



People's Action for National Integration - PANI



**COMMUNITY RESOURCE PERSON – KEY
ENABLER TO INDIA'S WATER CHALLENGES**

Project
Swera

PROGRAM SWERA – WHAT IS THE VISION?

- An estimated 80% of India's freshwater resources are used in agriculture. With low water productivity, a portfolio of water intensive crops and over extraction of ground water; farmers in the country are facing significant challenges. A movement to catalyze large scale deployment of water efficient solutions in agriculture is the need of the hour
- Given this context; Hindustan Unilever Foundation (HUF) aims to support scalable solutions that can transform India's water footprint in agriculture from a highly inefficient state to one of 'more crop per drop'.
- The objective is to curate solutions designed for scale that could mitigate water related risks (through improved access or lower cost) for small farmers, significantly reduce water consumed in agriculture and deliver remunerative returns to farmers in diverse agro-climatic zones of India.
- The intent is to go beyond incremental improvements in water use efficiency in agriculture towards highly integrated solutions that can deliver sustained well-being for farmers. Specifically, HUF would support projects that demonstrate innovation and measurable outcomes in the following areas:
 - **Practice:** On-field behavior change solutions that lead to substantive water and input cost savings in traditional water intensive crops that improve crop yields and wellbeing for small farmers
 - **Markets:** Effective market-based institutions that support widescale adoption of indigenous, climate hardy and water responsible foods with consumers; connecting farmers and consumers with limited intermediaries; resulting in remunerative earnings
 - **People:** Catalyze water related rural job creation through cadres of trained community professionals equipped with robust water and crop management tools that drive change and adoption in their communities
 - **Technology:** Data-driven digital decision-making tools for rural communities for effective water conservation, ground water management, optimized regional crop portfolios and market access.

CRP – A CRITICAL LINK IN THE VALUE CHAIN

Community Resource Person is a critical link in the entire value chain. The intervention at a village level will be successful (or not) based on the success of the CRP.

Program Swera's aim is to build a cadre of CRPs across the district of Balarampur, who can transition into entrepreneurs over 5 years and lead this effort almost independently (with some support from PANI or other organizations).



CURRENT UNDERSTANDING OF CRP



A community resource person is a woman from the village who:

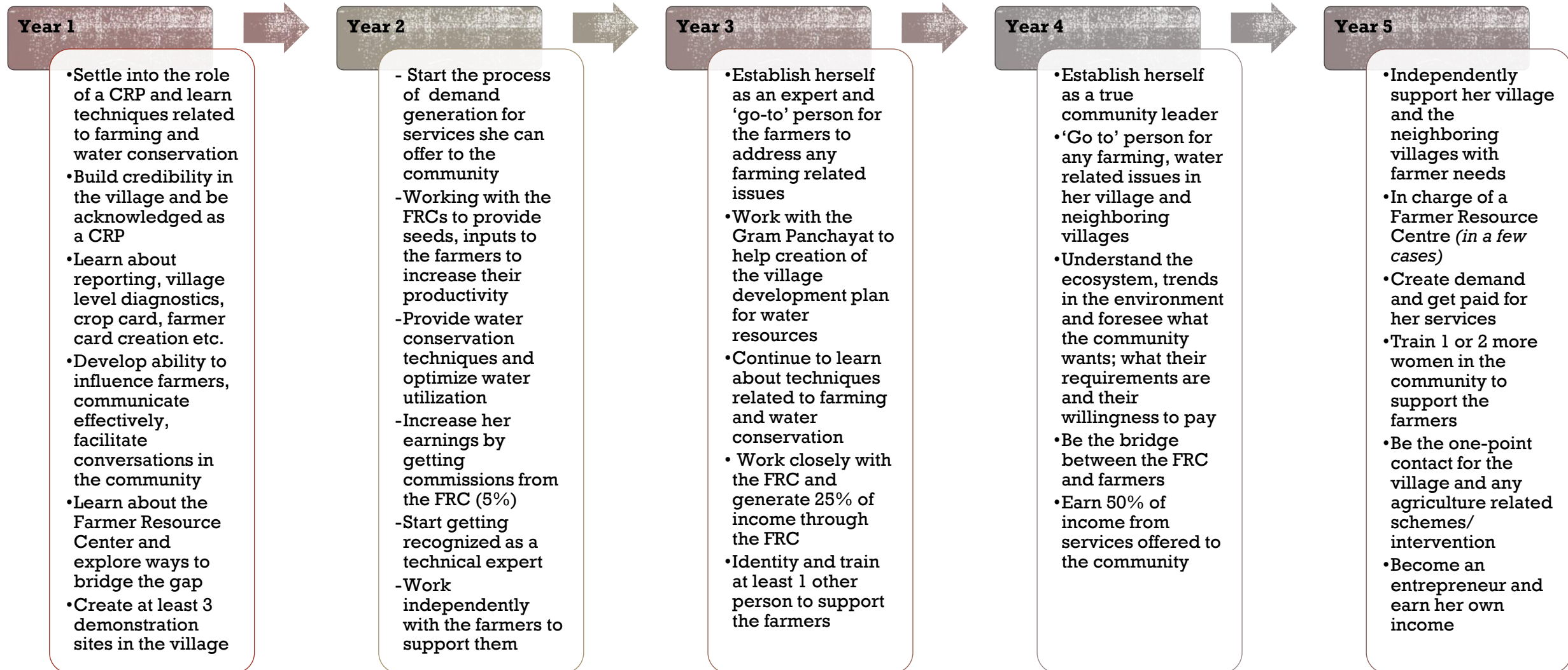
- comes from a farmer family
- is usually between the age of 18 to 25 years
- has completed her 12th Standard
- is unmarried
- has good and trusting relationship with other families in the community
- is credible and socially acceptable
- has the intent to be involved in social development/ work
- is selected from the community to be a community leader in agricultural and water conservation practices
- initiates the development agenda in her community and expected to continue even after Project Swera
- is keen to be financial empowered
- has some aspirations for the future
- can ride a cycle/ bike

Broad Job Responsibilities for a CRP

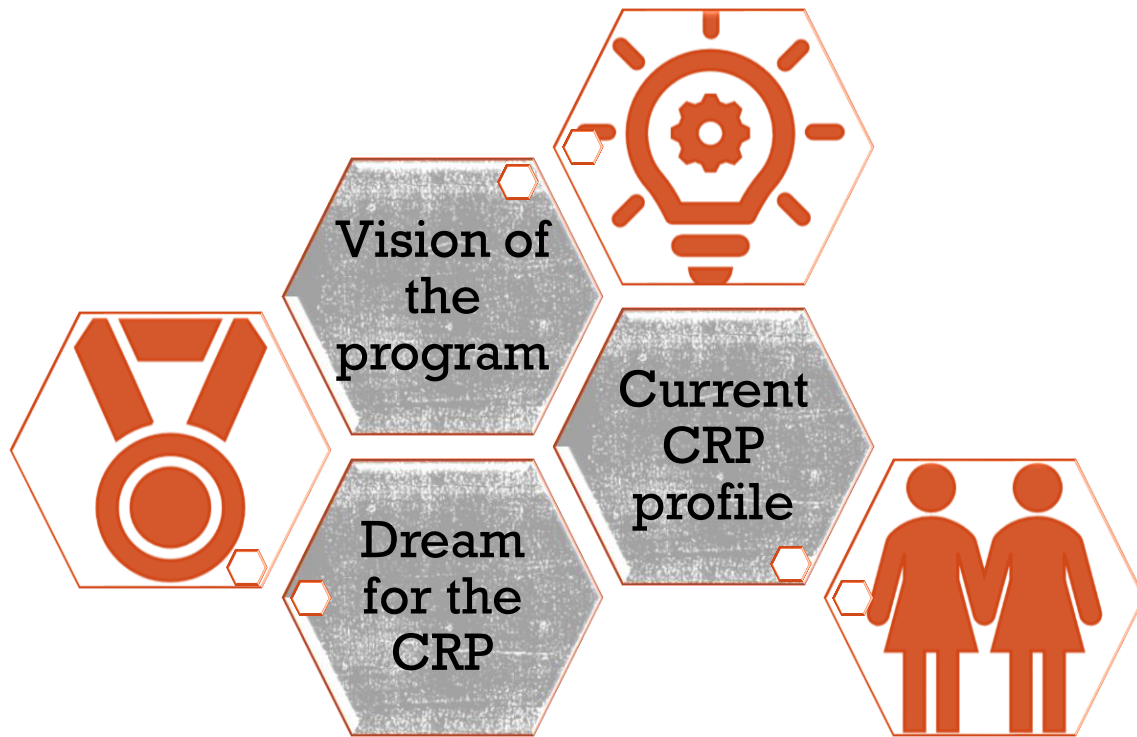
- Community mobilization
- Farmer engagement, training, support and inspiring action
- Coordination with FRC and other service providers
- Farming and water budgeting techniques
- Data collection, monitoring and reporting

Consolidated from Annexure 1, JD of a CRP at Program Swera

DREAM FOR CRPS IN 5 YEARS



CRP to Entrepreneur – Create a replicable, scalable model that can be taken to the Government (or any other large-scale implementation)



Keeping these three dimensions in mind, we have a few recommendations for:

- The CRP Profile
- The model of the program

RECOMMENDATIONS FOR CRPS PROFILE

- Since PANI is looking at a long-term, sustainable initiative for the community, it is important to train and build capacity of women/ girls who will stay in the village/ work with PANI beyond 5 years
- Right now the CRPs hired are predominately young, unmarried girls. While it will serve the purpose in the short term, it will compromise the long-term vision of the program
- There needs to be some diversity in the mix of CRPs hired to reduce the risk of attrition due to marriage and child birth.
- Bring on board a mix of women – some young/ unmarried and some middle aged, married women. This mix will help in a few ways:
 - Retain the capacity and knowledge among women in the village
 - Bring in the perspective of maturity and experience vs. young and inexperienced (in farming)
 - Balance the kind of issues that the Block officers will end up working with
 - May improve the team dynamics due to the diversity
- Some of the secondary research for agriculture related programs like Krishi Sakhi, Village entrepreneurs etc. also suggest that keeping the age range broad helps in managing attrition and retaining the knowledge in the village
- Our recommendation is for the program to open this opportunity to all the women in the village above the age of 18. This will ensure a larger pool of applications and the most deserving of them will get selected. Selection criteria and process can be stringent to ensure all other aspects like education, willing to travel, family support etc. is taken care of at the time of selection

CRP PROFILE FOR THE FUTURE



A community resource person is a woman from the village who:

- comes from a farmer family
- is above the age of 18
- is literate and can do some basic writing and maths
- has good and trusting relationship with other families in the community
- is credible and socially acceptable
- has the intent to be involved in social development/ work
- is selected from the community to be a community leader in agricultural and water conservation practices
- initiates the development agenda in her community and trains more women to be change agents
- can be the torchbearer for other communities
- is keen to be financial empowered
- has some aspirations for the future
- can ride a cycle/ bike

These job responsibilities can still be achieved

- Community mobilization
- Farmer engagement, training, support and inspiring action
- Coordination with FRC and other service providers
- Farming and water budgeting techniques
- Data collection, monitoring and reporting – *May need simpler and automated systems to do this*

Consolidated from Annexure 1, JD of a CRP

WHAT DOES IT TAKE TO BE A SUCCESSFUL CRP?



While it is important to get the right profile at the time of hiring, the program needs to work on building knowledge, skills and attitude to help them be successful in their role as a CRP

- Agriculture and farming practices
- Technology and new practices in farming
- Use of technology like smart phones/ pico projectors etc.
- Basic mathematics and book keeping

Knowledge



- Communication and influence
- Building & maintaining relationship
- Facilitate conversations in farmer meetings
- Data gathering and reporting
- Community mobilization
- Analytical skills
- Problem solving skills
- Planning, organizing and coordinating skills

Skills



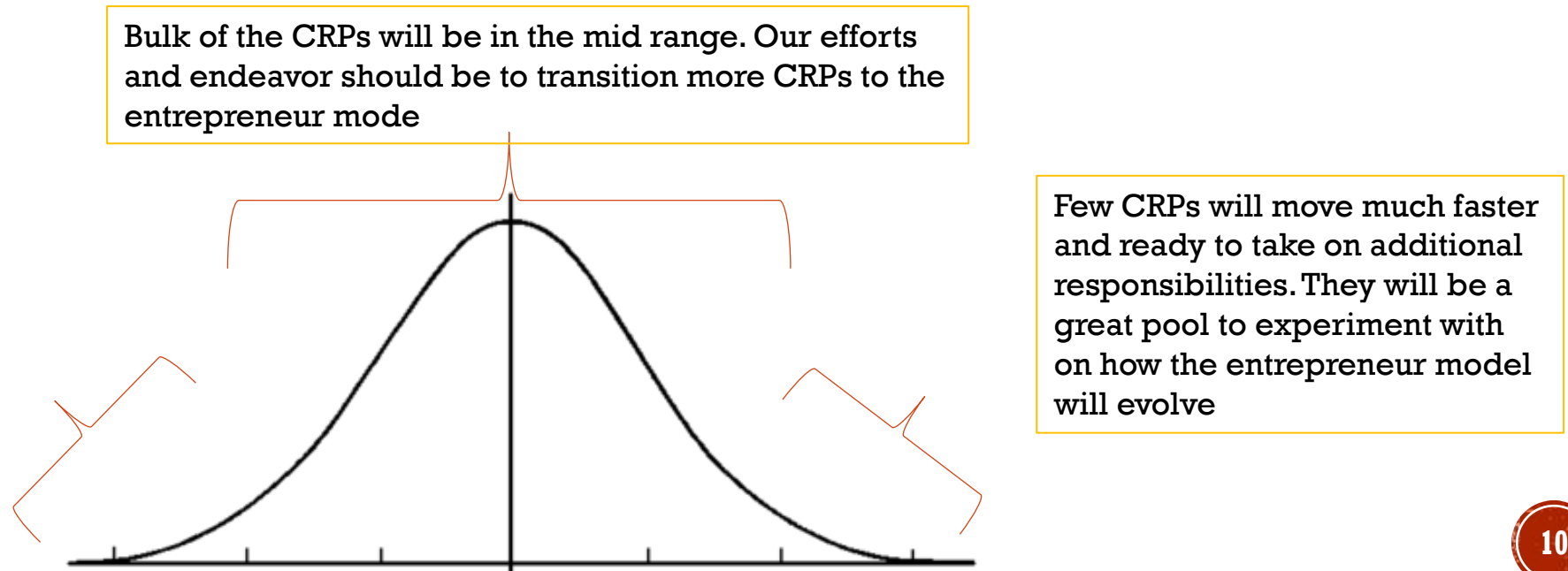
- Self motivated and driven
- Passionate
- Committed
- Confident
- Community oriented
- Keen to learn new things
- Aspires for a better future

Attitude



SOME POINTS TO CONSIDER

- While there is an ideal transition year on year for the CRPs over 5 years, we have to plan and allow for:
 - CRPs who are ahead of the curve and may move faster than planned. They may be ready to take on the entrepreneur role much ahead of time. In this case, the ecosystem that we need to build, needs to be ready faster
 - CRPs who will have a longer learning curve. They may take much longer to move from one level to the other. How can we build the system to accommodate their pace of learning and help them move faster



Additional skills will need to be build over 5 years to help bulk of the CRPs transition to being entrepreneurs

- Agriculture and farming practices
- Technology and new practices in farming
- Use of technology like smart phones/ pico projectors etc.
- Basic mathematics and book keeping
- Information about bank linkages and schemes available for entrepreneurs
- Managing finances and cash flows
- Information about training and development for agri -entrepreneurs by the government and ways to attend them

Knowledge



- Communication
- Building & maintaining relationship
- Persuasion
- Facilitate conversations in farmer meetings
- Data gathering and reporting
- Community mobilization
- Analytical skills
- Problem solving skills
- Planning, organizing and coordinating skills
- Liaison with govt. officials to increase network
- Teach and handhold other women in the community
- Identify opportunities to grow the enterprise
- Innovation skills
- Raise funds to invest in the enterprise

Skills



- Self motivated and driven
- Passionate
- Persistent
- Committed
- Confident
- Community oriented
- Keen to learn new things
- Aspires for a better future
- Resilience
- Appetite for risk
- Result orientation

Attitude

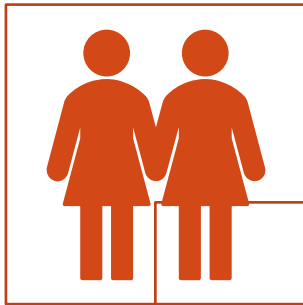


RECOMMENDATIONS ON THE MODEL

- While there is a well-articulated vision for the program, a clearly defined growth path for CRPs and the program team is working hard to equip and build skills for the CRP, there is still a risk of losing the CRP at some point
- Attrition is bound to happen as 5+ years commitment from any one individual is a lot to ask. CRPs are bound to move on because of marriage, child birth, elder care issues, personal issues or just better opportunities
- Even if the program systems and processes are very well established and structured, our guess is that these problems are bound to exist through the program since we are putting 'all our eggs in one basket'
- The ask from a CRP/ Entrepreneur is quite a lot (please refer to slide 11). While some women maybe able to do it, will all the women succeed (considering they are first generation entrepreneurs) is a big question
- There is an immediate need to mitigate this risk. While broadening the CRP profile will mitigate the risk to some extent, it will not address the issue completely
- The model needs to be looked at a bit more broadly than it is today

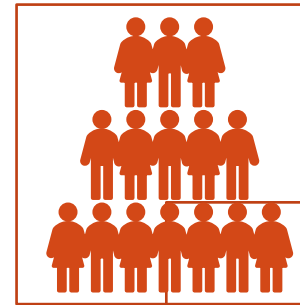


OPTIONS FOR CHANGES IN THE MODEL



2 people CRP team

- Bring on board 2 people as CRPs for each village
- One person can be a senior/ older woman while the other can be a young woman
- The two can compliment each other and ensure all the activities/ tasks are completed
- There is a contingency plan if one of them were to drop out for some reason. The person who stays on, can bring on board the second person with the help of the program team
- The pair can act as support for each other and help develop each other's skills



Self Help Group Collective

- Build a collective of 5-6 people in each village who can carry out these activities
- Community ownership for development issues through collectives is a more sustainable model
- There will be more people trained, empowered to do these activities which will mitigate the risk
- SHGs can run the enterprise. They are more aligned to get loans from the bank to grow their enterprise
- Clearly defined roles and responsibilities among the SHG members can be worked out
- We can leverage existing groups, or this group can be used to drive other schemes or initiatives

Please refer to the secondary research presentation shared by Phicus

DECISIONS TO BE MADE

- Based on the secondary research and information shared in this deck, please reflect and discuss internally the following questions:
 - Would you like to look at the CRP profile more broadly? If yes, we will align our recommendations and processes to accommodate for these changes
 - Would you like to consider piloting either one or both these options in a few villages? If yes, we can work with you on detailing it out on how it may look (from a financials, training, program implementation point of view)
 - While we have the recommendations ready for the recruitment, selection and on-boarding process, we would like to hear your reflections on any changes to the profile or model



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ANNEXURES

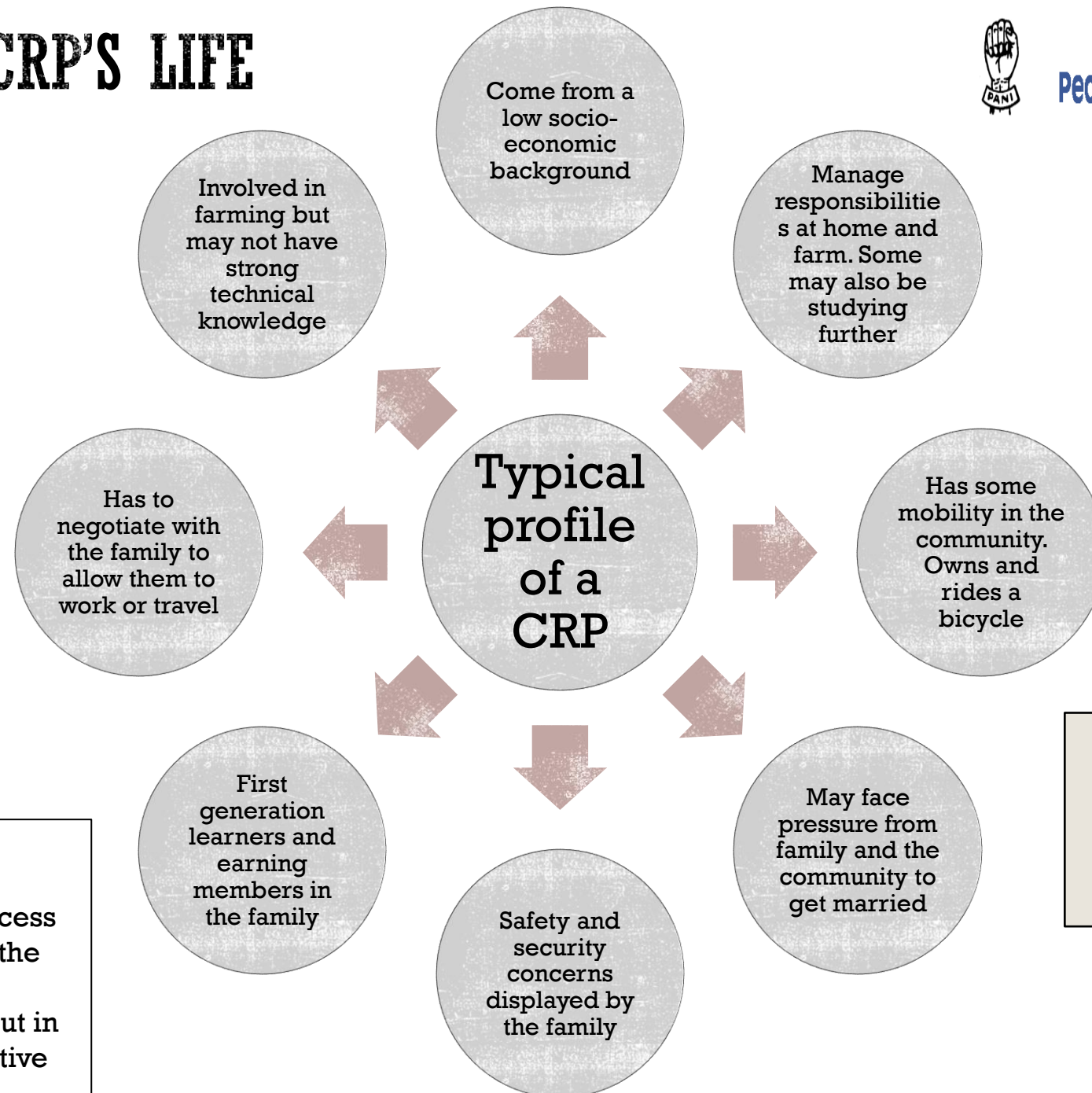
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ANNEXURE 1 – JOB DESCRIPTION OF CRP

- Community mobilization
- Collectivize farmers in producer groups (PGs)
- Orientation & field training of farmers on improved practices through meetings, field day, video dissemination etc
- Crop planning of farmers
- Water budgeting through technology tools
- Provide on field support to farmers in adoption of practices and trouble shooting
- Monitoring of farmers crops at field
- Establishment of demonstration fields
- App based data collection
- Popularize Farmer Resource Centre (FRC) services among farmers and link farmers to FRCs
- Facilitate farmers in input & output aggregation
- Orientation of farmers on different govt. schemes
- Facilitate farmers for linkage with govt. scheme
- Coordination with other service providers in village
- Orientation of water management committee of village
- On field verification of adopted practices
- Basic data collection of adopted practices

- Community mobilization
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- Coordination with FRC and other service providers
- Farming and water budgeting techniques
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CURRENT CRP'S LIFE

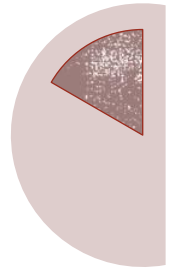


Point to ponder:
Will the change in CRP's profile help with some of the challenges faced?

Please note:

- Young married woman CRP profiles have had limited success as their integration time into the community is high
- Men CRPs have not worked out in this project as it is not a lucrative livelihood option for them

CHALLENGES FACE BY THE CRP



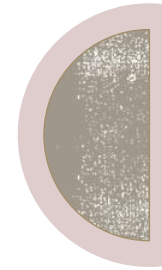
On the Field

- Convince the farmers to adopt new technology in farming
- Build credibility with the farmers and demonstrate technical expertise
- Empathise with farmers and understand their point of view
- Get farmers to visit demonstration sites to understand farming practices
- Create awareness around water conservation
- Problem solve issues that are unique/ different
- Work with women farmers to convince decision makers in the household



At home

- Family responsibilities need to be fulfilled
- Pressure at home to get married/ settle down
- Mobility issues for travel
- Social stigma of a working woman in the community



Personal Development

- Generate demand for their services and realize value
- Learn new practices and schemes available for farmers
- Learning curve of about a year to be recognized as credible
- Use of technology/ applications for reporting and documentation

Point to ponder:
Will the change in CRP's profile help with some of the challenges faced?