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PRANA Journey So Far

PRANA Team:
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PRESENTATION PLAN

Model

1

Implementation model we began with
.

Deliverables and targets for PRANA

2

Deliverables and targets

Partners

3

Partners and their Key Deliverables.

Key Milestones of implementation (May-December)

4

Key Milestones

Lessons

5

Lessons Learned for partners' implementation

- SWOT analysis for Partners
- Agri-Entrepreneurs Model
- AE led V/s Kheti Dhoot led Implementation

Changes for year 2

6

Suggested Changes

- Extension
- Communication
- MEL
- Partnerships

Way forward

Implementation approach we began with – (Bain vs Actual)

Items	HIAC	MCIA	
		Proposed by Bain & Co	What we are implementing
No of districts	No change*	8	10
No of farmers to be reached out to		3,70,000	1,50,000
Interaction with Farmers		Major thrust indirect through digital tech	Majorly through physical and direct
No of villages to be covered		2480	1600
Successful adoption into second year (No of farmers)		19,000 (Direct- 5000 and Indirect 14000)	22,500
Number of Demos		1 per 5 village (20% of total villages)	1 per 3.7 village (26% of total villages)
Contractual Budget Proposed (first year in M USD)		1.2 M to 4.0	2.8

* Instead of yield loss compensation, incentive was planned for adoption of No-burn agriculture which was agreed by the incentive committee of TNC

Targets for PRANA as agreed by the steering committee

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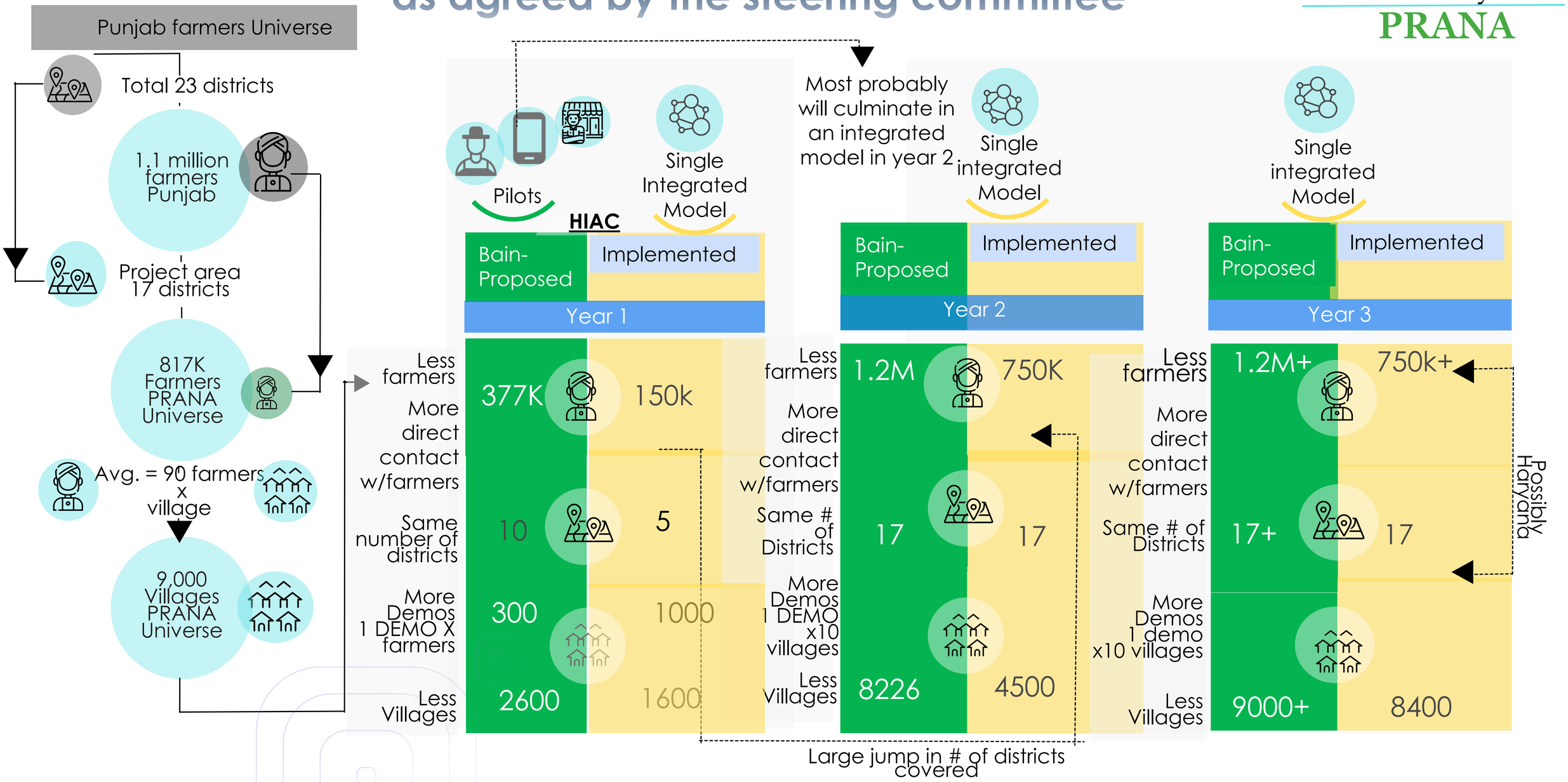

1 field officer covers 10 villages (900 farmers the first year and 20 villages (1,800 farmers) from there on

Partners and their Deliverables (Highlights)

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RGR Cell

SFI

Implementation Partner

- Village Profiling
- Straw Management Service Centers/cluster
- Enrolment of Service Providers and linking to farmers

- AE Onboarding
- AE Training
- AE Incentive
- Farmers linkages to AE

- Field Demonstrations
- IEC Material Dissemination
- Machinery Mapping
- Farmers Training Programs/Camps
- HIAC Farmers Onboarding and Incentives
- School Outreach

MEL Partner

KPMG

- MEL Framework
- Baseline Survey and report
- Project Progress Monitoring(bi-monthly) reports
- M EL Dashboard
- Midline assessment (survey and report)

Communications

GreyMatters

- Brainstorm possible standardization conditions
- Explain the identified conditions
- Select, test and adopt specific conditions
- Maintain and monitor selected conditions

Digital Tech and Remote Sensing

Farms.io

- Web application – configuration, deployment and training
- Remote Sensing Dashboard for stubble burning
- Data collection application development
- Modules on farmer registration
- Crop analysis and machinery mapping
- Farmer mobile application

KEY MILESTONES MAY-DEC

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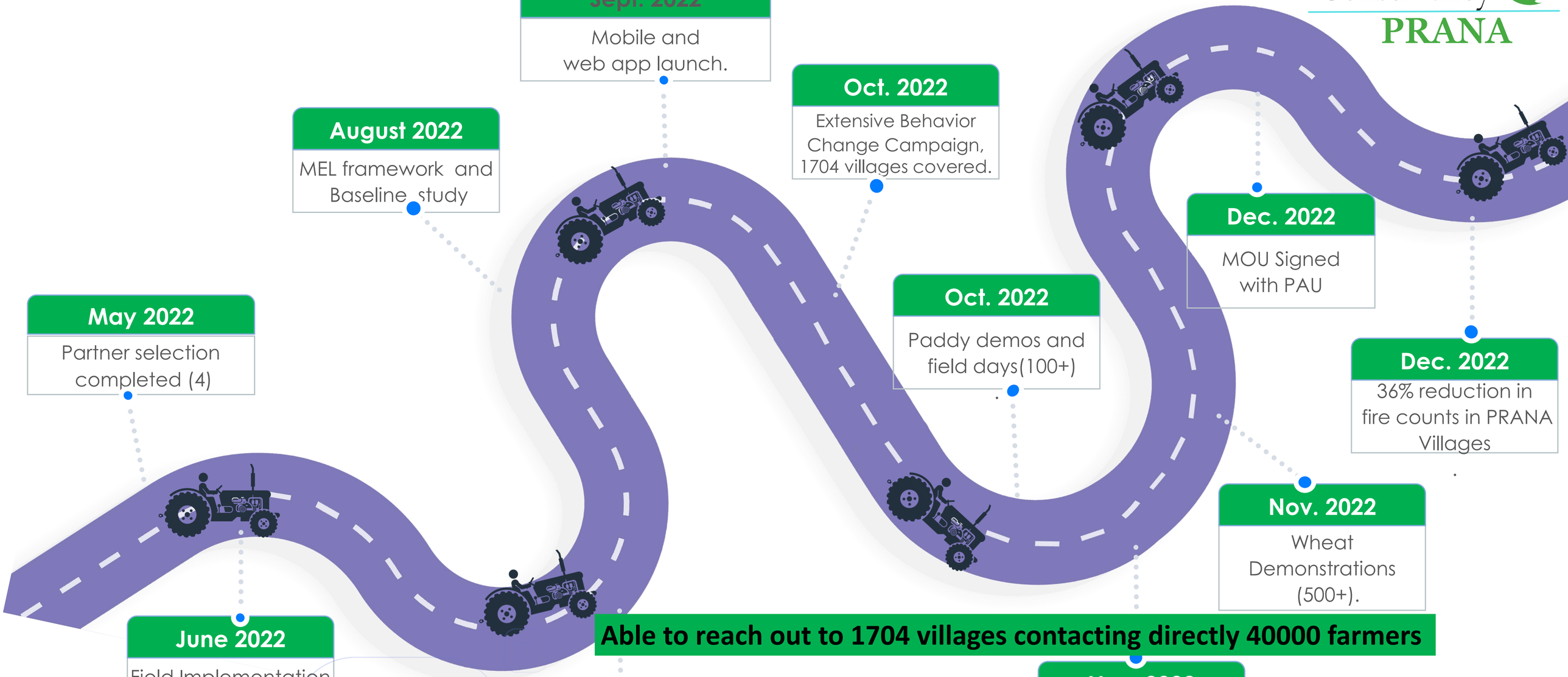

May 2022
Partner selection completed (4)

June 2022
Field Implementation Launch.

July 2022
Machinery Mapping

August 2022
MEL framework and Baseline study

Sept. 2022
Mobile and web app launch.

Oct. 2022
Extensive Behavior Change Campaign, 1704 villages covered.

Oct. 2022
Paddy demos and field days(100+)

Nov. 2022
Reached out to 1704 villages directly .

Nov. 2022
Wheat Demonstrations (500+).

Dec. 2022
MOU Signed with PAU

Dec. 2022
36% reduction in fire counts in PRANA Villages

Able to reach out to 1704 villages contacting directly 40000 farmers

SWOT Analysis: Reviving Green Revolution Cell

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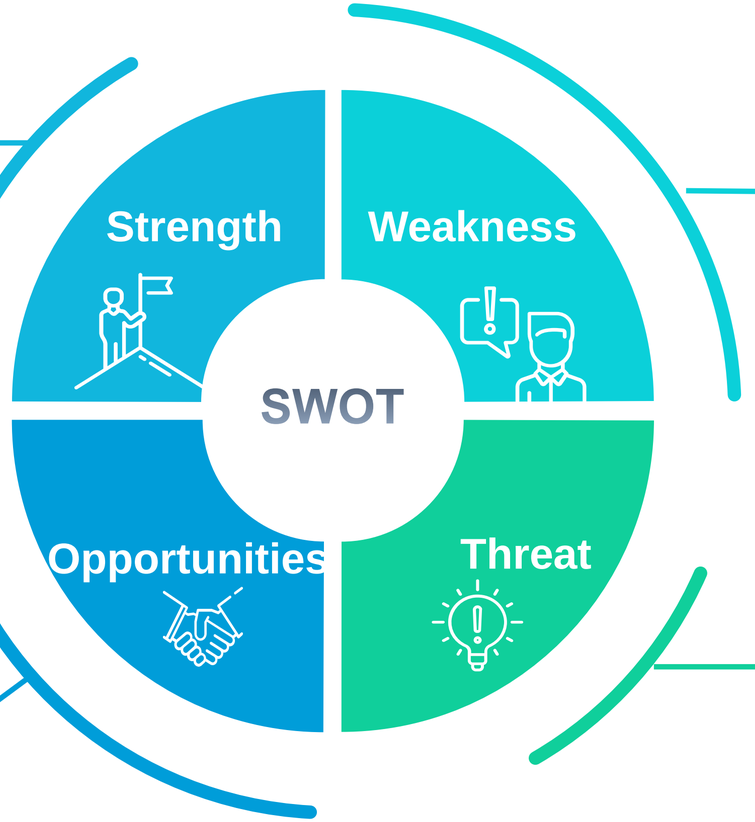
- Strong organizational structure
- Strong field presence and experience
- Well networked
- Quick to learn
  Transparent in reporting



- Delayed data communication
- Bureaucratic approach to implementation

- Can improve and make difference by building on their network and field presence
- Help build partnerships

- None

RGR-CELL CHALLENGES IN EXTENSION MODEL

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Project Manager

Area Manager (4)

Field Assistants (25

Kheti Doots (94)

AEM

AE/Service Providers (300)

Challenges

Division of time to other project resulting in delays in communication

Challenges

Role overlapping among AEMs and Area Manager

Challenges

More capacity building required on technical difficulties but doing fairly good in extension activities

Challenges

A cluster of 11-12 villages managed by each Kheti Dhoot
At times Division of time to other project resulting in delays in communication

Challenges

AEM also managing extension work as directed by Area manager

Challenges

No incentive paid to them

Lot of scope to promote them through revolving fund support

SWOT Analysis: Syngenta Foundation India

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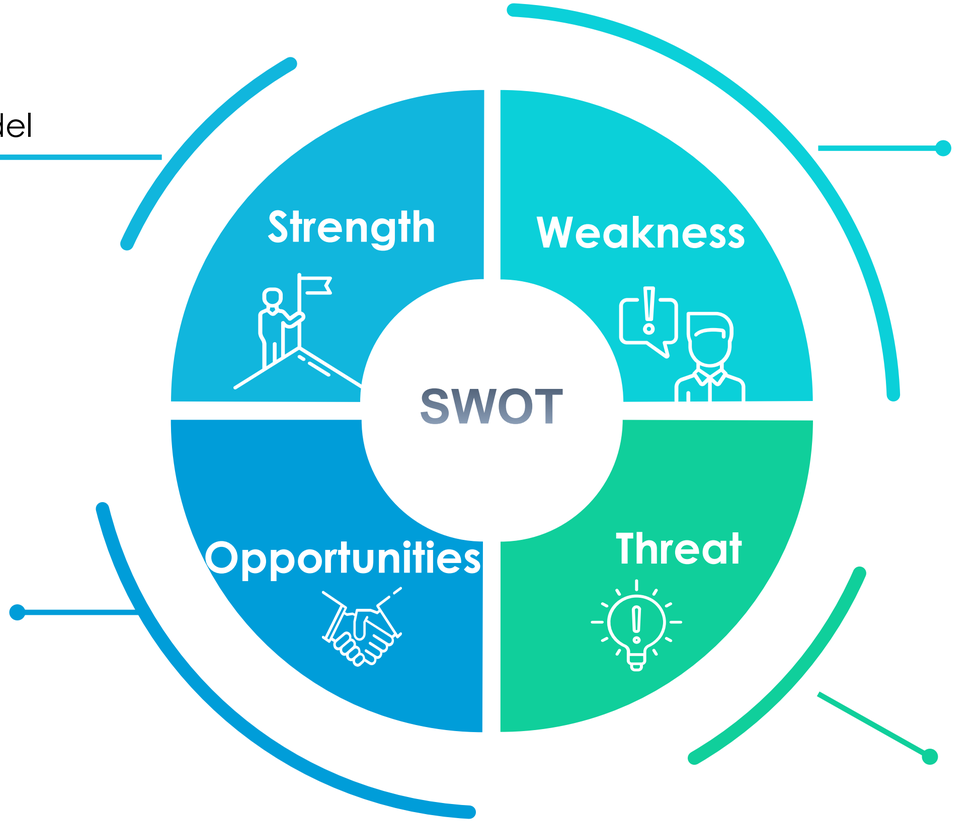
- Claims to be Champion of AE model



- To learn and modify their implementation approach
- Ability of AEs to cater to supply of technology if handled properly
- AE model complements if last mile extension, training and BCC complimented

- Complete mis match between AE Model and PRANA Implementation
- Completely new project management team
- Lack of experience in last mile extension
- Unethical practices - data sharing, budget utilization
- Missing implementation clarity among staff to achieve PRANA goals despite orientation
- Inability of project coordinators to lead the team
- Lack of participation of Agri-Entrepreneurs

- Non willingness to acknowledge challenges and seeking improvements
- Use of Brand Syngenta for Syngenta Foundation India by the team

SFI - CHALLENGES IN EXTENSION MODEL

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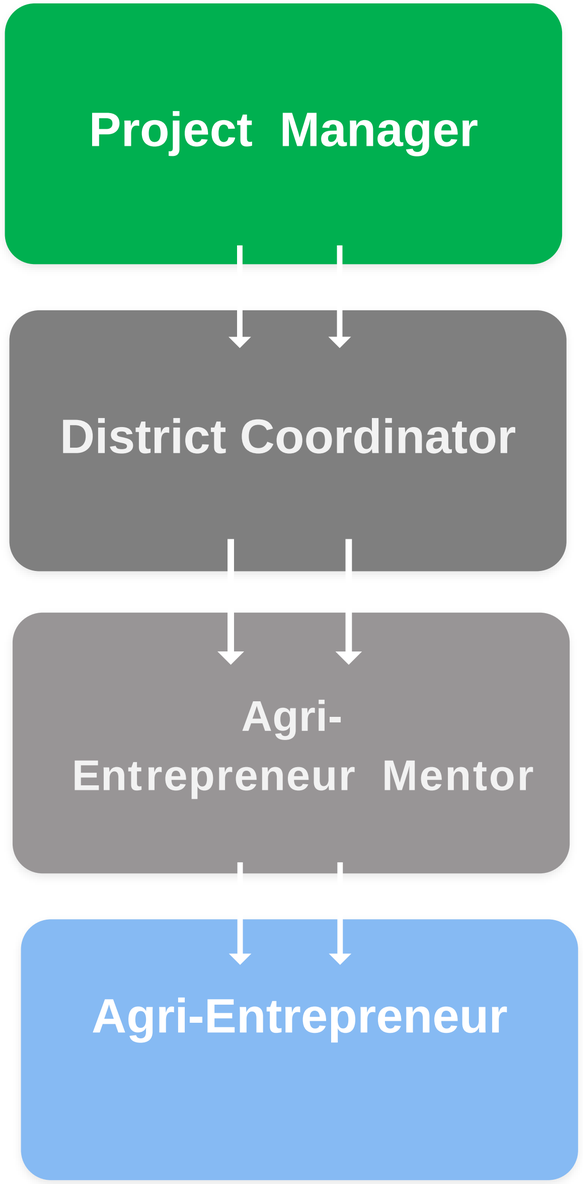

Challenges

- Absent on ground for four months (till mid of September with learning period of another 2 months
- Multiple leadership changes and continued lack of understanding on PRANA's deliverables

Challenges

- Failure to understand context of Punjab
- Encountered difficulties due to language barrier
- Lack of understanding of the project despite TNC orientation
- Sharing false information with TNC due to unvalidated data
- Inability to guide AEMs .

Challenges

- Overburdened due to absence of AE involvement
- Less than 2% training done by AE for farmers of total planned

Challenges

- For years involved in renting their CRM Machines
- Limited or no involvement in extension,
- Most AEs are large farmers already providing services; 6000 trainings planned by AE to farmers- zero executed
- Online training @ Rs.4500pp where about 40% participated. Cost booked for their training unscrupulously high

SWOT Analysis: Farms.io

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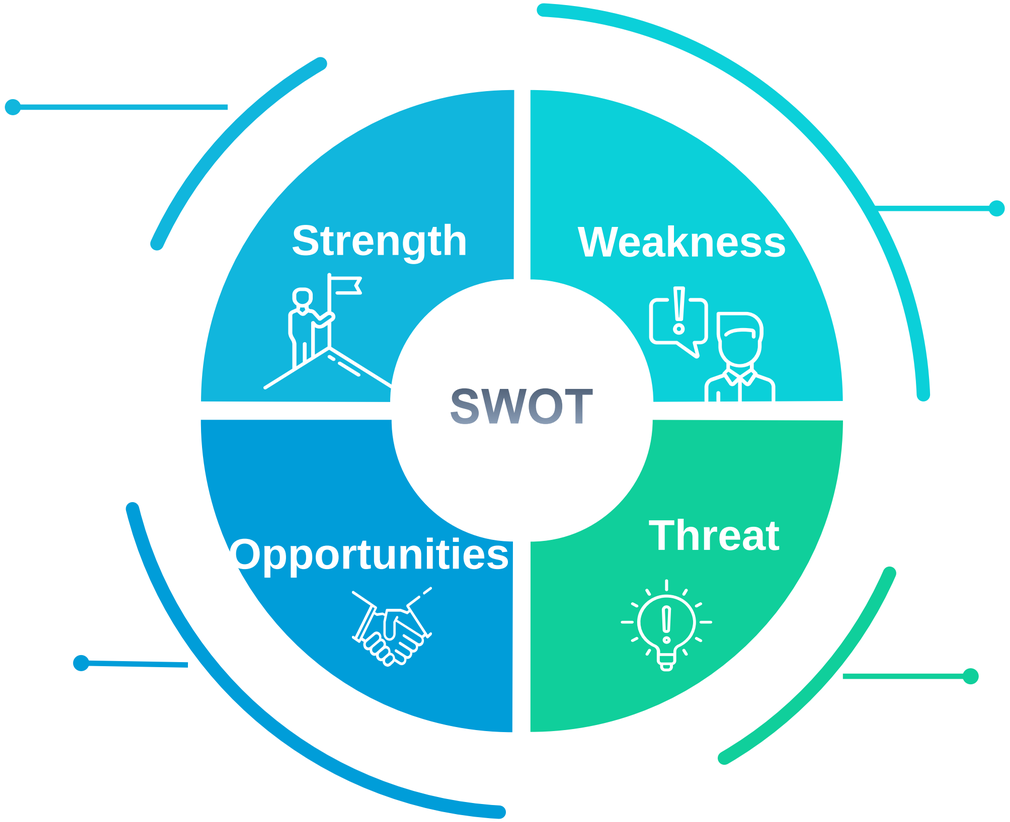
- Has good technology back up
- Willingness to support, well networked



- Lack of dedicated human resources

- Leveraging their technology

- Over promises on delivery
- Delays in a few key project activities due to overburdened staff

SWOT Analysis: GreyMatters

- Good Network with bureaucracy and local media

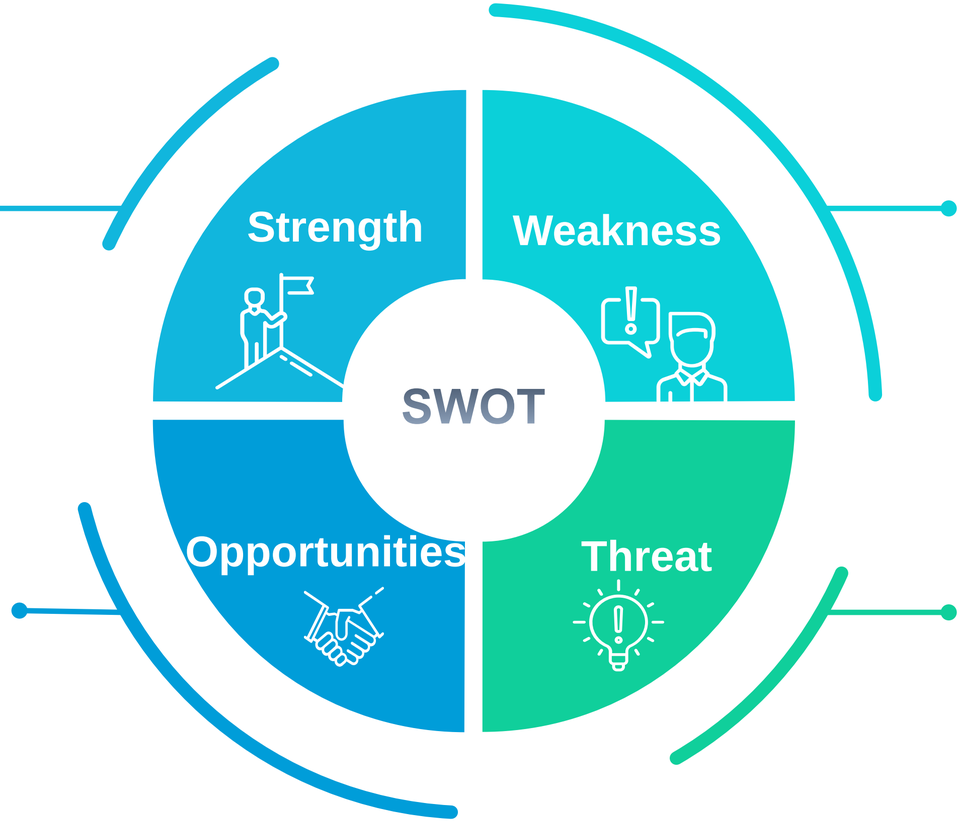
- Lack of understanding of context of Punjab
- Inability to deliver quality content on time
- Inept at devising Behavior Change Communication strategies.

- None

- Unethical practices in field
- Inability to manage District Coordinators can lead to loss of reputation for TNC in the field

SWOT Analysis: KPMG

- Team with good research background
- Research credentials



- Lack of expertise on agriculture sector in terms of terminologies and process
- None

Things Missed Out During First Six Months but are Planned for Next Six Months and Next Year

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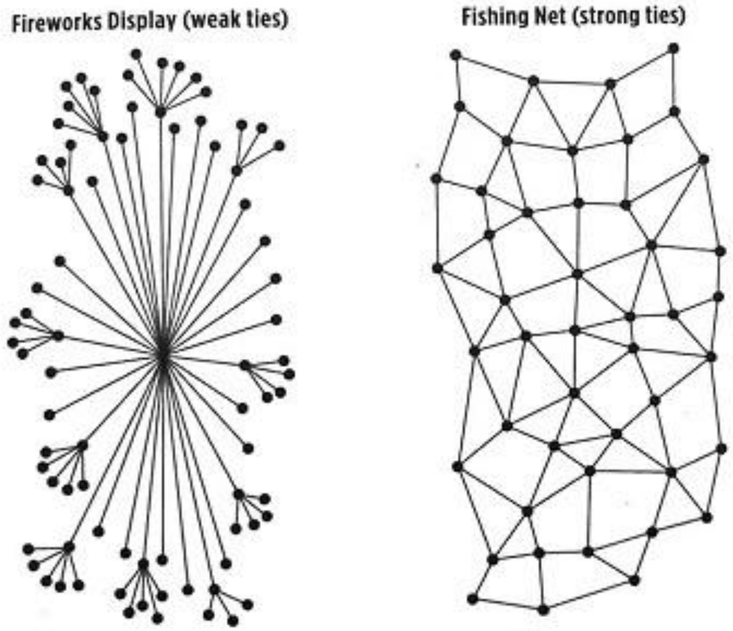
- Partnership or reach out to MoA&FW, DoA Punjab and line departments
- Data collection through Mobile Application
- Active participation of DoA, on proactive basis
- Convergence of government schemes
- Hiring the Full Capacity team (Field Operation Officers, Policy & Partnership Manager)
- MoUs with select institutes
- Research and policy brief
- Organisation of events in terms of workshops, webinars, seminars, policy advocacy at regular basis
- Audience with political leadership both at centre and states

Proposed Addition in Extension Model
Peer to Peer Communication*



(Images adapted from Baran [1962])

Network impact (peer to peer learning) has come out to be the most significant factor to influence adoption in baseline survey	Peer to Peer learning is critical - a lesson learned from campaign	450 Farmer Influencers to be onboarded for 4500 villages	One Farmer Influencer for every demo with a target of influencing 100 farmers to switch to No burn agri	This will help in building fishing-net network and potentially bring in 1,50,000 farmers under no burn practices in next two years

Proposed Communications Strategy

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Design Overall Communications Strategy, including Behaviour Change Communications

Develop easy-to-consume, culturally relevant content with appealing designs

Engage with IPs/ Coordinators to facilitate on-ground model implementation for IPs

Training of Implementation partner for expansion of dissemination

Communication Partner

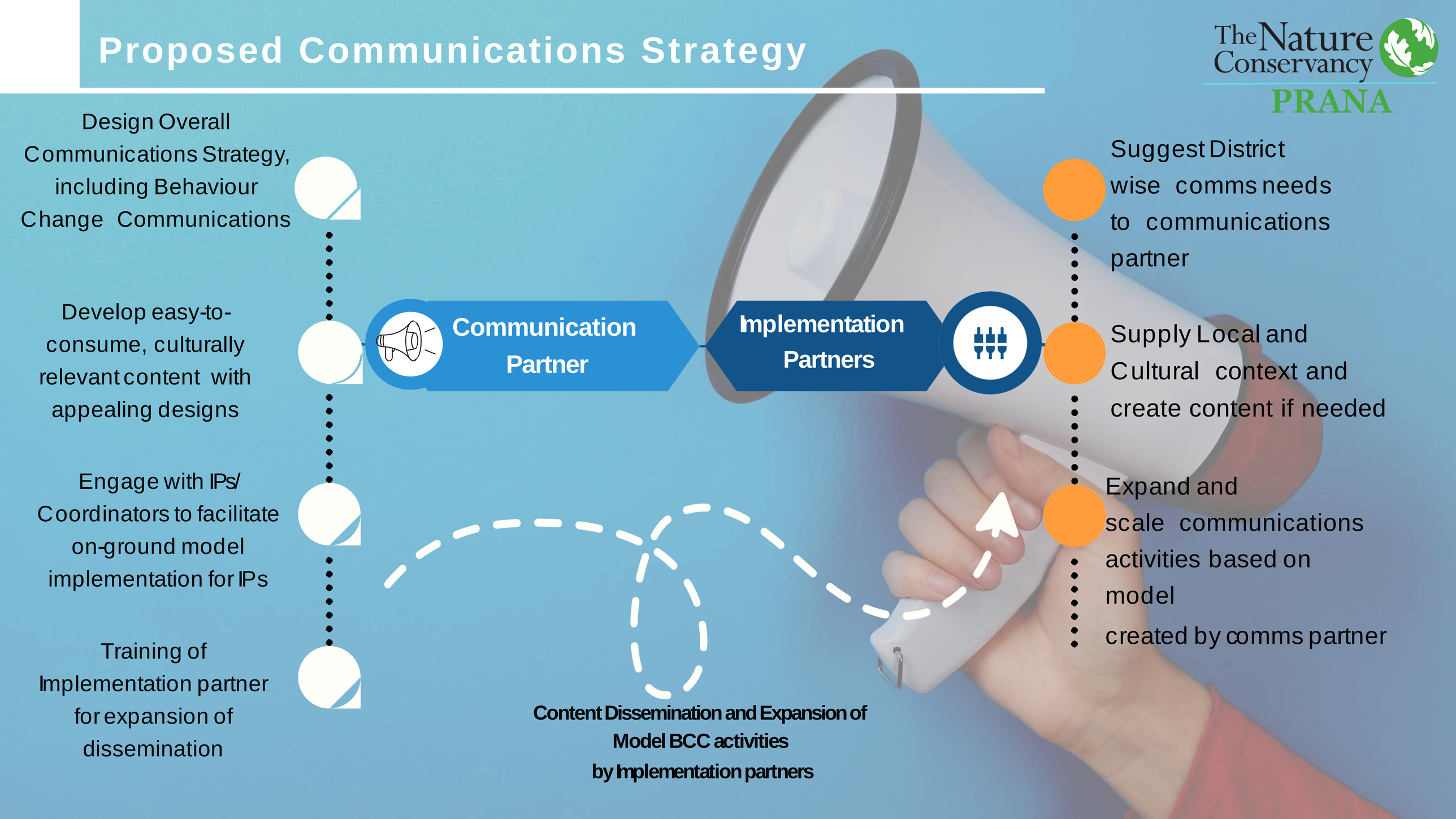
Implementation Partners

Suggest District wise comms needs to communications partner

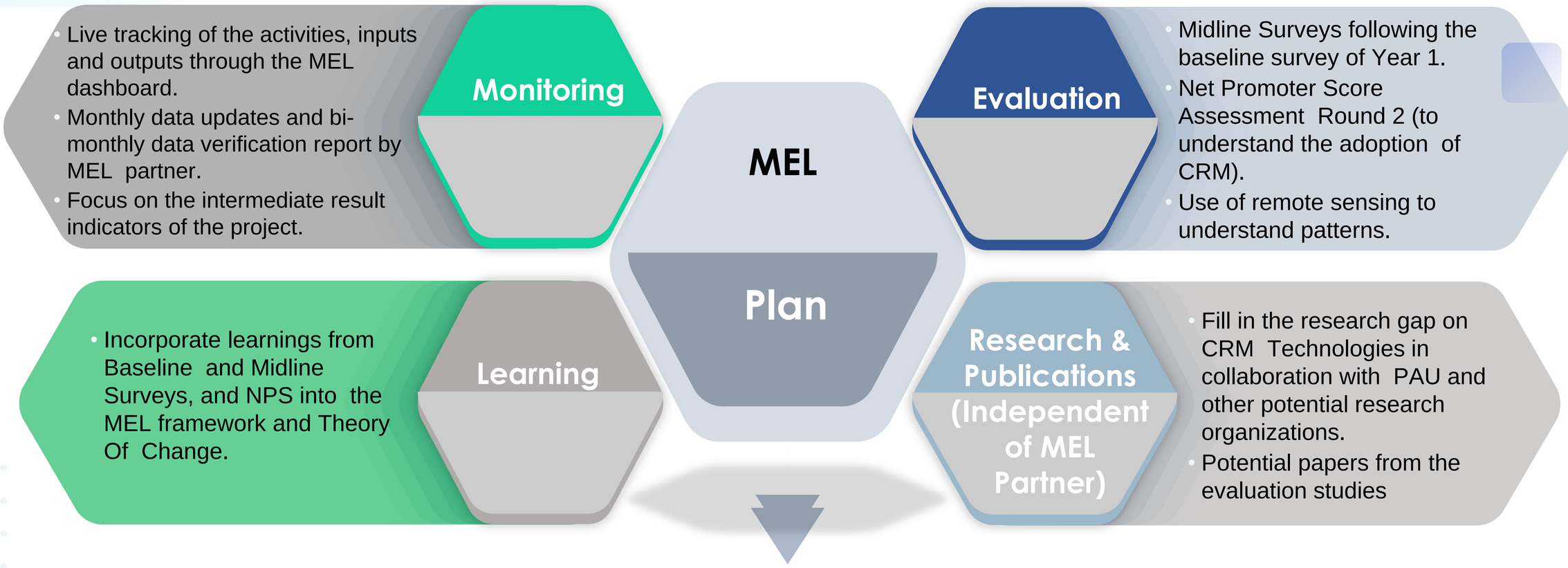
Supply Local and Cultural context and create content if needed

Expand and scale communications activities based on model created by comms partner

Content Dissemination and Expansion of Model BCC activities by Implementation partners



Proposed MEL Strategy



#Includes tasks beyond MEL partner

Way Forward

Partnerships

- Bring in New IPs and Comms Partner
- In conversations with Nestle, Walmart, Meta, ITC, J-Pal

Conservation Finance

- Carbon Credit Market partnership with one or two partners

Revolving Funds

- Provide service to farmers through revolving fund using carbon credit market fund
- Initially need to provide 3 CRM Machines to each KVK

Transitioning to Foodscape & Policy Advocacy

- Collaboration with government/s and Punjab Agricultural University and other institutes in their ongoing efforts.
- Building discourse through policy briefs

PARTNERSHIPS

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Department of Agriculture and line departments

IIT Delhi, IRMA, PAU

District registrar of cooperatives

District Education Department

ITC, Nestle, Walmart, The Nudge Institute, NARS, ICAR, FAO

Indian Institute of Wheat & Barley Research (IIWBR)

Punjab Remote Sensing Centre

J-PAL

Union Govt., State Govt., Agriculture Dept.

Implementation Partners: What Next?

	Option		No of Partners	Opportunity	Risk
1	SFI relegating AE model and integrating extension in their model	SFI works in the current 5 MCIA districts + Bring in 1 new IP	3	Both Demand and Supply for the technology will be met - New Extension model will ensure achievement of PRANA targets	• New partnerships need sometime to get foothold on the ground • SFI declining to change their model Bad mouthing
2		Reduce SFI districts + Bring in one new IP	3		
3	Bring in one or two new experienced partners (one as replacement for SFI)		3	New IPs will bring their rich experience of implementation	Management of Management of three partners will be challenging

Note: The decision on partnership will be taken by the larger group during the workshop through discussion

Appendix

Agri-Entrepreneurship (AE) As Per SFI

AE At Field Level

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The AE process begins with the selection of rural youth to become agriculture technology assistants (ATAs)	Not Implemented
Selected applicants receive training related to their main local crops. The focus is on agronomy, plant protection, markets and bank linkages. ATAs then work as interns for three to six months before becoming Agri-Entrepreneurs (AEs)	Not Implemented
An AE brings together services such as credit and market linkage, access to high-quality input and crop advisory for a cluster of about 150-200 farmers.	Not Implemented
AEs act as one-stop resource providers for the agricultural needs of small and marginal farmers.	Not Implemented
The AEs promoted by SFI are involved in various activities such as seeds and market linkage, all of which ensure an increase in farmer incomes. SFI along with their partner NGOs supervise their AEs and have strict policies in place which disengage financial support in the case an AE indulges in misleading or illicit activities.	Not Implemented

Agri-Entrepreneurship Model of Two Partners

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Particular	SFI	RGR Cell	Remarks
Onboarding of AEs	By approaching CHCs/Cooperatives/Lead farmers/GP	Identification and vetting done by *Kheti Doots*	This is a process-oriented exercise
Motivation behind participation	Not clear, AEs selected at random	Training and Orientation on use of machinery and market linkages provided to AES	Onboarding 1500 AEs in a month or two and training all the AEs is always a challenge
What was the role of AEMs? How were they engaging with the AEs?	AEMs overburdened with work due to unavailability of AEs for Extension	Efficient use of machinery mapping exercise, mapping and profiling of AEs in the region, and providing support to set up sustainable business model.	The AE model chosen by SFI does not compel AE to involve in extension activities during burning season or post season
Support to AEs	Budgetary allocation of incentive of Rs. 2500 for covering >130 acres under no-burn	In-person orientation, No financial support, Linkage of machinery with farmers' demand, Subsidy support	Either we have to incentivize the AEs covering more than 130 acre of new area or only those who supported SFI in extension activities. It raises demand from other non-AE farmers in the same area and from other IP.
Training of AEs	Online training of AEs, Expensive, largely online. Unclear with numbers of trainings conducted.	Inexpensive, in-person 3 days workshop at PAU	With no support from AE for extension activities whether it makes sense to have this formality of online training
Challenges to implement AE model	- No Participation of AEs, No training of farmers done by AEs, affected last mile connectivity - AEMs forced to involve in extension activities leading to confusion, lack of motivation	- Farmers do not pay rentals immediately after service and follow-up is a pain - Some AEs also demand the support towards purchase of new machinery/high HP tractors which RGR Cell is currently unable to support	Obviously as indicated to SFI on number of occasions there was no participation of AEs in extension activities where as in another model adopted by RGR there was no need for AEs to participate except focusing on servicing the farmers.

CONSIDERATIONS TO MODIFY THE B&C PLANNED APPROACH

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- **Achieving 250K farmers successfully implementing CRM technologies in 3 years is an ambitious objective**.
- **A pilot Year 1, implementing three field implementation approaches puts extreme pressure on Year 2 to scale up. Among other things, it requires**:
  - Expanding intervention from ~350K to 1.2 Million farmers in a single farming season
  - Recruiting, training, and placing in the field in a couple of months:
    - ~500+ Filed Officers
    - ~400+ AEs
- **Continuous and close engagement with farmers is needed to build trust.**
  - In agriculture, one calendar year equals one cropping season (Rice/Wheat), one single opportunity to work towards the mind shift
  - Implementing learnings from Year 1 will be extraordinarily hard in only two years.
- **The approach proposed – integrated Field Officer, AEs, Digital Technology - supplemented by behavior change interventions is the highest potential set of interventions**
  - Considered as the best ones by the analysis conducted by TNC so far.