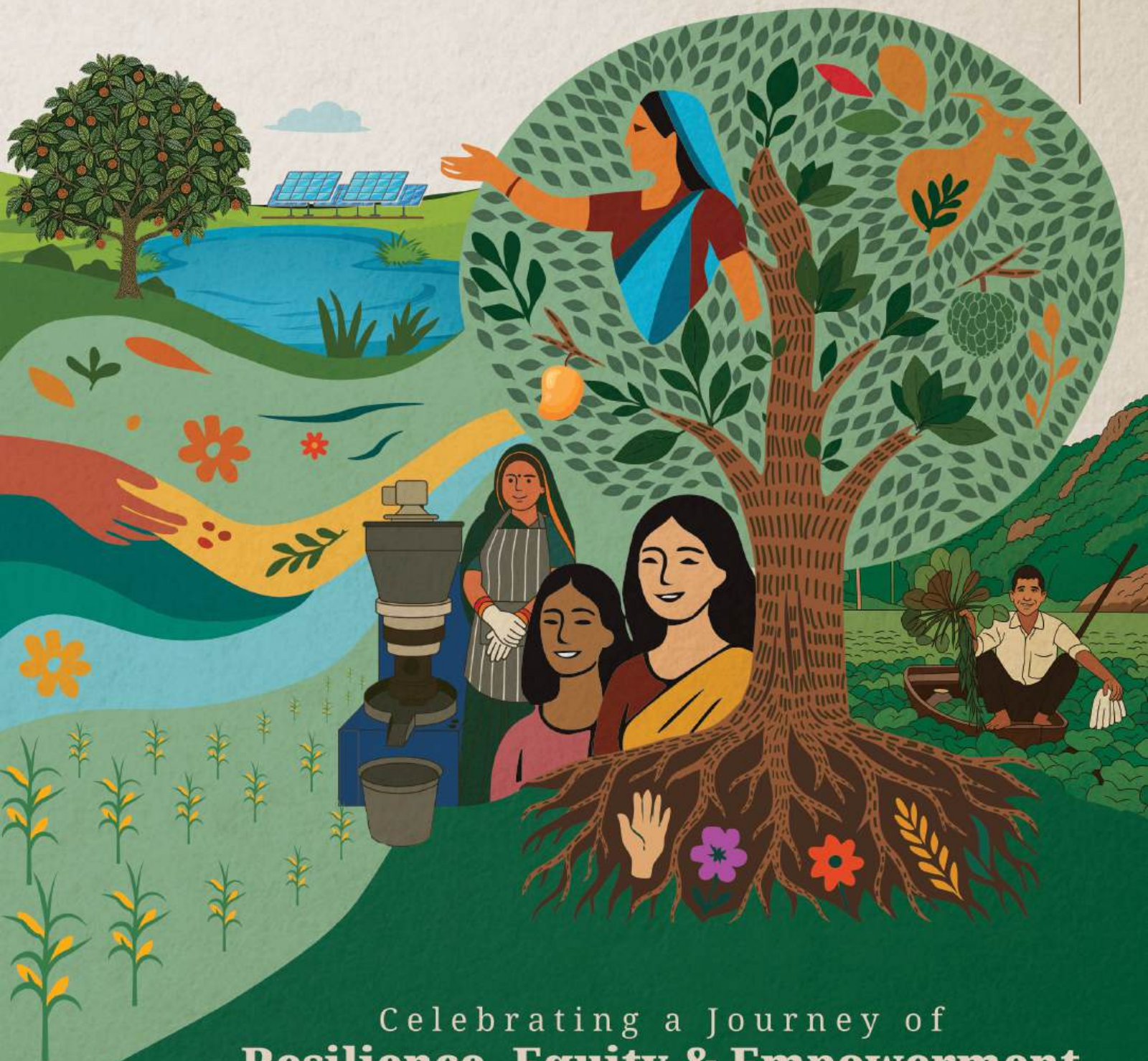


Self-Reliant Initiatives through Joint Action

ANNUAL REPORT 2024 - 25



Celebrating a Journey of
Resilience, Equity & Empowerment



INDEX

06

CEO's Message

08

Who We Are

09

Our Intervention Areas

10

Board of Trustees

12

Mission, Vision, Values

13

Theory of Change

14

Silver Jubilee Celebration

18 Honouring the Past, Shaping the Future

32

Guardians of the Sacred Realm
SRIJAN's Water Journey

44

SRIJAN: A Snapshot

46

Our Achievements in the Current Year

48

Agriculture

58

Horticulture

67

INRM - Integrated Natural Resource
Management

80

Goat-based Livelihood Programme

88

FPO - Farmer Producer Organisations

99

BIWAL - Bundelkhand Initiative for Water
Agriculture and Livelihood

106

Research

107 Introduction & Rationale

108 Major Findings

110 Voicing Sentiments from the Ground

112

Human Resource Development
Policies & Processes

118 Capacity Building & Leadership
Development

122 Gender Inclusiveness

124

RCRC - The Responsible Coalition for
Resilient Communities

126

Buddha Fellowship
130 Stories of Change

132

Projects Implemented

138

Financials for the Year

142

Our Partners

144

Certifications

From the CEO's Desk

This year holds special significance as SRIJAN celebrates 25 years of empowering rural communities and building sustainable livelihoods across India.

This milestone is not ours alone — it belongs to every partner, donor, government agency, and civil society organisation that has walked with us on this journey. Your unwavering support and shared vision have made this impact possible.

I would like to thank all our co-travellers on this journey of ours – our donors, governmental agencies, and civil society organisations.

As we reflect on this milestone, we are reminded of a journey of development and progress achieved through collective action and collaboration. SRIJAN means an 'act of creation' in Sanskrit. True to its 'name', we at SRIJAN have embedded the themes of self-reliance and joint action. We firmly believe that large-scale development cannot be achieved through funding alone. It is only by involving and co-creating with the communities we work with that true progress can be met.

What started in Jaisinagar district of Madhya Pradesh evolved into project implementations across eight states. It is with a sense of fulfilment and nostalgia that I pen down this note, thinking back to when SRIJAN's journey began.

SRIJAN started solely in Madhya Pradesh and slowly developed projects in Rajasthan's Tonk. We began with 10 villages covering 130-



Prasanna Khemariya

(Chief Executive Officer, SRIJAN)

200 families. Initially, our main focus area was water usage and efficiency. However, with the growth of our team and experience in the field, we now have diversified our portfolio to Integrated Natural Resource Management (INRM), Agriculture, Horticulture and the development of strong, vibrant women-led community-based institutions.

SRIJAN's projects were implemented across 8 states, reaching out to around 5,013,90 households across 3,260 villages by March 2025 since our inception.

Besides this, during this financial year 2024-25, SRIJAN's projects were implemented across 4 states (namely Rajasthan, Uttar Pradesh, Chhattisgarh, and Madhya Pradesh), and we have been able to impact 87,257 families across 1798 villages.

It gives me a lot of pride to see SRIJAN growing and embracing a sound value system, and we continue to remain steadfast in our mission of enhancing the overall well-being of the rural poor through livelihood initiatives, social development focus and women empowerment. SRIJAN's journey has been

one of resilience; challenges and hindrances have come our way – however, our team has shown tremendous dedication and passion towards the work done for the communities. Our rapport has exponentially grown with the community members, who are as close as family to us. None of the progress we have made so far would have been possible without our community – whom we strive to work better and harder for every day.

Through our efforts, SRIJAN has been dedicated towards promoting sustainable agricultural practices that prioritise ecological balance, resource conservation, and regenerative techniques. By advocating for organic farming, agroforestry, and water management, SRIJAN has contributed to long-term sustainability, ensuring the well-being of both farmers and the environment.

Our NRM-based activities are conducted across villages to promote soil moisture conservation and management of natural resources. We have supported the development of capacities and structures to store and harvest water, such as farm ponds, masonry dams, and earthen dams.

Recognising the power of collectives, we actively promoted community-owned institutions led by women. The Self-Help Group (SHG) federations and Farmer Producer Organisations (FPOs) are exclusively owned and led by women, leading to their socio-economic empowerment.

SRIJAN's research pursuits have expanded over the past year. We have collaborated with universities and international organisations for our research. The major research projects undertaken by us are conducted with consideration for the interests and needs of our beneficiaries. Our research themes have covered the gendered impacts of climate change, the vulnerabilities communities face due to climate threats, and the resilience strategies individuals adopt to cope with climate despair. Our research, through this year, has also explored the sexual and reproductive health crises prevalent in tribal hamlets in southern Madhya Pradesh. In doing so, we have recognised tribal-specific needs and healthcare demands. SRIJAN's

research interventions have also shed light on the importance of indigenous practices and traditions and the need to maintain and preserve them.

We extend our heartfelt gratitude to our donors, who believed in us and worked in close partnership with us to bring about impact-focused solutions and helped scale up our programmes. By implementing comprehensive programmes, collaborating with government agencies and other stakeholders, and leveraging innovative solutions, SRIJAN strives to achieve long-term and transformative change.

I would like to especially thank our distinguished Board of Trustees, who have stood by us as pillars of strength and motivated our communities. My warmest appreciation to our dedicated team members for their valued contributions and unwavering support in building sustainable communities.

We will continue to refine our interventions, prioritising climate-resilient agriculture, community-led natural resource management, and gender-inclusive development. Our focus on capacity-building, knowledge dissemination, and evidence-based advocacy will amplify our impact and inspire action at all levels. I believe we will be able to work towards building a generational archive of success and positive transformation as we continue to look forward to the opportunities that lie ahead in the years to come.



Our Intervention Areas



Agriculture



Horticulture



Goat-based Livelihood Programme



Integrated Natural Resource Management



Farmer Producer Organisations



Who We Are

SRIJAN (Self-Reliant Initiatives through Joint Action)

has over two decades of rural livelihood experience, positively impacting four states Madhya Pradesh, Rajasthan, Uttar Pradesh, and Chhattisgarh. Committed to promoting self-reliance among vulnerable rural communities, SRIJAN employs integrated natural resource management, climate-smart agriculture, and biodiversity conservation to empower families sustainably. By establishing community institutions, promoting water-use efficiency, conserving local biodiversity, and facilitating market access through value chain development, SRIJAN ensures holistic rural development. Recognised for its impactful work and supported by esteemed donors, SRIJAN continues to drive positive change by fostering resilient agriculture practices, strengthening access to natural resources, and promoting environmental sustainability in rural communities.



Board of Trustees



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Vision

To make a positive and lasting impact on the communities we serve, contributing to their overall well-being and socio-economic progress.

Mission

Fostering sustainable agriculture, empowering farmers, and facilitating comprehensive rural development through livelihood initiatives, social development focus, and women empowerment.

Values

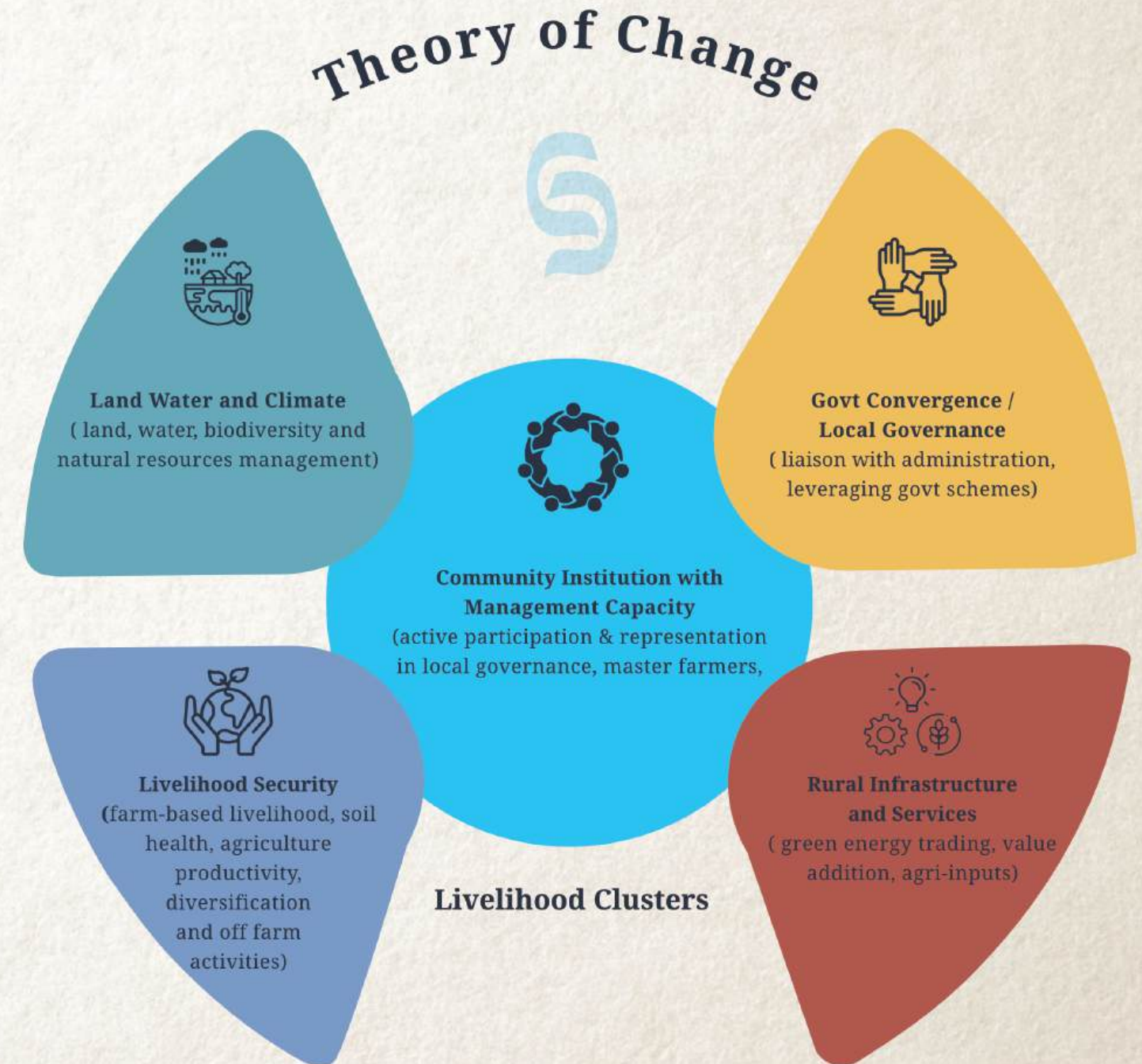
WOMEN
EMPOWERMENT

STRONG BELIEF IN
THE CAPACITY OF
THE POOR

HONESTY AND
TRANSPARENCY

ACCOUNTABILITY

SRIJAN's 5 Circle Model

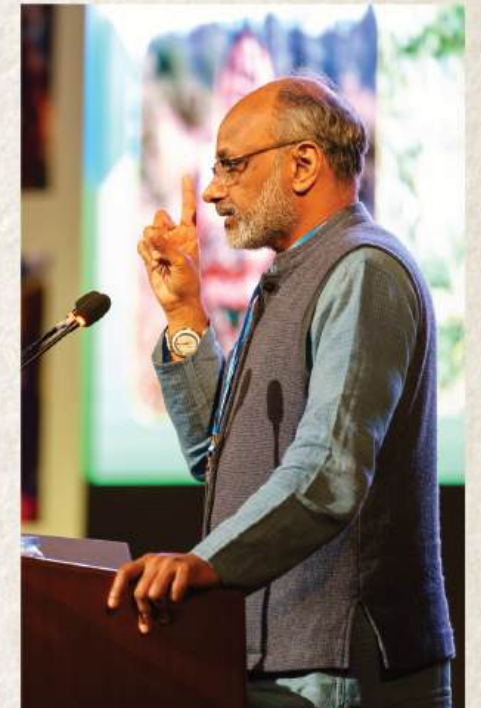


Silver Jubilee Celebration

'Honouring 25 years of Self-Reliant Communities: Building a Sustainable Tomorrow'

This year, SRIJAN proudly marked 25 years of empowering rural communities and promoting sustainable livelihoods. To commemorate this significant milestone, a grand two-day celebration was organised at the India Habitat Centre, New Delhi.

The event brought together a diverse and vibrant gathering of approximately 170 current team members, along with alumni, founders, funders, donors and community representatives in a powerful display of unity and shared purpose. The presence of both internal and external stakeholders underscored the strength and inclusivity that defines SRIJAN's journey.





Honoring 25 years of
Self Reliant communities; Building a sustainable tomorrow!

27th - 28th January 2025 | Habitat World, at India Habitat Centre



Honouring the Past, Shaping the Future

The celebration served as a reflective moment to honour the collective efforts that shaped SRIJAN's legacy. A documentary showcasing the impactful work done over the past 25 years was screened, evoking pride and a renewed sense of commitment among the attendees.

A key focus of the event was not just celebration but also visioning for the future. Discussions were held on strategic priorities for the coming years, highlighting the organisation's adaptive approach and unwavering focus on community development.

The event also featured interactive sessions with community members, where they shared heartfelt stories and experiences, underscoring the grassroots impact of SRIJAN's interventions. Their voices brought authenticity and emotional depth to the celebration.

As we move forward, this celebration stands as a powerful reminder of our shared journey—of challenges faced, milestones achieved, and lives transformed. With a strong foundation and a clear roadmap, SRIJAN is ready to embrace the future with renewed energy and purpose.















As we get ready to embark on the next leg of our journey, we take a pause to honour where we started from.

Guardians of the Sacred Realm

SRIJAN's Water Journey

More than
4,500
Water-holding
structures
constructed across
366 Villages,
benefiting over
84,000
Farmers
1,88,523
Hectares of land
treated

जीवन तो पानी से ही है। पानी नहीं है, तो कुछ नहीं है।

Life exists because of water. Without water, there is nothing.

(Bhuri Devi, Farmer, Alopa, Tikamgarh)

Water and the availability of water resources have been points of contention since time immemorial. It helps define, shape and secure livelihoods, identities and social forms of being. A source of conflict, water also unites and helps bring together individuals with the common goal of living sustainable lives. In certain cultures, water assumes a spiritual and religious form, viewed as a living being with holy, sacred, and healing properties. Revered so, it is no coincidence that water forms the very foundation of all lives.

The use of water for food sustenance and security can be traced back to prehistoric times. Dating back to the Indus Valley Civilisation (2500-1900 BC), irrigation has a long history. Post-independence, the nation faced enormous challenges of feeding a growing population while building self-reliance.

The Green Revolution introduced high-yielding crop varieties, chemical fertilisers, improved irrigation, and increased mechanisation, bringing about a major shift in the agricultural trends.

It is during this era that ambitious irrigation projects were launched in the country, symbolising national progress. With substantial investments, these irrigation projects had the potential to cater to large agricultural regions. While this benefited the big farmers, the small and marginal farmers continued to suffer due to the increased cost of cultivation and limited access to water for irrigation. As the years passed by, the impact of excessive use of chemical fertiliser was visibly clear for the small and marginal farmers, manifesting in rural poverty and inequality.

In realising the significance of water for the rural communities, our founder, Mr Ved Arya, forayed into his journey understanding the nuances of rural poverty and its associated components. His study, Negotiating Spaces, highlighted the role that collaborations between NGOs and governmental organisations play in enabling and sustaining rural livelihoods. In doing so,

he found out varied reasons which might trigger poverty and migration in rural areas.

The study also indicated that the inaccessibility of water perpetuates a devastating cycle of poverty, leading to socio-economic hardship. In recognising that water is one of the critical factors determining rural poverty, the foundations of SRIJAN were laid. Founded in the year 2000, SRIJAN focused on securing access, control and management of water to strengthen rural livelihoods. Water became the foundation for the first-generation interventions of SRIJAN.

Jaisinagar in Madhya Pradesh was identified as the first district, where we collaborated with the Government of Madhya Pradesh to implement the project named **DPIP** – *District Poverty Initiatives Program*, funded by the World Bank. Most of the interventions focused on creating water-based assets through 'Common Interest Groups'. Activities like wells, dams, and farm ponds were undertaken to secure access to water for irrigation.



It was during this period, from 2003 to 2010, that SRIJAN collaborated with the CSR unit of ITC (Indian Tobacco Company). Their CSR initiative 'Mission Sunehra Kal' was a sustainable development programme initiated by ITC Limited to enhance the socio-economic well-being of farmers and improve environmental sustainability. The programme focused on various aspects of sustainable agriculture, natural resource management, and community development. In collaboration with ITC for over a decade, SRIJAN focused on renovating and constructing large irrigation infrastructures like check dams, earthen dams, and farm ponds in Sehore and Chhindwara districts of Madhya Pradesh.

Technology centres (*E-Choupal*) in panchayats were established to monitor weather conditions and rates of different crops

and understand scientific farming practices, thereby helping farmers make informed decisions regarding water usage. In Vidisa, SRIJAN worked on a large community-driven programme in 84-odd villages in the command area of Samrat Ashok Sagar dam through Participatory Irrigation Management (PIM). This was counted as one of the most significant achievements, as for the first time in the state's history, a community contribution of Rs 10 million was collected to restore the canal with a participatory approach comprising the engineers from the water resource departments and members of water user groups.

Through the *JSYS (Jala Samvardhane Yojana Sangha)* initiative, SRIJAN focused on restoring tanks in the Malur and Kolar districts of Karnataka. The focus was on

creating surface water potential and improving access to water for irrigation. In identifying the community's needs in the villages across central India, it was realised that many of these irrigation infrastructures constructed post-independence were lying defunct or were not optimally functional, adding to the community's misery.

Renovating these structures enables their potential to irrigate large patches of that. With this aim, the organisation's strategy was to renovate the pre-existing structures as well as create new structures. Thus, this renovation led to a massive revolution in the regions of Sehore, Chhindwara and Vidisha in Madhya Pradesh, bringing close to 96 hectares of land under irrigation. More than 4,500 number of water-holding

structures were constructed across 366 villages, benefiting over 84000 farmers.

With additional water potential created through various water structures, the need for efficient water usage was deeply felt. The years from 2010 to 2015 brought with them the need to increase water use efficiency. Along with creating surface water potential, the focus was also to work on soil moisture conservation and land treatment. In 2015, the Government of India launched the '*Pradhan Mantri Krishi Sinchayee Yojana: Per Drop More Crop*'. This scheme focused on enhancing water use efficiency through micro-irrigation (drip and sprinkler irrigation systems).



The elements of this scheme sought to increase the productivity of crops and the income of farmers through precise water management. In alignment with national priorities and government-sponsored schemes, SRIJAN also placed interventions where water governance institutions – water user groups (WUGs) and village development committees (VDCs) – were strengthened.

While previously, we worked on community-based infrastructure, in this phase, we shifted to individual households, focusing on how small farmers can benefit from the same. Certain vulnerable tribal groups (PVTGs) like the Sapera and Gonds communities had land but no water resources. Their agricultural land was mainly fallow and unproductive. SRIJAN consciously designed interventions which

can secure the livelihoods of the above tribes, with access to water being the first step. During this phase, we also focused on agricultural productivity enhancement, emphasising two strategic pillars – optimisation and diversification. This marked the second-generation intervention around water, where our emphasis was on water use efficiency, increasing agricultural productivity and livelihood diversification.

It was during this phase that SRIJAN diversified its portfolios and introduced agriculture, horticulture, goat farming and dairy. The basis of all these livelihoods, too, was undeniably water. Now that the farmers' livelihoods were better diversified, we wanted to work towards improving water use efficiency by strengthening the institutions. The programmes worked to introduce less

water-intensive crops and new irrigation technologies (drip, micro-irrigation) to use water judiciously and sustainably, placing various community-led processes.

Stemming from the need to combat large, complex, and systemic social challenges associated with water, it was essential to engage groups of stakeholders. In a world wrought by social divisions and hierarchies, water, too, assumes a fragmented form. It is necessary, therefore, to look at the social nature of water before developing interventions related to water. In rural India, hegemonic relations within class and caste create ripples in the social fabric of villages.

We have seen instances of communities belonging to the scheduled castes being derided or denied access to water from the

community wells. *'Taane maarte hain, itne maarte hain ki sunne nahi jaate. Gaali dete hain'* (People insult and abuse us so much. We cannot listen to it). They abuse us – *'naal se bahar hojao, hum paani nikal rahe hain, bhagwaan ko chadaenge. Yeh paani peena ka hai, cheetah nahi aana chahie.'* They also spoke of a sense of fear and internalised control which has settled in their minds.

Whenever they see them coming, they move away – for fear of being ridiculed or mocked, *'hum phir bahaar chale jaate hain, bacchon ko marte hain.'* - mentioned individuals from the scheduled caste category in Niwari and Mohoba. It is in this context that we aimed at ensuring maximum participation, working with community institutions, panchayats, and stakeholders, enabling the inclusivity of small and marginal farmers.



The detrimental impact of recurrent drought, climate change and the escalating demand for water underscored the critical engagement of the communities who suffered the most. SRIJAN's initiatives brought together community members, especially women, along with panchayat representatives and officials from various line departments, creating a platform for sharing ideas, experiences and expertise, ultimately fostering more informed and effective strategies for equitable distribution of water and better participation to include the disadvantaged and marginal communities. To break down the over-reliance on the

conventional top-down approach, which had a very limited scope of considering the local needs and aspirations of the community and targeting the marginalised, community institutions like WUGs (water-user groups), TMCs (tank management committees), and VDCs (village development committees) anchored the community process, like planning social mobilisation and monitoring.

While doing all this, through our conversations with women over the years, it became normative that they are solely responsible for drawing and maintaining water resources. When asked about who goes for water collection, so deeply entrenched are the gender roles that all women reply with a similar statement. 'Mahilaye hi jaati hain,

bacche ko kahaan bheje dur' (women only go; why will we send the children so far away?) We then realised the need to integrate gender mainstreaming into our work with water. Before transitioning to the next generation, we reflected on the role women play in maintaining and conserving water resources, both for domestic and irrigation purposes. In doing so, we did not seek to define, but rather acknowledge, the need for their involvement in water management.

When asked who gets affected the most during times of crisis, all women replied in unison, 'Mahilaye. Kyuki mahilaye sab sochti hain, samajhti hain, bacchat karti hain, sambhalti hain. Pura – sabki zimidaari karti hain.' (Women. Because women think and

understand everything, save money, and handle everything. We are responsible for everything). Looking at the drudgery women face during all chores, we sought to reduce the same.

There was increased training and capacity building for women developed around water budgeting and positive water balance. Through our work, we strove to bring out their invisibilised contribution to all forms of water usage.





Though the impacts of climate change have been more pronounced in the last decade, the past few years have seen the rise of conversations and calls for action on the global climate crisis. The climate despair makes working with natural resources more precarious, impacting households economically, physically and emotionally. The prolonged dry spells, heightened heat waves, and erratic weather patterns wreak havoc on livelihoods. With the surface water drying up due to high temperatures, villagers cannot dig the ground any further to build borewells.

The nearby wells, too, can no longer be recharged because of the erratic rainfall patterns. This, in turn, worsens soil health, making it difficult to grow crops which require adequate water. With only rain-fed irrigation prevalent in these belts, households face a higher risk of food insecurity.

By 2018, SRIJAN had been working with Bundelkhand for over a decade. The districts under Bundelkhand have been plagued with severe water crises due to their undulating topography, erratic rainfall and unviable agrarian patterns. There exist more than 8000 Chandela and Bundela tanks built in these regions between the 8th and 12th centuries. These extensive tank systems remain the most prominent known examples of traditional water harvesting.

They were a strategic response to the challenges posed by the harsh terrains and hydrology. They enabled local communities to improve their water security and secure livelihoods. However, they have, since their inception, stood the test of time. The lack of maintenance, coupled with government apathy, left the tanks in a derelict situation. These tanks still play a prominent role in the lives of the inhabitants of Bundelkhand and are a living testimony to climate-resilient interventions.

It was through this knowledge that we understood that the problem is far more than we thought it to be. Even if communities had access to water, the erratic climate crisis made continuous access to water difficult. The narrative then changed towards climate resilience to solve the bigger problem at hand

and the firm belief that we cannot do everything alone.

Since, as an organisation, we could only be present in certain blocks, we decided to partner with other NGOs and state governments to increase our reach. Hence, the Bundelkhand Initiative for Water, Agriculture and Livelihoods (BIWAL) came into being. The key partners of this initiative were AIGGPA, the National Coalition for Natural Farming, RYSS, YKVM, ABSSS, Arunodaya, Haritika, and CARD. BIWAL is known for its collaborative nature, being a combination of civil society, funding and governmental agencies.

Through BIWAL, we aimed to enhance water security and revive traditional agricultural practices and water bodies, with the central focus on increasing women's agency and autonomy as preservers of natural resources. We focused on policy-level interventions in Madhya Pradesh and Uttar Pradesh. So far, we have contributed to the National Water Policy and worked with NITI Aayog, and the representation has assumed national importance.

We now have three strategic pillars concerning water. We aim to create water potential in communities, drive water security and restore the biodiversity of native trees, which risk being endangered. Goal number six of the Sustainable Development Goals (SDGs) developed by the United Nations is to 'ensure availability and sustainable management of water and sanitation for all'.

In times of adverse geological conditions, areas crippled with chronic drought and climatic distress, the need of the hour is to engage in strategic, multi-stakeholder partnerships. For our community members, water is a sacred resource. Through conversations with our community members, we learnt that water institutions, themselves, are seen as a sign of honour, a legacy, passed on to members of the community by their ancestors. We at SRIJAN firmly believe that by taking a cue from traditional wisdom and engaging with community members and other stakeholders, we can stand strong in the face of the ever-widening climate crisis.



It is our responsibility to consistently work towards providing access to and increasing water potential for all communities. Without a shadow of a doubt, we believe that water lies at the heart of all sustainable development, and it is only through the just and equitable distribution of water resources that true socio-economic development, food security and gender balance will be maintained.



SRIJAN

A Snapshot

States	8	Families Reached	5,01,799
Project Locations	18		
Farmer Producer Organisations	47	Our People	
Villages	5,430	201 Professionals	
		353 Community Volunteers	554

Our **Achievements** in the current year



74,659
Farmers practising
climate resilient agriculture



6,484
Acres brought under irrigation



1,864
Water holding structures
reaching
10,023 families



22 FPOs
32,231 shareholders
over **₹ 11 cr** turnover



2,189
Orchards established



6,069
Vegetable plots / Multilayer farms
established



24,492
HHs supported through
Goat-based Livelihood Interventions



1,00,533
HHs reached through BIWAL

Agricu^{ture}

AREA COVERED UNDER
AGRICULTURAL
PRACTICES

36,654

BENEFITTED THROUGH
BIO RESOURCE
CENTRES

20,360

Total no. of Households

COVERED UNDER AGRICULTURAL PLOT DEMONSTRATION

KHARIF

21,692



AT LEAST ONE
AGRICULTURAL
INTERVENTION/CRA

74,659

KHARIF & RABI

26,171

RABI

19,275





Agriculture

Agriculture has long been the cornerstone of India's rural economy, providing livelihoods for a significant portion of the population. However, the drastic effects of climate change have led to frequent heatwaves, erratic rainfall, prolonged droughts, and floods, pushing agricultural production into increasingly uncertain territory.

Having a profound impact on farm productivity and specific crop yields, these unpredictable weather events are a formidable threat to the small and marginal farmers. Since they are directly dependent on agriculture for their livelihoods, any reduction in agricultural productivity significantly impacts their livelihood security, nutrition, income, and well-being.

In response to this unpredictable climate landscape, SRIJAN's approach has evolved considerably in the view of climate change, focusing more on climate-resilient practices.

SRIJAN's strategy in agriculture explores two major strategic pillars:

(i) Optimisation and (ii) Diversification.

Interventions around Optimisation focus on

Productivity Enhancement through improved package and practices

Input Sufficiency- Bio formulation, seed improvement

Soil Health- Increase Carbon content, soil microbial population

Bio-resource centres- demonstrations, custom hiring, knowledge dissemination

Developing resource cadre- Master farmers for effective extension services.

The above interventions are centred around the broad principles of climate-resilient practices and natural farming.

Our second strategic pillar-Diversification has emerged as a viable strategy for combating climate risks. This approach entails the introduction of climate-resilient crops suitable for a particular agro-climatic zone, considering the climatic risks, new varietal diversification (early and late varieties), and farm diversification (integration of livestock, agroforestry).

Diverse cropping systems enhance soil health, improve pest management, boost biodiversity, and reduce dependence on chemical inputs.

SRIJAN vigorously pursued its commitment to promoting natural farming by establishing BRC (Bio-Resource centres). A large number of training sessions were conducted in collaboration with KVKs, agriculture institutions, and ICAR for the farmers. Given the central role of women in the program, efforts were made to enhance women's access to credit, technology, and scientific information. As climate extremes

become the new normal, SRIJAN continues to implement efficient, climate-resilient practices to secure farm income and build climate-resilient communities.

Nurturing Resilience and Sustainability

Strengths of Natural Farming

Context

Chandro Bai is an elderly farmer above 65 years of age who lives in Rodhai village, located in Mandrail Tehsil of Karauli District, Rajasthan. Much like other farmers, Chandro Bai and her family always cultivated the traditional crops suited to the geography - wheat and bajra. However, being a small farmer, her family owned only two acres of farmland. The family only utilised 0.25 bighas for vegetable cultivation at first, growing crops like pumpkin, bottle gourd and chilli.

Recurring Issues

Despite having a borewell and a 7.5 HP motor for irrigation, their limited knowledge and financial constraints hindered any expansion of their vegetable farming efforts. This brought with it difficulties of its own; the family struggled to make ends meet, grappled with low crop yields, which impacted their economic status and livelihood opportunities.

Intervention

With the guidance and support of the SRIJAN team, Chandro Bai's family learnt how to create natural inputs such as Ghanjeevamrit, Jeevamrit, Beejamrit, and Neemastra to naturally enrich their soil. They were also motivated to expand their vegetable production to sell in the market.

Impact

Through their vegetable cultivation efforts, Chandro Bai's family significantly diversified their crop variety and embraced natural farming practices, leading to reduced input costs and enhanced soil health. By expanding their vegetable production, they have secured a more reliable income stream, with an expected increase of ₹20,000 to ₹25,000 compared to previous earnings. The diversification of crops and the use of natural manure have made their farming operations more resilient to potential risks.

Economic Results

Total income and production of the family have significantly increased since they adopted natural farming methods:

Kharif Season

Vegetable	Production (Kg)	Cost
Sweet Potato	15	1200
Garlic	50	3500
Yum	50	4000
Brinjal	10	200

Overall, the family earned a gross income of ₹35,460 in just 3-4 months, resulting in a net profit of ₹18,460.

Rabi Season

Vegetable	Production (Kg)	Cost
Cauliflower	500	10000
Potatoes	1000	25000
Brinjal	500	10000
Radish	1200	18000
Chillies	400	16000
Spinach	50	1000

During the rabi season, the family achieved a net profit of ₹47,700.



सब्जी लगाने से हमें बहुत फायदा हुआ है। पहले बजरे में अच्छा पैसा नहीं मिलता था और लंबा इंतज़ार करना पड़ता था। अब हर महीने हमें खर्च के लिए पैसा मिल जाता है, और घर की सब्जी भी खरीदने की जरूरत नहीं पड़ती... सब्जी से हमें 20,000 से 25,000 रुपये ज्यादा मिल रहा है।

We have benefited a lot from growing vegetables. Earlier we did not earn much from selling pearl millet in the market. However, we now have a stable income every month, and do not need to buy vegetables for household consumption. Our income has risen by 20,000 to 25,000 rupees.

From Arid to Fertile Lands

A Journey of Harvesting Hope

Context

For over 15 years, Keshuram and Kachari Bai of Talaya village in the Suhagpura block of Pratapgarh district, Rajasthan, have heavily relied on chemical inputs for farming. With a modest landholding of 2.36 acres, agriculture has been the couple's primary source of livelihood. They also own livestock, including two buffalo, one cow, and 8-10 goats.

The Problem at Hand

However, a major source of their despair has been the hardening and degradation of soil over the years. The use of urea, diammonium phosphate (DAP) has diminished soil fertility, impacting overall productivity.

Keshuram reflects on this, stating:

मिट्टी इतनी कठोर हो जाती है कि जुताई में पहले की तुलना में अधिक समय लगता है।

The soil becomes so hard that ploughing took much longer than before.

Despite having livestock, the manure was not utilised effectively, further limiting its potential to improve soil health.

Intervention

Recognising the need for change, SRIJAN introduced a women's producer group in Talaya village, providing a platform for farmers like Kachari Bai to explore sustainable agricultural practices. Both Kachari Bai and Keshuram participated in climate-smart agriculture training sessions and visited Kalyanpura, another village previously intervened by SRIJAN, to learn about the detrimental effects of chemical farming and the advantages of bio-inputs. They acquired knowledge on preparing inputs like Ghanjeevamrit, Jeevamrit, and Neemastra, which allowed them to gradually reduce their dependence on chemical fertilisers and weedicides.

Economic Impact

While earlier, during the Kharif season, they cultivated soybean and wheat on a parcel of land measuring 2.5 bigha (1.3 acres), yielding 8 quintals of soybean and 9 quintals of wheat. The production costs amounted to 17,800 INR, while the total harvest fetched 50,000 INR, resulting in a net benefit of 32,200 INR. After the adoption of natural farming for the next three years, they reduced annual input costs from approximately 17,800 INR to 13,500 INR due to the decreased use of chemical inputs.

अब मिट्टी नरम हो गई है, और जुताई में पहले से कम समय लगता है।

ऐसा लगता है जैसे ज़मीन फिर से जीवित हो गई है।

Now the soil is softer, and ploughing takes less time than before. It feels like the land is alive again.



Climate-Resilient Agriculture

An Answer to the Crisis

Context

In the Manendragarh district of Koriya, Chhattisgarh, resides 55-year-old Phulkuwari Urao. A farmer by profession, her entire family primarily depended on paddy farming as a source of their sustenance and livelihood.

The Unviability of Agriculture

During periods of climate uncertainty, the struggles of farmers like Phulkuwari become clearly visible. The unpredictable weather patterns complicated their farming efforts. As paddy is a water-intensive crop, inadequate rainfall often leads to disappointing yields. The lack of sufficient irrigation infrastructure further constrained her ability to farm during the Rabi season, limiting her agricultural activities to just the Kharif season.

Intervention

A transformative change occurred when Phulkuwari, with SRIJAN's assistance, embraced innovative farming techniques such as multilayer intercropping within mango orchards, alongside fisheries farming. By diversifying her reliance on paddy cultivation, she transitioned to a more sustainable farming model that markedly enhanced her family's income.

New Livelihood Opportunities

This approach enabled Phulkuwari to grow multiple crops together—tall ones like maize or pigeon pea, with tomatoes, spinach, or radish below. Integrating mango orchards with intercropping maximized land use and yield. She also began fish farming with SRIJAN's technical support and government subsidies for fish seeds.

Impact

Phulkuwari diversified her farming portfolio by incorporating a variety of vegetables, tomatoes, bottle gourd, chilli, bitter gourd, and radish. The outcomes were encouraging; she experienced a notable rise in productivity, which also improved her family's nutritional intake. With an impressive income of approximately ₹91,800 from the sale of surplus vegetables and fish, the family enjoyed the benefits of consuming fresh produce, significantly reducing their reliance on external markets.





Horticlture

LAND COVERED UNDER ORCHARDS (ACRES)

891

ORCHARDS PROMOTED

2189

VEGETABLE PLOTS PROMOTED

5062

MULTILAYER PLOTS PROMOTED

1007

In India, Horticulture is said to be 'Big Farmers Choice' due to high initial investments, need for a perennial source of irrigation and more risk with respect to plant survival. Most of the villages where SRIJAN has its presence are represented by traditional communities and marginal farmers. To achieve long-term income security for small and marginal farmers amidst climate adversities, SRIJAN has widely popularised the concept of Nano Orchards. SRIJAN's intervention in horticulture encompasses a wide range of crops like pomegranate, mango, papaya, guava and chilli.

Multilayer farms are introduced, which provide an opportunity for round the year cultivation of vegetable crops, ensuring additional income. Nano orchards have not only widened the scope of securing the livelihoods in the tribal regions but also have emerged as an indispensable strategy, offering

a wide range of choices to the farmer for crop diversification and high-value cultivation.

Most of the villages where SRIJAN has its presence are represented by traditional communities and marginal farmers. The Nano orchards are strategically designed considering the land holding, availability of water, and soil type. Ideally, it's an 80 – 100 plant model in a half-acre area with either a combination of at least two horticulture plants like pomegranate, Guava or Mango intercropped with seasonal vegetables. Nano orchards have the potential to give a return of Rs 50000 to 80000 per year from a half-acre farm.

This year, significant efforts were made to expand nano orchards and multilayer farming. The model is largely acknowledged by the state governments, and several policy tweaks have been made.

A Bountiful Harvest

The Nano Orchard Model

Context

In a small, quiet village in Koriya, Chhattisgarh, lives Subhadri Kunwar Singh, a woman with the hope of a better future. Subhadri lives with her husband and three children—two sons and a daughter. Years ago, her world was shaken when one of her daughters passed away. Despite the grief, she continued to do what she had always done—farm, care for her family, and survive.

Source of Livelihood

Like many women in her village, Subhadri depended on rainfed farming. She grew pigeon pea and urad in a small patch behind her house, mostly for her family's consumption. Alongside this, she also cultivated paddy, but the returns were minimal, and the struggle to make ends meet was constant.

A Ray of Hope

In 2017, a small but crucial turning point came in Subhadri's life. She joined a Self-Help Group (SHG) facilitated by SRIJAN. At first, she was hesitant—group meetings were new to her, and she did not speak much. But slowly, she began to listen, ask questions, and participate. During one of these meetings, she learnt about mango plantation—how it could become a long-term source of income for small farmers like her.

Intervention

With quiet determination, she shared her interest in the next SHG meeting and placed a formal demand to start her own orchard. SRIJAN supported her with 40 mango saplings, but the help did not stop there. She was trained in orchard management—how to dig pits, prepare the land, plant the saplings, and care for them in every season. She received regular guidance and support at every step.

Economic Benefits and Improved Yield

For the first two years, she also received wages through MGNREGA for the labour she put into her orchard. This income helped her manage household expenses while the orchard took shape. During this time, Subhadri also made use of the space between the mango trees by growing intercrops like potato, cauliflower, and tomato. These not only supported her family's diet but also brought in an additional income of up to ₹8,000 every year.

In the third year, her orchard started bearing fruit. The mango trees began to flower and produce, and she started earning ₹5,000 to ₹8,000 annually; the income grew each year. Currently, Subhadri has harvested 415 kilograms of mangoes. Even at the minimum selling price of ₹50 per kilogram, she earned ₹20,600—a significant amount for someone who once depended entirely on rainfall for crop survival. This has inspired others in her extended family and village to grow horticultural crops like mango and lemon to earn additional income.





Facilitating Socio-Economic Parity

Through Vegetable Cultivation

Context

In Our beneficiary, Santra Mali, is a young and determined farmer under 30 years of age. She hails from Lala Ka Pura, a small village in the Bhankri Gram Panchayat, located in the Mandrayal Tehsil of Karauli District, Rajasthan. Santra Ji has not received any formal education or vocational training; however, she is always ready to go the extra mile to learn new things. She used to grow vegetables only for household consumption, cultivating wheat on the majority of her 1.5 bigha land.

The role of VDCs

SRIJAN began its work in Lala Ka Pura with the formation of the "Parasari Wale Hanumanji Gram Vikas Samiti" (Village Development Committee – VDC). Initially, farmers were hesitant to participate in the committee, but over time, a few members, including Santra, showed interest. In consultation with officials from the *Krishi Vigyan Kendra* (KVK) and the Horticulture Department, SRIJAN's staff designed a vegetable layout involving six types of vegetables along with marigold as a trap crop under the Standard Chartered Bank-supported Sustainable Community-Based (SCB) agriculture project.

Assistance Received

After attending several VDC meetings, exposure visits, and field demonstrations in Makanpur Swami, she became motivated to experiment with crop diversification. As a result, she dedicated 0.5 bigha of her land entirely to vegetable cultivation in the Rabi season.

With support from SRIJAN, she received a vegetable kit consisting of seeds of peas (3 kg), onion (250 gm), spinach (200 gm), radish (100 gm), beetroot (100 gm), tomato (10 gm), and marigold (10 gm). In addition to these, she also cultivated carrots and cauliflower.

Impact

During the Rabi season, Santra cultivated a variety of vegetables on her land and sold them in nearby villages with the support of her husband. In total, she earned ₹81,500 through the vegetable farming initiative in the Rabi season.

Santra's transformation from a subsistence-level grower to a market-oriented vegetable farmer within one season is a testament to the power of grassroots-level interventions, peer learning, and appropriate institutional support. As an active VDC member and natural farming practitioner, Santra is now not just contributing to her household income but also inspiring other women in the village to take up diversified and sustainable agriculture.



Reviving Communities and Promoting Ecological Balance

Context

In Lidhaura Tori village, Uma Devi, a small and marginal farmer, exemplifies resilience and discipline. She lives with her husband, Kishori Lal Dhari and two children in a kaccha house. The family depends heavily on agriculture for their livelihood; however, the climate crisis, small landholding size and declining soil health have worsened their condition over the years. The absence of proper agricultural yield pushed her husband to migrate to urban areas in search of work during the off-season.

Crops Majorly Grown

Traditionally, Uma cultivated wheat, groundnut, and mustard, rotating one crop during the Rabi season and another in the Kharif season. However, the impacts of extended crop maturity periods and declining grain quality notably reduced her income. With no alternative source of livelihood, her family struggled to subsist.

SRIJAN's Intervention

Her livelihood prospects improved in 2021-22 when she attended a Self-Help Group (SHG) meeting and learnt about the Nano Orchard Model. These orchards are integrated into existing cropping systems, allowing farmers to intercrop vegetables or pulses between

saplings during the early years, diversifying incomes and maximising land use. Farmers are trained in sustainable practices like drip irrigation, organic pest control, and soil management, ensuring better yields and reduced environmental impact.

The Impact

With the support and guidance of the SRIJAN team, she planted 130 saplings of guava, mango, lemon, and jackfruit. Following the recommended practices, she nurtured her orchard with immense dedication and care. By the winter season, Uma had harvested her first guava crop and sold the fruits in the local market, earning an impressive ₹25,000. Once established, nano orchards offer small farmers a stable, recurring income with minimal maintenance, fostering financial security and sustainability.

Nano orchards have had a transformative impact on Uma's family by enabling economic empowerment through higher and more consistent incomes and reducing reliance on single-season crops. Help utilises marginal land, turning previously unproductive areas into thriving orchards, as seen in Uma Devi's success with transforming 0.4 acres of wasteland.





Integrated Natural Resource Management (INRM)

TOTAL NO. OF WATER
HARVESTING STRUCTURES
DEVELOPED

1,864

TOTAL NO. OF HHS
BENEFITTED THROUGH
WATER HARVESTING
STRUCTURES

10,123

TOTAL AREA TREATED

2,073.21
(ACRES)

AREA BROUGHT UNDER
IRRIGATION

6,484.4
(ACRES)



Integrated Natural Resource Management (INRM)

Over the last two decades, SRIJAN has increasingly recognised the need to restore natural resources to strengthen rural livelihoods. Water has always been the foundation of all the interventions across SRIJAN. With a strategic focus on restoration and conservation of Natural resources, SRIJAN's intervention focuses largely on collective management of water resources, exploring three key strategic areas:

- Creating Water Potential
- Driving Water Security
- Restoring Biodiversity.

Creating additional water potential is accomplished through interventions such as check dams, earthen dams, farm ponds, wells, desiltation of traditional tanks, Doha structures and soil moisture conservation. Driving water security begins with leveraging local knowledge to engage community members, including youth and PRI (Panchayati Raj Institution) representatives.

By integrating innovative tools like GIS mapping and digital apps, we help

communities to simplify resource mapping and assess current conditions to support village-level planning. This strategy also includes crop planning aligned with water availability in local structures and groundwater levels, ensuring sustainable agricultural practices.

Effective water governance mechanisms are employed, establishing norms for water and natural resource usage, including water fees, distribution, and maintenance policies. Village institution, with the support of SHGs / WPGs / Pgs / WUGs, overviews the norms formulation and its adherence in a participatory approach. To restore the local biodiversity, Tapovans (mini forests) are established.

This year, significant efforts were made to train and develop local stewardship. Across all the pillars, SRJAN's approach involved a blend of traditional knowledge and scientific measures for creating additional water potential, promoting biodiversity, soil and moisture conservation and water management.





Engendering Water Woes

Improving Access & Security

Context

In the village of Lakhma Kheri, nestled in the Pratapgarh district of Rajasthan, women faced a daily challenge of fetching water for irrigation and domestic usage. The nearest well was close to two kilometres away, with women and young girls responsible for collecting water, carrying heavy pots on their heads. Sometimes, they would have to take six to seven trips to the well in a given day. A draining and time-consuming activity, women could not dedicate proper hours to paid work, and young girls usually missed out on school to assist their mothers in this chore. The lack of proper irrigation facilities and access to a nearby source of water was desperately required.

SRIJAN's Intervention

Amid these challenges, a glimmer of hope emerged when SRIJAN, supported by HDFC Bank, proposed the installation of a Ground-Level Reservoir (GLR) Tank. In addition to the GLR tank, seven solar streetlights were installed in Lakhma Kheri, illuminating the village from 6 PM to 6 AM. These lights have effectively dispelled the darkness caused by frequent power cuts. Before their implementation, women relied on traditional oil lamps, which posed safety risks for small children. Now, the well-lit streets allow children to play outside safely, even during power outages.

Local Communities Enterprise

Durga, a dedicated member of the Women Producer Group (WPG), saw this initiative as a beacon of change. However, the project required a community contribution of ₹25,000, and initial support from the village was minimal. Undeterred, her husband Gautam Meena took it upon himself to rally financial resources from families who would benefit from the tank as well as local administrative support to secure the necessary funds.

Gautam's relentless efforts made the GLR Tank a reality, transforming the lives of 15 families by providing them with a steady supply of clean water for drinking, cooking, bathing, and even for their animals. The local school in Lakhma Kheri also benefited, as students and teachers were able to access clean water from the tank. Previously, during the rainy season, water from the well often became contaminated, posing significant health risks. Now, the GLR Tank ensures a reliable source of clean water throughout the year.

Visible Impact

Durga expressed how the tank has alleviated the burden on women and children alike. The need for frequent trips to the distant well has diminished, allowing families to reclaim valuable time for education, work, and household responsibilities. The tank has also provided crucial relief during the summer and rainy seasons, when water scarcity and contamination were persistent challenges.

पहले हमें 500-600 मीटर दूर स्थित एक कुएं से पानी लाना पड़ता था, लेकिन अब जमीनी स्तर पर बने जलाशय से पानी आसानी से उपलब्ध है।"

"Earlier, we had to fetch water from a single well located 500-600 metres away, but now water is easily accessible from the GLR," she shared.

The solar lights have not only made the village safer but have also injected new life into the community, fostering a sense of security and convenience for all residents. The collective efforts of SRIJAN, along with committed individuals like Gautam, have ushered in significant improvements for Lakhma Kheri.

From Scarcity to Security

Fortifying the Availability of Water Resources

Context

Our beneficiaries, Nand Rani Devi and her husband, Kamta Prasad, reside in Usri - a small village nestled in the challenging terrain of Chitrakoot, Uttar Pradesh. The family had a total landholding of 0.32 hectares (approximately 2 bighas). However, their agricultural production and ability to cultivate multiple crops were severely constrained by the lack of proper irrigation resources and the high costs of traditional irrigation methods. They increasingly relied on diesel-powered pumps, which had escalating fuel and operating costs, coming to around Rs. 5,625 per ha for the family. Since agriculture was not a viable option, the family were pushed towards daily wage labour, further leading them into a vicious cycle of poverty.

Village Development Committees

The turning point in Nand Rani's story came with her active participation in the Usri Village Development Committee (VDC). This platform, facilitated by Self-Reliant Initiative through Joint Action (SRIJAN), served as a crucial space for community engagement and collective problem-solving. It was within this VDC that Nand Rani and five neighbouring farmers voiced their concerns and articulated their need for a sustainable and affordable irrigation solution.

SRIJAN's Assistance

SRIJAN, recognising the urgency of the situation, facilitated a collaborative process, ensuring that the community's needs were at the forefront of the decision-making process. Farmers were trained on handling and operating the solar irrigation pump. The installation of a 3-HP solar-powered irrigation pump in the village supported Nand Rani and five other farmers' agricultural journey. This transition from diesel to solar was not merely a technological upgrade; it represented a

fundamental shift towards sustainable and financially viable farming practices. The solar irrigation pump is being shared by six farmers covering a total area of 2 ha.

Impact

The solar pumps provided a steady and predictable water flow, eliminating the uncertainties associated with diesel pumps or purchased water. This reliability is crucial for ensuring timely irrigation, which is essential for maximising crop yields. Unlike diesel pumps, which require continuous fuel inputs, solar pumps operate on free and abundant sunlight. This significantly reduces operational costs, freeing up valuable financial resources for other essential needs. This availability allows farmers to cultivate multiple crops throughout the year, diversifying their agricultural output and increasing their income.



Interventions after setting up 3HP Solar-powered pump

Activity	Then	Now
Cost	Rs 300 (diesel)	0
Cost to irrigate/ hectare	Rs. 5625	0
Production	18.75 quintals	28-31 quintals
Crops Grown	Wheat Paddy	Wheat, Paddy, Potato, Onion, Garlic



Greater Yields

Water Revival & Climate Change Adaptation

Context

Himlesh Devi has been a part of SRIJAN for over a year now. She belongs to Sugira, a village situated in the Jaitpur block of Mahoba district within the Bundelkhand region. This area is predominantly occupied by the Kushwaha community, who have traditionally relied on the cultivation and sale of vegetable sustenance. However, this belt has been grappling with a severe scarcity of water during the off-monsoon season.

In conversation, Himlesh Devi often expresses,

“पानी की दिक्कत तो इतनी होती है, खुद के पीने के लिए मिल जाए वही काफी है।”

The water issue is indeed severe; if I can just secure enough for my own consumption, that suffices.

The need of the hour was to establish a better source of irrigation for agricultural production.

SRIJAN's Model

Through a livelihood model based on Natural Resource Management, she benefited from the installation of mini-sprinkler units provided by SRIJAN. Previously reliant on generators and motors for extracting water from wells for irrigation, substantial quantities of water were consumed in the production of vegetable crops. While initially, people faced a few difficulties while operating the min-sprinkler systems, they eventually were able to accrue benefits from the same.

Increased Economic Benefits

This intervention has enabled her to cultivate crops while significantly reducing water consumption across two bighas of her land. Comparing the previous season's yield and water usage, her husband Ashok Kumar remarked,

“उपज दगुनी से जादा और पानी की मात्रा भी कम लगी।”

The yield has more than doubled, and water usage has also diminished.

Utilising half the water while achieving greater production than traditional methods, both Himlesh and Ashok successfully cultivated cucumber, ridge gourd, snake gourd, pumpkin, bottle gourd, and okra across two bighas of land. Their sales reached Rs. 50,000 from cucumbers, as opposed to only Rs. 20,000 in the preceding season, due to higher production.



Farm Ponds

Water Restoration & Community Revival

Context

Laccho Kumre, a resident of Vijaygarh village in the Mohkhed block of Chhindwara district, Madhya Pradesh, comes from a marginalised farming family. With agriculture as their primary source of income, Laccho and his family have long depended on their 4-acre plot of land for sustenance. However, the absence of an irrigation system posed a major challenge. Without access to reliable water sources, farming was restricted to the monsoon season, leaving the land fallow for much of the year. During the dry months, Laccho and her son Sanjay were compelled to work as daily wage labourers to support the household.

SRIJAN's Role

To address such challenges, SRIJAN (Self-Reliant Initiatives through Joint Action) developed a comprehensive village development plan for Vijaygarh. Recognising the struggles of small and marginal farmers like Laccho, the organisation prioritised water resource management as a key step toward improving agricultural productivity.

As part of this process, SRIJAN facilitated a Gram Panchayat Development Plan (GPDP) meeting, where local farmers collectively identified their needs and constraints. Water scarcity emerged as a major concern, limiting both productivity and income security.

Constructing a Farm Pond

Responding to the community's inputs, the Panchayat and SRIJAN team proposed the construction of a farm pond on Laccho's land—a sustainable solution for water conservation in rain-fed areas. The initiative was implemented through the convergence of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and SRIJAN's technical support.

Work on the pond was closely monitored by the Panchayat and SRIJAN staff, ensuring transparency and quality. The total construction cost, approximately ₹2,00,000, was fully funded under MGNREGA.

Impact

The farm pond has brought lasting change to Laccho's livelihood. By enabling rainwater storage, it has ensured a steady water supply for irrigation throughout the year. For the first time, Laccho was able to cultivate crops during the rabi (winter) season, significantly enhancing farm productivity and income.

This intervention not only improved her agricultural yield but also freed her from the compulsion of daily wage labour, allowing her to focus entirely on her farming enterprise. Today, Laccho's story stands as a testament to how water conservation and community-driven planning can transform rural livelihoods.





Goat-based Livelihood Programme



HHS SUPPORTED THROUGH
GOAT-BASED LIVELIHOOD
INTERVENTIONS

24,492

TOTAL NO. OF ANIMAL
HEALTH CAMPS ORGANIZED

951

TOTAL NO. OF GOATS
DE-WORMED

43,643

TOTAL NO. OF GOATS
VACCINATED

22,415

TOTAL NO. OF HHS COVERED
UNDER IMPROVED SHED
PRACTICES

1,975

TOTAL NO. OF PASHU SAKHIS
PROMOTED

256





Goat-based Livelihood Programme



Goats have long been a vital source of livelihood and financial stability for many, particularly among resource-poor communities. In India, the goat-based products industry remains largely unorganised, with both large and small traders operating from village markets to larger urban centres. Goat keepers adapt their practices based on ecological conditions and individual circumstances, yet the fear of mortality among livestock has posed significant challenges to goat rearing in rural areas.

Agriculture is not very profitable for the small and marginal farmers due to rain-fed land with low productivity. By adopting only one source of livelihood, small farmers cannot secure their livelihood for the whole year. So livelihood diversity is very crucial for a marginal family to secure their basic needs. Animal husbandry is the second major option of livelihood for such families.

The small and marginal farmers who cannot afford to maintain a cow or a buffalo see goats as the best alternative source for milk and supplementary income. This is one of the reasons why poor rural households maintain a few number of goats, though milk supply is not the most important source of income for the household from goats. Unlike cows or buffalo, a few goats can be maintained more easily and can be disposed of at no great loss in the year of drought.

However, goat-rearing comes with several challenges of its own. In more arid and semi-arid regions, rangelands are getting more

fragmented, making it increasingly difficult for goat rearers to gain access to the feed and water resources that they traditionally had access to. Additionally, the worsening climate crisis has substantial effects on the global livestock sector. Increasing climate variability will increase livestock production risks, as well as reduce the ability of farmers to adequately manage these risks.

The unavailability of high genetic potential breeds of goat, absence of high productive exotic breeds for crossbreeding, health challenges, high kid mortality and unavailability of proper animal health services and necessary drugs act as a deterrent to individuals willing to rear goats.

To address these challenges, Self-Reliant Initiatives through Joint Action (SRIJAN) introduced "Pashu Sakhis", skilled health service providers trained in goat care. These women are equipped with essential medical supplies, including deworming kits and nutritional supplements such as Pashu chaat, Pashu daana, and Masala bolus. These empowered women are not only inspiring their communities but also transforming gender dynamics.

Pashu Sakhi

A Pathway Towards Autonomy and Transformation

Context

In Nadia village of Tikamgarh, Madhya Pradesh, resides Bharti Ahirwar. She and her husband had been facing mounting economic challenges. They belong to the Dalit community, and her husband often migrated to New Delhi in search of jobs. Due to a smaller land holding size and a lack of livelihood opportunities, Bharti was desperately in need of a livelihood prospect.

Training Local Para-vets

Soon, the SRIJAN team arrived in her village to train local women in goat healthcare. Bharti seized the opportunity, absorbing knowledge about herbal treatments, vaccinations, and proper nutrition for goats. Empowered by her training and armed with a bag of medicines and a uniform, she began visiting households to treat goats. Despite initial resistance from some family members and ridicule from neighbours, she remained undeterred, recognising the potential of her new role.

Affordable Healthcare Facilities

She started with organising health camps for vaccinations and deworming in her village, encouraging livestock owners to bring in their goats and learn about the initiative. Bharti took it upon herself to educate the community about goat health and appropriate feeds, making door-to-door visits as a para goat vet to provide affordable care and raise awareness about diseases like Foot-and-Mouth Disease (FMD) and Peste des Petits Ruminants (PPR), also known as goat plague. Her efforts resulted in a notable reduction in goat mortality rates and an overall improvement in their health.

Becoming a Pashu Sakhi

Before long, Bharti earned the title of "Pashu Sakhi" or "friend of animals" in her village. As her treatments proved successful,

she gained newfound respect from her community. With her guidance, they embraced preventive measures that had previously been challenging to implement.

Her newfound skills allowed her to care for her family's goats better. With an annual income exceeding Rs 60,000, she has been able to provide improved educational opportunities for her children, transforming her family's fortunes and enhancing their quality of life. Bharti's journey exemplifies the potential of empowering women in agriculture and the profound impact it can have on their communities.





Rural Para-vets

Strengthening Growth and Leadership

Context

In the Tikamgarh district of Bundelkhand, Madhya Pradesh, goat-rearing is more than a tradition; it is a cornerstone of rural household economies. Especially for landless and marginal farmers, goats offer financial security, dietary protein, and resilience during agricultural uncertainty. In Bijrawan village, Maya Ghosh was among the first women to volunteer for the post of Pashu Sakhi. Initially, she had limited understanding and exposure to veterinary activities or to formal livelihood activities. However, while speaking to Maya, her determination and willingness to learn and educate herself always shine through.

As per the results of a comprehensive household-level survey of Bijrawan conducted by Maya, nearly 90% of the village households were involved in goat rearing. Typically, most families would maintain herds of 5 to 10 goats. For most of these families, particularly among the women, goat-rearing was seen as a great investment. During times of distress, individuals would sell their goats to meet their essential needs, children's education, medical expenses, or during festivals.

Door-to-Door Veterinary Services

Through a series of structured trainings, exposure visits, and hands-on learning modules, Maya gained knowledge in basic goat healthcare, vaccination schedules, deworming, breeding cycles, and feeding practices. She also learned how to maintain service records and engage with livestock rearers as a para-professional. Equipped with her new skills and community trust, Maya began offering doorstep veterinary services: vaccination, deworming, first-aid, and basic advisory support on breed improvement and fodder.

Economic Enhancement

She charged nominal service fees, which ensured both affordability for villagers and sustainability for her as a service provider. Over time, Maya's monthly earnings began to average ₹2,000–₹3,000. More importantly, her role as a Pashu Sakhi gave her recognition and respect within her household and community. For the first time, Maya became a contributor to her family's income, and her opinion began to carry weight in family decisions.

Farmer Producer Organisations



TOTAL FPOS

22

TOTAL SHAREHOLDERS

32,231

ANNUAL TURNOVER

11,27,77,442

Farmer Producer Organisation (FPO)



Farmer-Producer Organisations are collective groups which enable farmers to pool their resources and negotiate better prices. These groups support farmers by providing access to new markets, training them, and improving collective decision-making. In this manner, FPOs assist in improving the livelihood opportunities and improving the quality and productivity of agricultural growth and production.

SRIJAN (Self-Reliant Initiatives through Joint Action) has been actively involved in the FPO movement since 2006. So far, we have supported and nurtured FPOs across Madhya Pradesh, Rajasthan and Uttar Pradesh. Within the last year, there has been a significant growth in shareholders. While in December of 2023, there were 11,433 shareholders, the

number rose to 24,328 in October of 2024, reflecting a 112.86% growth.

We recorded an increase of 1550% in shareholders involved in output businesses, and a 267.97% increase in input businesses over the past year. This indicates better market linkages, improved aggregation and increased farmer confidence. Additionally, the rise of participation in input businesses reflects improved access to inputs (seeds, fertilizers, bio-inputs) through FPOs, enhancing their credibility.

Our experiences in developing and implementing the livelihood model guide us to the fact that small farmers need protection from price fluctuation throughout the crop cycle, starting from the procurement of inputs to harvesting of the crop. Smallholder

farmers in India face significant challenges in improving their incomes and leading dignified lives, largely due to the small size of their landholdings, which reduces their bargaining power in the market.

Easy and smooth access to fertilizers and pesticides has become a complicated process, where the farmers are faced with incurring unnecessary input costs. Various farmer collectives have been formed to address this issue, but many have struggled due to reasons like top-down decision-making, dominance by larger farmers, and a lack of solidarity among members. One of our core areas of intervention is putting in place institutional and marketing arrangements. Our collectives in the form of FPOs (farmer producer organisations) have ensured institutional arrangements which play a vital role in input

procurement, operational management of the value chain, and pooling of resources.

Within SRIJAN, and with organisations we have partnered with, certain FPOs have shown a high percentage change in output business. Rajabhoj (78.88%), Ardhanawar (58.32%), and COFE (64.64%) in Chhindwara and KenBetwa (30.46%) in Tikamgarh, Madhya Pradesh have demonstrated a remarkable growth in output business participation, suggesting strong market linkages and value chain development.

We further wish to continue focused efforts on buyer linkages, processing, financial access and farmer training to drive long-term sustainability.





Catalysts of Change

Ken Betwa Mahila Farmer Producer Company

The Company

An Introduction: Ken Betwa Mahila Farmer Producer Company Limited is a pioneering women-led agricultural enterprise rooted in the Tikamgarh district of Madhya Pradesh. Named after the Ken and Betwa rivers of the Bundelkhand region, the company symbolises the importance of sustainable rural livelihoods. This company, comprising over 3000 women farmers, was born out of grassroots efforts to enhance livelihoods through natural farming practices. These women have embraced natural farming, significantly reducing farming costs and improving the quality of their produce. In the past year, KenBetwa's output engagement has increased from 3.33% to 30.46%. Whereas the input engagement grew from 75.76% to 98.14%.

Commodities Sold

A unique aspect of the company is its commodities trading through Village Level Collection Centres (VLCCs), which streamline the collection and distribution process,

enhancing market access and ensuring fair prices for farmers. The company aims to promote collective marketing and aggregation of local commodities. Its product range includes healthy cold-pressed oil (Black mustard, yellow mustard, Black sesame, White sesame, and groundnut), desi ghee from local breeds of cows, and carefully selected and graded pulses like Desi arhar, masoor, black gram and moong.

The Value of the FPO

Ken Betwa Mahila Farmer Producer Company Limited emphasises high-quality standards and local small-scale processing, ensuring benefits for the local rural economy. Their efforts in natural farming also contribute positively to climate change mitigation and adaptation, presenting an inspiring model for reducing farmer distress and promoting sustainable agriculture. This FPO aims to create an agriculture-allied business model with rural communities where producers get a better price for their produce and serve assured quality, chemical-free products.







Sowing Seeds of Prosperity

Jaisinagar Soya Samridhi Producer Company Limited (JSSPCL)

The Background

SRIJAN has been operating in Jaisinagar since 2000 and has gained a deep understanding of the issues faced by farmers, among which a significant challenge was the lack of proper market linkage.

Jaisinagar Soya Samridhi Producer Company Limited (JSSPCL) began amidst the backdrop of farmers struggling to find suitable avenues for selling their produce. With the absence of dedicated marketing places, farmers grappled with the daunting task of securing fair prices for their agricultural goods. This predicament not only affected the livelihoods of farmers but also contributed to fluctuations in the rates of produce, exacerbating the challenges faced by the agricultural community.

Role of FPO

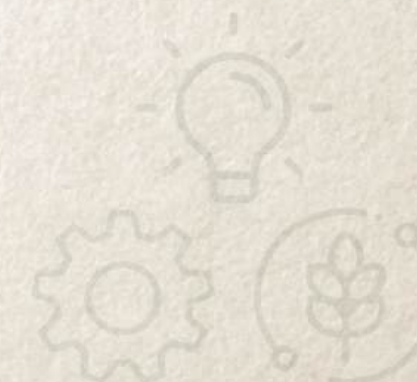
JSSPCL has an authorised share capital of 30 lakh and a paid-up capital of 14 lakh. It operates in one block of the Sagar district, serving a membership base of 1,400 farmers. The company's formation was driven by the need to provide farmers with a centralised marketing platform, ensuring better prices and market access for their produce. The major objectives of Jaisinagar Soya Samridhi Producer Company Limited (JSSPCL) are centred on empowering farmers, enhancing agricultural productivity, and ensuring sustainable development in the agricultural sector.

Income Enhancement

The tangible benefits generated for marginal farmers through better price realisation for wheat sold by JSSPCL have been significant over the past three years. In the year 2021-22, a total of 15 farmers benefited to the tune of Rs. 25,000 due to the difference in prices offered by JSSPCL and the Minimum Support Price (MSP), which ranged from Rs. 25 to 30 per quintal.

The following year, 2022-23, saw a substantial increase in the number of farmers benefitting, with 200 farmers collectively receiving Rs. 5,40,000. The price difference between MSP and JSSPCL's price for wheat during this period ranged from Rs. 45 to 50 per quintal. This year marked the highest average benefit per farmer and the largest total benefit.

In 2023-24, the number of farmers benefitting further increased to 300, with a total benefit amounting to Rs. 4,95,000. The difference between MSP and JSSPCL's price ranged from Rs. 70 to 75 per quintal.





BUNDELKHAND INITIATIVE FOR WATER, AGRICULTURE AND LIVELIHOODS (BIWAL)



AREA TREATED (Ha)

1,485

WATER HOLDING STRUCTURES

1,183

NO OF HOUSEHOLDS IMPACTED

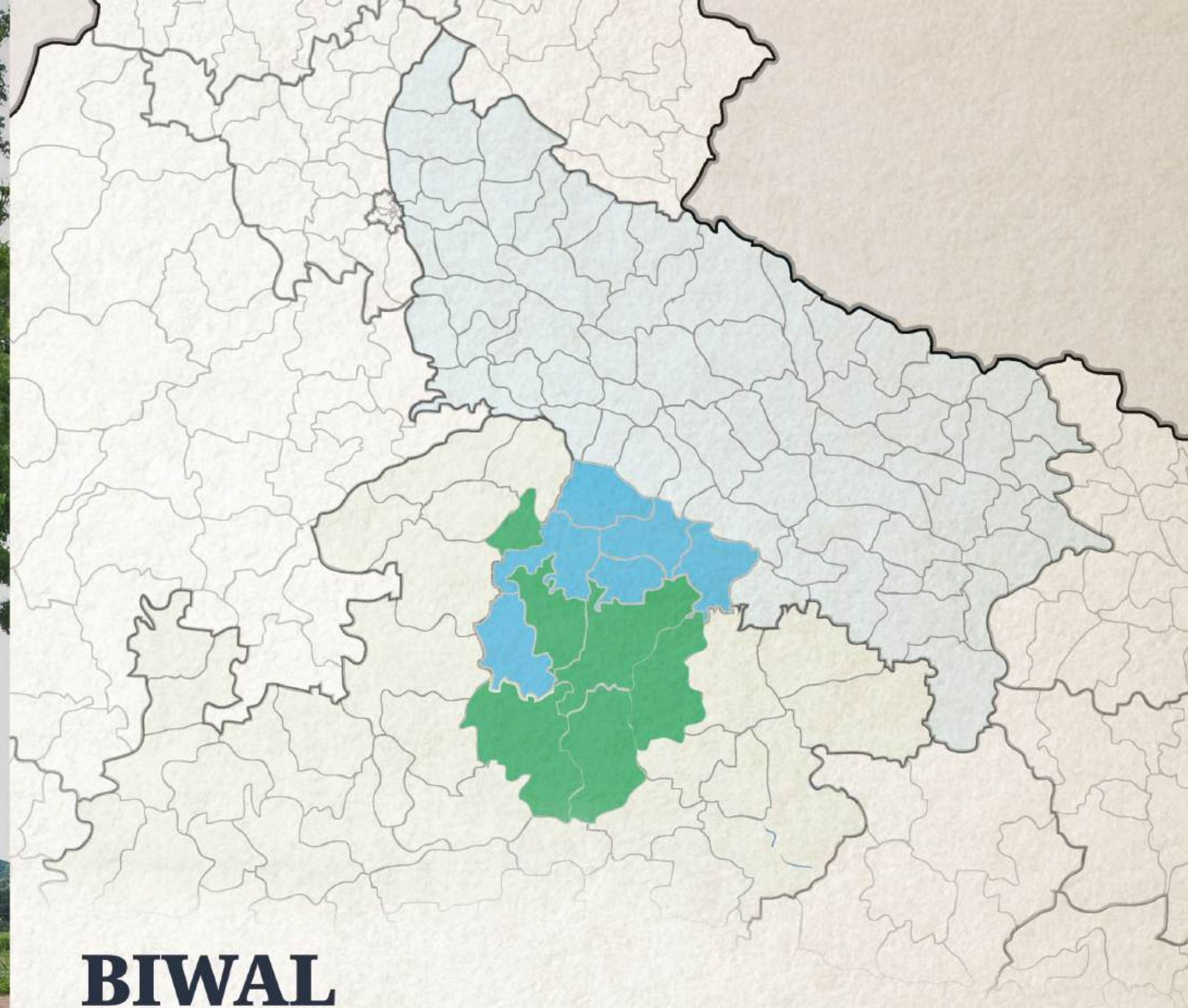
1,00,533

WATER RECHARGE POTENTIAL CREATED

1.77
Billion liters

WATER STORAGE CAPACITY

0.59
Billion liters



BIWAL

The Bundelkhand Initiative for Water Agriculture and Livelihood (BIWAL) is a collaborative effort aimed at improving water security, agricultural productivity, and biodiversity in the Bundelkhand region. The BIWAL project operates across a diverse geographical landscape encompassing several districts in Uttar Pradesh and Madhya Pradesh, specifically Banda, Lalitpur, Mahoba, Chitrakoot, Jhansi, Hamirpur, Tikamgarh, Niwari, Chhatarpur, Panna, and Damoh. This region is characterised by its unique socio-economic challenges, including water scarcity and agricultural vulnerability, which necessitate targeted interventions to improve livelihoods and enhance water management practices.

By engaging with local communities in these districts, the programme aims to address the specific needs and challenges faced by farmers, fostering sustainable agricultural practices and promoting resilience against climate change impacts.

BIWAL has made significant progress in reaching out to new farmer families across various thematic areas. A total of 25,000 new farmer families were added, approaching the target of 27,000. The initiative expanded its operations to 72 new villages, including new entries in Panna and Damoh districts. As of March 2025, BIWAL has reached 98,470 families since its inception, moving towards the total target of 118,000 families by March 2025.

Seeds of Hope

A Promising Harvest

Topographical Challenges in Bundelkhand

Katera village in Jhansi district of Madhya Pradesh, situated in a fertile region, has agricultural potential that remains largely untapped due to several deep-rooted challenges. One of the primary issues is the lack of access to quality seeds. Farmers, especially small and marginal ones, often depend on external markets for seeds, which are either too expensive or poorly suited to local agro-climatic conditions. This not only increases their input costs but also reduces productivity and profitability.

Seed Bank Model

SRIJAN, under the BIWAL initiative, introduced a Seed Bank Model in Katera village. The first step was to mobilise the local community through the formation of a Village Development Committee (VDC), which ensured inclusive decision-making and fair selection of beneficiaries. Alongside this, a Women Producer Group was established to create a platform for collective action and to prepare the ground for a future Farmer Producer Organisation (FPO). As part of this initiative, Anita Devi was selected by the VDC to manage the seed bank, based on her reputation, dedication to farming, and willingness to conserve local seed varieties.

SRIJAN's Assistance

Anita participated in training sessions on seed conservation techniques, including how to identify, preserve, and multiply indigenous seed varieties. This series of training sessions was designed to strengthen her technical skills and enhance her confidence to operate the seed bank independently. Such a holistic approach not only empowered Anita to take charge of a sustainable agricultural initiative but also positioned her as a role model for other women in the village.

The Impact

Anita has developed a rich and diverse seed collection, boosting 670 kgs of seeds that include multiple local varieties of crops such as wheat, green gram, maize and pearl millet; oilseeds like desi mustard and chickpea; and a range of indigenous seeds of seven vegetables, including beans, bitter gourd, pumpkin, radish, bottle gourd, tomato and chilli.

The seed banks have greatly contributed to preserving crop diversity in the village, promoting climate-resilient farming practices, and reducing dependence on costly market seeds. Moreover, Anita's leadership has inspired other farmers, especially women, to take an interest in seed conservation and natural farming.



Sustainable Agricultural Practices

Generating Diverse Livelihoods

Context

In Chhani village in Hamirpur district, Uttar Pradesh, lives Bachchu Kushwaha. He works as a farmer and owns a meagre 1.5 bighas of land. Wage labour and agriculture are the primary sources of their family income. Despite his hard work in farming and labouring, their financial situation remained bleak. Each year, rising input costs and low yields resulted in repeated losses from farming. This left Bachchu and his wife worried about how they could secure a better future for their family.

Climate Resilient Agriculture

Amid their struggles, the BIWAL programme, run by the Yuva Kaushal Vikash Mandal (YKVM) and supported by Self-Reliant Initiatives Through Joint Action (SRIJAN), started an awareness campaign on climate-resilient agricultural practices, such as multilayer farming techniques in Chhani village, and YKVM promoted several Producer Groups in the nearby village. Inspired by the campaign, Bachchu and his wife decided to join the village producer group promoted by the YKVM. He regularly attended the meetings, where he learnt about the benefits of multilayer farming, a method that promises higher yields on smaller plots of land.

Improved Yield

Bachchu set up a multilayer farm on a 10x15-meter plot of land. The team provided essential materials to set up the multilayer structure. Gradually, vegetable plants flourished beyond their expectations, yielding a bountiful harvest.

From selling vegetables, they earned around ₹38,000—far more than they had ever earned from traditional farming on their 1.5 bigha plot. Additionally, they no longer needed to buy vegetables for their household, saving even more money. This success

transformed the family's outlook toward farming.





Research

At the core of all that we strive to do lies the need to investigate, dive deeper and understand social realities. SRIJAN's research wing, since its inception, has focused on the values of gender and social justice, equity, and collective action. Our themes range from gender-based livelihoods, division of labour (within and outside the household), climate crises, sexual and reproductive health, and masculinities to indigenous livelihoods and traditions.

In all our research studies, we ensure the process follows a bottom-up approach, recognising the role and agency of the community members in all that we do. Keeping our beneficiaries at the forefront, our research work helps bring about ground realities. It is essential to look at multiple realities and subjectivities. We follow an intersectional approach, addressing and recognising myriad forms of systemic oppression in terms of caste, class, tribe, gender, ethnicity and religion. It is in this manner that the research work undertaken by us, along with on-field practices, helps create a space for better financial outcomes and improved livelihood opportunities and practices through more promising policy implementation.

This year, we submitted and completed writing the research paper for a funding grant from Azim Premji University. The paper, 'Impact of COVID-Induced Reverse Male Migration on Women's Labour Market Opportunities in Rural India', was based in three districts in Uttar Pradesh (Chitrakoot), Madhya Pradesh (Tikamgarh) and Rajasthan (Udaipur). This was a longitudinal, one-and-a-half-year-long study carried out using mixed methods.

Additionally, the team wrote a research paper on 'Gendering the Climate Crisis in Rural India: Resilience and Harvesting Traditional Knowledge'. The paper brought in insights from four districts in Bundelkhand (Mahoba, Niwari, Tikamgarh and Chitrakoot). It dealt with themes of climate crisis, agrarian distress, lack of livelihood options, disproportionate impact of climate change on women and resilience strategies adopted to cope with the same.

SRIJAN was awarded a four-month research grant by UNFPA (United Nations Population Fund), MIT (Massachusetts Institute of Technology) Solve and IE University. The research challenge was to look at the intersection of climate change and sexual and reproductive health. Through a competitive process, SRIJAN's abstract on understanding the lived experiences of young lactating mothers in Chhindwara, Madhya Pradesh, was selected. The study focused on three tribal communities – Gonds and Korkus found in Mohkhed in Chhindwara, and Bharia (a particularly vulnerable tribal group) residing in Patalkot in Tamia.

The research study used qualitative methods – key informant, in-depth interviews and focus group discussions. SRIJAN's research team interviewed young lactating mothers (18-35 years), ASHA and Anganwadi workers, older matriarchs (50+), and married men. The semi-structured questionnaires sought to understand themes of the changing climate, agrarian distress, food insecurity, access to sexual and reproductive health facilities and indigenous healthcare systems and traditions. This study helped us understand the dynamic nature of climate change and how it not only impacts the

ecology and agrarian structure of a place but also individuals' livelihoods, health and interpersonal relations. In a recent webinar held by UNFPA and MIT Solve, SRIJAN's team also presented the research findings.

UNFPA Research Findings

The erratic weather patterns, bad soil health and undulating terrain have created considerable agricultural distress in these areas. The scarce availability of natural resources, water, non-timber forest produce, and firewood has increased gender-based time poverty. Due to traditional norms of non-ownership over land and productive resources, women's vulnerabilities are widened due to climate despair.

In Korku-inhabited districts, the situation is seemingly better off. The community reports having better agricultural practices and irrigation facilities, resulting in fewer cases of out-male migration. They have better accessibility and connectivity to the main road, enabling improved transport facilities to hospitals. However, the Gond and Bharia districts reported an increased feminisation of agrarian distress and poverty.

Tied in a vicious cycle, the climate crisis, poverty, and lack of livelihood options come together to increase the burden on tribal women, leaving them little to no time to fend for themselves. The scarcity of water adds to their woes, making them walk longer distances to collect water. According to data from a survey, around 58% of adolescent girls were found to be anaemic in rural Madhya Pradesh. This holds true for a majority of the women we interacted with. The illiteracy, coupled with familial debt, leads to fathers marrying off their daughters at an early age to alleviate the additional 'burden' from the household.



We co-hosted a 'Research and Policy Workshop' at Khajuraho in collaboration with the Centre for Research on the Economics of Climate, Food, Energy & Environment (CECFEE), the Indian Statistical Institute (ISI), Environment and Development (EFD), and Climate Policy for Development (CPID). The two-day workshop facilitated presentations and discussions on aspects of climate change, environment and gender. A field visit to Deori village in the Chattarpur district was also conducted. This focused on SRIJAN's initiative on reviving and conserving traditional water bodies and the role of local communities in fostering sustainable practices. The event helped emphasise the critical intersection of environment and development.

SRIJAN worked in collaboration with PHF (Paul Hamlyn Foundation) and SACAL, based in the Gajapati and Ganjam districts of Odisha, based on gender and agriculture. For the organisation, SRIJAN developed a log frame and methodology and assessed their pre existing models of livelihood and agriculture, keeping in mind a gender-transformative approach. We have worked with TAAL Beehive to collect the social return on investment (SROI) on projects, as well as developed several case studies. This tool and methodology helped train SRIJAN employees

to gauge projects through a sustainable lens to achieve social equity. Working in collaboration with TAAL Beehive helped us focus on value creation, preservation or prevention of erosion of our projects.

SRIJAN has also become a part of a research network on men's reproductive health – 'Reconceiving Andrology'. This network has been developed to shed light on the role of global public health while looking at men's sexual and reproductive health needs. This network is funded by the University of Greenwich.

Our consistent effort is to align our research goals with SRIJAN's greater vision and mission, ensuring each project is critically examined and analysed to address all shortcomings and learn better. We strive to ground our research in areas of lived experiences, based on standpoint epistemology and reflexivity. Through our studies, we wish to question and challenge power dynamics and binary oppositions. Through research, therefore, we build inter-generational narratives and archives on issues, which will enable voices from the ground to be amplified and documented.

Voicing Sentiments

धीरे-धीरे काम तो करना पड़ेगा, कमर या पैर में दर्द है फिर भी, इतना पैसा नहीं है कि किसी से काम करवा लूं। 'बच्चों के लिए नहीं बहाएंगे तो किसके लिए बचाएंगे - इसी लिए तो महिलाएं कमजोर हैं, दूसरों पर ध्यान ज्यादा देती हैं, खुद पर कम। काम भी वही करती हैं - सोचती हैं काम कर लेते हैं फिर खाएंगे। हमें भले दिक्कत हैं, बच्चों को नहीं होनी चाहिए।'

Slowly you will have to work, even if there is pain in the waist or legs, there is not that much money to get work done from anyone.' 'If you don't save money for the children, then for whom will you save - that is why women are weak, they pay more attention to others and less to themselves. They do the work too - they think that once the work is done, they will eat. We have problems, the children should not have to face the same.

- Aarti, Tikamgarh

मज़दूरी में अंतर इसलिए होता है क्योंकि एक महिला है, और दूसरा पुरुष। इसलिए फर्क पड़ता है। दोनों का काम बराबर नहीं माना जाता। पुरुष के काम को ज़्यादा अहमियत दी जाती है।

The difference in wages occurs because one is a woman and the other is a man. That's why there is a difference. Neither of their work is considered equal. The man's work is considered to have more value.

- Munni Devi (ASHA since 2006), Premlata (Anganwadi)

हमारे पास पीने के लिए भी पर्याप्त पानी नहीं है; ऐसे में हम तरह-तरह की फसलें कैसे उगाएंगे?

We do not even have enough water to drink; how will we manage to produce a variety of crops?

- Sunita, Sukhabhand - Bharia tribe

पुरुषों की मदद... यहाँ ऐसी कोई व्यवस्था नहीं है जहाँ पुरुष खाना बनाकर महिलाओं को खिलाएँ। ऐसा उस दुनिया में हो सकता है जहाँ लड़के और लड़कियों को समान माना जाता है। एक महिला को जीवन भर एक स्वतंत्र नौकरानी बनकर रहना होगा। सदियों से यही परंपरा चली आ रही है। और अगर सरकार पुरुषों के लिए खाना बनाना अनिवार्य कर दे, तो बात ही अलग होगी।

Men helping... there is no system here where men cook and feed women. It may happen in a world where boys and girls are considered equal. A woman would have to be a free servant for her entire life. It has been a tradition for centuries. And if the government were to make it mandatory for men to cook, that would be a different matter altogether.

- Somnath Prajapati - Pradhan, Chitrakoot

हम औरतें हैं; हमें अपने पतियों का साथ देना ही पड़ता है। हमें उनका और उनके भोजन का ध्यान रखना होता है।

We are women; we have to support our husbands. Need to take care of them, and their food habits

- Sita Devi, Mahoba

ऊंची जातियों में सोच ये है कि अगर पत्नी काम करने बाहर जाती है, तो इसका मतलब है कि पति उसकी कमाई पर निर्भर है - इसे वो अपमान समझते हैं। ऐसे समाज में, चाहे महिला शिक्षित हो या ना हो, अगर वो काम करना भी चाहती है, तो भी वो अपने परिवार की इच्छा के विरुद्ध नहीं जाती है।

Mentality is that in the upper castes, they think that if the wife is going to earn, it means the husband is living on her earnings. It is an insult. In higher society, whether a woman is educated or not, suppose she wants to do some work - she will not even go against the family.

- Shilpa - Pradhan, Chitrakoot

Developing Talent to Transform Rural Life

With the organisation's continued growth, demand for a diverse workforce and technological advancements, SRIJAN has remained committed to building inclusive excellence and ensuring a safe, welcoming work environment. Over the last year, our processes have focused on recruiting the right talent, streamlining technology-led solutions for HR services and performance management systems, and capacity building. Across our integrated organisational platforms, diverse field and regional teams and collaborative partnerships, we have remained anchored to our core values of Growth, Professionalism, and Leadership.





Our Talent/Leaders: Shaping Policies, Processes & People

At SRIJAN, we consider people to be our greatest asset, and our HR practices reflect this belief. We understand that development professionals in rural settings encounter a range of issues requiring continuous handholding support. Therefore, our strategy is designed to align the priorities of our professionals, helping them to navigate the complex process and work closely with the communities bringing about the change.

Our People

The steady increase in the organization's human resources—from earlier years to the current strength of 201 team members—reflects both institutional growth and an expanded programmatic footprint. SRIJAN remains steadfast in its commitment to fostering a diverse and inclusive workplace that empowers all individuals, particularly women, to excel and lead.

- In 2024-25, SRIJAN employs 52 women, representing 25.87% of the total workforce, up from 42 women (22.22%) in 2023-24.



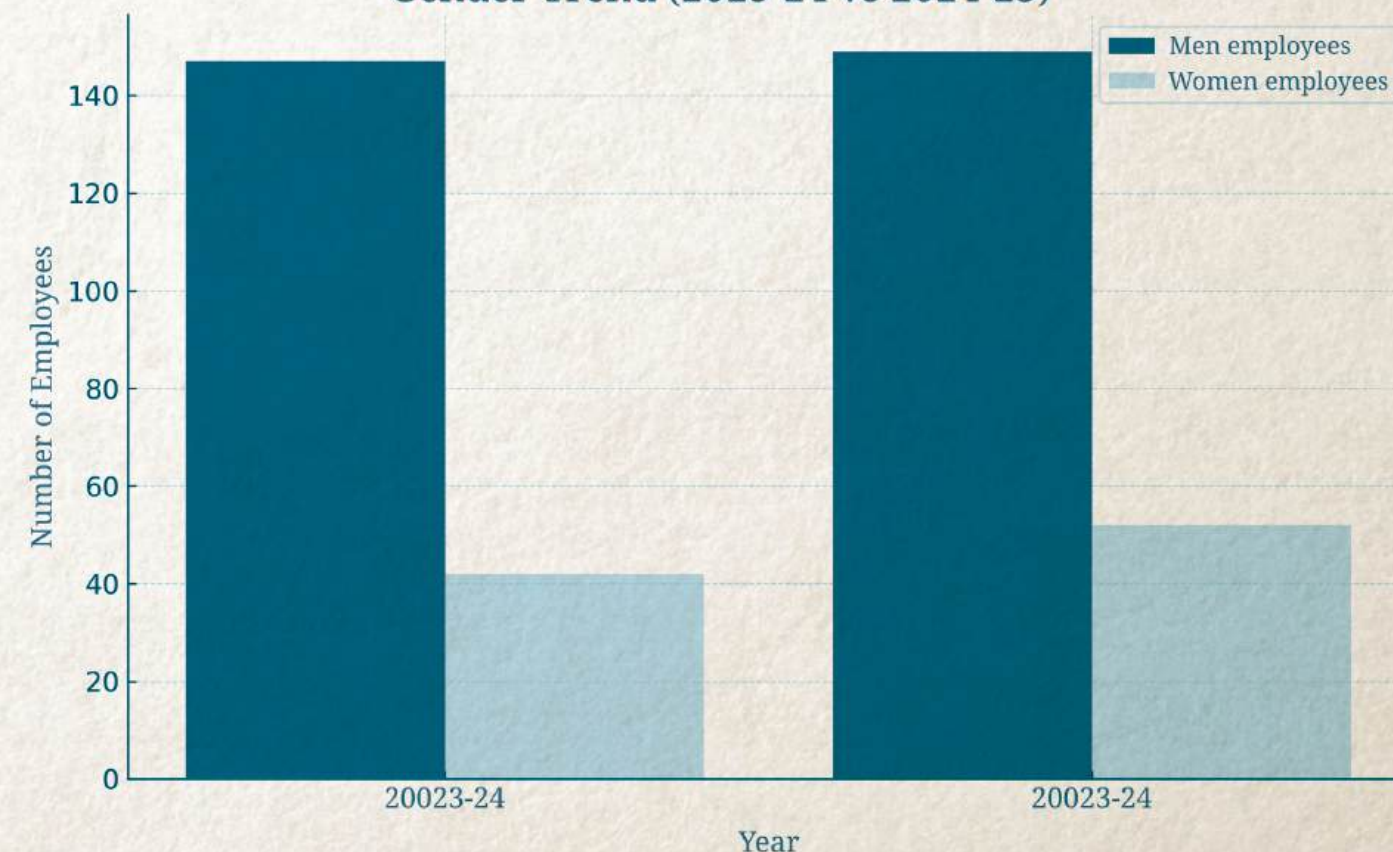
- The current gender ratio within SRIJAN stands at approximately one woman to every three men.

Workforce Composition Number of Employees 2024-25

- **Total Workforce: 201**
 - Programme Personnel: 178
 - Finance Professionals: 18
 - HR Specialists: 5
- **Gender Composition**
 - Women: 52
 - Men: 149



Gender Trend (2023-24 vs 2024-25)



Our Processes

Sourcing quality talent across diverse roles and locations – Recruitment and selection

This year, a new batch of 35 trainees was selected through campus placement drives, targeting a diverse range of academic institutions and courses. The cohort comprises 20 female and 15 male trainees, reflecting SRIJAN's commitment to gender diversity and inclusive hiring. The one-year traineeship program is designed to prepare fresh graduates for full-time roles within the organization. Structured as an immersive on-

the-job training experience, the program encourages trainees to learn, unlearn, and relearn the essential practices and processes involved in managing livelihood projects. This approach ensures that they are well-equipped with both theoretical understanding and practical insights, aligning them with SRIJAN's mission and field realities.

Sourcing high-performing talents from the ecosystem – Lateral entry

During the year, we have successfully strengthened our workforce through both campus placements and open market recruitment initiatives. Advertisements for open positions were strategically posted across multiple platforms, including LinkedIn, the Srijan website, and through our internal employee referral program, enabling us to attract a diverse pool of talent.

In addition to campus hires and open market recruitment, we focused on strengthening our leadership capabilities by hiring two senior professionals through lateral entry. These appointments of a Project Leader and a Project Manager were made to ensure seamless alignment with our existing teams and to bolster project execution and delivery standards.

Graduation of Trainees to Project Executives

This year, a total of 15 trainees successfully completed their training and were promoted to the role of Project Executive. At SRIJAN, freshers are recruited through a campus placement process and onboarded as trainees. They undergo a comprehensive one-year training and induction program. Upon successful completion of the review, they are

confirmed in the role of Project Executive, marking the beginning of their professional journey with the organization. The formal reviews for them take place twice a year where the first review is mainly about the feedback and improvement plan and the second one factors the qualification of the candidates for the next level.

Streamlining onboarding for high productivity: Induction and Reflection Program

The induction program at SRIJAN is thoughtfully designed for fresh graduates transitioning directly from college into the development sector. Its primary aim is to orient them to the organisational culture and prepare them to thrive in a professional environment. At the outset, trainees spend at least a month living and working within rural communities, gaining and sharing firsthand experience of the field. This practice not only promotes reflection but also opens space for constructive feedback, helping them refine their approach and dive

deeper into community engagement in subsequent field visits. The meticulous induction program ensures timely guidance, personalized feedback, and hands-on learning opportunities. The induction follows a structured module, featuring a series of interactive sessions with Program Directors, the HRD team, and an experienced induction team. These interactions expose trainees to the nuances of development work, helping them grow step-by-step and build a strong foundation for their journey ahead.

Mentorship for continuous growth

After completing the Rural Immersion program during the initial three months, each trainee is paired with a dedicated mentor whose experience varies from 8-12 years in the organization. This mentor plays a crucial role in guiding the trainee throughout the

traineeship, offering personalized support, continuous feedback, and practical insights. The mentorship process is designed to help trainees reflect, improve, and excel—not just in their current role, but as they prepare for a long-term career in development work.



Capacity Building and Leadership Development: The Foundation of Lasting Change

Thematic Training

Employee training and capacity building are an integral part of Human Resource Management, as well as important in achieving the organisational development goal. It is a two-way process. While it increases the productivity of employees, it also connects them with the organisation. The thematic training is planned and conducted in support of the program team in the field.

The trainings are planned for the two groups every year:

1. Trainees
2. Existing Professionals

Training of Trainees: The trainees are selected annually through the campus recruitment procedure. About thirty-five trainees were selected this year. A yearly thematic



Capacity Building Initiatives focusing on Trainees’ Development

Capacity-building Workshop was held on 12th and 13th December 2024 in New Delhi, for the newly inducted trainees of the 2024 cohort. The workshop was designed to strengthen peer connections, deepen their understanding of SRIJAN’s Vision, Mission, and Values, and enhance their orientation to the organisation's thematic focus areas. The

training is given to the trainees to develop their perspective and understanding.

The training can be conducted in two ways:

Virtually and in a classroom. The major themes include case study writing, finance, MIS, horticulture, agriculture, and natural resource management.

Thematic Training for existing professionals: To enhance the skills of our team members, we conduct refresher training sessions annually. These sessions aim to improve their knowledge and address challenges encountered in daily fieldwork. All members involved in various themes are encouraged to participate in these advanced training programmes each year.

Key Thematic Trainings

Name of the Training	Month	No. of Participants	Place
POSH Physical Training	April, 2024	44	Jhansi, Uttar Pradesh
POSH Physical Training	April, 2024	39	Mahoba, Uttar Pradesh
POSH Physical Training	May, 2024	27	Sawai Madhopur, Rajasthan
Writing and Team BuildingWorkshop	June, 2024	20	New Delhi
POSH Physical Training	August, 2024	24	Chhindwara, Madhya Pradesh
CIB Training	September, 2024	23	Pindwara, Udaipur, Rajasthan
POSH Physical Training	September, 2024	30	Shahdol, Madhya Pradesh
Capacity Building Workshop	December, 2024	38	New Delhi
INRM Training	January, 2025	17	Chitrakoot, Uttar Pradesh
Finance	December, 2024	34	Online Mode (different batches)
Horticulture	September, 2024	28	Jhansi, Uttar Pradesh
FPOs	January, 2025	26	Jhansi, Uttar Pradesh
Agriculture	September, 2024	26	Jhansi, Uttar Pradesh

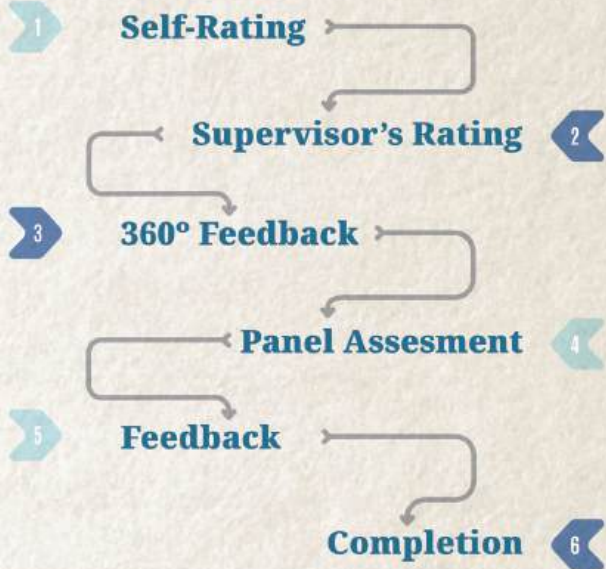
Leadership Development and Capacity Building of mid-level and senior leadership

As we work towards transforming rural livelihoods, our people, who are the catalyst for change, often have limited access to structured opportunities that can enhance their skills and impact. In catering to the evolving challenges of CSR norms, managerial effectiveness, and holistic professional growth, we have primarily supported mid-level professionals and senior leadership in pursuing courses and programs at various universities. Designed for seasoned professionals, these courses seek to empower strategic leadership skills and technical capabilities. We have collaborated with Universities like APU, IRMA, ICAR institutes to design courses which can bridge the gap between strategic engagement and grassroots execution.

Particulars	Month	Participants	Organization/Institution
Conference on Climate Change & Gender	February, 2024	1	TISS, Mumbai, Kerala institute of Administration (KILA) and ASAR Social Impact Advisors
Learn to Write Stories of Change on drafting case stories of social change and practice	April, 2024	1	The Barefoot Guide Connection
Basic level Human Process Laboratory	September, 2024	5	Indian Society for Applied Behavioral Science (ISABS)
Research for Social Action	November, 2024	2	Azim Premji University, Bangalore
Post Graduate Diploma in Development Leadership	December, 2024	1	Azim Premji University, Bangalore
Critical Agrarian Studies	February, 2025	1	Samrakshan Trust, Sheopur, M.P.
Capacity Building Program for Indian Development Professionals	March, 2025	4	Vietnam Bank for Social Policies (VBSP) and Bankers Institute of Rural Development (BIRD)

Performance Management System

This is being implemented through the Employwise HR software, and we have completed the rating in the first year. The Performance Management System ensures systematic tracking and evaluation of each employee's performance on an annual basis. The process involves a multi-step assessment, beginning with self-assessment, followed by the supervisor's evaluation and 360-degree feedback from peers and colleagues. Subsequently, the employee undergoes a formal panel assessment, after which structured feedback is provided. The entire process typically takes about a week to complete.



Gender Inclusiveness and Women's Leadership

SRIJAN has witnessed a significant and encouraging shift in gender diversity within its workforce. The organization's commitment towards inclusive hiring practices and supportive workplace policies has led to a consistent rise in the number of female employees. More than six-fold increase in female representation reflects a positive trend towards gender balance and diversity within the organization. It also highlights the effectiveness of initiatives aimed at fostering a more equitable and inclusive work environment—such as flexible working hours, career advancement opportunities, and dedicated diversity and inclusion programs.

Several initiatives have been undertaken to ensure equal opportunities, representation, and support for women.

Key initiatives include:

Focused Recruitment Drives: Significant efforts are being undertaken to recruit women professionals through both campus placements and lateral entry, thereby fostering a diverse talent pool.

Leadership Talks by Women Role Models: Regular interactive sessions are organised where women leaders from different sectors and organisations share their professional journeys, challenges, and success stories, inspiring women colleagues and promoting leadership.

Awareness through Orientation: The HR team integrates PoSH (Prevention of Sexual Harassment) awareness and Internal Complaints Committee (ICC) introduction as part of every new hire orientation, ensuring all employees are informed about workplace safety and grievance redressal mechanisms.

Flexible Work Policies: SRIJAN has adopted flexible work practices that support work-life balance, particularly for women employees, new mothers, and parents, enabling them to pursue their professional growth alongside personal responsibilities.

As a result of these sustained efforts, the female-to-male ratio, which stood at 28% in March 2025, reflects the growing participation and leadership of women within SRIJAN.

Our Policies

In promoting effectiveness, productivity and ensuring overall well-being of the employees, many policies are introduced. As a means of strategic investments, we have ensured insurance of all employees, flexible working hours for working mothers, and menstrual leaves. SRIJAN maintains a strong focus on flexible and family-friendly workplace policies designed to support employees, particularly new mothers and parents, in balancing their personal and professional commitments. These include

flexible work options for new mothers, special monthly leave provisions tailored to women's biological needs, comprehensive insurance coverage with maternity benefits, and a designated baby care room at the workplace to provide comfort and convenience for new parents. During this financial year, Srijan employees have successfully claimed a total of Rs. 10,92,198 through 20 Group Medical Coverage claims. Additionally, one claim under Group Personal Accident Coverage was filed for Rs. 51,608.



The Responsible Coalition for Resilient Communities (RCRC)

The Responsible Coalition for Resilient Communities (RCRC) is a pan-India alliance of over 98 civil society organisations dedicated to empowering rural communities. Initially formed as the Rapid Rural Community Response to COVID-19, RCRC played a pivotal role in ensuring last-mile service delivery and amplifying grassroots voices during the pandemic.

Leveraging its success in relief efforts and advancing health, education, and livelihoods, RCRC has transitioned into a sustainable, multi-stakeholder platform that drives inclusive development by uniting key actors across the social sector.

RCRC's Strategic Approach

Evidence-Based Advocacy for Marginalised Communities:

RCRC conducts rigorous research to shape policies and interventions. Partnering with IIM-Ahmedabad, it has completed four research phases, engaging 39 organisations across 40 blocks to assess vulnerabilities in 11,480 households.

Strengthening the Civil Society Through Capacity Building: RCRC is enhancing the capabilities of 96 Civil Society Organisations (CSOs) through structured training in:

- Thematic program implementation
- Financial management & business planning
- Monitoring & evaluation
- Organisational development

Collaborative Action for Systemic Impact: RCRC's transformative "Big Tent" strategy brings together a wide coalition of civil society organisations, government bodies, and rural communities to create deep, systemic change. In 2020, RCRC partnered with the Ministry of Rural Development (MoRD) to launch the Integrated Farming Cluster (IFC) initiative—implemented by 30 CSOs across 10 states, directly benefiting 62,653 rural households through 214 IFCs, with the first phase concluding in 2024.



Recognising the impact and scalability of this model, the IFC approach has been formally integrated into the Annual Action Plan under MKSP (Mahila Kisan Sashaktikaran Pariyojana). In 2024, RCRC signed MoUs with the governments of West Bengal, Assam, Sikkim, Meghalaya, and Arunachal Pradesh, expanding its support to 429 IFCs and reaching over 130,000 households.

This collaborative model is anchored in holistic, grassroots-driven strategies, including:

Establishment of Livelihood Service Centres (LSCs): Village-level hubs that offer integrated services such as seed and bio-input banks, small farm machinery access, animal healthcare, and training—ensuring timely and localised support for producers.

Robust Capacity Building: Training and skilling of SHG members, community resource persons, and CSO teams in agriculture, livestock, water resource

management, business planning, and entrepreneurship.

Strengthening Backward & Forward Linkages: Ensuring seamless access to quality inputs and services (backward) while creating robust connections to markets, buyers, and value chains (forward).

Marketing & Value Addition: Supporting producer groups in branding, processing, and marketing high-value crops like turmeric and ginger—boosting income and product competitiveness in wider markets.

Through this integrated, scalable, and inclusive model, RCRC is not only enhancing incomes but also building resilient, self-reliant rural communities.



Buddha Fellowship

Scaling Grassroots Entrepreneurship Across India

The Buddha Institute is building a robust ecosystem for rural development entrepreneurship in India. Since its inception, it has enabled grassroots innovation and inclusive value chain development by identifying, investing in, and nurturing local entrepreneurs. In FY 2024-25, the Institute made significant strides in deepening its impact and laying the groundwork for long-term systemic change.

National Footprint & Reach

57 Development entrepreneurs (Buddha Fellows) onboarded across four cohorts (2018-2025)

Presence in **16** states, creating a nationwide support network for rural enterprises

2,895 jobs created

5,67,977 individuals impacted many from vulnerable and underserved communities

Enterprises supported range from

- agri-tech
- non-timber forest produce (NTFP)
- Rural crafts
- sustainability-focused ventures

Sectoral Footprint

- Agriculture and Allied**
567 jobs created
- Environmental Services**
85 jobs created
- NTFP and Forest-based Livelihoods**
75 jobs created
- Handicrafts & Rural Processing**
56 jobs created



FY 2024-25 Highlights Buddha Fellow Progress

2024-25 Cohort
28 Buddha Fellows onboarded in the cohort

Revenue Generated
₹43.35 Cr
(29% YoY growth)

Employment Created
1359 full-time jobs

People Impacted
2,28,535 individuals

2025-27 Cohort
10 new fellows selected for the 2024-26 cohort from a pool of 450+ applicants



The Fellowship Framework Our 4M Model

The Buddha Fellowship is built on a strategic, four-pronged model—Money, Mini-MBA, Mentoring, and Maarga (pathways)—designed to unlock the potential of rural entrepreneurs.

MINI-MBA & CLINICS

4 Business Entrepreneurship Clinics per year.
Focus on selection, resilience, branding, unit economics

MONEY

(Capital Access)
₹63.25 lakh disbursed (2023-25 cohort)
Each fellow reative ₹0.5-3.5 lakh based on progress

MENTORING

Experienced sector mentors
Fortnightly/monthly Reviews & field visits

MAARGA

(Institutional & Market Linkages)
Access to ecosystem actors, —investors, government agencies, and peer networks

1. Mini-MBA & Clinics (BECs): Fellows attend 4 Business Entrepreneurship Clinics each year, covering:

- Entrepreneurial reflection, self-awareness, and resilience
- Branding, unit economics, and investment-readiness
- Digital marketing, B2B partnerships, storytelling for pitching
- Strategic planning and mentorship alignment

2. Mentoring: Each fellow is supported by an experienced sector mentor. Fortnightly to monthly meetings, field visits, and business plan reviews strengthen their leadership and strategic thinking.

Buddha Fellowship

3. **Capital Access:** A total of ₹63.25 lakh in grants was disbursed to the 2023–25 cohort, with each fellow receiving ₹0.5–3.5 lakh depending on participation and progress.

4. **Institutional & Market Linkages:** The Institute facilitates fellows' access to ecosystem actors—investors, government agencies, and peer networks.

Fellows like Kusum Tiwari, Deepak Kumar, and Akshay Dixit exemplify this integrated support—creating hundreds of jobs and reaching thousands of rural families with

Strategic Growth and

their models.



Institutional Infrastructure

- Tijara Campus (Rajasthan): Phase I of construction completed – includes a 100-seater training hall, staff rooms, and kitchen facilities. Hosted the orientation for the 2024–26 cohort.



Government Partnerships for Scale

- MoUs with NRLM and Rajeevika (Rajasthan SRLM) to build value chain-linked entrepreneurship through Buddha Fellows
- Buddha Fellows now working with 44 Cluster-Level Federations (CLFs) and 673 Self-Help Groups (SHGs) across 6 states, supporting 2,912 women entrepreneurs
- A Custard Apple Processing Unit established in Kumbhalgarh, Rajasthan, in partnership with Rajeevika. This pilot enabled tribal SHGs to move from raw harvesting to value addition, improving shelf life and

pricing power. The Institute supported market linkages, training, and packaging design.

MahilaBiz Project – A Vision for Scale



- In 2024–25, the Institute co-developed a proposal for the MahilaBiz Project with Co-Impact, envisioning systemic change for women-led rural enterprises. The project proposes:

- Reaching 1 million women entrepreneurs across 8 states by 2030
- Creating scalable models for local manufacturing, agri-processing, and eco-enterprise
- Establishing regional business support cells and market aggregation hubs

Mobilising Support

- Fundraising Event hosted in Mumbai targeting philanthropists and ecosystem leaders
- Raised \$179,000 internationally through retail campaigns and foundation partnerships



Stories of Change

From Bakery Boy to Agripreneur

Arun's Journey with Gramya Pvt Ltd

At just 24, Arun's journey took an unexpected turn when he left his city job and returned to his village in Kerala. Unsure about farming, he found new hope through Gramya Pvt. Ltd., a social enterprise led by Annu Sunny (2023 Buddha Fellow), focused on empowering rural farmers. With their support, Arun started growing pepper and soon saw a 15% rise in his income—his first glimpse of farming as an opportunity, not a struggle. Encouraged, he began planting Bird's Eye Chilli and even ventured into vanilla cultivation, backed by Gramya's guidance and market assurance. In just a year, Arun has grown into a confident agripreneur, reclaiming the dignity and promise of rural life.



Women Who Lead:

The Transformative Power of the Buddha Fellow Model

In Saviyantri village near Kumbhalgarh, Rajasthan, the Sagar Swaragin FPO is redefining women's livelihoods. Backed by Rajeevika, Ranbanka Balaji Trust, Buddha Institute, and Manjari Foundation, this initiative has empowered nearly 100 women to convert traditional skills into sustainable income.

The initiative began by identifying gaps: while women were skilled in crafts and fruit preservation, they lacked access to markets and resources. Through surveys and group discussions, a collaborative approach emerged — focused on skill development, mentorship, and market linkages. With an INR 38 lakh investment from the Rajasthan government, Sagar Swaragin FPO was equipped with machines and working capital. This critical support enabled women to move from seasonal labour to value-added enterprise.

The FPO's custard apple pulp unit is at the heart of its success. Previously earning INR 7/kg selling raw fruit, women now earn INR 10/kg and ₹180 daily in the processing unit. With a daily capacity of 200 kg and a margin of INR 40/kg, the unit can generate INR 8 lakh per season — offering steady income and long-term sustainability.

A key driver of success is the Buddha Fellow Model. Rakesh Gupta (Buddha Fellow- 2018 Cohort) supported the FPO through technology and knowledge transfer to the extraction and storage of pulp from the custard apple. Experienced women leaders guided peers in production, leadership, and confidence-building. This peer-led approach bridged traditional skills with modern enterprise, fostering a supportive culture of learning and growth. Training in digital tools, branding, and online sales has helped women tap regional and online markets. Ties with institutional buyers and cooperatives are

expanding their reach, securing better returns and long-term resilience.

Sagar Swaragin FPO has led to a 10–15% rise in household income and reduced reliance on low-paying work. More than financial gains, the initiative has inspired women to lead, advocate for their rights, and drive community change. Through the Buddha Fellow Model, this initiative proves that skill, mentorship, and market access can transform not just livelihoods, but lives.



Our Projects



Focused Development Project (FDP)

HDFC Bank Limited

Chitrakoot | Mahoba | Pratapgarh

Swayamshree

Reliance Foundation

Tikamgarh | Chhatarpur

Fostering Climate Resilience through Rejuvenation of Heritage Water Bodies for Stabilizing Rural Livelihoods

InterGlobe Foundation

Niwari | Tikamgarh

Swavlamban (Bundelkhand Mega Project)

Caring Friends

Bengal Finance and Investment Pvt. Ltd.

Niwari | Tikamgarh | Chitrakoot

Holistic Rural Development Program (HRDP)

HDFC Bank Limited

Bagicha | Sirohi | Jhansi

Vikalp

National Payments Corporation of India

Luvkushnagar

Ensuring Environmental Sustainability and Economic Empowerment by Restoring Natural Resources and Promoting Climate-Smart Farm Initiatives in Three Tribal Districts of Rajasthan

Aditya Birla Capital Foundation

Karauli | Pratapgarh | Udaipur

Arohan

Building Climate Resilient Community for Securing livelihood (Rotary)

Trimurti Associates Pvt. Ltd
Checons Limited

Kusum Industrial Gases Ltd
Delhi Premier Rotary Service Foundation

Niwari

E-Krishi Mitra

Mahindra and Mahindra Limited

Chhindwara

Sustainable Rural Livelihoods

Axis Bank Foundation

Chhindwara | Shivpuri | Tikamgarh | Sagar

Our Projects

Establish a Renewable Energy-Based Value Chain for Non-Timber Forest Produce (NTFP) Based Value Added Products
Aseem Infrastructure Finance Limited
Udaipur

Vistaar
Combatting Agriculture Stress through Reviving the Traditional Water Bodies, Efficient Water Use, Technology and Community Governance in Bundelkhand
IndusInd Bank Ltd
Kolaras Picchore Satna Panna Damoh

Mega Watershed Project
Bharat Rural Livelihoods Foundation
Mahendragarh Chirmiri Bharatpur

Rejuvenation of Water Bodies in Aspirational Districts
ATE Chandra Foundation
Sirohi Niwari

Building a Resilient Rural Community by Enhancing Access to Food & Nutrition, Promoting Sustainable Livelihoods and Enabling Better Access to Entitlements for 24,500 Small and Marginal, Adivasi Women, Farmers/Landless Households in 201 Villages of 6 Blocks of Madhya Pradesh, Rajasthan and Chhattisgarh.
Azim Premji Foundation
Annupur Chhindwara Shivpuri Janakpur Baran

Promoting Nano-Orchards for Securing Livelihood of Small Farmers and Local Biodiversity
Saytrees Environmental Trust
Niwari Shivpuri Tikamgarh

JIVA and Watershed Development Fund
National Bank for Agriculture and Rural Development - Madhya Pradesh
Chhindwara

3Ls- Land, Local & Livelihood
Ashraya Hastha Trust
Chitrakoot

Individual Donation
Smt Bhagwani Devi Basudev Jhunjhunwala Trust

Swavlamban Mega Plan
Mr. Ashish Ramesh Chandra Kacholia
Niwari Tikamgarh Chitrakoot Mahoba Lalitpur

Securing Income through Diversified Farm-Based Livelihood
Walmart Foundation (Phase 1)
Shivpuri Dhar Tikamgarh Niwari Annupur Chhindwara

Empowering 38,000 Women Smallholder Farmers in UP and MP through Sustainable Agricultural Practices and Strengthening 19 Women-Led Farmer Producer Organisations
Walmart Foundation (Phase 2)
Chhatarpur Chitrakoot Hamirpur Lalitpur Dhar Chhindwara Tikamgarh Shivpuri Niwari Jhasi Annupur

Augmentation & Conservation of Natural Resources for Sustainable Environment in Marginal Geographies of Rajasthan and Madhya Pradesh
Standard Chartered Bank
Chhindwara Karauli

Making Communities Climate Resilient and Securing Livelihoods of the Poor
IDH
Chhindwara

Our Projects

Swayamshree

Gates Foundation

Tikamgarh | Chhatarpur

Demonstrating Solar-Powered Non-Timber Forest Produce (NTFP) Value Chain in Tribal Areas of Rajasthan

HSBC India

Udaipur

SuATI- Support to Agroecological Transformation Processes in India

GIZ

Sagar | Chhindwara | Tikamgarh | Shivpuri | Anuppur

Climate Change x SRHR

UNFPA

Chhindwara (Research Project)

Agroecological Demonstration

GIZ

Sagar | Chhindwara | Tikamgarh | Shivpuri | Anuppur

Securing Nutrition, Enhancing Resilience (SENU)

GIZ

Barwani | Chhatarpur | Sheopur | Khanwa





Balance Sheet 31st March 2025

SELF - RELIANT INITIATIVES THROUGH JOINT ACTION [SRIJAN]

Balance Sheet as at 31st March 2025

		Amount in ₹	
Particulars	Note	As at 31st March, 2025	As at 31st March, 2024
SOURCES OF FUNDS			
CORPUS FUND	1	32,79,50,365	30,92,79,271
OTHER FUNDS AND RESERVES			
Capital Assets Fund	2	85,07,722	88,78,686
Restricted Project Funds	3A	27,71,60,596	21,27,94,219
General Reserve Fund		12,22,21,244	12,23,76,001
Specific Fund	3B	18,80,197	18,80,197
Consultancy Project Fund		16,58,192	18,11,961
Total		73,93,78,316	65,70,20,335
APPLICATION OF FUNDS			
PROPERTY PLANT & EQUIPEMENT - Funded by Donor's	4		
Assets under possession of SRIJAN		63,36,279	63,77,338
Assets in possession of Community		21,71,443	25,01,348
PROPERTY PLANT & EQUIPEMENT - Own Assets	4.A	14,91,112	14,80,189
INVESTMENTS	5	58,54,61,708	53,39,21,028
CURRENT ASSETS (A)			
Cash and Bank Balances	6	11,01,05,166	7,01,59,690
Loans and Advances	7	16,16,979	9,84,546
Other Current Assets	8	5,31,17,585	5,15,00,040
Grant amount receivable	3A	1,25,66,778	2,24,35,017
		17,74,06,508	14,50,79,293
CURRENT LIABILITIES AND PROVISIONS (B)			
Current Liabilities	9	1,75,03,876	2,10,55,774
Provisions	10	1,59,84,858	1,12,83,087
		3,34,88,734	3,23,38,861
NET CURRENT ASSETS (A-B)		14,39,17,774	11,27,40,432
Total		73,93,78,316	65,70,20,335

Significant Accounting Policies & Notes on Accounts 21

The accompanying notes to accounts referred to above form an integral part of these financial statements.

As per our report of even date attached

For Thakur, Vaidyanath Aiyar & Co.
Chartered Accountants
FR No. 000038N

(Signature)

Anil Kumar Aggarwal
Partner
M.No. 087424
Place: New Delhi
Date: 26th July 2025



For and on behalf of Board of Trustees of
Self- Reliant Initiatives through Joint Action (SRIJAN)

(Signature)
(Prasanna Khemariya)
Chief Executive Officer

(Signature)
(C. Babu Joseph)
Chairperson



Financial Statement for the year ended March 31, 2025

Financial Statements

Income & Expenditure 31st March 2025

SELF - RELIANT INITIATIVES THROUGH JOINT ACTION [SRIJAN]

Statement of Income and Expenditure For the Year Ended 31st March, 2025

Amount in ₹			
Particulars	Note	For the Year Ended March 31, 2025	For the Year Ended March 31, 2024
REVENUE			
Restricted Grants and Contributions	11	59,64,18,970	40,05,23,621
Donations & Unrestricted Grant	12	2,54,48,728	6,04,88,181
Professional Income	13	2,92,21,218	1,76,47,500
Interest Income	14	4,14,83,670	3,76,22,941
Recovery of Overheads Costs from projects	3A	1,82,58,904	1,48,55,166
Other Income		35,751	1,32,838
Total		71,08,67,241	53,12,70,247
EXPENDITURE			
Livelihood Promotion Activities	15	32,18,01,815	28,18,38,051
Grant to other NGO		4,16,41,697	4,62,34,280
Expense Against Professional Income	16	2,95,47,835	1,89,02,150
Livelihood Programme Support	17	12,82,10,365	11,22,55,221
Livelihood Consultancy and related expenses	18	2,34,05,137	3,86,78,587
Livelihoods Support Cost	19	3,10,53,611	3,12,98,697
Purchase of Fixed Assets from Donor's Fund	4	16,92,749	26,38,699
Overhead Recovery Cost charge to project	3A	1,82,58,904	1,48,55,166
Administration Cost- General	20	1,95,15,424	1,47,86,315
Depreciation on Fixed Assets from Own Fund	4	42,530	55,717
NGO & other Balances Written off		30,99,994	6,68,392
Grant Debit Balances-Written Off	3A	23,55,553	72,572
Total		62,06,25,614	56,22,83,848
SURPLUS / (DEFICIT) FOR THE YEAR CARRY FORWARD		9,02,41,627	(3,10,13,601)
Total		71,08,67,241	53,12,70,247

APPROPRIATIONS

Balance Brought Down

SURPLUS / (DEFICIT) FOR THE YEAR 9,02,41,627 (3,10,13,601)

Transferred to / from :

Capital Assets Fund		
Restricted Fund (Including Interest allocation Rs. 1,18,95,741)	7,42,34,612	(8,13,19,598)
Consultancy Project Fund (including Interest allocation Rs. 1,72,848)	(1,53,769)	(11,12,305)
General Reserve Fund	(25,10,310)	5,07,08,529
Corpus Fund- Interest	1,86,71,094	7,09,773

The accompanying notes to accounts referred to above form an integral part of these financial statements.

As per our report of even date attached

For Thakur, Vaidyanath Aiyar & Co.

Chartered Accountants

FR No. 000038N

Anil Kumar Aggarwal

Partner

M.No. 087424

Place: New Delhi

Date: 26th July 2025



For and on behalf of Board of Trustees of

Self- Reliant Initiatives through Joint Action

(Prasanna Khemariya)

Chief Executive Officer

(C. Babu Joseph)

Chairperson



Financial Statement for the year ended March 31, 2025

Receipts & Payments 31st March 2025

SELF - RELIANT INITIATIVES THROUGH JOINT ACTION [SRIJAN]

Statement of Receipts and Payments for the Year Ended 31st March, 2025

Amount in ₹			
Particulars	For the Year Ended March 31, 2025	For the Year Ended March 31, 2024	
Opening Balances :			
Cash and Bank Balances			
Current Accounts	12,52,551	6,67,153	
Saving Accounts	6,89,07,139	13,28,11,059	
Fixed Deposits and Investments	53,39,21,028	20,75,73,209	
Receipts:			
Grant and Contribution	59,64,18,970	43,28,08,371	
Corpus Donation	-	30,00,00,000	
Donations and Unrestricted Grant	2,54,48,728	2,82,03,431	
Professional Receipts	2,67,17,249	1,63,17,179	
Interest on Savings Banks	55,03,765	49,57,007	
Interest on Fixed deposits	3,01,86,817	1,30,53,635	
Interest earned by NGO Partners	77,122		
Interest on IT refund	1,95,075		
Recovery of Overheads Costs from projects	1,82,58,904	1,48,55,166	
Other Income	35,744	1,32,838	
Total	1,30,69,23,092	1,15,13,79,048	
Payments:			
Livelihood Promotion Activities	32,14,03,529	27,36,60,122	
Grant to other NGO	3,85,91,697	3,95,56,937	
Expense Against Professional Income	2,84,48,386	1,88,15,103	
Livelihood Programme Support	12,45,47,018	11,24,44,443	
Livelihood Consultancy and related expenses	2,38,90,883	3,86,92,309	
Livelihoods Support Cost	3,18,54,178	3,08,52,593	
Overhead Recovery Cost charge to project	1,82,58,904	1,48,55,166	
Administration Cost- General	1,95,11,346	1,36,67,945	
NGO & other Balances Written off	30,99,994	6,68,401	
Non Recurring			
Purchase of Fixed Assets	57,534	14,46,612	
Purchase of Fixed Assets from Donor's Fund	16,92,749	26,38,699	
Closing Balances:			
Cash and Bank Balances			
Current Account	6,46,478	12,52,551	
Saving Account	10,90,29,688	6,89,07,139	
Cheque in Transit	4,29,000	-	
Investments in Fixed Deposits	58,54,61,708	69,55,66,874	
Total	1,30,69,23,092	1,15,13,79,048	

As per our report of even date attached

For Thakur, Vaidyanath Aiyar & Co.

Chartered Accountants

FR No. 000038N

Anil Kumar Aggarwal

Partner

M.No. 087424

Place: New Delhi

Date: 26th July 2025



For and on behalf of Board of Trustees of

Self- Reliant Initiatives through Joint Action (SRIJAN)

(Prasanna Khemariya)

Chief Executive Officer

(C. Babu Joseph)

Chairperson



Financial Statement for the year ended March 31, 2025

Our Donors

INDIAN CONTRIBUTIONS CORPORATES - CSR



1. HDFC Bank Limited
2. IndusInd Bank Ltd
3. Mahindra and Mahindra Limited
4. Caring Friends
5. Bengal Finance and Investment Pvt. Ltd.
6. Axis Bank Foundation
7. Aseem Infrastructure Finance
8. Aditya Birla Capital Foundation
9. InterGlobe Foundation
10. National Payments Corporation of India
11. Reliance Foundation
12. Trimurti Associates Pvt Ltd
13. Checons Limited
14. Kusum Industrial Gases Ltd

INDIVIDUAL DONATIONS



1. Mr. Ashish Ramesh Chandra Kacholia
2. Smt Bhagwani Devi Basudev Jhunjhunwala Trust

DEVELOPMENT INSTITUTIONS GOVERNMENT GRANTS



1. National Bank for Agriculture and Rural Development, Madhya Pradesh
--

PHILANTHROPIES



1. Bharat Rural Livelihoods Foundation
2. Azim Premji Foundation
3. Delhi Premier Rotary Service Foundation
4. ATE Chandra Foundation
5. Saytrees Environmental Trust
6. Ashraya Hastha Trust

FOREIGN CONTRIBUTIONS



1. Walmart Foundation
2. Standard Chartered Bank
3. IDH RPLC Project
4. Bill & Melinda Gates Foundation
5. HSBC, India
6. GIZ
7. United Nations Population Fund (UNFPA)
8. Indian Friends Association

Certifications



**Guide Star India Platinum
Certification 2024-25**



**Great Place to Work
2024-25**

srijan  सृजन
Self-Reliant Initiatives through Joint Action



srijan  सृजन

SELF-RELIANT INITIATIVES THROUGH JOINT ACTION

4, Community Shopping Centre, First Floor, Anupam Apartments,
Mehrauli Badarpur Road, Saidullajab, New Delhi - 110068

Tel No. 011-41664521 | Mob No. 8800515992 | Email: delhi@srijanindia.org

