



Annual Report 2009-10



Working Together to Empower Rural India



IRRAD[™]

INSTITUTE OF RURAL RESEARCH AND DEVELOPMENT

(An initiative of S.M. Sehgal Foundation)

INSTITUTE OF RURAL RESEARCH AND DEVELOPMENT (IRRAD)

IRRAD is an initiative of the S.M. Sehgal Foundation, registered as a Trust in India since 1999, to further the well-being of rural communities in India.

VISION

IRRAD envisions rural people across India motivated and empowered to make their lives more secure and prosperous through education, better health, improved skills, and supportive governance.

MISSION

To implement Integrated Sustainable Village Development (ISVD) in select village clusters, build capacity in rural development, undertake rural research, improve village governance, and serve as a premier knowledge institution for rural development and poverty reduction in India.

OBJECTIVES

IRRAD addresses its mission through the following objectives:

- Develop need-based strategies and programs for poverty alleviation through a sustainable model for rural development (ISVD)
- Undertake research and create knowledge on sustainable and replicable models of rural development
- Build capacities for rural development through training programs and a network of partner organizations
- Analyze the impacts of local, state and national policies on rural development, helping the rural poor make best use of policies intended to benefit them, and advocate for policy reforms when needed

IRRAD Centers



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MESSAGE

There is hope that a passive recipient will be transformed into an empowered citizen.

The Indian Constitution guarantees human dignity to all its citizens, but when one travels in rural India one wonders: where is the human dignity? The abject poverty and deplorable conditions under which villagers live is mind-boggling. Government programs to benefit the communities are plentiful, but effective implementation is rare. There is a disconnect between what is on paper and what actually happens in the villages, an on-the-books reality versus a lived reality. To those of us who work at the grassroots, rampant absenteeism, indifference, incompetence, and corruption amongst the service providers are all too familiar.

Government planners and policy makers have become increasingly aware of this dichotomy. This has led to a shift in their thinking from the service-delivery approach that has been in place for decades to a rights-based approach (RBA). Rights to food, education, employment and information have been incorporated into various legislative Acts. With RBA, there is hope that a passive recipient will be transformed into an empowered citizen.

Going hand-in-hand with RBA is inclusive growth. A buzzword in India for the past few years, inclusive growth focuses on two major challenges: improving the delivery of core public services, and maintaining rapid growth and spreading its benefits more widely. Employment, education, healthcare, right to food and water, right to information and good governance are the key components of inclusive growth. IRRAD is working with the government to put these important concepts into practice at the village level.

On employment, the National Rural Employment Guarantee Act promises at least 100 days of employment per year to those villagers who need it, but it lacks transparency. Similarly, the Public Distribution System, through which food is dispensed to those below the poverty line, is a noble idea that is fraught with corruption and opaqueness. Our goal is to make sure these programs are implemented openly and honestly in the villages in which we work, and we have achieved this at least in our core villages. By empowering people and making them aware of their rights, we believe that such transparency is not only possible but will have a nationwide multiplier effect in the implementation of all other government schemes and disbursements for the poor.

A critical tool in the fight for honesty is India's landmark Right to Information Act (RTI), which came into force in October 2005. It is being used effectively by citizens in our villages to prod officials to deliver promised services and benefits. Local "Good Governance Now" action groups, created with the help of IRRAD, are using RTI for the good of their communities. Because there is still a lack of awareness about the provisions of the law, we have been actively spreading the word in our focus villages.

When it comes to local schools and primary health clinics, it is unfortunate that all too often the rural schools don't teach and the clinics don't treat. We have found that small interventions—building a girls' toilet at a school or organizing an immunization drive—can work wonders. We have worked with the government and other NGOs to improve existing programs and spread awareness. Most important, as catalysts we are building the capacities of village committees to advocate on behalf of their communities for the educational and health services to which they are entitled. Similarly we are working with selected Panchayati Raj Institutions to help achieve transparent, accountable, and responsive rural governance.

Agriculture in the country has moved from growth to a stagnant industry. The yields in major grain crops have reached a plateau. Agriculture's share of GDP has declined to 16.6%, though 60% of the people are still engaged in it. The problems of agriculture include small landholdings, improper fertilizer usage, insufficient micronutrients, poor or non-existent extension services, lack of irrigation, and tardy flow of market information. These and several other constraints need to be overcome to improve productivity and make agriculture competitive. In our villages, we have been working on some of the constraints and have shown that a small intervention like the application of zinc can increase yields significantly. Through collaborative effort, we are also making headway on improving extension services and market linkages.

From the beginning, water has been and continues to be our development effort. India is a water stressed nation. Per capita water availability, both in quantity and quality, has been on the decline for decades. Because of growing shortages, over-extraction of water from underground aquifers is causing water tables to fall and wells to go dry. To create water security, India needs to manage its water resources with a sense of urgency. It needs to mandate roof-water harvesting to increase supply and rejuvenate village ponds and wells all over the country to increase storage capacity. We must not forget that water is the basic right of every human being, and with that in mind we have made a concerted effort in our villages to develop water harvesting and storage facilities.

All of these efforts and ideas add up to one goal: Empowerment. Empowerment has been the key component of our Integrated Sustainable Village Development (ISVD) model from the beginning. We believe that sustainability can be assured only if residents participate in the process and assume ownership as we phase out of a particular village. All of our programs include the active participation of village communities. IRRAD's holistic, rights-based approach to rural development enables people to demand and receive honesty and effectiveness from their government, improve their communities, expand their opportunities, and enrich their lives.

Suri Sehgal, PhD
Chairman



Policy, Governance and Advocacy

- **Rural Governance Training: Carving out the Agenda for Change**
- **Awareness to Action**
- **Campaigns**

Empowerment leads to freedom of choice and action. With this vision, the Policy, Governance and Advocacy Center enables the poor and powerless people in the villages to influence and hold accountable those institutions which affect their lives.

Rural Governance Training: Carving out the Agenda for Change

IRRAD's Rural Governance Training program has made great strides, expanding from six to 20 villages. This important program has been embraced in the villages because it relates directly to the needs and aspirations of people. The Master Trainers and Good Governance Guides, identified from the year-long rural governance training, have spread the good governance message in the community, attracting more and more people who are willing to give their time for the improvement of their village. What had started with a group of 30 villagers now includes hundreds of people whose long suppressed aspirations have found utterance.

The training process uses clinical education method, which translates into learning by doing. Trainees learn about the proper functioning of a democratic state and the rights and entitlements of the citizens, and subsequently work for themes and schemes benefitting the most vulnerable sections of society, i.e., the poor, women and children. It is through the efforts of these advocates that three of the most fundamental government schemes—the Public Distribution System, Integrated Child Development Scheme, and Mid Day Meal scheme—have finally started functioning in the villages.

Awareness to Action

Knowledge leads to empowerment, which leads to action. This is seen more and more in our villages as the communities become increasingly aware of their rights and entitlements and how to secure them. The landmark Right to Information (RTI) Act, passed into law in 2005, gives people access to public information, allowing them to identify and work for issues that affect them and demand recourse from government institutions that are supposed to serve the public.

Campaigns

Good Governance Now Catching On: IRRAD's campaign on good governance is an ongoing effort that aims to build a culture of good governance across Mewat. The people of Mewat have identified six key elements of such a culture—community participation, supportive government officials, better coordination between government institutions, zero tolerance for corruption, priority to fundamental services/schemes and women in leadership. These are similar to those that appear in the international discourse on good governance. People from the community felt that these tenets of good governance, working in sync, would raise their standard of living, build their capacities and enable them to make better use of resources and opportunities available to them, and ultimately lead to a more egalitarian and just society.

All for a Cause: IRRAD's Policy Center took part in the 16-day International Campaign on Violence against Women and plans to campaign for it every year with the Mewat community. The aim of this campaign is to start discussions on the political participation of women, domestic violence, and dowry—issues that are never openly discussed in the community because of their extremely sensitive nature—and to make women aware of their rights, especially those related to violence and law enforcement. These topics were discussed at length using visual media and inputs from lawyers. The campaign ended with a vow from the people to be against any form of violence against women.





Water Management

- Recharging to the Rescue
- Surface Water Storage: Assured Gains Despite Uncertain Rains
- Success at a Glance (Through 2009)
- Stepping Up: Kotla Baoli Revival
- Jal Chetna Yatra: Calling for United Action

Over the last 50 years, India's per capita availability of fresh water has fallen 64%, from 5177 to 1869 cubic meters, which is perilously close to the 1700 m³ mark that would make India a "water-stressed" nation by the UN's definition. In Mewat, both the availability and quality of water are of primary concern. The district is in a semiarid region having little rain and an extended hot and dry season. Yet agriculture is mainly rain-fed, as surface water is sparse and groundwater is mostly saline.

Recharging to the Rescue

Kotla is one of the few villages in Mewat that traditionally had ready access to fresh groundwater, but its situation has changed in recent years. Groundwater levels have receded, largely because of the changing dynamics of fresh and saline aquifers, and encroachment of saline water pockets over fresh water pockets.

In order to reverse the depletion, IRRAD chose groundwater recharging over other, less sustainable, options. Soon after the construction of two check dams and recharge wells, Kotla's supply of well water, which had turned saline, started yielding freshwater again. Beyond increasing the availability and quality of the village's water supply, the dams have also had a positive socioeconomic impact. Women and girls, who would spend hours every day on the drudgery of fetching water, can now spend more of their time and energy on other activities. School attendance by girls is up, and health problems associated with poor-quality water are down. Farmers now have more options as to what they plant and where.

Mohamad Yaseen stated, *"The check dam has benefited us a lot. There was very little water in the Masjid well, but the situation has improved beyond expectations."*

Surface Water Storage Assured Gains Despite Uncertain Rains

Creating surface-water storage is an effective solution for villages with saline water. Water from ponds can be used for irrigation, domestic purposes, and, if treated, drinking. Watershed development of this kind is a critical intervention in semi-arid areas to make the land more productive.

The Integrated Watershed Development Program in Rangala Rajpur village, implemented by IRRAD with financial support from Mewat Development Agency (MDA), collects rainwater in a series of five ponds linked to a check dam. This project opened 50 acres of fallow land to cultivation, saved 40 acres of productive land from flooding and top soil erosion, and has the potential to support an efficient micro-irrigation system over 300 acres that would further decrease the burden on groundwater. Other activities, such as fish farming, horticulture and deep-rooted tree plantations, are also now

possible and could help recharge groundwater and contribute to the economic development of the village.

The project at Rangala Rajpur can be replicated in other villages to solve water problems and lead to economic development. Thus far two ponds in Santhawadi, Jalalpur, and Baroji have also been established with support from MDA.

Stepping Up Kotla Baoli Revival

India has a rich history of water infrastructure to deal with the vagaries of the monsoon. Stepwells (baolis), most of which were built hundreds of years ago, are unique to India and once numbered in thousands. Traditionally they were used not only for water storage, but also for rituals and relaxation. Many were quite elaborate and architecturally significant, and some grand examples still exist today. However, poor upkeep and a diminishing water table have left most of them dilapidated.

As part of its effort to revive traditional water structures in Mewat, IRRAD teamed with the community of Kotla to clean an old baoli in the village. The well, 60 feet long by 25 feet wide, is said to have been built in the 14th century and was used by shepherds and herders as a resting point. After seeing the successful cleanup, the district authorities have now decided to fully restore the structure. Such efforts not only give a new lease of life to useful water storage facilities, but also help preserve India's cultural heritage.

Jal Chetna Yatra Calling for United Action

IRRAD organized a water awareness march (*Jal Chetna Yatra*) to promote water literacy and community partnership in conserving water resources in Mewat. The endeavor was the result of long deliberations on water management, with IRRAD focusing on understanding firsthand the water problems of villagers and analyzing them with community participation. The march covered 452 km over three days in March 2010, reaching 60 villages and approximately 150,000 people. The march culminated in a large public meeting during which the villagers' demands and suggestions were presented to the government.

Success at a Glance (Through 2009)

Intervention (nos.)	Annual Rainwater Harvesting (kL)
Check dams (30) and new ponds (7)	3,325,350
Soak pits (650)	296,562
Recharge wells (45)	17,901
Roof-water harvesting (44)	16,861
Traditional ponds revived (6)	22,500
Farm bunding	112,500
Contour bunding	20,000

Intervention	Benefits
Gully plugs	Checking soil erosion and silting
Construction of latrines	Improved sanitation and minimizing groundwater contamination
Roof-water harvesting	Ensuring availability of potable water in areas of saline/scarce water
Hand pumps	Equitable access to water across the village
Taps and stand posts	Conservation, equitable distribution, and reduced contamination of water supply





Income Enhancement

- **Farmers' Groups: Communicating New Ideas**
- **Field Demonstrations: Hands-on Learning**
- **Sustainable Farming Using Less Water**
- **Daincha: An Alternative Income Source for Farmers**
- **Success at a Glance (Through 2009)**

In Mewat, the vast majority of people rely on agriculture for their livelihoods. IRRAD honed its income enhancement strategy in 2009 to focus on adoption of integrated soil health management practices, promotion of water-saving agricultural practices, value addition in agricultural products, and capacity building of farmers.

The long-term goal of the program remains the same—to empower farmers to increase agricultural income. Key features include:

- Increasing crop productivity, primarily through better soil health
- Making existing agricultural practices more cost-efficient
- Increasing farm income through crop diversification and value addition
- Introducing non-traditional farm practices, especially water-saving irrigation techniques
- Working with the public sector to improve government-run programs

Farmers' Groups: Communicating New Ideas

One of the primary ways IRRAD conveys information to farmers is through farmers' groups. In each village, a group of about 20 farmers receives training to adopt agricultural practices that can increase crop productivity. The trained farmers then act as change agents in the village by sharing their knowledge with other small farmers. IRRAD's field team of Kisan Mitras ("farmers' friends"), agricultural specialists, and Village Champions regularly work with these groups at all stages, from preparing their fields to selling their produce, to ensure that they get the support they need. To provide additional resources to the farmers' groups and IRRAD's field team, linkages have been developed with Krishi Vigyan Kendra, Haryana Agriculture University, Indian Agriculture Research Institute, and state government agriculture department.

Field Demonstrations: Hands-on Learning

IRRAD uses a decentralized extension approach to show clearly the benefits of various updated farming techniques, especially soil health management practices. For each major crop (mustard, pearl millet, wheat), a series of hands-on field demonstrations educates farmers on appropriate seed rate, fertilizers, micronutrients, irrigation, and so on. The demonstrations take place on a half-acre plot adjacent to a control plot on which traditional methods are used. Complete package of practices is given to the farmers for demonstration plot. Micronutrient analysis is done through soil testing beforehand, and both plots are monitored closely throughout the process. Because seeing is believing, these demonstrations are the most effective way to convince farmers to give up their old ways in favour of improved farming practices. The field days event is organised regularly

on the demonstration plot to get the first-hand experience to see the change in growth and yield of demo plot as compared to the control plot.

Sustainable Farming Using Less Water

Agriculture is the biggest consumer of water in India. Because of rapidly depleting groundwater storage, agriculture as currently practiced in India is unsustainable. IRRAD is working with farmers to adopt water-saving measures, such as raised-bed planting, deep chiselling, mulching, drip and sprinkler irrigation.

Daincha: An Alternative Income Source for Farmers

In Indian agriculture, daincha (*Sesbania bispinosa*) is traditionally used for green manuring to improve the physical and chemical properties of soil. IRRAD is promoting alternative uses of daincha as a way to generate additional income for farmers. By cultivating daincha on land that cannot support other crops (e.g., in saline soil or low-lying areas during monsoon season), farmers will not only increase the nitrogen content of the soil but also earn up to Rs 6000-7000/acre by selling daincha seeds and fiber and charcoal made from daincha wood. IRRAD, in collaboration with India's National Institute of Research on Jute and Allied Fiber Technology, is also exploring the possibility of making various handicrafts using daincha fibre to generate employment for rural women and youth.

Success at a Glance (Through 2009)

Interventions	Total
Field demo plots (mustard, pearl millet and wheat)	218 nos.
Compost units	245 nos.
Chisel application	184 acres
Sprinkler units	14 nos.
Bed making	192 nos.
Soil testing	391 samples
Group meetings	120 nos.
Exposure visits	53 nos.
Daincha	65 acres





Life Skills Education

- Highlights 2009
- New Initiatives
- Building Capacities

Education lies at the core of an individual's holistic development. IRRAD continues to empower women and youth by improving the quality of education and their access to it, and by imparting them life skills that enable them to discern available opportunities and attain gender equality in society.

Highlights 2009

Taruni Module Training

Through the Taruni program, IRRAD has reached out to female adolescents who otherwise lack educational opportunities and are made to assume subordinate roles at home. In order to ensure quality control in the five Life Skills Education (LSE) centers in Mewat and at the same time provide employment avenues for girls, IRRAD organized training for a group of women to become instructors in the program. Seven LSE participants registered for this training of trainers, which included literacy and life skills modules.

Tara Akshar

IRRAD's vision for a literate Mewat has bore sweet fruits with the Tara Akshar program. Implemented in association with Development Alternatives, this project imparts basic reading and writing skills in just 30 days with the help of user-friendly software. In the last quarter, 72 girls were trained on the literacy module at three Tara Akshar centers.

Vocational Training

Seven students from our Electrician Center were certified by the Industrial Training Institutes under the Construction Industry Development Council scheme, which would enable them to practice their vocation in any part of the country.

Twenty-six students passed out of the Computer Center.

School Program

To ensure that every child in Mewat has access to education and is able to benefit from it, IRRAD addresses issues at both the

demand and the supply side to improve government schools. IRRAD works with rural communities to raise awareness about the importance of education, disseminate information about constitutional rights and duties, and activate communities to put forward their demands.

IRRAD facilitated infrastructure building under the Sarva Shiksha Abhiyan ("Education for All") scheme in five villages, provided books and furniture for the school library in Bhond, provided 10 guest teachers for the schools in model villages, and carried out enrollment drives to reduce dropout rates. Three villages in Taoru block were able to achieve almost 100% enrollment status. Class 5th students in three blocks were tested to assess their academic progress. The results were shared with the teachers so they could then put in extra work with underperforming students.

Strokes of Change

To create a child-friendly environment in schools and encourage community participation in education, drawing competitions were organized as part of Children's Day in 11 schools and at IRRAD's LSE centers, covering 630 students in all. Various cultural events also were held in schools as part of Republic Day celebrations, and an essay writing competition was conducted on International Women's Day.

Iowa-Mewat Connection

A cultural exchange took place between school children in the State of Iowa, USA,

and Uletha village in Mewat. After hearing about IRRAD's efforts to improve education in rural India, Ashwin Sinha, a 3rd-grade student at Jordan Creek Elementary School in West Des Moines, wanted to help. He and his classmates solicited donations totaling more than \$700, which was used to purchase much-needed benches for Uletha School. The students also wrote letters to their counterparts on the other side of the globe, telling each other about themselves, their school, and life in general.

Scholarship Program

Started last year, IRRAD awards annual scholarships to students from our model villages based on merit. Eight students received scholarships this year, all from the Meo community and six of them girls. Seven students from last year's scholarship program are now in their second year.

School Enrollment Survey

The enrollment status of children in the age group of 6 to 14 was assessed by surveying each household in five villages. The survey revealed that 15% of the children in our villages are out of school, of them girls. The most common reason cited for not sending a girl to school is her involvement in the household chores, while for boys it is the general apathy of the parents towards education. Based on this report, a strategy to ensure 100% enrollment in our villages is being developed.

New Initiatives

Training/Work Center for Women in Ghaghas: IRRAD partnered with Mewat Development Agency (MDA) to establish a training-cum-work center in July 2009. Seune, a design house based in Gurgaon, was enlisted as a technical partner. Trainees are selected from the community with a basic ability to read and write, trained in professional cutting and stitching for two months, and then provided six months' work fulfilling job orders to train them in efficiency and timely production. Trainees are paid a stipend of Rs 2000 per month for the first three months by MDA and Rs 1250 per month for the next three months by the technical partner; at the end of their training, they are paid based on their productivity.

Building Capacities

- Training the Village Education Committees (VECs) on their roles and responsibilities, the Right to Education Act, and impact assessment
- Gender training for LSE instructors and school teachers
- A one-day orientation for teachers on moral education sessions to be held with school children





Rural Health

- Creating Replicable Health Service Models
- Health Services at the Doorstep
- Towards Wellness

IRRAD's Rural Health program makes the rural communities conscious of preventive and promotive aspects of health.

Creating Replicable Health Service Models

Notki and Raniyala Delivery Huts: Delivery huts provide a clean, safe alternative to home births for women in rural India. As part of making Notki a demonstration village, Notki Delivery Hut was made functional in April 2009 through the joint efforts of IRRAD, Notki Panchayat and district hospital. In its first year, 76 deliveries and 1,670 outpatient cases were handled at the newly functional hut, covering Notki and eight nearby villages.

The success of the Notki delivery hut also has led to increased community participation and awareness regarding institutional deliveries and other aspects of pre and postnatal care. The child immunization rate, for example, now stands at approximately 98%. In order to sustain the delivery hut, IRRAD and the Notki Panchayat are pushing to have the delivery hut integrated into the government database and upgraded to a "Sub Center" (a local clinic providing maternity and general health care).

Delivery Hut in village Raniyala having a population of 2086 has also been revived along the same lines and is now serving 19 villages.

Uletha Sub Center: The Uletha Panchayat, with support from IRRAD, successfully petitioned the government to build a new Sub Center in the vicinity of the village to replace an old one that had become dilapidated. The new Sub Center was opened in existing Panchayat building that was renovated and became functional from January 2010 and has so far catered to 38 deliveries and 340 outpatient cases.

Health Services at the Doorstep

Although people with disabilities may seem to be an invisible minority, they make up a sizeable portion of our population. IRRAD, in collaboration with the Delhi Council of Child Welfare, organized a disability camp in January 2010 targeting children up to 16 years of age. The disability camp covered 56 villages in three blocks of Mewat, catering to 160 people suffering from disabilities both physical and mental. The team of experts identified 46 patients for mobility aids/appliances, which were distributed at a follow-up session in March 2010, and 40 patients for corrective surgery.

Towards Open Defecation-Free Villages: 371 household toilets were constructed in intervention villages during the last year, including 83 in Notki.

Towards Wellness

Event	Objective/Activities	Outreach
Nutrition Awareness and Demonstration Camp (March 27)	To generate awareness regarding importance of good nutrition during pregnancy, lactating, and weaning period	45 pregnant women and nursing mothers 20-35 years old
World Health Day (April 7)	To spread awareness among the village community on hygiene and sanitation and HIV & AIDS	1198 adults and 320 children in 9 villages
Health Camp (May 29)	To facilitate health checkups for pregnant women and those with anemia, TB, allergies, or eye, dental, skin, neck problems	211 patients from 3 villages attended, including 126 women, 27 men, and 64 children in the age group of 1-70 years
Environment Day (June 5)	To promote awareness on environment, including tree plantation, and hygiene and sanitation issues	300 people across 5 villages
World Breastfeeding Week (August 1-7)	To spread awareness on breastfeeding and the importance of colostrums feeding	55 pregnant women in 5 villages
Sanitation Week (November 23 - 29) in collaboration with Haryana Government	Awareness drives, essay writing, painting and poster competitions, street cleaning	All intervention villages
World AIDS Day (December 1)	To disseminate facts and dispel misinformation about HIV and AIDS	82 youths and adults in two intervention villages



IRRAD believes that the fruits of development can be sustained only when benefactor and beneficiary work in unison. The Community Mobilization Program empowers people to take development into their own hands and to demand and receive their rightful entitlements related to food, livelihood, health, and education. More significantly, by encouraging community-based participation, the program helps to nourish grassroots democracy.

Activities at a Glance

- **Training on gender:** 443 women and 26 male youth were trained in Notki and Bhond villages on topics such as the status of women in society, the right age at marriage, girls' education, and dowry.
- **Becoming open defecation-free:** A vigorous house-to-house campaign culminated efforts to end the practice of open defecation in the village of Notki. Around 80% of the villagers are now using household latrines, and the open ground separating two hamlets, which previously was littered with human waste, is now clean.
- **Notki attracting attention:** Members of India's Planning Commission visited the demonstration village of Notki and personally called on many villagers to confirm the use of household latrines and other improvements. Several top officials of the Government of Haryana also visited, including one who mentioned that the state has spent Rs 250 million to turn the village of the current Chief Minister into a model village that is less impressive than Notki.
- **Bhond chipping in:** The community of Bhond contributed Rs 45,000 worth of stone and arranged water for the construction of a dam in their village.
- **Training of Village Champions:** Out of 30 candidates, 27 successfully completed the 4-month training to become Village Champions. This is the 4th batch of VCs to complete the training and includes seven females. It was the first time females were included along with male candidates.
- **Creating livelihood opportunities from tourism:** A nonprofit society called Kirti Kala Kendra formed in Jyotisar (Kurukshetra District) to operate an indigenous tourism center. The members of the executive committee of this NGO were trained to run the business.
- **Learning from others:** An exposure visit was organized for villagers from Notki, Pathkhori, Bhond, Santhawadi, and Kotla to villages in Jaipur and Alwar Districts, Rajasthan, that have implemented successful water-management measures.
- **Well revival:** IRRAD led the excavation and cleaning of a 500-year-old baori (stepwell) in Kotla, reviving the traditional structure to meet the village's drinking water needs. Villagers, grass pickers, university/school students, and IRRAD field staff contributed a total of 440 free labor days to the effort.

Capacity Building

- Manuals Developed
- Needs Assessment for Future Trainings
- Training Topics in 2009

The Capacity Building Center at IRRAD develops knowledgeable human capital to advance sustainable rural development, thus contributing to the overall goal of improving lives in rural India. The Center conducts training programs for rural communities, trainers of NGOs, government officials, and other stakeholders. The Center produces easy-to-follow, interactive training modules based on first-hand, grassroots training experience and relevant external knowledge. It also partners with like-minded organizations for carrying out capacity building programs.

Manuals Developed

- Reproductive and Child Health (Hindi & English)
- Personality Development for IRRAD support team

Needs Assessment for Future Training

The first steps in the capacity building process in rural communities entails assessing the current capacities and defining the target capacities of the beneficiary groups, and then developing training strategies and plans accordingly. In the last year, need analysis were completed for two training programs and the following capacity building topics were suggested:

Gender Equity Training

- Gender roles and stereotypes, perception about roles and responsibilities, and profiles of gender activity
- Recognition of women's productive roles
- Equitable access and control over resources for both men and women
- Women's rights and women's role in village governance and politics

Capacity Building of Village Education Committees (VECs)

- Constitution of the VEC and roles and responsibilities of VEC members
- Understanding the Right to Education and Right to Information Acts and the Mid Day Meal program
- Budget tracking
- VEC community engagement
- Promotion of higher education for girls

Training Topics in 2009

Training Details	No. of Participants
Reproductive and child health, and gender sensitization: Collaboration on a series of trainings, conducted by the Haryana Institute of Public Administration under its Capacity Building for Poverty Reduction project, for teachers.	180
Bioresources: Training of school children under the "Vacation Program on Bioresources" organized by the Aravali Foundation for Education and supported by India's Department of Biotechnology, to create a core of young citizens sensitized to the role and importance of bioresources and biodiversity, and to expose young students to the field of modern life science.	40
Nutrition, health and allied components: A training of trainers in collaboration with the Food and Nutrition Board, Department of Women & Child Development.	41
Team building, with Advance Business Consultants Ltd.	55
Rural health data collection	25
Research methodology	07
Rural sanitation	41
Integrated rural development	27





Rural Research

- Current and Recently Completed Studies
- Demographic Profile (2009)

The Rural Research Center undertakes research critical for the design, implementation, and evaluation of IRRAD's programs.

Some current and recently completed studies include:

- A **Demography Survey** of each intervention village to capture the village-level profile of select indicators (number of households, population, caste, religion, changes in agricultural practices, migration, availability of land, occupation) (See Table 1);
- **Census Plus**, a foundational, in-depth analysis of census data within the context of IRRAD's programs. The study was dubbed "Census Plus" to reflect not only general census data, but also how socioeconomic factors affect and reflect the work of IRRAD;
- An **Agriculture Baseline Survey** to assess current agricultural practices in the villages for the purpose of shaping the strategy of the Income Enhancement Program and gauging the extent to which villagers are taking up alternative livelihood options;
- A **Life Skills Education Impact Assessment** to evaluate the Taruni component of the LSE program, with emphasis on changes in knowledge, attitude, and practice among the young women who participated in the program. The study found a substantive, positive change among the alumnae in terms of self-esteem, economic empowerment, and awareness on key issues (reproductive and child health, HIV/AIDS, legal rights of women). Areas in which the program has not made a meaningful impact include decision making, mobility outside the home, and gender-role equity;
- A **Vulnerability Study** to assess the development needs of Mewat District. The study reveals an abysmal state of infrastructure in the four key areas surveyed (water, education, health, governance), and brings to the fore the fact that there are no major international NGOs or aid interventions in Mewat;
- **Social Mapping** has been completed for all the intervention villages. Social maps capture the physical and social structure of a village and contribute to constructing village profiles and understanding village dynamics;
- A **Reconnaissance Study on Opportunities for Effective Water Management** to identify potential villages for introducing water management techniques aimed at empowering farm communities. The analysis covered topography, water flow, soil characteristics, and traditional knowledge in 10 villages in Nagina block that face critical groundwater depletion and salinity issues;
- A **School Enrollment Study**, covering 15 intervention villages, to identify the factors affecting enrollment in primary and middle schools in rural Mewat. The key conclusion of the study is that enrollment is directly affected by the number and gender of teachers in the school;
- **Livelihood Solutions through Mobile Technology: An Assessment**, a study conducted by the International Development Research Centre (IDRC) to gauge the impact of an ongoing IRRAD project and its potential to be scaled up in Mewat. The project involves the use of mobile phones among small farmers to share information, access technical resources, and ultimately increase their income.

Table 1: Demographic Profile (2009)

Village	Population	Male	Female	Sex Ratio	Households
Rangalarajpur	1087	553	534	97	137
Bhond	1864	984	880	89	298
Raniyala	2086	1138	948	83	314
Agon	6018	2150	1850	86	657
Pathkhori	4312	2218	2094	94	646
Jyotisar	6000	2506	2300	92	1000
Bhore Sayyada	2266	1216	1050	86	409
Goela	1335	700	635	91	203
Dingerheri	995	531	464	87	137
Jaffrabad	1060	554	508	92	147
Santhawadi	1797	958	839	88	293
Kotla	1682	878	804	92	270
Karheda	2311	1250	1061	85	387
Uletha	1503	779	724	93	256
Notki	1127	659	568	86	192
Ghaghas	2402	1287	1115	87	388



Communications

- Awards Received (2009)
- Partnering for Rural Development
- Sixth International IDCA Conference
- Documentary Films
- Triple Celebration
- Communications Highlights

Communications at IRRAD works at two levels: in the villages to give voice to the voiceless, and in broader society to convey IRRAD's name and accomplishments to external stakeholders.

Awards Received

2009

- Finalist for Excellence in Information Integrity Award (Information Integrity Coalition)
- Water Digest Award for Distinguished Water NGO—Revival of Rural Water Resources (UNESCO)
- Women Achiever Award to Rural Health Specialist Shaheena Khatoon (Federation of Indian Chambers of Commerce and Industry and Times Foundation)

Partnering for Rural Development

April 17, 2009

Keeping in line with our vision to position IRRAD as a learning platform, we organized a workshop in collaboration with the Confederation of Indian Industry and the Times Foundation on "Partnering for Rural Development: Experience Sharing and Idea Generation" to stress the need for effective public-private partnerships in rural development. The workshop brought together leaders from government, industry, and civil society to discuss three main themes: keys to successful partnerships in rural development, models for collaborative efforts for development, and replicable partnerships. The highlight of the event was the release of the book *Corporate Social Responsibility Practices in India*, a joint initiative of TNS India, Times Foundation, and IRRAD.

Sixth International IDCA Conference

January 12, 2010

IRRAD hosted the Sixth International India Development Coalition of America (IDCA) Conference on "Working Together to Mitigate Climate Change and Eradicate Poverty in India." The purpose of the day-long conference, which featured NRIs, PIOs and students from across the globe, was to promote cooperation, networking, learning, volunteering and giving within the global Indian community and be a catalyst for sustainable development in India. The Honorable Minister of Overseas Indian Affairs, Shri Vayalar Ravi, in his message said that NRIs can play a strong role in the transformation of Indian society.

Documentary Films

IRRAD's Communication Team created or collaborated on several documentaries across a variety of themes to share the impact of its activities in Mewat. Among the subjects filmed:

- Notki Demonstration Village, documented by Students of the World, a team of filmmakers visiting India to highlight IRRAD's commitments to the Clinton Global Initiative;
- Impacts under the "Good Governance Now" campaign initiated in the villages by IRRAD's Policy, Governance and Advocacy Center;
- Water interventions in Kotla, showcased in the film *Recharge: A Story of Water Scarcity*.

Triple Celebration

March 20, 2010

IRRAD celebrated three milestones on 20 March, 2010: IRRAD's "Green Building" receiving Platinum (highest-level) Certification by the US Green Building Council under its Leadership in Energy and Environmental Design (LEED) program; the beginning of the next phase of construction of IRRAD's campus, which will also follow Green Building standards; and the release of IRRAD's first *Case Studies Compendium*, a collection of 50 grassroots stories that documents and celebrates the people, places and projects of our first decade in Mewat. The gala event was graced by the Honorable Governor of Haryana, Shri Jagannath Pahadia, and was covered extensively by the media.

Communications Highlights at a Glance

- 10 leadership case studies published.
- 59 articles in news magazines and national dailies (Hindi and English).
- 8 published papers and articles in magazines and journals.
- Quarterly newsletters published: *Vikas patrika* (Hindi) and IRRAD Connect (English).
- Media Workshop: A two-day workshop for the project implementation staff was organized to familiarize them with the various forms of media and the basics of reporting and media writing.
- The Global Village: IRRAD hosted visitors and volunteers from across the globe and facilitated several mutually beneficial exchanges.
- Other recognitions: Empanelment to the Swasthya Kalyan Samiti District Health Society, Mewat, chaired by the District Commissioner; nomination to the Planning Commission Committee on water issues.





Resource Mobilization

आदर्श गांव नौटकी

इन्स्टीट्यूट ऑफ रुरल रिसर्च एण्ड डेवलपमेंट (सह्यात फंडेशन)
व ग्राम समुदाय का संयुक्त प्रयास

क्र.सं.	कार्य का नाम	इकाई	जिरीगावन				कुल मूल्य
			ग्राम समुदाय	ग्राम पंचायत	ग्राम सफाया	ग्राम सफाया	
1	पंपिंग प्रोजेक्ट	1 कि.मी.ट	2038154	13.000			2051.154
2	सौर प्रोजेक्ट	67	300.000		40000	50000	390.000
3	आवारा प्रोजेक्ट	4-15	580000				580.000
4	पंपिंग प्रोजेक्ट	150	205.000				205.000
5	सौर प्रोजेक्ट	6	16.650				16.650
6	सौर प्रोजेक्ट		530685			14.000	5.44685
7	सौर प्रोजेक्ट	1	382042				382.042
8	सौर प्रोजेक्ट	5	140.400				140.400
9	अन्य प्रोजेक्ट						4510.371

- Research Partnerships
- Implementation Partnerships
- Technical Partnerships

IRRAD engages in mutually beneficial partnerships with the public and private sectors to leverage financial and human resources to make a positive impact in the lives of rural people.

Research Partnerships

- **Aide et Action:** A joint action research assessment of development indicators in rural Mewat was completed and published.
- **Coca-Cola India Foundation:** A water sustainability study was completed for 10 villages of Nagina Block, Mewat; a proposal has been submitted for 5 villages (Rs 10.7 million).
- **International Development Research Centre:** A study is being conducted on the impact of information and communications technologies on rural livelihoods.

- **Mosaic India Pvt. Ltd.:** The project “Enhancing Farm Productivity and Improving Livelihoods” in two villages has been extended into water and education.
- **Mewat Development Agency (MDA):** Six water resource development projects have been completed since November 2008; proposals have been submitted for two more projects (Rs 4.5 million).
- **Seune Cottonlife (Gurgaon) and MDA:** A stitching and embroidery job center was established to provide employment avenues for girls in village Ghaghas.

Implementation Partnerships

- **KMG Foundation:** An agreement was signed in February on the project “Making Government Schools Functional through an Empowered Community,” covering three years, five villages (Rs 8.56 million).

Technical Partnerships

- **One World South Asia:** A program is currently being tested that would provide knowledge to farmers through phone-based services.

Crop Improvement

In-house maize research of the S.M. Sehgal Foundation (SMSF)

Maize Scenario in India

Maize (*Zea mays* L.) is a versatile crop grown in more than 160 countries in tropical, sub tropical and temperate regions from sea level to >3000 MSL. In India, maize is the third most important cereal after rice and wheat that provides food, feed, fodder and serves as a source of raw material for developing many industrial products.

In India as per the latest report, maize area, production and productivity is 8.17 mha, 19.73 mt and 2.4 t/ha respectively.

The maize productivity in India is very low (2.4 t/ha) as compared to world maize productivity (5.1 t/ha). It is estimated that India needs to double its maize production in the next ten years to meet the growing domestic demand from food, feed and industrial sectors.

The hybrid seed market size of maize is around 65,000 tons valued at Rs. 7.5 billion, of which more than 60 per cent of market share is comprised of hybrids from leading companies like Monsanto, Pioneer and Syngenta. Since 40 % of the India's total maize acreage is non-hybridized, there is an opportunity to increase the productivity by bringing more area under hybrids.

Maize Research Activities

Through its In-house research, the S.M. Sehgal Foundation has distributed around 4000 maize inbred samples to public and private sector breeders to strengthen the germplasm base of India's hybrid breeding programs. SMSF's maize research aims to enhance the maize productivity in India by:

- Collecting, characterizing and classifying global maize germplasm into heterotic groups using classical and biotechnological tools.
- Emphasizing single cross hybrid technology.
- Developing strong inbred base germplasm from diverse backgrounds with good agronomic performance and excellent combining ability.
- Generating diverse and hybrid oriented pre-breeding germplasm.
- Building capacities by supporting and organizing training courses for maize scientists.
- Distributing inbreds and pre-breeding germplasm to public and private sector scientists in India as well as South-East Asia for the development of improved hybrids.



Financials

In FY 2009-10, grants to S.M. Sehgal Foundation from the Sehgal Family Foundation amounted to US\$ 200,000 (Rs 9,075,291). S.M. Sehgal Foundation also received funding from Mewat Development Agency for watershed development in Mewat (Rs 1,851,584); International Development Research Centre for a study on the impact of information/communications technologies on rural livelihoods (Rs 650,464); Mosaic India Pvt. Ltd. for Krishi Jyoti Pariyojana in two villages of Mewat and the Santhawadi School renovation project (Rs 581,358); Coca-Cola India Foundation for a study to identify villages for water management interventions (Rs160,000); Aid-et-Action for an analysis of development indicators in Mewat (Rs 105,000); KMG Foundation for the project "Making Government Schools Functional through an Empowered Community" (Rs 950,000); S.R Trust c/o Meenakshi Hospital & Research Centre, Madurai, for facilitating the study tour of students from the University of Iowa, USA (Rs 460,000); and rental income (Rs 17,704,918).

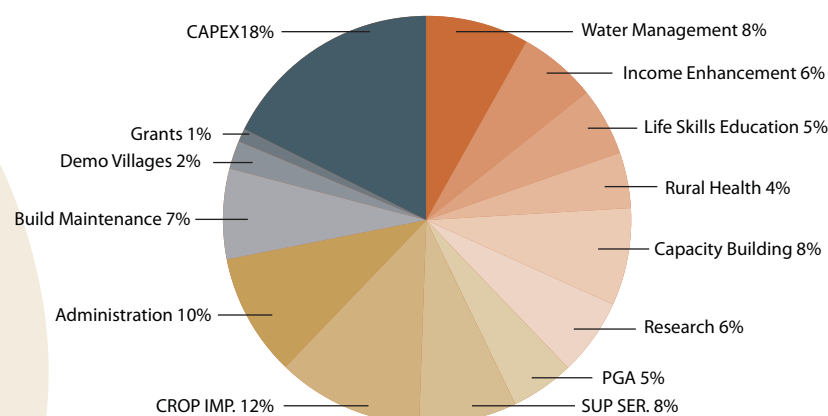
These grants were used for Programs Implementation (Water Management, 8%; Income Enhancement, 6%; Life Skills Education, 5%; Rural Health, 4%); Capacity Building, 8%; Rural Research, 6%; Policy, Governance and Advocacy, 5%; Crop Improvement, 12%; support functions, 8%; administration, 10%; building maintenance, 7%; demonstration village, 2%; grants, to other NGOs, 1%; and capital expenditures, 18%.

Abridged Income & Expenditure Account for the Fiscal Year ending 31st March 2010

<i>Amount in Rs.</i>		
Particulars	Current Fin. Year Amount	Prev. Fin. Year Amount
Income		
Indian Sources	3,052,942	4,518,921
International Sources	9,830,755	113,167,948
Rent and Other Receipts	20,525,998.8	6,842,467
Total	33,409,696	124,529,336
Expenditure		
Program	51,680,993	44,421,174
Public Education for Fundraising	17,083,989	12,668,443
Others	23,666,508	13,001,317
Total	92,431,490	70,090,934
Deficit/Surplus	(59,021,794)	54,438,402

Abridged Balance Sheet as on 31st March 2010

<i>Amount in Rs.</i>		
Particulars	Current Fin. Year Amount	Prev. Fin. Year Amount
Assets		
Fixed Assets	242,098,154	249,957,106
Investments		
Loans Disbursed	18,073	25,069
Deposits and Advances	2,891,398	2,373,993
Current Assets	5,357,407	58,655,371
Income & Expenditure A/c. Balance		
Total	250,365,032	311,011,539
Liabilities		
Corpus/Endowment Fund(s)	1,000	1,000
Earmarked Funds	-	-
Loans/Borrowings	-	-
Current Liabilities and Provisions	5,221,285	6,845,998
Income & Expenditure A/c. Balance	245,142,747	304,164,541
Total	250,365,032	311,011,539



The Board

FOUNDERS



Suri Sehgal
Chairman of Board of Trustees

Dr. Suri Sehgal holds a PhD in plant genetics from Harvard University, and a diploma in business management from Harvard Business School. He is founder and chairman of Maize Technologies International, Austria, and Misr Hytech Seed International, Egypt. He is founder and former chairman of the Proagro Group of Companies, India.



Edda G. Sehgal

Edda Sehgal is a co-founder and trustee of the Sehgal Family Foundation, USA, and S.M. Sehgal Foundation, India. Edda Sehgal was born in Breslau, Germany and immigrated to the United States in 1962 to pursue liberal art studies. Edda Sehgal served on the Board of the Proagro Group and of Global Technologies Incorporated, USA, from 1990 to 1998.

TRUSTEES

Ganesan Balachander holds a PhD in Ecology and Evolution from Rutgers University, USA. He was the Ford Foundation's South Asia Representative for about six years until late 2008. Currently he is working on a book dealing with conservation and development issues and initiating a green business venture. He has been engaged in conservation projects, including a program on tropical forests and coral reefs with the Nature Conservancy, developing green businesses, and working in the Himalayas for the Mountain Institute.

Jayshree Balachander holds a Masters in Public Policy (Development Studies) and a degree from Woodrow Wilson School for Public and International Affairs, Princeton University. She has been associated with the development sector from the beginning of her career. She was a part of the Indian Administration Services (IAS) serving various government departments from 1979-1992. After 1992, she worked with the World Bank in South and East Asia and Africa on issues like health, nutrition, human resource development and education.

Kamal Bawa, PhD, is an evolutionary ecologist and conservation biologist. He is a distinguished Professor of Biology at the University of Massachusetts, Boston, USA, and the founder-president of the Ashoka Trust for Research in Ecology and the Environment (ATREE).

Nishat Farooq has retired as Director of State Resource Centre (SRC), Delhi, which also included the National Nodal Centre for Gender Planning. Currently she is a member of the National Book Promotion Committee of the Ministry of Human Resource Development and an independent consultant for UNESCO, NFUAJ (Japan) and NGOs.

Amitabh Kundu, PhD, is a Professor of Economics at the Centre for the Study of Regional Development and Dean of the School of Social Sciences at Jawaharlal Nehru University, New Delhi. He has been a member of the National Statistical Commission since 2006.

Jan Leemans is a member of the Steering Committee of the Institute for Plant Biotechnology for Developing Countries (IPBO) since its inception in 2000. He is the former (1984-1999) Research Director of Plant Genetics Systems, now Bayer CropScience, Belgium. Previously he has been member of the board of Hoechst Shering AgrEvo, Germany; Nunza, the Netherlands; and CropDesign, Belgium. He holds a PhD in Chemistry from the Free University of Brussels, Belgium.

Y C Nanda retired as the Chairman of the National Bank for Agriculture and Rural Development (NABARD) following 38 years of experience in the rural banking and central banking industries. He is a member of the National Commission on Farmers.

Raj Paroda is an accomplished plant breeder and has made significant contributions in the field of crop science and towards strengthening the national agricultural research systems in India, Central Asia, and the Caucasus. He was instrumental in establishing the Asia Pacific Seed Association and the Asia Pacific Association of Agricultural Research Institutions. He served as Chairman of the Global Forum on Agricultural Research (1998-2001) and head of the Indian Council of Agricultural Research (1994-2001). Currently, he is Assistant Director General, International Cooperation, at the International Center for Agricultural Research in Dry Areas.

Air Vice Marshal (Retired) S Sahni is the Vice President of the NGO "Development Alternatives." A recognized expert in water management and rural employment development, he was appointed to India's National Wasteland Development Board, 1991-94.

Raman K Sehgal holds an MBA from Ateneo de Manila University, Philippines. He is currently the Managing Director, Misr Hytech Seed Company, Egypt.

Rajat Jay Sehgal is the Managing Trustee and Executive Director of IRRAD. Having sixteen years of experience in information technology, he also directs the IT Program of IRRAD. He worked for six years in leading private-sector organizations in the USA after graduating from the University of Iowa. Prior to joining IRRAD he was Director of Information Technology at Proagro Group of Companies, India.

Jagadish Shukla, PhD, is Distinguished Professor and Chair of the Climate Dynamics Program in the School of Computational Sciences at George Mason University, Virginia, USA, and President of the Institute of Global Environment & Society, USA.

Suhas P Wani is Regional Theme Coordinator (Asia) and Principal Scientist (Watersheds), Global Theme on Agroecosystems, for ICRISAT, Patancheru, India. His area of specialization is integrated watershed management, wasteland development, biodiesel plantation, integrated nutrient management and carbon sequestration for the conservation of natural resources and their sustainable use for improving livelihoods in the semiarid tropics.

Consultants

M D Asthana has 38 years of experience as a member of India's premier central administrative service, the Indian Administrative Service, in the fields of public administration, good governance and public policy.
Email: md.asthana@irrad.org

Ryan Clutter, IT Consultant, holds a degree in computer science from Grand View College, Iowa, USA. He has worked as a senior network engineer at a leading US mortgage company, as well as at a regional US hospital prior to becoming a consultant for IRRAD.
Email: r.clutter@irrad.org

Ellora Mubashir holds a PhD in Biochemistry from Jawaharlal Nehru University, Delhi. She was Manager of Biotechnology Regulatory Affairs at Proagro Seed Company (now Bayer Crop Science). Subsequently she spent five years as Program Leader, Communications, for the S.M. Sehgal Foundation. Ellora contributes as a consultant to IRRAD's Capacity-Building Center.
Email: ellora.mubashir@irrad.org

Ben Sehgal holds a PhD in biophysical chemistry from Northwestern University, Evanston, USA, and worked as a researcher in cell biology for the Feinberg School of Medicine, Northwestern University, Chicago, USA. Ben sits on the board of the Sehgal Family Foundation and primarily assists IRRAD with its publications and outreach efforts.
Email: b.sehgal@irrad.org

Interns and Volunteers at IRRAD

Participants from India	Duration	Project
Raunak, Punjab Technical University	July 2009	Study on the effect of water expenses on crop revenue for farms with different irrigation situations
Ayushi, University of Hisar	March 2009	Media strategies for sustainability of NGOs
Jitesh, Institute of Management & Research, Sangli, Maharashtra	June – Aug 2009	Comparative study on successes and failures of fruit and vegetable growers' associations
Participants from Abroad	Duration	Project
8 participants from the University of Iowa, USA	28 Dec – 15 Jan 2009	Course on Gender & Justice
Rashmin Joshi, Chemical Engineer, California, USA	7 Sept 2009 – 11 Feb 2010	Developing an economical technology for solar desalination
Sonia Skidmore, Des Moines, Iowa, USA	Nov 2009 – March 2010	Short documentary on check dam interventions in village Kotla
Jeff Ashe, Des Moines, Iowa, USA	Nov 2009 – March 2010	Developing a solar cooker prototype
6 students from the University of Texas, USA, as part of Students of the World/ Clinton Global Initiative	26 May – 24 June 2009	Documentary on Notki Demonstration Village
Jay Locke, Des Moines, Iowa, USA	July 2009	Study on the effect of water expenses on crop revenue for farms with different irrigation situations

The Team

RURAL DEVELOPMENT (GURGAON)

Preeti Bhardwaj, Program Leader – Policy, Governance and Advocacy Center, holds a Masters degree in Law from National Law School of India University, Bangalore (NLSIU) and in Political Science, from University of Delhi. She taught Law at NLSIU and was awarded M.K. Gandhi National Law Teaching Fellowship. She has been involved with development sector on gender, child, labour laws and governance issues for more than a decade.
Email: p.bhardwaj@irrad.org

Sanjiv Chatrath, Chief Operating Officer, is a chartered accountant with over 30 years of work experience in India and overseas. He has held various leadership and management positions in financial multinationals. Since 2006 he is sharing his acquired knowledge and experience with the development sector in India.
Email: s.chatrath@irrad.org

Anjali Godyal, Program Leader, Capacity Building Center, holds a degree in rural management from the Institute of Rural Management (IRMA), Anand, Gujarat, and has completed internships in Business Cluster Development and Self-help Groups.
Email: a.godyal@irrad.org

Ramesh Kapahi, Director, Finance & Administration, holds a master's degree in finance and marketing from Lal Bahadur Shastri Institute of Management (LBSIM), Delhi. He worked as an internal auditor for 16 years before joining the Foundation.
Email: r.kapahi@irrad.org

Pawan Kumar, Program Leader, Income Enhancement, holds a master's degree in Forestry, Science Policy and Management from Oxford Forestry Institute, Oxford University. He has 13 years of experience in agricultural interventions and expertise in natural-resource management.
Email: pawan.kumar@irrad.org

Aparna Mahajan, Director, Resource Mobilization and Partnerships, holds M.B.A. degree and World Bank Institute Certificate in CSR and Sustainable Competitiveness. A recipient of national merit scholarship, her career spans several years in management, development and private sector, having served in senior capacities with world reputed organisations. She has worked with the United Nations on specialist, expert and consulting positions in India and abroad and has several publications in her name.
Email: a.mahajan@irrad.org

Anjali Makhija, Group Leader, Capacity Building, holds a master's degree in social work from Delhi School of Social Work, Delhi University. She has 15 years of management and training experience while working with various NGOs in the area of education, health, and community development.
Email: anjali.makhija@irrad.org

Pradeep K. Mehta, Senior Scientist-Impact Assessment, Rural Research Center holds a PhD degree in Economics from Institute for Social and Economic Change (ISEC), Bangalore; M.Phil. from Indian Institute of Technology (IIT), Bombay; M.A and B.A Economics (H) from Punjab University, Chandigarh. He has four years of experience in teaching and research.
Email: p.mehta@irrad.org

Pooja O Murada, Director, Communications, is a postgraduate in mass communications and carries over 14 years of work experience. Before joining the development sector, her work included leadership positions in the area of brand management in the advertising, IT and healthcare industries.
Email: poojamurada@irrad.org

B R Poonia, Program Leader, Community Mobilization, holds a master's degree in rural sociology from the University of Udaipur, and has over 28 years of experience in community

development. Prior to joining the Foundation, he was employed at CARE-India for 14 years.
Email: br.poonia@irrad.org

Payal Sahu, Program Leader, Rural Health, holds a PhD and master's in social work and a one-year diploma in child education & applied psychology. She has 7 years of experience in the social development sector. She has worked with various NGOs, the Delhi State AIDS Control Society, the Govt. of NCT of Delhi, and the National AIDS Control Organization, Ministry of Family Health and Welfare, Government of India.
Email: payal.sahu@irrad.org

Salahuddin Saiphy, Program Leader, Water Management, holds a master's degree in applied geology and postgraduate diploma in hydrogeology from Aligarh Muslim University, Aligarh, and postgraduate diploma in environmental monitoring and impact assessment from Jamia Hamdard University, New Delhi. Prior to joining IRRAD, he worked with Centre for Science and Environment and has experience organizing training programs and designing rainwater harvesting projects.
Email: s.saiphy@irrad.org

Niti Saxena, Associate Scientist, Rural Research Center, has a master's in human development from Lady Irwin College, Delhi University. Her expertise is working with children with special needs and has contributed to the concept of early childhood care and development through her writings.
Email: niti.saxena@irrad.org

Lalit Mohan Sharma, Group Leader, Natural Resource Management Center, is a graduate civil engineer, holds a master's degree from Indian Institute of Technology, Delhi, and a postgraduate diploma in construction management, and is a Fellow of the Institution of Valuers.
Email: lalit.sharma@irrad.org

CROP IMPROVEMENT (HYDERABAD)

J.N. Hanumantharaya, Sr. Scientist, Corn Breeding, holds a master's degree in seed technology from the University of Agriculture Sciences, Bangalore. Prior to joining The Foundation, he worked for 15 years as a corn breeder with Proagro Seed Company Pvt. Ltd.
Email: jn.hanumantharaya@cgiar.org

Murali D Gupta, PhD, established the crop improvement project in July 2002 at the ICRISAT campus, Patancheru, and had been its Technical Director until May 2007. He is now associated with the Foundation as an honorary technical advisor. He has 35 years of experience in plant breeding and seed enterprise management.
Email: m.d.gupta@cgiar.org

N Mallikarjuna holds PhD and M.Sc. (Ag) degrees in plant pathology from University of Agricultural Sciences (UAS), Bangalore. Prior to joining the foundation, he worked on maize diseases for six years at UAS, Agricultural research Station, Nagenahalli, Mysore.
Email: na.mallikarjuna@cgiar.org

S P Deshpande, Visiting Scientist, Biotechnology, holds a PhD in genetics and plant breeding from Marathwada Agricultural University, Parbhani. He has received hands-on-training in biotechnology while working at ICRISAT, Patancheru.
Email: s.deshpande@cgiar.org

SUPPORT TEAM (GURGAON)

Devika Batra—Research Associate

Sonia Chopra—Librarian

Jitesh Dhoot—Research Associate

Pankaj Gaur—Accountant

Aditi Jha—Assistant Program Leader, Policy, Governance and Advocacy Center

Ajit Kumar—Senior Research Associate, Rural Research Center

Arti Manchanda—Communications Associate

Navneet Narwal—Assistant Program Leader, Policy, Governance and Advocacy Center

Megha Oberoi—Consultant, Capacity Building Center

Jagdish Prasad—Administration Manager

Manoj Sharma—Manager, Information Technology

C Shekhar—Assistant Manager, Accounts

Shoorveer and Jitender—Building Maintenance

Arjun, Kuldeep, Krishan and Surender—Drivers

Raju and Ram—Attendants

SUPPORT TEAM (HYDERABAD)

K Chandrasekhar, Osaf Khan, K Pandu, G P Shravan Kumar, C Venkatesh, K Venkatesh, Syed Ghouse

PROJECT IMPLEMENTATION TEAM

Mubarik Hussain

Nasir Hussain

Kamlesh

Mahipal Singh

Jafar Hussain

Kunti Gupta

Urmilla

Mohammad Siddique

Dharmendra

Hari Bhagwan

Jaun Mohammed

Shaheen

Susheela

Nagendra Gupta

Varsha

Village Champions

Facilitator - Nagina Block

Facilitator - Firozpur Jhirkha Block

Facilitator - Taoru Block

Assistant Program Leader - Water Management

Specialist - Liaison

Specialist - School Program

Specialist - Life Skills Education

Specialist - Water Management

Specialist - Income Enhancement

Specialist - Income Enhancement

Specialist - Community Mobilization

Specialist - Rural Health

Specialist - Community Mobilization

Administration In-charge

Master Trainer

Salamuddin, Sayeed, Imran, Khushi, Iqbal, Sunder, Narender Poonia, Abid Chaudhari, Sarafat Ali, Hakmudeen, Abdul Jabbar, Sanjiv, Pawan Kumar, Sanjay Kumar, Samaydeen, Geeta, Sajid Khan, Sajid Hussein, Santosh Sanwaria, Ram Dia

Research Investigators

Renu, Gita, Shabeer Ahmed, Mohd. Sahil, Mohd. Jamshed, Yayha Khan, Jaan Mohd.

Governance Guides

Balram, Rajuddin, Farooq

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Highlights 2009-10

- Workshop on Partnering for Rural Development: Experience Sharing and Idea Generation, April 17, 2009, organized in collaboration with Times Foundation and CII.
- Panel discussion on strengthening India's Public Distribution System, Mid Day Meal program, and Integrated Child Development Scheme in villages of Mewat, January 29, 2010.
- Village-Level Census Enumeration of IRRAD's Intervention Villages (2009).
- Triple celebrations to mark the Platinum LEED Certification of the IRRAD Green Building by USGBC, release of the Case Study Compendium, and groundbreaking of the second phase of construction of IRRAD's new building, March 20, 2010.
- Training Needs Assessment of Village Education Committees, Village-Level Health Committees, and Gender Equity in Mewat Villages completed.
- Disability camp organized in partnership with Delhi Council for Child Welfare, identifying 160 patients in 53 villages.
- Jal Chetna Yatra (water awareness march) to observe World Water Day, covering 60 villages in Mewat and reaching 150,000 villagers (March 19-22).
- Training on nutrition, health and allied components in collaboration with the Ministry of Women and Child Development; reproductive child health training and gender sensitization for government school teachers; training completed for the fourth batch of Village Champions.
- Sixth International IDCA Conference, January 2010 on "Working Together to Mitigate Climate Change and Eradicate Poverty in India."
- Training/job center for women established in Ghaghas in partnership with Seune and Mewat Development Agency (MDA).
- Seven new villages selected for implementation of the Integrated Sustainable Village Development (ISVD) model.
- Empanelment to Swasthiya Kalyan Samiti, Mandikhera Hospital, and the District Health Society.
- "Distinguished Water NGO Award 2009-10," for Revival of Rural Water Resources, given by UNESCO and Water Digest.
- Documentaries on water successes in Kotla and "Good Governance Now" initiatives in Mewat.
- Gulabi Gang, an activist women's group fighting against violence and atrocities in Bundelkhand, Uttar Pradesh, invited to share their experiences with governance trainees in Mewat.



IRRAD™

INSTITUTE OF RURAL RESEARCH AND DEVELOPMENT

(An initiative of S.M. Sehgal Foundation)

Plot No. - 34, Sector - 44,
Institutional Area, Gurgaon,
Haryana - 122002, India.

Tel: +91-124-4744100,

Fax: +91-124-4744123

Email: smsf@irrad.org

<http://www.irrad.org>

REGISTERED OFFICE

6346, Sector C6

Vasant Kunj,

New Delhi - 110070, India

SEHGAL FAMILY FOUNDATION

100 Court Ave # 211,
Des Moines, IA 50309-2256, USA.

Tel: +1-515-2880010

Fax: +1-515-2884501