



ANNUAL REPORT 2020 -21

INDIAN GRAMEEN SERVICES

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INDIAN GRAMEEN SERVICES

Indian Grameen Services (IGS) is a Section 8, not-for-profit Company, registered under the Section 25 of the Companies Act, 1956 (corresponding to Section 8 of the Companies Act, 2013), established in 1987 as an action research, innovation and incubation firm. IGS works with poor and marginalized communities in rural areas. Currently, IGS is working on multiple themes, viz. Enterprise and Entrepreneurship Development (EED); Integrated Natural Resource Management (INRM); Rebuilding Resilient Livelihoods (RRL); Ecotourism Based Livelihoods (EBL) and Integrated Community Development (ICD).

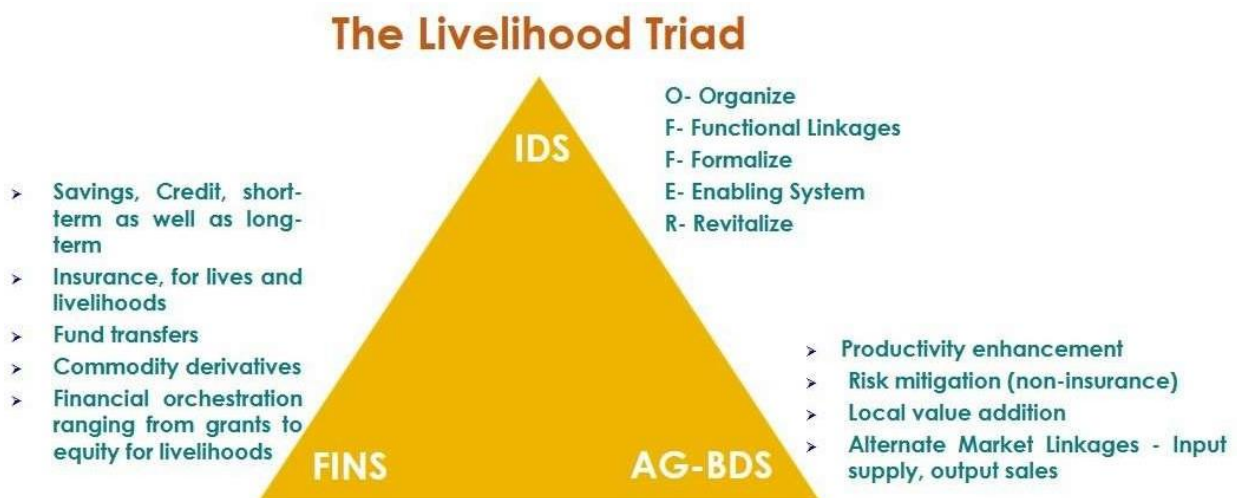
Vision

IGS envisions an equitable world, where the poor and marginalized have access to livelihood opportunities on a sustainable basis and are prosperous and happy. IGS describes its vision as: **“Kaayam Rozgar, Khush-haal Pariwar” (Sustainable Livelihoods, Prosperous Households)**

Mission

In pursuit of its vision to enhance access of the poor to sustainable livelihoods, IGS sees itself as a laboratory for incubating innovations and defines its mission as: **Incubating Innovations for Pro-poor Sustainable Livelihoods.**

Indian Grameen Services is part of the BASIX Social Enterprise Group. BASIX is a livelihood promotion institution established in 1996, working with over a 3.5 million customers in more than 223 districts and over 39,251 villages in India. Its mission is to promote a large number of sustainable livelihoods, including for the rural poor and women, through the provision of financial services and technical assistance in an integrated manner. **IGS strives to develop self-sustainable models and livelihood institutions** by delivering one or all of the *Livelihood Triad services* (*Institutional Development Services - IDS; Agri-Business Development Services - Ag-BDS; Financial Inclusion Services - FINS*) to the rural poor households, using market-based approaches.



BOARD OF DIRECTORS



Dr. Sudha Nair (Chairperson)	Ms. Swati Bhargava Desai	Mr. Hersh Haladker
Mr. Vijay Nadkarni	Mr. Devarakonda Sattaiah	Ms. Bharati Joshi

SENIOR MANAGEMENT TEAM

Bharati Joshi, Managing Director and CEO

Kumaresh Rout, Associate Vice President

Dharmendra Srivastava, Assistant Vice President

Dileep Gupta, Assistant Vice President

Hareshwar Prasad Singh, Assistant Vice President

Lal Mani Tiwari, Assistant Vice President

Sanjib Kumar Sarangi, Assistant Vice President



ACKNOWLEDGING THE ENABLERS

We value the support of all our partners - public and private institutions, including corporates, foundations and individual supporters. Your generosity powers our work for making the world a better place to live, by conserving nature and enhancing skills and livelihoods of the marginalized groups. Together, we're transforming lives - and futures



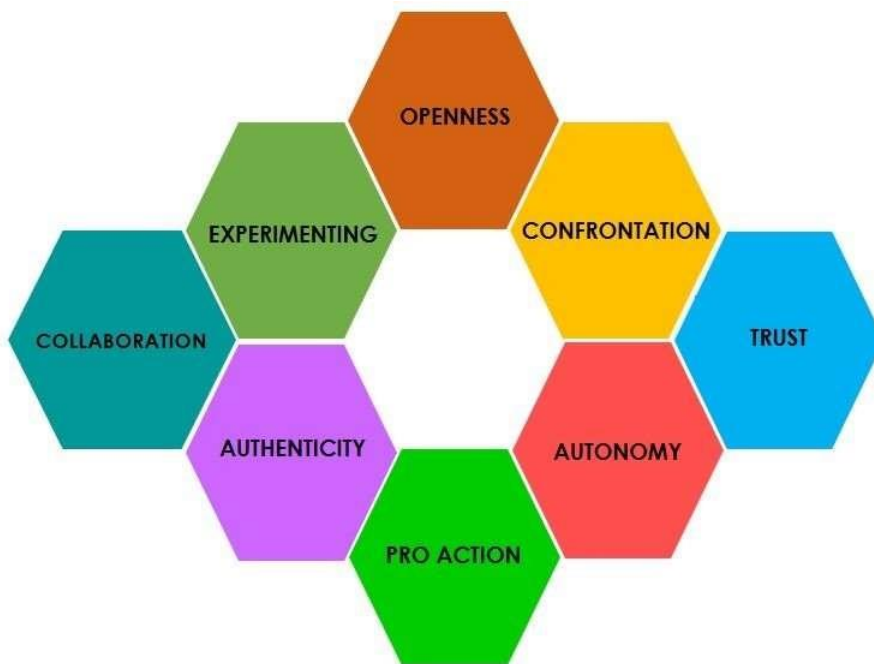
- Assam State Rural Livelihood Mission (ASRLM), Government of Assam
- Axis Bank
- Bank of India
- Canara Bank
- Department of Forest and Environment, Government of Odisha and Madhya Pradesh
- Department of Horticulture, Government of Andhra Pradesh
- Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ, Germany
- Ford Foundation, New York
- Hindustan Coca-Cola Beverages (HCCB) Pvt. Limited, Bhopal
- Indo Global Social Service Society (IGSSS), New Delhi
- Integrated Tribal Development Agency (ITDA), Government of Odisha
- Jharkhand State Livelihood Promotion Society (JSLPS), Government of Jharkhand
- Maharashtra State Rural Livelihood Mission (MSRLM), Government of Maharashtra
- Mission for Integrated Development of Horticulture (MIDH), Government of Manipur
- Mission Organic Value Chain Development (MOVCD), Government of Sikkim
- National Bank for Agriculture and Rural Development (NABARD), Odisha
- PricewaterhouseCoopers (PwC) India, New Delhi
- RBL Bank
- RBS Foundation India, Mumbai
- Small Farmers Agribusiness Consortium (SFAC), New Delhi
- Small Industries Development Bank of India (SIDBI), New Delhi
- State Bank of India
- Syndicate Bank
- Vedanta Foundation, New Delhi
- West Bengal State Food Security Agency (WBSFSA), Government of West Bengal
- Yes Bank

IGS VALUES

Key values underlying IGS' culture include:

- **Equal opportunity employer:** Ensuring that entry and growth at IGS is non-discriminatory with respect to caste, colour, age, religious affiliations and gender
- **Fair and transparent systems:** Organizational processes adept at addressing employees' grievances
- **Providing employees space to follow their religious beliefs**
- **Gender sensitive:** Policies designed to attract and retain women professionals
- **Compliant with all prevalent statutory norms**
- **Recognize and Reward performance:** A well designed appraisal and reward system including performance pay
- **Creating Innovating & Learning Platforms:** Employee efforts on personal and professional fronts are appreciated
- **Impact & Results:** Non-negotiable

OCTAPACE CULTURE



Openness

Employees feel free to express their ideas and organization is open towards the new ideas or ways of doing things & strengthening systems leading to better decision making.

- Open to change
- Airing views without fear or favour
- Sharing information and experiences

Confrontation

Employees face problems and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other thus helping team members to broaden their outlook.

- Confronting the reality
- Expressing disagreement by putting forward true feelings, data & views
- Questioning validity

Trust

Employees trust each other & can be relied upon to 'do' whatever they have committed.

- Trust your competence
- Declaration on telephone usages, travel reimbursements, granting leaves
- Discretionary power on admin matters
- Sanctioning Powers

Authenticity

It is the value underlying trust & willingness of a person to acknowledge the feelings he/she has. It is the quality of being trustworthy.

- Be authentic/ genuine/trustworthy
- Dependability/ undisputed credibility
- Carry on activities with proper authority
- Do not indulge in an unauthorised activities

Organisation culture is a system of shared assumptions, values and beliefs which governs how an individual behaves in an organisation. These shared values have a strong influence on the people in the organisation and dictate how they behave, act and perform their jobs and responsibilities. OCTAPACE gives us an eight-dimensional look towards organisational culture and assesses the culture of an organisation in terms of Openness, Confrontation, Trust, Autonomy, Proactive, Authenticity, Collaboration and Experimenting.

Pro-Action

Employees are action oriented, willing to take initiative & show a high degree of pro activity. They anticipate issues and act or respond to the needs of the future.

- Self-initiated action though not instructed in the interest of organisation, fellow colleagues etc.
- Be proactive and tend to initiate change rather than reacting to events.

Autonomy

The quality or condition of being autonomous & self-governed. Employees have some freedom to act independently within the boundaries imposed by their role/job leading to higher accountability.

- Self-directed/independent in mind or judgement
- Employee exercising sanction powers rested by the company

Collaboration

Involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together to create greater resources towards recognition and rewards.

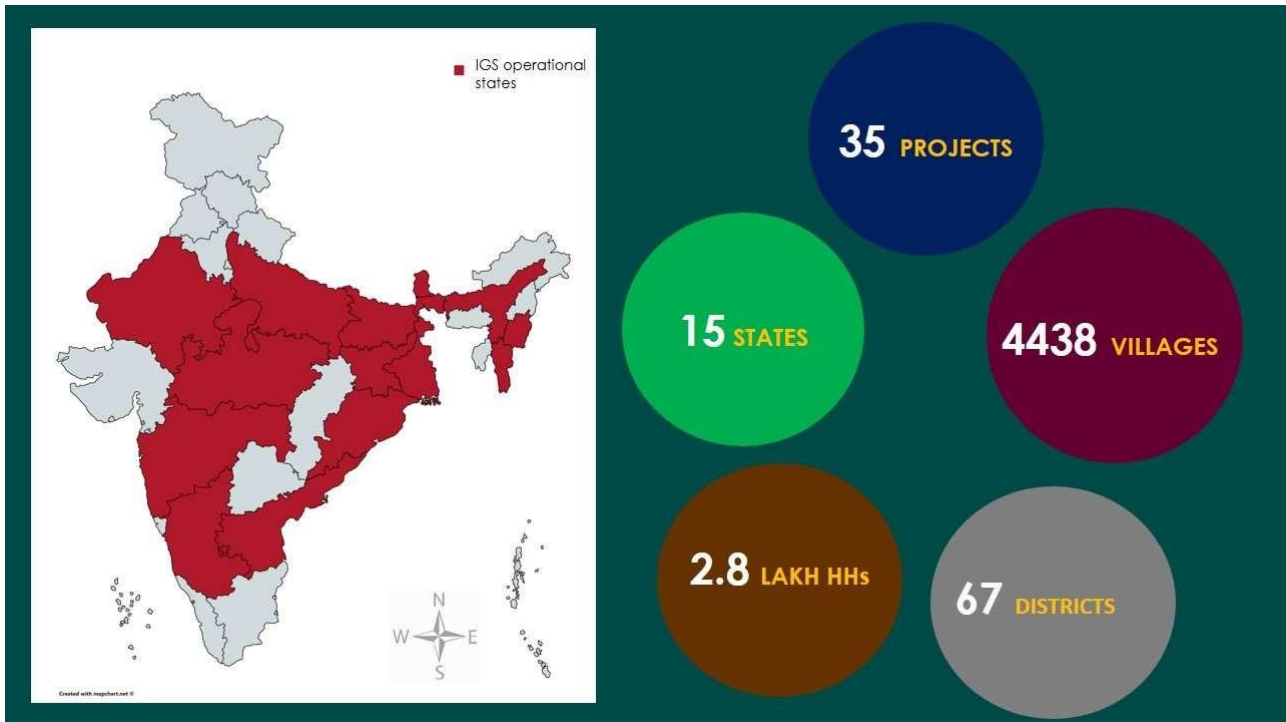
- Inter-departmental or Cross functional teams working on common objective
- Understand and appreciate mutual strengths, interest and benefits

Experimenting

Emphasizes the importance given to innovation and trying out new ways of dealing with problems/issues in the organization.

- Constantly testing one's own hypothesis
- Piloting or implementing new ideas effectively

YEAR AT A GLANCE: 2020 -21



OUR PROGRAMS

Indian Grameen Services (IGS) was set up as an action research and innovation incubation firm, committed to promoting sustainable livelihoods and prosperous households among poor and marginalized rural communities in diverse ecosystems. IGS has, over its 32 years of existence, incubated several market-based solutions and hived off > 10 organisations working in diverse sectoral spaces, viz. agriculture and allied, clean energy, financial inclusion, and waste management.

Enterprise and Entrepreneurship Development is one of IGS's program verticals wherein it tries to collectivize and mobilize producers into Producer Groups (PG), Farmer Producer Companies (FPC), or Co-operatives. Aggregation of input requirements and outputs for the market, combined with individual and institutional capacity building, and market development interventions ensure that poor and marginalized producer households are able to enhance their access to reliable incomes and while building their business development skills and networks. Cases where group formation is not possible, individual entrepreneurs were promoted.

In the past decade, IGS has successfully worked with a number of poor and marginalized communities, including rural women and tribal households whose annual income is below INR 30,000. IGS has offered them and their groups handholding support, and technical and financial linkages, in line with the Livelihood Triad and Contingency Approach to Livelihood Promotion. Currently IGS is implementing **fourteen projects** under the Enterprise and Entrepreneurship Development theme.



Picture credit: Pradeep Kumar Behera

Some of the key strengths of IGS in are:

- Experienced and committed team at all levels, with a belief in local institutional development
- Experience of organizing FPOs/ co-ops of tribal, farmers and artisans in diverse ecosystems
- Enhancing incomes and market access of producers of vegetables, pulses, food grains, fruits, cotton, soya, with NTFP collectors, and makers of agarbatti, artefacts and other non-farm produce
- Direct access to and rapport with over 1,00,000 small and marginal farmers including tribals and women

During the year, IGS worked on several projects under this theme, mainly providing two kinds of services:

INSTITUTION DEVELOPMENT SERVICES

- No. of Projects: 14
- Project Value: INR 2422 lakh
- Community Partners: 166,273

AGRI BUSINESS DEVELOPMENT

- No. of Projects: 04
- Project Value: INR 332 lakhs
- Community Partners: 26,000

Growth Plan for the next 3 years

- Capacity building and marketing support for already promoted FPOs and supported entrepreneurs
- Linking producer groups to e-marketing portals for agri input and output marketing
- Provide direct support to 2,00,000 farmers through at least 200 FPOs
- Facilitate full financial of producers and their collectives
- Build the balance sheets of collective enterprise
- Improve institutional strength and inclusive governance of community institutions
- Support Green Entrepreneurs and women's entrepreneurship in both farm and non-farm space through innovative financial and technical products and services.

Integrated Natural Resources Management (INRM) is another vertical through which IGS has been promoting sustainable livelihoods and prosperous households for more than 10 years.

The basic premise behind our work in this space is that integrated development of natural resources, especially in the times of climate emergency, has the potential to bring equitable and sustainable economic growth and eliminate mass poverty and starvation in the designated regions. Currently IGS is implementing **eight projects** under the Integrated Natural Resources Management theme in Jharkhand, Madhya Pradesh and Odisha.

IGS assiduously assesses the scope of implementing livelihood projects that are sustainable not only in terms of income generation, but also in terms of rejuvenating resources as one of the prerequisites for incomes to be sustainable. This helps integrate livelihood promotion efforts with resources and the environment, apart from people and markets which are intervened in



Picture credit: Pradeep Kumar Behera

through our work in the EED space. IGS has worked with communities in forested areas on soil and water conservation, land reclamation, effective water management, livelihood restoration around resources, and ecological farming, for comprehensive growth and sustainability of communities in sync with their environment.

During 2020-21, IGS worked through:

- No. of Projects: 08
- Project Value: INR1285 lakh
- Community Partners: : 12,215

Growth Plan for the next 3 years

- Implement eco-restoration-focussed projects in at least three States.
- Generate at least 5,000 livelihood options around NRM efforts.
- Develop at least 100 NRM structures with community participation, to support rural livelihoods in three States.

Rebuilding Resilient Livelihoods (RRL): IGS has accumulated a good number of years of experience working with relocated communities in the plains and in forested landscapes. In

the RRL space, IGS has rolled out end-to-end approaches, starting from baseline study to building capacities of Project Affected People, execution of appropriate livelihood interventions, convergence of social security schemes and enabling access to services, facilitation of community institutions to carry forward development initiatives as an exit strategy.

IGS has so far implemented projects focused on rebuilding livelihoods of families relocated from the core and buffer areas of Tiger Reserves in the States of Madhya Pradesh, Maharashtra and Odisha. The work included initial assessment and relocation plan, baseline data of families covering both, pre and post relocation, infrastructure development plan, livelihood improvement plan, institutional development and sustainability plan. Convergence is key, which IGS facilitates through strong networking with various line departments and flagship programs.

IGS's experience shows that merely handing over land and cash to a relocated community is not enough by itself. A well strategized relocation exercise requires meticulous social and economic hand-holding and rehabilitation of the affected community until it becomes self-sufficient and stable.

During the year, IGS supported almost 26,000 small and marginal farmers to improve crop production, adapt to responsible crop cultivation, breed up gradation, increase household income and thus promote sustainable use of natural resources.



Growth plan for the next 3 years:

Picture credit: Chitralkha Dhar

- Develop a model project aimed at rebuilding resilient livelihoods, and disseminate its learning widely among key stakeholders

- Inform State policies related to resettlement of communities from forest areas

Ecotourism Based Livelihoods (EBL): As a part of mission compliance, IGS consciously evolved **eco-tourism** as a vehicle to address the complex livelihood issues of people residing in ecosystems endowed with rich flora and /or fauna. IGS dialogues and engages with local communities meaningfully on biodiversity conservation issues and seeks to create economic incentives from various ecotourism services for the people. This approach minimizes negative economic, environmental, and social impacts, and encourages conservation of natural resources by seeking out businesses that are a net plus for environment. It also boosts the well-being of host communities, improves working conditions and provide access to local youth to industry-level jobs.

During the year, IGS helped 230 households to derive their livelihoods from this initiative, while conserving local bio-diversity.

Mangalajodi project recently won the Gold award in "Best Wildlife Stay" category in IRTA award. In Mangalajodi, where IGS's ecotourism initiative started in 2010, the poacher community now works for conservation of the migratory birds and its own wetland ecosystems and earns a living out of tourism services. UNDP has recognised Mangalajodi for India biodiversity award for its excellent work (for more details visit: <http://www.mangalajodiecotourism.com>)

In Similipal Biosphere Reserve, Mayurbhanj district of Odisha, IGS started experimenting the community-based tourism set up at Kumari with support from the district administration in 2014, later on shifted to the Karanjia Forest Division to take it forward. Then IGS has been working at Devkund since March 2015. The revenue from tourism services has tripled in a span of one year. Further, IGS extended handholding support at Bhimkund in setting up community managed tourism enterprise.

- No. of Projects: 03
- Project Value: INR18.7 lakhs
- Community Partners: 230

Growth plan for the next 3 years:

- Responsibly exit from Mangalajodi after handing over the reins to a capacitated Mangalajodi Ecotourism Trust
- Replicate the learning from EBL initiatives in at least 3-4 other States

Integrated Community Development (ICD):



Picture credit: Sanjib Kumar Sarangi

Integrated Community Development (ICD), is a holistic theme adopted by IGS for projects which are multisectoral, while retaining livelihood focus. These projects are generally supported through Corporate Social Responsibility (CSR) funds and include interventions aimed at creating livelihood options, skilling; facilitating social security linkages; and infrastructure development for the community to improve its access to safe drinking water, education, and nutrition.

During 2020-21, IGS implemented two projects under the Integrated Community Development theme in Madhya Pradesh and supported 3,000 families.

Growth plan for the next 3 years:

- IGS is intending to experiment Integrated Community Development plans in its ongoing projects where social security, entitlement, health, nutrition, education will be integrated through utilisation of CSR funds.
- Replicate the learning from ICD initiatives in at least 3-4 other States through 5 projects

STORIES OF CHANGE

An organic farm, properly speaking, is not one that uses certain methods and substances and avoids others; it is a farm whose structure is formed in imitation of the structure of a natural system that has the integrity, the independence and the benign dependence of an organism

— Wendell Berry, "The Gift of Good Land"

Organically Beautiful – a pest free life

With the rapid change of farming practices, in the early 20th century, organic farming is an alternative agricultural system which has started originating. Organic farming continues to be developed by various organizations today. It is defined by the use of fertilizers of organic origin such as compost manure, green manure, and bone meal and places emphasis on techniques such as crop rotation and companion planting. Biological pest control, mixed cropping and the fostering of insect predators are encouraged. Organic standards are designed to allow the use of naturally occurring substances while prohibiting or strictly limiting synthetic substances.

In Khunti district of Jharkhand a group of farmers adopted organic farming. An adoption of a farming which is organic and includes no pesticides, excludes traditional methods of manure, compost and decomposition – was not an easy pathway.

In the year 2016, Indian Grameen Services (IGS) intervened some villages in Khunti district of Jharkhand under Creating Livelihoods Adaptation under Drought (CLAD) project and conducted training workshops on organic farming which included - preparation of organic mixture, mix cropping, raising nursery technology and preparation of compost named NADEP. Kamal Mahato (36) from Larta village of Jharkhand attended the training programme by IGS. Initially he was not very sure of adopting the new methods of cultivation however with the support of his family he took up the challenge. Kamal's main source of incoming is farming. However, his agricultural land was limited and he lacked technical knowledge and usage of advanced technology of agriculture. While attending the workshops conducted by IGS, the farmers learnt about mix cropping through line sowing and spacing and implemented the same in 2017 during Kharif, Rabi and Zaid season.

In the year 2020, kharif season, Kamal cultivated paddy and manduwa. For paddy he sowed 2kgs of seeds in a patch of 0.5 acres of land. His total input cost was 4,980, which included cost for seeds, manures, fertilisers, labour expenses, transportation and ploughing cost. Kamal produced 15 quintals of paddy and sold at INR 1,300 per quintal. Kamal sold his total produce at INR 19,500. In this year (2020) Kamal yield a profit of INR 14,520.

For manduwa, Kamal used 1 acre of land and sowed 3kgs of seeds. His total cost was INR 6,280. This includes cost of seeds, manures, fertilisers, labour expenses, transportation and ploughing cost. Kamal produced 12 quintals of manduwa and sold INR 2,500 per quintal. Kamal sold his total produce at INR 30,000. In this year he yield a profit of INR 23,180.

In the year 2021, Kharif season, Kamal cultivated the same crops - paddy and manduwa. Kamal used his 0.5 acres of land to produce paddy and 1 acres of land for maduwa. His total input cost for paddy was INR 5,035. He produced 16 quintals of paddy which he sold at INR 1,400 per quintal for INR 22,400 and earned a net profit of INR 17,365.

For manduwa, his total input cost was INR 6,740. He produced 14 quintal of manduwa and sold it for INR 2,500 per quintal. He sold his cultivate for INR 35,000 and earned a net profit of INR 28,260.

The details of the input cost and selling price are as below:

Crop	Season	Seeds (Kgs)	Total cultivation cost	Yield quantity (Quintal)	Selling rate (INR)	Total (INR)	Net profit (INR)
Year 2020							
Paddy	Kharif	2 Kgs	4,980	15	1,300/quintal	19,500	14,520
Manduwa		3 Kgs	6,820	12	1,500/quintal	30,000	23,180
TOTAL						49,500	37,700
Year 2021							
Paddy	Kharif	2 Kgs	5,035	16	1,400/quintal	22,400	17,365
Manduwa		3 Kgs	6,740	14	2,500/quintal	35,000	28,260
TOTAL						57,400	45,625

He used the cropping technology, prepared self-made NADEP compost and Ghana Jeevamrutham compost. He mentioned that in year **2020 his aggregated income was INR 49,500 and he earned a net profit of INR 37,700. In 2021 his total income was INR 57,400 and earned a net profit of INR 45,625.**

Kamal mentioned that with IGS handholding, he has reduced the use of chemical fertilizers to almost half of which he used in the previous year. As a result the crops are much organic in

nature and provides him a good return. In the coming sowing season, Kamal aims to go complete organic and use no chemical fertilizers. While thanking IGS for the support and knowledge building, Kamal mentioned that from IGS he has learnt about agriculture practices through the training programme and workshops. Knowledge building on creating Agri compost for more sustainable and organic farming was inspiring. He further mentioned that IGS provided additional support of seed supply to the farmers, yields at low water requirement like mustard, *manduwa*, etc. Farmers of Khunti has started espousing and using machan techniques of cultivation for creepers. He stated that other farmers are also keen to adopt it and are joining hands in creating a pest free harvest. With a substantial rise in income helped him to stabilise his accounts. He invested a portion in his children education and also purchased rice (Paddy) for his family consumption for one year. The project is heading towards organic farming



Picture credit: Avishek Mishra

“now we are very happy and our family is pleased to learn such advanced agriculture practices and we are fulfilling our family financial requirement through farming.”

- Martin Horo, Khunti, JH

“A good farmer is nothing more nor less than a handy man with a sense of humus.”

- E.B. White

Farming - a profession of hope

Mr. Tapan Kumar Nayak a 40-year old farmer worked as a daily wage labour until 2020. Tapan is a resident of Dhirol village from Thakurmunda block, Mayurbhanj district in Odisha. A high school graduate, Tapan used to support his family through meagre income. In September 2020, Focused Area Development Programme (FADP) conducted a community meeting at Dhirol village. Tapan happened to attend this meeting and this changed his life. The meeting focused on agricultural cultivation techniques and methods of crop rearing.



Picture credit: Pramod

Tapan decided to adopt this method of agriculture and expressed his interest to adopt cultivation tactics as per FADP norms. He chose to go for improved agriculture cultivation and as a result, he started preparing his field by cleaning the bushes and preparing the soil. He fenced the area with green fencing. The FADP experts also visited his plot and examined the soil. The experts decided to go for Ravi season promotion of vegetable cultivation and chose bitter guard, cauliflower and cabbage for farming. As per the programme, Integrated Tribal Development Agency (ITDA) Karanjia, supported with the seeds supply and other technical support through IGS as Facilitating Non-Government Organisation (FNGO). The season grown vegetables were sold and supplied to a nearby weekly market at Thakurmunda.

Before 2020, the family faced a lot of challenges to avail high quality seeds and high infrastructural development cost. As a result, most of the land remained fallow. Tapan once an owner of 1.5-acre barren land, derived his income through daily wage labour and other NTFP (Non- Timber Forest Products) collections for alternative income sources, was now an owner of a 1.5-acre productive green land. He earned an income of INR 51,700 after deducting the input material cost- like, organic manure, fertilizer and labour cost, during the month of Dec – March 21.

Tapan is a delighted progressive farmer now and has started planning for the next season plantation. This time he is using his profit to buy seeds and conduct other irrigation activities. As a progressive farmer, Tapan has also influenced other fellow farmers at Mayurbhanj to adopt the process of cultivation. In the year 2021, 10 other fellow farmers have adopted the FADP agriculture norms along with ITDA and IGS as handholding partners.

"He who owns the soil, owns up to the sky."

- Douglas Jerrold

Because SHE dared to smile



Chikhaldara Adiwasi Producer Company, one FPC located at Chikhaldara taluka of Amravati district, Maharashtra. During the meeting with the FPO members the IGS team identified a women empowerment story that had emerged.

Madhuri Paithankar, the local resource person of the Chikhaldara FPO was a struggling mother who was trying to balance her family and her child's education. After Madhuri was married, when she moved to her in-law's place in Madhya Pradesh, she realized the cultural differences were a challenge to accept and adjust. She didn't get along with her in-laws in a healthy way and this created a rift in her relationship with her husband.

This is when she decided to move back along with

her son to her father's house in Chikhaldara. During her stay at Chikhaldara, she struggled to take care of herself and her son. She was looking for job opportunities to earn a living. It was someone from the village who had suggested her to join the FPO.

While speaking to Madhuri, she expressed that mobilizing the village community to join the FPO was a challenge. In the past there were many companies which had come and cheated the farmers of their money. This built in a trust issue amongst the villagers and they were resentful in believing any new company and contributing to it. With frequent meetings and discussions with the village panchayat, anganwadi workers and other village community people, Madhuri finally was successful in earning their trust. She started conducting community meetings with

women and explaining them the functions and benefits of an FPO. While speaking to Madhuri, she expressed that mobilizing the village community to join the FPO was a challenge. In the past there were many companies which had come and cheated the farmers of their money. This built in a trust issue amongst the villagers and they were resentful in believing any new company and contributing to it. With frequent meetings and discussions with the village panchayat, anganwadi workers and other village community people, Madhuri finally was successful in earning their trust. She started conducting community meetings with women and explaining them the functions and benefits of an FPO. Gradually, many village women volunteered themselves in mobilization and generated INR 63,500 membership fees from the 189 farmers. In 2020 when the Chikhaldara FPO was registered, an amount of INR 50,000 utilized from hose initial contribution. There are now 1005 members with 353 shareholders.

Currently, Madhuri while working as a LSP has efficaciously earned the trust and belief of the villagers and supported the FPO to establish itself. Stakeholders attend the FIG meetings regularly, supported in mobilization and impacting other people to be a part of the company. Madhuri, has now enrolled herself in higher studies and will be a graduate soon. She takes care of herself and her son's education. Recently she and her husband bought a house of their own. When asked about where she got this strength from, Madhuri's self-confidence spoke a different language. She is a strong independent working woman now.

"Destiny is a name often given in retrospect to choices that had dramatic consequences."

ACHIEVEMENTS DURING THE YEAR

- IGS has successfully promoted Mangalajodi Ecotourism Trust (MET) which after initial funding from RBS Foundation India (RBS FI) is now running of its own. It is generating revenue (around Rs. 20 lakh per annum which is continuously increasing every year thus helping the Trust to sustain itself.
- IGS has worked in more than 18 states on institution building and has promoted more than 170 Producer Companies till date. IGS has earned a fairly good name for projects related to mobilisation of community for formation of producer organisations. The organisation generally scores well in the technical ratings in bids for projects involving formation of producer companies etc. This vast experience has led the different state governments to invite IGS for supporting them implement Farmer Producer Organisation promotion programs for their different departments i.e., Agriculture department, Horticulture department, State Rural Livelihoods Mission, Department of co-operation etc. During the reporting year, IGS was invited to participate in technical support / community facilitator selection bids of the following States: Andhra Pradesh, Maharashtra, Manipur, Sikkim, and West Bengal.
- RBS FI has been constantly supporting us for our Rebuilding Resilient Livelihoods projects and other initiatives with communities living in the vicinity of forests. As on date, their support is being received for work in Satpura in Madhya Pradesh (MP) and Similipal in Odisha (apart from Mangalajodi, Odisha). IGS is in discussion with RBS-FI for the next phase of support for FY 2020-21 for all three geographies, though for MET the support will be only for sustaining the initiative till it is fully self-sufficient. This is because they are convinced by the way IGS teams have performed on the ground to ensure change.
- In our Farmer Producer Organisation (FPO) projects, we have been successful in eliminating intermediation. This has resulted in cost reduction and assurance of quality to farmers. The mechanism of aggregation of outputs for collective sale by producer organisations is evolving through pilot sales to relatively distant markets (e.g., tomatoes and pea in Jharkhand, ginger in Sikkim), and processing opportunities and business models are being actively explored. Our teams in Bihar and Jharkhand are transitioning support to FPOs from largely institutional development inputs to market development

and marketing support. The total procurement stands at 5311.78 metric tons. This is an area for future growth and also learning for the IGS team.

- Program Development Team (PDT): With the increase in number of development agencies in the market (including entry of corporate consulting firms as implementers of development projects) and a decrease in unrestricted grants, competition for development funds, especially in the livelihood domain is increasing and posing new challenges to the organisation. The PDT of IGS is gearing up to this challenge by becoming proactive in scouting for funds, tracking open opportunities vigorously, exploring collaborations with resource agencies, building its capacities and systematizing unit's processes.
- Agri Business Marketing Team: Major work portfolio of IGS comprises of promotion of farmer producer organisations. As mentioned above, we need to give special attention to output marketing from these FPOs. Keeping this in mind, IGS has initiated constitution of an agri business marketing team at HO which actively studies agri-value chains and providing technical assistance to FPOs and project teams to leverage / strengthen interventions along pain-points in potentially profitable value chains. This includes collective sales, setting up of processing units, and identification of alternate markets to increase profit margin of farmers in the complete value chain. In Q4 of FY 2020-21, support was provided to our FPO promoting teams in the North-east and Jharkhand for strategizing and operationalizing marketing interventions around ginger and poultry respectively.

INDIAN GRAMEEN SERVICES

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