psychological changes happening during adolescence, cognitive development, identity and social development, menstrual health and hygiene management, reproductive tract infections etc. Menstruation still continues to be a taboo in rural areas for which girls face difficulty in acquiring the right information which affects in the management of menstrual hygiene leading to reproductive tract infections. It was emphasised in the training that a healthy diet is as important as proper hygiene management.

Puspanjali Dalbehera, 20, daughter of Sudarsan Dalbehera of Udaypur village recalls "I remember having severe abdominal pain during my menstrual cycles. In the sensitisation session that I attended in our village, they told us about the importance of a balanced diet for adequate development and functioning of body and mind. Right from my childhood I had quite an aversion for vegetables. But now I have started consuming green vegetables and also have started on the iron and vitamin supplements being provided by our Anganwadi didi. It has been six months and I can feel the difference. The intensity of pain has reduced considerably."

Monthly sessions are being organised to enable girls to manage the adolescent period of storm and stress in a calm way. Sessions on hand washing, personal hygiene, environmental cleanliness, gender equality etc. are also covered during the monthly meetings. Wherever possible, the ASHA and Anganwadi didis are made part of these meetings.

Bijayalaxmi Mishra, 16, daughter of Santosh Kumar Mishra, Padmadeipur, says, "The sessions have been very helpful for me personally. I never could keep track of my cycle for which I wasn't able to concentrate on my studies. My mother had told me that menstruation occurs once in a month. But in my case it has never been like that. Then in one of the sessions it was told that every girl's body has its own schedule and menstruation might occur every 21 to 35 days. It is common to have an irregular cycle during the initial years after puberty. Now I am relaxed at least."



## Habitat and Technology

The Habitat and Technology focus area works towards creating sustainable and dignified habitations and physical quality of life for rural communities and to promote the use of renewable and appropriate technology options. The programmes under this focus area help to build enabling circumstances for other programmes of Gram Vikas, in addition to creating impact on its own.



## Smart Community Interface

The Smart Community Interface programme aims to develop a community-owned and managed model of resource management that uses information and communication technologies to improve the quality of life of village communities in areas with limited physical access and connectivity.

The project has put together the hardware architecture, content, and software applications and management mechanisms for village-level information-communication systems in remote villages without regular internet/mobile access.



To support the work on farm livelihoods, the programme made provision for collection and broadcast of market prices of locally relevant crops in nearby wholesale markets through SMS. The weather forecast and crop advisory services was another element of this work. Widespread dissemination of multimedia materials for COVID related awareness was carried out using the systems development under the Smart Community Interface. Development and piloting of an Android application to enable migrant dependents in low network areas to communicate with their family members who have migrated to other areas was completed to support the Safe Migration Programme.

### Work during the year covered



**430** households in  
**14** habitations

### These habitations formed part of

**5** Gram Panchayats in  
**3** blocks of Ganjam, Gajapati, and Kalahandi districts

CASE STUDY



### Smart Community Interface technology enables online learning possible in no network zones

Many first generation learners, from remote, hilly areas in Odisha, had their education disrupted due to the closure of schools following the COVID-19 outbreak. This was accelerated by the unavailability of digital learning resources, poor internet connectivity, frequent power outages, or not having the required devices.

Gram Vikas enabled technology equipped Learning Centres (LC) that took classrooms to the children. This has been made possible because of the Smart Community Project which creates a community-owned and



managed model of information management. The Learning Centres (LCs) were equipped with a Raspberry Pi, a single-board computer that plugs into a display board, and a projector. Teachers and para teachers trained to operate the devices and set up the sessions.

Community buildings or private houses that could accommodate 15 students at a time were chosen as centres. The team ensured that the space was sufficient for children to be seated while maintaining the required physical distancing. In Gramadebati village, under the Jagannathprasad block of Ganjam district, Bidyadhar Jani, President of the Village Development Committee voluntarily gave a space in his house for developing a learning centre.

Jani observed that the community hall gets flooded with water during the rain. "There is no other place available, so I decided to allot space in my house for children to learn. After all, this concerns the future of our children," says Bidyadhar. Local volunteers, who were either Class 12 graduates or pursuing college education or with teaching experience, became para teachers. Thirty three such men and women provided learning support in the Centres.

Maheswara Raika, from Limarsing village, Gajapati district, pursuing second year BSc, volunteered to be a para teacher for his own village and the nearby village Marlaba. He teaches Science and Mathematics to around 30 students from both the villages. One of his students, Debraj Sabar, says, "There is no one in my family or even in the entire village to get my doubts cleared. I also do not have a smartphone, so it wasn't possible for me to attend online classes either. These supplementary classes through these Learning Centres have been very beneficial to me."

Kuni Raita, a student of Class 10, attends the LC at Putisahi where Suman Sabar teaches English. Suman is pursuing her BSc degree from Government College in Parlakhemundi and has come back to her village due to closure of all academic institutions from the pandemic. For the benefit of children from her own village, she volunteered to impart education as a para teacher. Kuni says, "English has been a difficult subject for me since the beginning. But I need to secure good marks in all the subjects. Only then I can get admission in a reputed college and become a teacher in future. The classes that I attend here have been really helpful."

A total of 20 Centres were set up in villages in Kalahandi, Ganjam and Gajapati districts. Each LC catered to students of Class 10 from villages within three to five kilometres. Around 306 students attended classes for three hours every day for seven days a week. Gram Vikas staff and school teachers made house visits to encourage parents and students to use the LCs. Parents eventually sent their kids after they saw other children attending the classes. The LCs managed issues such as children prioritising household work or dropping out in the middle of the sessions especially during the harvest season to help their parents. Teachers from the four Gram Vikas residential schools supported the para teachers in weekly and monthly sessions planning and clearing student doubts in addition to ensuring teaching quality. With the Government of Odisha resuming schools for Class 10 in early January 2021, the Centres stopped functioning. In a few cases, the village community has taken the lead to continue the learning centres to cater to the needs of children in Classes eight and nine.

## Renewable Energy

Addressing energy needs in remote areas is crucial to the success of water, sanitation, education, health, and livelihood interventions. Parallel to technology innovation, we focus on innovating knowledge-sharing processes that enhance participation of communities towards taking up greater responsibility in managing and sustaining the installed systems.



Our work helps establish and introduce community-based use of energy efficient technologies to improve rural infrastructure and harness renewable energy to supplement the livelihoods of the households. Energy for cooking, lighting, and water pumping are high priority for the communities where Gram Vikas operates. A large number of Gram Vikas' operational villages are unelectrified and still use kerosene for lighting and wood for cooking.

During the year, we undertook training to develop a local cadre of technicians and operators to ensure regular preventive and general maintenance of solar pumping systems and the mini-grids in the villages. Preparatory work for the revival of the micro hydro project in Karnibel village in Thuamul Rampur block in Kalahandi has been taken up. Augmentation and revival of piped water supply systems in 68 villages were supported with solar water pumping solutions. Identification of households to be covered under the decentralised home lighting initiative was completed. This will drastically benefit school-going children in remote villages.

### Work during the year covered

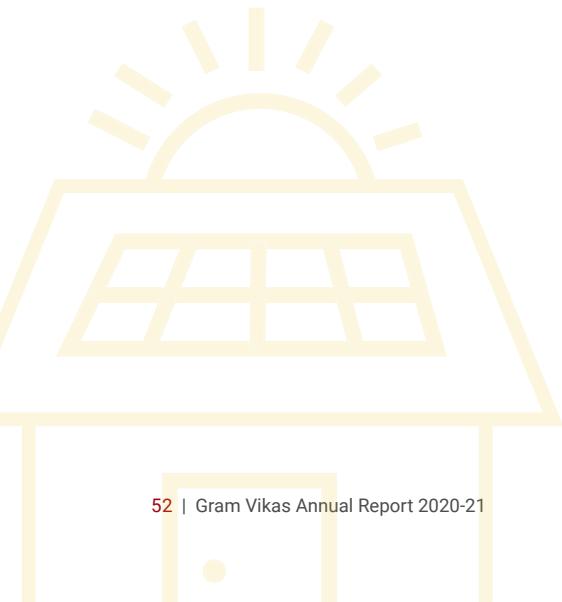


**3,446** households in  
**68** habitations

### These habitations formed part of

**32** Gram Panchayats in  
**21** blocks

**6** districts in Odisha  
**1** in Jharkhand





## Education

## Support to Gram Vikas Residential Schools

The Education Focus Area supports the four residential schools to enable them to become centres of excellence by providing the best possible education, exposure to global platforms, and opportunities to apply advanced technologies for enhancement of scientific knowledge in learning and allied areas.



There are four tribal residential co-educational schools established by Gram Vikas in Ganjam (2), Gajapati (1) and Kalahandi (1) districts of Odisha which promotes digital learning and helps in advancing scientific and technical literacy among both the students as well as teachers. We have made continuous efforts over the last six years to build a strong digital infrastructure for these schools. Matters were starkly different this year because of indefinite closure of schools due to COVID-19 pandemic.

During the initial days of lockdown, the school teachers made an effort to reach out to students in the communities and started taking classes at a common place so that students did not disengage with learning completely.

The shutdown of schools was used as an opportunity to focus more on teachers' skill enhancement programmes. 25 Science and Mathematics teachers participated in online teachers training on STEM activities by Resource Persons from Pratham and NITI Aayog. All 69 teachers enrolled in online courses and received certification on operating educational apps. They also attended integrated capacity building programmes aimed at improving the quality of school education. Online training and certification programme- NISHTHA (an initiative of HRD Ministry of Government of India) was undertaken for teachers. Fresh e-learning content was prepared by all subject teachers and demo smart classes were conducted at school level.

The Career Guidance Cell (CGC), established at the schools, guided 90 young men and women to choose appropriate higher education avenues by offering them information about suitable academic institutions, cut-off marks for admission and SC-ST reservation entitlements. Besides, information on scholarships and vocational skills development centres were provided through the Cell. 68 students used the facilities in the CGC for filling-up online application forms.

The efforts continuing from the previous years enabled the schools and students to excel in many fields and get recognition. A few highlights are presented here.

- Gram Vikas High School (GVHS), Kankia was selected as the Atal Tinkering Lab School of the Month seven times this academic year.
- Students from GVHS received the INSPIRE Awards from the Department of Science & Technology for preparation of innovative science models.
- 23 students from the four schools qualified for admission into schools set up by Ministries of State and Central Government. This has been possible because of online coaching and mock sessions conducted earlier.
- 12 students qualified for Pathani Samanta Mathematics Scholarship test, two for the National Rural Talent Scholarship and 23 students won scholarships conducted by Odisha State Government for primary students.
- Gram Vikas Vidya Vihar was the only school from Odisha to have been selected amongst the "30 most inspiring ideas of change" in the DFC-UNICEF YuWaah Youth Challenge.





# GOVERNANCE AND MANAGEMENT

## General Body

Gram Vikas is registered under the Societies Registration Act 1860. The General Body of Gram Vikas consists of 13 members. The Annual General Body Meeting of the Gram Vikas Society was held on 26 September 2020. Due to the pandemic situation, the meeting was organised in a hybrid mode, with members residing in Odisha attending physically and outstation members through an online platform.

## Governing Board

At the start of the year, the Governing Board of Gram Vikas consisted of 12 members and the Executive Director as an ex-officio Secretary. Mr. D Thankappan resigned from membership of the Board on health grounds. He had been associated with Gram Vikas, as member of the General Body and Governing Board since 1984. His guidance and support has been of immense value to the organisation.

As of March 2021, the Governing Board consisted of the following members:

### **Sri. Ananta Mohapatra, Member**

Anant Mohapatra is a noted theatre personality from Odisha. He is the founder of the *Utkal Rangmancha* Trust and is associated with several notable cultural initiatives in the State. He has been a member of the Gram Vikas Society since 1999.

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### **Sri. Anup Kumar Mohapatra, Member**

Anup Kumar Mohapatra is a leading businessperson and philanthropist from Odisha. He has been a member of the Gram Vikas Society since July 2019.

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### **Sri. Biren Bhuta, Member**

Biren Bhuta had led multi-sectoral stints with prominent names like Standard Chartered Bank, NDTV, and the International Union for Conservation of Nature. He was also the chief of CSR, Tata Steel in Jharkhand and Odisha. Biren Bhuta is a graduate of the Indian Institute of Management, Kolkata. He joined the Gram Vikas Society in 2019.

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### **Sri. Debiprasad Mishra, Member**

Debiprasad Mishra, Director of the Development Management Institute Patna, Bihar, has been a member of Gram Vikas Society since 1998. He served as the Executive Director of Gram Vikas from July 2015 to September 2017.

**Sri. Joe Madiath, Chairman**

As a development worker, Joe Madiath came to Odisha in 1971. He founded Gram Vikas in 1979 and served as its Executive Director till 2013. A globally recognised social entrepreneur, Joe Madiath has been part of several important committees of the Government of India and Odisha.

**Smt. Meena Gupta, Member**

Meena Gupta was part of the Indian Administrative Services' 1971 batch of Odisha cadre. As part of her illustrious administrative career, she had occupied various senior positions in the Government of India and Odisha in the areas of health, labour, tribal affairs, environment and forests. She has been a member of the Gram Vikas Society since July 2016.

**Ms. Namrata Chadha, Member**

Namrata Chadha is a lawyer by profession and advisor to various non-profits, public and private institutions. She was formerly a member of the Odisha State Commission for Women. She is on the Prevention of Sexual Harassment Committee of eight institutions including the State Bank of India and Mindtree Technologies. She joined the Gram Vikas Society in 2019.

**Sri. Pradosh Chandra Mohanty, Member**

Pradosh Chandra Mohanty retired from the services of the Income Tax Department in 2018, as the Chief Commissioner of Income Tax, Andhra Pradesh. He joined the Gram Vikas Society in 2019.

**Sri. Ram Sankar, Treasurer**

Ram Sankar is a Chartered Accountant, exporter, and businessperson working in the leather industry. He is credited with the first book published in India on Accounting and Financial Management of NGOs. He has been a member of the Gram Vikas Society since 2008.

**Sri. Sanjeev Nayak, Member**

Sanjeev Nayak is an entrepreneur from the Information Technology sector, and Trustee of the Silicon Institute of Technology, Bhubaneswar. He joined the Gram Vikas Society in July 2016.

**Ms. Veena Joshi, Member**

Veena Joshi is a renowned expert in the field of rural and renewable energy. She has worked with the Swiss Agency for Development and Cooperation and Tata Energy Research Institute, Delhi. She has also served on the advisory groups of the UNDP and Shell Foundation. Veena has a PhD in Physics from the Indian Institute of Technology, Kanpur. She joined the Gram Vikas Society in 2019.

**Sri. Liby T Johnson, Executive Director & ex-officio Secretary**

Liby Johnson is a development management professional with immense experience of working with the government, non-government and international development organisations. He joined Gram Vikas as an Executive Director and ex-officio Secretary in October 2017.



## Meetings of the Governing Board

The Governing Board met four times during the year. Due to the pandemic, the meeting was organised in a hybrid mode, with members residing in Odisha attending physically and outstation members through an online platform. The meetings were held on the following dates.

**26** June  
2020



**28** September  
2020



**30** January  
2021



**25** March  
2021

## Management Team

The Management Team of Gram Vikas supports the Executive Director in day-to-day programmatic and administrative functions. Management Groups (MG) were formed within the Management Team as part of our continuing efforts to streamline and strengthen the management processes. The Management Groups are expected to provide programmatic and implementation leadership for activities conducted under different programmes and support areas of Gram Vikas. Over the years, the size and complexity of each area of Gram Vikas has grown multi-fold. The individual leadership approach is not suitable to handle various managerial responsibilities and challenges associated with these areas. Hence, the idea of Management Groups was proposed to bring a major shift from an individual-oriented leadership style to a collegial one.

The list of Management Team members and their thematic groups formed during the year:

Name	Management Group
Apurva Ghugey	Sanitation and Hygiene
Ambika Prasad	Administration
Ashutosh Bhat	Water, Habitat and Technology
Chandramohan Patnaik	Finance and Accounts, Administration
Chinmay Mishra	Water, Habitat and Technology
D P Debashis Hota	Human Resource Management, Administration
Gangadhar Panigrahi	Water, Government Liaison
Jannatun Begum	Village Institutions
Joseph Kalassery	Livelihoods, Habitat and Technology
Jyotsna Tirkey	Village Institutions
Nirmal Chandra Mohanty	Livelihoods
Nirmal Kumar Panda	Government Liaison
Omkar Deshpande	Habitat and Technology
Pratap Chandra Panda	Livelihoods, Sanitation and Hygiene
Ranjan Patnaik	Finance and Accounts
Sangita Patra	Monitoring, Documentation & Communication, Human Resource Management
Sanjoy Kumar Sabud	Livelihoods, Habitat & Technologies
Sukanta Bhattacharya	Village Institutions, Human Resource Management



## Cluster Managers

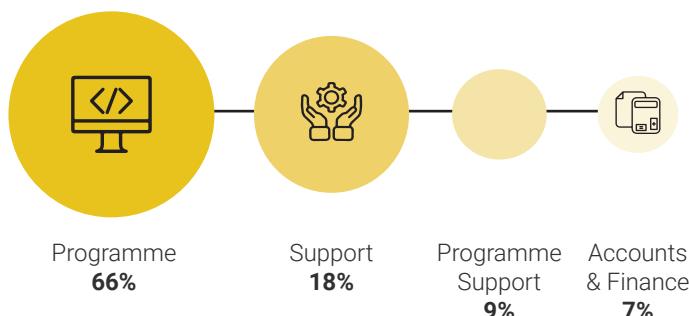
Cluster Managers take responsibility for work in a specific geographical area. The list of Clusters and Cluster Managers during the year:

Clusters	Cluster Manager
Gajapati	Laxminarayan Panda
Ganjam	Kailash Chandra Sahu
Gumla	Alok Ranjan
Kalahandi	Narahari Rout
Keonjhar	Ratnakar Shaw
Sundargarh	Biswajit Sahu
Mahendragiri	Suresh Chandra Barik
Ghumusur	Sarat Chandra Mohanty

# HUMAN RESOURCES

## Staff Profile

Gram Vikas had 272 staff employees as of 31 March 2021. The strength was 14 more than 2020. The proportion of women among employees increased to 20% from the 17% in the previous year.



## Performance Management System

The Performance Management System is an integral part of Human Resource Management strategy of Gram Vikas since 2018-19. The system enables measurement of performance of individuals and teams through an objective review, to reward and recognise performances of the staff and the team at large, and to identify gaps in performance and pave the way for capacity building.

During the year, the performance appraisal process for the year 2019-20 was completed for 249 employees. 141 employees received performance Incentives based on their performance scores. The Annual Performance Plan for 2020-21 was prepared for 201 persons.

## Staff Development Cell

The Cell could not take up all planned activities due to the constraints posed by the pandemic and lockdowns. The following training programmes were organised for staff capacity building during the year.

Subject Matter	Resource Person	Participants
Development of Village Poverty Reduction Plan for Master Trainers	Kudumbashree National Resource Organisation	61
Development of Village Poverty Reduction Plan for staff members	Internal Trainers	47
Leadership Development	R K Surdeo	32
Understanding Social Security Schemes	Raj Kishore Mishra Manas Ranjan Mishra	23
Basics of Construction and Estimation	Internal Trainers	10

## Fellows, Volunteers and Interns

During the year we received many requests for volunteering and internships. The constraints posed by the pandemic and lockdowns resulted in most of the requests being turned down, as we did not have sufficient projects that could be taken up in a virtual/online internship mode. The internship arrangements with partner institutions continued, albeit with smaller numbers of interns.

The partnership with the SBI Foundation for the Youth for India Fellowship continued during the year. The two cohorts of Fellows for 2020-21 came on board during September and October.

### Interns

Student	Project	Institution	Period
Manjeet Kumar Minaz Fatima Dilshad Satyam Prakash Sweta Suman	Status Assessment Survey Functionality of Village Water Sanitation Committees/ Village Development Committees	Development Management Institute, Patna	June 2020 - July 2020
Raghu Puri Prakash Kumar Yadav	Village Reports on Functionality and Management of Piped Water Supply Projects and Village Institutions	Azim Premji University, Bangalore	July 2020 - September 2020
Soumya Ranjan Pala Priyadarshi Abhishek	Biodegradable Waste Management	Development Management Institute, Patna	November 2020 - February 2021
Sadabani Jani Subanti Raita	Livelihood and Educational status analysis of the community	KSRM, KIIT Bhubaneswar	December 2020 - January 2021
Abhilash Biswal Arun Vijay Kumar Kurakuri	Survey on Social Protection Scheme accessibility of the community	School of Rural Management, Xavier University, Bhubaneswar	February 2021-March 2021
Ayskant Mishra Anshuman Das	Solid Waste Segregation	School of Rural Management, Xavier University, Bhubaneswar	February 2021-March 2021
Kalinga Kishore Sahoo Sashibhusan Prasad	Impact Assessment of Grey Water Management Program	School of Rural Management, Xavier University, Bhubaneswar	February 2021-March 2021
Meenakshi Padhy Pamli Ganguly	Analysis on role of SHGs	School of Rural Management, Xavier University, Bhubaneswar	February 2021-March 2021

## SBI Youth for India fellows during August 2019 to October 2020

Name	Domain & Project	Location
Yashika Mallik	Domain - Rural Livelihoods Project - Enabling the entrepreneurs of six micro enterprises with basic management skills along with market linkage and technical support for self-sufficient and sustainable functioning of their enterprises	Koinpur, Gajapati
Naina Lahoti	Domain - Health Project - Content Curation and Information dissemination to distant tribal communities as a part of the Oracle Smart Community Interface	Koinpur, Gajapati
Avani Patodi	Domain - Environmental Protection Project - Community led sustainable Solid Waste Management System	Jagyasala, Ganjam
Rufus Sunny	Domain - Rural Livelihoods Project - To document, create awareness and initiate behavioural change on farming using slash and burn	Thuamul Rampur, Kalahandi
Rahul Deo	Domain - Water Project - Development of handbook for watershed and springshed activity	Kalahandi
Gokul Nath	Domain - Technology Project - Automatic Weather Station: Bridging Technology and Livelihood	Ganjam
Pragya Garg	Domain - Education Project - Enhancing Education in a tribal primary school aimed at increasing the attendance in the class as well as enrolment in school from the village	Kalahandi

### SBI Youth for India fellows during the period from September 2020

Name	Domain & Project	Location
Anas KP	Domain - Rural Livelihoods Project - Developing water optimisation plans in farming	Kalahandi
Danish Seth	Domain - Education Project - Implementation of PRAGATI-(Promoting Rational Growth Assessment Techniques at the Individual level) in Gram Vikas schools	Gram Vikas Schools
Deepika Singh Chauhan	Domain - Health Project - Understanding & Improvement of Adolescent Health status	Ganjam
Moksh Naidu	Domain - Technology Project - Facilitation of skill training of youth for availing better livelihood opportunities	Gajapati
Paoni Patidar	Domain - Eco Tourism, Social Entrepreneurship Project - Strengthening of existing Micro-Enterprises	Gajapati
Pratishtha Pandey	Domain - Art & Craft Project - Creative Education	Gram Vikas Schools
Stuti Mankodi	Domain - Waste Management Project - Community owned and managed waste management	Ganjam
S Manjary	Domain - Livelihood Project - Developing Migration Forum	Kalahandi
S Lalit	Domain - Livelihood Project - Establishing a water secured village and making use of weather station for improved farming	Gajapati
Ayushi Khandelwal	Domain - Energy Project - Solar Micro-grid livelihood extension project	Kalahandi
Muskan Thakral	Domain - Technology Project - Smart Community & Community Media Cell	Ganjam
Nitika Saini	Domain - Waste Management Project - Community led waste management	Nayagarh
Radha S	Domain - Education Project - Enrol out of school children into Open Schooling system and skill development programmes	Ganjam

Name	Domain & Project	Location
Tanvi Sharma	Domain - Education Project - Formation of Child/Adolescent club in the village	Kalahandi
Vishwath Giri	Domain - Village Institutions Project - Formulation of Village Development Plan for selected villages	Jharsuguda

### Internal Complaints Committee

The Internal Complaints Committee (ICC) of Gram Vikas functions by the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013. The committee has five internal members and one external member.

#### Reconstitution of ICC

After the retirement of the Presiding Officer of the Internal Complaints Committee and the unfortunate demise of the External Member, the Committee had to be reconstituted this year. Ms. Basanti Devi, one of the senior most employees was brought in to the Committee as the Presiding Officer. Ms. Rajalaxmi Das, joined as the Member (External) of the committee. Three members of the previous Committee continue to be members in the reconstituted one.

#### Action taken on the complaint received by ICC

The Internal Complaints Committee of Gram Vikas received one written complaint in the year. An Enquiry was initiated by the ICC to understand the issue in detail. First, a one on one discussion was held with the complainant and all the related staff. The discussions held were video recorded for internal documentation and further review and action. After understanding the matter, and listening to both the parties, ICC decided to reconcile the matter. Both parties were counselled separately and then together. The complainant was assured that such incidents would not be repeated in future. Both parties submitted written undertaking mentioning that they were satisfied with the way the complaint was addressed and committed not to repeat such behaviour in the workplace and be more conscious and careful in future.



# ACCOUNTS AND FINANCE

## Statutory Compliances

During the year, we complied with all statutory requirements within the specified time limits. Income Tax, GST and FCRA related filings and returns were made in time. Compliance with Provident Fund and other labour laws has also been regular.

## Statutory Audit

M/s NRSM Associates, Cuttack continued as the Statutory Auditor for Gram Vikas during 2020-21.

## Internal Audit

M/s BBM & Co. Bhubaneswar continued as Internal Auditors during the year. The internal audit team conducted concurrent checks of all financial transactions. The scrutiny of books and records were followed up with periodic field-level verifications and checks.

**Scan to access the audited financial statements**





## Balance Sheet as at 31 March 2021

Particulars	As at 31.03.2021 [₹]	As at 31.03.2020 [₹]
<b>1. Liabilities</b>		
General Fund	31,55,99,029	31,94,14,960
Project Funds - Restricted Grants	7,17,05,398	4,12,04,187
Capital Asset Fund	8,85,60,593	9,10,84,361
Dairy Development Fund	1,80,551	1,80,551
Other Funds	11,79,69,572	11,97,35,995
Current Liabilities and Provisions	1,25,17,280	2,18,69,521
<b>Total</b>	<b>60,65,32,423</b>	<b>59,34,89,575</b>
<b>2. Assets</b>		
Fixed Assets	8,85,60,593	9,10,84,361
Investments	17,29,69,942	17,27,63,855
Piped Water Supply Projects' Advances	5,67,55,276	8,10,98,929
Current Assets	20,67,93,523	19,21,38,619
Deficit to be set off against future income	8,14,53,089	5,64,03,811
<b>Total</b>	<b>60,65,32,423</b>	<b>59,34,89,575</b>

As per report of even date

For: N R S M & ASSOCIATES  
Chartered Accountants

For: Gram Vikas

**CA N R Ray**  
Partner  
Membership No. 055448

**Joe Madiath**  
Chairman

**Ram Sankar**  
Treasurer

**Liby T. Johnson**  
Executive Director

Camp: Mohuda  
Date : 03-09-2021



## Income and Application Account for the year ended 31 March 2021

Particulars	Year ending 31.03.2021 [₹]	Year ending 31.03.2020 [₹]
<b>1. Income</b>		
Grants and Donations	58,000	10,001
Interest Income	47,95,847	68,81,619
Add: Interest income earned on donor funds - Grant-in-aid	2,44,389	2,76,694
Income from Investments	1,50,65,838	1,53,89,435
Income from Sale of assets	53,818	24,000
Reimbursements	4,31,504	6,28,454
House Rent Income	7,43,548	5,34,624
Miscellaneous Income	6,54,375	6,25,014
Liabilities written back	-	4,54,381
Overhead recoveries from the projects	35,97,077	54,72,557
Restricted Grant to the extent of utilisation (Pass through entry)	14,39,91,375	13,69,90,112
Deficit to be set off against Future Surplus	2,50,49,278	4,12,62,503
<b>Total</b>	<b>19,51,65,049</b>	<b>20,85,49,394</b>
<b>2. Application</b>		
<b>Application - Programme - Revenue</b>		
Water	94,71,652	1,55,96,813
Livelihoods	25,82,488	33,01,134
Sanitation & Hygiene	31,66,621	1,20,86,783
Habitat & Technology	10,26,800	7,45,715
Education	5,52,981	2,37,715
Village Institutions	36,31,067	10,06,841
Disaster Relief and Rehabilitation	2,059	-
Monitoring & Documentation	42,16,682	59,37,081
Human Resource Development	17,35,396	31,52,799
Strategies & Systems	69,11,933	61,60,832
Grants & Donations	1,00,000	60,000
Audit Costs	12,78,327	19,86,625
Staff Costs	69,86,519	1,05,01,180
Administration Costs	63,77,396	85,91,739
Utilisation against restricted grant (Annex to Schedule - II A )	14,39,91,375	13,69,90,112
<b>Application - Programme - Capital</b>		
Depreciation on assets acquired from sources other than Income- Donor	12,30,540	11,95,209
Depreciation on assets acquired from sources other than Income- GV	19,03,213	9,98,816
<b>Total</b>	<b>19,51,65,049</b>	<b>20,85,49,394</b>



## Income and Application Appropriation account for the year ended 31 March 2021

Particulars	Period ending at 31.03.2021 [₹]	Year ending at 31.03.2020 [₹]
Add: Depreciation on assets acquired from sources other than income transferred	31,33,753	21,94,025
Less: Interest on Donor Project Funds trf. to Project Fund A/c-Grant-in-aid	2,44,389	2,76,694
<b>Net Deficit</b>	<b>28,89,364</b>	<b>19,17,331</b>

As per report of even date

For: N R S M & ASSOCIATES  
Chartered Accountants

For: Gram Vikas

**CA N R Ray**  
Partner  
Membership No. 055448

**Joe Madiath**  
Chairman

**Ram Sankar**  
Treasurer

**Liby T. Johnson**  
Executive Director

Camp: Mohuda  
Date : 03-09-2021



## Schedule For Project Funds (Restricted Grants) For The Year Ended 31 March 2021

Particulars	Year ending 31.03.2021 [₹]	Year ending 31.03.2020 [₹]
<b>Opening Balance of Project Funds</b>	<b>4,12,04,187</b>	<b>4,58,58,076</b>
<b>Accretion during the year</b>		
Grants in Aid	17,27,97,585	12,38,50,029
Interest Income on donor funds	2,44,389	2,76,694
DWSM supported SBM Programme	14,50,612	82,09,500
<b>Total</b>	<b>17,44,92,586</b>	<b>13,23,36,223</b>
<b>Depletion during the year</b>		
<b>Depletion - Programme - Revenue</b>		
Water	7,47,22,554	5,06,61,682
Livelihoods	1,28,73,610	2,60,58,350
Sanitation & Hygiene	1,69,96,899	3,09,01,352
Habitat & Technology	33,27,147	67,46,850
Education	21,34,538	13,97,784
Village Institutions	37,70,896	7,83,196
Disaster Relief and Rehabilitation	99,56,602	57,13,807
Monitoring & Documentation	30,64,392	26,67,109
Human Resource Development	42,62,262	16,98,937
Strategies & Systems	37,90,022	4,46,293
Audit Costs	10,80,096	1,35,700
Staff Costs	33,73,191	
Administration Costs	12,73,095	2,80,900
Project assets	18,69,053	9,89,230
DWSM supported SBM Programme	14,97,018	85,08,922
<b>Total</b>	<b>14,39,91,375</b>	<b>13,69,90,112</b>
<b>Closing Balance of Project Funds</b>	<b>7,17,05,398</b>	<b>4,12,04,187</b>

## Resource Mobilisation and Utilisation Account for the year ended 31 March 2021

Particulars	Total [₹]	Sources			
		Project Grants [₹]	CSR and UN Grants [₹]	Government [₹]	Own [₹]
<b>1. Income</b>					
Grants and Donations	17,42,56,197	15,37,89,260	1,89,58,325	14,50,612	58,000
Interest Income	50,40,235	2,44,389	-	-	47,95,846
Receipts from Govt. [Water Supply and Sanitation]	1,89,20,465	-	-	1,89,20,465	-
Security deposit from Govt. (Water Supply & Sanitation)	4,80,540	-	-	4,80,540	-
Income from Investments	1,49,81,127	-	-	-	1,49,81,127
Income from Sale of assets	5,33,818	-	-	-	5,33,818
Reimbursements	4,31,504	-	-	-	4,31,504
House Rent Income	7,43,548	-	-	-	7,43,548
Miscellaneous Income	6,54,375	-	-	-	6,54,375
Overhead recoveries from the projects	35,97,077	-	-	-	35,97,077
		<b>15,40,33,649</b>	<b>1,89,58,325</b>	<b>2,08,51,617</b>	<b>2,57,95,295</b>
<b>2. Expenditure</b>					
Water	8,89,82,226	6,71,38,037	75,88,717	247,83,820	94,71,652
Livelihoods	1,54,56,098	1,18,70,942	10,02,668	-	25,82,488
Sanitation & Hygiene	2,16,02,587	1,65,76,500	3,62,448	14,97,018	31,66,621
Habitat & Technology	43,53,947	33,27,147	-	-	10,26,800
Education	26,87,519	21,34,538	-	-	5,52,981
Village Institutions	74,01,963	34,73,340	2,97,556	-	36,31,067
Disaster Relief and Rehabilitation	99,58,661	47,75,961	51,80,641	-	2,059
Monitoring, Documentation and Communication	72,81,074	27,29,049	3,35,343	-	42,16,682
Human Resource Development	59,97,658	41,56,904	1,05,358	-	17,35,396
Strategies & Systems	1,07,01,955	37,75,216	14,806	-	69,11,933
Grants & Donations	1,00,000	-	-	-	1,00,000
Audit Costs	23,58,423	10,80,096	-	-	12,78,327
Staff Costs	1,03,59,710	33,73,191	-	-	69,86,519
Administration Costs	76,49,044	12,69,215	3,886	-	63,75,943
Capital Expenditure	85,80,588	16,89,640	1,75,213	-	67,15,735
		<b>12,73,69,776</b>	<b>1,50,66,636</b>	<b>62,80,838</b>	<b>5,47,54,203</b>

As per report of even date

For: N R S M & ASSOCIATES  
Chartered Accountants

For: Gram Vikas

**CA N R Ray**  
Partner  
Membership No. 055448

**Joe Madiath**  
Chairman

**Ram Sankar**  
Treasurer

**Liby T. Johnson**  
Executive Director

Camp: Mohuda  
Date : 03-09-2021



A view of Mailgaon, one of Gram Vikas' partner villages  
in Kalahandi district of Odisha.



**Gram Vikas**

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