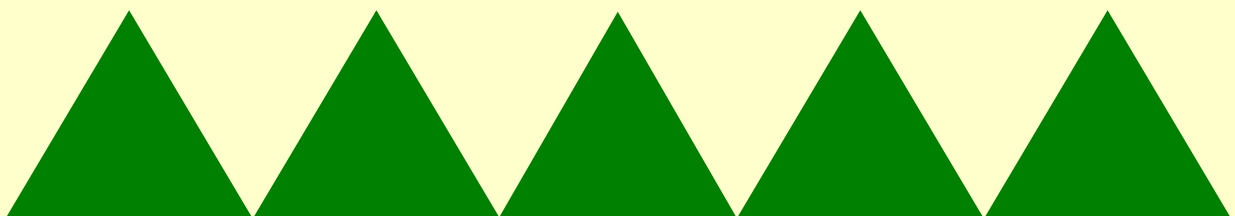


# ARAVALI

ASSOCIATION FOR RURAL ADVANCEMENT  
THROUGH VOLUNTARY ACTION AND  
LOCAL INVOLVEMENT

## ANNUAL REPORT

2010-11



## Table of Contents

Chairman's Note	2
Foreword	4
About ARAVALI	6
Capacity Building Support to partner NGOs	8
Evolving approach of NGO's rapid appraisal:	12
Rapid appraisal of NGOs in the districts	12
Stakeholders' Interface Workshops	15
Initiation of state level GO-NGO dialogue	16
ARAVALI Staff Capacity Building	18
Programme Reports	20
Other Assignments	31
ARAVALI Team (as on 31 <sup>st</sup> March 2011)	36
Members of General Body of ARAVALI	38
Members of Governing Council of ARAVALI	41
Financial Statements	43
Information on ARAVALI	47



## Chairman's Note

---

Dear Friends,

ARAVALI was initiated as a result of the joint effort of the Government of Rajasthan and a few leading voluntary agencies in 1994 to promote innovations in development and act as an interface between the Government and the voluntary organizations. It began its formal operations in 1997. It has completed its 15 years of active existence and has made significant contribution in promotion and strengthening of the voluntary sector in Rajasthan. It is a unique organization in terms of its unique mix of governance represented by Civil Society Functionaries and Senior State Functionaries in her three tier decision making bodies namely General Body, Governing Council and Executive Committee.

The year 2010-11 witnessed strengthening of its regional presence in the state through its Regional Resource Centres in Ajmer, Jodhpur, Kota and Jaipur.

The ARAVALI team worked tirelessly to continue the process of building human and institutional capacities of 40 small and medium sized NGOs in 14 districts of eastern and western regions of Rajasthan under its initiative "*Building Institutions that Can Challenge Poverty-(BICP)*" through its Regional Resource Centres located in Kota and Jodhpur respectively. The support for this initiative in eastern Rajasthan was extended by the Paul Hamlyn Foundation (PHF), UK and in western region by the Jamset Ji Tata Trust (JTT). The professional team of ARAVALI handled diverse and specific issues pertaining to strengthening organizational systems, processes and programming of the partner NGOs. The implementation of the *BICP* is raising expectation of the small NGOs of support from ARAVALI. This would be a challenge for us to cater to their expectations. I would like to thank PHF and JTT and the AKF for their liberal support and guidance in this endeavour of Human and Institutional capacity enhancement.

It is equally important for me to share that with the support of Aga Khan Foundation, a known international development organization, ARAVALI has been able to experiment and innovate process, approaches and methodology for identification of the poorest of the poor. This approach known by *Family Livelihood Resource Centre* (FLRC) was experimented and grounded in partnership with 7 Partner NGOs in 6 districts and so far has been able to demonstrate the effectiveness of this approach in identification and understanding the lives and livelihood of the families identified. In this approach family is at the unit of intervention and enabling access to entitlement is the prime focus. Based on the engagement with the families and using the livelihood framework, pilot on Livelihood interventions is being designed to be executed in the next financial year to test out livelihood intervention approach under this FLRC initiative. I extend my gratitude and thanks to our long standing partner AKF which has allowed us to explore and experiment on poverty targeting and livelihoods of the poorest and vulnerable.



Further, ARAVALI has been successful in providing platforms to voluntary organisations in the State for annual interface with the government through "Samvad" where Honourable Chief Minister along with Principal Secretaries and Secretaries of the different Departments of the state Government directly have dialogues with the representatives of the lead voluntary organisations of the State every year. I am happy to share that this has been worthwhile for the government in terms of valuable inputs from voluntary organisations in the form of suggestions for the State Budget for the year 2011-12. I am hopeful that this dialogue between Government and NGOs will go a long way in evolving pro poor policies by the state and bringing the issues of marginalised and the vulnerable population to the fore so that they get focus that they deserve from the Government.

I am hopeful that ARAVALI will untiringly continue to strive for the strengthening of the voluntary sector in the state. I would take this opportunity to invite all the development stakeholders to come together and strengthen the efforts of ARAVALI with a view to stimulate socio-economic development of the state.

**Mahendra Jeet Singh Malviya**

Chairman, ARAVALI  
Minister for Rural Development & Panchayati Raj,  
Government of Rajasthan



## Foreword

---

By going ahead with the agenda of regionalization, with the usual mix of failures and successes, we have been able to pitch *ARAVALI as an Organization of Some Relevance* for almost all the stakeholders we are accountable to. Amongst the key challenges we faced in the past two years have been the Dual Transitions of Regionalization and Fellowship mode of functioning. Since 2008-09 there have been CHANGE in the organizational journey. Our efforts have been to go slow on the sectoral programming front and re-build the organizational development and institutional development work of ARAVALI. Paul Hamlyn, JTT and AKF have responded very positively to these efforts.

ARAVALI continued to innovate and experiment new approaches and methods to bring about change in the lives of people in the bottom of the pyramid. Under our Family Livelihood Resource Centre (FLRC) initiative, the segments of poverty allowed us to look for new avenues to address the socio-economic and health issues of each identified family segments. These family segments were scientifically identified under the FLRC initiative on the basis of the critical factor pushing the family into the poverty trap. One such segments was of people affected by the Silicosis as a result of their constant and long exposure to the Silica dust emanating from the unauthorized mines in the district of Karauli, where the adult male members of the identified household worked as daily labourer. The constant exposure to Silica amongst mine workers had seriously impacted their health and rendered hundreds of young widows in several villages. To address the issues of this very specific segment, ARAVALI could forge linkages with technical institutions such as National Institute of Miner's Health (NIMH), which helped in proper diagnosis of these people paving way for the realization of their entitlements. The other such segments identified were indebtedness, use of substance addiction, etc. Most important, we could *establish entitlements* (as instituted by the government under various Acts) *as a sixth dimension of the livelihoods for the poorest* which require special focus to make them accessible to those who are eligible and impact their lives immensely. We believe this will have far reaching consequences for the work of ARAVALI, its partner organisations and the community at large.

During the process of the assessment of the organisation to prepare Support Action Plan for strengthening of the small and medium organisations, it came out clearly that governance of the organisations is an area that requires a greater focus. Therefore, team, after due initial assessment, prepared a package of support for improving governance and programming of the organisations. As part of this process, workshops were organised with the office bearers of the organisations for preparing governance baseline, governance improvement plan and review of the implementation of governance improvement plan. ARAVALI also introduced Governance and Programming Fellowships for the heads of the partner organisations in eastern Rajasthan with the objective to bring governance in focus.

The engagement of the teams at regional level intensified at regional level. This necessitated ARAVALI to also gear up its team for engagement and thus the regular capacity building of ARAVALI Team became crucial in order to provide quality accompaniment support to NGOs. In the first three quarters of the year, focussed



capacity building programmes were organised for the team. In addition, team forum provided an opportunity for sharing and learning and the team members in leadership positions met in leadership forum on regular basis to share and review the work.

Team members' capacity buildings were mainly focussed during the first three quarters of the year. The intensity of engagement with the partner NGOs also increased at the regional level with a specific focus to build their capacities. The team felt the need to interact regularly in the team forum meetings and the team members in leadership positions met in leadership forums on regular basis to share, review and also to provide opportunities for peer learning.

The culture of debating, deliberating, brainstorming and discussion is highly ingrained in ARAVALI Team which have led to better planning and execution of ARAVALI programmes and projects. This strength was put to use in conceptualising strengthening of governance process in partner NGOs, initiating Governance and Programming Fellowship, mission outreach of partner organisations, facilitation process for organisational development and many more during the process of implementation of capacity building programmes for the partner organisations.

Development of Rapid NGO Assessment (RNA) as a tool for NGO scoping is a good example of the team effort, which was designed and developed with a specific purpose of assessing NGOs working on the national flagship programmes in the districts. The team used this tool to understand NGOs and their environment in the district. Conducting of the RNA process helped team understand the ground reality of development scenario in the districts. This helped in initiating stakeholder interface in the districts aimed at providing a platform to government officials, NGO functionaries, and PRI members to come together and share their experiences, best practices and the development challenges in the district. These interface have facilitated in initiating building of environment for collaboration. However, these efforts have to be made continuously.

Nonetheless, promotion and development of the voluntary sector in the state require financial resources, professional expertise, dedicated and skilled cadre of professionals, and support of the state. However, these prerequisite continues to be the challenge before ARAVALI, in particular (a) to convince development aid agencies for their generous financial support and to garner support of the State Government to invest in developing and strengthening of the voluntary sector. (b) Human resource turnover has been a major challenge and constraint. The Capacity building inputs for enhancing the skills put in for existing staff doesn't translate into expected outcomes for the organization and project initiatives, if they leave the organization. The new staff takes time to understand the initiatives done by the organization and by the time the person gets oriented, he or she leaves the organisation. (c) To address the expectations of diverse stakeholders associated with the organisation is also an immense challenge.

Despite the challenges and constraints, we at ARAVALI are hopeful of continuance of receiving support and guidance from the State Government, development aid agencies, partner organisations and well-wishers.

**ARAVALI Team**



## About ARAVALI

---

Association for Rural Advancement through Voluntary Action and Local Involvement- (ARAVALI) is registered under the Rajasthan Societies Registration Act 1958. The Association was conceptualised as a GO-NGO (Government-Non Government) and initiated by the Government of Rajasthan in 1994 with a purpose to encourage, promote, and assist voluntary actions, to stimulate rural development, to build capacities, and to act as data bank for the development agencies and the government, and to undertake research, publish papers on issues of public importance.

The Vision statement of the Association informs and guides the mandate for the initiatives undertaken as part of her operations which revolves around strengthening and promotion of the voluntary sector. The relevance and applicability of the Vision Statement appears more and more applicable as we see a diversity of institutions engaging in the challenge of inclusive development in present scenario. The engagement with Panchayats and Corporate Sector with a view to bring synergy into developmental efforts also derives from this Vision of ARAVALI.

### **Vision Statement**

*All round and large scale development of communities requires a combination of efforts and approaches which cannot be solely provided by any one agency or system. To ensure that the benefits of development reach the poor in particular, and people in general, it is necessary that different agencies working for development pool their strengths and become partners.*

*Within this context ARAVALI intends to ensure that there are an increased number of effective voluntary organizations working closely with marginalised communities in every district of Rajasthan and that an enabling environment is developed within which the government and these organizations can form effective partnerships.*

## Gearing up to meet the challenges of change in programming

---

During the year 2010-11, organisation was passing through two major areas of change in the programming of ARAVALI - *Regionalisation and Fellowship*. Regional Resource Centres (RRC) are different from central office. There are two aspects to it – one resource centre and secondly as regional centre to work on the regional issues and priorities. However, regionalisation should not be understood as regionalism. How much we can spread – there is a limitation of human resource as below.

- Appointments are as project appointment but able to take on the regional issues /challenges.
- There are Challenge of retention of staff
- Challenge of developing into ARAVALI staff and not remaining RRC staff.

Both these changes of Regionalisation and Fellowship are grounding gradually. We have mixed experience of regionalisation. The Eastern Regional Resource Centre



(ERRC) and Western Regional Resource Centre (WRRC) have had projects which has helped them to root regionalisation whereas Central Regional Resource Centre (CRRC) and Jaipur & Southern Regional Resource Centre (JSRRC) did not have that opportunity. The stakeholder base in both ERRC and WRRC have expanded tremendously and to a large extent they are on the path of the regionalisation as conceptualised.

The organization expanded its outreach in the Western and Eastern Regions of the state. The ERRC and WRRC facilitated in reaching out to small and medium NGOs and helped in intensification of the process of human and institutional capacity enhancement of small and medium organisations. The focus on organizational governance informed by stakeholders' expectations has been a major programming movement in our work on Institution Building.

The fellowship too has grounded. During the year, five typologies of ARAVALI Fellowships were offered to our partner organisation covering strengthening of organisational systems and process, improving organisational governance, livelihood programming and seeding of organisation. Fellowship requires fellows to help inculcate professionalism in their work. This mode of building of human resources in the organisation is supported through accompaniment, mentoring and regular review by the Programme Team.

Team building at RRC level has also been a challenge. The role of the leaders at RRC is to work continuously to build up its team. Challenges in regionalisation are of multiple dimensions and it requires to have a good team and a leader.

- A good leader to manage the change, take the team along with the change, build the team, continuously strategizing the next steps to meeting the new challenges
- Must have required team strength and a pool of varied capacities and competence.

A system of Regional Leadership Development at ARAVALI was introduced. As part of this, Leadership Forum was initiated wherein Regional Coordinators and Central Office senior functionaries deliberate on issues of regional identity, mechanisms for building regional organizations, and peer exchange around challenges of building strong regional teams. The Forum meetings are rotated across RRCs so as to provide a contextual setting and dedicated time to this important mechanism of building an Empowered and Dispersed Leadership within ARAVALI.

ARAVALI continued to invest in the capacities of her staff through in-house and customised capacity enhancement programmes on organisation development, FLRC approach and facilitation skills. Broad-basing of ARAVALI's learning and capacities within the organisation and of initiatives and representation outside, has been an ongoing effort and standing policy of ARAVALI's leadership, and year 2010-11 was no different.

The next sections of the report capture our experiences and insights as we strove towards realising the intermediate goals of the organization.





# Capacity Building Support to partner NGOs

## *Exploring new paths in organisation development*

A centrality of ARAVALI's support offerings to voluntary agency is the Human and Institutional Capacity building.

During Year 2009-10, the human resource support to the organisation was changed to Fellowship mode. This modality of human resource support is not merely salary contribution or part honorarium but goes much beyond this. This change was initiated as a strategy to bring in professionalism in the local human resource engaged in small and medium organisation being supported by ARAVALI. The focus of the fellowship were developing knowledge, attitude and skills (KAS) of the Fellows. It is envisioned that over a two-three year period, this form of support will lead to building the professional capacity of the partner organisations to an extent where it can manage the dynamism in its development environment and in community level issues with a professional and systemic approach, while continually building the capacities of its human resources and ensuring the retention of its key staff.

### **ABOUT FELLOWSHIP MODE OF SUPPORT**

The ARAVALI Fellowship aims to build individual and organisational capacities of small and medium, credible organisations through the placement, on-field accompaniment, mentoring, and need-based training of a chosen team member either already employed by the concerned organisation or specifically selected and brought in from outside. These marked team members in partner organisations are called **ARAVALI Fellows** who are provided structured accompaniment in line with organisational, community, and external context to help them graduate into professionals who could catalyse desirable change in the functioning of their respective host organisations.

ARAVALI believes that the capacity to understand the following remains at the core of Fellowship:

- Community
- Sector and an up-date of cutting-edge community development issues
- Ability to apply concepts, design interventions, and seeding new ideas, piloting new ideas in collaboration with other individuals and institutions
- Implementing projects (better understanding, new tools, access to knowledge resources, access to networks)
- Dedication and resilience to struggle successfully through the learning cycle

While the Fellow's Assignment is a crucial element in the Fellowship mode of support being attempted by ARAVALI, we believe that every Fellow should also have a fulfilling career wherever he/she goes. Therefore, through customised support service, ARAVALI intends to help Fellows to build a career path through structured academic inputs and knowledge building, skill development, and attitudinal change.

### **Managing Shift to Fellowship Mode**

This change required to be managed both at ARAVALI and Partner organisations level. Switch over to the fellowship mode was accompanied by change in process of selection, induction, their capacity building and mentoring them. This change was also from



transfer of emoluments of local human resource to direct payment of fellowship and their allowances to Fellows.

The shift to the fellowship mode of support was accompanied by challenges at the level of Fellow, the partner organisations and ARAVALI Team. These challenges have been summarised as below.

#### Fellow Level

- Handling expectations of families as the depth of engagement increased
- De-learning and re-learning continued to be a challenge for all fellows
- Documentation, reporting and presentation

#### Organisation Level

- Maintaining HR balance, while hosting “special” fellows
- Offering organisational space and time to fellow to experiment and evolve processes and methodologies
- Peer learning among staff members of the organisation
- Adoption of the strategies of community engagement in the organisational functioning
- Space for community level evidence based programming

#### ARAVALI Level

- Mentoring Fellows individually as per their needs
- Continue to offer challenge to the Fellow and pacing the mentorship as per the evolution of each Fellow; the self-development challenge for ARAVALI team
- Ensuring space and opportunity for each Fellow to evolve and to grow in his/her host organisation

Therefore, ARAVALI team was required to drive this change process at both ARAVALI and partner organisations’ level. ARAVALI team’s capacities were built on review, accompaniment and mentoring support so as to understand the pace of the progress of Fellows on KAS and accordingly provide accompaniment and mentoring support. At the partner organisations level the CEOs had to be oriented on this change process.

The focus of the ARAVALI Fellowship were largely on livelihood fellowship which was aimed at building capacity of the fellow on livelihoods and at the same time also seeding of livelihood programming thought in the organisation in which he/she was placed. ARAVALI was aware of the fact that Livelihood Fellowship would have a positive bearing on enhancing the knowledge, attitude and skill of the Fellows and to some extent also on the other staff in the partner organisation. In some of the organisations, the Fellows surpassed their CEO’s in terms of their knowledge, skills and rapport with the community. Though it demonstrated positive outcome of fellowship based support to the partner organisations but it began to shape into double edged sword that required managing so that it does not become counterproductive. This is where intervention of ARAVALI’s Team through mentoring became critical support input to the organisations.

### **Initiation of Governance and Programming Fellowship**

ARAVALI comprehended the fact that more was required in addition to the current package of support through COSAP / JITSAP to impact the other elements of the organisational development. During the scoping of the NGOs/CBOs in the eastern and



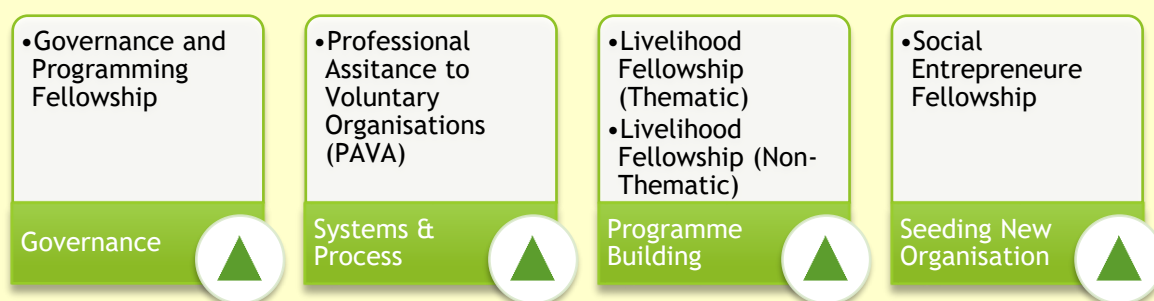
western Rajasthan, ARAVALI team found that small organisations have little understanding about what constitute good governance processes in any organizations and the inadequate willingness of the Governing Bodies to be part of the governance improvement processes.

Thus, the challenge before ARAVALI was to make the Governing Boards of these organisations understand “what constitutes good governance” and to sensitise them about the necessity to have good governance processes in place to improve Organizational Development (OD) processes in NGOs.

Hence, the Idea of fellowship based support for improving organisational governance was mooted within the ARAVALI team. The nature of the fellowship, its recipient, the content of the fellowship assignment, period of fellowship and nature of accompaniment support to be provided were discussed and debated in the team. With some clarity the governance and programming fellowship was initiated.

As a first step, it was decided to organise a sensitisation workshop with the identified partners from eastern Rajasthan to help them understand the baseline of governance of their organisation. The response of the partners were encouraging. It was very clear to ARAVALI that any intervention on improving governance of the organisations, the CEOs of the organizations necessarily has to be the centre point for change. Hence, the fellowship on governance and programming was designed with the objective to build capacities of the CEOs of the partner organisations to drive this change in the governance process in their respective organisations. During the year, the entire design of the Governance and Programming fellowship became clearer to the team. ARAVALI was encouraged by the responses and acceptance shown by the small organisations. This fellowship added to already existing basket of ARAVALI’s support to suit the needs and requirements of our NGO partners.

During 2010-11, following typologies of ARAVALI Fellowship support for organisation development were offered to the partner organisations.



Fellowship were provided to 53 persons as below.

- (i) Governance Programming Fellowship to 12 Fellows from 10 NGOs
- (ii) Professional Assistance to Voluntary Organisations – 4 Interns placed in 4 NGOs
- (iii) Livelihood Fellowship (Thematic) – 14 Fellows from 7 NGOs
- (iv) Livelihood Fellowship (Non-Thematic) – 20 Fellows from 20 NGOs
- (v) Social Entrepreneur – 2 Fellows for seeding an organisation



These ARAVALI fellowships were offered under:

- The Family Livelihoods Resource Centre (FLRC) initiative
- The BICP initiative in the Western and Eastern regions of Rajasthan



## Evolving approach of NGO's rapid appraisal:

---

### *Rapid NGO Assessment Tool*

At the end of the financial year 2009-10, ARAVALI undertook an exercise to understand the number and types of voluntary agencies engaged with government in implementation of developmental programs and activities. Although ARAVALI has in place the Minimum Partnership Requirement Framework (MPRF) for assessing NGOs for partnership with ARAVALI for receiving support for strengthening of the organisation but this tool uses extensive process to understand the credibility and capacity of the organisations. Therefore, for rapid assessment of NGOs engaged in government programmes in a district in short time frame, team designed an assessment framework that could provide information on the key elements in shorter a time. This method proved to be cost effective and useful exercise.

The framework of the Rapid NGOs' Assessment process became a handy tool for scoping of potential partners. This tool helped in gathering information about NGOs operating in a given district or area with a purpose of its potential use by the Government and other development agencies.

Use of Rapid NGO Process involves collection of lists of NGOs from various government departments in a district like Zila Parishad (for SGSY/SJSRY), Municipal Corporation, DIC, DRDA, DWCD, etc. The team finalises dates for the visiting the listed organisation. During the visit to the organisation, it engages with the organisation CEO and team to administer NGO assessment instrument and also makes field visit to understand the community connect. The information collected is recorded in the instrument without adding any interpretation. The information collected through assessment instrument is analysed to arrive at a picture of voluntary organisations and their schematic engagements with various government departments and agencies in the district. The entire process requires 5-6 days of field visit followed by compilation, analysis and putting into a report format.

The RNA report is shared with Government Departments and PRIs at district level. This is usually followed by a GO-NGO-PRI interface workshop. The entire process of RNA provides opportunity for engagement with Departments and PRIs at district level and the NGOs active in the district. Thus, this process is also a starting point for ARAVALI's engagement with development stakeholders' in the district.

## Rapid appraisal of NGOs in the districts

---

### *Understanding NGOs, their work and work environment*

The Regional Resource Teams undertook rapid assessment of NGOs in 6 districts to understand the NGOs. For undertaking assessment, the team used RNA as tool for assessing the NGOs. The process and approach for application of this tools were followed. The tool reduces the biases of the assessor as the tool is requires to record information provided by CEO "as is". Analysis is simple involving summarising and pointing out the actual facts and information shared by the NGOs assessed. This



exercise has been a great insight into the working of the NGOs in these 6 districts.

### **Eastern Region**

ARAVALI's Eastern Regional Resource Centre (ERRC) Team conducted rapid NGO assessment in 4 districts as follows

1. Bundi : 13<sup>th</sup> to 15<sup>th</sup> July 2012
2. Baran : 22<sup>th</sup> to 24<sup>th</sup> September 2010
3. Karauli : 09<sup>th</sup> to 11<sup>th</sup> February 2011
4. Jhalawar 08<sup>th</sup> to 10<sup>th</sup> March 2011

The Key observations of the development sector scenario in these four districts were as follows:

- (a) In all the four districts small NGOs operate on very small scale except Baran where large organisations organizations like Grameen Vikas Trust, Indian Farm Forestry Development Cooperative, CECOEDCON, BAIF, Jan Kala Sahitya Manch, Sankalp etc. are working.
- (b) Most of the organisations were found to be operating from the home of the Secretary or the President of the organisation.
- (c) NGOs have been established with a wider perspective of development of the local communities but were found to be
  - a. Lacking adequate capacities to identify, diagnose and analyse local issues and evolve solutions to address them.
  - b. They are largely engaged in implementing government programmes and schemes like SGSY, TSC, NRHM, SHG Programme of NABARD, Child labour, Schemes of DIC and other National and State Development Departments and Institutions.
  - c. Focus of the organisation on local community issues or understanding of the community issues appeared to be lacking.
- (d) Most of the organizations were not registered under 12A, 80G or FCRA. Office bearers of most of the organisations were not aware of importance and relevance of these registrations.
- (e) The staff in majority of the organisations were from the local area and are engaged for the project duration only. It was discovered that not much efforts were made to build their capacities.
- (f) There is political influence or political linkage in significant number of organisations which are used for getting projects from the government.

RNA findings helped in identification of issues related to collaboration among different stakeholders and assessing internal capacity need of NGOs working in the district. This exercise helped ERRC in creating a database of 61 organisations of Bundi, Baran, Karauli, and Jhalawar districts. Based on the assessment 13 organisations were identified for further scouting and potential partnership for supporting them for building their institutional and human resource capacities.

### **Central and Southern Region**



Regional Resource centre in Ajmer conducted NGO assessment of Bhilwara district between 27<sup>th</sup> to 29<sup>th</sup> May 2010 and Dungarpur District during 26 to 31 July 2010. Key observations of the scenario of the NGO sector in the districts were as follows.

- (a) 20 organisations listed were implementing government projects (SGSY, TSC and NRHM),
- (b) While Bhilwara has a mix of organizations - small, medium and large. Two large NGOs operating in the district are FES and BAIF. Dungarpur has largely small organisations with one large NGO - PEDO.
- (c) In both the districts, 25-40% organisations have their headquarters outside the district.
- (d) Each of the NGOs visited were very different from each other in terms of its genesis, its objective, leadership, issues being addressed and functioning.
- (e) In Dungarpur, it was found that the organisations have Gandhian influence and draw their working style from two organisations – Rajasthan Sewa Sangh and PEDO.
- (f) Bhilwara District seemed a district where piloting of new rural development programmes and schemes are taking place. In the district, piloting of National Rural Livelihood Mission Project is being undertaken by FES; Setting up of biometric system for NREGS is being done by Sevarth Sanstha and the full computerized MIS of NREGS in Jahajpur Panchayat Samiti are few of the pilot initiatives that were observed.
- (g) It was found that there is a network of 8 medium and large NGOs in Bhilwara which meets regularly. However, the smaller organizations work in isolation of each other. But in Dungarpur, it was found that NGOs meet regularly and hold discussion to share their learning and experience.
- (h) In Bhilwara, some of the organizations have links with bureaucrats and politicians.
- (i) Organisations have largely local project based staff.
- (j) Organisations are largely engaged in implementing government programmes and schemes like SGSY, TSC, NRHM, SHG Programme of NABARD, Nav Jeevan Yojana, Schemes of DIC and other National and State Development Departments and Institutions.
- (k) The target group of their programmes are largely SC, ST and BPL families.

The entire process of RNA in the 6 districts has provided us with an insights on NGOs in the district. The process has led to

- Creating database of NGOs in the district.
- Identification and scoping of credible organisations for partnerships.

Hence, for ARAVALI, Rapid NGO assessment exercise emerged as a tool for scoping of voluntary organisations. Findings of these scouting exercises suggest that the voluntary agencies in these districts are working in isolation with project mode of functioning. The main source of support for these organisations are the district level prominent NGOs, for example: PEDO in Dungarpur, SSD and DVS in Karauli etc. Most of the organisations are small in terms of the budget, operational area and the community they provide service too. They largely implement government's national





flagship programmes and thus, are largely dependent on the financial support from the government. Though most of the organisations were established with a development perspective but due to challenges in leveraging of financial resources, majority of the organisations have become a wing of the government for implementing government programmes. Thus, the sustainability of these NGOs would remain a big challenge for their promoters.

The RNA process confirms the relevance of the Human and Institutional Capacity Enhancement mandate of ARAVALI. To guide the creativity, innovative thinking and energy of the civil society organizations in the development of the state and building capacities of the sector is very crucial. The strengthening capacities of small and medium NGOs would help them in performing critical role in complementing and supplementing the role of the government in reaching out to vulnerable and disadvantaged communities aimed at their inclusive development and growth.

## Stakeholders' Interface Workshops

---

ERRC organised 2 Stakeholders' Interface Workshop - in Bundi, and Baran districts of the eastern region. These workshops were organized to complete the cycle after the Rapid NGO Assessment.

The purpose of these workshops was to provide a common forum where PRI representatives, government officials and NGOs could share and discuss development issues of the district. This platform was also utilized to introduce ARAVALI and role of ERRC in the region as most of the organisation were not aware of the types of ARAVALI's support that they could leverage in strengthening their organisations.

In the workshop organised in Bundi, Zila Pramukh urged development professionals and NGO representative to come forward for sustaining the unique cultural values of the district, for example, Rock Paintings of the Bundi district. The NGO representatives shared about the issues and challenges they are facing. Many of the NGOs shared that the government system is not open in allotment of projects to the NGOs.

In the workshop organised at Baran, CEO Zila Parishad was critical of the commitment of some of the NGOs implementing government programmes and schemes. It was stressed that NGOs could play a vital role in increasing community awareness on government schemes as they have better reach to the community. In the workshop, district level issues and challenges were identified which were related to accountability and transparency both at government and NGO level, trust for the NGOs in the community and poor resource base of the voluntary agencies in the district.





## Initiation of state level GO-NGO dialogue

---

### **Steps towards GO-NGO potential partnerships**

ARAVALI envisions creation of enabling environment for development partnerships among various stakeholders. In the past, it housed the NGO Cell of the Government of Rajasthan. As part of NGO Cell, ARAVALI successfully experimented GO-NGO-PRI forums at the district level in 4 districts for 2 years. However, sustaining these initiatives remain a challenge.

During this year, ARAVALI initiated and lead the process of GO-NGO dialogue on critical issues in the state. It organised following consultations and workshops.

- (a) ARAVALI conducted three Regional Consultations on the draft Voluntary Sector Policy document prepared by the Department of Planning, Government of Rajasthan(GoR), on 3<sup>rd</sup>, 5<sup>th</sup> and 14<sup>th</sup> July at Udaipur, Bikaner and Kota, respectively. These Consultations were in line with the mandate we received in our Executive Committee Meeting of 1<sup>st</sup> June 2010 to bring NGO voice and concerns in this draft prepared unilaterally by the Planning Department of GoR.

In the Consultations at Bikaner and Udaipur, the participants expressed a surprise that the State Government had gone ahead with preparing a Voluntary Sector Policy, without undertaking any consultation with Voluntary Organisations (VO) in the State. The absence of any background studies and situational assessment to feed into policy design was also starkly evident in the current draft, which bears no rooting to the context of Rajasthan, VOs, and VO-Government relations in the State. The participants welcomed the opportunity provided by this Consultation for them to read the policy draft for the first time, review it, and provide feedback to the Government. However, during the consultation in Kota, we found that the scope for engaging on the draft policy straight-on was non-existent given their experience of working as outreach of government schemes, but they are the one who will bear the brunt of the proposed policy. This provided us the space to dwell upon the implications of a policy on their day-to-day working-how all actions by the government or a department or an agency or a project seek to justify their actions from the policy clauses which remain open to interpretation at the implementation level.

Based on these Consultations a report was prepared and submitted to the GoR, with specific recommendations for change in the draft policy formulated by the State.

- (b) On the proposal of ARAVALI Chairman and the Honourable Minister for Rural Development and Panchayati Raj, GoR Shri Bharat Singh a "*Development Dialogue – 2011*" was organised on collaboration between government and NGOs on 31<sup>st</sup> January 2011 at Indira Gandhi and Panchayati Raj Sansthan, Jaipur. Representatives of 26 lead NGOs participated in this dialogue. In the dialogue discussion were held on the types of collaboration and experience. The three



types of current collaborations identified were: (1) Implementation, monitoring and evaluation of projects and Programmes, (2) design and development of government programme / project and (3) Designing, development and implementation of public – private partnership programme. The discussion further, took on the three distinct elements coming out of collaborative experiences – (1) positioning of NGOs in these collaboration, (2) accountability in these collaboration and (3) the hurting issues for NGOs in these collaboration. At the end, suggestions were provided by the NGO representatives for equivalence and principled collaboration between the government and NGOs. The suggestions were for

- Increasing number and types of collaborations
- Organising similar dialogues more often
- Involving NGOs in strengthening of PRIs
- Doing away with bank guarantee / indemnity bond for implementation of projects / programmes by NGOs
- Provisioning of administrative cost for implementation of projects /programmes / schemes by NGOs
- Establishing of Funds for designing and promoting new approaches and innovations
- Adequate space for NGOs participation in implementation of development projects of Central Government (like NRLM).

Before the conclusion of the workshop comments and suggestions were invited on the work of ARAVALI. Suggestions were as follows

- Outreach of ARAVALI be increased in areas where there is lesser presence of NGOs.
- ARAVALI should work on the credibility issues.
- Autonomous character of the organisation be maintained

(c) *Development Dialogue-2011* was followed by *Pre-budget consultation meet* chaired by the Chief Minister of Rajasthan. It was held on Feb 24, 2012. In this pre budget consultation meet, Honourable Ministers of various departments such as Rural Development, Women and Child Development, Health, and Education along with Secretaries and Principal Secretaries of respective departments and representatives of around 80 NGOs from all over the state participated. Department of Rural Development, Government of Rajasthan and ARAVALI were the organisers of this second dialogue. ARAVALI played her role of facilitating a platform for development dialogue between the Government and NGOs. This allowed the organisations working on diverse development issues to share their challenges, and concerns and issues of the common people, directly with the state. This platform was important for the NGOs to also share suggestions and innovative ideas for bring positive social change in Rajasthan. Many of the suggestions from the NGOs found their way in the State budget plan.

Looking at the significance and relevance of these initiative for government and the voluntary sector, ARAVALI will to continue to strive to organise GO-NGO dialogue in future as well.



## ARAVALI Staff Capacity Building

---

With the completion of the first year of the initiation of the project “Building Institution that can Challenge Poverty”, the teams placed in the Western and Eastern Regional Resource Centres required additional skills in facilitation and building their knowledge on organisational development. Apart from this the fellowship mode of HR support to NGOs required accompaniment and mentoring by ARAVALI Team. Mentoring by its very nature is a multi-faceted role requiring key competencies in human development and organizational development aspects apart from the programming strengths. Looking at these needs, ARAVALI organised training programmes and also facilitated participation in external trainings and workshops to equip them with the necessary skills, knowledge, and tools in organisation and human resource development. Details of some of the training programs organized for the capacity building of ARAVALI staff are as under.

1. **Training on Organizational Development:** Programmes Coordinator and Programmes Director along with nine team members of ERRC and WRRC underwent training on Organisational Theory and Organisational Development, in Kukas, during 26 April to 01 May 2010. Teji Bhogal and Atul Sapre were the resource persons-cum-facilitators on behalf of Innobridge Consulting Pvt. Ltd., that had been contracted by ARAVALI for conducting this six day-event.

The main topics covered during the course of this programme were Basic Understanding of Organisation, Six Box Analysis of a Development Organisation, A Brief History of Organisations and Organisational Thought, Organisational Images, Leadership: Theories and Frameworks, Do’s and Don’ts for an OD Practitioner and Developing a Leadership Assessment Framework for Small NGOs. Near the end of the programme, team could identify key learning and tools that they can put to use while scoping for and supporting NGOs through various support packages.

2. **Training Programme on Pilot BPL:** Two Programme officers participated in the Training Programme on Pilot BPL survey organized by the National Institute of Rural Development (NIRD), Hyderabad during July 26-28, 2010. Both the Programme Officers productively engaged themselves during the training programme and shared ARAVALI’s process and approach of identifying of the poorest and vulnerable with the organizers of the training. Team members also shared Family Engagement Instruments and the process of its administration in the field. Participating Programme Officers were able to provide inputs for the BPL Pilot survey. During the training, ARAVALI was viewed as technical support agency for the BPL pilot survey in Rajasthan. Post training, ARAVALI was to be part of the BPL pilot survey but finally the state Government decided to use its own machinery for the purpose. However, these two team members served as trainers for training of the State Government functionaries in piloting BPL survey organized in September 2010 at Jaipur.



3. **Training on Fundamentals of Livelihoods Promotion:** ARAVALI nominated one of its Programme Officer to participate in Training on Fundamentals of Livelihoods Promotion organized by the BASIX Livelihood School in Bhopal during September 27 to October 1, 2010 at Jaipur. Training provided an opportunity to the team member to learn the fundamentals of the rural livelihood. This five day training program helped orient on the concepts of livelihoods particularly livelihood of the marginalized rural communities.
4. **ACCESS Livelihood Conference:** Two Programme officers from Western and Eastern RRC participated in Livelihoods India Conference 2010 organized on 17-18th November 2010 by Access Development Services at Delhi. The theme of the conference was "Agriculture based Livelihoods: Opportunities and Potential". The conference provided a broad perspective on livelihoods. It was an opportunity to get to know of initiatives and innovations in livelihoods of the different stakeholders from various parts of the country. They also got an opportunity to share ARAVALI's experiences on livelihoods with other participants from diverse sectors. Conference was found to be useful for the participating ARAVALI team members in broadening their understanding on livelihoods and the work on livelihoods of other development agencies.
5. **Training on Facilitation Skills:** Training for the WRRRC and ERRRC Team on facilitation skills was organised by ARAVALI during 23rd to 25<sup>th</sup> November 2010. An external resource person Shri Tejinder Bhogal from Innobridge Consulting Pvt. Ltd. was engaged for imparting this training. The need for this training was felt as the team was required to actively and intensively engage with NGOs in human and institutional building process. During the training participating team members were provided theoretical knowledge of various techniques and methodologies of facilitation. To inculcate use of these techniques and methodologies hands on practice were provided. This was followed by analysis of each methodology. Team members were able to understand the basics of the facilitation skills and updated their knowledge of various methodologies and skills. This training helped the participants in learning the facilitation skills and fine tuning their skills.



## Programme Reports

---

### *Building Institutions that can Challenge Poverty (BICP)*

During 2010-11, ARAVALI continued its initiative of “*Building Institutions that can challenge poverty (BICP)*” in the eastern and western Rajasthan with the financial support from Paul Hamlyn Foundation (PHF) and Jamsetji Tata Trust respectively. The initiative involved Human and Institution Building along with building poverty focussed programming of the selected small and credible NGOs and CBOs. This has been the first time that under this initiative, social entrepreneurs are being provided fellowship support to seed NGOs in underrepresented areas.

#### **Eastern Rajasthan**

Year 2010-11 was the second year of the implementation of the BICP. ARAVALI’s Eastern Regional Resource (ERRC) based at Kota, under the BICP initiative, initiated *organisation development* related support in the initial phase of the project to 12 identified small NGOs. The support was provided to the organisations based upon their respective *Just in Time Support Action Plans (JITSAP)* which mentions of immediate support area for strengthening of organisations as follows:

- Governance and Programming in the organisation
- Outreach consolidation
- Poverty targeting with livelihoods focus
- Accounting and Financial Systems Improvement

Understanding of the role of the Chief Executive Officers of the identified small and medium sized organisations in strengthening their internal systems, process and programming, ARAVALI designed *Governance and Programming Fellowship* to help and support them in their institutional development efforts. This support aimed at building the NGOs’ by inculcating and developing envisioning skills of the CEOs, and capacities on the need for good Governance leading to increased organisational readiness. ARAVALI provided Governance and Programming fellowship support to the CEOs of 10 partner organizations in eastern Rajasthan under BICP initiative with the following objectives:

- To provide hands-on capacity building to the CEOs of small and credible NGOs on good governance and strategic programming, through training and mentoring
- To enable participant organisations to improve their Governance practices

The efforts of ARAVALI team could result in development of understanding of the CEOs on governance, systems and process, accountability and transparency, and resource management.



With the objective of building capacities of the human resource on livelihoods in the organisation and seeding and adoption of livelihood programming in the organisation, *Livelihoods Fellowship* support was provided to 10 select staff of 10 partner organisations. These staffs of the partner organisations were selected for fellowship support on the basis of areas emerging through JITSAP exercise and further engagement with organisations involving the following:

- Partner organization visits to understand their current programmatic challenges
- Visiting partner field area to assess current livelihoods issues
- Mapping capacity gaps of partner organizations

*Nirantar* (or Continuum of support) has been introduced with Six Partner organisations. The continuum of support is aimed at helping to connect the learning from all other support initiatives received by the organisations to facilitate in building confidence of the organisations. *Nirantar* with six partner NGOs has been introduced to facilitate them characterize the current outreach and plan for enhancing future outreach to atleast 2000 families in their respective work areas. Deepening of this outreach through well targeted livelihood strengthening and promotion initiatives based on developmental needs and aspirations of client communities constituting the outreach is the next step of *Nirantar*. ARAVALI's Family Livelihood Resource Centre approach was followed up in identifying poorest of the poor families in current targeted area with locally identified poverty parameters through participatory methods.

Dang Vikas Sansthan (DVS), a partner organizations of ARAVALI in Karauli, has been engaged in selecting and profiling 340 families in 18 villages of 6 Gram Panchayat in the district as part of ARAVALI's AKF-supported Family Livelihoods Resource Centre initiative since 2007. One of the identified family segment is of mine labourers. Due to continued engagement in unsafe/unprotected mining practices and poor nutritional back up, tuberculosis and un-verified silicosis are eroding the human capital base of the area. In the absence of reliable and timely diagnosis of Silicosis (due to various reasons), TB/Silicosis ridden mine labourers suffer from receiving appropriate medical treatment, protection at work-site, and compensation claims.

Succeeding consultations with various experts (esp. with the Director of the National Institute of Miners' Health, Nagpur) and on the basis of responses, we received on a query posted on the UNDP's Solution Exchange, it was decided to support the DVS in facilitating Silicosis-diagnostic facilities and diagnosis to 100 mine labourers to begin with. The families to be selected in this phase were those suspected to be impacted adversely by the Silica emanating from their mine-workplaces in the identified villages and families. A proposal for conducting *Diagnostic tests of 100 mining labourers* among the client communities in the area of DVS was put under active consideration.

Just in Time Support Action Planning (JITSAP) undertaken by ARAVALI with her identified BICP initiative partners in eastern Rajasthan revealed that accounting procedures being followed by most NGOs in the region are at nascent stage, and not close to being called as a *system*. Key functionaries in these organisations are unaware about standard accounting and financial management practices, and in





practice, they hire ad hoc or part time accounting personnel for maintain accounts. ARAVALI hired the services of an External Resource Person, a Chartered Accountant with experience of working on accounts and financial systems of small NGOs, for undertaking *Baseline Appraisal of Accounting and Financial Systems* of 12 Partner Organisations eastern region with the purpose of *identifying areas for improvement*. Baseline appraisals will help in further designing a customized support and accompaniment package for partner organisations for improving their accounting and financial systems.

Seeding fellowship support was introduced to and support in seeding of new organisations or rooting new organisations in underrepresented areas of the Eastern Rajasthan through engagement of individuals with demonstrated commitment and an intention of setting up an organisational base in the area. During this year seeding fellowship support was provided to President and Secretary of a Sawai Madhopur based organisation.

## Western Rajasthan

Continuing the efforts from the previous years under the Jamsetji Tata Trust supported BICP project in the Western Rajasthan, team identified 15 new small NGOs for intensive partnership. This had resulted from the district wise scoping and scouting for NGOs and CBOs during last financial year. An NGO Assessment Tool-box, called the *Non Negotiable Parameters Framework (NNPF)* was evolved, which guided the team in selection of potential credible NGOs for receiving human and institutional development support. NGO selection process was followed by exercise with organisations to develop their comprehensive support action plans (CoSAPs).

With the detailed CoSAPs prepared, ARAVALI could roll out the support packages to strengthen the organisation on the Weisbord's 6 box model approach of organisation development. According to the model, an organisation has 6 constituents for its development namely purpose, relationship, leadership, structures, rewards, and helpful mechanisms. As per the CoSAPs most of these small organisations were resource poor organisations having 1-3 staff with flat organisational structures, long history of existence, sporadic nature of work with inadequate clarity on outreach and dependency on support from single source.

In the region there are various academic institutions producing development professionals, prominent among them are Jain Viswa Bharati University, Ladnu, Institute of Rural Management, Jodhpur and Aravali Institute of Management Jodhpur. ARAVALI made efforts to provide opportunities to their graduate through our *PAVA intern programme* during the year. Four students from Jain Viswa Bharati University, Ladnu as PAVA were placed in four partner organisations to support the organisational development initiatives.

We had mixed experiences of engaging professionals for the development of small organisation. It was mainly because, the young professionals themselves were in the initial years of their professional career, which required longer time for them to adjust whereas the NGOs expected them to perform from the day one of their engagement.



The organisations with fruitful PAVA engagement had CEOs providing ample professional place for their growth and trust to build the organisation. Largely, the young professionals' aspirations are different and willingness to shoulder challenges of the small organisations in far flung areas was found to be lacking. The team mulled over change in the strategy and debated to provide the support to the CEOs for strengthening organisations as was done in the eastern region.

ARAVALI participated in the divisional level meetings on "Devolution of powers to the PRI's of five new departments" called by then Honourable Minister of Rural Development and Panchayati Raj. These provided many insights on the challenges faced by the PRIs at every level and the administration at various levels. It was felt that for ARAVALI, engagement with PRIs for strengthening their capacities, may turn out to be a major intervention for steering development efforts at community level. The efforts to engage with the diverse stakeholders in the region for establishing the identity of ARAVALI continued during the year 2010-11.

The experience of *poverty targeting approach of FLRC with our old partners* in the western region also provided us enriching exposure to the challenges related to nature of poverty in the region, which was helpful in focusing programme development with new partners addressing these challenges. The comprehensive support action plans (CoSAPs) were finalised for all the 15 partners.

In order to sensitise the partners towards their mission towards the community and the approach of the work, a "*Mission Outreach*" workshop was conducted. The local grassroots workers in the organisations were supported with the livelihoods fellowships to build the understanding on livelihoods issues, defining outreach and consolidate the community connect of the organisations. This year mentoring was focussed with on-site accompaniment support.

Besides working on the programming front, the partners were provided support for improving their accounting and financial systems. It was found that the accounting practices were at nascent stage and there was lot of space for the improvement. It is important for the organisations to institutionalize standard accounting practices and systems. All partners participated in the programme for the improvement of their accounting systems.

During the last one year, initiatives were taken towards organizational development and engagements with the academic institutes and research institutes in the region. ARAVALI could achieve following in the Western region:

- With engagements with various stakeholders like the academic institutes and the research institutes like: Jain Viswa Bharati University, Ladnu, Aravali Institute of Management, Jodhpur, Institute of Rural Management, Jodhpur and CAZRI; the Western Regional Resource has been able to create its own space among these development stakeholders in the region.
- With the intensive engagement and accompaniment support to the partner NGOs in the region, many new organizations are also approaching the newly established Regional Resource Centre at Jodhpur for the support.





- The voluntary sector in the Western Rajasthan has a very strong orientation toward the Dalit rights, due to the constant support and steering by Unnati in the region, since 1993. But, during the scoping process, we realized that the local organisations are feeling the pressure from community to deliver on livelihoods enhancement aspirations of their poor client communities, Dalits and non-Dalits alike. The space for livelihoods-oriented engagement with development institutions in the region is open and largely vacant; ARAVALI expects to fill that space.
- Intensive engagement with the CEOs of the organizations helped them build perspective on livelihood interventions in the area.
- The internal systems within the organization were reviewed and support to improve the internal systems and effectiveness of the organization.
- Generally small organisations have office cum residences. With ARAVALI's mentoring, three organizations have separated offices from residences by shifting to new office premises.
- In house trainings related to soft skills like basic computing were organized for Livelihood Fellows. As a result, many small organizations have made a step forward towards computer usage in the office functioning.

The partner NGOs have shown an inclination to make maximum benefit from the support received from ARAVALI. The organizations are keen to consolidate their outreach on which their work and future programming will depend heavily. Hence, the efforts of ARAVALI will help strengthen these organizations in preparing project proposals and approaching donor agencies for financial support. However, the task of building institutions continues to be complex and challenging as we progress with our engagements with partners:

- 1) Major challenge in extension of fellowship support to these organizations was in finding suitable human resource to be placed as Livelihoods Facilitator in the organization.
- 2) The batch of interns from the Jain Vishwa Bharati University, Ladnu were found to be more suitable as PAVA intern, compared to the final year students from Aravali Institute of Management, Jodhpur. Moreover, it was seen that the management students are comfortable to work in more resourceful environment as compared to the social work students, hence a mismatch for the grassroots organizations with limited resources lacking field orientation.



## *Sustainable Community-based Approaches to Livelihoods Enhancement (SCALE)*

### **Focus on Strengthening of Family Livelihood Resource Centre Initiative**

During 2010-11, the focus was on strengthening the Family Livelihoods Resource Centres (FLRCs) initiative with seven Field Host Organizations (FHOs) with intensive accompaniment support and facilitative engagement. The baseline indicators for selecting poorest Block, Gram Panchayat, villages and families were revisited, validated, and finalized. The final FLRC families list was frozen, which were based on the Family poverty indicators. Four FQPLR (FLRC Quarterly Peer Learning and Review) events were organized during the year, one event each in the months of February, May-June and two events in the month of October 2010. These reviews and capacity building events facilitated in enhancing the capacities of FLRC fellows, FHOs and strengthened the FLRC processes. During the year, all the FHOs defined the FLRC families' segments to work with them through pilot project interventions. All the FHOs completed the Entitlement Tracking Sheets of all their client FLRC families and have facilitated access to entitlement to the families. During the year, four *Livelihood Profiles* representative of a couple of identified FLRC segments were published for dissemination to various stakeholders. ARAVALI shared the FLRC approach – targeting the poorest - in many platforms and meetings and have received positive responses for taking forward the FLRC approach.

The FLRC partner organisations are now set to undertake designing of pilot interventions with the identified poorest and the most vulnerable families. In most cases, the basket of interventions required to bring the FLRC families permanently out of the poverty trap cannot be accessed through a single available project, programme, or scheme. This makes it all the more critical to undertake pilots of carefully designed baskets of interventions with the FLRC families in 2011 to complete the loop initiated in 2007 with their identification and subsequent visibility.

### **ARAVALI Development Support Features (ADFS)**

Key priority areas for ADFS publication was also defined along with the publication of five ADFS issues for knowledge and information dissemination based on the needs of various development stakeholders in the state during the project period.

### **Manual on Farmer Field School Approach of Extension Methodology**

The initiative of ARAVALI on the FFS was a programme for development of a cadre of facilitators trained in Farmer Field School methodology for Goat base Livelihood promotion in arid/semi-arid rural areas. FFS approach of extension methodology was innovated by FAO in 1989 for Integrated Pest Management for East Asian rice based systems. The first field school was started in Indonesia and thereafter, FAO introduced the FFS to other developing countries of Asia, Africa, and Latin America. ARAVALI has been the first organization in Asia to introduce this extension methodology for goat based livelihoods. ARAVALI being pioneer for FFS (Goats), it was important that a manual on this approach be developed so that other organizations could use it for promoting goat



based livelihoods. Work on preparing a Manual on Farmer Field School (FFS) for Goat based Livelihoods Development was undertaken with support from SSRDF team.

### **Post FFS Programme / Proposal Development Workshop on Goat based Livelihoods Promotion:**

In 2009, the culmination of preparing of FFS facilitators completed with certification process of FFS trainee facilitators. The certification process was done by AME foundation, Bangalore. The certification process led to 11 Facilitators being certified as FFS Facilitators. Post completion of training of Facilitators, a small assessment was done by ARAVALI in the first quarter of year 2010 to understand the present engagement of trained Facilitators and the organisations' plan to work on the goat based livelihoods using the FFS methodology. After assessment of the partner organisations, process and steps were formulated for providing support to the host organisations of Certified FFS Facilitators in developing implementable programme / proposals focussed on livelihoods development of goat-rearers and deploying FFS as a methodology of participatory learning and extension and developing a cadre of trained village based "Goat" resource persons to overcome human resource gaps at the grassroots. Seven implementable proposal of seven partner organisations along with an accompaniment proposal were prepared for forwarding to the Government and Donor organisations for financial support. The proposals envisages to cover 14,000 families. For the programme / proposal development, apart from ARAVALI's accompaniment, two consultants were engaged for the event. One consultant was a senior functionary from Animal Husbandry department to provide inputs on technical aspects. The second consultant was engaged to guide and finalise the project proposal.

### **Decentralised grassroots planning process manual:**

The process for preparation of the Decentralised Grassroots Sector Planning Process manual based on the experience of District Agriculture Planning process of the eight districts of the state was initiated. Writeshops were organized in February and March 2011 to capture and convert experiences of the preparation of the District Agriculture Plan (DAP) into a Decentralised Grassroots Planning Process Manual. In these writeshops select team members of the DAP process, both internal and external participated. During the writeshops, the purpose, the form, user of this manual along with the outline of the manual with chapterisation and the content of the manual was prepared. ARAVALI Team further worked on the prepared material to put it into a shape of manual. The draft of the manual was ready by the end of March 2011.

### **Livelihood Fellowship**

Nine organisations were identified in Eastern Rajasthan for placing Livelihood Facilitators (LF) as thematic Livelihood Fellows. Identification of partner NGOs for hosting LFs was done as part of ARAVALI's ongoing Paul Hamlyn Foundation-supported initiative on *Building Institutions that can Challenge Poverty*. However, livelihood thoughts were integrated in their programmes and projects through the instrumentality of rooted and *professionalized-through-training* human resource support possible through the LF-initiative under SCALE. These fellows are being supported through intensive accompaniment support on a monthly basis and quarterly peer reviews are taken up for all the fellows as a capacity building process.



### **Documentation of Human Resource building in partner NGOs**

The documentation of the experiences of Human Resource Support such as Local Livelihood Interns (LLI) was also undertaken during the project period. A draft report was submitted by the Consultant, but report completion and finalisation on the basis of comprehensive comments provided by ARAVALI was yet to be done. We plan to complete and finalise the report through own experience and partners' feedback now.

### **Representation in various fora**

ARAVALI was represented at various fora (workshops, seminars, and meetings) related to State level Capacity Development through consortium approach in the watershed development, MNREGS, State water policy, Watershed State Level Nodal Agency Meeting, and MPOWER project.

### **Supporting out-migration initiatives**

We continued our support to out-migration-based livelihoods in the State by facilitating partner NGOs implementing the under SDTT-funded initiative along with Ajeevika Bureau, Udaipur. During the period being reported, ARAVALI has facilitated and participated in the review process of Migration project. ARAVALI shared and demonstrated her Peer-based Learning Review methodology and process with Ajeevika Bureau; this method has evolved as part of ARAVALI's engagements with partner NGOs, especially our FLRC partners, under SCALE.



## *SCALE Innovation Fund*

*Promoting an all-women Aloe Producers' Company in Jawaja*

In 2009, an innovative proposal for support to the Grameen *Aloe Vera* Producers' Company (GAPCL) set up by ARAVALI and Grameen Development Services (GDS) in Jawaja, Ajmer, under the UNDP-funded *Social Mobilisation around Natural Resource Management for Poverty Alleviation* (SMP) Project was developed and submitted for funding under the AKF's Innovation Fund. ARAVALI continued to provide institutional development accompaniment (using her core resources) to this business organisation of the poor whose membership has been drawn from among women SHGs in Ajmer District, before we got an opportunity to develop a project proposal for competing for AKF(I)'s Innovation Fund support under SCALE. In the latter half of 2009, we succeeded in accessing this fund support of around for two years for GAPCL.

The objective of the project is to support the GAPCL by which the company emerges as a sustainable people's institution for strengthening the livelihoods of more than 600 rural women producers in 55 villages of Jawaja block of Ajmer district. The focus of the project this year were on continuing to strengthen governance and institutional intuitional process, broad basing of the Aloe Vera cultivation, developing package of practices for Aloe Vera cultivation, developing business plan and capacity building staff and the workers processing unit.

In order to broad base the production of raw material i.e. Aloe Vera leaves, 3 producer institutions with 30 members in the area were formed. The capacity of grass-roots level producers was built on Aloe Vera cultivation, soil and water conservation structures, processing unit, and joining the company as a shareholder. For identifying the cultivation related issues of farmers, 25 farmers have been provided technical input through on field support for preparing the cultivation field and transplanting on the technical ground by maintaining the proper distance plant to plant and row to row. With the harvesting point of view, they have been technically trained for identification of matured leaf and methods of harvesting the leaves for supplying to the processing unit for juice making.

Professor P.K.Singh from Soil & Water Engineering department of Maharana Pratap University of Agriculture & Technology, Udaipur visited the cultivation area to study and design appropriate soil and water conservation measures in the plantation sites for better survivability and growth of Aloe Vera plants. He suggested "in-situ conservation technique" for the area, in which three specific structures - "V-ditch", "Contour trench" and "Staggered trench" were proposed. Regarding construction of water harvesting tank that could be used for irrigation, he suggested, keeping in view the dry period of summer, to construct few tanks only on pilot basis. IEC material on Package of Practices were developed and made available to field facilitators for using it during field based training to the producer institutions.





Two days training cum field demonstration of in situ conservation techniques and Aloe Vera cultivation was organized in the month of December 2010 in which 20 farmers from different villages participated. This training cum demonstration helped in understanding the process and step for application of soil and water conservation techniques.



Besides building capacities of the producers and shareholders of the company, key staff members of the company were trained in *hygiene practices and production and processing*. This has impact on the practices followed by the workers during processing of the Aloe leaves. In order to develop understanding of the Aloe processing industry an "Entrepreneurial Training on Aloe Processing Technology" at CIMAP, Lucknow was attended by company staff.

Vrutti Livelihoods Resource Centre was engaged to conduct *sub-sector study* to have comprehensive understanding of the Aloe Vera sub sector with a clear map of sub-sector and its dynamics, to facilitate the process of development of business plan and marketing strategy of GAPCL.

A marketing campaign for promotion of product were undertaken by GAPCL staff. These campaign has helped identify wholesale buyers.

Accounting and financial management systems of the company has been developed. Currently, both manual and computer based accounting is being followed. All required registers and records are being maintained. Regular audits of the Company are conducted. Company has complied with the observations of the audit report. Besides the financial management system, computerised monitoring system for production and marketing has also been developed.

The Annual General meetings and Board Meetings were held as per schedules. Board have taken important decisions to ensure smooth functioning of the processing units.



The CEO of the GAPCL has complied with the decisions of the Board. Share certificates were printed for issuing to the shareholders of the company.



## Other Assignments

---

### *State Resource Group-National Rural Employment Guarantee Scheme*

The report of the work done under NREGA in Rajasthan indicates a predominance of work done on various aspects of water (soil and water conservation, water harvesting structures, irrigation, flood control and drought proofing). Experience of FES, SPWD and ARAVALI in various parts of the State indicate that while the work undertaken has some relation with the agro-ecological context, the considerations that go into developing the need assessment at the village level on one hand and its translation into a list of activities approved for implementation is sub-optimal in terms of both livelihood and ecological considerations.

With this perspective around the issues of NREGA, ARAVALI, Jaipur along with Society for Promotion of Wastelands Development (SPWD), Institute for Development studies (IDS) and Foundation for Ecological Security (FES) have initiated the State Resource Group to work on National Rural Employment Guarantee Act (NREGA) in the state.

The collaboration is an effort for a sustained series of exchanges within and among partners of State Resource Group on NREGA (SRG); with the expectation that such exchange will lead to a fine-tuning of how a sustainable livelihoods framework may be operationalized within NREGA.

As a member of the State level Resource Group on NREGA (SRG-NREGA) in Rajasthan, ARAVALI has jointly submitted a proposal for *Incorporating Ecological Concerns in NREG Planning for Sustainable Livelihoods in Rajasthan*, with Society for Promotion of Wastelands Development (SPWD), Foundation for Ecological Security (FES) and Institute of Development Studies (IDS). The proposed project titled as above is based on the belief that National Rural Employment Guarantee Programme (NREGP) implementation at the cost of ecological degradation or ignorance will not promote sustainable livelihoods for the poor, who are more often dependent on fast dwindling natural resources for their survival.

As part of SRG-NREGA implementation of the above proposal, we have completed the process of baseline assessment and initial micro-plan preparation in 4 Gram Panchayats in Karauli and Barmer districts with partner organisations Dang Vikas Sansthan and Lok Kalyan Sansthan respectively. Currently, we are finalising the Perspective Plan Document for the four Gram Panchayats where this pilot initiative was taken up.





## *Rapid Field Assessment of SHGs around continuum of care around women's health in Tonk district:*

Based on the Tonk district administration's request to UNICEF for support on engaging SHGs as institutions in the district for various social development initiatives, an intervention around the *Continuum of Care* health service strategy was contemplated. This initiative is based on the District Administration and UNICEF's long experience of working on the issues of key health indicators around women's health, particularly reproductive aspects and child health focusing on survival strategy. ARAVALI was approached by UNICEF for conducting rapid field assessment of SHGs (Self Help Groups) in Tonk district, to assess the potential offered by SHGs as local institutions and its capacity to bringing about behavioural change in local community around health issues.

ARAVALI had earlier engaged with the UNICEF to map the social networks institutions in Tonk District. The institutional mapping exercise had suggested potential of local community organisations including women SHGs for bringing about behavioural change around key health issues.

The way forward offered for bringing about behavioural change in the community along the *Continuum of Care* strategy through SHGs, was based on the hypothesis that as community-based institutions, SHGs will be able to impact Knowledge, Attitude and Practice (KAP) of the community around various social development aspects in the community, provided relevant key competencies are leveraged and strengthened. It is presumed that these groups, if worked with, can lead to bring behavioural change at their members' level and thereafter, at the broader family and society/community level.

This brought forth the need to conduct Rapid Field Assessment (RFA), to assess the potential and challenges offered by a model that uses SHGs as social development institutions at the field level. In conduction of RFA, ARAVALI was expected to assess the women SHG formed by/under various departments and schemes, especially Zila Parishad (SGSY) and ICDS.

Rapid Field Assessment (RFA) was undertaken in the Tonk district. The methodology was finalised in participatory manner with all key stakeholders at the district level. Assessment of the following aspects was done.

- Institutional capacities of the SHGs.
- Financial aspects of the SHGs.
- The Knowledge, attitude and practice of women members of SHGs around *continuum of care*.

The study was facilitated by District Response and Coordination Unit (DRCU) and the Chief Planning officer, Tonk. A detailed report was prepared by ARAVALI and submitted to UNICEF and DRCU, Tonk.



## *Community Health Fellowship Programme: Mentoring for the Evolution of a Programme Area*

ARAVALI took forward the Community Health Fellowship (CHF) programme. Five fellows worked on their assignment with the mentoring support of ARAVALI. These fellows were Dr. Neelima Agrawal in Jaipur, Arvind Pandey in Dausa, Shiv Acharaya in Bikaner, Vikaram Raghav in Baran, and Swaroop Pal in Bundi. Besides mentoring of the fellows, expectations from ARAVALI was to support and strengthen the community participation processes and to interface of such processes with the NRHM programme in the district of intervention.

Keeping the mentioned role in the mind, ARAVALI made efforts to keep the spirit of the fellowship alive and to develop the perspective of the fellows towards community level processes. To develop linkages with the district health societies and the other key departments, support was provided by ARAVALI. It helped fellows to develop a rapport with the officials and an understanding on the functioning of these government functionaries at the field level.

As the assignments advanced, emphasis was placed on the research writing aspects, mainly synopsis writing, defining objectives and setting the methodologies etc. The fellows were engaged in defining their task from the research perspective, and ARAVALI provided guidance and support individually to each fellow from formulation of research to operationalizing research in the field. ARAVALI has been able to induce in the thought process that the ultimate objectives of their research should be to benefit the marginalized. The whole initiative aimed at consolidating, documenting public health issues of the rural populace scientifically so that they become action points for raising the issue at appropriate fora.

The CHF fellows were encouraged to participate in various activities. They participated in ASHA evaluation in Banswara, community monitoring programme, ASHA and VHC Training. Besides the specific activities, the fellows remained involved in providing regular support to the district health societies on the issues of VHSC and ASHA like; attending the monthly meetings of VHSC and ASHAs, planning of trainings and mentoring support to the PHC and Block ASHA supervisors also.

CHF fellowship completed this year with the submission of the research reports by all the fellows.

## *Engagement as a Member of the State Level Nodal Agency for Watershed Implementation*

ARAVALI is the sole NGO member in the State Level Nodal Agency (SLNA) for Watershed implementation under Common Guidelines in Rajasthan. As a member, ARAVALI has been continuously interacting and engaging around issues of limited capacity of the State Watershed department to implement livelihoods focused interventions under the watershed approach and the need to engage agencies with



livelihoods competencies as partners in the implementation of watershed projects under the Common Guidelines 2008.

The process was facilitated for the Watershed Department and the stage for NGO engagement was brought to the level of calling of Expressions of Interest (EOI) from NGOs as implementing partners in the state. Despite the yearlong efforts and hard negotiation, the State Government decided to re-activate the Watershed Department, many of whose staff were called back from deputation and deputed to newly sanctioned watershed projects in the state.

Despite the findings of the National Watershed Development Project in Rainfed Areas (NWDPR), the representative of National Rainfed Area Authority (NRAA) in the SLNA continues to argue for a civil engineering approach to the watershed implementation. ARAVALI continued to advocate for the engagement of NGOs as Project implementation Agencies (PIAs) where department preferred to limit the role of NGOs with their involvement in capacity building part of the watersheds. Nevertheless, the scale of work and the shortage of staff with the watershed department is the serious cause of concern for the state Government.

### *Assessment of Civil Society players in the Kishanganj district of Bihar*

Our key long term supporter, the Aga Khan Foundation had requested us to help them with the assessment of Civil Society players in the Kishanganj district of Bihar, a predominantly minority populated district. ARAVALI was part of the team that carried out NGO assessment during May-June 2010, apart from contributing to the development of an assessment framework, design of engagement schedules, analysis of field data, and final reporting and recommendations for the Civil Society Programme of the Aga Khan Foundation in Bihar.

### *Consultation around Generating Community Response Feedback into Poverty Alleviation Programs*

Organized a two day think-tank consultation around Generating Community Response Feedback into Poverty Alleviation Programs (PAP) for the New Castle University (UK), during 27-28 July 2010 in our Jaipur office. Participants from Budget Resource Analysis Centre, SRIJAN, Saheli Samiti, IDS, Centre for Microfinance and ARAVALI along with faculty from New Castle University, UK discussed the experiences of multiple PAP in the state as well as NGO domain. This is part of a collaborative research being funded by DFID for informing the design of PAP in the underdeveloped and developing countries. The focus of the research is to bring out the various 'dormant factors' that impact the effectiveness and efficiency of PAPs based on the experiences of core implementers. The challenge of articulating these factors, building mechanisms for feedback and also the nature of project organization that is supportive of accommodating the feedback were discussed threadbare during the two day consultation on 27th-28th July at ARAVALI.



## *Livelihoods Options Mapping Study*

A Livelihoods Options Mapping Study in the Dang and Hadoti region was initiated to bring out the potential value chains that involve the poor and possible intervention points which will trigger growth and economic returns for the community segments. The study was taken up in three districts of Eastern Rajasthan namely Karauli, Sawai Madhopur and Kota with four partner organization in their operational areas. Altogether six value chain studies have been conducted with the support from livelihood resource agency Vrutti.

## *Review Process of Government's Development Programmes*

ARAVALI has been participating in various review meetings being called by the Chairman in his capacity as the Minister of RD & PR (GoR) for reviewing the progress of various schemes and programmes being implemented by the Department. We have used the forum provided by one such meeting, held in June 2010, to bring forth the issue of non-engagement of NGOs as PIAs by the Watershed Directorate, all while the Department is under-staffed to implement all the IWMP projects on its own. At another meeting on Dang and Magra Area Development Programmes held in June, we shared the concept of livelihoods potential mapping studies we have initiated in the Eastern Region, apart from raising the issue of relocation of families from the PAs of the area. The inability of District Administration in the 13 Districts covered under these two programmes to spend even budgets running into a few lakh and the physical construction nature of a majority of budget proposals were stand-outs in our this meeting's experience.

## *NGO Assessment Process for MPOWER*

Facilitated the NGO assessment process for selection of additional NGOs for the uncovered Blocks of MPOWER project. This was done as part of the expert committee constituted by the Department of Rural Development for the IFAD supported poverty alleviation project.

## *Rehabilitation of inhabitants of Ranthambore Tiger Reserve*

As part of the Forest Department's effort in 'evacuating' inhabitants of the Ranthambore Tiger Reserve through opaque processes and inscrutable set of documents, ARAVALI made a presentation to the Tiger Task Force at New Delhi around the challenges being faced by the community and what could be done to ease the stress being build and the resultant conflicts and killing of Tigers. The inputs were appreciated by the Central Minister for environment, Mr Jairam Ramesh and the representatives of the Task Force, though the representatives of the Forest Department, GoR seemed upset at the way their department had functioned at the field level-as an example of this working, representatives of community showed the English documents on which the residents were asked to put their thumb impression as proof of having 'read and understood' the document!



## ARAVALI Team (as on 31<sup>st</sup> March 2011)

Name	Designation	Qualifications	Relevant Experience	Joining Date
<b>Jaipur &amp; Southern Regional Resource Centre, Jaipur</b>				
Ambuj Kishore	Regional Coordinator	PG Rural Development, XISS, Ranchi	10 Years	01.03.2005
Gungun Thanvi	Programme Officer	PG Social Work, TISS	2 Years	01.08.2007
Murari Goswami	Programme Officer	PG NGO Management, EDI, Ahmedabad	6 Years	05.10.2007
Ranjana Kumari	Programme Officer	PG Rural Management, IRM, Jodhpur	4 Years	01.08.2007
<b>Central Regional Resource Centre, Ajmer</b>				
Amarchand Katariya	Programme Assistant	Commerce Graduate	7 Years	13.09.2006
Dileep K. Yadav	Regional Coordinator	Graduate Arts	24 Years	10.05.2002
Rishu Garg	Programme Officer	PG Forestry Management, IIFM, Bhopal	7 Years	03.06.2006
<b>Western Regional Resource Centre, Jodhpur</b>				
Amit Sharma	Programme Officer	PG Rural Management, IRMA, Anand	15 Years	26.2.2010
Ankur Khound	Programme Officer	PG Rural Management, IIRM, Jaipur	4 years	03.08.2009
Arundhati Bhattacharya	Programme Officer	PG Rural Management, IIRM, Jodhpur	3 years	06.07.2008
Falguni Lokhil	Regional Coordinator	PG NGO Management, EDI, Ahmedabad	9 years	02.06.2008
Joy Chowdhary	Programme Officer	PG Rural Development XIDAS, Jabalpur	5 years	10.08.2009
Ummed Singh	Programme Officer	MSW (Ladnu), MA Development Studies, ISS (Netherlands)-Ford Fellow	6 years	6.3.2010
Shiv Kumar Acharaya	Project officer	MSW (Ladnu), PGD in NGO management,	4 years	17.1.2011



## ARAVALI Team (as on 31<sup>st</sup> March 2011)

<b>Name</b>	<b>Designation</b>	<b>Qualifications</b>	<b>Relevant Experience</b>	<b>Joining Date</b>
<b>Eastern Regional Resource Centre, Kota</b>				
Avinash Pandey	Project Officer	PG Certificate of Managing Participatory Development	4 Years	27.01.2010
Bharti Gaur	Programme Officer	MSW, Lucknow University	15 years	6.4.2010
Divya Kalia	Programme Officer	PG Environmental Eng. GSITS, Indore, BE (Agriculture) Jabalpur	5 years	02.09.2009
Shubha Khadke	Programme Officer	MSW, Indore School of Social Work	5 Years	21.10.2009
Varun Sharma	Regional Coordinator	BE (Agriculture), LLB	10 years	01.04.2008
<b>Central Office, Jaipur</b>				
Anil Kumar Jain	Programme Assistant	PG English	10 Years	20.10.2004
Bhairu Lal Gujar	Admin. Assistant	8 <sup>th</sup> Pass	13 Years	01.06.1997
Bharati Joshi	Programmes Director	PG Extension, University of Reading (UK) PG Forestry Management, IIFM, Bhopal	12 Years	14.12.2007
Lokesh Gupta	Accounts Officer	Graduate Arts	13 Years	03.11.1997
Sanjeev Kumar	Executive Director	PG Rural Management, IRMA, Anand	22 Years	26.04.2007
Satya Narayan Singh	Admin. Assistant	9 <sup>th</sup> Pass	13 Years	01.06.1997
Seema Upadhyay	Programmes Coordinator	PG Rural Management, IRMA, Anand	15 years	12.3.2010



## Members of General Body of ARAVALI

---

- 1 Mr. Bharat Singh, Chairman & Minister, Department of Rural Development & Panchayati Raj
- 2 Principal Secretary, Rural Development & Panchayati Raj
- 3 Principal Secretary, Agriculture
- 4 Principal Secretary, Finance
- 5 Principal Secretary, Forest
- 6 Principal Secretary, Planning
- 7 Principal Secretary, Social Justice
- 8 Principal Secretary, Education
- 9 Secretary, Rural Development
- 10 Aadhar Shodh Sansthan, Jaipur
- 11 Aajeevika Bureau, Udaipur
- 12 ARTH, Udaipur
- 13 Astha, Udaipur
- 14 Bank of Rajasthan Ltd., Jaipur
- 15 Bhartiya Samridhi Finance Ltd., Hyderabad
- 16 Bhoruka Charitable Trust, Jaipur
- 17 Daang Vikas Sansthan, Karauli
- 18 Dhara Sansthan, Barmer
- 19 Doosra Dasak, Jaipur
- 20 ECAT Bodhgram, Jaipur
- 21 ERDS, Bharatpur
- 22 Gandhi Manav Kalyan Society, Udaipur
- 23 Gram Vikas Navyuvak Mandal, Laporla
- 24 Gram Vikas Vigyan Samiti, Jodhpur
- 25 Gramin Shiksha Kendra, Sawai Madhopur
- 26 IBTADA, Alwar



## Members of General Body of ARAVALI

---

- 27 Indian Grameen Services, Hyderabad
- 28 Jan Chetna Sansthan, Abu Road, Sirohi
- 29 Lok Kalyan Sansthan, Barmer
- 30 Lupin Foundation, Bharatpur
- 31 Maharaja Ganeshpalji Charitable Trust, Karauli
- 32 Manglam Vidhyapeeth, Jaipur
- 33 Meharshi Dadhich Education Socie, Kota
- 34 Navyuvak Mandal Sansthan, Mithireduwali, Churu
- 35 Prayas Sansthan, Chittorgarh
- 36 Prayatn Samiti, Udaipur
- 37 Prayatna Sansthan, Jaipur
- 38 Punjab National Bank, Jaipur
- 39 Rajasthan Bal Kalyan Samiti, Udaipur
- 40 Rajasthan Gramin Vikas Samiti, Ajmer
- 41 Rajasthan Mahila Kalyan Mandal, Ajmer
- 42 Rajasthan Voluntary Health Association, Jaipur
- 43 Ravindra Vidhya Mandir, Kota
- 44 S.R.Society, Jaipur
- 45 Sahyog Sansthan, Udaipur
- 46 Sandesh Khadi Gramodhyog Sansthan, Alwar
- 47 SANDHAN, Jaipur
- 48 Seva Mandir Udaipur
- 49 Shikshit Rozgar Kendra Evam Prabandhak Samiti, Jhunjhunu
- 50 Shiv Shiksha Samiti, Tonk
- 51 SRIJAN, New Delhi
- 52 SURE, Barmer





## Members of General Body of ARAVALI

---

- 53 SWERA Sansthan, Ajmer
- 54 Udhyogini, New Delhi
- 55 UNNATI, Jodhpur
- 56 Urmul Marusthan Bunkar Vikas Samiti, Jodhpur
- 57 Urmul Setu, Bikaner
- 58 Urmul Trust, Bikaner
- 59 Vishakha, Jaipur
- 60 WASCO, Jalore
- 61 Treasurer, ARAVALI
- 62 Executive Director, ARAVALI



## Members of Governing Council of ARAVALI

- 1 Mr. Bharat Singh, Chairman & Minister, Department of Rural Development & Panchayati Raj
- 2 Additional Chief Secretary, Development
- 3 Principal Secretary, Rural Development & Panchayati Raj
- 4 Principal Secretary, Agriculture
- 5 Principal Secretary, Finance
- 6 Principal Secretary, Forest
- 7 Principal Secretary, Planning
- 8 Principal Secretary, Social Justice
- 9 Principal Secretary, Education
- 10 Gramin Shiksha Kendra, Sawai Madhopur
- 11 Maharaja Ganeshpalji Charitable Trust, Karauli
- 12 Rajasthan Voluntary Health Association, Jaipur
- 13 SANDHAN, Jaipur
- 14 Seva Mandir Udaipur
- 15 Shiv Shiksha Samiti, Tonk
- 16 SWERA Sansthan, Ajmer
- 17 Urmul Trust, Bikaner
- 18 WASCO, Jalore
- 19 Treasurer, ARAVALI
- 20 Executive Director, ARAVALI



## Members of Executive Committee of ARAVALI

- 1 Mr. Bharat Singh, Chairman & Minister, Department of Rural Development & Panchayati Raj
- 2 Principal Secretary, Social Justice
- 3 Principal Secretary, Planning
- 4 Secretary, Rural Development
- 5 Maharaja Ganeshpalji Charitable Trust, Karauli
- 6 Urmul Trust, Bikaner
- 7 Treasurer, ARAVALI
- 8 Executive Director, ARAVALI



# Financial Statements

---

**UMESH DANGAYACH & CO.**  
**Chartered Accountants**

12, Ram Nagar Shopping Centre,  
Shastri Nagar, Jaipur-302016  
Mobile: 09828111040  
Phone: 0141-2324732, 2301631  
Email: [umeshdangayach@yahoo.co.in](mailto:umeshdangayach@yahoo.co.in)

---

**Form No. 10B**  
**(See Rule 17B)**

**AUDIT REPORT U/S 12A(b) OF THE INCOME TAX ACT, 1961 IN THE CASE OF CHARITABLE OR RELIGIOUS TRUSTS OR INSTITUTIONS**

We have examined the Balance Sheet as on 31.3.2011 of Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI), Patel Bhawan, HCM-RIPA, J L Nehru Marg, Jaipur and the Income & Expenditure A/c for the year ended on that date, which are in agreement with the books of accounts maintained by the said trust.

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

Subject to Notes on Accounts

In our opinion and to the best of our information, and according to information given to us, the said accounts give a true and fair view -

- (i) In the case of the balance sheet, of the state of affairs of the above named trust as at 31.3.2011.
- (ii) In the case of income & expenditure a/c, of the surplus of its accounting year ending 31.3.2011.

The prescribed particulars are annexed hereto.

Place : Jaipur  
Dated : 09.09.2011

For Umesh Dangayach & Co.  
Chartered Accountants  
(FRN-010745C)

(U.K. Dangayach)  
Partner  
M.No. 079631



SIGNIFICANT ACCOUNTING POLICIES & NOTES ON ACCOUNTS

Notes on Accounts annexed to and forming part of accounts of Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI) for the year ended on 31.3.2011.

1. Accounts have been prepared generally on Accrual basis and Historical Cost convention except expenses which are accounted for on payment basis.
2. Accounting Policies not specifically referred to otherwise are consistent with generally accepted accounting principles.
3. No provision for Income Tax has been made in view of non-taxable income under Income Tax Act, 1961.
4. Previous years figures have been regrouped, rearranged and recasted wherever necessary.
5. Expenditure of capital nature is capitalized at a cost that comprises of purchase price and any directly attributable cost of bringing the asset to its working condition.
6. Fixed Assets of Rs. 270896.00 have been transferred to ARAVALI fixed assets account from SCALE project, PHF Project and SPWD Project.

For Umesh Dangayach & Co.  
Chartered Accountants  
(FRN-010745C)

For: Association for Rural Advancement  
through Voluntary Action and Local  
Involvement (ARAVALI)

(U.K. Dangayach)  
Partner  
M.No.079631

(Executive Director)

(Treasurer)

Place : Jaipur

Dated : 09.09.2011



**Balance Sheet as on 31st March 2011**

Liabilities	Amount (Rs.)		Assets	Amount (Rs.)	
	2009-2010	2010-2011		2009-2010	2010-2011
<b>Corpus Fund</b>	<b>2000000.00</b>	<b>2000000.00</b>	<b>Fixed Assets "Annex A"</b>	<b>1258875.82</b>	<b>1318956.22</b>
<b>Medical Fund</b>	<b>251784.00</b>	<b>450616.00</b>	<b>Investments (PD Interest Bearing A/c.)</b>	<b>1000000.00</b>	<b>1000000.00</b>
<b>ARAVALI Reserve Fund</b>	<b>9730695.30</b>	<b>11104997.07</b>	<b>Term Deposit with Banks</b>	<b>4000000.00</b>	<b>5645350.00</b>
Opening Balance	6972642.07	<b>9730695.30</b>	Nanital Bank	4000000.00	5645350.00
Add/Less during the year	2758053.23	1374301.77			
<b>Programme Balances</b>	<b>4796014.00</b>	<b>6970074.00</b>	<b>Current Assets, Loan &amp; Advances</b>	<b>3058504.00</b>	<b>1481975.36</b>
District Agriculture Programme (DAP)	0.00	0.00	Accrued Interest	1418788.00	316814.00
PHF, New Delhi	1520509.00	1949083.00	Receivable from SEARCH	168438.00	0.00
Drought Relief - CAPART	0.00	0.00	Receivable from SRTT - BoCMAR	241664.00	241664.00
UNICEF, Jaipur	0.00	0.00	Receivable from SRTT - PEHAL	357076.00	0.00
SCALE	580369.00	908267.00	Receivable from Gol - IAS, Jalore Study	114088.00	114088.00
UNDP/ MoRD	398446.00	398446.00	TDS Account	530508.00	546597.00
SPWD, New Delhi	748160.00	223936.00	Receivable & Advances "Annex C"	61860.00	96730.36
JTT, Mumbai	1506854.00	3438055.00	Receivable from Gol - DLM	166082.00	166082.00
SCALE - Innovation	41676.00	52287.00			
<b>Current Liabilities and Provisions</b>	<b>170732.00</b>	<b>167288.00</b>	<b>Cash and Bank Balances</b>	<b>7631845.48</b>	<b>11246693.49</b>
List of Current Liabilities and Provisions "Annex B"	170732.00	167288.00	PD Account	50000.00	50000.00
			SBI Bank A/c 52467	3828266.00	4719739.00
			SBI Bank A/c 52489	760926.75	3096663.76
			SBI Bank A/c 52490	64537.73	2997.73
			SBI Bank A/c 52569	1613292.00	3362104.00
			SBI Bank A/c 52570	1301248.00	3246.00
			Cash in Hand	13575.00	11943.00
<b>Total</b>	<b>16949225.30</b>	<b>20692975.07</b>	<b>Total</b>	<b>16949225.30</b>	<b>20692975.07</b>

Notes on Accounts  
"Annex D"  
As per our audit report  
attached

**For Umesh Dangayach & Co.**

Chartered Accountants  
(FRN-  
010745C)

**For:** Association for Rural Advancement through  
Voluntary Action and Local Involvement (**ARAVALI**)

(U.K.Dangayach)  
Partner  
(M.No. 079631)

Executive Director

Treasurer

1 / 11

Place: **Jaipur**  
Date: **09.09.2011**



**Income & Expenditure Account for the year ending 31st March 2011**

Expenditure	Amount		Income	Amount	
	2009-2010	2010-2011		2009-2010	2010-2011
<b>Programme Expenses</b>	<b>24659361.77</b>	<b>21094875.59</b>			
ARAVALI Core Activities	2910683.77	2599865.59	ARAVALI Core Activities	3356239.00	3697927.36
SRG NREGA Assignment	179840.00	504224.00	SPWD, New Delhi	928000.00	748160.00
District Agriculture Plan (DAP)	3575973.00	0.00	District Agriculture Plan	3575973.00	0.00
Sustainable Community based Approaches to Livelihood Enhancement	9273295.00	8956158.00	Sustainable Community based Approaches to Livelihood Enhancement	10017056.00	10026536.00
SCALE Innovation Fund Programme	1083324.00	713389.00			
Social Analysis & Management Development Programme (SAMDP)	0.00	0.00	SEARCH , Gadchiroli	1978291.00	912000.00
Building Institutions that can Challenge Poverty, PHF	1452316.00	3165927.00	Sir Ratan Tata Trust, Mumbai	2037492.00	0.00
SEARCH HEALTH Programme	1978291.00	912000.00	UNICEF, Jaipur	285655.00	0.00
PEHEL Programme	2037492.00	0.00	SCALE Innovation Fund	1125000.00	765676.00
Building Institutions that can Challenge Poverty, JTT	1882492.00	4243312.00	Paul Hamlyan Foundation	3074000.00	5203795.00
UNICEF	285655.00	0.00	Jamshetji Tata Trust	3500000.00	7681367.00
<b>Programme Balance</b>	<b>4397568.00</b>	<b>6571628.00</b>			
SPWD, New Delhi	748160.00	223936.00			
SCALE Programme	580369.00	908267.00			
SCALE - Innovation Fund	41676.00	52287.00			
Building Institutions that can Challenge Poverty, PHF	1520509.00	1949083.00			
Building Institutions that can Challenge Poverty, JTT	1506854.00	3438055.00			
<b>Reserve Fund by Project Assets</b>	<b>375221.00</b>	<b>270896.00</b>			
SCALE Project (Fixed Assets Additions)	163392.00	162111.00			
PHF Project (Fixed Assets Additions)	101175.00	88785.00			
JTT Project (Fixed Assets Additions)	110654.00	0.00			
SPWD Project (Fixed Assets Additions)	0.00	20000.00			
<b>Reserve Fund by Project Activities</b>	<b>445555.23</b>	<b>1098061.77</b>			
ARAVALI Core Activities	445555.23	1098061.77			
<b>Total</b>	<b>29877706.00</b>	<b>29035461.36</b>	<b>Total</b>	<b>29877706.00</b>	<b>29035461.36</b>

As per our audit report attached

**For Umesh Dangayach & Co.**

Chartered Accountants  
(FRN-010745C)

(U.K.Dangayach)  
Partner  
(M.No. 079631)

Place: **Jaipur**  
Date: **09.09.2011**

**For:** Association for Rural Advancement through  
Voluntary Action and Local Involvement  
**(ARAVALI)**

Executive Director

Treasurer

2/11





## Information on ARAVALI

---

ARAVALI Website: [www.aravali.org.in](http://www.aravali.org.in)

### **ARAVALI's Head Office**

Patel Bhawan, HCM-RIPA,  
Jawahar Lal Nehru Marg,  
Jaipur  
Phone: 0141-2710556, 2701941

### **ARAVALI Central Regional Resource Centre**

L6, Gandhi Nagar, Naka Madar,  
Ajmer  
Phone: 0145-2671853

### **ARAVALI Western Regional Resource Centre**

House No. 495,  
17- E, Chopasani Housing Board, Jodhpur.  
Phone: 0294- 2718932

### **ARAVALI Eastern Regional Resource Centre**

Flat No.- 103- A, Ganpati Towers, Nirmala School Road  
Bhimganj Mandi, Kota Junction, Kota  
Phone: 91-744-2461319

**Society Registration Number : 184/Jaipur/94-95**

**FCRA Number: 1225560091**

### **Auditors:**

M/s Umesh Dangayach and Co.  
12, Ram Nagar, Shopping Centre, Shastri Nagar, Jaipur - 302016

### **Bankers:**

State Bank of India, Calgary Hospital Campus, Malviya Nagar, Jaipur



## ABBREVIATIONS

AKF	Aga Khan Foundation
ADFS	ARAVALI Development Features Service
AGM	Annual General Meeting
AMEF	Agriculture Man Ecology Foundation
BAIF	Bhartiya Agro Industries Foundation
BPL	Below Poverty Line
AMG	Asha Mentoring Group
ASHA	Accredited Social Health Activist
BICP	Building Institutions that can Challenge Poverty
BoD	Board of Directors
BPL	Below Poverty Line
BRGF	Backward Region Grant Fund
CAZRI	Central Arid Zone Research Institute
CBO	Community Based Organization
CECOEDECON	Centre for Community Economics and Development Consultants Society
CEO	Chief Executive Officer
CHF	Community Health Fellow
CM	Chief Minister
CoSAP	Comprehensive Support Action Plan
CSR	Corporate Social Responsibility
DAP	District Agriculture Plan
DIC	District Industries Centre
DRCU	District Response and Coordination Unit
DRDA	District Rural Development Authority
DWCD	Department of Women and Child Development
ERRC	Eastern Regional Resource Centre



FCRA	Foreign Contribution Regulation Authority
FES	Foundation for Ecological Society
FFS	Farmer Field School
FHO	FLRC Host Organisation
FLRC	Family Livelihoods Resource Centre
GAPCL	Grameen Aloe Producer Company Ltd.
GDS	Grameen Development Services
GO	Government Organisation
GoR	Government of Rajasthan
G&P	Governance and Programming
GRAVIS	Gramin Vikas Vigyan Samiti
GVT	Gramin Vikas Trust
ICDS	Integrated Child Development Scheme
IDS	Institute of Development Studies
IEC	Information Education Communication
IFAD	International Fund for Agricultural Development
IoE	Instrument of Engagement
IFFDC	Indian Farm Forestry Development Cooperative
JBVSS	Jai Bhim Vikas evum Shikshan Sansthan
JITSAP	Just-in-Time Support Action Plan
JTT	Jamsetji Tata Trust
JSY	Janani Surakha Yojna
KAP	Knowledge Attitude Practice
LF	Livelihoods Fellow
LLI	Local Livelihoods Interns
MD	Managing Director
mF	Micro Finance
MPOWER	Mitigating Poverty in Western Rajasthan



NABARD	National Bank for Agriculture and Rural Development
NAET	National Advisory and Evaluation Team
NCLP	National Child Labour Project
NGO	Non Government Organisation
NHSRC	National Health Systems Resource Centre
NIRD	National Institute of Rural Development
NNPF	Non Negotiable Parameters Framework
NRAA	National Rainfed Area Authority
NREGA	National Rural Employment Guarantee Act
NRHM	National Rural Health Mission
NRLM	National Rural Livelihoods Mission
NWDPPRA	National Watershed Development Program for Rainfed Areas
NYM	Nehru Yuva Mandal
PAVA	Professional Assistance to Voluntary Agencies
PEDO	People's Education and Development Organisation
PHF	Paul Hamlyn Foundation
PHRN	Public Health Resource Network
PIA	Project Implementation Agency
PRI	Panchayati Raj Institution
RCH	Reproductive Child Health
RFP	Rapid Field Assessment
RKVY	Rashtriya Krishi Vikas Yojna
RRC	Regional Resource Centre
SAMDP	Social Analysis and Management Development Programme
SCALE	Sustainable Community Based Approaches to Livelihood Enhancement
SDTT	Sir Dorabjee Tata Trust
SEARCH	Society for Education, Action, and Research in Community Health
SGSY	Swarnjayanti Gram Swarojgar Yojna



SJSRY	Swarn Jayanti Sahari Rojgar Yojna
SHG	Self Help Group
SHPI	SHG Promoting Institution
SLNA	State Level Nodal Agency
SMP	Social Mobilisation around Natural Resource Management for Poverty Alleviation
SPWD	Society for Promotion of Wastelands Development
SRG-NREGA	State Level Resource Group on National Rural Employment Guarantee Act
SRTT	Sir Ratan Tata Trust
SSD	Society for Sustainable Development
TSC	Total Sanitation Campaign
ToE	Terms of Engagement
UNDP	United Nations Development Programme
UNICEF	United Nation Children's Fund
VHSC	Village Health and Sanitation Committee

