

digitalGREEN



ANNUAL REPORT 2014 - 2015



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3,785

Videos Produced



7,905

Villages Reached



434,496

Video Screenings



1,082,132

Uptake of Practices



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LETTER FROM OUR LEADERSHIP

The year 2014-15 was an exciting one for Digital Green as we deepened our impact and reach in India, scaled our work in Ethiopia, and extended our model into the health and nutrition sectors, where we saw possibilities to improve lives in new ways. Our work with the National Rural Livelihood Mission (NRLM) in India, which began in Andhra Pradesh and Bihar, expanded to seven other states, and we are excited by signs that the Digital Green approach is increasingly getting integrated with the core work of the NRLM. We established an office in Addis Ababa, Ethiopia, broke new ground in Afghanistan and Niger, and began pilots in Tanzania and Mozambique, while expanding our work in Ghana.

In 2014, we also took exciting steps to test our model in the nutrition and health sectors, learning valuable lessons and informing the research on how community-mediated video instruction can influence the way mothers take care of themselves and their children.

As rural populations rapidly adopt new technologies, we are constantly looking for ways to tap into the transformative potential that accompanies new tools and new ways to use video, voice, radio and mobile technologies. At the same time, we maintain our focus on the importance of the user rather than the tool.

The foundation of our work is our partnerships, without which our growth would be impossible and our ambitions would go unrealized. Critical support from the Bill and Melinda Gates Foundation (BMGF) and the UK's Department for International Development (DFID) has enabled us to expand our impact, even as we launched new initiatives with United States Agency for International Development (USAID) in Ethiopia, Ghana and Afghanistan. We attach huge importance to our partnerships, not only for the support they give us but also for challenging us to evolve in new ways. Like all good partners, they also hold us to a high standard.

Through this exhilarating journey, we hold onto our core values of humility, excellence, accountability, empathy, and integrity. These have guided us as we expand our aspirations on the impact that we can have as an organization.

We hope you will join us in the coming year as we continue to test and improve our approach, travel to new places and tackle new challenges. We look forward to your support and partnership as we strive to realize our mission to integrate innovative technology into global efforts to improve human well-being.



Insights

- Successful integration of our approach with government systems requires meaningful engagement from national to local levels.
- At the village level, the quality of our training improves by increasing the engagement of the community viewers at the video screenings, enabling them to hold the mediators that screen the videos accountable. Increasingly, village groups take on overseeing these mediators which improves the consistency and follow-up of the training delivery.
- When translated into different languages, videos can become a catalyst for local government partners to expand their work into new areas, reaching previously unserved populations.

SCALING IMPROVED LIVELIHOODS FOR SMALLHOLDER FARMERS IN INDIA

Our partnership with Government of India's National Rural Livelihood Mission (NRLM) scaled new heights in 2014. As a designated National Support Organization, we deepened our support in the areas of knowledge management, capacity building, quality assurance and technology development.

At the state level, we successfully integrated our approach within the State Rural Livelihood Missions (SRLMs) of Andhra Pradesh and Bihar. This year we also introduced our approach to support extension activities of SRLMs of Chhattisgarh, Jharkhand, Karnataka, Madhya Pradesh, Maharashtra, Odisha and Rajasthan. In addition to training frontline workers in our video production and dissemination approach, we are also now helping to improve the content of the practices that are being promoted by providing subject matter specialists and technical experts to improve the training material.

Our sustainability strategy is realized when key partners take on parts of our approach and make it their own. This is happening as NRLM increasingly integrates our approach into their training and budgeting cycles. We combine this focus on integration with capacity building and through an open dialogue on our role as our partners' capacity increases.



Partners

NRLM and State Rural Livelihood Missions of Andhra Pradesh, Bihar, Chhattisgarh, Telangana, Madhya Pradesh, Karnataka, Maharashtra and Odisha, Mahila Kisan Sashaktiaran Pariyojna (MKSP) partners in Karnataka, Maharashtra and Odisha.



Geographies

Andhra Pradesh, Bihar, Chhattisgarh, Telangana, Madhya Pradesh, Karnataka, Maharashtra and Odisha.



Investors

Bill and Melinda Gates Foundation



592

Videos Produced



4,718

Villages Reached



161,024

Video Screenings



554,029

Uptake of Practices

Insights

- Successful integration and sustainability require identifying and improving specific core functions of the existing system. For example, we are enhancing the training of extension agents by integrating our approach into the curriculum used by the vocational-technical universities from which extension agents graduate.
- When extension agents screen videos featuring public health messaging to farmer development groups, mostly comprising men, and coordinate those screenings with community health workers showing the same videos to women's groups, there is greater uptake of both agriculture and health-seeking practices.



PROMOTING AGRICULTURAL GROWTH IN ETHIOPIA

In Ethiopia, we are augmenting the government's commitment to agricultural growth by using technology to benefit more farmers. Having demonstrated that our approach increases farmers' uptake of better agriculture practices, we built upon our work with the Ministry of Agriculture and started scaling our approach across four major regions of the country, Tigray, Oromia, Amhara and Southern Nations, Nationalities, and Peoples' Region. Ethiopia's National Agriculture Extension Strategy incorporated aspects of our approach to address key information and capacity constraints facing their extension agents.

We are applying our approach to help farmers from seed to market for key crops and opening new avenues to apply our approach with businesses and processors of wheat and teff, used to prepare Ethiopia's famous injera.

We are also converging agriculture and health messaging by coordinating with both the Ministry of Agriculture's village extension agents and the Ministry of Health's community health workers.



Partners

Federal Ministry of Agriculture, Regional Bureaus of Agriculture, Oxfam America, Sasakawa Global 2000, International Development Enterprises



Geographies

Amhara, Oromia, Southern Nations, Nationalities, and People's Region, Tigray



Investors

BMGF, DFID, USAID



67

Videos Produced



533

Villages Reached



6,492

Video Screenings



27,765

Uptake of Practices



Insights

- It is vital to include key community influencers such as husbands and mothers-in-law in conversations around health and nutrition behaviors. Creative storytelling, whether through video or in-person facilitation, is essential to make messages compelling.
- Frontline health workers embrace the use of videos as job aids that reinforce their work. This approach has the additional benefit of enhancing health workers' capabilities and increasing their motivation.
- Among participants that have only been watching videos featuring agricultural practices, including health messages can increase attendance at community group meetings, and many viewers spread messages to others in their community after viewing the videos.

PROMOTING NUTRITION SECURITY AMONG RURAL COMMUNITIES

We extended our approach to promote healthy behaviors among rural women and children to improve their nutritional status in India, Ethiopia and Niger through two different channels: integrating our video production and dissemination approach with frontline health workers' activities, and also by using our approach to promote the production of nutritious food. We found that a large number of lactating mothers adopted practices that improved their and their newborns' health when counselled by a health worker using a video on a pico projector. We also brought together important agriculture and nutrition messages to increase dietary diversity, increase the consumption of micronutrients, high-protein foods, and iron and folic acid supplements for pregnant women. In Niger, we are applying our approach toward the prevention of stunting and maternal and child anemia in the critical first 1,000 days life.



Partners

India: PATH, Project Concern International (PCI), Real Medical Foundation (RMF), Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) consortium; and Voluntary Association for Rural Reconstruction and Appropriate Technology (VARRAT)

Ethiopia: PATH

Ghana: Hope for Future Generations (HFFG)



Geographies

India, Ethiopia and Ghana



Investors

DFID



73

Videos Produced



529

Villages Reached



21,061

Video Screenings



53,420

Uptake of Practices



Insight

Developing mobile applications that take advantage of the increasing prevalence of smartphones will become more important as more rural poor gain access to them.

INTEGRATING TECHNOLOGIES FOR QUALITY TRAINING

Core element of our work is training our partners and frontline workers to produce and share local videos featuring practices that improve the wellbeing of rural communities. In order to reach more people more quickly, we are enabling trainers to improve the quality of training taking into account how trainers learn and pass along knowledge and information. This model uses clear and simple language, peer-learning in groups, creates a motivating learning environment and assesses participants objectively. Videos are interspersed with discussion and practice opportunities and supported by a mobile application for trainers to streamline the training and collect feedback data. We find that this new training design is easy for trainers to replicate and we are increasingly enabling partners to conduct these trainings themselves.

To help our partners use a consistent approach to how videos are produced and shown, we curated a set of curricula of videos. Partners can learn and share from each other through this rich, high-quality content repository. These permanent collections of videos can be used beyond the partners we directly work with and enable rapid scaling to new regions. Our video repository has garnered over 1.2 million views in 2014 alone, pointing to the demand and relevance of quality content.

INCREASING INCOMES THROUGH IMPROVED MARKET ACCESS

Our work began with helping farmers to produce more and better quality produce, but increasingly we are also helping them to earn more at the marketplace. We are making use of our wide network of extension agents and community workers to help farmers link with the buyers and sellers, and with companies who want specific product at a certain level of quality. Getting better information about those quality standards informs the content of our video training, which helps farmers meet them and earn a better price at the market.

In Ghana, our expanded work with the World Cocoa Foundation engages directly with cocoa companies, making the connection between demand and supply in order to raise farmers' incomes.

In Bihar, India, we launched a project to enable vegetable farmers that were already attending video screenings to aggregate and transport their produce to local markets.



Insights

- Farmers are quick to adopt new behaviors when they realize tangible and immediate value that comes from improved performance in the market.
- A focus on specific commodities enables us to take our approach for exchanging information to new levels by directly addressing constraints farmers face and allowing them to better engage with markets.



Insights

- Reaching scale can be realized when others pick up our message and promote it widely, maximizing the use of mainstream media channels such as television.
- Engaging the growing urban, middle-class population in India with the people and issues of rural areas can be fun and personally engaging for wide audiences.
- Making the link between urban and rural communities also enables farmers to see themselves in a new light as they become a part of mainstream media and farming no longer has to be seen as a vocation of last resort but rather a career of choice.

BRINGING TOGETHER URBAN-RURAL COMMUNITIES IN INDIA

India is rapidly urbanizing. Today, urban consumers everywhere are making decisions that impact farmers more than ever before, yet most city dwellers are unaware of the influence they wield in rural areas.

Toward this end, Digital Green has taken steps to engage urban consumers in the rural agriculture conversation through interactive, online platforms like Farmerbook and Wonder Village. Digital Green also supported the production of a reality television series in India, Green Champion, which aired on NDTV and was sponsored by Godrej. In it, contestants compete to solve environmental and rural challenges. At Digital Green, we seek to give rural India a big stage for farmers, heroes in their own right, to learn and share with one another. With Green Champion, we introduced the twist of developing a broadcast reality television series that focuses on real issues in the local environment, ranging from cooking nutritious meals to setting up rainwater harvesting units, that viewers can do in their own lives. The show has attracted 2 million viewers so far.

A photograph of a man with dark, curly hair and a light beard, wearing a white patterned shirt. He is looking down at a smartphone held in his hands. The background is a bright, sunny outdoor setting with green trees and a blue sky with some clouds. The lighting is natural, suggesting daytime.

Insights

- Coordinating messages through multiple channels is a powerful tool to motivate communities to take up new practices.
- Creating a community of extension agents helps them reinforce the messages they learn and improves the way they train farmers. Learning about others' challenges and promoting ways for extension agents to share problem-solving tactics improves motivation and retention. It also improves the quality and the frequency of feedback from village facilitators, which can be incorporated into the production of new videos.

USING MULTIPLE MEDIA CHANNELS TO REACH MORE FARMERS

Technology paired with development efforts can be a key part of improving well-being among the world's poor communities. Every tool must be adapted for the specific location. We have designed a set of technological solutions to reach more rural communities, improve retention of our training, and gather better feedback and information about what works. In Ethiopia, we are using multiple channels of communication that reinforce one another as a means to generate mass awareness (radio), influence behaviors (facilitated video), as well as reinforce messages and serve as a feedback mechanism (mobile).

A new USAID grant also positions us as the lead for a consortium to reach over a million smallholder farmers in Ethiopia (Amhara, Oromia, Southern Nations, Nationalities, and People's Region and Tigray) by 2017. The project is beginning to provide relevant information on agronomic practices and market prices, through participatory video and radio broadcasts, automated messaging to the basic cell phones that are increasingly pervasive in rural communities, and mobile applications to capture feedback and usage data on a near-real time basis. We are also upgrading the Government of Ethiopia's call-in service to include a question-and-answer function to better engage farmers and trainers, and enhance the quality of the feedback.

OUR PARTNER NETWORK

NIGER
Implementation Partner:
SPRING
Strengthening Partnerships, Results,
and Innovations in Nutrition Globally

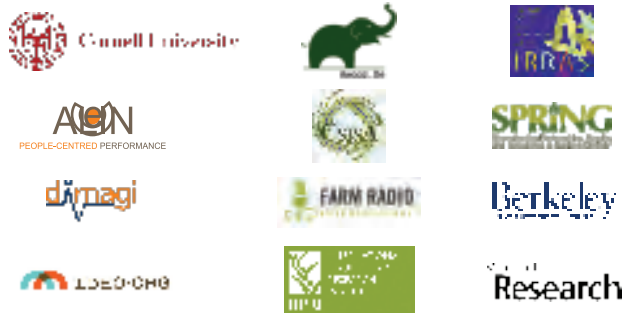
GOVERNMENT PARTNERS



INVESTORS



RESEARCH AND TECHNOLOGY PARTNERS



GHANA
Implementation Partners:



TANZANIA
Implementation Partner:



AFGHANISTAN
Implementation Partners:



UTTAR PRADESH
Implementation Partners:



BIHAR
Implementation Partners:



MADHYA PRADESH
Implementation Partners:



JHARKHAND
Implementation Partner:



CHHATTISGARH
Implementation Partner:



ODISHA
Implementation Partners:



MAHARASHTRA
Implementation Partners:



ANDHRA PRADESH
Implementation Partners:



ETHIOPIA
Implementation Partners:



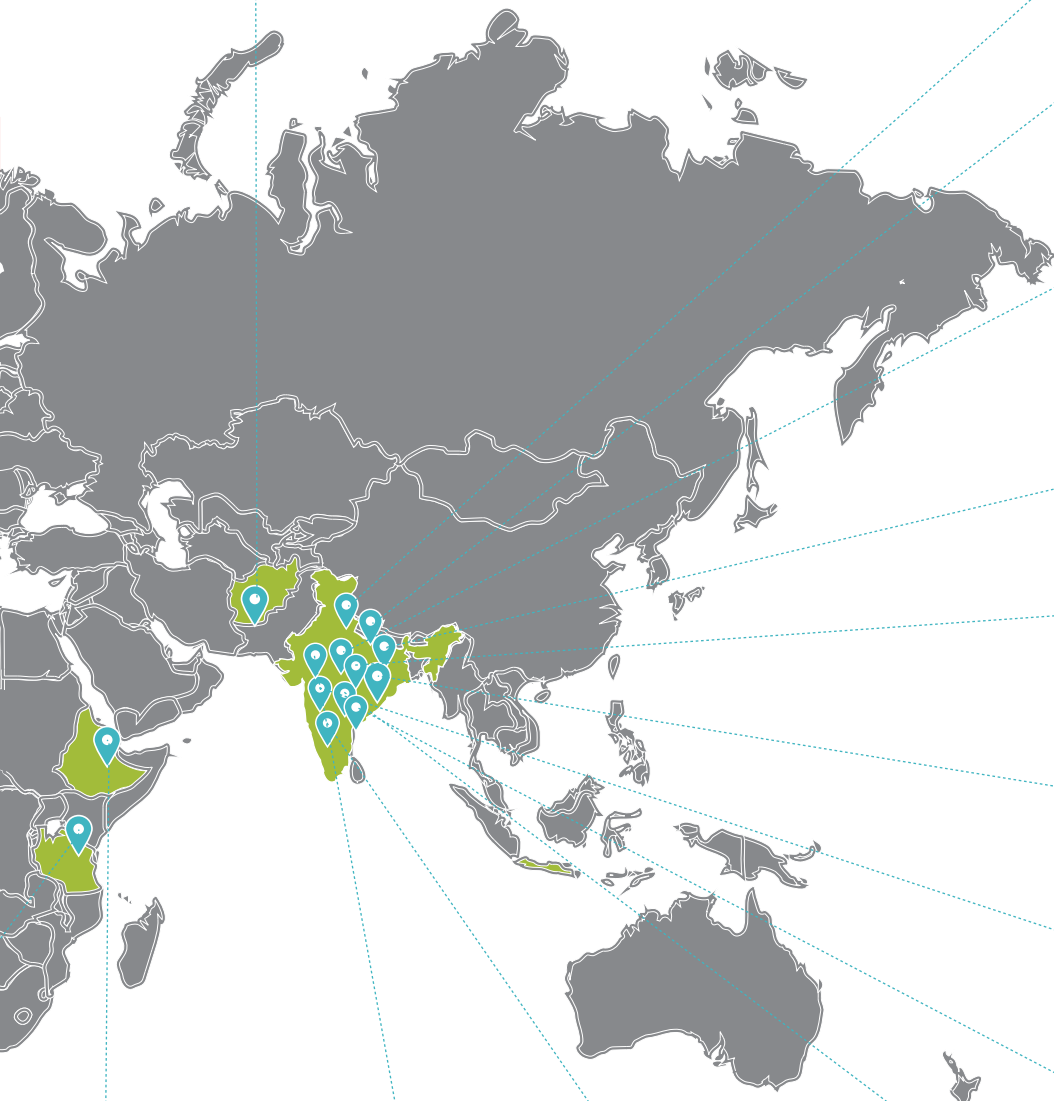
RAJASTHAN
Implementation Partner:



KARNATAKA
Implementation Partners:



TELANGANA
Implementation Partners:



PEOPLE

EXECUTIVE LEADERSHIP TEAM



Rikin Gandhi
Chief Executive Officer



Vinay Kumar
Chief Operating Officer



Neeta Vinay
Chief Financial Officer



Saureen Shah
Chief Technology Officer

THE DIGITAL GREEN FAMILY



BOARD MEMBERS IN THE U.S.



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University of Michigan



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SkillStore



Eric Walker
Co-founder Inside NGO



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& Senior Policy Advisor
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Fellow, Berkman Center
for Internet & Society,
Harvard University



Soumen Biswas
National Mission Manager
NGO Partnerships,
National Rural Livelihoods
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Akshayakalpa



Aishwarya Ratan
Director of Monitoring,
Research and Evaluation
Women for Women
International

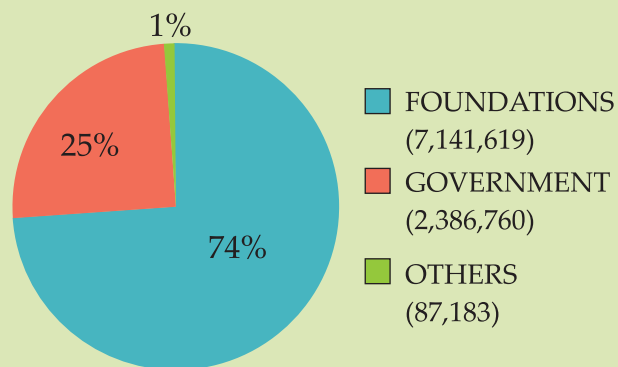


Indrani Medhi
Researcher,
Microsoft Research India



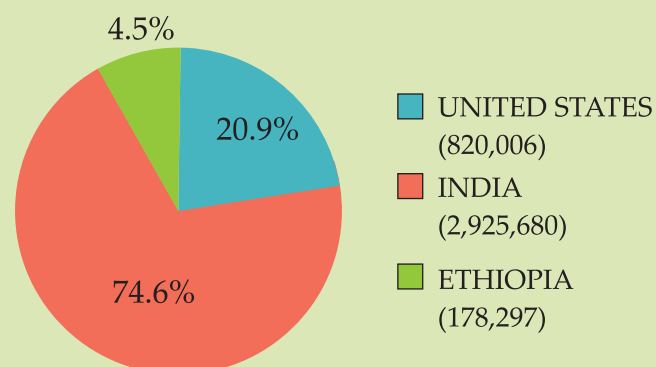
Tejesh Shah
Director,
Topos Developers

REVENUE SOURCES



Total Revenue 9,615,562

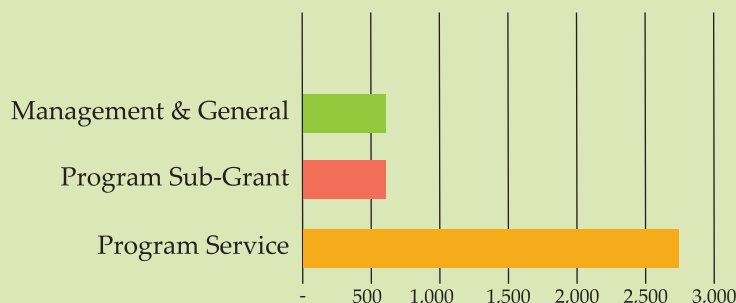
EXPENSES BY COUNTRIES



Total Expenses 3,923,982

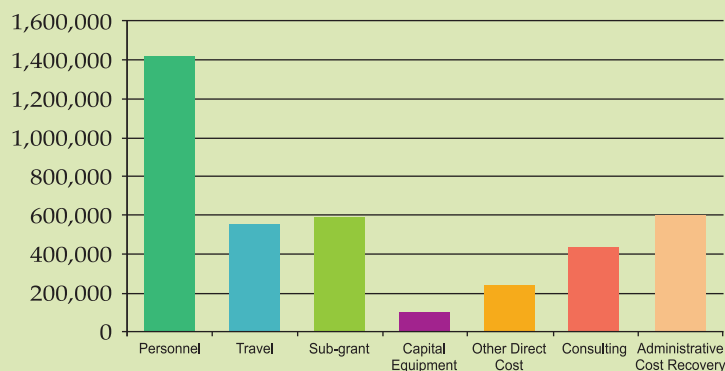
EXPENSE ALLOCATION

Program Services	2,733,308	69.7%
Program Sub-grant	586,412	14.9%
Management & General	604,262	15.4%
Total Expenses	3,923,982	

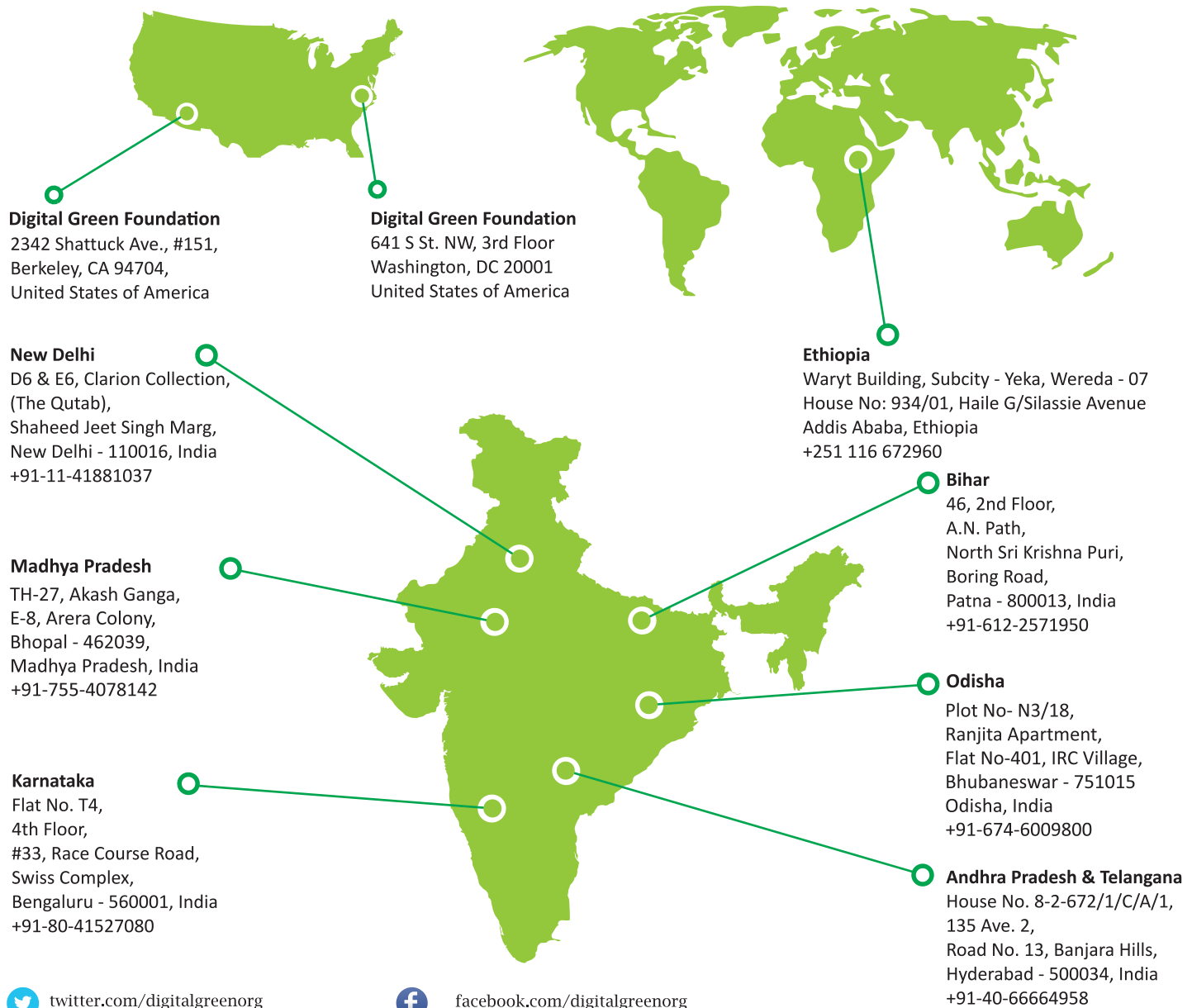


EXPENSE BY LINE ITEMS

Personnel	1,420,912	36.2%
Travel	555,096	14.1%
Sub-grant	586,412	14.9%
Capital Equipment	91,787	2.3%
Other Direct Cost	237,387	6.0%
Consulting	428,127	10.9%
Administrative Cost Recovery	604,262	15.4%
Total Expenses	3,923,982	




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