

BOARD'S REPORT

To
The Members
Indian Grameen Services (IGS)
U85320DL1987NPL027141

The Directors have pleasure in presenting their 28th Annual Report together with the Audited Accounts of the Company for the financial year ended March 31, 2017:

1. Financial results of the Company for the year 2016-17 are summarised as under:

Rs. in '000s

Particulars	Current Year	Previous Year
Total Revenue	279,380	304,559
Profit before Interest, Depreciation, prior period expenses & Tax	21394	4,373
Less: Interest	1133	2,241
Less: Depreciation	755	1,255
Less: Prior Period expenses	-	-
Profit/ (Loss) Before Tax	19506	877
Less: Tax Expenses		
1. Current Tax	-	1,200
2. Deferred Tax	30088	1,588
Net Profit/ (Loss) after Tax	3,180	1,265
Add: Amount brought forward from Last Year	(13,762)	32,839
Appropriations:	33754	
Transfer to General Reserve		3,440
Balance carried forward to Balance Sheet	(13246)	36,279

2. Operations and Performance of the Company

In 2016-17 financial year, your Company is implementing 48 projects in 2731 villages of 127 districts in 21 states, with an outreach of more than 1.65 lakh households directly and around 4.5 lakh households indirectly.

Your Company is implementing projects, which focus on innovation & incubation across a broad range of pragmatic and technical areas, while improving organization's ability to share knowledge both within IGS and communities and various stakeholders. Here are some highlights of IGS works on the last financial year 2016-17, around various geographical locations.

- IGS's institutional development projects are supporting over 98,197 of small & marginal farmers, with improved access to better agricultural practices and better quality input availability, through the handholding support on promotion, nurturing of Farmer Producer Organization.
- Almost 34,485 small & marginal farmers are supported by IGS projects to improve crop production, livestock, increase household income, adapt to responsible crop cultivation, breed up gradation and promote the sustainable use of natural resources.
- IGS resettlement & rehabilitation projects reached 118 households, with special emphasis on the needs of the most vulnerable: tribal, displaced households. We are also working on livelihoods promotion of 5722 households after resettlement.
- Innovation & incubation on community based eco-tourism has helped 145 households to derive their livelihoods, including the conservation of bio-diversity.
- Our solid waste management projects were supporting 56,000 households, improved waste management practices with over 12 municipal corporations. This has been successfully handed over to BASIX's Municipal Waste Ventures Ltd in September 2016.
- We started a women entrepreneurship development program with 1500 women in Barmer district of Rajasthan with financial support from Vedanta. After successful completion of pilot, Vedanta team has asked IGs to work in 9 states with 2600 anganwadi centres.
- Our LAMP fund has invested in more than 300 small MFIs/NGO-MFIs to a tune of INR 637 million loan including 84.5 million sanctioned to 20 institutions covering over 5.5 lakh households. It also invested INR 48.5 million towards institutional building.



IGS Projects in 2016-17

1. West Bengal

IGS worked in 09 out of 21 districts in West Bengal. Presently, in four districts, FPO promotion work is going on with good collaboration with Horticulture department. With the support of SFAC, 20 FPOs are being promoted i.e., 5 under NVIUC scheme and 15 under RKVY. The RKVY project for Promotion of 15 FPO has ended. Most of the FPOs formed, involving small and marginal vegetables and pulses growers. The major focus is on reducing cost of production, collective input sales, agri-technology transfer and forward market linkage to reduce vulnerabilities. CSR projects of ESSAR withdrawn due to problem of fund flow from ESSAR. In CSR projects, focus is on promotion of livelihoods of small and marginal farmers.

1.1 Promotion of FPOs in vegetable sub-sector under NVIUC

Start Date- August 2014 to End Date- August 2017

West Bengal is vegetable supplier for eastern India. In this 5 FPOs are being promoted in Deganga and Haroa of North Parganas, Polba-Dadpur and Haripal blocks of Hooghly, Nakashipara in Nadia, Bhagabangola I & II, Beldanga I & Nawda blocks of Murshidabad with 5000 vegetable growers with an objective to reduce vulnerabilities of small and marginal vegetable growers and improve vegetable production in the region.

1.2 Promotion of FPOs in vegetable and pulse-oilseed sector in RKVY

Start Date- August 2013 to End Date- August 2016

IGS promoted 15 FPOs in Bankura, Purulia, PaschimMedinipur and Jalpaiguri Districts under this project. The Project has ended on August 2016 with 15 FPOs floating their own business that would lead to their sustainability

1.3 Improved Agricultural Practices in Burdwan District

Start Date- April 2016 to End Date- March 2017

Improved Agricultural Practices was a CSR initiative of ESSAR Oil Ltd. in its operational area. The project designed to enhance the livelihood of small and marginal farmers including women) through improved agricultural practices and institutional development.

2. Odisha

In Odisha, IGS works mainly with tribal families in the rural areas to enhance their livelihoods in a sustainable manner. Therefore, it focused on tribal dominated districts like Mayurbhanj, Gajapati, Rayagada. The major focus is on Integrated Natural Resource Management in Forest landscape where institution has to be strengthening up for sustainability factor. IGS is working towards judicious use of resources while inculcating new skills of alternative livelihoods, so that the community and eco system can sustain in long run based on symbiotic relationship. IGS is focusing Ecotourism Initiatives in Odisha. After successful demonstration in Mangalajodi, we are now replicating at Devkund and Kumari in Similipal landscape. From last three years IGS Odisha also has been working on R&R projects of tribal people. At the same time, IGS also is exploring CSR projects in Odisha, where we can make a difference in the approach and outcome in terms of community development with a sustainable livelihood options. In all of the projects in Odisha, IGS is focusing upon convergence as a tool to achieve a sustainable development in all of the areas.

2.1 Mangalajodi Ecotourism

Start Date- March 2011 and End Date- September 2018

The project is going on in Mangalajodi village of Tangi Block under Khurdha District engaging 85 HHs directly. Earlier, the local community was engaged in bird poaching to earn their livelihoods. Because of government regulations and private agencies, the poachers had quit poaching activity and actively involved in conservation of the birds and its wetland ecosystem. This project aims at establishing eco-tourism as a means for alternate livelihood avenues where the local communities are being trained and capacitated to offer various tourism services. IGS works for strengthening Mangalajodi Ecotourism Committee to facilitate tourism enterprises and create sustainable earning sources for the community. The local communities have been trained; capacitate to offer various tourism services. Hence, this initiative played a

crucial role in ensuring added income for the villagers through eco-tourism and meaningfully engaged them in protection of birds and wetland.

2.2 Supporting Enterprises at Similipal

Start date- July 2016 to End date- June 2019

With support of RBS Foundation India, IGS is working in Jashipur and Bisoi blocks of Mayurbhanj district, Odisha. After completion of phase I of the project during 2010-16, IGS is moving to phase II of the project. This will be the phase of consolidation of activities at various levels. The biggest take away from first phase of the project was the convergence effort that was done to facilitate more impact in project villages. The convergence effort by IGS yielded significant result in the form of various long term programmes with the district administration and online departments including R&R, Ecotourism, Rubber farming, Land and Water Resource Development works. Team has a strong believe that they can achieve much more things, if they continue the efforts for next few years. What's already been planned at field level will require some professional facilitation. This phase would also focus on sustainability of the initiatives with a clearcut withdrawal strategy and transformation of knowledge and skills at the community level. In order to achieve the goal of "Reduced biotic pressure on forest and its resources through strategic livelihood intervention" with convergence as its theme, proposed intervention would aims at working with 2300 tribal and non-tribal households of fringe/buffer villages of Similipal Biosphere Reserve promoting their livelihoods by organizing them into their own institutions and promoting better livelihood activities. Convergence is core of the all interventions

2.3 Enhancement of Livelihood of Scheduled Tribe families through Rubber Cultivation

Start date- June 2013 to End date-May 2019

The project is going on in Jashipur Block of Mayurbhanj District, Odisha State where we are currently working in 4 villages with 79 HHs. The project emphasizes on livelihood enhancement of ST families through rubber cultivation by facilitating them in nursery, land preparation and plantation and on post plantation cares including watering, fencing, pest management etc. to reduce plant mortality and facilitate intercropping

2.4 Devkund Ecotourism

Start Date-1st April 2015 and End Date- 1st April 2017

Devkund is located in Udala Block of Mayurbhanj District, Odisha. Here IGS is working with 60 HHs to facilitate the process of development of Devkund as a self-sustainable eco-tourism destination with community at its centre.

2.5. Similipal R&R Project

Start date September 2016 to End date August 2017

IGS is working on rehabilitation & resettlement project in three villages' colony at Asankudar, Manada & Bahubandh in Thakurmunda, Jashipur & Udala Block of Mayurbhanj District, Odisha State relocated from Similipal biosphere reserve. We are working with 118 Khadia & Kolha HHs. The project aims at addressing the post relocation needs of the community by building vibrant people's institution and social capital to carry forward the development process. IGS provides handholding support in appropriate livelihoods interventions and ensure continuous income source of households in these resettled colonies.

2.6. Similipal Eatery project

Start date- Oct 2016 to End date- Sep 2017

As part of livelihoods and tourism promotion initiative in Similipal Biosphere reserve, IGS is establishing community based and owned small eatery units across 10 locations (In first year 5 locations), which will not only provide alternative livelihoods to the tribal families but a unique experience to the tourist. IGS is currently working in 4 Gram panchayat under Jashipur block of Mayurbhanj district, Odisha with 60 HHs. IGS aims at designing a comprehensive 'community mobilization' strategy and execute modalities with target community with proper institutionalization process

2.7. Business Development in CARE India Pathways SGP Project

Start Date-Nov 2016 to End date- Feb 2017

Promoting women's leadership for a productive and profitable engagement in agriculture and farm based activities is the integral part of the CARE India Pathways project. CARE India associated IGS for business development to assist, guide and support the project team for the consolidation of business activities in Kandhamal and Kalahandi districts of Odisha covering 4100 tribal households. IGS helped in capacity building of LSPs and CRPs to facilitate Farmers' Field and Business Schools (FFBS) Sessions.

2.8 Promotion of Farmers Producer Organization

Start date-Oct 2015 to End date-Sept 2018

The project is designed to support Agri NTFP project by promoting 2 Farmers producer organization of forest dwellers and strengthening clusters for value addition and market linkage of agri & forest products like maize, broom, tamarind, siali leaf and other medicinal products like Amla, Harida and bahara by funding from NABARD.

2.9. Integrated Natural Resource Management (INRM) through MGNREGS

Start date- 1st Dec 2012 to End date- 31st March 2017

It is a convergence project operational in Jashipur and Bisoi Block of Mayurbhanj District State with 853 HHs with the objective to converge maximum benefits from MGNREGS project for natural resource development.

3. Manipur

In Manipur, we are working with two projects spread across seven districts. Both the projects are to promote Farmers Producers Company (FPC) with the support of the Department of Horticulture and Soil conservation, Government of Manipur, and Small Farmers Agribusiness Consortium. Two FPCs in the valley area has being registered and four FPOs are under the process of Registration.

3.1. Promotion of farmers Producers Company under Mission for Integrated Development of Horticulture (MIDH).

Start date-June 2015 to End date- June 2018

The Government of Manipur adopted a strategy to organize small and marginal farmers of the state through Producer Companies during 2011-12 under NVIUC. The state Government is expanding the same to four districts of Manipur under MIDH. In this, four FPOs are to be promoted in the districts of Churachandpur, Imphal East, Tamenglong & Senapati nestled on the fertile Imphal Valley to increase supply of horticulture crops to Imphal city and to increase farmers' income by lowering the input cost and selling their produce at a better rate.

3.2 Promotion of Farmers Producers Company under NVIUC

Start Date- December 2013 to End Date – December 2016

The department of horticulture had promoted two co-operative societies as Bishnupur district veg. producing co-operative society Ltd d. for Bishnupur and Imphal west and The Farmer's Producers Orientation co-operative society Ltd in Thoubal and Imphal east. Being registered under cooperative societies act, these FPO will not be eligible to access EGF support extended by SFAC. Thus Govt. of Manipur through Horticulture Department extended the FPO promotion programme in two districts to consolidate the good work initiated under NVIUC in the state. Additional 1,200 farmers allotted to IGS through SFAC in Imphal east and Imphal west districts and they will be merged into the existing FPOs.

4. Meghalaya

In Meghalaya, we are working on project titled as "PROMOTION OF FARMER PRODUCER ORGANIZATION" in Amlarem and Chibinang clusters in Meghalaya.

4.1 Promotion of Farmer Producer Organization

Start Date- Dec 2013 to End Date- Dec 2016

In Meghalaya, two FPOs are promoted in Amlarem block of West Jaintia Hills and Chibinang block of West Garo Hills with 1000 orange and pineapple growers from each district with the support of Meghalaya Basin development authority.

5. Mizoram

In Mizoram, two projects are going on with the funding from SFAC on FPO promotion. One project work is going on since April 2014 and whereas other project, which did not start initially, has taken its shape now and work has started in full swing.

5.1. Promotion of FPO in vegetable sub-sector under NVIUC

Start Date- April, 2014 to End Date- March, 2017

About 80 per cent of the people of Mizoram are engaged in agricultural pursuits. The main pattern of agriculture followed is Jhum or Shifting cultivation. 6.30 lakh hectares of land is available for cultivation of horticulture crops. The FPO promotion programme under this project is being implemented in six districts in Mizoram namely, Aizawl, Champhai, Kolashib, Lunglei, Mamit, Sherchhip. Two blocks of the each district have been shortlisted for FPO promotion.

5.2. Promotion of Farmer Producer Organization (FPO) under NVIUC

Start Date-April-2016 to End Date-March 2019

In this Project one FPO was supposed to be promoted in two districts namely, Lawngtlai & Siaha of Mizoram. But due to some Government issues, the projected could not be implemented during that period, though IGS was having the work order of the same. However, situation changes and now the Project have gained its shape and mobilization started in full swing.

6. Sikkim

In Sikkim, IGS works on project titled as "Promotion of Farmer Producer Organizations (FPO) under Mission Organic Value Chain Development" in 53 villages of West Sikkim district.

6.1. Promotion of Farmer Producer Organization (FPO) under MOVCD-NE

Start Date- January 2017 to January 2019

The economy of Sikkim linked with agriculture that serves as the source of livelihood and economic security of sizeable native population. Sikkim State has some inherent strength that largely supports organic farming. The policies and programmes on organic farming, in tune with natural endowment envisage making Sikkim a Model Organic State. The march towards organic farming has led to substantial departmental intervention. Promotion of Farmer Producer Organization under Mission Organic Value Chain Development is one of the efficacious initiatives from the Horticulture Department of Government of Sikkim to give a fair price to the farmers. In this project, eight FPOs to be promoted in West Sikkim with 500 farmers in each FPO.

7. Andhra Pradesh

IGS is working in two projects in Andhra Pradesh. In one project we are building capacity of Producer organizations through different training programmes. In another, SFAC funded project is going on for FPO promotion in Vizianagram district.

7.1. Strengthening the capacity of Producer Organization Promoting Institutes

Start Date-2016 and End Date- 2017

IGS is functioning as Resource Support Agency in Andhra Pradesh for NABARD supported Producer Organizations Promoting Institutions (POPIs) in the state. The mandate of IGS is to design and impart the capacity building programs for the staff of POPIs in AP and enhance their capacity in overall development of Farmer Producer Organizations.

7.2. Promotion of FPO in Vizianagram District

Start Date- January 2015 to End Date- December 2018

IGS is responsible to promote two FPO with 2000 paddy and maize grower in Vizianagaram district of AP, by SFAC, under the RKVY scheme Government of Andhra Pradesh in order to reduce the cost of cultivation of farmers by providing best package of practices through training and capacity building.

8. Telangana

In Telangana state IGS is working on “Better Cotton Initiative” in Mahabubnagar district on cotton value chain with financial support from Solidaridad. IGS is also working in “Better Cotton Initiative” in Khandwa of Madhya Pradesh with funding from Solidaridad.

8.1. Better Cotton Initiatives Project supported by Solidaridad in Telangana

Start Date-2016 to End Date-2019

The project aims at enhancing the income of cotton farmers by reducing cost of production and also improving the social condition while protecting the environment by restoring soil and efficient usage of water and decent work aspect by promoting Better Cotton Initiative principles.

9. Karnataka

Under special project, SFAC has issued work order to Indian Grameen Services (IGS) to form five Farmer Producers Organizations(FPO) with 5000 farmers in Haveri, Shimoga, Chilmagiulur and Hassan districts in Karnataka.

9.1. Promotion of Farmer Producer Organizations

Start Date-April 2016 to End Date-March 2019

To reduce the cost of cultivation of farmers and to enhance their income, SFAC has given IGS the responsibility to promote 05 FPO and thereby facilitating input-output linkage and providing best package of practices through training and capacity building.

10. Rajasthan

IGS works in six districts of Rajasthan with major emphasis on institution building. There are 3 projects which are being implemented for three different agencies SFAC, RGAVP and RACP. Jhalawar district covered under RGAVP project. Bundi covered under RACP Gudha project. While SFAC and RGAVP projects are old ones and are implemented from past 2 year, RACP Gudha project is the new and incepted in the current year.

10.1. Promotion of FPO under NFSM on Pulse & Millets

Start Date-April 2014 to End Date- March 2017

With the financial support from of SFAC, IGS is promoting 5 FPOs in Ajmer, Nagaur, Sikar, Kota and Bundi districts of Rajasthan. 5 FPOs are established for providing platform to the farmers to give proper market linkage for their produce and get fair price by aggregating and marketing of pulses & millet.

10.2. Strengthening of Non-farm livelihood by promoting FPO of Artisans

Start Date- Dec 2014 to End Date- Dec 2016

This project implemented in Jhalawar district of Rajasthan to enhance income of 1500 families through non-farm activity and their collectives. But the project was foreclosed in September

because of RGAVP high expectation that women should earn at least what they earn in MNREGA. We sought for no cost project extension arguing that “Productivity increases with time” but it was not agreeable to RGAVP.

10.3. Implementation of Rajasthan Agriculture Competitive Project (RACP) in Bundi

Start date-2nd June 2016 – End Date-2nd June 2019

IGS role is to do Social Screening and social mobilization and bring community participation in each of the activity that all five departments i.e. Agriculture, Horticulture, Animal husbandry, Watershed and Water resource depart implement in the project area. IGS is supposed to provide required Technical Support for planning and implementation of Cluster Agriculture Competitiveness Plan (CACP) in RACP.

10.4. Handholding Support to Aman KSPCL and Molasar SKSPCL for implementation of Pulses Procurement

Start date November 2016 end date January 2017

A short term consultancy assignment from two FPC; Aman Kishan Samruddhi Producer Company (Aman KSPCL) and Molasar Sarvodya Kisan Samruddhi Producer Copmany (Molasar SKSPCL) was undertaken for providing handholding support to enable them to implement the Pulses Procurement-Kharif 2016 under Price Stabilisation Fund of Gol.

11. Maharashtra

In Maharashtra, IGS has worked in two projects, namely, Promotion of FPOs with support of SFAC and Tribal Development Board in Amravati district; and Better Cotton Initiative supported by GIF. IGSs main focus is on to improved agricultural practices and increase farmers' income by collective purchase of input and sale of output and to provide technical do-how to the farming communities of cotton subsector to improve the farming practices.

11.1. Promotion of Tribal FPOs in Amravati District

Start Date- Oct. 2014 to End Date- March 2017.

In this project, 5 FPOs are to be promoted with 5,000 forest dwellers and tribal farming communities in Chikhaldara, Dharni and Paratwada Blocks of Amravati District with the support of SFAC and Tribal Development Department (TDD); with an objective to establish commodity based enterprises for enhancing the livelihoods through collectivization of farm based commodities, facilitating institutional development services and strengthen the governance, establishing market linkages.

11.2. Better Cotton initiative (BCI) Funded by GIF

Start Date-April 2016 to End Date-March 2017

Better cotton initiative focuses on sustainability of farming practices with respect to cotton crop and working on cotton value chain to reduce cost of cultivation by minimizing the harmful effect of crop protection practices and promote decent work. IGS worked in four district of Vidarbha i.e., Amravati, Akola, Wardha and Yavatmal known as cotton belt of the state.

12. Jharkhand

In Jharkhand, four projects are running in 5 districts and 10 blocks. IGS is working mostly on Agriculture/ Business Development Services and Natural Resource Management, by adopting area-based approach, so that convergence with more organization can be developed which will in turn increase the inputs and services with the community for the implementation of new ideas. With Jharkhand state rural livelihoods Mission, IGS promotes System of Crop Intensification by improved agriculture practices among Cadre (Ajeevika Kisan Mitra) as a technical support agency. The project with Jharkhand tribal development society works on capacity building, Training and assistance of SHGs, GSPEC and FNGO. In project with Jharkhand watershed mission, the focus is on soil & water conservation, agriculture and plantation. IGSSS aims to build resilience in community and farming system to fight drought.

12.1 Integrated Watershed Management Program (IWMP)

Start date- 2015 to End date- 2019

The mission launched watershed projects by appointing Indian Grameen Services as project implementing agencies in Karra block in Khunti district since year 2015. It aims at controlling damaging runoff, moderating floods in the down-stream area, protection, conservation and improvement of land resources for efficient and sustained production. IGS will support Jharkhand state watershed mission in activities like construction of decentralized Water Harvesting Structures, promoting land use based on the geo-morphological features of the area, developing orchard agro forestry, pulse crop, vegetable near water bodies.

12.2. Crop productivity enhancement through System of crop intensification

Start date- February 2016 to End date- March 2017

IGS had collaborated with JSLPS (Jharkhand State Livelihood Promotion Society) for providing technical support to the livelihood project through capacity building of AKMs in agriculture sector. These AKMs in turn train SHG members. The project implemented in eight blocks of Jharkhand, in four districts covering more than 21000 households.

12.3. Jharkhand Tribal Empowerment and Livelihood (JTELP)

Start date- 19th May 2015 to End date- 15th Sep 2016.

IGS had partnered with JTDS for providing technical support to Jharkhand Tribal Empowerment Livelihood Project. The project aims to eliminate rural poverty by capacity building and providing financial support to beneficiary in 4 districts covering 8 blocks. The major role of IGS is to enhance capacity of Facilitating Non Governmental Organizations, community organizations and JTDS staffs and to ensure full participation of women in self-help groups, Tola and Gram Sabhas and producer organizations.

12.4. Creating Livelihood Adaptations under Drought (CLAD)

Start Date: July – 2016 to End Date: June – 2020

The project aims to build resilience in community and farming system to fight drought in Karra block at Khunti district Jharkhand State, to combat the effects of drought, hunger and food insecurity by increasing the production of climate resilient traditional crops and empowering women to manage and promote sustainable livelihood.

13. Bihar

There are total 4 projects functional in 12 districts in the state of Bihar. Two projects have taken place in Motihari District in the year 2016, supported by SFAC (NDP (for 5 FPO) and MIDH (for 3 FPO). One project on IDS was supported by SFAC under which, Five FPOs were being promoted in Gaya and East Champaran districts on pulses and millets value chain under NFSM. IGS is working in partnership with PWC on BAGRI i.e., Bihar Agriculture Growth and Reform Initiative project in 11 districts which is funded by DFID. IGS supported CUTS in Sustainable Development Investment Portfolio (SDIP) project on policy and advocacy work on water, agriculture and energy issues in Ganges Basin in Bihar.

13.1. FPO Promotion on Value Chain development of pulses and millets

Start date- March 2014 to End Date- February 2017

In this 5 FPOs of small and marginal farmers are to be promoted in Gurua and Banke Bazar blocks of Gaya district and Motihari, Areraj and Chakia block in Motihari district to increase the production of pluses & millets through promoting farmers institution under NFSM.

13.2. Value Chain Development of "Pulse and Millets" In Motihari District

Start Date- June 2016 to End Date- May 2019.

In order to enhance the production, productivity and profitability of pulses and millets farmers, IGS has been given responsibility to implement the project of Formation of FPO in five blocks, namely, Piprakothi, Kotwa, Sangrampur, Paharpur & Tetaria in Motihari of East Champaran District of Bihar under the funding of SFAC-NDP.

13.3. Value Chain Development of "Fruits and Vegetables" In Motihari District

Start Date-December 2016 to End Date-November 2019

Mission for Integrated Development of Horticulture (MIDH) is a Centrally Sponsored Scheme for the holistic growth of the horticulture sector covering fruits and vegetables by promoting FPO through IGS in Motihari District of Bihar.

13.4. Bihar Agriculture Growth and Reform Initiative (BAGRI)

Start date- July 2015 to End Date- June 2020

BAGRI project are implemented in 22 blocks of 11 districts of Bihar with focus on socio economic development of small and marginal farmers of Bihar through building their own institution (Farmer producer Company) at district level. After successful completion of inception phase (July15 to Dec15) in December 2015, Implementation phase started in May 2016 and since then 500 producer groups formed including 12000 plus S&M farmers. By March 2017, the PGs formed have done transaction of input (76 lakh) and output (64lakh) worth Rs.14,000,000 and have saved minimum of 10 % of the transacted amount. 2 FPOs have been registered and 2 more are to be registered recently in April. There are two clusters -1.Nalanda (Patna,Nalanda,Gaya,Rohtas,Buxar , and Bhojpur-Vegetable cluster) and Muzaffarpur (Vaishali,Muzaffarpur ,Darbhanga,Samastipur and Begusarai-Fruit cluster) consisting of 11 districts and major crops are Vegetables,Mango Banana and Litchi.

13.5. Sustainable Development Investment Portfolio in South Asia (SDIP)

Start date- August 2014 to End Date- July16

The Ganga &Koshi basin area in Bihar are lagging in basic amenities in the field of agriculture, energy & water development. The project is supported by CUTS and aims at development of Lower and Upper basin of the Ganga river through policy and governance reforms on water, food and energy security to facilitate economic growth and improve livelihoods.

14. Madhya Pradesh

In Madhya Pradesh, IGS works in seven projects covering 10 districts. The themes varied from Institutional Development (mainly FPO promotion), to Biodiversity Conservation and Rehabilitation and resettlement Projects. In this year, area of operations has significantly reduced with SFAC Phase 1, SFAC Mhow coming to an end and SWM operation were finally moved to BMW.

14.1. Promotion of Farmer Producer Organization in Madhya Pradesh

In MP, IGS worked on three projects with SFAC. In Mhow Special project one FPO was to be promoted in Mhow block of Indore district. In phase 1 project, eight FPOs were promoted in 8 blocks of 5 districts including Damoh (Damoh and Jabera block), Jabalpur (Majhouli Block), Umaria (Manpur Block), Shahdol (Sohagpur and Beohari block) and Seoni (Barghat and Keolari Block). These two projects were over in the given year. In Phase II project, two FPOs being promoted in Bhikangaon and Jhirniya blocks of Khargone district

Start and end date:

Project 1: (8 FPO) Project: Oct 2013 to Sept 2016

Project-2 (Special Project) in 1 FPO-Mhow Special Project: June 2013 to May 2016

Project -3 (2 FPO) Project: July 2014 to June 2017

14.2. Supporting enterprises for Resettled Forest Dependents of Satpura Tiger Reserve

Start and end date: November 2014 to November 2017

The project aims at providing support for establishing livelihood base for 13 villages in Babai, Sohagpur & Pipariya blocks of Hoshangabad district through appropriate interventions, capacity building and skill development. 12 of these villages have been relocated from the core zone (critical tiger habitat) of Satpura Tiger Reserve.

14.3. Biodiversity Conservation & Rural Livelihood Improvement Project (BCRLIP)

Start Date: 1st July 2016 and End Date: 30th June 2017

IGS is the implementing agency of Biodiversity Conservation & Rural Livelihood Improvement Project by the Forest Department of Pench and West Chindwara division with a goal of improving livelihoods of forest dwellers keeping conservation of the biodiversity and nature in mind.

14.4. Baseline Study of Mohasa Industrial Cluster in Hoshangabad

Start Date: April 2016 & End date: July 2016

Hindustan Coca Cola Beverages Private Limited (HCCBPL) in partnership with Indian Grameen Services (IGS) came up with a livelihood development programme to enhance livelihood of communities of the selected eight villages in Hoshangabad district in MP.

14.5. DDE Bridge Funding India Sustainable Soy Program

Start date: 1 January, 2016 & End Date: June 30, 2016

The project aimed at promoting Integrated Farm System Approach in soy-based cropping system through demonstrations and convergence with Government programs, strengthen Farmers Producer organizations and developing their business plans and promote rural entrepreneurship.

14.6. Better Cotton Initiatives Project supported by Solidaridad

Start Date-2016 and End Date-2019

To improve the livelihoods of the cotton growers, IGS with support from Solidaridad, promote BCI by encouraging the adoption of better management practices in cotton value chain.

15. Livelihood and Microfinance Promotion Fund

Livelihood And Microfinance Promotion (LAMP) Fund started with the objectives of improving livelihoods in rural India through infusion of financial services to unreached, especially of the disadvantaged sections of the society, through investment (loans and grants) support to growing microfinance institutions (MFIs) and Producer organization (PO) involved in agri, agri allied & Non-farm sector based livelihood promoting organizations.

Project Update:

LAMP fund has supported more than 300 small NGO-MFIs and Producer Companies.

160 institutions got loan support from LAMP Fund that has sanctioned 259 loan proposals worth INR 652 million. It also invested INR 48.5 million towards institutional building in the form of returnable grant and grants.

INR 84.5 million was sanctioned to 20 institutions and out of it an amount of INR 106 million is disbursed to 26 institutions

16. Special Projects

16.1 Women Entrepreneurship Development Program by Vedanta Foundation

Start Date: August 2016 End Date: March 2017

Vedanta Foundation in partnership with Ministry of Women & Child Development is working with around 4000 Anganwadi centres across 16 states in India with the vision of eradicating child mal-nutrition, providing education, healthcare, empowering women with skill development. Indian Grameen Services invited to discuss implementation strategy for women empowerment and skill planned. IGS started pilot program of women entrepreneurship development in Barmer Districts of Rajasthan where 1500 women from 50 anganwadi centers

(nandghars) trained on basics of entrepreneurship, business planning and specific skills required for doing businesses. After successful piloting, the project will be replicated in more states.

16.2 DC Micro Grid Installations in Bihar on Village Level Entrepreneur (VLE) Model

Start Date – August 2015 to End Date –March'2017

The project is about installing two DC micro grids with centralized generation and distributed storage, which enables electrification of remote off-grid villages that have difficulty in accessing the grid network to meet their energy needs. This project enables an entrepreneurial engagement at the community level. The project is being implemented in Shonhattu & Boknari villages of Gaya district in Bihar, covering 27 Household in Shonhattu and 55 in Boknari. We have partnered with Rockefeller Foundation & Schneider Foundation for funding and technical assistance

17. HR status of the company:

As compared to March 31, 2016, percentage of total employees on March 31, 2017, the percentage of consultants increased from 5% to 10% (on account of hiring under Vedanta supported project in Barmer, Rajasthan), contractual employees decreased from 72% to 66% (a strength of 232 came down to 135) and payroll employees increased from 23% to 24% (though numbers decreased from 75 to 50).

As compared to March 31, 2016, the team strength declined by 36%. Of a total of 210 exits, 66% was due to project end and ready to relocate, 18% due to health and family issues, 9% moved to other organizations at a higher salary, 6% were asked to leave due to performance issues and disciplinary action and 2% were asked to leave since they refused to relocate to a new location where their services was required. The annual attrition rate was 25.8% (68 employees left voluntarily and the average team strength during the year was 263).

Of the total 142 entries, 79% were recruitments under new projects and 21% were replacements.

SI No	Band	March 31, 2016			March 31, 2017			Difference		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
1	Strategic Leadership	1	0	1	1	0	1	0	0	0
2	General Management	7	1	8	2	0	2	-5	-1	-6
3	Functional Management	38	4	42	31	4	35	-7	0	-7
4	Execution Excellence	43	8	51	30	7	37	-13	-1	-14
5	Action Assistance	195	25	220	109	21	130	-86	-4	-90
	Total	284	38	322	173	32	205	-111	-6	-117
	% of total		12			16				

18. Dividend

As the company is incorporated under section 25 of the Companies Act, 1956 (corresponding section 8 of the Companies Act, 2013) and having such license, it is prohibited by the constitution from paying any dividend to its members. The excess surplus earned for the year will be used in promoting the object of the company.

19. Changes in the nature of Business

During the year under review, there were no changes in nature of business of the company.

20. Material changes and Commitments affecting the Financial Position of the Company

There were no material changes after Balance Sheet and before date of the report.

21. Extract of Annual Return

The Extract of Annual Return in Form MGT-9 pursuant to Section 92(3) of the Companies Act, 2013 and Rule 12 of the Companies (Management and Administration) Rules, 2014 is attached as **ANNEXURE-I** to this Report.

22. Directors

22.1. Board's composition and category of directors

The Board is collectively responsible for the sustainable success of the Company under the leadership of Chairman. The Company's Board has an optimum combination of Executive, Non-Executive and Independent Directors and reflects diversity in terms of disciplines, professions, social groups, gender and stakeholder interest.

The strength of the Board as on March 31, 2016 is eight (8) directors. They are as follows:

SI No	Name of the Directors	Designation
1.	Dr Sudha Nair	Chairperson
2.	Dr Sankar Datta	Non-Independent Director
3.	Mr D. Sattaiah	Non-Independent Director
4.	Mr Vijay Rajaram Nadkarni	Independent Director
5.	Ms Swati Bhargava Desai	Independent Director
6.	Mr Hersh Haladker	Independent Director
7.	Ms Patricia Mukhim	Independent Director
8.	Mr Arijit Dutta	Managing Director

During the financial year ended March 31, 2016, the Board of Directors met Four (4) times on:

1. May 21, 2016;
2. September 19, 2016;
3. December 09, 2016; and
4. February 09, 2017.

22.2. Details of attendance of each Director during the period April 01, 2016 to March 31, 2017:

Sl. No.	Name of Director	Designation	No. of Meetings	
			Held during the tenure	Attended
1.	Dr Sudha Nair	Chairperson	4	4
2.	Dr Sankar Datta	Non- Independent, Non-Executive Director	4	4
3.	*Mr D. Sattaiah	Additional Director	3	3
4.	Mr Hersh Haladker	Independent Director	4	3
5.	Mr Vijay Nadkarni	Independent Director	4	4
6.	Ms Swati Bhargava Desai	Independent Director	4	3
7.	Ms Patricia Mukhim	Independent Director	4	4
8.	Mr Arijit Dutta	Managing Director	4	4
9.	*Mr Vijay Mahajan	Non- Independent Non-Executive Director	2	2

***Cessation/ Retirement & Appointment of Directors during April 01, 2016 to March 31, 2017. Details are given under section 22.3 below.**

22.3. Changes in the Board during the period April 01, 2016 to March 31, 2017:

During the year under review, following changes took place in the composition of the Board of Directors of the Company:

Sl. No.	Name of the Director	Designation	Appointment /Resignation/Retirement and Change in Designation of Director
1.	Mr Vijay Mahajan	Non- Independent Non-Executive Director	Retired as Director and Chairperson w.e.f. Sep 19, 2016
2.	Mr D. Sattaiah	Non- Independent Non-Executive Director	Appointed as Additional Director w.e.f. Sep 19, 2016
3.	Dr Sudha Nair	Independent Director	Appointed as Chairperson of the Company

23. Committees of the Board of Directors as on March 31, 2016

23.1. Audit Committee

The Audit committee meets half-yearly to review the financials as well as the report of the statutory auditor. The present composition of the Committee is as follows:

- a) Ms Swati Desai, Chairperson & Independent Director;
- b) Mr Vijay Nadkarni, Independent Director; and
- c) Mr Hersh Haladker, Independent Director

The 21st Audit Committee meeting were held on May 21, 2016.

23.2. Human Resources & Development Committee (HRDC)

The HRDC Committee has been constituted to comprehensively review the HR Policy of the company which shall describe how the HR requirements as per the Operational Policy will be addressed, in terms of recruitment, induction, training and also detail out the policy for remuneration, performance incentives, promotions and procedures for disciplinary action and grievances redressal system. The present composition of the Committee is as follows:

- a) Dr Sankar Dutta, Chairperson & Non-Independent, Non-Executive Director;
- b) Dr Sudha Nair, Independent Director; and
- c) Ms Patricia Mukhim, Independent Director

The Committee met four (4) times during the financial year on May 21, 2016; September 19, 2016; December 09, 2016 and February 09, 2017.

23.3. Project Committee

The Project Committee has been constituted to evaluate periodically projects proposed to be taken up by the Company, to review said projects and recommend to the Board of Directors for consideration and approval and also review progress of such approved projects and apprise the Board. The present composition of the Committee is as follows:

- a) Dr. Sudha Nair, Chairperson and Independent Director;
- b) Mr. Hersh Haladker, Independent Director; and
- c) Ms Patricia Mukhim.

The Committee met four (4) times during the financial year on May 21, 2016; September 19, 2016; December 09, 2016 and February 09, 2017.

23.4. Inclusive Financial Services Committee (formerly known as *Banking Service Facilitation Committee*)

The Inclusive Financial Services Committee (IFSC) has been constituted with the primary objective to engage Business Facilitators-BF and Business Correspondent-BC as intermediaries for providing financial and banking services.

The Committee in its meeting held on February 23, 2015 decided to combine both IFSC and LAMP Fund and the merged committee was named as Inclusive Financial Services Committee. The present composition of the Committee is as follows:

- a) Mr Vijay Nadkarni, Chairperson and Independent Director;
- b) Dr Sankar Datta, Non-Independent, Non-Executive Director;
- c) Ms Swati Bhargava Desai, Independent Director;
- d) Mr B L Parthasarathy, expert member; and
- e) Mr Kumaresh Rout, staff member, LAMP Fund

The Committee met four times during the financial year on May 21, 2016; August 30, 2016; November 29-30, 2016 and February 09, 2017.

23.5. Nomination & Remuneration Committee and Stakeholders Relationship Committee

The Company was not required to constitute a Nomination and Remuneration Committee under Section 178(1) of the Companies Act, 2013 and Rule 6 of the Companies (Meetings of Board and its Powers) Rules, 2014 and Stakeholders Relationship Committee under Section 178(5) of the Companies Act, 2013.

24. Policy on Corporate Social Responsibility

The Company is not required to constitute a Corporate Social Responsibility Committee as it does not fall within purview of Section 135(1) of the Companies Act, 2013 and hence it is not required to formulate policy on corporate social responsibility.

25. Declaration from Independent Directors

The Company was not required to appoint Independent Directors under Section 149(4) and Rule 4 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

However, for good Corporate Governance, the company has appointed and obtained necessary declaration from each Independent Director under Section 149(7) of the Companies Act, 2013 and that the Independent Directors of the Company meet with the criteria of their Independence laid down in Section 149(6).

As per Schedule IV (Code for Independent Directors), the Company is also facilitating the Independent Directors to hold at least one separate meeting a year, without the attendance of non-independent directors and members of management. The following are the Independent Directors as on March 31, 2017:

- | | |
|------------------------------|----------------------|
| 1. Dr Sudha Nair | Independent Director |
| 2. Mr Vijay Rajaram Nadkarni | Independent Director |
| 3. Ms Swati Bhargava Desai | Independent Director |
| 4. Mr Hersh Haladker | Independent Director |
| 5. Ms Patricia Mukhim | Independent Director |

The Independent Directors Meeting was held on May 21, 2016 and February 09, 2017 for the financial year 2016-17.

26. Annual Evaluation of Performance of Board

The Company was not required to constitute formal annual evaluation by the Board of its own performance and that of its committees and individual directors pursuant to Section 134 (3) (p) of the Companies Act, 2013 and Rule 8(4) of the Companies (Accounts) Rules, 2014.

27. Particulars of Loans, Guarantees or Investments

During the year under review, the Company has not advanced any loans/ given guarantees/ made investments.

28. Particulars or Contracts with Related Party Transactions:

Particulars of Contracts or Arrangements with Related parties referred to in Section 188(1) is attached as **ANNEXURE-II** in Form AOC- 2 to this report

29. Corporate Governance

The Company will continue to uphold the true spirit of Corporate Governance and implement the best governance practices. It lays emphasis on transparency, accountability, ethical operating practices and professional management.

30. Risk management policy

The Board is of the opinion that, there are no elements of risk which may threaten the existence of the Company hence it was not required to implement a risk management policy.

31. Steps taken to prevent sexual harassment of women at workplace

Considering that sexual harassment of women at the workplace is still rampant in India, Parliament has enacted the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Act provides for protection against sexual harassment of women at workplace and for the prevention and redressal of complaints of sexual harassment and also for the matters incidental thereto.

The Company has accordingly adopted the policy against sexual harassment of women at workplace, for the purpose of preventing, prohibiting and redressing sexual harassment of female employees including permanent, temporary, on training and on contract basis at all the workplace within the Company which are based on fundamental principles of justice and fair play.

Further, an Internal Complaints Committee (ICC) has been constituted which shall be responsible for redressal of complaints related to sexual harassment. The Company has put in place suitable processes and mechanisms to ensure that issues of sexual harassment, if any, are effectively addressed.

During the year, no complaints of sexual harassment were received by the Company.

32. Subsidiary Companies, Joint Venture or Associate Companies

During the year under review, there are no companies which has become/ ceased to become a Subsidiary/ Joint Ventures/ Associate Companies.

33. Deposits

The Company has not accepted any deposits from the public within the meaning of Section 73 of the Companies Act, 2013 read with the Companies (Acceptance of Deposits) Rules, 2014.

34. Orders Passed by Regulator or Courts or Tribunals

There are no order passed by the regulator or courts or tribunals impacting the going concern status and company's operations.

35. Auditors and Auditors Report

At the General Meeting held on September 16, 2014, M/s V. Nagarajan & Co., Chartered Accountants (FR No. 04879N) were appointed as statutory auditors of the Company to hold office till the conclusion of 29th Annual General Meeting. In terms of the provision of Section 139 of the Companies Act, 2013, the appointment of the auditors shall be placed for ratification at every Annual General Meeting. Accordingly, the appointment of M/s V. Nagarajan & Co., Chartered Accountants, as Statutory Auditors of the Company, is placed for ratification by the shareholders.

In this regard, the Company has received a certificate from the auditors to the effect that if they are reappointed, it would be in accordance with the provisions of Section 141 of the Companies Act, 2013.

The notes on Financial Statements are self-explanatory and do not call for further comments.

36. Secretarial Audit Report

The Company was not required to obtain Secretarial Audit Report under Section 204(3) of the Companies Act, 2013.

However, for good Corporate Governance, the Company had obtained a certificate from Ms Savita Jyoti, Practicing Company Secretary that the company has maintained proper registers and records as per the requirements of the Companies Act, 2013. The report is self-explanatory and do not call for any further comments.

37. Directors' Responsibility Statement

Your directors would like to inform members that the audited accounts containing the Financial Statements for the year ended March 31, 2017 are in full conformity with the requirements of the Companies Act, 2013 and they believe that the financial statements reflect fairly the form and substance of transactions carried out during the year. The financial statements audited by the statutory auditors M/s Nagarajan & Co., reasonably present the Company's financial condition and results of operations, viz. giving technical assistance and support services to the clients of Group Companies, Community Financial Institutions and other Micro-Finance Institutions.

In pursuance of section 134(5) of the Companies Act, 2013, the Directors hereby confirm that:

- (a) in the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures;
- (b) the directors had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company at the end of the financial year and of the profit and loss of the company for that period;
- (c) the directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
- (d) the directors had prepared the annual accounts on a going concern basis; and
- (e) the directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

38. Conservation of Energy, Technology Absorption and Foreign Exchange Earnings & Outgo

- a) The Company is engaged in the activities of promoting rural livelihood, the particulars required under Section 134(3)(m) of the Companies Act, 2013 read with the rule 8(3)(A) of the Companies (Accounts) Rules, 2014 regarding Energy Conservation do not apply.
- b) There was no technology absorption.
- c) Foreign Exchange

(Amount in '000)

Particulars	2016-17	2015-16
Earnings	24,962	39,954
Outgo	16,984	46,418

Acknowledgments

Your Directors place on record their sincere appreciation of the support the Company has received from the Ministry of Rural Development, Government of India, Small Farmers Agribusiness Consortium, UNESCO, Sir Rattan Tata Trust, Sir Dorabjee Tata Trust, the Ford Foundation, Development international Desjardins, RBS Foundation, Solidaridad, Safe water network, National Bank for Agriculture & Rural Development, ITC Ltd. and all other well-wishers.

On behalf of the Board of Directors



Arijit Dutta
Managing Director
(DIN: 02053044)



Sudha Nair
Chairperson
(DIN: 03106631)

Place: Kolkata

Date: May 06, 2017