



ANNUAL REPORT 2019 - 2020





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



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Chairman's Message

I feel happy to see that Gram Vikas has taken several steps during the past year to address challenges that confronted the nation, Odisha and the whole world at large. COVID-19 has dealt a severe economic and long term blow to many, but, especially the poor, who are most affected by it.

Migrant workers find themselves in difficult circumstances. They have no means to continue where they were working, and, often, no financial means to return home. Even if they return to their villages, huge challenges confront them there. They are not welcome in the village. There is the lurking suspicion that they might be the carriers of coronavirus. They became unwanted in their work place and unclaimed in their native land. A terrible tragedy. I am glad that Gram Vikas could intervene in this situation and come to the aid of some of those who were affected.

In our sanitation programme, we are facing several challenges in achieving and maintaining 100% coverage of a habitation. As and when new families are established in a habitation, often the village committee is reluctant to give their contribution to this new family to build their toilets and bathing rooms. This compromises the 100% coverage status for some time. An iteration of the purpose and methodology of utilisation of the corpus becomes important to encourage contribution.

During the monsoon season, as there is copious rainfall in Eastern India, the ground water level is recharged and there is no dearth of ground water. In the rainy season, people get accustomed to using profuse amounts of water. In drier and summer months, when the ground water has depleted, the tendency to use more water than necessary continues, which results in water shortage in several villages. People have to be sensitised about this so that the sustainability of water source is given utmost importance.

Gram Vikas has been able to replicate its model of sanitation and water rather successfully. We, however, have not been very successful in persuading other NGOs, let alone government and its agencies, to replicate this model of sanitation and drinking water. This would require other NGOs embracing the model with its rigidities.

Even today, drinking water and sanitation are seen as two separate entities. For the sake of health, hygiene and wellbeing, these have to come together. For this, there has to be certain handholding necessary even after the project is handed over to the people. This will create the requisite pressure to be just and equitable - the mission of Gram Vikas.

Executive Director's Report

A video of an incident during the cross-country running race held in Spain in December 2012 had become an internet sensation in the last few months. The video shows a runner from Kenya, who was leading the race and all set to win, stopping mistakenly just ten metres before the finishing line. The runner just behind him, a Spaniard, after realising what happened, in a large-hearted and gracious way allowed the Kenyan to cross the finishing line. The story is being widely discussed and praised for the sportspersonship behaviour of the Spanish runner.

The story is relevant to us now in two different contexts. One, what the Spanish runner did is what we would like everyone to do for their fellow beings. Imagine how different the world would be if everyone allows others to have their rightful due. What Gram Vikas aspires to do, and has been doing in modest measures, is to enable this.

On another note, as I look back at the year we are reporting on - the 12 months from April 2019 to March 2020 - I get a sense that the year will feel like the Kenyan runner. Gram Vikas was all set to complete a successful year with satisfactory performance but circumstances had a different finishing in store. Our achievements were foreshadowed by the concerns of the coronavirus pandemic looming on the horizon. What began during the last fortnight of the reporting year is likely to end with serious implications for all of us, the world we live in and most importantly, how we relate to each

Responding to natural disasters

The year started on a disastrous note with the tropical Cyclone Fani disrupting lives and destroying livelihoods for over two weeks in Odisha. Though, the disaster management preparedness by the state administration and even alertness from the communities meant that there was minimal loss of human lives.

Odisha has typically experienced cyclones in the later part of the year, in October or November. A summer-time cyclone was an unknown phenomenon. It led to immense suffering for families who lost their shelters and had very little time to erect safe shelters before the monsoon set in. For the farmers preparing for the Kharif crop, the cyclonic impact was much higher.

The cyclone did not severely affect any of the locations where Gram Vikas has partnered with the local communities or the locations of its ongoing activities. We put our best foot forward and reached out to several rural communities in and around Bhubaneswar city with timely relief support. The aftermath of the cyclone also led to the opening of a new geographic focus for our work. We began

During the year, we started a long-term natural resource rehabilitation initiative, focused on building the community capabilities to revive and manage water resources, in villages severely affected by cyclones.

new partnerships with seven habitations in three Gram Panchayats in Bhubaneswar block, mostly populated by the Scheduled Tribe households.

During the year, we started a long-term natural resource rehabilitation initiative in the villages of the Mahendragiri region in the Gajapati district. The entire region had suffered severe damage due to Cyclone Titli in October 2018. While the Government had taken care of the shelters and related needs, we focussed on building the community capabilities to revive and manage the water resources. This also involved ensuring the sustainability of the spring water sources in the area through integrated springshed management.

Overview of programmes

2019-20 was the first year of the 'Gram Vikas Decade V' approach. While rolling it out, we were able to bring closure to many of the programmatic experiments taken up during the previous two years, and transform them into full-fledged programmes.



In the **Water** focus area, the Water Source Sustainability programme was the first off the block. We developed our internal capabilities to design and execute the springshed management programmes. The Water Resource Technology Group was set up to anchor the use of hydrogeology and GIS-related technical knowledge. This resulted in a better understanding and planning of the water resource management activities. With this achievement, the focus will now move to other types of water sources.

The Water Quality Management programme moved beyond the pilot stage this year but is yet to achieve full scalability. We now have greater clarity on the processes and capabilities needed for a fully community-managed water quality surveillance and related management system. Once we finalise its technical aspects, we will be able to roll out a fully integrated programme.

2019-20 was the first year of the 'Gram Vikas Decade V' approach.

We undertook more community managed piped water supply projects during the year. Our focus on strengthening the staff capacities to manage these projects in a time-bound manner brought substantial changes in this activity. By creating fluent access to the financial resources and streamlining the material procurement process, we have ensured that many village projects can run together efficiently.

The Government of India launched the Jal Jeevan Mission (JJM) with an aim to provide 'functional household tap connections (FHTC)' to every rural household in India by the year 2024. It is noteworthy that many aspects of this programme bear a strong resemblance to the MANTRA approach that Gram Vikas has been practising in the rural water and sanitation sector since the late 1990s.

The JJM, coming soon after the completion of the Swachh Bharat Mission Phase 1, presents us with promising opportunities to further

strengthen and deepen our work in the rural water sector. The exact nature of these opportunities and accompanying challenges will be clear in the coming year.



Gram Vikas' approach to the **Livelihood** sector has quite often been limited to improving the quality of factors of production and building community capacities around it. We were not very successful in our past efforts in a market intermediation role. Most of the work in this focus area remained experimental in nature during the year. Though, overall we have found some positive results as well.

Leveraging on this learning curve, we intend to work on our core advantages and overcome certain weaknesses in the livelihoods focus area under the Decade V approach. This will include building upon our strong community connect and extensive partnerships with the service providers.

We took some important initiatives in the farm livelihoods area, where we are experimenting with different technologies to reduce the uncertainties and risks associated with farming. The Habitat & Technologies focus area is working with the Livelihoods team to pilot the local weather forecast system. This will enable imaginative use of information and communication technology for increasing the critical knowledge and information flow to the farmers.

We also made efforts to strengthen the farmer producer organisation in Rudhapadar in Ganjam district by building better technical, management and leadership capabilities.

The action research project on Child Faeces Management will help build greater competencies among the staff and further bolster our work in the sanitation and hygiene behaviour change.



In the **Sanitation & Hygiene** focus area, the focus has moved from building new household toilets to strengthening sanitation and hygiene behaviour among different age groups in the households. The WASH+ approach that we espouse and develop towards integrating water, sanitation and hygiene originates from the access to safe water and sanitation infrastructure at the household levels. This approach has now become the standard for ground-level work in this area.

The backyard nutrition garden approach is enabling better management of the wastewater generated from the tap connections at the household. It is also supplementing the dietary nutrition of the family members. Contrary to our expectations, the pilots to build a community-based solid waste management programme have been making slow progress. They are likely to take more time than expected to mature. The action research project on Child Faeces Management will help build greater competencies among the staff and further bolster our work in behaviour change in sanitation and hygiene.

Despite the villages now becoming open defecation free, we are aware of the challenges this work may throw in the coming months. They will mainly emanate from the households without access to the toilets and shoddy construction of toilets built under the

A remarkable achievement during the year was the re-commissioning of the solar mini-grid electrification project in Maligaon village of Kalahandi.

Swachh Bharat Mission Phase 1. We also have to reckon that the sources of future funding for the construction of household toilets are likely to reduce. All these factors will pose significant challenges to our efforts in keeping the villages open defecation free.



The **Habitat & Technologies** focus area complements and supports work in the other streams, by identifying, testing and developing meaningful technology solutions. The work in renewable energy is as old as Gram Vikas itself. A remarkable achievement during the year was the re-commissioning of the solar mini-grid electrification project in Maligaon village of Kalahandi. It was truly a multi-stakeholder effort and also marked our first successful foray in crowdfunding.



Gram Vikas residential schools continued their exemplary performance in the year, both in academics and extracurricular activities. The **Education** focus area continued the support for these schools, especially for the upgradation and maintenance of e-learning facilities.



Village Institutions and other self-governing and democratic platforms for the local communities are key to our work across all spheres. As part of the Decade V approach, we are renewing the focus on strengthening these institutions.

We are finding innovative ways to ensure the long-term sustainability of these institutions at multiple levels, such as their financial independence, capabilities and governance systems.

We have been working on strengthening the technical and administrative capacities of these institutions by building cadres of village-level service providers.

Realistically, this approach is more tuned to the needs of every household in the village. We continue our zest to explore various methods for dealing meaningfully with the functioning of the Panchayati Raj institutions. This will continue to be a key focus of our work in the coming days. In this process, we are able to strengthen our own and village level capacities.

During the year, we completed the **Status Assessment Survey (SAS)** which was initiated in April 2018. As part of the SAS, we assessed the current status of water and sanitation infrastructure. Under this segment, we assessed the institutional and financial systems built by Gram Vikas in 846 villages. Out of these, we further completed the assessment of the availability of water, sanitation and hygiene infrastructure and its usage behaviour among 42,000 households in 625 villages.

The rich and detailed information provided by the SAS gives us key insights for strengthening our work in the villages. We developed the 'Strengthening and Sustaining past WASH Results', approach

We developed the 'Strengthening and Sustaining past WASH Results' approach to pave the foundation of the next generation of interventions with sustainability and resilience to achieve long term results.

to address the lacunae identified by the SAS. This will pave the foundation of the next generation of interventions with long term sustainability and resilience to achieve results. In the process, it will ensure a dignified quality of life for the rural communities.

Strengthening internal systems

The efforts to strengthen our capabilities and build stronger internal systems continued unabated during the year. We improved the financial and human resource management systems in the previous years with a new set of practises including the introduction of appropriate technologies to enhance the overall effectiveness and efficiency.

We initiated the Community Professionals Programme (CPP) with a long-term aim to train and nurture human resources for facilitating and managing our development projects. Young volunteers who participated in the data collection of the Status Assessment Survey were involved in working with us at the community level. We intend to support them for their higher education studies in any stream, after they spend three to five years with us.

In this year, three of the CPP participants had the opportunity to take part in the six-month Certificate Programme in Rural Livelihood conducted by the IIHMR University Jaipur, with support from the Bharat Rural Livelihoods Foundation.

At the organisational management level, responsibility for programme and project management has been organised into management groups based on the focus areas. Each management group now takes collective responsibility for the concepts, design and implementation of activities under their thematic ambit. This experiment aims to do away with the earlier system of individuals holding sole responsibilities for the programmes.

A flatter organisation with the ethos of consultative decision making is the need. This, for us, is the first step to ensure that the activities of Gram Vikas with its village community partners are also based on the spirit of consultative participation. This step will echo and complement the needs of changing times and shifting perspectives.

Networking and sectoral contributions

We strongly believe that Gram Vikas has a lot to contribute to the development sector as a whole. As a corollary to our belief, the sectoral stewardship role is the one that we take very seriously.

Gram Vikas' contribution to the rural water sector was recognised when the Department of Drinking Water and Sanitation, the Ministry of Jal Shakti, Government of India nominated the Executive Director as a member of the national-level task force. The mandate of the task force was to review the rural water supply sector and suggest ways

We are proud that Gram Vikas was one of the two civil society organisations represented in Government of India's 14 member task force to review the rural water supply sector and recommend ways to strengthen the implementation of Jal Jeevan Mission.

to strengthen the implementation of Jal Jeevan Mission. We are extremely proud to mention that Gram Vikas was one of the two non-government organisations represented in the 14-member task force. During the year, we collaborated with the Shiv Nadar University for conducting water, sanitation and hygiene-related courses for the students of the M.Sc Water Science and Policy course. As part of the course, six students completed a month-long field practice to understand our grassroots work with the rural communities.

We also facilitated the session on WASH for the Certificate Programme on Rural Livelihoods conducted by the Bharat Rural Livelihoods Foundation (BRLF). As part of this, thirty young men and women from the *Adivasi* communities from various parts of India spent a week with us to learn about our work.

Partnerships

Our work benefited from continuing collaboration with the existing donor partners and building relationships with the new ones. Oracle Giving through the Charities Aid Foundation, Charity: Water, HDFC Bank, InterGlobe Foundation, SAIL Rourkela Steel Plant, Mahanadi Coalfields Limited and Tata Steel Long Products Limited continued their support to Gram Vikas during the year.

We built new partnerships with Tetra Tech, UNDP, PWC India Foundation and LIC Housing Finance that helped us to deepen our ongoing work and start new projects at different locations.

Partnerships with various resource organisations have been a key element of the successes we achieved during the year. ACWADAM, CMID, TREE Society, SBI Foundation, WaterAid India and the Thomas Clasen Research Group at the Emory University provided us with invaluable technical and knowledge support in different areas of work.

The Government of Odisha has been a continued source of support for our work. The Panchayati Raj and Drinking Water Department and the Rural Water Supply and Sanitation Organisation, the Scheduled Tribes Development Department and the Odisha State Disaster Management Agency have been long-standing and steadfast partners for Gram Vikas.

I take this opportunity to thank all our partners for their cooperation and continued support. The governing board of Gram Vikas Society has been carrying out its governance role with clarity and precision. The guidance and direction provided by the Governing Board have always helped the management team to remain alert and active at all times. It has also boosted the morale of Gram Vikas staff to surmount various challenges strewn along the development path. I record my sincere gratitude to the Chairman and Members of the Gram Vikas Governing Board.

109,001 households have benefitted from Gram Vikas' partnership with village communities in Odisha and Jharkhand since 1979.



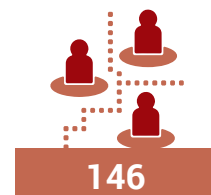
1,657
Habitations



561
Gram Panchayats



27
Districts



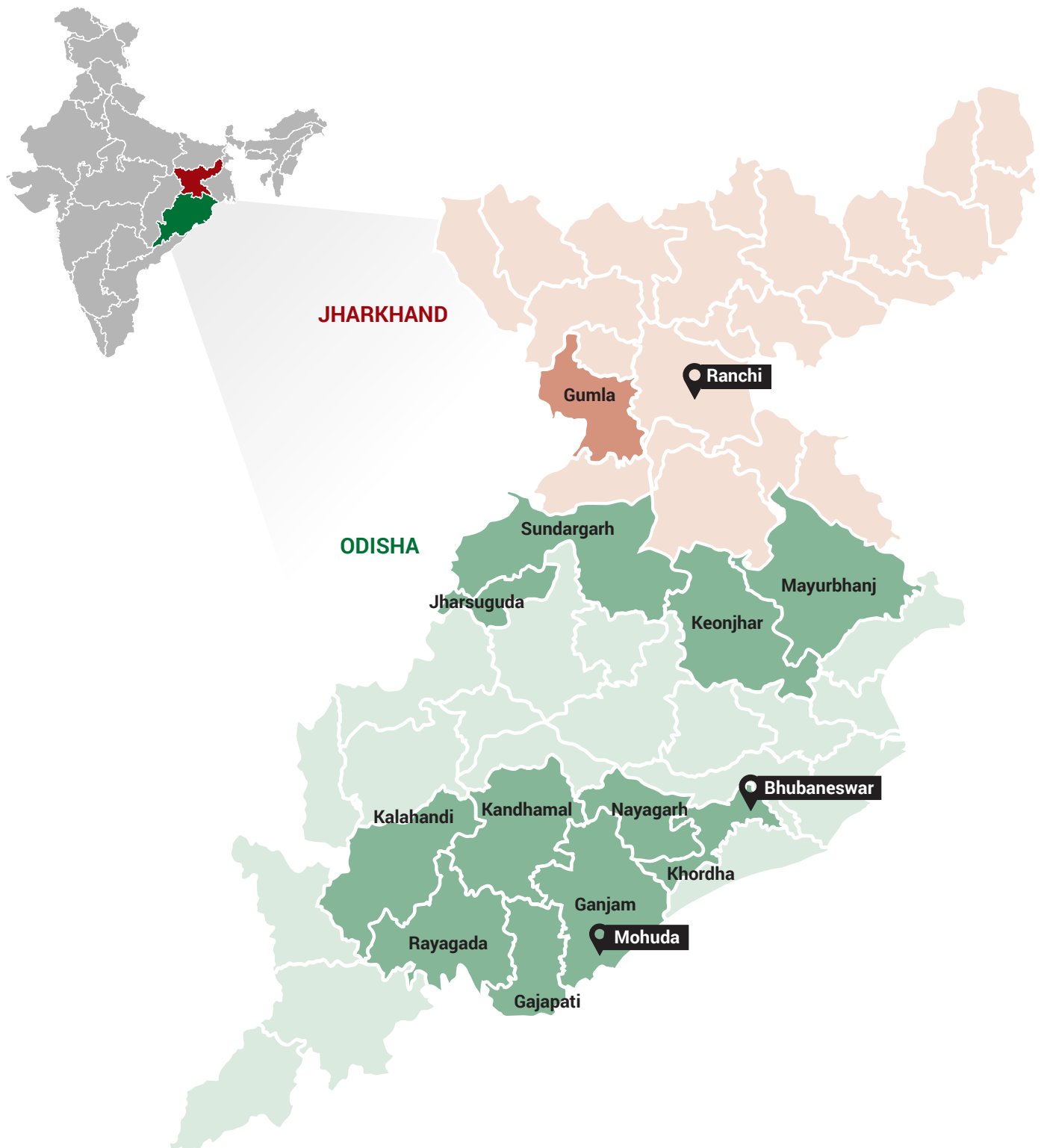
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Blocks

Programme	Benefitting Households	Villages Covered
Piped Water Supply	71,184	1,224
Water Quality Management	7,826	182
Water Source Sustainability	2,233	54
Masons Training	6,620	321
Forest Rights	5,645	180
Safe Migration	1,410	47
Prakruti Bandhu Farmer Producer Company	483	22
Sanitation Infrastructure	82,309	1,425
Nutrition Gardens	17,518	286
Action Research-Child Faeces Management	1,037	74
Smart Community Interface	1,350	17
Renewable Energy	54,571	6,030
Disaster Relief & Rehabilitation	64,202	1,183
Village Institutions	82,309	1,425

2019-2020 was the first year of the Gram Vikas Decade V Approach. As we move into the fifth decade, we will be guided by the achievements, experiences and lessons learnt from the past 40 years of our work.



Where We Worked in 2019-2020

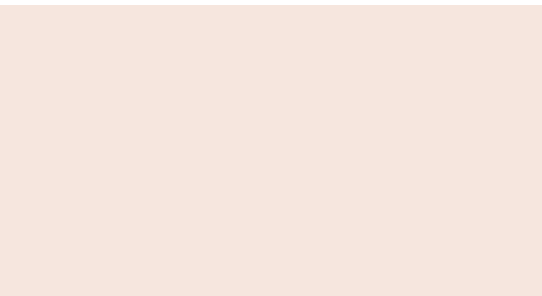




Water

Our work on Water carries threefold aims: to ensure continuous availability of safe drinking water, an adequate flow of water for domestic and productive uses and sustainability of water resources.

Gram Vikas' MANTRA principles for community involvement are provided as the basic principles for ensuring 100% rural water supply under the Government of India's Jal Jeevan Mission.





★ MANTRA goes National

The Government of India launched the Jal Jeevan Mission (JJM) with the aim to provide tap connections to every rural household in India. It is designed to be a community-driven scheme. Planning for water source sustainability is a basic component of the village level planning under the JJM. It provides for community level engagement in the management of water quality.

We are pleased to share that the MANTRA principles for community involvement - 100% inclusion, cost-sharing, equitable representation of all sections of communities in a village, ownership of operations and maintenance and, inbuilt financial and institutional sustainability - are provided as the basic principles of the JJM approach.

With decades of grassroots experience in the rural water sector under its belt, Gram Vikas looks forward to engaging with the JJM on a sustainable basis. We are equally committed to contributing to the national goal of providing safe and adequate drinking water in rural India.

★ Testing New Technologies



Gram Vikas has always been at the forefront of experimenting with the technologies and tools, which are otherwise a privilege of the urban areas. The Internet of Things (IoT) technologies using sensors linked in a real-time mode with the cloud-based data aggregation applications are one of the emerging areas in the water field. Realising the groundbreaking impact of this technology, we have started a pilot project for the remote monitoring and tracking of the functionality of the piped water supply system in two habitations of the Gajapati district.

Three programmes formed part of our work on Water during the year:

Community-Managed Piped Water Supply



Over two decades, the community-owned and managed piped water supply programme has been the key entry point activity for Gram Vikas' MANTRA approach. The Piped Water Supply (PWS) is the fourth and final component of the Integrated Water and Sanitation initiative. The prerequisites to set up the PWS activities are establishing a village committee, setting up a corpus fund and completion of the toilets and bathrooms in all households.

The water is supplied from an overhead water tank constructed with an estimate of 70 litres per capita per day consumption of water. This capacity is built after projecting the population growth of the next twenty years. In this way every household can have a twenty-four-hour supply of running tap water. Wherever possible, electric pumps are used. In the hilly areas, the gravity flow system is used to source water from perennially flowing springs.

The local communities contribute at least 10% of the PWS establishment cost in the form of labour and local materials. The key motive is to ensure that the beneficiaries have a meaningful stake in the project. This approach is critical to developing a sense of community ownership towards the assets created for the PWS.

Once complete, the village committee owns and operates the PWS. Each village carries autonomy to devise its own method for meeting the operations and maintenance costs of PWS. This cost can be recovered with a mix of monthly charges and use of some common income sources.

During the year, the blueprint of the PWS programme was drawn for 93 villages covering

5,727 households in

11 districts of Odisha and one in Jharkhand

The programme was rolled out on the ground in 42 villages providing functional household tap connections to 2586 households. The work in 51 villages was in progress at the end of the year.

Our approach ensures that local communities have a meaningful stake in the programme for piped water supply.



Baria village community partners Gram Vikas to solve its water crisis



Ask any farmer in Baria to recall their mornings before the construction of TBRs in homes. Most of them will recount guarding their precious fields from the villagers using it for open defecation. The farmers were at their wits' end from protecting their fields from the polluting effects of daily defecation. The neighbouring village, Biunria, just a kilometre away, had a different story to tell.

In 2015, a few masons from Baria visited Biunria for the construction of an overhead water tank and saw the benefits of the piped water system established by Gram Vikas. Not just water but every household in the village also had individual toilet and bathing rooms (TBRs). All of them had functional, household piped water supply with 24x7 water being available through three taps.

Inspired by what they saw in Biunria, the masons approached the Village Development Committee (VDC) of Baria and narrated their eye-witness account of Biunria's transformation. Laxman Moharana, one of the masons who visited Biunria made an impassioned argument for Baria emulating its neighbouring village. The VDC listened to the plea of masons and reached out to Gram Vikas.

Gram Vikas explained to the VDC that in order to get its support for water supply, every single household in Baria had to come together and pay in kind or cash to construct TBRs. Getting water was contingent on the community's willingness to build toilets and bathing rooms to adopt and practice safe sanitation. The VDC understood the connection between safe water and sanitation, and agreed to the condition.

Gram Vikas organised a meeting with the village community to narrate the processes in constructing TBRs. Initially, there was resistance from the community as they felt they could not afford the cost for constructing the TBRs. The high cost led few of the poorest families in the village to continue to favour open defecation over safe sanitation.

Despite a sustained awareness drive with regular meetings in three hamlets of Baria, narrating the benefits of TBRs at homes and potable water at the doorstep, the impasse over the costs of constructing TBRs remained. But the water work could start only if the community found a way to make TBRs a reality for every household. The village had to come up with a solution to help those community members who are poor and could not afford to pay.

The newly formed Village Water and Sanitation Committee (VWSC) decided to sell Eucalyptus trees on the surrounding lands of Baria. These trees were grown for commercial purposes. The idea was to use the revenue for the community fund earmarked for

"I look forward to the day when I can walk around my field without the stench of urine and faeces."

- Maheshwar Mahakud
—

Baria's development. Two lakhs rupees generated from the sale of Eucalyptus was used for constructing TBRs in the homes of the poorest families in Baria.

Gram Vikas provided technical support for setting up the water supply system and TBRs, organised construction materials for TBRs up to the roof level and facilitated the subsidy of ₹5,000 per family entitled under the Swachh Bharat Mission (SBM).

By the end of 2019, all the families in Baria had TBRs at homes. Currently, with support from charity: water, the work of an overhead water tank with 25,000 litre capacity is under construction.

Laxman Moharana, who urged the VDC to follow Biunria's footsteps on adopting safe sanitation was flushed with pride while constructing the tank for his village. Once complete, the tank with properly laid out pipes will provide water to every house in Baria.

Khagapati Patra, the VWSC member who spearheaded the campaign expressed his gratitude to the entire Baria community for adopting the safe sanitation model with TBRs and piped water system. The VWSC has converted a place beneath the water tank into a community room with an attached bathroom for guests and visitors.

Maheshwar Mahakud once spent countless mornings in keeping a vigil-eye on people approaching his field for defecation. Now he is eagerly waiting for the piped water supply system to be completed, "I look forward to the day when I can walk around my field without the stench of urine and faeces."

Once none of the 74 homes in Baria village from the Mayurbhanj district of Odisha had toilet and bathing rooms (TBRs). Today, Baria has come a long way by achieving the open-defecation free status because of a 24x7, household piped water supply system and toilets and bathing rooms.

Community-based Water Quality Management



We observed that there has been a marked decline in the quality of drinking water supplied through the piped water supply system. Factors such as climate change and its impact on the natural environment, changes in traditional farming practices, and new kinds of environmental sanitation challenges can be attributed to this decline.

As a response to this challenge, we initiated the Water Quality Management (WQM) programme as a pilot intervention in 2018. It has shown the potential to become a key and integral component of the Water Focus Area.

WQM aims to build technical and managerial capacities of our partner communities. With enhanced capacities, they can track and manage the quality of drinking water supplied through piped water. We have developed a WQM testing and repair protocols and conducted its field-testing.

The WQM protocols include tests for bacterial, nitrate and fluoride contamination and turbidity measurement. We have trained and deployed cadre of WQM service providers from the villages to conduct these tests in the villages.

The service providers are volunteers identified by the village committees. The cadre will also be trained in assessing immediate repairs and take corrective actions.

The Water Quality Management programme builds capacities of our partner village communities to manage the quality of drinking water received through the piped water supply system.

Hydrodoser is a mechanical chlorination device that runs on the potential energy of water. AguaClara Reach, a social enterprise startup founded by Cornell University graduates in the United States, has developed this device. AguaClara Reach was founded with a mission of bringing safe drinking water on tap to communities around the world.

In 2018, we commissioned the first Hydrodoser in the Keonjhar district and integrated it in a new piped water supply project. This year, Gram Vikas and AguaClara Reach worked together to develop a Hydrodoser model that can be fitted to existing water supply schemes. The Hydrodoser chlorination plants have been established in two villages of the Gajapati district, benefitting 120 households.

The WQM programme has been initiated in 182 villages in

seven districts of Odisha and Jharkhand

covering 7,826 households

We have identified Village Institution Service Providers in 149 villages and conducted water quality tests in

7,349 households from 179 villages



Building community capabilities to own water quality management



On 07 February 2020, Gayatri Minz, a 35 year old woman, from Silam Bartoli village in Gumla district, delivered a presentation on water quality management to an audience of 200 dignitaries from the state and central governments, multilateral agencies and civil society organisations. She was at the 'National Conference on Provision of Potable Drinking Water in Quality-affected Areas' held in New Delhi organised by the Ministry of Jal Shakti, Government of India.

Speaking at the Gram Vikas session on 'Water Quality Surveillance and Community Involvement', Gayathri shared about village level cadres owning and ensuring safe water in their communities in Jharkhand.

Gram Vikas' work in water quality management (WQM) started in 2018 to enable partner communities to have access not just to water but safe drinking water - free of bacteria (causing Diarrhoea, Cholera, Dysentery, Typhoid), without nitrate (causing 'blue baby disease') and having an acceptable taste - throughout the year. The process involves Gram Vikas identifying and training village level cadres to test the quality of water using test kits and equipment, and district labs testing for contaminants that cannot be detected locally such as arsenic, iron, chlorine, TDS, pH and water hardness for calcium and magnesium. In Gumla district of Jharkhand, Gram Vikas in partnership with the village communities chose a pool of nine community cadres, one for each village.

All the 55 households in Silam Bartoli had toilets and bathing rooms by 2017 and 24x7 functional, household piped water supply by January 2019. The same year, in September, Gram Vikas conducted community level orientation sessions educating the community on the need of water testing and asking for a volunteer to undertake the process at the village level.

Gayatri Minz, the Anganwadi Sevika, also a member of the Village Water and Sanitation Committee and a self help group, expressed interest. The community unanimously agreed to it. They liked her dynamism, leadership and willingness in helping the community at all times.

Gayatri worked closely with the Gram Vikas team to learn about the protocol, and testing water from the source, main pipeline and household using field test kits. They conducted three tests to ascertain the presence of the suspected contaminants viz. Bacteria, Nitrate and Fluoride.

In a community meeting, in December 2019, Gayatri shared the test results, educating the community about the contaminants and

"It is a different responsibility and I have taken it up voluntarily, as it is my community which gets benefited at the end of the day."

- Gayatri Minz

their ill effects on health. She elaborated on the need to protect water sources, fix leakages, and maintain the network of pipelines; and proper storage and usage of water at the household level. She persuaded upon the community the need for all of them to come together to solve the issue of contaminants if they detect it in the future.

Gayatri affirms, "It is a different responsibility and I have taken it up voluntarily, as it is my community which gets benefited at the end of the day. We have worked together with Gram Vikas and established piped water supply in our village. They have invested so much in terms of training and involving us in every step of the water quality programme. We now have the privilege of receiving water through taps within our home, which is extraordinary for a village like ours. It is only reasonable that we maintain it and manage the issues in the future. Can't we handle this much to get clean water?"

Gram Vikas water quality programme focuses on building community capabilities for ownership and management to ensure sustainability of solutions.

Water Source Sustainability



Over the years, there have been wide variations in the rainfall patterns, changes in the land use pattern and a drastic reduction in the forest cover. Consequently, some drinking water sources in the villages have dried up, while some have become seasonal with low water discharge.

Our survey estimates that only 30% of the sources are functioning without any clear decrease in water availability. A substantial flow reduction has also been noticed in natural springs, which cater to one-third of all villages with piped water supply. Overall, this situation has put considerable stress on the community-managed piped water supply systems.

At a broader level, the alarming situation of drinking water sources runs parallel with the reduction in overall water availability for agriculture and other productive uses. The situation is particularly dire in the hilly Scheduled Tribe villages of Odisha.

Gram Vikas' work in the natural resource management has been mainly in the remote Scheduled Tribe pockets of the Eastern Ghats in Odisha. The focus of this work has been on the interrelated aspects of watershed development, afforestation and activities in agriculture and horticulture.

The Water Source Sustainability programme creates new capacities to protect, sustain and grow water aquifers.

The Water Source Sustainability (WSS) programme has been using our experience as building blocks and creating new capacities to understand both spring and groundwater aquifers. As part of the WSS, steps have also been devised for the protection, sustenance and growth of water aquifers.

During the year, our work focused substantially on the springshed management and development. Following key activities were undertaken during the year:

- Capacity building of the village institution service providers and the village committee leaders for the springshed management
- Tree plantation and land development work to protect spring catchment
- Capacity building of Gram Vikas' staff members through exposure visit to Seva Mandir in Rajasthan and Samaj Pragati Sahayog in Madhya Pradesh. The visits were organised for knowledge-update on the working of village institutions and watershed management.
- Developing a Spring Atlas with an online portal to host the activity data of the WSS programme

The WSS programme has been initiated in the three districts of Odisha covering

2,233 households

44 villages of 11 blocks

★ The Springs Initiative



Finding access to a reliable water source has been a perennial challenge for the Scheduled Tribe communities of rural Odisha. Tackling this issue in a multipronged manner, till date, Gram Vikas has helped in building community-owned and managed piped drinking water systems in 1,243 habitations across the states of Odisha and Jharkhand. Of these, 518 habitations have natural springs as the primary source of water.

However, over the years, there is a marked variation in the rainfall pattern, changes in land use and reduction in the forest cover. As a result, some springs have dried up, while some have become seasonal with low discharge. Overall, we observed a substantial reduction in the flow of natural springs. We also noticed visible changes in the quality of water across different water sources.

Considering this anomaly in accessing water by local communities, Gram Vikas decided to embark on an initiative to protect and harness natural springs as a sustainable water resource. The Springs Initiative began in October 2019. It focuses on building capacities of local communities in providing the utmost care for the sustainability of water sources. It consolidates this narrative



Gram Vikas has mapped 408 springs across 77 habitations and 28 watersheds.

by creating awareness on the role of hydrogeology and balancing the supply-demand dynamics of spring water resources. These efforts are fortified by training village cadres to protect and develop springsheds and watersheds.

Gram Vikas identifies village youths and trains them as para-hydrologists for assisting in the Springs Initiative. The assistance by para-hydrologists is provided for implementing land development and plantation activities in the recharge and discharge areas of the spring water catchment area. The traditional knowledge of local communities is respected as it harmonises with the use of modern practices like spring discharge measurement, rainfall monitoring, hydrogeological survey, aquifer mapping, water quality surveillance and geotagging. These measures enable Gram Vikas in identifying and managing spring water sources located in remote habitations.

More than 150 youths from the communities of Kandhamal, Kalahandi, Ganjam and Gajapati districts were trained as para-hydrologists. Gram Vikas conducted the training in association with the Advanced Centre for Water Resources Development and Management (ACWADAM), Pune. The training was thematically built around concepts such as the science behind springs, management of springs, principles of hydrogeology and the role of local communities in managing groundwater resources.

Equipped with a mobile application, the para-hydrologists can perform the critical work of mapping and inventorying springs. The data captured by the mobile application can be accessed through an online dashboard. The data also helps to observe and record key parameters of the status of springs, such as its discharge rate, seasonality, the quality of water and other hydrogeological factors.

The data is collated on a GIS-based online portal, www.thespringsportal.org, that has been specially designed to maintain the repository of data gathered under the Springs Initiative and present it in a multimodal form. As of 31 March, 2020, Gram Vikas mapped 408 springs across 77 habitations and 28 watersheds.

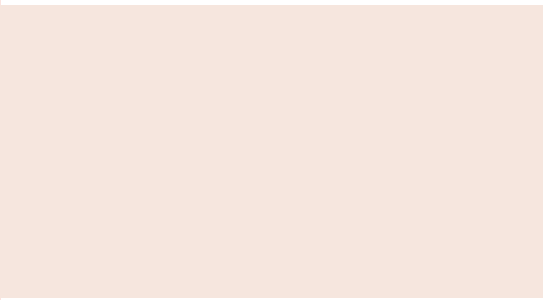
The different land development measures such as gully plugs/loose boulder check dam structures, contour trenches and water absorption trenches in the catchment area have helped in reducing surface runoffs. These measures also prevent soil erosion, thus allowing water to percolate and recharge the aquifers feeding the springs. On a brighter note, the Springs Initiative has resulted in a deepening of the soil moisture, thus creating a possibility of practising the second crop for the local farmers.

The Spring Initiative also carries a ripple effect on other water-related interventions of Gram Vikas. With support from UNDP (India) and InterGlobe Foundation, Gram Vikas has implemented the community-based Spring Water Supply System in selected habitations of Gajapati, Ganjam, Kandhamal and Kalahandi districts.



Livelihoods

The central objectives of our work on Livelihoods are ensuring secure and sustainable income sources for rural communities; sustainability of land and forest resources; and, enhancing the quality of human resources.





Our work in this area, during the year, was spread across three programmes and four geographic-specific projects.

Safe Migration

Different kinds of resource constraints limit the options of secured and sustainable livelihoods of the village communities in Odisha. Most of the Gram Vikas' work is focused in the regions of north-eastern ghats and undulating lands on the western side. These are agro-climatic zones characterised by a mixture of moist peninsular, tropical-moist, dry-deciduous and tropical-deciduous forests and rain-fed agricultural economy.

It is a well-documented fact that dependence on the scarce and low-quality land with dwindling forest resources cannot offer a dignified quality of life in these regions.

The industrialised mining activities not only offer sparse employment opportunities for the local communities but also impact the natural environment. At another level, increased access to education and exposure to new technologies are changing the aspirations of the young generation.

Under these intertwined circumstances, migration for work needs to be perceived as an intermediate livelihood option. In the process, it forces the local communities to transit from a primary sector-based society to a modern one placed in the secondary and tertiary sectors.

The ethos of 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 Safe Migration Programme of Gram Vikas is currently undergoing a series of pilot interventions to facilitate full-fledged programmes in the future. As part of the pilot, we have completed a field-survey for the preparation of 'Block Migration Profile' in Thuamul Rampur block of the Kalahandi district. It was done in collaboration with the Centre for Migration and Inclusive Development. The COVID-19 pandemic affected the finalisation of the report. We intend to complete it in the next year.

We have prepared training modules for our staff on issues related to migration. We have been using multimedia tools for the dissemination of information on employment, health and social security benefits. We were successful in enlisting ESAF Small Finance Bank to open its branch in the block and obviate issues faced by local communities in accessing banking services.

We believe that migration should be a secondary livelihood option; a conscious and informed decision made for the upliftment of the person and her/his family.

During the year, The Safe Migration programme covered 1,410 households in 47 villages of four districts in Odisha.

Two pilot projects were taken up with a focus to explore opportunities in relevant and appropriate skill-building for enabling safer and easier migration. We began a placement-linked training programme in partnership with the Life Circle private limited in geriatric caregiving for rural women. The company assured guaranteed placement in Hyderabad on the successful completion of the training programme. During the year, 25 women benefited from this training programme.

A 'Youth for India Fellowship' participant working with us designed a project to train young women with computer skills required in the Information Technology Enabled Services (ITES) sector. Five women sought training under this programme.

★ The Bandhu Helpline

As the COVID-19 pandemic prompted the nation-wide lockdown in March 2020, we found that several migrant workers from Odisha were stranded in different parts of Kerala. Many of these persons had come in direct contact with Gram Vikas as part of the safe migration pilot in Thuamul Rampur block. As the number of distress calls by the stranded workers to their known contacts increased, we realised an immediate need for the intervention.

We launched the Bandhu Helpline on 31 March 2020 in collaboration with the Centre for Migration and Inclusive Development (CMID) and ESAF Small Finance Bank, who were our partners in the safe migration pilot project.

The helpline provided services in five languages to the workers who needed quick information about the places to stay, food options or even an emotional comfort to deal with the dire situation. Gram Vikas personnel based in Bhubaneswar operated the Odia language helpline.



The helpline is for workers from other states stranded in Kerala and need assistance or support. Please share widely:

Tamil	: 9605417123
Bengali	: 7994921725
Odia	: 9438689817
Hindi	: 6900505054
Assamese	: 7593001330

The helpline is organised jointly by ESAF Bank, Gram Vikas, Cognizant Technology Solutions and CMID to supplement the efforts of Government of Kerala.

COVID-19 Response | 31 March, 2020





Enabling safe migration and dignified livelihoods for rural youth



For people like Basanti, from remote rural Odisha, who could not complete formal schooling, the training offered an opportunity to secure work beyond the traditional and unsteady livelihood options.

After completing high school in 2009, Basanti Naik worked as a labourer in her village Tukuguda in Kalahandi district of Odisha. On days that she had work, she made ₹200 for a day's labour. There would be many days of no work in a month.

Basanti desired to end this uncertainty by studying further. However, she had no guidance and was unsure about employment options beyond the unremunerative ones in the village. She attended a meeting organised by Gram Vikas in the village, where they explained about the opportunity to work as a professional geriatric caregiver. It suddenly opened a whole new world of opportunities for her.

Today, Basanti is a caregiver to an octogenarian in Bengaluru, in the southern state of Karnataka. Her journey from a daily wage labourer to a geriatric caregiver was made possible by Life Circle Health Services Pvt Ltd, a geriatric home nursing and caregiving company.

Gram Vikas partners with Life Circle to train and develop young men and women in villages as professional geriatric caregivers. Through Gram Vikas, Basanti enrolled in the training - one month of classroom and two months of on-the-job training - offered by the company.

Though Basanti was willing, her father was unsure of sending her to a far-off place beyond Odisha for the training and job. Once she managed to convince him, there was no looking back. Basanti completed her on-the-job training in Hyderabad and joined full time work as a caregiver in Bangalore in February 2020.

Basanti shares the same room with the care receiver. She helps him through the day from brushing his teeth, walking him around the home, helping him draw, sketch and scribble to cleaning the room. The training helped her learn how to patiently cater to the emotional needs of care receivers.

Basanti earns ₹14000 per month for her job as a caregiver. Her father is a farmer and her only brother works as a teacher in the village school. As the family is not dependent on Basanti's income, she can save money from her employment to do a nursing course and become a nurse in the future.

As a caregiver, Basanti has so far looked after three care receivers. Basanti believes in treating all her care receivers as family members while discharging her duties as a caregiver. She is today an inspiration for other young girls from the nearby villages of Dhamanguda, and Melkundel in Kalahandi. They want to follow Basanti's footsteps to get meaningful livelihood options. For people like Basanti, from remote rural Odisha, who could not complete formal schooling, the training offered an opportunity to secure work beyond the traditional and unsteady livelihood options.

Forest Rights Act



Since 2008, Gram Vikas has been active in engaging the Scheduled Tribe communities in its operational areas and enabling them to access the provisions of the Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Act 2006) Act. The work in this area continued during the year, with a particular focus on the Jagannath Prasad block of the Ganjam district.

The activities undertaken during the year include:

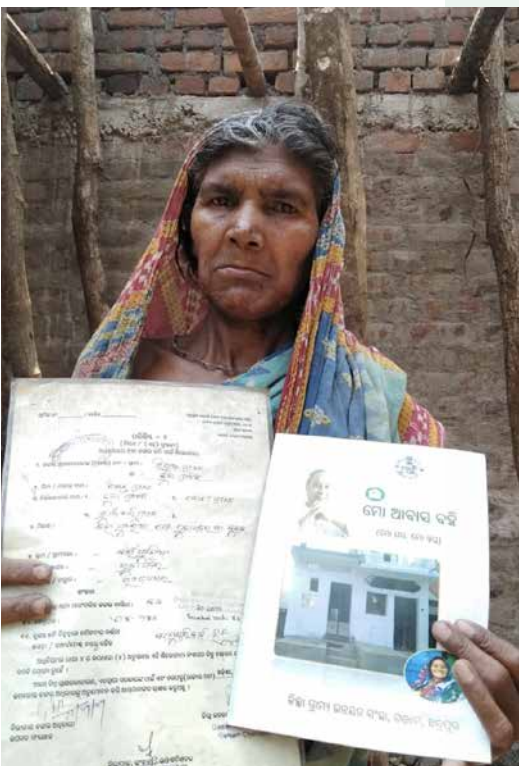
- Capacity building and handholding support to the members of Gram Sabha and the Forest Rights Committees
- Coordination with the district, sub-district and block-level bodies/authorities
- Facilitation for the verification of records and on-ground mapping

We achieved the following results with our continued support to the Scheduled Tribe communities:

- Settlement of the Individual Forest Rights (IFR) claims of 171 households
- Rectification of the Record of Rights (RoR) for 145 households to enable full ownership of the land allotted
- Filing of the Community Forest Rights (CFR) for 25 villages. The outcome is pending with the administration



Helping the tribal poor realise their right to land



Tula Pradhan from Koinphulia village in the Ganjam district of Odisha is a sole breadwinner for her family. A widow and daily-wage labourer, she stays in a temporary house on the government land. Every year, during the rainy season, the roof of the house blows away from the gusty winds, and the rainwater drenches all household items including the stove and fuelwood, making it impossible for her to cook for the family.

She got to know about enlisting as a beneficiary of the Pradhan Mantri Gramin Awas Yojana, a programme from the Government of India for housing support to rural poor. However, she was unable to benefit from it as she did not own land. Her frequent visits to the Panchayat Office did not help her in finding a way out to access the benefits from the scheme.

Tula's case is representative of many landless villagers in rural Odisha and their difficulties in obtaining housing rights. Gram Vikas started its work to support local communities to claim their legal rights to land under the Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006. Local communities get trained on the Forest Rights Act, coordinating

Tula received the patta for her land in the year 2018-'19 as part of individual rights under the Forest Rights Act.

local government bodies and authorities, and on Forest Rights Committees executing the roles and responsibilities as envisaged under the Act.

Narayan Sahu, from the Gram Vikas team, learned about Tula's situation. He followed up the matter with Teshildar, who further raised it with the district collector. The issue received due attention from the authorities. The revenue inspector did land identification and verification according to the set protocols. As a result, Tula received the patta for her land in the year 2018-19 as part of individual rights under the Forest Rights Act. With the title of patta, Tula became eligible to avail the benefits of Pradhan Mantri Gramin Awas Yojana last year.

Tula and her children are eagerly awaiting the day to shift into their pucca house, a place they can call home.

Masons Training



Gram Vikas has used skill-building in the construction sector as a mechanism for improving the income-earning abilities of people in the villages of Odisha. Since 2000, we have trained more than 4,000 men and women for skilled-based employment in the construction sector.

Our survey indicates that more than 75% of the trained workforce work as masons. We found an increase of 6000 to ₹50,000 per month in earnings due to the skill-building training. It helped the trained workforce to enhance their abilities and become work contractors, engaging more masons and creating more employment opportunities in the process. We continue to provide masonry training provided there are more than 20-25 persons willing to enroll in the training programme.

It has been observed that masonry turns out to be a key livelihood-cum-rehabilitation activity in the areas affected by natural disasters. The demand for skilled masons increases during the post-disaster phase. The same trend was observed in the areas affected by Cyclone Titli in the Gajapati district and Cyclone Fani in Khordha district.

During the year, we trained

140 men and 30 women from

55 villages in Gajapati, Ganjam and Khordha districts

Strengthening Prakruti Bandhu Farmer Producer Company



The Farmer Producer Company collectivises small and marginal farmers to foster technology penetration, improve productivity and access to inputs and services, and increase income.

The Prakruti Bandhu Farmer Producer Company (FPC) located in Jagannath Prasad block in the Ganjam district was formed as part of the Wadi Programme supported by NABARD from 2009 to 2016. The purpose of forming the FPC was to collectivise small and marginal farmers to foster technology penetration, improve productivity, and improve access to inputs and services. This multifaceted approach increases farmers' income.

As a facilitating NGO, Gram Vikas focuses on the regular capacity building of the FPC's Board of Directors and other members on various strategic and working aspects, such as creating business plans, preparation and maintenance of the book of accounts, statutory compliances and technical understanding of the improved practices in agriculture.

During the year, we stepped up our support to the FPC by helping it build new linkages with various input providers. We also used new technology applications developed as part of the pilot of the Smart Community Interface Programme for the capacity building of FPC members.

We collaborated with Vriddhi Rural Prosperity Services to create awareness of the I Am Kisan smartphone application for farmers. The application makes farmers aware of the new farming practices and encourages them to share their experiences with peer farmers. An SMS-based market price information system has also been set up as part of this collaboration.

As a result of our support and interventions, the FPC undertook several new initiatives during the year, such as:

- Door to door sale of good quality seeds for the Kharif season vegetable crop (brinjal, chilly etc.)
- Setting up plant nurseries to produce local seedlings of locally grown crops
- Learning sessions called Pathogharo, in the nodal villages to facilitate peer-to-peer learning among the members of the FPC
- Aggregation and selling of agricultural produce during Kharif and Rabi crops (mainly Watermelons and vegetables)

The FPC has 483 farmer members from 22 villages in Jagannath Prasad block of the Ganjam district. Our activities during the year benefitted 300 farmers who used various technology services through the Smart Community Interface platform.



Farmer Producer Company transforms the lives of marginal farmers



Bijay Jani, a 45 year old farmer from Hatigada village in Ganjam district of Odisha supported his family of six working on his two-acre land. Bijay discovered the road to change after enlisting himself in the Prakruti Bandhu Farmer Producer Company (FPC). The company was formed as part of the WADI programme run by NABARD from 2009 to 2016 with Gram Vikas as the implementation partner.

Wasteland Development in India (WADI) is NABARD's flagship programme to boost tribal livelihoods through agri-horticulture based interventions together with measures for soil conservation, water resource development, and promotion of community health, skill building and income generation. Bijay was one of the 483 farmers from twenty-four villages who opted to become a member of the FPC.

The collaborative ethos of the WADI programme helped farmers in streamlining cultivation strategies and establishing backward and forward linkages. The support received under the programme helped Bijay to move beyond subsistence farming. In March 2010, he planted mangoes and cashews in one acre of his land. The harvest in June 2014 earned him ₹25,000.

In 2019, Bijay attended several sessions facilitated by Gram Vikas on farming to learn about modern agro-practices. He found the sessions on land preparation, use of fertilisers, and pesticides at different stages of plant growth; seed selection, seed treatment, and spacing between plants; raising a nursery, irrigation timing and techniques invaluable.

Bijay also received an opportunity to be part of the exposure visit to Keonjhar district, organised as a learning exchange for farmers from Ganjam to understand new techniques on mulching, drip irrigation, nursery raising etc. The visit encouraged Bijay to grow yard-long beans and lady's finger in a quarter of his land at the input cost of ₹1,600. He sold 310 kg of his harvest of yard long beans for ₹5,440 and earned ₹2,000 from the sale of lady's finger.

The harvest made Bijay realise what his two-acre land can achieve with proper planning and guidance. He aims to get at least 10,000-15,000 out of the yield every year.

The success of Bijay had a ripple effect, as other farmers from the FPC came forward to learn from him and even share a thing or two about their experiments. Bijay is happy that the FPC changed his outlook towards farming and encouraged him to embrace new farming techniques. He is grateful to Pathaghara (classroom-learning sessions), which encouraged peer to peer learning and sharing among farmers of the FPC.

Bijay is happy that the FPC encouraged him to embrace new farming techniques.

Gram Vikas makes videos that showcases the best practices and success of farming techniques adopted by farmers to their peers.

Bijay participated in a few video screening sessions on the adoption of best practices for pest identification and nature of plant diseases. Gram Vikas makes these videos that showcases the best practices and success of farming techniques adopted by farmers to their peers. This then encourages them to adopt useful practices. Bijay applauds the FPC's Manji Express initiative.

Launched in May 2019, Manji Express initiative provided doorstep service of locally preferred seed varieties to farmers by a van. The initiative covered farmers from 28 villages spread across six Gram Panchayats in Ganjam district. Expert agriculturalists certify the quality of seeds provided through Manji Express. Overall, this arrangement has resolved the issue of accessing quality seeds by farmers.

Gram Vikas now supports the FPC to manage its work professionally. The thematic and technical support offered by Gram Vikas includes strengthening FPC's internal processes, preparing business plans, support in bookkeeping, envisioning new initiatives and adhering to statutory compliances.

Odisha Tribal Empowerment and Livelihoods Programme (OTELP)



We continued our partnership as a facilitating NGO with the Integrated Tribal Development Agency (ITDA) for the OTELP projects in Thuamul Rampur and Lanjigarh blocks of the Kalahandi district. Our work promotes the community-led convergence across watershed development, natural resource management, agriculture, horticulture and off-farm income-earning activities. At a broader level, our endeavour focused on enabling access to various government resources by the Adivasi communities.

During the year, our work under the OTELP benefitted

493 households in

46 villages



Holistic Rural Development Programme

Gram Vikas has implemented projects under the Holistic Rural Development Programme (HRDP) in 17 selected villages of the Nayagarh district in Odisha. These projects intend to achieve integrated development of the villages with a substantial focus on improving the quality of existing livelihood options.

With agriculture being the primary livelihood option for 96% of the population, the project has focused largely on improving the productivity and yield of food crops.

The following key issues are addressed under the project:

- Conventional approach to agriculture including lack of crop diversification and crop rotation, limited access to new technologies or modern methods of farming, lack of storage infrastructure, absence of collective action among farmers
- Lack of assured irrigation measures, especially during the lean period of Kharif and Rabi seasons
- Lack of training and access to technical knowledge among farmers
- Under-valued role of women in agriculture
- Under-utilisation of community assets such as plantations and ponds

In addition to agricultural activities, the project also focuses on the overall health and well-being of the households. This approach includes access to safe water, hygiene behaviours, improving household and village sanitation and creating awareness of the social mores and practices that inhibit the participation of women and girls at the community level.

During the year, the following activities were covered under the project:

- Improved package of practice (iPoP) for rice, pulses and vegetables in 494 acres of land
- Four irrigation facilities supporting 170 acres for round the year cultivation
- Pond renovation and periphery development in Raghunath Prasad village
- Aromatic rice cultivation with iPoP on 49 acres
- Household toilet and bathing rooms in Similisahi village for 120 households
- Water supply in Tulasipur village for 141 Households
- Innovative playscapes made with discarded materials in 16 government schools with support from Anthill Creations

The project has benefitted

3,533 households in

17 villages of 4 blocks in the Nayagarh district



Vegetable cluster development makes a farmer out of a landless labourer



A resident of Bhatasahi village in the Nayagarh district of Odisha, Balia Pradhan was struck with Polio in childhood. The disability and reliance on crutches made it difficult for him to pursue any sustainable livelihood. However, the Vegetable Cluster Development (VCD) initiative of Gram Vikas under the Holistic Rural Development Programme (HRDP) turned him into a successful vegetable farmer.

With support from HDFC Parivartan (HDFC bank's CSR arm), in October 2017, Gram Vikas started HRDP in four villages of Nayagarh district in Odisha. The HRDP is geared toward providing livelihood options for rural youth by using affordable technology solutions, wherever possible. VCD is one of the initiatives, under HRDP, to strengthen the holistic agronomic practices for sustainable vegetable production.

Balia was quick to realise the potential of the VCD initiative and enrolled himself to learn the innovative farming techniques taught in the programme. His spirit to learn was not dampened by the fact that he did not own any land.

During one of the VCD meetings, Balia met Satyanarayan Bhatta. They decided to collaborate for shared farming and started cultivating pulses (mostly black and green gram), paddy and vegetables (brinjal, lady's finger, cowpea, cucumber, radish, tomatoes, etc.).

Balia found the demo sessions offered by Gram Vikas informative, and fruit nets and nylon wire provided for vining crops and plastic mulching to be of value. He also learnt to use the *I am Kisan* app and update himself with the latest weather information, plant protection measures, nearby market prices and other advisories on farming techniques. The VCD demo meetings encouraged Balia to take up vegetable cultivation at a large-scale and support it with appropriate farming techniques.

Balia also cleans, packages and sells vegetables in the market. Seeing the transformation, Balia's family joined him to work on the farm. Earning ₹1,500 per day from November 2019 to January 2020 from the sale of vegetables motivated them.

Balia and Satyanarayan started their venture with an investment of ₹35,000. Today, they have earned up to ₹1,20,000, a five-fold return over their investment. The newfound farming pattern has helped Balia take the reign of life in his hand, support the family and end the cycle of unemployment.

The newfound farming pattern helped Balia to support his family and end the cycle of unemployment.



UDAN Project

The Urban Development Action for Neighbourhood (UDAN) project was launched in December 2019. Under UDAN, Gram Vikas provided relief and immediate rehabilitation support to fourteen villages under three Gram Panchayats falling in the peripheral area of the Chandaka wildlife sanctuary outside Bhubaneswar City. These villages are inhabited by the Adivasi communities.

Decades ago, these communities migrated for livelihood to Bhubaneswar from the northern districts of Odisha. Despite living close to the capital city for many years, these communities suffer from low standards of living and lack of dignified life.

Most of the land they have inhabited is under the forest department and hence unavailable for sustainable farming. They also have limited access to formal education. Hence, unskilled labour work is the primary livelihood option for most of the community members.

Considering the neglect of these communities, Gram Vikas will undertake the following welfare projects:

- Skill-building in masonry to use the opportunities offered by the construction sector in Bhubaneswar
- Enabling women with better capabilities to have economic activities with the proximate urban markets
- Develop and increase the productivity of available private and community land resources through horticulture
- Improving the learning environment in the village schools
- Providing safe sanitation and piped drinking water facilities
- Addressing health needs through better hygiene practices and easy access to health services

In addition to the project-initiation activities in the early phase, Gram Vikas reactivated 17 defunct self-help groups of women and established bank linkages for the same.

The current phase of the project will end in May 2021. During this period, the project will benefit

714 households from

7 villages in Bhubaneswar block of Khordha district

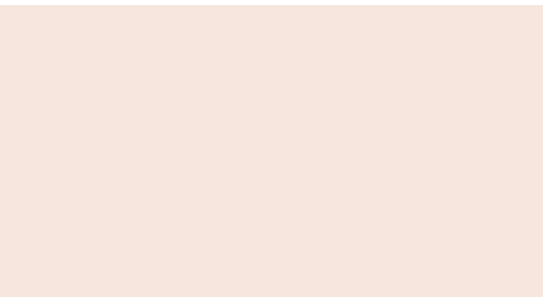
Gram Vikas reactivated 17 defunct self-help groups of women and helped establish bank linkages for them.



Sanitation & Hygiene

In Sanitation and Hygiene, we work towards integrating and deepening the water and sanitation interventions for better health and nutrition outcomes.

Our MANTRA principle that 100% households in a village construct their own facilities became a cornerstone of India's Swachh Bharat Mission and its key theme of open defecation free villages.



During the year, our work in this area reflected in three programme areas and two projects.

Construction of Toilets and Bathing Rooms



Construction of household 'Toilets and Bathing Rooms' (TBR) is the entry point activity under the MANTRA approach. When Gram Vikas began this work in the 1990's, it was one of the few organisations promoting the construction of proper household sanitation infrastructure through a cost-sharing approach.

Two decades later, the MANTRA principle of 'all or none' - that 100% households in a village construct their own facilities- became a cornerstone of the *Swachh Bharat Mission* (SBM) and its key theme of 'Open Defecation Free' (ODF) villages.

Till date, we have enabled and supported around 82,000 households from 1,425 villages in Odisha and Jharkhand to establish household sanitation facilities. Under the SBM, the government is now promoting the construction of toilet facilities on a large and ambitious scale. As a result, Gram Vikas has slowed its expansion work in this area over the past few years. The work is taken up only in cases where the village communities or donor organisations approach Gram Vikas for support.

Carrying forward the ongoing work of previous years, we supported 1,435 households to build TBR during the year. Our work has supported 34 villages in 13 blocks of six districts in Odisha to achieve the ODF status. It is praiseworthy that all 2,657 houses in these villages completed the construction of TBR.



Simlisahi's women rally their community for the right to safe sanitation

For the women of Simlisahi village from the Nayagarh district of Odisha, the daily trek to a nearby hill for defecating and fetching water was an excruciating ordeal. It's now a thing of the past, thanks to the safe sanitation drive initiated by Bilasini Jena, a member of the local self-help group. Simlisahi is finally free from the scourge of open defecation.

Bilasini remembers the painful experience of the past. Her father-in-law and mother-in-law could barely walk due to old age. Every day, she would carry them to the bushes far away from her house to relieve themselves. None of the households in Simlisahi village had toilets and bathing rooms (TBRs) in their homes. It meant a trek to the base of a nearby hill and using thickets to relieve oneself.



Bilasini credits Gram Vikas for helping them to realise the vision of open defecation free Simlisahi.

For the women and young girls, it also meant compromising on their health and safety, day in, and day out. In addition, the absence of regular water access forced the women to use ash or mud for cleaning themselves after defecation. This daily trial was a fatiguing and undignified experience for them.

Ranjan Kumar Behera, a member of the VDC, recounted the ordeal of how during monsoons the village drains would get filled with human faeces. The heavy rains would make the accumulated dump on hillside flow downward towards Simlisahi and make it a sickeningly stinking place. Ranjan shuddered while describing the roads of Simlisahi filled with rancid excreta during the monsoon, preventing villagers from stepping out of their homes.

Desperate to find a solution, Bilasini approached the Village Development Committee (VDC) and spoke passionately about the safe sanitation needs of the women in Simlisahi. A group formed by Bilasini started weekly meetings to discuss the matter, which soon galvanised everyone into a movement for safe sanitation. They relentlessly carried door-to-door campaigns to drive home the point of adopting safe sanitation practices.

The initiative gathered momentum in 2018, when Gram Vikas with support from HDFC Parivartan (a CSR arm of HDFC bank) began activities under the Holistic Rural Development Programme (HRDP) project in Simlisahi.

The collective efforts of women fructified when all 170 households of Simlisahi finally had TBRs and piped water in their homes. The construction of TBRs brought significant relief to the villagers and started a new chapter of sanitation in Simlisahi. Since then, the newly formed Village Water and Sanitation Committee (VWSC) has been responsible for maintaining and governing the sanitation infrastructure in the village.

The VWSC, with support from the local self help groups, collects a fee from all households for the maintenance and upkeep of sanitation facilities. Gram Vikas has provided training and sensitised women on the interrelated issues of gender, hygiene and sanitation.

Bilasini is grateful to other women for standing with her in the entire struggle. She credits Gram Vikas for helping them to realise the vision of open defecation free Simlisahi. With TBRs at home, Bilasini saves her time-consuming long walks to the hill and spends more time at home. She is also relieved that children of Simlisahi do not have to go outside for defecation anymore.

Shantilata Dey, a thirty-six year old woman from Simlisahi echoes Bilasini's sentiments. She wants to forget her daily trek to the hill in

the past to relieve herself. With piped water in place, Shantilata is even spared the tiresome walks, many times in a day, to fetch water from the borewell.

Kashinath Nahaka, a VWSC member, is full of praise for the women of Simlisahi, especially Bilasini's leadership, as they encouraged the community to embrace safe sanitation practices. He is unequivocal in admitting the importance of TBRs inside homes as they ensure dignity for women. Kashinath thanked Gram Vikas for the support in constructing sanitation facilities and uplifting Simlisahi from the morass of open defecation.

WASH+



WASH+ instils behaviour-change approach in the partner communities of Gram Vikas and works holistically in the areas of water, sanitation and hygiene.

In our scheme of work, this approach also helps us in identifying the second-generation set of issues, once we provide access to the sanitation and water supply facilities. The programme focuses on ensuring better health and hygiene practices with attention to safe disposal of excreta, proper handling of drinking water, personal hygiene, kitchen sanitation, and solid and liquid waste management.

Activities are taken up at different levels, such as village institutions, specific user-groups, households and individuals. Targeted awareness programmes are taken up for the different components of the programme. It is essential to understand the perception of villagers towards their current hygiene status, issues they face in maintaining safe hygiene and gauge potential solutions.

To this end, we conduct a participatory situation analysis through transect walks, focus group discussions and household level observations. We have focused on capacity building of the members of the village institutions and village-level volunteers working with these institutions to effectively conduct the WASH+ agenda.

During the year, this programme was taken up with 12,190 households spread in 252 villages of 10 districts in Odisha and one in Jharkhand. Related to this programme, awareness activities were also taken up in 67 schools.

We piloted the Solid Waste Management programme with 835 households in ten villages in five blocks of two districts. The programme emphasised adhering to the protocols of following segregation-at-source and created awareness of reducing waste at the household level.



Harnessing community ownership for total sanitation



In 2005, Gram Vikas implemented a sanitation and water supply project at Baniamari village in Ganjam district. The construction of toilets and bathrooms in all fifty homes of Baniamari ended the practice of open defecation once for all. However, daily waste management continued to be a bottleneck towards achieving total sanitation.

Gram Vikas wanted the village community to realise the second generation of Water, Sanitation, Hygiene (WASH) issues and trigger the demand for its bottom-up solutions. After a series of meetings with Gram Vikas, the community of Baniamari was convinced about implementing holistic measures for waste management.

In May 2019, fifteen members of Gram Vikas visited SAAHAS, a Bangalore based not-for-profit organisation working on waste management and learnt strategic approaches and best practices of waste management. The exposure visit helped Gram Vikas to plan for waste management strategies in Baniamari.

Gram Vikas brought Anganwadi workers, ward members and Gaon Kalyan Samiti (GKS) members in the loop to address the challenge of waste management. Various awareness sessions were organised with them and the members of the Village Development Committee (VDC) on segregation of waste at the household level, collection and disposal of waste. The community learned about identifying biodegradable and non-biodegradable waste and its disposal mechanisms, and the impact of poor waste management on the environment.

The VDC arranged sanitation funds from the budget of Gaon Kalyan Samiti (Village Welfare Committee). The funds were used to provide a waste bin in every kitchen and a toilet cleaning brush for each household as well as buying phenyl and bleaching powder for community use.

One of the key challenges was to make Baniamari polythene free. Every household was given a separate bag to put polythene, plastic wrappers, and sachets. They would take the waste a kilometre away. Other wastes such as glass bottles and plastic containers were collected and sold to vendors for toffees or to scrap dealers and they bought pens and paper with the money.

Gram Vikas chose and trained a community of WASH+ cadres who conducted periodic transect walks within the village to monitor the waste disposal habits of the villagers. They reported their findings to the women members of the self-help group (SHG) assigned by the VDC to oversee the implementation of the waste management practices.

Tara Mailk is all praise for Gram Vikas for building a holistic strategy to formalise waste management practices at the individual and community level and installing a community-led system for its sustenance.

The team also ensured that every household is adhering to the practice of channeling grey water (wastewater from kitchen and bathroom) into their backyard garden. These accrued efforts resulted in the families disposing of all biodegradable waste in a compost pit and not throwing it outside the home.

Tara Malik, an SHG member overseeing the waste management practices in Baniamari explains that everyone wants spick and span homes without a trace of garbage. Little do they realise that the garbage would find its way on the village, affecting the health of one and all.

Tara Mailk is all praise for Gram Vikas for building a holistic strategy to formalise waste management practices at the individual and community level and installing a community-led system for its sustenance. Today, Tara Malik can see the change and feel it too whenever she walks in a garbage-free Baniamari.

Neighbouring villages of Lundriguda and Betajhari have initiated discussions with the Gaon Kalyan Samiti to adopt Baniamari's model of waste management.

Nutrition Garden



We observed that the wastewater generated at the household level - from the piped water connections to the bathing rooms and kitchens - was diverted into drains or soak pits in well-managed cases. These diversions prevented wastewater from polluting the local environment. Where this protocol is not followed, it creates cesspools and even waterlogging. We realised that the wastewater needs to be managed and used at the household level itself.

The theme of Nutrition Garden Programme (NGP) germinated from the idea that wastewater can be a vital resource to supplement the nutritional intake in each household. The NGP advocates the importance of developing or upgrading the existing small vegetable garden space in the homestead using the wastewater. The programme also offers technical knowledge for selecting crop-patterns in different seasons and its adequate care.

Activities under NGP include participatory situation analysis with the village institutions, the self-help groups of women and village volunteers to develop a nutrition gardens plan for every household.

Gram Vikas has followed a multidirectional awareness approach, such as using various cultural and public platforms, nutrition fairs, street theatre by children, video shows, health camps, and Village Health and Nutrition Day (VHND) celebrations. The programme does not enforce any standard designs and motivates each household to customise their garden based on the availability of land and water, the seasonality of crops and food requirements.

The programme encourages each household to customise their homestead garden based on land and water availability, seasonality of crops and their food requirements.

The members of the village institutions and volunteers along with Gram Vikas staff facilitate technical support, such as fencing, ensuring proper drainage into the garden, land preparation, making of compost pits, seed procurement for garden or nursery etc.

During the year, the NGP created awareness of Nutrition Gardens among

14,937 households in 258 villages in

38 blocks of 11 districts

Of these, 4,998 households from 119 villages developed Nutrition Gardens.



Nutrition gardens enable dietary diversity while conserving water



When Saraswati Pradhan from Chasa Kanamana village in the Ganjam district of Odisha began to grow the nutrition garden, she had no inkling that her entire household would reap its benefits. Over time, the garden not only gave regular produce for household consumption but also reduced the monthly household expenses. With a regular supply of fresh and nutritious vegetables, the garden also became a health safety-net for the family.

Saraswati stays with her husband and son. She also raised her sister's two sons, after the sister passed away in 2016. Her husband became ill and Saraswati's sole income from the labour work on construction sites was inadequate to support the extended family. Hence, as a supportive measure, Saraswati took a small orchard on lease, where she grew Kewda (a flower plant used in cooking), mango and cashew. The earnings were a meagre yearly sum of around ₹10,000, from which she paid ₹3,000 to the lessor of the orchard.

In 2018, her brother living in the neighbouring village bought land behind her house but left it untilled. Jashoda Devi from Gram Vikas continuously encouraged Saraswati to grow vegetables on her brother's land. Motivated by Jashoda's encouragement, Saraswati decided to work on the nutrition garden to cut down on the household budget and get nutritious and fresh vegetables.

Saraswati started growing a few leafy vegetables in November 2018. In three weeks, she harvested surplus vegetables. She not only sold some part of it in the local market for ₹1,800, but also distributed a portion to her neighbours.

Encouraged and optimistic, Saraswati bought new seeds with her modest savings in January 2019. Soon, her nutrition garden had a variety of vegetables like potatoes, brinjal, bottle gourd, lady's finger, tomatoes, beans, radish, cauliflower, green chillies, coriander leaves, and papaya.

Her arduous efforts motivated the family to join her in tending to the garden. A noteworthy feature of Saraswati's garden is the use of waste water from the bathroom and kitchen. The grey water is collected in a pit and channeled to the plant beds. This method reduces reliance on external sources of water and even saves efforts in watering the garden. The grey water is collected in a pit, filtered by the soil and the plants are grown with soil moisture.

Thanks to the nutrition garden, Saraswati need not rely on the market for household consumption of vegetables. She has also developed enough insights on the seasonality of crops, crop-cycle and weather parameters to plan the production cycle of the garden.

Today, almost half the village households have been nurturing vegetable gardens in their backyard.

Saraswati ploughs the soil, prepares the small beds for new saplings and looks after the plants. She spends two hours daily in the morning and evening in her garden for weeding and covering young plants with nets.

Saraswati's neighbours have realised that vegetables from her garden carry variety and freshness, often missing from the local market. Her eyes glint while recalling how she once used to share vegetables with neighbours. Now, the same neighbours are her loyal customers as they visit her to buy vegetables.

Saraswati is also a treasurer of the Village Water and Sanitation Committee (VWSC) and an active Self-help group (SHG) member. She used her participation in the VWSC and SHG meetings to drive home the wondrous benefits of vegetable garden. Her narratives have inspired many in her village. Today, almost half the village households have been nurturing vegetable gardens in their backyard.

School Sanitation



During 2018-19, the school sanitation project was taken up in selected government schools of Nayagarh, Ganjam and Kalahandi districts. By March 2019, 75% of the planned work under this project was complete. The remaining work was completed during the year.

Based on the government of India's Swachh Bharat Swachh Vidyalaya guidelines, Gram Vikas designed one toilet unit consisting of six urinals and two toilets for every 40 students. Separate units were built for boys and girls. The units were connected to the piped water system. Awareness programmes around behaviour change and sanitation were undertaken in all schools.

During the year, Gram Vikas built and handed over

102 toilet units catering to

4,152 students from 63 schools



Action Research on Child Faeces Management

Several evaluation studies conducted by Gram Vikas on the community-managed water and sanitation programmes have highlighted the lacunae in handling child faeces at the household level. It was found that child faeces are a significant source of faecal exposure in households and elsewhere. There is still limited knowledge on the structural and behavioural factors influencing the adoption of safe Child Faeces Management (CFM) practices.

In relation to this knowledge gap, the Clasen Research Group at the Rollins School of Public Health affiliated to the Emory University, Georgia, USA and Gram Vikas have been working together for some years to understand different aspects of sanitation, hygiene practices and behaviours. The insights received from these research projects have helped us improve our understanding of the issue and shaped our work methods.

Gram Vikas and the Clasen Research Group have jointly started action research on the issue of CFM. The research aims to inform the design of effective behavioural interventions that will change the caregivers' CFM practices, reduce faecal exposure and improve health.

The research focuses particularly on two CFM behaviours - safe disposal of child faeces and child latrine training. The study participants are households that have a toilet and at least one child with less than five-year age.

The research applies the Risks, Attitudes, Norms, Ability, and Self-Regulation (RANAS) approach to behaviour change. It will help design intervention activities with a user-centred approach. It will also support in developing novel, low-cost, locally available hardware to assist caregivers in their CFM practices.

The project began in May 2019 and has covered

1,037 households in

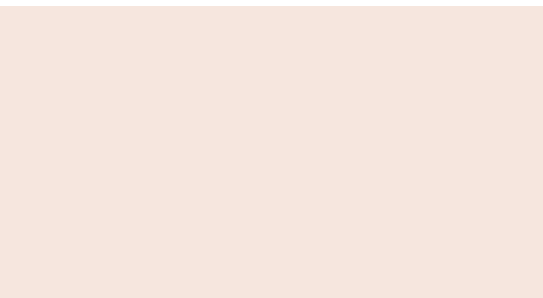
74 villages in Ganjam and Gajapati districts of Odisha

The research will help develop a novel, low-cost, locally available toilet hardware to assist caregivers in their child faeces management practices.



Habitat & Technologies

Our work in Habitat & Technologies focuses on building capacities within Gram Vikas and of its partner communities. The broad themes identified under this area are the use of new and appropriate technologies along with renewable sources of energy, creating sustainable and dignified habitats and improving the physical quality of lives of rural communities.



Work in this area consists of the following two programmes:

Smart Community Interface



The Smart Community Interface Programme (SCIP) aims to develop a community-owned and managed model of resource management. The model will make effective use of information and communication technologies in rural regions with limited physical access and unreliable or no digital connectivity. SCIP puts together the ensemble of hardware architecture, content and software applications and management mechanisms to establish the information-communication systems in remote villages.

The programme began in April 2018 in the form of a technology-based action research project, which focused on the selected villages in Thuamul Rampur block in the Kalahandi district and Jagannath Prasad block in the Ganjam district.

At the outset, the focus was to build technology interfaces in the four key areas, such as agricultural information for farmers, health and nutrition information for women and adolescent girls, communication services between migrant workers and their families in the villages and smart learning opportunities for children.

By March 2019, we had finalised the hardware configuration of the Raspberry Pi devices for creating closed wireless networks in the villages. This network enabled mobile phone users to access the internet with ease.

Efforts are ongoing to create appropriate user interfaces appropriate for use by all age-groups in the villages, and tie-up with different service providers for software and content inputs in different thematic areas.

As we progressed with various pilot experiments at different locations, the wide scope of SCIP's intervention dawned upon us. This realisation helped us plan our expansion activities.

The SCIP in its current form has the following components:

Village level hardware:

- Raspberry Pi devices running on solar power that serves as the village level server and wireless router
- Portable handheld LED Projectors for the screening of videos in the villages
- Automatic weather stations to provide weather forecast for villages within an area of 10 square kilometres

Content pilots:

- Farm sector- Use of I am Kisan android application with support from Vridhi Rural Prosperity Services and an SMS-based vegetable market price inputs for the members of Prakruti

SCIP makes effective use of information and communication technologies in rural regions with limited, unreliable or no access to digital connectivity.

Bandhu Farmer Producer Company, weather forecasts and farm advisories based on the weather conditions

- Health - Content curated by the 'SBI Youth for India Fellowship' participants for the specific context of Adivasi villages in the Mahendragiri region of the Gajapati district
- Migration - Content curated by the Safe Migration Programme for the village-level video screenings

Activities in progress:

- Development of an appropriate user-friendly interface for different applications and users
- Communication tool for migrant workers

Ten automatic weather stations were installed during the year. The programme covered

1,350 households in

17 villages of Ganjam, Gajapati and Kalahandi districts



Farmers get latest agronomic and real time market information



Gaya Mallik from the Adivasi colony of the Ganjam district narrated how the farmers like him used to be short-changed by middlemen in the past. Farmers had no room for negotiation with the middlemen and often ended up offering agro-produce at dirt cheap prices.

Under the Smart Community Interface (SCI) programme, the farmers now receive SMS with the updated price-list of all nearby Mandis (markets). The farmers now have the flexibility to select the markets where they want to sell the produce.

Gaya explained how Gram Vikas has played a critical role in transforming the farmer's knowledge ecosystem. A Field Expert from Gram Vikas visited his village and showed different educational videos on farming techniques, the correct procedure of making seedbed and planting eggplant seedlings at two to two and a half feet from each other.

Earlier, 10-15 packets of eggplant seeds would provide around 150-200 saplings. After learning the new farming techniques, farmers were able to produce 1800 to 2000 saplings from just one packet. Gaya Mallik admitted that earlier farmers would blame the low yield of sapling on the poor quality of seeds. Also, the farmers were habituated by the linear process of creating furrows, scattering seeds, ploughing and watering seeds. This process would cause decomposition of seeds under the ground and they would cease to grow. He feels that the new technique of raising saplings by spacing and preparing a seedbed is a boon for the local farmers.

With the ease in accessing resourceful information in Odia, farmers are more amenable to adopting modern farm practices for improving crop productivity.

Rabindra Jani, another farmer from Kandha Tirigochha village in the Ganjam district echoed similar feelings by sharing his own experiences. Earlier the farmers had limited knowledge of pests. After watching the videos shared by Gram Vikas on mobile phones, farmers can now differentiate between different pests and plant diseases.

Rabindra shared his revelation after watching a video on the *I am Kisan* mobile app. The video helped him identify the name of predator pest, *thrips*, which attacked his crops last season. The video also instructed him about the measures to arrest a *thrips* attack.

Rabindra Jani has now been chosen as the 'village level entrepreneur' for his village under the SCI programme. He downloads video content from Gram Vikas' Smart Community server and uploads it on the local village server. Rabindra Jani feels the knowledge and learning from these videos will have a significant impact on the culture of farming in this region.

With the ease in accessing resourceful information in Odia, farmers are more amenable to adopting modern farm practices for improving crop productivity. Currently, 200 farmers from twenty two villages in Ganjam are benefitting from the SCI.

Renewable Energy



Gram Vikas has been a pioneer among the community development organisations working in the renewable energy sector.

Our engagement with this sector goes back to 1983 when we actively promoted biogas as an alternative source of energy for cooking. Since then, we have gone from strength to strength to work on various forms of renewable energy, such as the community-managed micro-hydro projects for electrification in remote villages, a rooftop solar off-grid system and a solar off-grid community electrification project in the Kalahandi district. We also promote extensive use of solar water pumping as part of the piped water supply programme.

Our work during the year focused on the technical support required by the villages for setting up of solar water pumping systems. We also revived a solar off-grid village electrification project in Maligaon village of the Kalahandi district.

We reached

571 households in 13 villages in

10 blocks of three districts of Odisha and Jharkhand

★ Revival of the Maligaon Solar Project



Maligaon village with its inhabitants of 45 households is located at the Thuamul Rampur block of the Kalahandi district. Gram Vikas has been a longstanding partner of Maligaon village in its holistic development. The range of development works undertaken by us at the household level in three decades include building toilets and bathing rooms, potable water supply system, electrification and enrolling children in the residential schools of Gram Vikas.

In 2009, Gram Vikas implemented a solar micro-grid for home-electrification in Maligaon. The existing electricity grid's nearest point of connection was 30 kilometres away from Maligaon. The main system component of the solar grid included a 9.63 kW total photovoltaic (PV) array capacity, 96 kWh tubular lead-acid battery bank and an Urja Bandhu (charge controller that makes the fixed amount of energy available daily) for each home. Each household received a daily quota of electricity based on a fixed monthly charge.

Gram Vikas trained a local operator to run the system. However, in 2013, the solar micro-grid failed due to the premature expiry of the tubular lead acid batteries. The depletion was caused by two factors, manufacturing defects and improper maintenance of the batteries by the local operator.

In 2014, Maligaon village was connected to the main electricity grid, but electricity supply was marred by frequent blackouts and outages, especially in the rainy season.

Drawing cues from its earlier experience, Gram Vikas decided to renew the solar micro-grid project by setting up a sustainable system. Gram Vikas focused on using modern technology available in this segment and putting effective community-management in place.

The earlier experience showed that depending on a sole operator for the upkeep of the solar grid was also a major factor behind the failure of the project.

Eshaan Patheria, an SBI Youth for India Fellow and a Harvard graduate, led the work to modify the existing technology and mobilise the community to adopt a better management system.

The key features of the revised technology include:

- Long lasting Lithium Ferro Phosphate (LFP) batteries
- Three phase power to withstand heavier loads
- Additional seven kilowatts of solar panels to increase the array's capacity and lifespan
- Smart metres to collect real time data on energy consumption at the household level to ensure rational usage and payment



The women of Maligaon had witnessed the entire revival process and realised its all-round uplifting impact on the village. They have taken up the responsibility of the regular upkeep of solar grid.

Technical personnel from Gram Vikas will conduct a monthly audit to keep a tab on the grid's operational aspects. Mahindra & Mahindra, the technology provider, will undertake annual maintenance of the grid. A new load survey will be done every year to calibrate the system to ensure that supply and demand are always in balance.

Along with the village community, we analysed the lessons from the past experience of community management and the reasons for failure. The women of Maligaon had witnessed the entire revival process and realised its all-round uplifting impact on the village. They have taken up the overall responsibility of the solar grid's regular upkeep.

A team of women have been selected and trained on day-to-day functioning and essential features of solar engineering. The team will be given a fixed monthly remuneration for the responsibilities, including managing the equipment, facilitating payments through the smart metres, and maintaining a daily log of the electricity consumption of each household.

The Village Development Committee will oversee these efforts and intervene to address any situational conflict arising from the project. Monthly financial audits will be done for the sale of recharge coupons.

Till the operational aspects are stabilised, a Gram Vikas staff member will support with the regular operations and handholding of the women's groups. We expect to handover complete operational responsibilities to the village by March 2021.

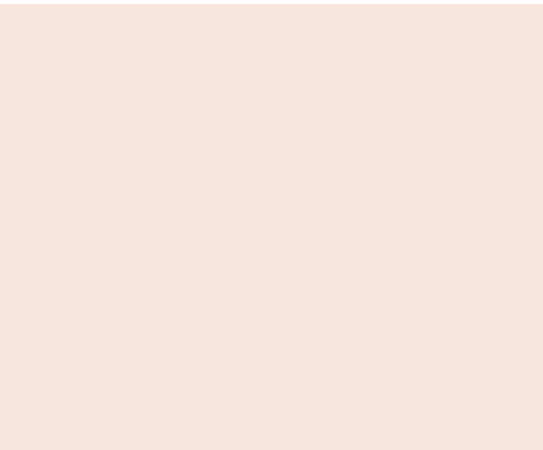
The renewal work which started in September 2018 was completed on 8 September 2019, when the solar micro-grid was commissioned. CAT International Projects and 110 generous individual donors through the crowdfunding campaign provided valuable financial support for the revival of this project.

The renewed solar grid has enabled the villagers to use electricity beyond simple household needs, such as irrigation, streamlining other agricultural practises, and lighting up streets. The multiple uses of the grid have also resulted in a holistic improvement in the living standards of the village.



Education

In Education, we support the four residential schools started by Gram Vikas and strive continuously for excellence. In pursuit of this goal, we make every effort to give our students exposure to global platforms and provide opportunities to use advanced technologies in formal learning and other educational activities. This fosters scientific temperament and knowledge.



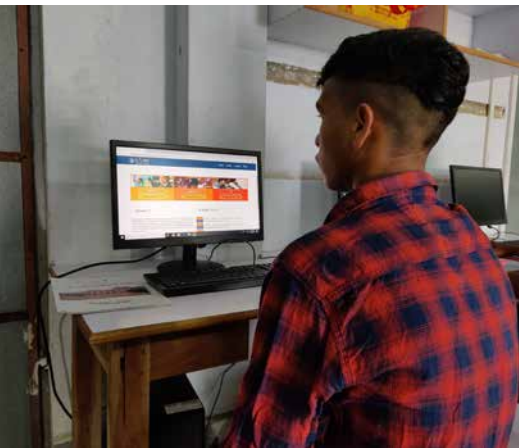
Support to Gram Vikas Residential Schools



Gram Vikas had established four residential co-educational schools, between 1982 and 2003, in the predominantly Scheduled Tribe regions of Odisha. The schools are active in providing quality education to children of the Adivasi communities.

We run two schools in the Ganjam district, one in the Gajapati district and one in the Kalahandi district of Odisha. Gram Vikas has set up an independent trust for running these schools.

Since 2015-16, we are enhancing the teaching-learning environment of these schools with effective use of information and communication technologies. This support continued during the year. 100% digital literacy was achieved by establishing the digital libraries in Kankia and Thuamul Rampur schools.



The use of ICT materials has also enhanced the classroom teaching and learning capacities of teachers and students, respectively. The use of ICT materials for STEM-related classroom activities has helped to foster a scientific and technical temper in the students. Gram Vikas supports the regular maintenance and upkeep of the ICT infrastructure in these schools.

Our educational activities during the year involved

63 teachers and 1,271 students in

4 residential schools



Navonmesh Prayogshala: A lab for young scientists in rural Odisha



Gram Vikas has taken a series of efforts to provide quality science and technology education to the students in its residential schools, most of them first generation learners. *Navonmesh Prayogshala* – an Innovation Lab was one such effort in that series. The lab was inaugurated in November 2019 in Gram Vikas Vidya Vihar School at Rudhapadar in the Ganjam district of Odisha.

The *Navonmesh Prayogshala* is a multipurpose platform to imbue and nurture the thinking of students with creative, problem-solving, computational and experimentation skills. Oracle and Charities Aid Foundation (CAF) India's support to provide advanced hardware and networking infrastructure has made the lab a centre of attraction in the school. The lab is a driving force not only in bridging the digital divide but also making students gain first-hand experience of the incredible wonders of science.

Jasmine Nayak from Class VIII is a young innovator whose liking for science was firmed up by experiments in the lab. Her top-prized experiment in the Regional Science Fair, *Vigyan Vihar*, held in her school, Gram Vikas Vidya Vihar, became a talking point and attracted widespread attention. She created a model to generate electricity by the pressure of vehicles on the speed breaker and using that electricity for running traffic lights. Ten schools from the region participated in the science fair held in November 2019.

Judhisthir Mallik of Class VI was also a team member with Jasmine Nayak for the Regional Science Fair. Judhisthir conceptualised a project for the 'I CAN' competition held by Design for Change in 2019. The project was adjudged as one of the 'Top 100' designs. Judhisthir's understanding of science, zest for experiments and achievements in various science exhibitions have earned him a moniker of 'future scientist'.

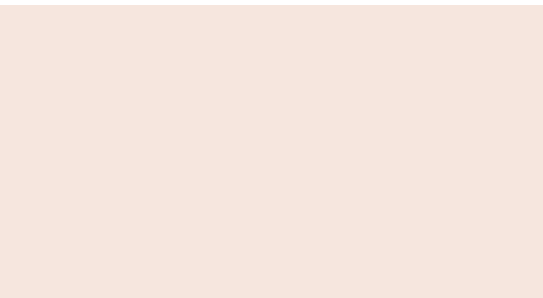
All four Gram Vikas Residential Schools have set up technology platforms with support from Oracle and Charities Aid Foundation India. Students make use of the equipment and facilities in the lab to bring alive the science concepts they learn in class through working models.

The lab is a driving force not only in bridging the digital divide but also making students gain first-hand experience of the incredible wonders of science.



Village Institutions

Strengthening Village Institutions is an overarching component across the spectrum of Gram Vikas' work. The focus is to build village-level capabilities, structures and processes to enable stronger self-governance mechanisms for the local communities.



Our aim is to ensure that Village Institutions (VI) operate on the principles of equity, justice, accountability and transparency. We also want VI to be more inclusive by providing participatory opportunities to women and encourage their rise to leadership positions.

Strengthening Village Development Committees

The Village Development Committee known as the Village Water and Sanitation Committee is the key village institution, which governs the overall development processes of the village, and assumes the ownership and management of different infrastructure created at the community level.

Every partner village of Gram Vikas has a Village Development Committee (VDC), which represents all the households. The VDC is the key Village Institution that Gram Vikas engages with. It governs the overall development processes of the village, and assumes the ownership and management of different infrastructure created at the community level.

A VDC is known as Village Water and Sanitation Committee (VWSC) in the villages where Gram Vikas' entry point was water and sanitation activities under the MANTRA approach. In at least 60% of the villages, VDCs are registered under the Societies Registration Act.

Starting from 2018-19, we initiated a process of reconnecting with our partner villages and encouraging them to assess the performance of their VDC. In the process, we also supported these villages to take up strengthening measures, wherever needed.

The key areas identified by us as part of this exercise are ensuring regular formal interactions among the VDC members, transparent methods to share financial details with the village at large and developing broader leadership with equal participation of women.

During the year, Gram Vikas conducted the following activities to strengthen VDC:

- Leadership development programmes for the leaders of VDC
- Village-level awareness sessions for community members to understand the role of the VDC and its leaders
- Facilitating the Annual General Body meetings of VDC
- Advocacy to involve more women at leadership positions, especially women representing the village self-help groups



Convergence with Panchayati Raj Institutions

We began activities to enable stronger and formal linkages between the Village Development Committees and the Gram Panchayats. There have been strong policy-level measures to strengthen the Gram Panchayats with greater financial provisions.

A stronger citizen engagement at the Gram Sabha (known as Palli Sabha in Odisha) level is necessary to translate policy measures in concrete development outcomes, especially for the poorest.

We had planned to work on the Village Development Plans so that Gram Panchayat could include them in the Gram Panchayat Development Plan (GPDP). As this plan did not materialise during the year, we intend to activate it on a priority basis in the coming year.

Other Community Capacity Building



We have focused on women and children as specific groups for the institutional strengthening and capacity building at the village-level. The partner villages of Gram Vikas have a strong presence of self-help groups (SHG) of women.

Gram Vikas has played a key role in the formation and sustenance of these SHGs. The SHGs are also initiated as part of the government initiatives, such as the National Rural Livelihoods Mission or Mission Shakti.

We work with the SHGs to ensure their participation in the governance and management in the village development processes. We also want to ensure that this participation is formally linked with the Village Development Committee. Our work will continue to strengthen SHGs as robust citizen bodies rather than serving only as financial intermediaries.

We have promoted and strengthened 'Child Clubs' to address the needs of children. These clubs play a catalytic role in the behavioural changes of children on critical health and hygiene-related issues. Once strengthened further, these clubs will help engage with multiple issues relevant to the all-round development of children.

Our work will continue to strengthen SHGs as robust citizen bodies rather than serving only as financial intermediaries.

Developing a Cadre of Village Institution Service Providers



During the year, we began working on developing specialised cadres of service providers at the level of the village institutions. We train this cadre to assist the Village Development Committees and the households for the implementation and monitoring of various development activities.

We identified areas of Water Quality Management, Springshed Management, WASH Behavioural Change and Smart Community Interface applications for training the cadres.

The initial set of training and protocols to develop the cadres were codified during the year. We expect to have a functional system in place in the coming year.

During the year, we achieved the following significant developments under the Village Institutions programme:

- Leadership changes in 178 Village Development Committees with the inclusion of women SHG leaders
- Formal Annual General Body meetings of 154 Village Development Committees
- Village Development Committees mobilised 29,06,000 from the Gram Panchayats in the villages of Gajapati district for the restoration of piped water supply systems damaged due to cyclone Titli
- 365 persons in 214 villages were trained as Village Institution Service Providers for the WASH+ programme
- 180 persons from 149 habitations were trained for the Water Quality Management programme
- 112 persons from 45 habitations were given training for the Springshed management programme

During the year, our work with the village Institutions covered

27,734 households in

554 villages of 174 Gram Panchayats

We train the village cadre to support the various local development activities.

These households are spread in 45 Blocks of 12 districts in Odisha and Jharkhand.



Village institutions ensure sustainability of outcomes



Strengthening village-level institutional platforms is a core feature of Gram Vikas' work. We see communities as equal partners in any work that we undertake in the villages.

Colonypada is a 28 households village in Jharsuguda district of Odisha. In 2014, with support from Gram Vikas, the village community completed construction of toilet and bathrooms (TBR) connected with three piped water connections for every household.

The onus of maintaining this system lies with the Village Water and Sanitation Committee (VWSC) made of ten members. The VWSC also shoulders the responsibility of cleaning the 20,000 litre overhead water tank once in a year.

The committee maintains a corpus fund of ₹30,000 mobilised through contributions from each household after the completion of TBR and piped water system. The VWSC has opened a bank account to create a maintenance fund for the operational cost of the piped water system. Each household contributes ₹100 per month for the same.

In 2019, the VWSC observed that the TBRs in 22 homes needed some repair work. Ashok Adha, the president of the VWSC recalled how the families were hesitant to bear the repairing cost. The VWSC prepared an estimate, convinced the households of the need to maintain quality of the system for sustainability and collected ₹3,000 for the repair. The work was done without either touching the corpus fund.

In March 2020, a General Body Meeting (GBM) of the VWSC was organised in Colonypada. Sixty people attended the meeting including members of various village committees, such as Self-help Groups (SHGs), Panchayat Samiti, elected members of the Panchayat Raj Institutions and a male and female member from each household. All the attendees conducted a rigorous review of different development works undertaken by the VWSC in the past one year including collections received towards the maintenance fund, future work planned by the VWSC, strategies for its successful execution, and records of income and expenditure.

The idea behind such a review was to maintain transparency about the activities conducted by the VWSC and gain the trust of villagers for the workings of VWSC.

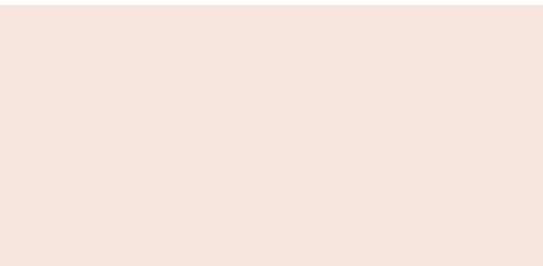
Ashok Adha is appreciative of the collaborative approach Gram Vikas adopted to get all households involved in the construction of TBRs and the piped water system. He also acknowledges how Gram Vikas helped to put in place the upkeep-system for the maintenance of TBRs and the piped water system.

Today, the participative management and spirit of community ownership fostered by the VWSC have ensured the sustainability of TBRs and the piped water system in Colonypada.



Disaster Response

In the past year, cyclones Titli and Fani, and the COVID-19 pandemic mobilised us in action to provide immediate relief and rehabilitation support to our partner village communities.



Gram Vikas has always been at the forefront in reaching out to the communities affected by natural disasters in Odisha. During 2019-20, two such disasters mobilised us in action to provide immediate relief and rehabilitation support to people. First was cyclone *Titli*, which affected villages in the Mahendragiri area during October 2018. We provided immediate post-disaster relief and undertook rehabilitation efforts in the area.

The second natural disaster was cyclone Fani, which affected areas around Bhubaneswar in the first week of May 2019. We instantly reached out to a new set of villages on the outskirts of Bhubaneswar.

Towards the end of this year, the COVID-19 pandemic and the consequent nation-wide lockdown severely affected the lives and livelihoods of everyone. As the initial stage of the pandemic threw life out of gear, Gram Vikas made every effort to provide relief support to the local communities.

Cyclone Titli Rehabilitation



Tropical Cyclone *Titli* hit the coastal areas of the Bay of Bengal on 11 October 2018. It had a severe impact on several partner villages of Gram Vikas in the Gajapati district and one block of the Ganjam district.

After the initial relief support, we focused on the livelihood rehabilitation programme in the affected villages of Gosani, Gumma and Rayagada blocks of the Gajapati district and Patrapur block in the Ganjam district.

The following activities were undertaken in the rehabilitation programme:

- Restoration of cultivable lands, water channels and plantations
- Revival of horticulture by supporting replantation and protection
- Protection and management of land resources based on watershed and springshed principles to manage future landslides, protection of water sources and increase the moisture in lower lands
- Rebuilding disaster-resistant houses and community infrastructure
- Building masonry skills for long-term livelihood security
- Exploring livelihood opportunities and building upon the SHG institutions

The programme covered

2,254 households in

57 villages of Gajapati and Ganjam districts

Cyclone Fani Relief and Rehabilitation



The ferocious cyclonic storm *Fani* made landfall on 3 May 2019 on the coast of Puri in Odisha with wind speeds reaching more than 200 km per hour. The harsh winds and heavy rains brought by the cyclone affected around 15 million people in 14 districts of Odisha. Puri and Khordha were the most affected districts.

Immediately after the cyclone, members of Gram Vikas reached out to the communities in the peripheries of Bhubaneswar and assessed the ground situation. The members of Gram Vikas also met the officials at the district administration for discussions on the requirement of immediate relief efforts.

We also conducted village-wise rapid assessments and identified the most affected habitations in the Gram Panchayats of Chandaka, Andharua and Daruthenga, located in the periphery of the Chandaka Reserve Forest.

Immediate Food Relief: Employees of Gram Vikas donated one day's salary, which kickstarted the relief activities. Food kits consisting of rice, dal, oil, semolina, sugar and baby-food were distributed to 1,154 families across 11 villages from the three panchayats. The volunteers at the Gram Vikas office in Bhubaneswar managed these efforts.

Cloth for work: Gram Vikas with support from nonprofit organisation, Goonj, took up the 'Cloth for Work' programme to mobilise the village communities for taking up immediate restoration efforts. Activities conducted under this programme were debris clearing, repairing of roads, clearing of water bodies etc. Household kits consisting of tarpaulins and household items were distributed in these villages. A total of 646 families across nine villages benefitted from this programme.

Restoration of drinking water sources: The following activities were undertaken in this project in Krushnanagar Ambapadia, Bhalunka and Chudanga villages:

- Formation and capacity building of Village Development Committees
- Installation of the piped water supply system and supply of drinking water through standposts
- Building hand washing stations in the schools and Anganwadis
- Toilets repair in the schools and Anganwadis
- Mason training

The project benefitted 280 families in three villages of Daruthenga Panchayat. In addition to the project, 119 school-going children and 82 Anganwadi attendees benefitted from safe drinking water and running water facilities in the toilets.

We stay committed to continue our work in these villages as part of the UDAN Project.

Immediately after the cyclone, village-wise rapid assessments helped identify the most affected habitations in need of relief and rehabilitation.

COVID-19 Response



Towards the end of the year, the COVID-19 pandemic and subsequent nation-wide lockdown forewarned distressing times for the local communities. Gram Vikas was proactive in reaching out to the village communities with various supportive measures. The Bandhu Telephone Helpline was set up to provide support to migrant workers from Odisha stranded in different parts of the country.



Masonry training for livelihoods and disaster rehabilitation



With winds roaring at more than 200 km per hour, a severe cyclonic storm Fani made landfall on the coast of Puri in Odisha on 3 May 2019. Krushnanagar Ambapadia was one of the many villages wrecked by Fani with homes and livelihoods demolished in the wake of its impact.

Home to fifty-six families, this hamlet in the Khordha district is located on the periphery of Bhubaneswar city. Most of its inhabitants are from the Scheduled Tribe communities and work as daily-wage labourers, while some tend to small plots of land for subsistence farming.

Cyclone Fani left the villagers of Krushnanagar high and dry with roofless homes and disruption in livelihood activities. Gram Vikas acted with alacrity and within ten days of the disaster, reached Krushnanagar with relief materials and tents for temporary accommodation.

In August 2019, Gram Vikas initiated a Mason Training programme with support from PricewaterhouseCoopers India. Mason training for affected communities has long been a post-disaster rehabilitation programme component from Gram Vikas. This not only ensures community ownership over reconstruction but also teaches a new livelihood skill that the community members can continue to use for life.

In Krushnanagar Ambapadia, Gram Vikas identified the participants for this programme through discussions in community meetings. The unemployed youths over eighteen years of age were also encouraged to join the training programme. Out of the twenty-eight



Pramila takes great pride in giving a tour of the house, which she built on her own.

people who enrolled in the training, sixteen were women. The new trainees underwent an orientation to learn about the guidelines, duration, stipend and other aspects relating to the training.

Pramila Singh was one of the first women who came forward to get trained. Her husband supported and encouraged her to learn masonry skills, which are typically perceived as a man's domain in the construction sector.

Pramila's decision was significant as women working in the construction sector are often relegated to being 'labourers' or 'helpers'. She attended the sixty days of intensive training conducted by experienced master masons in Gram Vikas.

The training covered a range of professional masonry work, such as site clearing, earthwork and excavation, rubble and brickwork, plastering, flooring, reinforcement work, concrete work etc. Pramila credits the Gram Vikas training programme for instilling in her the confidence to earn by working as a skilled mason.

As Pramila's husband worked as a daily labourer in farms or vegetable markets, it was always a hand to mouth existence for the family. Masonry skills gave Pramila a new dignified livelihood option with better incomes.

Before Cyclone Fani hit her village, Pramila used to live in a mud house made with a thatched roof. Cyclone Fani tore through their home and blew away the thatched roof. In the aftermath of Fani, Pramila and her family lived in a makeshift shelter roofed with a plastic sheet.

In October 2019, Pramila decided to build a new house for her family. With some savings, help from her husband and using her masonry skills, Pramila built the house in just two weeks. It's now a place where her family can pick up the pieces of a life shattered by the cyclone.

Whenever a visitor comes, Pramila takes great pride in giving a tour of the house, which she built with her hands and from the scratch. Other women from Pramila's village are proud of the way Pramila achieved a dignified life for the family. In the future, Pramila wants to find work as a mason in other villages.

Status Assessment Survey

The Status Assessment Survey (SAS) was designed to reach out to all partner villages of Gram Vikas, which have benefited from its developmental endeavours, such as the infrastructure of the piped water supply system and sanitation, institutional systems for community ownership and management of the Water and Sanitation systems. From 1997 to 2017, the facilities under these efforts have supported 67,157 families from 1,160 villages with a population of 3.60 lakh. These villages are spread over 454 Gram Panchayats in 128 blocks of 25 districts in Odisha.

The implementation of SAS was designed in two phases, viz. at the village level and at the household level. During the year 2018-19, the SAS was conducted in 846 villages. This year we had planned to reach out to all the households in these villages and collect the necessary data.

The villages were divided into the following three categories based on the functionality of the water supply system:

- i. Villages with a fully functional water supply system
- ii. Villages with a partly functional water supply system
- iii. Villages with non-functional water supply system

Out of these three categories, the first phase of the household survey was taken up in villages with fully or partly functional water supply systems. The questionnaire for collecting the household level data was developed and designed in mWater application with inputs from multiple stakeholders. As with the village survey, the volunteers selected from partner villages conducted the household survey.

During the year, we completed the household survey in

626 villages covering

41,586 households

Analysis of the survey data is in progress.

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. We held the Annual General Body Meeting of the Gram Vikas Society on 19 July 2019.

Governing Board

The Governing Board of Gram Vikas consists of 12 members and the Executive Director as an ex-officio Secretary.

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.

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.

Sri. Biren Bhuta, Member

Biren Bhuta had led multisectoral 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.

Sri. Damodaran Thankappan, Member

Damodaran Thankappan is a well-known trade union leader and social worker. He has been part of the Gram Vikas Society since 1984.

Sri. Debiprasad Mishra, Member

Debiprasad Mishra, a former professor at the Institute of Rural Management Anand (IRMA), Gujarat, 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 Chaddha, 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 Shankar, Treasurer

Ram Shankar 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 six times during the year on the following dates:

- 19 April 2019
- 19 July 2019
- 28 August 2019
- 12 November 2019
- 23 January 2020
- 31 March 2020

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 Group is 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 have grown multifold. The individual leadership approach is not suitable to handle various managerial responsibilities and challenges associated with these areas. Hence, the idea of MG was proposed to bring a major shift from an individual-oriented leadership style to a collegial one.

The members of the MGs include people from the Management Team with experience, expertise and interest in a specific thematic/ support area.

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

Name	Management Group
Apurva Ghugey	Sanitation & Hygiene
Ambika Prasad	Administration
Ashutosh Bhat	Water, Habitat & Technologies
Chandramohan Patnaik	Finance & Administration
Chinmay Mishra	Water, Habitat & Technologies

Name	Management Group
D P Debashis Hota	Human Resources & Administration
Gangadhar Panigrahi	Water, Government Liaison
Joseph Kalassery	Livelihoods, Habitat & Technologies
Nirmal Kumar Panda	Government Liaison
Pratap Chandra Panda	Livelihoods, Sanitation & Hygiene
Ranjan Patnaik	Finance
Sanjoy Kumar Sabud	Livelihoods, Habitat & Technologies
Sukanta Bhattacharya	Group member of – Village Institutions & Human Resources
Jannatun Begum	Village Institutions
Sangita Patra	Monitoring, Documentation & Communication, Human Resources, Village Institutions
Rutambhara Mishra	Monitoring, Documentation and Communication, Habitat & Technologies
Urmila Senapati	Livelihoods, Sanitation & Hygiene

Cluster Managers

During the year, we organised the operational areas in clusters. A Cluster Manager was appointed to take responsibility for work in a specific geographical area. The list of Clusters identified, and Cluster Managers appointed 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

Communications

The Strategic Communications team continued to facilitate the flow of information within and outside Gram Vikas for various organisational purposes. We appointed Ms. Priya Pillai as a Strategic Communications Consultant to strengthen and regularise the communication outreach of Gram Vikas.

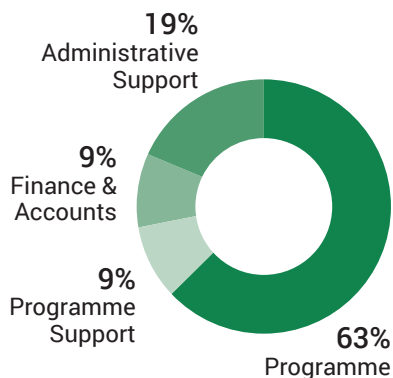
Our social media communication focus revolved around Facebook and LinkedIn. The focus on Twitter and Instagram was pushed back as the team could not meet the platform-specific writing and multimedia skills required for it. Twitter and Instagram also yield relatively lower gains for a social organisation like Gram Vikas.

We posted three times a week on both LinkedIn (159 posts) and Facebook (199 posts) with a higher number of posts during our campaigns. We have 2,174 followers on LinkedIn and 3,457 likes on our Facebook page, with a 31% increase in followers in the last year. In 2019-2020, we tweeted 72 times, had 189 new followers and 272 mentions. We also posted 39 times on Instagram this year. During the year, our YouTube channel's subscriber base increased by 86%. From October 2019, we have devised a communication plan in place for important upcoming events.

During the year we managed two successful crowdfunding campaigns to raise money for the Maligaon solar revival project and cyclone *Fani* rehabilitation. The visibility garnered by our posts on the social media platforms brought new donors.

Timely social media campaigns on the new government initiatives for rural areas were helpful to display our thematic expertise on the development issues. One prominent example is *Nal Se Jal* scheme of the central government, where our discerning posts on the campaign received traction on social media.

Human Resources



Staff Profile

Gram Vikas had 258 employees as on 31 March 2020, compared to 257 at the start of the year. During the year, 54 employees left the organisation, while the same number of employees came aboard.

The functional distribution of the staff members is shown in the following chart on the left.

Performance Management System

The Performance Assessment was conducted based on the Annual Performance Plans in the earlier year. Accordingly, performance incentives were given to 142 employees for the year 2018-19. Annual Performance Plans for the year 2019-20 were prepared for 204 employees.

Technology Application

The android-based Human Resource Management System was upgraded by making changes based on the staff member's feedback. Additional provisions such as marking the attendance, approvals for tour and leave were also incorporated in the system. It helped employees who often work in remote areas without mobile network. Going further, the system also added a feature to settle the tour advance, thus making this process hassle-free for the employees.

Merit-based Promotion

Going forward, a merit-based rank list would be prepared for appointing staff members as Field Project Coordinators. This year, a comprehensive capacity assessment was conducted for the aspirants of Field Supervisors. 32 staff members participated in the process and a rank list of 19 members was prepared. In the end, five persons were appointed as Field Project Coordinators and posted at different project locations.

Staff Development Cell

During the year, the cell organised 11 programmes, which covered 740 participants. 198 staff members benefited from these programmes during the year.

Training Courses Outside Gram Vikas

Course Name	Training Institution	Participants
Certificate Program on Rural Livelihood (CPRL)	Bharat Rural Livelihoods Foundation, New Delhi	3
Development and Social Change in India: Critical and Constructive Perspectives	Azim Premji University	2
Labour Migration in India: Perspectives for Practice	Azim Premji University	2

Exposure Visits

Host Organisation	Thematic Focus	No. of Staff attending
ACWADAM, Pune	Exposure visit on Springshed Management	10
SAHAS, Bangalore	Community based waste management initiatives	15
Aajeevika Bureau, Rajasthan and Gujarat	Safe Migration	7
DRCSC, Purulia, West Bengal	Understanding features and functionality of automatic micro Weather Station	24

In-house Training Programmes

Subject Matter	Resource Person	Participants
Subject matter orientation- Adolescent reproductive and sexual health	Dr. Mamata Pradhan	91
Subject matter orientation- Nutrition Gardens	DRCSC, Purulia	49
Basic computer applications	CAC, Berhampur	98
Orientation on Gram Vikas Decade V Approach	Internal	122
Fundamentals of Project Management	Ranjeet Ranade Arup Ghosh Dastidar	58

Subject Matter	Resource Person	Participants
Training of trainers on safe workplace and sexual harassment law	Namrata Chaddha	38
Staff orientation on safe workplace and sexual harassment law	Internal	138
Status Assessment Survey volunteer orientation	Internal	56
Leadership development	Ramakrishna Surdeo	36
An exploratory workshop on Finding Gram Vikas' culture-value axes	Veena Joshi Biren Bhuta	27

Fellows, Interns and Volunteers

Gram Vikas continued its trend of providing resourceful opportunities to academic, volunteers and young interns. We ensure that volunteers and interns working with us get to learn, experiment and contribute in a meaningful and fulfilling way. Several national and international academic institutions also select Gram Vikas for mid-course internships/projects.

Interns

Students	Project	Institution	Period
Priyasha	Preparation of status report on damage assessment due to Fani, Drafting of case studies and other support to the communications team	Christ University, Bangalore	Apr 19 – May 19
Nihar Ranjan Behera	Understand the livelihood patterns of two villages and support to tribal farmers through Prakruti Bandhu Farmer Producers Company in Ganjam.	Dr. Rajendra Prasad Central Agricultural University, Pusa, Bihar	June 19 – July 19
Tuhin Mohanta Zohaib Manzoor	Functionality of Village Water and Sanitation Committee based on the identified parameters	Institute of Rural Management, Anand	Oct 19 – Nov 19
Akanksha Srivastava Kashika Malhotra Teena Bansal	Mobilize and develop a community-based reservoir for wastewater and rainwater management	Institute of Rural Management, Anand	Oct 19 – Nov 19

Students	Project	Institution	Period
Nikita Deshpande Shipra Panda Shruti Mittal	Designing a process to measure the effectiveness of the water quality testing program	Institute of Rural Management, Anand	Oct 19 – Nov 19
Ashutosh Tripathy Abhijit Mishra Harshit Chauhan Govind Chandak	Income-Expenditure details and set up Village Water and Sanitation Committee's account reconciliation for the Water Supply and Sanitation Project implemented by Gram Vikas	Xavier School of Rural Management, Xavier University, Bhubaneswar	Nov – Dec 2019
Nilabh Raj	Education scenario of Kusaguma village: Challenges and Prospects	Development Management Institute, Patna	Dec 19 – Feb 20
Deepshikha	In-depth study of the challenges relating to the basic health facilities in Kanamana village	Development Management Institute, Patna	Dec 19 – Feb 20
Rashmi Rani	Study of the livelihood opportunities for the people engaged in the cashew nut industry at Kanamana village	Development Management Institute, Patna	Dec 19 – Feb 20
Ravi Mahato	Sustaining water accessibility and availability: Lessons from Kusaguma village	Development Management Institute, Patna	Dec 19 – Feb 20
Amit Sikder Nayan Halder Rahul Barai Shalini Banerjee Shrayashi Das Tanupriya Chandra	Development of a framework to map water resources, accessibility, sustainability and existing social - governance system around ground water	Kalyani University, Nadia, West Bengal	Feb 20 – Mar 20
Purnajyoti Khanra	Preparation of Village Development Plan using participatory tools	The Dhan Academy, Madurai	Feb 20 – Mar 20

Volunteers

Name	Project	Institution	Period
Alasdair Gillies	Analysis and data representation of the Status Assessment Survey	University of St. Andrews, Scotland	July 19 – Aug 19
Amrutha Jose Pampackal	Forest Rights Act and livelihoods of ST communities	Cornell University, New York	June 19 – July 19
William Pennock	Designing of PF 300 device for management of turbidity in piped water supply projects	Fulbright-Nehru Student Researcher	Dec 19 – Mar 20

SBI YFI Fellows during the period August/October 2019

Name	Domain & Project	Location
Aakriti Bisht	Domain – Education Project – Creating an evening school to guide the primary age tribal children to have access to quality education by providing them fun, creative and caring classrooms with the support of para teachers.	Badabafla, Kalahandi
Eshaan Salim Patheria	Domain – Alternate Energy Project – Maligaon Solar Energy Micro-Grid – To restore access to electricity 24x7 to the people of Maligaon.	Badabafla, Kalahandi
Roohi Kasim Patel	Domain – Social Entrepreneurship Project – Assisting Angai, a handmade soap producer company in creating market linkages in order to increase their sales	Koinpur, Gajapati
Shubham Singh	Domain – Education Project – Education through innovation: Improving the quality of education in tribal residential schools through alternate means to nurture the hidden talent of students	Gram Vikas Residential School, Kankia, Ganjam
Neetha Geeth Josoni	Domain - Education Project – Enhance computer, English, aptitude and financial skills of students, teachers and villagers	Gram Vikas Residential School, Kankia, Ganjam
Anna Keerthy George C	Domain - Health Project – Improving Quality of Life through Nutrition Garden and health awareness programs	Rudhapadar, Ganjam
Pragati Jain	Domain – Education Project - To develop self-confidence, life skills and overall personality development through basic English, computer education and other activity based learning in local youth of village and nearby Govt. school	Rudhapadar, Ganjam

SBI YFI Fellows during the period August/October 2020

Name	Domain & Project	Location
Yashika Malik	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

Name	Domain & Project	Location
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
Rufus Sunny	Domain – Rural Livelihoods Project – To document, create awareness and initiate behavioural change on farming using slash and burn	Thuamul Rampur, Kalahandi
Avani Patodi	Domain – Environmental Protection Project – Community led sustainable Solid Waste Management System	Jagyasala, Ganjam Badabafla,
Rahul Deo	Domain – Water Project – Development of handbook for watershed and springshed activity	Kalahandi Rudhapadar,
Gokul Nath	Domain – Technology Project – Automatic Weather Station: Bridging Technology and Livelihood	Ganjam Badabafla,
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

Training Programmes conducted by Gram Vikas as a Resource Organisation

During the year, we initiated a partnership with Shiv Nadar University, Noida to conduct the “Rural Drinking Water and Sanitation” module in their MSc in Water Science and Policy course. Six students from the course spent one month at Mohuda and in other villages to understand the field realities and interact with the subject experts from Gram Vikas.

We facilitated the WASH module of the Certificate Programme in Rural Livelihoods (CPRL) course conducted by Bharat Rural Livelihoods Foundation (BRLF), New Delhi and IIHMR University, Jaipur. 33 participants of the course spent a week in Mohuda, interacting with the staff members and conducting the fieldwork.

Accounts and Finance

Statutory Compliance

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 2019-20.

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.

Improvements in the internal controls and systems

The accounting software deployed across Gram Vikas' offices is linked to a central server in Bhubaneswar for updates on a real-time basis. Management can now exert better control over the accounting process with swift flow of information.

Work began in the previous year to develop the Programme Finance Management Information System. This system will be integrated with the accounting information from the Tally software. The process of integration is now complete. We are testing a new report-generation mechanism using spreadsheets for stability. This facility will be customised for the needs of specific projects and activities.

Scan to access the audited financial statements



Balance Sheet as at 31 March 2020

Particulars	As at 31.03.2020 [₹]	As at 31.03.2019 [₹]
1. Liabilities		
General Fund	31,94,14,960	33,66,97,457
Project Funds - Restricted Grants	4,12,04,187	4,58,58,076
Capital Asset Fund	9,10,84,361	8,79,21,986
Dairy Development Fund	1,80,551	1,80,551
Other Funds	11,97,35,995	12,02,06,495
Current Liabilities and Provisions	2,18,69,521	2,86,15,403
Total	59,34,89,575	61,94,79,968
2. Assets		
Fixed Assets	9,10,84,361	8,79,21,986
Investments	17,27,63,855	20,31,14,950
Piped Water Supply Projects' Advances	8,10,98,929	9,74,52,566
Current Assets	19,21,38,619	20,95,86,399
Deficit to be set off against future income	5,64,03,811	2,14,04,067
Total	59,34,89,575	61,94,79,968

In terms of our attached report of even date.

For: N R S M & ASSOCIATES
Chartered Accountants

For: Gram Vikas

N R Ray, FCA
Partner
Membership No. 055448

Joe Madiath
Chairman

Liby T. Johnson
Executive Director

Place: Bhubaneswar
Date: 26.09.2020

Income and Application Account for the year ended 31 March 2020

Particulars	Year ending 31.03.2020 [₹]	Year ending 31.03.2019 [₹]
1. Income		
Grants and Donations	10,001	3,79,675
Interest Income	68,81,619	55,65,154
Add: Interest income earned on donor funds - Grant-in-aid	2,76,694	3,84,509
Income from Investments	1,53,89,435	2,48,85,040
Income from Sale of assets	24,000	11,885
Reimbursements	6,28,454	8,55,117
House Rent Income	5,34,624	6,41,171
Miscellaneous Income	6,25,014	7,75,063
Liabilities written back	4,54,381	99,073
Overhead recoveries from the projects	54,72,557	81,55,040
Income Accumulated u/s 11(2) during the FY (2016-17)	-	60,00,000
Restricted Grant to the extent of utilisation (Pass through entry)	13,69,90,112	-
Deficit to be set off against Future Surplus	4,12,62,503	2,14,04,067
Total	20,85,49,394	6,91,55,794
2. Application		
Application - Programme - Revenue		
Water	1,55,96,813	56,37,809
Livelihoods	33,01,134	31,14,166
Sanitation & Hygiene	1,20,86,783	1,18,25,087
Habitat & Technology	7,45,715	6,85,884
Education	2,37,715	14,35,443
Village Institutions	10,06,841	2,07,319
Monitoring & Documentation	59,37,081	50,22,901
Human Resource Development	31,52,799	22,19,975
Strategies & Systems	61,60,832	70,83,894
Disaster Relief and Rehabilitation	-	2,100
Grants & Donations	60,000	1,00,000
Audit Costs	19,86,625	16,19,820
Staff Costs	1,05,01,180	1,19,43,323
Administration Costs	85,91,739	1,04,93,438
Utilisation against restricted grant (Annex to Schedule - II A)	13,69,90,112	
Depreciation on assets acquired from sources other than Income- Donor	11,95,209	11,88,821
Depreciation on assets acquired from sources other than Income- GV	9,98,816	3,13,055
Less: Upto 15% statutory accumulation u/s 11(1) for indefinite period	-	62,62,759
Total	20,85,49,394	6,91,55,794

Income and Application Appropriation account for the year ended 31 March 2020

Particulars	Period ending at 31.03.2020 [₹]	Year ending at 31.03.2019 [₹]
Upto 15% Statutory accumulation u/s 11(1) for indefinite period	-	62,62,759
Add: Depreciation on assets acquired from sources other than income trf.	21,94,025	15,01,876
Less: Interest on Donor Project Funds trf.to Project Fund A/c- Restricted Grants	2,76,694	3,84,509
Net Deficit	19,17,331	73,80,126

Note: Income and application account is prepared u/s 11 of Income Tax Act, 1961

As per report of even date

For: N R S M & ASSOCIATES
Chartered Accountants

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Executive Director

Place: Bhubaneswar
Date: 26.09.2020

Schedule For Project Funds (Restricted Grants) For The Year Ended 31 March 2020

Particulars	Year ending 31.03.2020 [₹]	Year ending 31.03.2019 [₹]
Opening Balance of Project Funds	45858076	30635567
Accretion during the year		
Grants in Aid	12,38,50,029	11,56,71,897
Interest Income on donor funds transferred from Income & Application app. A/c	2,76,694	3,84,509
DWSM supported SBM Toilets & Bathing rooms Prog.	82,09,500	4,89,60,950
Total	13,23,36,223	16,50,17,356
Depletion during the year		
Depletion - Programme - Revenue		
Water	5,06,61,682	2,92,52,089
Livelihoods	2,60,58,350	1,28,09,022
Sanitation & Hygiene	3,09,01,352	5,18,85,103
Habitat & Technology	67,46,850	30,03,095
Education	13,97,784	7,80,000
Village Institutions	7,83,196	4,88,164
Monitoring & Documentation	26,67,109	11,58,371
Human Resource Development	16,98,937	12,60,454
Strategies & Systems	4,46,293	3,34,285
Disaster Relief and Rehabilitation	57,13,807	22,12,126
Grants and donations	-	91,032
Audit Costs	1,35,700	1,47,000
Staff Costs	-	15,25,356
Administration Costs	2,80,900	51,11,149
Project assets	9,89,230	10,68,700
DWSM supported SBM Toilets & Bathing rooms Prog.	85,08,922	3,86,68,901
Total	13,69,90,112	14,97,94,847
Closing Balance of Project Funds	4,12,04,187	4,58,58,076

Resource Mobilisation and Utilisation Account for the year ended 31 March 2020

Particulars	Total [₹]	Project Grants [₹]	Sources		Own [₹]
			CSR Grants [₹]	Government (Water & Sanitation) [₹]	
1. Income					
Grants and Donations	13,20,69,530	9,94,79,757	2,43,70,272	82,09,500	10,001
Interest Income	71,58,313	2,76,694	-	-	68,81,619
Receipts from Govt. [Rural Water Supply and Sanitation]	1,48,85,453	-	-	1,48,85,453	-
Security deposit receivable from Govt. [Rural Water Supply and Sanitation]	23,74,679	-	-	23,74,679	-
Income from Investments	1,53,89,435	-	-	-	1,53,89,435
Income from Sale of assets	24,000	-	-	-	24,000
Contributions	-	-	-	-	-
Reimbursements	6,28,454	-	-	-	6,28,454
House Rent Income	5,34,624	-	-	-	5,34,624
Miscellaneous Income	6,25,014	-	-	-	6,25,014
Liabilities written back	4,54,381	-	-	-	4,54,381
Overhead recoveries from the projects	54,72,557	-	-	-	54,72,557
Total income	17,96,16,440	9,97,56,451	2,43,70,272	2,54,69,632	3,00,20,085
2. Expenditure					
Water	7,52,57,064	3,34,61,046	1 1,72,00,636	89,98,569	1,55,96,813
Livelihoods	2,93,59,484	2,60,58,350	-	-	33,01,134
Sanitation & Hygiene	5,14,97,057	2,90,76,091	18,25,261	85,08,922	1,20,86,783
Habitat & Technology	74,92,565	67,46,850	-	-	7,45,715
Education	16,35,499	13,97,784	-	-	2,37,715
Village Institutions	17,90,037	7,57,844	25,352	-	10,06,841
Monitoring & Documentation	86,04,190	24,74,695	1,92,414	-	59,37,081
Human Resource Development	48,51,736	16,51,361	47,576	-	31,52,799
Strategies & Systems	66,07,125	4,16,793	29,500	-	61,60,832
Disaster Relief and Rehabilitation	57,13,807	57,13,807	-	-	-
Grants & Donations	60,000	-	-	-	60,000
Audit Costs	21,22,325	1,35,700	-	-	19,86,625
Staff Costs	1,05,01,180	-	-	-	1,05,01,180
Administration Costs	88,72,639	1,46,426	1,34,474	-	85,91,739
Capital Expenditure	9,89,230	9,85,830	3,400	-	-
Total expenditure	21,53,53,938	10,90,22,577	1,94,58,613	1,75,07,491	6,93,65,257

As per report of even date

For: N R S M & ASSOCIATES
Chartered Accountants

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Partner
Membership No. 055448

For: Gram Vikas

Joe Madiath
Chairman

Liby T. Johnson
Executive Director

Place: Bhubaneswar Date: 26.09.2020





Gram Vikas
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