

Harsha Trust is a non-profit organization with a mission "to improve the quality of life of rural people" in South Odisha. The Trust has now completed 10 years in its journey of bringing lasting change in the lives of the poor. It works with the poor, primarily the tribes, in remote locations of Odisha, to improve their quality of life through interventions in enterprise-based livelihood generation and sustainable natural resources management. The Trust believes in enhancing the capacity of the communities to access different services and resources from mainstream institutions for their livelihood security and to lead a life of dignity. With this belief, the approach of the organization has been to promote community-based organizations like Women Self-help groups and Producer Cooperatives, enabling them to be part of the mainstream development process. The Trust works closely with the government, industry and both national and international development organizations so that the efforts of all these agencies are synergized to bring change at a scale.

Towards achieving its mission, the Organization has focused on building the capacities of the communities and has enhanced the annual income of the target families by Rs 10,000 per family per year besides their attaining round-the-year food sufficiency. We have been able to develop robust livelihood models both for landed and landless families through our family-based approach. A few of the models, initially developed by using grants only, are now being replicated and scaled up in the area - using a combination of grants and loans. With our expertise in the field, coupled with our strategic collaborations with the industry, state-run agencies and banks, we are now in a position where we can expand our initiatives at a much faster pace to reach out to a large number of needy families.

Our Outreach

Harsha Trust currently works in 450 villages covering 12,000 households in 5 districts of South and West Odisha namely Nabarangpur, Koraput, Rayagada, Kalahandi and Malkangiri. These five districts are part of a much larger contiguous poorest region of the country, with over two-thirds of the people here living below the poverty line. Moreover, it has a high proportion (over two-thirds) of the Tribal and Dalit communities. The area suffers from abject poverty with a very high rate of forced migration. Compounding the difficulties in some pockets is the crippling effect of naxalite activities.

In its endeavor to continuously extend its outreach to more disadvantaged areas, Harsha Trust has initiated its expansion into the 'left out' and Naxal-affected district of Malkangiri. At present the organization is working through 8 teams, including 3 new teams in Mathili, Boipariguda and Kalyansinghpur blocks in Malkangiri, Koraput and Rayagada districts respectively. In an effort to consolidate its work in line with a principle of an area-saturation approach and also keeping in view the limited scope for expansion in the Surada block of Ganjam district, the organization wound up its team located here.

Mission

"Improving the quality of life of the rural poor," is the mission of HARSHA TRUST

Our Strategies

- Developing community-owned and managed institutions to sustain livelihood activities promoted in an area
- Building the capacities of women through organizing them into Self Help Groups (SHGs) - to improve their access to financial services and livelihood options, as well as to provide them a platform to be part of the mainstream development process
- Building the capabilities of the rural poor to strengthen their existing livelihoods and initiating new activities to diversify and increase their incomes, in the tribal areas of southern and southwestern Odisha
- Developing a pool of highly capable and trained local service providers, in the project area, to support livelihood activities, on a revenue-based system
- Developing community-based models for natural resource management to protect and judiciously use natural resources for sustainable development
- Working in partnership with the government and industry, in addition to the non-government domestic and international development organizations, for scaling up development interventions
- Undertaking research geared towards supporting and strengthening the development interventions of the organization

Programmatic interventions

The needs of the communities with whom it is working have helped shape a few distinctive programmatic interventions of Harsha Trust. They are:

- Building Institutions
- Natural Resources Management
- Promoting Farm-based Livelihoods
- Encouraging Off-Farm Livelihoods
- Building Capacities at all levels

BUILDING INSTITUTIONS AT THE GRASS ROOTS

Harsha Trust grooms and develops community institutions as platforms for the development of marginalized sections of society. Thus it primarily promotes community-level institutions like women Self-Help Groups and cooperatives. These community-level institutions are the backbone of all interventions under taken in the communities. And from the beginning, care has been taken to capacitate these institutions in a manner that they become part of the mainstream development process and are able to sustain themselves, both financially and institutionally, in the long term.

Self Help Groups

Women Self-Help Groups are the primary units promoted by Harsha Trust - acting as a platform for socio-economic change in the community. We believe that the women SHGs can provide a space for women to actively participate and make decisions for themselves and their families, support each other, exercise their rights and have access to resources and services. Our focus has been, therefore, to build strong and vibrant groups.

The process starts with promoting weekly meetings, around mutual support and financial intermediation. These SHGs are then nurtured to plan and take up livelihood initiatives, transact with banks and access services from the market and other institutions. Harsha Trust facilitators also invest in capacity building of the women members to financially manage their SHGs and build norms for smooth functioning of their groups. Thus, these SHGs have multiple functions comprising increasing the earnings of their members through different livelihood/income-generating activities, linking up with different financial and government institutions to access finances and other services, looking after village sanitation and health and empowering its members.

In order to empower SHG members for bringing in social and economic transformation, members and their leaders are trained periodically in SHG



management, livelihood activities, awareness about health, PRIs and other issues related to village development. As the literacy level among the women in the operational area of Harsha Trust is very low, book keeping is one of the key challenges for the members of the SHGs. To address this, Harsha Trust has trained youth from the community in book keeping. Youth engaged by the SHGs in maintaining their accounts are paid by the concerned groups. Consolidation of SHG accounts is done weekly at the village level and monthly by teams located at the project locations. After the initial round of capacity building, SHGs take up different livelihood / income generating activities. Harsha Trust does the initial hand-holding to help them generate livelihoods by providing support in the production process, marketing etc. As a result of this, SHGs have been involved in livelihood/income generating activities of various kinds primarily agriculture based livelihoods and off- farm livelihoods like poultry and goat rearing.

The area has many defunct SHGs that were once promoted by different organizations under various schemes. These SHGs have taken loans from banks and without proper attention have, in many instances, defaulted on their loans. Harsha Trust strategically approaches these isolated SHGs and motivated them to restart their meetings, restart savings and credit, record their financial transactions and initiate livelihood activities so that the groups gradually recommenced repaying their loans and once again got into mainstream development.

The focus in the coming years would be forming new SHGs or adopting the defunct SHGs, streamline their financial systems and build their capacity. Regularizing and strengthening SHG clusters to take up broader goals affecting their family and village would also be a part of the agenda.

Self Help Groups Promotion During the Year 2011-12

Particulars	Status upto March 2011	Total upto March 2012
Number of SHGs	359	461
Number of members	4567	5587
Number of villages	179	208
Total savings (Rs. Lakhs)	66.8	86.3
Number of SHGs linked to the Banks	313	342
Bank loans (Rs. lakhs)	267.2	288.4

During the year 2011-12, 102 new SHGs were added. This year, a conscious decision was taken to strengthen the existing ones. A total of 342 SHGs have been linked to banks. The SHGs have leveraged over the years a cumulative loan amount of Rs.288.4 lakhs from the local banks.

Cooperatives

Harsha Trust has been promoting cooperatives as institution that cater to market-led livelihood

interventions. It builds on the livelihood planning done with SHG members and others in the community to facilitate establishment of market-led livelihood interventions. Harsha Trust has promoted three district-level Poultry Cooperatives, a federation of these Cooperatives and two Agricultural Cooperatives, impacting the livelihoods of more than 3000 producer members.

These cooperatives increase the competitiveness of the producer members through proper forward and backward linkages. A few specific functions of these cooperatives include reducing the cost of production through bulk procurement, transferring technology, providing production management services and marketing the products with the help of professional staff.

Patneswari Agricultural Cooperative Ltd (PACL) was registered under Self-help Co-operative Act of Odisha in the year 2006. PACL is governed by a 13 member Board of Directors representing the 13 Clusters, reaching out to 2178 members from Koraput district. The Board of Directors meets once in a month to discuss the issues in the Cooperative and take strategic decisions for its growth. The Co-operative now has a total paid up share capital of Rs. 4.9 million. The Cooperative is supported by BILT-CSR Synergy project and NABARD - catering to the needs of the small and marginal farmers with degraded and unutilized waste lands.

PACL promoted eucalyptus plantation in these lands by providing loans, supplying planting material and other agricultural inputs, as well as developing technical skills of the farmers. This year PACL harvested its 2006 & 2007 crops supplying 5888.49 MT of pulpwood to SEWA Paper mills with an average net return of Rs 60,000 per acre of plantation to the farmers. PACL has also been awarded the FSC-FM (Forest Stewardship Council -Forest Management) Certificate under the Scientific Certification System (SCS) for the high quality eucalyptus

plantation and management giving an edge to the PACL members - who get an extra benefit of Rs. 115 per MT for supplying the harvested pulpwood. This year PACL registered a net profit of Rs 2.3 million through the sale of pulpwood

to the BILT SEWA unit. PACL is now in the process of registering for the Clean Development Mechanism (CDM) Project for the Agro forestry models of 2009 with 496 farmers.

Case Study Agro-forestry (From Service Provider to Sarpanch)

Nilambar Jani lives in Salpa village of Jeypore block of Koraput district. He has set an example of moving up the development ladder. In the year 2006, he decided to take up eucalyptus plantation in one and half acre of degraded land. The stony land far from the tail end of the Kolab irrigation canal had been left fallow for years. Today he is proud of his decision of going in for eucalyptus plantation on that degraded land. Nilambar did not own any land suitable for cultivating paddy. He was struggling to make ends meet from a small patch of land where he cultivated finger millet and horse gram. To augment his income, he worked as a service provider with the SHGs promoted by Harsha Trust in his village. The plantation intervention also provided him an opportunity to work as a service provider in the Patneswari Agricultural Cooperative that promoted eucalyptus plantation. Thus, he moved around villages assisting farmers in eucalyptus plantations through PACL. Through his work he built a good relationship with the farmers. In addition to working as a service provider, he also took proper care of his eucalyptus plantation and his field became an exposure site for many prospective eucalyptus farmers. Thus, Nilambar became a well known figure in the nearby villages as a proactive service provider and a eucalyptus farmer. In the year 2011, five years after had planted eucalyptus, he decided to harvest his trees. He received Rs 92,000 as net return from selling the plantation to the Cooperative. The returns were more than he had imagined. Notwithstanding all the effort that he had put in to raise the plantation, he had to share the return with his brother as the land was still in the name of his father. He was not disappointed while sharing the return with his brother, rather he focused on the judicious use of the money he had received. He repaired his house and saved the remaining in a bank. The beginning of the year brought new opportunities for Nilambar. The Panchayat election for Sarpanch was scheduled in February 2012. Banking on his good rapport with the community he decided to compete for Sarpanch. Friends and relatives were not very convinced about it but he decided to give it a shot. He had his good work, rapport with the community and some bank balance to rely on while competing in the Sarpanch election. His confidence finally resulted in his win as the Sarpanch of his Panchayat. He continues to motivate farmers and has remained dedicated to the cause of the people in his area.

Other than the Agro-forestry model, PACL is also supporting its members in maize, pulse and finger millet production by providing loans, input supply and skill development. PACL is also in the process of initiating Commercial Vegetable Cultivation with Drip Irrigation in the district of Kandhamal, Koraput, Rayagada and Nabarangpur - with support from Odisha Tribal Empowerment and Livelihoods

Programme (OTEPL) and Integrated Tribal Development Agency (ITDA).

Targeting the livelihood enhancement of landless families, Harsha Trust has promoted three district-level Women Poultry Cooperative in Koraput, Rayagada and Kalahandi districts of Odisha. A federation of these cooperatives has also been

registered to manage the forward and backward linkages of the cooperatives and scale up the enterprise with other potential members. The Poultry Cooperatives have a total membership of 410 landless families, each member rearing 300 to 400 broiler poultry birds in a cycle of 40 days. The enterprise provides an additional income of Rs 12,000 per member per year. The Federation, with the support of OTELP is scaling up the intervention in Koraput, Rayagada and Nabarangpur districts of Odisha. The plan is to cover around 5000 ultra-poor families in the next two years under broiler-poultry farming and rearing improved indigenous birds (Vanaraja).

The cooperatives also have started diversifying into goat rearing as a potential activity for the landless families. With the support of OTELP & ST and SC Development department, Govt. of Odisha, a project

is being implemented in the above mentioned districts to support 500 families with improved goat rearing. In addition to enhancing the livelihood of the members, the Cooperatives would generate employment opportunities for 500 rural youths, as service providers.

The expansion has brought new challenges of managing improved indigenous birds and broiler birds. Competition from large poultry farmers has become intense over the years. At times they are able to supply birds at a lower price than the birds supplied by the Cooperative members. To retain their competitive advantage, the cooperatives have moved up the value chain to try and capture a share of the dressed-chicken market. Business performance would now depend on how best the cooperatives are able to manage the sale of dressed-chicken.

NATURAL RESOURCES MANAGEMENT



In the forest-fringe, undulating and high-slope areas of South Odisha where Harsha Trust has its interventions, management of local natural resources is crucial to securing livelihoods and enhancing the incomes of the poor tribal. The major challenges are land degradation, deforestation and development of water resources for productive use. Harsha Trust has taken up field bunding, contour trenching and green manuring as significant interventions to arrest land degradation and improve soil nutrient content.



The project area is endowed with high water availability - both in terms of abundant surface flow as well as ground water. Yet less than 20 per cent of the net sown area is under irrigation resulting in crop failure, due to prolonged dry spells. Tapping the potential of small streams in the upper ridges of the Eastern Ghat region, Harsha Trust has been promoting pipe-based gravity irrigation, ensuring crop production, increasing net-sown area and the cropping intensity. The pipe-based gravity irrigation project is also catering to the need of water for domestic use. Women members wash their utensils and clothes with water reaching nearer to their villages. Harsha Trust has implemented 20 such schemes, covering 240 farmers irrigating 280 acres of land. To further enhance the water-use efficiency in some of the gravity based irrigation projects, drip-lines are connected to the main pipeline to irrigate vegetable crops like brinjals and tomatoes.

Case Study Gravity Irrigation

Sona Pidkaka is a widow. She lives in Ankulipadar village under Hazardang Grampanchayat. Her family consists of 8 members. She works as a daily-wage labourer to meet the needs of her family. Sometime it is not possible for her to find work in the locality and there are instances when the family has remained hungry. Sending children to the school is a far away dream for her. They depend upon local *BEJNI* and *DISHARI* (village level quacks) for medical emergencies and this resulted in the death of her husband. After the death of her husband the family has been struggling a lot.

However, Sona has recently been the part of Harsha Trust's intervention in the village. Harsha Trust has been working in her village on improved agriculture through diversion-based irrigation. Sona had of 0.3 acre of homestead land that now gets irrigation from this scheme. To optimize the water use efficiency and reduce drudgery, irrigation is being provided through drip lines connected to the pipe based gravity scheme. Using this irrigation water, Sona planned to take up tomato cultivation in her 0.3 acre of homestead land. The intervention has aided the revival of her hopes that she lost with the death of her husband. She has already sold vegetables worth Rs. 5,000 from the plot and is quite optimistic to further intensify the cultivation to earn at least Rs. 15,000 per year. She looks at vegetable cultivation as a source of livelihood to tackle the uncertainty associated with the wage labour work. With Harsha Trust forming Cooperatives to provide forward and backward linkages for vegetable cultivation, many small and marginal farmers who have small pieces of land like Sona would benefit.

The other innovative model is the small-diameter ring well for development of water resources. This is being scaled up in Kundra, Bissamcuttack and Golamunda blocks of Koraput, Rayagada and Kalahandi districts of Odisha. These small-diameter ring wells are being used to ensure Kharif paddy, through providing protective Irrigation, and also vegetable cultivation during Rabi season. A total of 250 families are covered under the above intervention - improving their livelihoods through improved agriculture.



AGRO- HORTICULTURE BASED LIVELIHOOD PROMOTION

Horticulture Plantation

Harsha Trust has promoted Horticulture Plantation with small and marginal tribal farmers in their one or half acres of fallow or less productive upland. This activity has been promoted by the Golamunda, Bissamcuttack and Kundra teams of Harsha Trust. At present a total of 1089 families are promoting horticulture plantation.

The Horticulture Plantation is being supported under the WADI development programme of NABARD. Under the Horticulture Plantation intervention, each beneficiary is supported to develop half to one acre of land as an orchard of mango and cashew trees. 60 saplings of grafted mango and cashew are planted on every acre of the orchard. The total investment for an acre of orchard plantation is around Rs.22,000 per beneficiary, for a period of 5 years. This cost includes the cost of land development,

plantation, maintenance and intercropping. To enhance the productivity of land, soil and moisture conservation measures like staggered trenches, pitcher irrigation, stone-bunding, contour-trenches etc. are introduced in the fields. Intercropping of millets and vegetables are promoted in the fields, for which a four-foot diameter ring well is provided to a cluster of three beneficiaries.

For proper management of horticulture plants, Udyan Vikas Samitees (UVS) have been formed by farmers having contiguous patches of land. These UVS conduct regular meetings and provide a platform for solidarity, support, as well as act as pressure groups for the beneficiaries. The UVS' ensure that the farmers nurture the plants well. Tree guards are provided for every sapling and the farmers grow gliricidia along the boundary, for green manuring to improve the soil quality of the land.



Case Study Wadi

Dakulguda village, under Paikadakulguda Gram Panchayat of Bissamcuttack block, is situated 15 kms away from the block headquarter. This village comprises 328 households with a total population of 1698 persons. The Scheduled Caste (SC) communities comprise 30% of the total population. The land pattern of the village is undulating and most of the villagers have uplands. The primary occupation of the villagers is agriculture. Due to lack of irrigation facilities most of the farmers go for Kharif paddy. But due to erratic rainfall, the production level is very low and hardly provides food sufficiency for 4 to 6 months in a year. The villagers either



supplement this with daily wages or depend on forest produce to meet their day to day needs. Harsha Trust's Bissamcuttack unit intervened in the village in the year 2011. While conducting the baseline survey we found opportunities to productively use local resources, like un-used uplands, for a sustainable income in the long run. The team planned with the villagers to go for implementation of the WADI project, with the support of **TRIBAL DEVELOPMENT FUND** of **NABARD**. The prime focus was to improve the unused uplands for livelihood security. Farmers were motivated - through trainings and subsequent exposure to nearby WADI villages. Gradually, 33 farmers were selected for agro- horticulture plantations under the WADI project. They were motivated for group efforts and accordingly one Udyan Vikas Samittee (UVS) namely Maa Jhankiri was promoted. They started by cleaning up bushes to make the field clean. The farmers were given training at regular intervals on a package of practices and for management of WADI. Each beneficiary was provided with 25 mango saplings and 35 cashew saplings. The farmers were also motivated for intercrop cultivation with timely inter-cultural operations. Earlier these families were practicing shifting cultivation in *dongars* (hills). But presently these beneficiaries have shifted from shifting cultivation to settled agriculture. Most of the beneficiaries are undertaking maize, millet and vegetables as intercrops which not only cater to the family consumption but also provide cash income. We also observed that there was heavy runoff of rainwater in some patches which was leading degradation of the top soil. To overcome this situation, the members of the UVS joined hands to construct a stone wall around 8 acre patch up to a height of approximately 3.5 ft. This wall helps in minimizing the soil erosion as well as prevents the entry of livestock into the orchard. As the price of fertilizer is increasing by the day the beneficiaries were motivated to plant gliricidia which is a rich source of green manure. These plants when fully grown will also act as live fence. Harsha Trust undertakes different programmes for the capacity building of these beneficiaries. During the course of interaction with the beneficiaries, we came to know that most of the women folk are illiterate. After a vivid discussion in the UVS meeting, slates were provided to the beneficiaries and the literate members of the UVS took on the responsibilities to make the illiterate members sign their names. As a result of this, after a practice period of two and half months, all illiterate members were able to put their signatures at the time of need. All the members are dreaming of starting many income generating activities in their group in the coming days, being influenced by the success of the present activities. Recently when we talked with Sri Jagli Tuika, President of the UVS about his feelings, he replied in local language "nage imbatie na podadolai paikiliri jiru tanjayate". Translated this means 'this WADI has shown me the livelihood option for me and my children'.

STRENGTHENING KHARIF PADDY

Paddy is a major crop in the operational area of Harsha Trust. It caters to the households' food security. Almost all families grow paddy in the Kharif season. This crop, of more than hundred varieties and different crop durations, is grown both on the slopes and in the low lands. However, due to many factors like traditional cropping practice, soil quality, variety and uncertain rainfall, the productivity of paddy is low in our project locations. The marginal farmers are able to produce paddy that supports them for six to nine months. To enhance the productivity and overall production of paddy, Harsha Trust has intervened through seed replacement and transplantation in all its project locations. The intervention has led to increase in yield from 8 to 10 quintal per acre to 11-12 quintal per acre.

Though the farmers are not completely new to transplantation, lack of motivation and one-time labour cost involved in this were stumbling blocks. To shift from broadcasted paddy cultivation to paddy cultivation through transplantation, SHGs have played a significant role both in terms of providing timely credit and acting as a cohesive labour group - helping each other in paddy transplantation. This year a total of 218 acres were covered through improved paddy cultivation, which included seed replacement and transplantation of seedlings.

SRI

System of Rice Intensification (SRI) is being promoted by Harsha Trust with small and marginal



farmers. Although the practice has the potential to double the production with lesser input cost, it has been a challenge to scale the intervention with many farmers. The operations, like transplanting young seedlings and timely weeding, at times become difficult due to uncertain rainfall and unavailability of labour. SRI warrants alternative drying and wetting of the fields. With the rain playing truant it has been a really tough call for the SRI farmers to dry the fields. However in Harsha Trust's project locations there are many farmers who have assured irrigation sources like ringwells and pipe-based gravity based irrigation and these sources aid SRI during uncertain rainfall. For managing SRI in rain-fed conditions the Trust has been working on developing systems whereby a farmer has young seedlings when s/he prepares the field for transplantation. This is being done in two ways: (1) by motivating farmers to raise a standby seedling at an interval of 7 days and (2) by developing the farmer entrepreneur to raise and sell young seedlings to farmers in need.



During 2011-12, SRI has been promoted in 308 acres in Jeypore, Kundra, Nabarangpur, Bissamcuttack and Golamunda project locations of Harsha Trust. We are hopeful that with proper systems and the village saturation approach we will be more successful in scaling up the intervention in rain-fed conditions.

Maize cultivation (Rabi and Kharif)

Over the years, maize cultivation has emerged as a good cash crop providing income during the cash-crunch Kharif season. Maize cultivation, both Kharif and Rabi, has taken a big leap during 2011-12. Harsha Trust has motivated and trained farmers in maize cultivation. The Agricultural Cooperative promoted by Harsha Trust in Koraput

district is involved in providing all inputs and technical support to the farmers to take up maize cultivation. A marketing assurance in Jeypore and Bissancuttack clusters has done the trick. As the Jeypore Gramya Mahila Poultry Production Cooperative has developed its own feed mill, it requires huge quantities of maize. So, Patneswari Agricultural Cooperative Ltd., apart from promoting pulp wood plantations, has also taken up the task of maize production and promotion of cereals. Other than the cash income the maize cultivation provides, the grains are also used by families for food purpose. Although it's not as high as other maize consuming communities but it nevertheless has the potential to contribute to household food security.

Case Study Maize

Heading Towards Quality Life

Mani Paraja an inhabitant of Bangaliguda village of Jeypore block of Koraput District. His family consists of five members - his father, mother, wife, son and himself. He is a poor and illiterate and has one acre of land which was provided him by the government. His poor economic condition could not provide sufficient food for his family. What he gets from his land provides four to five months of food security to his family and he has to depend on daily wages for the remaining period.

Harsha Trust has been taking up various livelihood interventions to enhance their income and address issues related to food sufficiency. Looking at the support provided by the Patneswari Agricultural Cooperative Ltd. for maize cultivation in Kharif season, Mani decided to take an acre of land on lease for maize cultivation. He paid Rs. 1,000 as lease amount and joined as a member of PACL by depositing Rs. 500 as share capital. The Cooperative provided him the required quantity of maize seed and fertilizer and the professionals in Harsha Trust trained him on the package of practice to be followed for maize. He spent Rs. 7,105 for one acre of maize cultivation - which included the cost of land lease, fertiliser, seed, ploughing, harvesting and transporting the grains for sale.

Finally, he harvested 20.81 Quintal of maize which he sold at Rs. 970 per quintal. He got Rs 20,185 and his net profit was Rs. 13,080. Mani invested the money in paddy business - buying paddy and selling rice after boiling and milling. His business started to grow and now he owns a small grocery in his village.

From the profit of these enterprises he and his family members are able to lead a better life.

During 2011-12, maize has been promoted in 500 acres in Jeypore cluster. In other clusters like Dharmagarh, Nabarangpur and Bissamcuttack

maize cultivation has been taken up in 100 acres.

Vegetable Cultivation:

Harsha Trust has realized that only working on ensuring food security will not bring much change in the quality of life of small and marginal farmers. Therefore in addition to improving the production of cereals like paddy and maize, Harsha Trust has started intervening in nutrition and income security with improved vegetable cultivation. Farmers are motivated, trained and supported to take up vegetable cultivation both during Kharif and Rabi seasons. On an average, the farmers take up vegetable cultivation in 20 decimals of land. Vegetables, like brinjal, tomato,

cauliflower, beans and onion are being grown by the farmers. Farmers have been growing these vegetables both as intercrops in Wadi fields and as a stand-alone crop. The intervention is providing a cash income of around Rs. 5,000 to Rs. 6,000 per season, in addition to supplementing their vegetable requirements for consumption. This is also benefiting marginal farmers who own less than an acre of land. However, the challenges are to develop more irrigation infrastructure to ensure vegetable cultivation round the year and to establish suitable market linkages, to provide a better price to the farmers.



Case study Vegetable cultivation

Boriguda is a remote village under Kankubadi GP of Bissamcuttack block. There is no proper road connectivity to reach the village till date. This village consists of 31 tribal households and all of them lived under poverty. All the farmers cultivated paddy and minor millets during the Kharif season. After the Kharif season, almost all of them had to take up wage labour for meeting their needs. But many a time they did not get sufficient work and had to go without food. This forced many of them to migrate to Kerala as wage labourers for earning. Though they earned slightly more there they stayed in unhygienic conditions and had to spend a lot on health treatment and hospitalization. Harsha Trust intervened in this village in the year 2006 and formed two SHGs comprising 23 women members. Through regular savings they could save Rs. 40,000 in a year, which became a major strength to take up income generating activities. In the year 2007, by the motivation of Harsha Trust, commercial vegetable cultivation was initiated in the village. The members purchased seeds like tomato, chilly, brinjal, greens, and bitter-gourd from their savings. Technical know-how was provided to them by Harsha Trust. At the end of the Kharif season two groups could earn Rs. 47,000 from selling vegetables in the local markets. They distributed this profit among themselves.

From these distributed amounts members also saved Rs. 600 individually in their respective group accounts and the rest was spent on their house construction and meeting other household needs. This resulted in an increase in confidence among all women members to undertake vegetable cultivation in Rabi season. However irrigation was a major challenge. Looking at the interest, the male members of the family also came forward to join hands in the agricultural activities undertaken



by woman members. One 5hp diesel pump set with a proper delivery system was provided to them by Harsha Trust - for lifting water from a nearby stream for vegetable cultivation in the Rabi season. This helped the members to cultivate vegetables both in the Rabi and summer seasons. Gradually the competence levels and income levels of the families increased and the women members contributed significantly to the household income. These two groups also got involved in farm pond digging in the nearby village and started fishery - taking the pond on lease for two years. Through this initiative they could earn Rs 50,000. They further have diversified their agricultural practice and have started growing turmeric as a remunerative cash crop. Their economic conditions have strengthened over the years. Now they are able to send their children to school. In case of any medical emergency they no longer depend on the local money lender but take loans from the SHGs. Now this village is famous for producing vegetables for selling in the local market.

Harsha Trust also plans to sensitize farmers to increase their own consumption of vegetables. This would decrease malnutrition and contribute

to their better health. During this year, the Trust facilitated cultivation of vegetables in 150 acres of land in all its project locations.

OFF-FARM LIVELIHOOD PROMOTION

Goat rearing

Harsha Trust started its intervention on goat rearing with poor landless or small farmers to augment the income of the families. The activity is promoted with farmers who traditionally rear 1-2 goats as a buffer stock. Farmers are motivated to rear a herd size of 6-8 goats with an expected income of Rs. 12,000 to 14,000 per annum. Since goats are very prone to diseases, our intervention focuses on proper management practices, regular health check-ups and timely immunization and deworming. Rearers are motivated to construct scientific housing with good ventilation and raised platform to reduce the incidence of diseases and curb kid mortality. About Rs. 6 lakhs has been contributed by families for house construction. Individual rearers are encouraged to plant Subabul trees in their homestead land for providing feed for the goats. The rearers are trained on improved goat farming practices, apart from exposures and on-field monitoring to build awareness and develop skills of the farmers. Local youths are trained as para-vets who regularly visit 50 farmers and keep a record on growth track and monitor the activity. The goat rearing producers are now covered under the umbrella of a Cooperative which takes care of all the input supply, health check-ups and marketing support. Plans are underway to introduce healthy bucks of local breed to improve higher survivability of kids. Presently 110 families are involved in the goat rearing activity in Bissamcuttack block of Rayagada district.

Broiler Poultry Development Program

Broiler poultry development has been our major intervention with the landless families since the last 7 years. Over the years, the entrepreneurs have been rearing 5-6 batches of 300-400 birds, fetching them an annual income of Rs. 10,000 to 12,000. Individual members of SHGs are facilitated

to form Cooperative societies which are responsible for the backward and forward linkages apart from providing loan to the individual rearers, guiding farmers and providing technical know-how.

The Jeypore Women Poultry Producers Cooperative, registered in the year 2006, has been the torch bearer for this initiative. At present four Cooperatives - one each in Jeypore, Bissamcuttack, Dharmagarh and Nabarangpur blocks - are promoted to scale the poultry intervention in clusters. All the Cooperatives are registered under the Odisha Self Help Cooperative Act 2001 and are federated under the Swornajyoti Women Poultry Cooperative Federation Ltd. (SWPCFL). This apex institution has been established in Jeypore to support its member Cooperatives. The role of federation is to supply chicks, feed and medicine to all the Cooperatives and provide them with marketing support.

In an effort to make this activity sustainable through economy of scale, the entire value chain is being controlled under the Apex Federation 'SWPCFL'. A hatching unit has been established in Bissamcuttack which is run by SWPCFL. The hatchery has a capacity of 1.2 lakh chicks per month and caters to the demands of 400 units of broiler poultry farms.

SWPCFL is currently operating two feed mills - one each in Jeypore and Bissamcuttack blocks. The feed is provided to the different Cooperatives, reducing the input cost substantially. Substantial progress has been made in marketing of the birds through the development of a rural mart (stock point) for direct retailing rather than depending on the traders from Andhra Pradesh. While through wholesaling the birds could be sold at a price only two rupees above the wholesale price in AP, retailing fetched an increase of 9 to 10 rupees per kg. After deducting the operational cost of Rs. 4/kg

the Cooperative has been effective in ploughing in the excess of Rs. 6/kg back to the members.

SWPCFL has now signed an MoU with ITDAs of Koraput, Gunpur and Nabarangpur for the implementation of the project "Improved poultry farming at household level" under Odisha Tribal Empowerment and Livelihood Programme (OTELP) in December 2011. Under this project, Broiler poultry and Vanaraja backyard poultry are being implemented with 2320 families in the three districts.

Cadre of Service Providers

With the belief that local people can be nurtured to bring quality changes in the life of their community, Harsha Trust has developed a cadre of Service Providers (SPs) in all its field locations. These service providers have been instrumental in reaching out, scaling up and bringing sustainability to different projects implemented by Harsha Trust. With their endeavor, this young brigade of boys and girls has been acting as a bridge between the organization and the community. Presently the community members are being supported by a 100-

member strong cadre which has been groomed by Harsha Trust professionals. The service providers are being provided with different exposures, centralized trainings, on field support and technical know-how.

The service providers are mostly assigned with transactional work for which they are remunerated by the community and Harsha Trust depending on the task. A monthly meeting of service providers is held at each location where they bring up issues of their respective villages. These meetings provide a platform for sharing and learning from each other's experience. The involvement of the local youth in community intervention has given a new scope of livelihood to the youth with an average remuneration of Rs. 3,000 per month.

With their sincere efforts, these service providers have been well recognized by the communities and some of them have started taking up leadership roles. There is also a plan to develop community leaders who will be groomed to mobilize, motivate and sensitize the communities to transform their lives for a better future.



GOVERNANCE

Governing Body

Mr. K. Viswanadham, *Chairman*

A retired IAS officer who served the Government of Odisha and has worked relentlessly for the upliftment of the vulnerable during his illustrious career spanning over 30 years. Post his retirement, since last 24 years he has been associated actively in various development organizations, social institutions, charitable hospitals in various capacities.

Mr. Manas Satpathy, *Managing Trustee*

An M. Tech. in Water Resources from IIT Kharagpur. Presently a Programme Director in PRADAN (A national level NGO) looking after their livelihoods programme in Eastern India.

Mr. Bismaya Mahapatra, *Trustee*

An MBA from Xavier Institute of Management, Bhubaneswar. Has worked in grassroots development and industry for nearly 24 years with Harsha Trust, PRADAN, Tata Consultancy Services and Renaissance.

Prof. Mrs. Latha Ravindran, *Member*

A PhD in Economics and has over 27 years of experience in Academics. Presently a faculty at the Xavier Institute of Management, Bhubaneswar. She has worked extensively on various World Bank and other International funded assignments on displacement, rehabilitation, and livelihoods.

Prof. Haribandhu Panda, *Member*

Prof. Panda is an Engineer and MBA. He has wide experience of working with leading PSUs in India such as HAL, SAIL and NTPC and also had working stints abroad in Thailand and France. His distinguished academic stints include teaching at IRMA for six years, and in ALT; he was also the Dean at KSRM (KIIT School of Rural Management) and now the first Director of HDF School of Management, Bhubaneswar. Prof Panda has a wide experience of research and consulting projects for AMUL, NDDB, SRTT, Gol-MoRD, IDBI etc.

Mr. Jitendra Kumar Nayak, *Executive Director*

An MBA from IRMA and a Civil Engineer with over 15 years of grassroots development experience with PRADAN and Harsha Trust.

Our Partners

Ballarpur Industries Limited (BILT)

of Thapar group in its Corporate Social Responsibility (CSR) project, supports for the development of poor tribal communities in the paper mill's periphery.

Sir Dorabji Tata Trust (SDTT) & Allied Trusts

is our partner in working for the disadvantaged tribal in Odisha; in promoting small community managed irrigation, sustainable agriculture and rain water harvesting.

JK Paper Mills Ltd.

under its CSR initiatives is committed towards community development in its periphery.

The District Administrations of Koraput, Rayagada, Kalahandi, and Nabarangpur

have encouraged GoO-NGO collaboration projects.

NABARD and other Banks

have extended linkages to the SHGs and NABARD through its wadi programme supports tribal in agro-horticulture livelihoods in Rayagada and Kalahandi districts.

O TELP & ST & SC Development Department, Govt. of Odisha

have supported for watershed development project in Baipariguda and also supported in promotion of poultry farming in O TELP areas.

We gratefully acknowledge their support for addressing poverty in Odisha.

AUDITOR'S REPORT

FORM NO. 10B

[See rule 17B]

Audit report under section 12A (b) of the Income-tax Act, 1961, in the case of Charitable or religious trusts or institutions -

We have examined the Balance Sheet of *M/s HARSHA TRUST, 217/B, Bayababa Matha Lane, Unit-9 Flats, Bhubaneswar-751022* as at 31st March 2012 and the Income & Expenditure Account for the year ended on that date which are in agreement with the books of account maintained by the said trust or institution.

We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of the audit. In our opinion, proper books of account have been kept by the head office and the branches of the above-named trust visited by us so far as appears from our examination of the books and proper returns adequate for the purposes of audit have been received from branches not visited by us, subject to the comments given below :

In our opinion and to the best of our information and according to information given to us and subject to notes and accounts as per "Schedule N", the said accounts give a true and fair view—

- (i) in the case of the Balance Sheet, of the state of affairs of the above named trust as at 31st March 2012, and
- (ii) in the case of the Income and Expenditure account, of the excess of income over expenditure of its accounting year ending on 31st March 2012.

The prescribed particulars are annexed hereto.

Place: BHUBANESWAR

Date: .27/07/2012

For SPP ASSOCIATES
Chartered Accountants

B.P. Mohapatra

CA. B.P Mohapatra, FCA
Partner

HARSHA TRUST
217-B, Bayababa Matha Lane
Unit - IX Flat, Bhubaneswr- 751 022

BALANCE SHEET
BALANCE SHEET AS AT 31ST MARCH 2012

PARTICULARS	Sh.	Amount(Rs.)	As at		
			31.03.2012 Amount(Rs.)	31.03.2011 Amount(Rs.)	
SOURCES OF FUNDS :					
CAPITAL FUND ACCOUNT	" A "		15,106,324.72		12,018,150.96
REVOLVING FUND	" B "		5,943,439.00		4,931,939.00
RESTRICTED FUND	" C "		11,955,026.59		8,065,552.10
TOTAL			33,004,790.31		25,015,642.06
APPLICATION OF FUNDS :					
FIXED ASSETS	" D "				
Gross Block	-	11,961,184.66		11,831,974.66	
Less: Depreciation	-			2,100,908.76	
Net Block			11,961,184.66		9,731,065.90
INVESTMENTS	" E "		1,095,000.00		95,000.00
CURRENT ASSETS, LOANS & ADVANCES :					
CURRENT ASSETS :					
Cash and Bank Balances	" F "	10,025,739.37		8,712,119.66	
Loans & Advances	" G "	8,918,039.48		6,666,130.00	
Grant Receivable	" H "	1,811,418.80		1,267,249.00	
		20,755,197.65		16,645,498.66	
LESS : CURRENT LIABILITIES & PROVISIONS :	" I "	806,592.00		1,455,922.50	
NET CURRENT ASSETS:			19,948,605.65		15,189,576.16
TOTAL			33,004,790.31		25,015,642.06

For SPP Associates

CHARTERED ACCOUNTANTS

B P Mohapatra
CA. B P Mohapatra, FCA
Partner

Place : Bhubaneswar
Dated : 27.07.2012



For HARSHA TRUST

Haribandhu Panda
Haribandhu Panda
Managing Trustee

Bismaya Mahapatra
Bismaya Mahapatra
Trustee

Goutam Pradhan
Goutam Pradhan
Executive Director

HARSHA TRUST
217-B, Bayababa Matha Lane
Unit - IX Flat, Bhubaneswr- 751 022

INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2012

PARTICULARS	Schedules	For the Year Ending	
		31.03.2012	31.03.2011
INCOME :			
CONTRIBUTION & GRANT RECEIVED	" J "	32,883,135.31	31,414,741.75
OTHER RECEIPTS	" K "	899,774.15	784,544.00
TOTAL		33,782,909.46	32,199,285.75
EXPENDITURE :			
PROJECT EXECUTION EXPENDITURE	" L "	32,886,776.31	31,486,346.75
ADMINISTRATIVE EXPENDITURE	" M "	113,332.15	267,104.18
TOTAL		33,000,108.46	31,753,450.93
EXCESS OF INCOME OVER EXPENDITURE		782,801.00	445,834.82
TOTAL		33,782,909.46	32,199,285.75
AMOUNT TRANSFERRED TO B/S		782,801.00	445,834.82

For SPP Associates

CHARTERED ACCOUNTANTS

B.P. Mohapatra
CA. B P Mohapatra, FCA
Partner

Place : Bhubaneswar
Dated : 27.07.2012



For HARSHA TRUST

Haribandhu Panda
Haribandhu Panda
Managing Trustee

Bismaya Mahapatra
Bismaya Mahapatra
Trustee

Goutam Pradhan
Goutam Pradhan
Executive Director