

# **Annual Report**

**2008- 09**



**Association for Rural Advancement through  
Voluntary Action and Local Involvement**

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## **Chairperson's Note**

I share with you the 12th Annual Report of ARAVALI.

We have continued to enhance our ability to meet various stakeholders' expectations. The organization has been able to strengthen its ground presence with four Regional Resource Centres opened at Jodhpur, Ajmer, Kota and Jaipur. With the placement of full fledged teams at these centers we are well on our way to address the diverse needs of NGOs, government development agencies, Panchayati Raj Institutions, cooperatives and other stakeholders in the less developed regions of Rajasthan.

We have been able to take forward our new initiative of Family Livelihoods Resource Centres for the poorest of the poor. This innovative approach by ARAVALI is based on new conceptual inputs as well the reflection of its partners on their past experiences. That the partners could identify very poor and excluded families in areas where they have had a long presence shows the effectiveness of the approach in addressing issues of inclusive development. We need more resources to facilitate this inclusive development model to be sustained and to evolve.

Given the importance of agriculture and livestock based livelihoods, ARAVALI worked with the Department of Agriculture in evolving a methodology for decentralised planning for agriculture and allied sector livelihoods. ARAVALI then trained all the 32 district functionaries in this planning approach. Space for engagement of NGOs in the implementation of national flagship programs like the Rashtriya Krishi Vikas Yojana has been another feature of this work.

During the year, the organization continued to invest in enhancing internal capacities through well-planned training and capacity building initiatives, allowing the team to meet the challenges of training and facilitation of adult learners effectively.

There are two issues on which I wish to draw attention of the stakeholders; the first is the partnership role and autonomous status of ARAVALI vis-à-vis the State Government, and the second one is of financial self-sufficiency for the organisation.

ARAVALI was initiated by the Government of Rajasthan and hence, the original Memorandum of Association (MoA), ARAVALI needs the approval of Government of Rajasthan in crucial matters, such as appointment of the Chairman and the Executive Director, as well as changes in the MoA. Fifteen years down the road, with a well-established track record, ARAVALI needs to be recast as an independent consultative forum among NGOs and other development agencies, and between them and the Government of Rajasthan. Though the Governing Council and Executive Committee have unanimously approved several changes in the MoA to enhance the representative nature of ARAVALI and enhance its autonomy, the Government of Rajasthan has not taken any decision on these for over a year and a half. Further, the Government of Rajasthan has embarked on drafting a policy on the voluntary sector, without any consultation with ARAVALI or with NGOs in the state. In contrast, the Planning Commission's initiative on NGO Partnership through a dedicated portal is a progressive and pragmatic step towards enabling a more transparent but sensitive attempt at partnership. Such thought and action is worth emulating for the State of Rajasthan. The NGO Partnership System of the Planning Commission is being shared with this report.



On financial self-sufficiency, there has been zero budgetary support for ARAVALI from the Government of Rajasthan. We are thankful to our funding supporters, the Aga Khan Foundation, the Sir Dorabjee Tata Trust, the Sir Ratan Tata Trust, Paul Hamlyn Foundation and UNICEF, for supporting our work. ARAVALI supplements this with consultancy fees from development advisory work, provided mainly to government agencies and donors. Yet, this hard-earned income is threatened by the proposed change in the Income Tax Code for not-for-profit organizations. If enacted, this will be a big blow to organisations like ARAVALI which try to supplement grants with earned income. Along with others in the NGO sector, we have made strong representations to the Central Government for not imposing taxes on the earned income of non-profits, as otherwise proposed in the Code. All concerned stakeholders need to ask the Government of India to adopt a more progressive approach on this issue, so that non-profits can move towards financial self-sufficiency.

I would like to end by thanking all the NGO members of ARAVALI, as well friends from the Government of Rajasthan and banks who serve on our Governing Body and Executive Council, for their participation and inputs. The staff team in ARAVALI has done a commendable job and I also record my appreciation for their efforts.

Vijay Mahajan  
Chairman



## About ARAVALI

Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI) is a not-for-profit organisation seeded in 1994 by the Government of Rajasthan. ARAVALI's mandate is to promote innovations in development and greater collaboration between the Government and the Voluntary Sector. In building collaborations, ARAVALI seeks to enhance capacities of the voluntary sector on management and organisational development issues to be able to work effectively with the government and at the same time, work on improving the environment within which government and voluntary sector collaboration takes place. The organisation started her operational journey from 1997 and over a decade's work has seen ARAVALI continuously striving to operationalise her Vision and Mission.

While the striving continues in the backdrop of more intense calls for collaborations, the issues of professional work culture, regional balance and governance have also been confronted, steered through and addressed during the last couple of years. From an initial seeding grant from the Government of Rajasthan, ARAVALI has been able to leverage an independent existence with no financial dependence on the Government for her operations. From an initiation of leadership of bureaucracy origin to a political leadership to a professional leadership, the Governance of the organisation has withstood the test and has in fact come out much stronger on aspects of stakeholder relevance, professional work culture and accountability.

The year 2008-09 saw ARAVALI go through an executive leadership transition with the moving on of her long standing Executive Director. This was a crucial transition since the professional work culture and collaboration agenda of ARAVALI had been largely facilitated under his leadership. The agenda of Enhanced Field Presence as emerging from the quest for organisational relevance was operationalised during his second stint with ARAVALI. The quest for programmatic relevance also was conceptualized and seeded in the form of the Family Livelihoods Resource Centre during his second tenure with ARAVALI. Consolidation of these initiatives continues to be areas of priority for us.

The year 2008-09 saw ARAVALI move into the second decade of her operations. As an organisation, with a unique mix of governance and ownership, this is a significant milestone. The path to the second decade saw ARAVALI undergoing strong churings and pain which led to some path setting structural changes, the most important being the 'Enhanced Field Presence' of the organisation. The year can be referred to as a year of re-establishing our relevance for stakeholders and deepening of our programming and collaboration capabilities.

"All round and large scale development requires a combination of capacities and efforts which cannot be provided by any single agency or system. To ensure that the benefits of development reach the poor in particular and the people in general it is necessary the government, the private sector and NGOs pool their strengths and become partners.

Within this context ARAVALI intends to ensure that there are an increased number of development partnerships working closely with marginalized communities in every district of Rajasthan and that an enabling environment is developed within which the partnerships can function."



## Enhanced Field Presence-A response to Inclusive Development

The move into the second decade of our operations was accompanied by new development challenges emerging from the high growth trajectory of the mainstream economy. These are challenges that are brought about by fast reduction in official poverty rates and the new paradigms of sectoral growth drivers. These trends seem to suggest that most growth strategies now need to focus on building an environment wherein the expertise and capacity of private sector and sectoral players can find a free hand to expand business and create jobs. The implications of this pattern of development did seem to make the development world appear as a mindset frozen in time, distant from the realities of contemporary communities.

In a world of finite real resources, the pattern of high growth rate strategies has not become the development paradigm for the majority community segments. Poverty in Rajasthan is moving from being generic to specific. From generic models of rural development, the need to work specifically on aspects of inclusive development has become stronger. Development remains to be a complex process and the limitation of single strategies make it all the more important to ensure an environment of development collaborations across stakeholders. The combination of approaches and collaboration as an instrumentality for achieving the same is much more crucial today than ever before.

It is in the context of the challenges of inclusive development that the need to focus on regional dimensions of poverty became overwhelmingly urgent and important for ARAVALI.

### The Challenges of Enhanced Field Presence

A re-assessment of the programming focus of ARAVALI had been an ongoing process and increasingly the limitation of sectoral approaches towards fulfillment of development aspirations of communities was becoming clearer. Analysis, reflection and validation with development players across India and elsewhere, confirmed that ARAVALI's work was now constrained by sectoral perspectives and to capture the aspects of development aspirations the organisation must be in closer touch with the ground realities across Rajasthan.

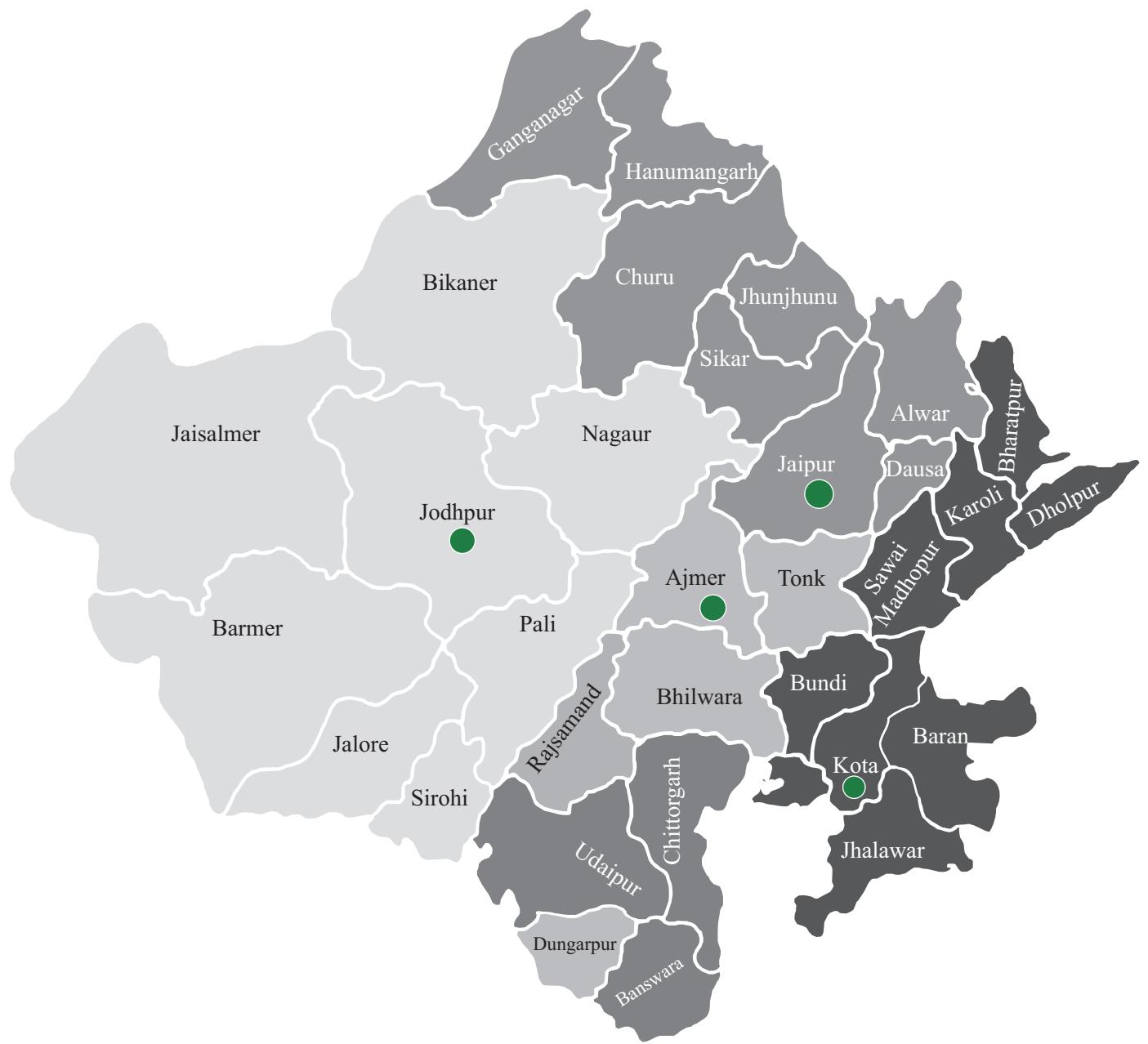
The ground reality for ARAVALI is the milieu of communities, resources, civil society organisations and state functionaries across Rajasthan. For operational aspects this ground was divided into four geographical regions represented by the four directions.

Thus the large **western** (Marwar) desert tract of the state, the **northern** command and arid areas, the undulating and flat semi-arid **central & south** (Shekhawati, Dhundhaad, Mewar) and the predominantly civil society poor **Eastern** (Hadoti, Daang, Mewat) area were identified as the core ground reality or milieu defining ARAVALI's engagement around development processes.

For an organisation that had worked for a decade from in the state capital, the Enhanced Field Presence aspects threw up new challenges of organisational re-structuring and human resource placement and retention. Much of 2008 was taken up in devising approaches and developing systems for operationalising a regional entity based functioning for ARAVALI. The turnover of human resources during the period added to the challenges but the strategic criticality of it made us determined to continue with relentless efforts on this path of Enhanced Field Presence.

Albeit slowly, the challenges were met and it is with some sense of achievement that we can say that ARAVALI now has a relatively stable and well organised mechanism, albeit still evolving, for addressing the regional challenges and development aspirations of the state and its communities.





- Central Regional Resource Centre
- Jaipur & South Regional Resource Centre
- Eastern Regional Resource Centre
- Western Regional Resource Centre



The unstinted support of our governance institutions<sup>1</sup>- General Body, Governing Council, and Executive Committee - along with that of the team members of ARAVALI was critical in realizing this small but first step towards the agenda of Enhanced Field Presence.

## **The Structure of Enhanced Field Presence-Regional Resource Centers**

Beginning late 2007, and well into 2008, the establishment of ARAVALI's Regional Resource Centers has been a key landmark in this process of Enhanced Field Presence. Each RRC has been envisioned as a mini-ARAVALI and has specific terms of reference<sup>2</sup> to ensure adherence to the roles which the RRC needs to play in the region.

The role of the RRC requires its team members to forge partnerships beyond current projects and programmes and with various development stakeholders including and not restricted to NGOs. Along with the Centre-establishment related processes and challenges, the reporting year saw ARAVALI beginning to deepen her relationship and partnerships with NGOs, State structures, and other stakeholders in the development process across the Districts covered by each RRC.

Every RRC is structured to facilitate such functioning; a Regional Co-ordinator leads the RRC team and with him/her there are four to five experienced professionals from diverse backgrounds and disciplines working as a team on different thematic programmes and projects of regional importance. Administrative and accounts support is also ensured to this team at the RRC level.

As on March 31, 2009, three RRCs were fully functional in Ajmer, Jaipur, and Jodhpur, and a fourth one (proposed for Kota) ready to be initiated. The RRCwise highlights of initiatives and work progress during 2008-09 are being presented in the following paragraphs.

### **Central Regional Resource Centre (CRRC), Ajmer**

The UNDP-sponsored SMP<sup>3</sup> Project's office in Ajmer underwent transformation as part of ARAVALI's Enhanced Field Presence, leading to a CRRC being set up in Ajmer. This Centre is expected to cater to the development support and innovation needs of stakeholders in the Districts of Ajmer, Bhilwara, Tonk, and Rajsamand. During 2008-09, the CRRC was able to consolidate its work in Ajmer District, where a majority of existing projects and programmes of ARAVALI are currently based. The CRRC team, which was responsible for SMP operations earlier, struggled successfully to get out of the project office mode and remove its Ajmer centricity to finally assimilate the logic, processes, and mechanisms of running a Regional Resource Centre.

As part of a State-wide outreach initiative of ARAVALI under the SCALE programme, the CRRC has played an anchoring role in promoting goat based livelihoods through Farmer Field School (FFS) approach to extension. ARAVALI is also engaging with the Department of Rural Development, GoR to consider a SGSY Special Project formulated for raising the capacities of and creating enterprise options for goat rearers, especially women, in and around Ajmer.

1. ARAVALI has a unique mix of governance represented by Civil Society Functionaries and Senior State Functionaries. The Governing Council is the strategic guidance body while the Executive Committee is the operational decision making body-both having representatives from the state government and civil society. From the state government, the Department of Rural Development is the nodal department for this purpose. For details please refer to the annexure.

2. For details please refer our Annual Report 2007-08

3. Social Mobilisation around Natural Resources for Poverty Alleviation (SMP) was a 3-years' project implemented by field NGOs in partnership with ARAVALI. It came to an end in 2007.



Since nearly half of the microfinance project partners of ARAVALI are working in Ajmer, greater thrust and more intensive accompaniment of partner NGOs was made possible through the CRRC. Given the problems of Bank linkage and repeat loan sanctions under NABARD's SHG Bank Linkage Programme, ARAVALI initiated a dialogue with the Kalanjam Development Financial Services (KDFS) (with the support of SRTT, Mumbai) to increase credit access for SHGs organized by our partner organisations. The formalities of loan applications were completed during the year being reported and we are positive about the outcomes of this linkage. The CRRC has played a key role in exploring and concretizing this engagement with KDFS.

The CRRC also organized for NABARD a Microfinance Management Development Programme (MMDP) for CEOs and senior functionaries of SHG Promoting Institutions (SHPIs) of Central and Southern Rajasthan, in Ajmer during the year.

The CRRC's work area is host to three Family Livelihood Resource Centres (FLRCs); the CRRC team provided ongoing accompaniment to FLRC Host Organisations (FHOs) for implementing this innovation as an outreach pilot under SCALE, during 2008-09.

As a follow-up to the SMP project which wound up in 2007-08, the CRRC has taken over the responsibility to provide capacity building inputs and ongoing accompaniment to a Producers' Company of *Aloe vera* cultivator-women in Jawaja. A Grameen *Aloe* Producers Company Limited (GAPCL) was registered with the support of Grameen Development Services (GDS)- an SMP Partner of ARAVALI in Jawaja, and accompaniment provided to the Company for procuring machineries and equipments required for its production functions. Organizational development efforts are going to be key inputs expected from ARAVALI for improving the capacities of GAPCL as a community organisation and of its members. Since no funding was available for providing this critical accompaniment, ARAVALI is developing a proposal for the same for consideration of funding support under the AKF's Innovation Fund initiative.

The immediate challenges facing the CRRC relate to;

- Expanding its accompaniment-based services to agencies and individuals beyond Ajmer District;
- Forging pro-poor partnerships with diverse stakeholders (including new and nascent NGOs);
- Developing a small-ruminant based livelihoods promotion programme for the region, based on FFS learning;
- Deepening the FLRC initiative through FHOs so that the Centres start benefiting the client families of the three FLRCs; and
- Developing new programmes as per regional priorities and emerging challenges.

### **Jaipur and Southern Regional Resource Centre (JSRRC), Jaipur**

This Centre covers the Districts of Churu, Jhunjhunu, Sikar, Jaipur, Alwar, Dausa, Hanumangarh, Ganganagar, Udaipur, Banswara, Dungarpur, Chittorgarh, and Pratapgarh. At present, the JSRRC functions as a separate team which, however, is housed in the Central Office of ARAVALI in Jaipur. During 2008-09, efforts were made to evolve the JSRRC as an entity distinct from the Central Office; we were only partially successful in this, mainly due to the co-habitation of the two offices.

Yet, during 2008-09, the JSRRC was able to consolidate its work in PEHAL and SCALE project Districts. Like the CRRC, the JSRRC also intensified its support to various project partners and organized an MMDP for



NABARD. However, it achieved limited success in diversifying its stakeholder and programme base in the assigned, non-project Districts. The Centre tried to cover the Hadauti-Dang region as well, but it could not go beyond support to an FHO which is based in Karauli.

A theme in which the Centre (or its specific members) has taken lead with guidance from the Central Office is customization of methodology for and building capacities of the Departmental functionaries of 32 Districts in the preparation of District Agriculture Plans (DAPs) under *Rashtriya Krishi Vikas Yojana (RKVY)*. This initiative was taken in an assignment-mode, in response to the invitation of the Department of Agriculture and Horticulture, GoR. A couple of members of the JSRRC team were also involved in formulating the Gram Panchayat, Block and District level Plans under RKVY for eight Districts of Rajasthan.

The JSRRC's work area is host to two Family Livelihood Resource Centres (FLRCs); the Centre's team provided ongoing accompaniment to FLRC Host Organisations (FHOs) for implementing this innovation as an outreach pilot under SCALE, during 2008-09.

The Regional Co-ordinator of JSRRC played a key role in developing and finalizing a proposal for *Building Institutions that can Challenge Poverty*. Based on the Human and Institutional Capacity Enhancement (HICE) experiences of ARAVALI, this proposal aims to support the seeding and strengthening of civil society organisations in Eastern and Western part of the State. Near the end of the reporting year, we were assured of fund support from the Paul Hamlyn Foundation (PHF) and Jamshetji Tata Trust (JTT, Mumbai) for implementing this project in the Districts of Eastern and Western Rajasthan, respectively. The Co-ordinator of JSRRC was also part of the facilitation team for organisational change processes being led by an external Consultant for two NGOs, namely URMUL Seemant and URMUL Setu, during 2008-09.

The coming years will see the JSRRC face the challenges of:

- Expanding its accompaniment-based services to agencies and individuals beyond current project Districts;
- Forging pro-poor partnerships with diverse stakeholders (including new and nascent NGOs);
- Leading the themes of employment guarantee and decentralized planning for livelihoods in ARAVALI;
- Expanding and deepening the FLRC initiative through new and existing FHOs so that the Centres start benefiting the client families of those FLRCs;
- Developing new programmes as per regional priorities and emerging challenges; and
- Developing and retaining its own identity away from the Central Office, as per the RRC ToR.

### **Western Regional Resource Centre (WRRC), Jodhpur**

The centre at Jodhpur is unique in terms of its operational manifestation from the RRC concept stage. The establishment of this office and its priorities was largely informed by the understanding and learning gained by ARAVALI while conducting initial assessments (as a Consultant) for the IFAD-supported project on Mitigating Poverty in Western Rajasthan (MPOWER). However, getting the centre going was a challenge with long standing team members choosing to leave the organisation after brief spells at the Centre.

After the initiation pains, WRRC got going near the mid of 2008-09, and set the standards for other Centres in terms of quality of accompaniment and reporting under its existing projects and overall Centre



management efficiency. The WRRC covers the Districts of Bikaner, Jaisalmer, Jodhpur, Barmer, Sirohi, Jalore, Pali, and Nagaur. Though a new NGO scoping and seeding project was still in the pipeline, the process of scoping new NGOs and diversifying engagements with stakeholders other than NGOs had already begun at the WRRC level.

The three FHOs in WRRC's area performed well with accompaniment from the WRRC and the FFS-based livelihoods promotion action research was also seeded well in the region. Given the unique geography, agro-ecology, and culture of Western Rajasthan, need is being felt for evolving financial inclusion and microfinance strategies and programmes customized to the region. Support interventions related to these themes have been attempted but continuous flow of resources is an issue at both ARAVALI and partner level.

In the immediate future, the WRRC faces the challenges of:

- Expanding its accompaniment-based services to agencies and individuals to Districts with weak/sparse voluntary movement/presence (like Jaisalmer);
- Forging pro-poor partnerships with diverse stakeholders (including new and nascent NGOs);
- Developing a small-ruminant based livelihoods promotion programme for the region, based on FFS learning;
- Supporting pro-poor and segment-oriented livelihoods programme development by FHOs so that the FLRCs start benefiting the client families in their respective areas; and
- Developing new programmes as per regional priorities and emerging challenges.

As the financial year came to an end, the need for a fourth RRC in Kota, to cater to the support needs of development stakeholders in the historically ignored Kota-Dang region was sought to be fulfilled with the conceptualization of the **Eastern RRC (ERRC)**. Team development, regional programming, and forging pro-poor partnerships constitute the key agenda points for the ERRC in 2009-10.

With Enhanced Field Presence as the highlight of 2008-09, ARAVALI plans to facilitate evolution of approaches to address regional development challenges across Rajasthan. The organisation is now on the way to become truly representative of the State.



## Programming for Enhanced Field Presence

To share this strategic shift with the larger set of stakeholders, strategic consultations with key development stakeholders across Rajasthan were organised. Through these consultations an attempt to evolve the working mechanism for regional operations was made. The understanding build up through the consultations gave pointers towards a spear head team sort of structure at the Divisional level in the four identified regions of the state<sup>4</sup>.

Rank	Central Region Developmental Priority	Rank	Western Region Developmental Priority
1	Drinking water	1	Water
2	Rainfed agriculture	2	Drought mitigation
3	Pastureland management	3	Dalit rights
4	Migrant support	4	Agriculture & livestock
5	Drought mitigation	5	Education
6	Health	6	Migration support
7	Education	7	Vocational skills
8	Land acquisition by industries	8	De-addiction
		9	Eradication of social evils
Rank	Southern Region Developmental Priority	Regional Development Priorities as mapped through Civil Society Experience across Rajasthan	
1	Forest rights	<b>Regional Development Priorities as mapped through Civil Society Experience across Rajasthan</b>	
2	Food security		
3	Assured rural employment		
4	Drinking water		
5	Microfinance needs of the poor		
6	Migrant support		
7	Livelihoods of goat rearers		
8	Agriculture development		

4. This evolution is in line with the earlier changes in the Governing Council which was made regionally representative through balanced election from civil society organisations.



## **Emerging Livelihoods Framework for Programming**

An analysis of the regional development priorities points to the interlinked yet diverse challenges of addressing the priorities. What emerged from the struggle of weaving in the priorities with the **aspirations of communities** was the **Livelihoods Framework** for informing development approaches and practices. ARAVALI's earlier work on Human Development and her long experience of sectoral work<sup>5</sup> were leveraged to select a framework which could holistically address the challenges of balanced development. This **arrival** was enabled by the presence of a highly experienced and professional set of ARAVALI's supporters both inside and outside the organisation. The organisation's work on **Development Programming** is now broadly guided by the understanding of the livelihoods capitals namely Human, Social, Physical, Financial, and Natural Capital.

Having arrived at the basic guidance informing development programming, we have started working on the detailed content comprising of technologies and methodologies needed by development stakeholders to work with communities. A valuable amount of work on this has been done by various agencies across the development world and it is largely the contextualization and customization of the work that is needed for it to become relevant for communities across Rajasthan. This, however, does not negate the critical importance of innovations that are needed to address the emerging challenges of development in an era of fascination with high growth rates and increasing globalization of mainstream economy.

For ARAVALI the process of enabling development stakeholders to collaborate and facilitate the development process has always been the central theme and with increasing growth differentials the pitch for collaborative approaches has only grown shriller, In a nutshell, we once again reiterate the basic need of **ensuring institutional development processes to be in place** to leverage the benefits of knowledge and experiences for communities. Design of **Institutional Innovations for integrating** multi-agency expertise and knowledge into the programming of development players is the overarching challenge of development in Rajasthan.

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5. Natural Resource Management, Micro finance, Health and Human Development



## Institutional Framework for Development Collaboration- Decentralized Planning for Agriculture & Allied Sectors

An **enabling environment for collaboration** across development stakeholders is a **pre-requisite** for collaboration to seed and take roots. This is an area which needs constant re-visiting because of the dynamic nature of development processes. Institutional mechanisms which are designed at the start of a new phase of development engagement tend to become restrictive as the processes evolve to their next level-this creates the need for constant re-visiting. As an example, one needs to look at the existing frame of GO-NGO collaboration across a host of development programs. Experiences on either side has led to increasingly **detailed guidelines**, trying to list out all possible situations and combinations **making them well neigh impossible to operationalise**. What was needed on the other hand was the **element of enlarged degrees of freedom for collaboration to yield innovations in larger number or innovations that work at a larger scale**.

How does one achieve this?

Experiences from the mainstream economy provide us with plenty of paradigms wherein the **necessary condition of state taking on a regulatory role and leaving the controller arena** has been clearly brought out. Unfortunately

Proving oneself on the Ground, Negotiations and Advocacy remain to be the primary tools for NGO space building. Occasional confrontation with the state with its attendant consequences is an inherent risk of this process.

the same has not happened in core development sectors. The argument of state accountability is used to keep an inefficient and an insensitive state as the prime controller of development processes. **Do the poor and the vulnerable segment not need more effective, efficient and sensitive systems and functionaries? This is exactly what the Civil Society can deliver on and it is the mechanisms of development collaborations that must provide space for this to happen.**

As an agency championing the cause of collaborations we also own up our failure to see development processes from a dynamic and aspirational perspective.

Secondly whenever we talk of effective and sustainable interventions by NGOs, we need to understand that these are **outcomes of the process of organic evolution**. The contemporary fascination with replication and scaling up of such initiatives **ignores inherent and intrinsic assumptions about the environment which allowed the evolution to happen**. The contemporary fascination is able to look at the **physical aspects and the managerial processes which are often erroneously assumed as causal factors**-the necessary and sufficient condition for successful replication or scaling up. Despite the importance and indeed the centrality of institutional environment which feeds the innovation evolution into sustainable practices, the development practitioners themselves decide to overlook this core aspect of innovation.

### Rashtriya Krishi Vikas Yojana-RKVV

- Bottom up livelihood planning with community
- Aggregation of community livelihood needs at Panchayat and Block level
- Design and estimation of supply responses for community needs
- Physical and financial plans at Panchayat and Block level aggregated to arrive at District Plan
- Holistic coverage of sectors based on value chain requirements



But do all development stakeholders have the maturity to acknowledge this mistake and move on with the agenda of institutional reform? Experience shows that **outcomes are much better when state accountability is assessed from the quality of development collaborations facilitated rather than the number of state managed initiatives for the poor and the vulnerable**. For this to happen, Civil Society in general and NGOs/ CBOs in specific will have to take on *Role Leadership and not Task Leadership alone*. This space has to be earned or to use a slightly strong term, snatched, and one should not expect that it will be 'given'. At ARAVALI we have had the experience of going through this process when we tried to evolve the structure, process, and mechanisms for undertaking the **Decentralized Planning** for Agriculture and Allied Sector across eight districts of the state with the Department of The biggest assumption on this front was that **Decentralized Planning, as a function**, was something the district functionaries were sensitized or skilled for-it was never the case in practice!

Many functionaries, though full of contextual ideas, found the institutional arrangements totally suppressive or insensitive towards letting innovations even cast a shadow over established departmental norms and traditions! The Department was lucky to have some senior functionaries who realized these limitations and sought **collaboration** with us to seed the framework of decentralized planning in the department.

That we could deliver on this aspect and do it at some scale along with transforming some established planning processes in the Department, reinforces the argument of extracting space for action. This was done through a process of intensive field engagement, negotiations for allowing space and time for the planning as a process to be build up from the ground and, whenever required, some hard-headed advocacy with the state functionaries. It also required ARAVALI to take exceptional risk in the process-the risk of rejection of the process and its attendant consequences.

We could do it successfully\*.

During this assignment ARAVALI was faced with the common phenomena of Leadership Changes at the Government level and the way we negotiated this was *through a constant balancing of Role and Task Leadership*. Given the stakes involved, we feel that we could have done better on both fronts and this is the *learning value that this collaboration has gifted us*.

\* We also realize that extensive and intensive planning, that needs sanctions and approvals across layers of government, run the risk of becoming in-operative due to the multi-layered dynamics of this hierarchy-so visible in the State and Central Governments differing perspectives around the same scheme.

#### **ARAVALI's Contribution to Decentralized Planning**

- Evolved a *livelihoods framework* for community level planning
- *Value Chain* based assessment of community livelihoods needs
- *Community segmentation* based on livelihoods activity and resource base
- Derivation of *critical capital constraints* to livelihoods strengthening for community segments
- *Segmental capital strengthening* through *sectoral interventions*
- *Extensive training to state functionaries* for livelihoods assessment and planning
- *Manual for Decentralized Planning* for Livelihoods for *departmental functionaries*
- *Institutional Livelihoods Entitlements* in the form of Panchayat, Block and District *Plans for Agriculture & Allied Livelihoods*
- Design of *scope and space* for *NGO engagement* in a national flagship program



The engagement allowed us to *create space for engagement of NGOs in the sphere of facilitating Agriculture & Allied sector livelihoods* under the *Rashtriya Krishi Vikas Yojana*, a national flagship programme. It also allowed us to develop insights and appreciation about the bottlenecks that constrain the growth of livelihoods in the farm sector across the different regions of the state. The fact that around 50% of the families in the agrarian sector of the state are yet un-reached by mainstream institutions (departments, financial institutions, private sector and even NGOs) is an eye-opener. This also reinforced the need for our other major initiative in the state around **last-mile inclusion mechanism for the poorest and the vulnerable segments.**



## Pro-Poor Innovation - The Family Livelihoods Resource Centre

There has been an increased pitch for partnerships in the mainstream economy. There are different perspectives to this pitch. For sectoral players it emerges as a solution for garnering larger numbers through coverage by non-traditional distribution channels (SHGs, Cooperatives). At the other end of the spectrum the solution offered by partnership is based on complementarities of competencies (technology and finance).

Somewhere the state policies are also finding such partnerships useful for delivery of services (education, food etc.) to far flung and poor segments of the society through NGOs. However across all these models the challenge of reaching out to the last mile segment remains. This challenge is not about reaching out to far flung areas alone—it is also about *the more basic step of identifying the excluded segments of society and devising mechanisms of remaining connected to these segments over longer periods of engagement*. The need for effective mechanisms which can dedicatedly service the requirements of the identified segments is strongly felt and there is a *substantial segment which can benefit from this sort of engagement mechanism*.

### ARAVALI's Experience of working on Vulnerability

- In terms of targeting of the most vulnerable, NGOs could find up to 30% additional families that were at the bottom and who were never in the sight of even the most experienced organisations and the mainstream system.
- The reasons for exclusion were, a largely sectoral focus and low density, coupled with area characteristics.
- *The basket of livelihoods pursuits of the most vulnerable families offers a challenging proposition of evolving, testing and applying solutions in limited time and project frames.*
- *The psycho-social milieu of the vulnerable has to be at the centre of development engagement.*
- The time frame for engagement has to be evolved with creation of a sphere of influence as a primary outcome. Income maximization cannot be the starting point.
- Capacities to engage with the poorest have to be pragmatically evolved with accompanying knowledge evolution.

ARAVALI conceptualized the Family

Livelihoods Resource Centre (**FLRC**) in 2007-08 as one such mechanism. The limitations of sectoral approaches in terms of affording relevance for the most vulnerable segments were apparent to us from our sectoral engagements with partners across Rajasthan. We could also see a more basic phenomenon of 'complacency' around development challenges that seems to convey that the equation of development has been cracked and it is only scaling up and growth aspects that remain to be addressed. Emerging experience across the FLRC in different regions of the state shows that *schematic partnerships with the state and sectoral partnerships with donors seem to have driven the community partnership to the fringes of development arena (thought and action) of NGOs. Issues of efficiency are the primary concerns today to the extent of sidelining issues of effectiveness of interventions*. In hindsight, our own engagements with partners around regional priorities also are sectoral derivations and have overlooked this aspect of causality. It is in this context that the FLRC-approach offers a fresh perspective and way for addressing poverty and the livelihood concerns of the poorest.



## Function and Working of FLRC

The main objective of ARAVALI in establishing FLRC is to enable aggregation of support inputs pertaining to various sectors and sub-sectors, and their delivery as part of a more focused livelihood intervention with the identified, poorest of the poor families in an area.

The objective of FLRC is to develop and deliver a customized package of livelihood resources and support services for sustainable income generation and quality of life improvement for the poorest and the most vulnerable households in its area. For it to be able to achieve this objective, a process mechanism has been devised and is referred to as the FLRC function.

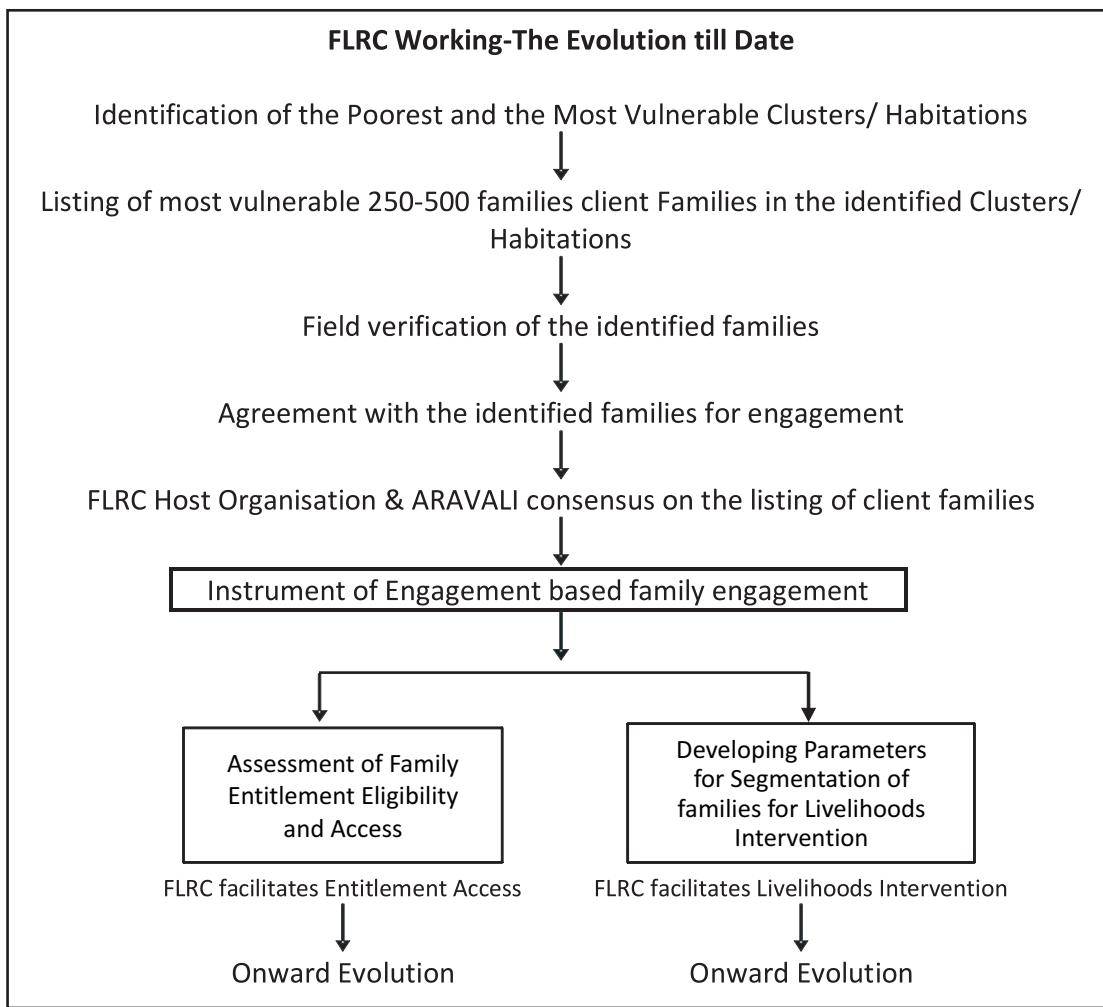
### NGO-FLRC Function

- Identification of the poorest and the most vulnerable families in the operating area
- Diagnosis of the Livelihood Portfolio of each household, including its Vulnerability Assessment
- Assessing aspirational status of the Family and formulating its Livelihoods Vision
- Preparation of family **livelihoods-entitlement-access-gap cards (LEAG-c)** which could be digitized for tracking changes over the engagement period
- Identification and selection of families for specific sub-sectoral enterprise interventions (to be identified through diligent research)
- Identification of family-specific gaps (*institutional, skill, finance, linkage, etc.*) vis-à-vis the standard Sub-Sector model at the household level
- Design and delivery of the designated services (directly or through facilitation)
- Management of family databases and livelihood information services
- Mainstreaming gender in livelihood support interventions
- Documentation and monitoring of the impact of interventions

## Working of FLRC

The set of functions designed for FLRC are further broken down into activities starting from developing of vulnerability parameters to listing of vulnerable families in the chosen area of the organisation. Thereafter, the actual assessment of families based on the Instrument of Engagement (IoE) is undertaken. The IoE is a data base as well as an operational guideline for the functionaries to develop a holistic understanding of the family. The instrument allows the capturing of transactions between the family and the functionaries, as well as evolution of mutually acceptable commitments for future engagement. The work process, evolved so far, can be figuratively captured through a flow chart as detailed in the accompanying box.





### Challenges

The challenges of building an institutional response for sustainable vulnerability reduction and livelihoods strengthening for such community segments cannot be underestimated in the current scenario of economic growth in India. The success of sectoral growth models and working on scale *is impacting resource availability at the level of NGOs to actually engage on issues of the most vulnerable*. Apart from this widespread phenomenon, the *more basic challenge is the ability of NGOs to actually evolve methods of identification and mechanisms to engage with the poorest*.

The multi-dimensional aspects, the process orientation and consequently the evolutionary nature of such an engagement requires dedicated and appropriate skills of human resources along with a strong ability to make new learning. Established practices and beliefs have to be questioned or side-lined for the approach to evolve with vulnerable centrality-it cannot be a trickle down or secondary impacts we can bank upon to deliver. It is in this respect that a strong functional system for capturing experiences, consolidating learning and converting learning into operational knowledge, has emerged as a constant need. Under the FLRC mechanism this has been done through incorporating an *institutional process* of quarterly peer learning and an *institutional structure* of FLRC. The system of quarterly peer learning reviews for the FLRC processes has been put in place wherein FLRC functionaries along with the Chief Functionaries and ARAVALI team together undertake structured experience sharing, exposure visits and reflection exercises



to arrive at the core learning and knowledge contours. The participatory but structured learning design of these reviews has made substantial contribution to the knowledge evolution around the content and process of engagement.

The issue of strong functional systems within the NGO set up is sought to be answered by the constitution of the specialized set-up (nested) within the NGO (FLRC Host Organisation-FHO). This has been done to ensure that the institutional environment for engaging with the process is ensured in the organisation and the contrasts of working with the poorest are apparent at least within the larger organisation. Orientation of dedicated human resources, their incremental learning and their enhanced capacities outcomes have been the result of this organisational design for implementation. The institutional design of taking the CEO and senior functionary inputs and commitment to the FLRC outcomes ensures that the approach is able to influence the organisation's larger programming for effective strategies for inclusive development in its area of operations.

### **Outcomes for Community**

The outcomes of the process at the community level remain to be critical for the type of families being supported through the FLRC. The need of immediate support necessarily requires the FLRC to deliver concrete support. *Across all regions the offerings of state funded entitlements is emerging as the cross cutting relief for such families.*

*Entitlement access is critical for community relief in the FLRC approach*

For the FLRC approach to work, it is critical to have intermediate outcomes in the form of family level incremental income and/or expenditure subsidization. This enables building up of trust and reliability at the community level, about the process and its impact flows.



## **Investing in Our Capacity to Support our Stakeholders**

### **Improving Training and Facilitation Skills of ARAVALI**

ARAVALI as an organisation aims to enhance the capacities of her stakeholders so that they are in a position to take on more evolved roles in development. Thus, it is expected that the staff members of ARAVALI should be able to facilitate capacity development processes within various development stakeholders, viz. GOs, NGOs, CBOs, private organisations, and research and training institutions. Apart from being adept at facilitation, the Programme Team of ARAVALI also needs to be able to conceptualise, design, undertake, and assess customised training programmes for communities as well as partners. While every team member brings his or her own unique sets of strengths to the organisation, we realize that the interest and efficacy of individuals as trainers will tend to vary. However, all team members of ARAVALI need to be good Training Managers and some of us need to be effective Trainers\*. They must be able to understand the requirements for training, assess training needs, convert the output of this assessment into a suitable training design, either themselves or through suitable consultants, who can then help them undertake the training. It is with this understanding and belief that we set out to invest in enhancing the training and facilitation capacities of the ARAVALI Team during the year.

The services of an experienced Coach were hired as a master-trainer to help us build our capacities around training, capacity building and facilitation, initially keeping NGOs as ARAVALI's clients, in mind. This coaching engagement was spread over the year, starting with an intensive Training of Trainers (ToT) and evolving into a more facilitated process of hand holding and on-site support to RRC teams. Though this process was largely group centered, the Coach also responded to individual team member's requests for guidance on training design, and facilitation processes, through emails, and individual, face-to-face counseling.

This coaching engagement resulted in perceptible impacts at individual, RRC team, and overall organizational levels.

**At the individual level**, each team member in ARAVALI could arrive at his/her own baseline of capacities to facilitate processes and train partner organisations. Greater level of confidence was felt and also demonstrated by the colleagues while facilitating meetings, workshops, and while moderating discussions, during and after the coaching process. The basic skills set of identifying training needs, undertaking a training plan, evolving and then assessing a training programme were other key skill building areas that were catered to.

**At the RRC Team level**, the RRC-Partner NGO interface was explored, the baseline interactions critically looked at, and improved ways of facilitation suggested to the team through on-site guidance and coaching. The need to identify and pool individual strengths in training and facilitation (at both RRC and organizational levels) with the aim to achieve complementarity and enhance the quality of capacity building events was stressed upon.

**At the organizational level**, the individual increments in confidence as trainers and facilitators rubbed in and thematic competencies were successfully coupled with pedagogical rigour and quality while training or interacting with partner NGOs as well as other development stakeholders. The ARAVALI team organized Microfinance Management Development Programmes (MMDPs) for CEOs of NGOs; State and District level

\*Training as a specialization also needs a basic aptitude and in the context of ARAVALI's work, the balance between organisational development, sectoral and training skill set has to be there as a team capability.



meetings, trainings, and workshops in District Agriculture Planning; Farmer Field School (FFS) related capacity building events with NGO representatives and goat rearers; and several review meetings with partner NGOs.

The complete learning cycle of concrete experience, reflective observation, abstract conceptualization, and active experimentation is what ARAVALI is striving for. However, by adding training competencies in her skill portfolio through this coaching investment during the year, ARAVALI is better equipped for and has moved towards **increasing her relevance for a wide variety of stakeholders**.



## Programmatic Reports

### Social Mobilisation around Natural Resources Management for Poverty Alleviation (SMP)

Initiated in the year 2003, the SMP Project operations on field wound up in December 2007, with an extension till March 2008 for the formalization of the Aloe Producer Comapny. Under this project, ARAVALI, with her four field partner organisations, facilitated the mobilization of poor households through women's SHGs in different Blocks of Ajmer and took them to a level where they are now feeling confident, competent and are willing to accept the challenge that leads the change process.

Early 2008-09 was devoted to designing an **Exit Policy** of SMP so that a follow up of project outcomes can be taken up in an organized manner to facilitate sustained and wherever possible increased impact on field.

One of the realizations while documenting SMP impacts was the need to disseminate projects' experiences widely to enable the replication of project innovations and incorporation of project learning in similar projects and programmes in the State. In this context, a key learning of ARAVALI and her partners from SMP was the need for active facilitation and planned investments in community mobilization and institutional development processes to result in strong community institutions like the SHGs. To disseminate this and other learning of SMP among other stakeholders in the field of microfinance and livelihoods in the State, ARAVALI was supported by UNDP-SMP to organize a two-day **Round Table on A Vision for SHGs in Rajasthan** during 30-31 July 2009 in Kukas, near Jaipur.

Thirty six delegates from 26 different organisations (21 participants from NGOs, 4 from the State and Central Governments, 3 from donors, two from NABARD, 5 from resource and technical agencies, and one from the private sector) participated in the event and shared their perspective and experiences on the Workshop theme. The entire set of presentations and proceedings of the event were compiled in the form of a CD for wider dissemination. The ideas that emerged from the Round Table, for SHG Vision and Strategy in Rajasthan have been summarised below.

An important element of ARAVALI's Exit Policy of SMP was ensuring improved income level of women SHG members, this will continue to be pursued as a goal of our development initiatives in the (SMP project) area. For this, it was decided that in future interventions, ARAVALI and her NGO partners will actively seek opportunities for diversification and deepening of livelihood opportunities for SHG members and their households. As per this strategy, during 2008-09, ARAVALI submitted a proposal on goat based and other livelihood promotion as n SGSY Special Project to the State Government. However, the Government cited lack of funds as a reason for not supporting this project at that time.

The second initiative proposed as part of this strategy was supporting the establishment of an *Aloe vera*-based enterprise of rural women producers; this group of producers was mobilized for *Aloe* cultivation on a commercial scale during SMP. ARAVALI, with the help of GDS (one of our SMP partners) was able to support the group of producers to emerge as a more formalized institutional form of a Producers' Company, registered as the **Grameen Aloe Producer Company Limited (GAPCL)** under Part IXA of the Companies Act (1956), on 19<sup>th</sup> January 2009. An *Aloe* leaf processing plant of the Company has been established in Jawaja with SMP fund support. The constitution of GAPCL's Board and its regular meetings are being facilitated by ARAVALI from her Core funds. In the coming year, we plan to mobilise resources for supporting institutional development of GAPCL, so that it emerges as a strong, women-based enterprise in future.



### **Emerging Ideas and Inputs for SHG Vision & Strategy in Rajasthan**

1. *SHG is an institution of dalit, marginalised, or exploited individuals, esp. women that will deploy democratic means to empower its members socio-economically as well as at the family level.*
2. SHGs offer the best platform for the poorest and marginalized sections of the society (including women) to organise and work for their socioeconomic upliftment and empowerment. They represent social capital on which further, holistic development and empowerment initiatives can be launched.
3. Poverty focus and targeting in SHG programmes has to be strengthened. Hence, the goal, objectives, and strategies of SHG programmes should include entitlements and status of women, if the SHG programme has to graduate into an SHG movement.
4. There is a need to combine the strengths of SHG promotion initiatives having a strong social focus with those having a strong economic and financial focus, to arrive at a balanced programme that takes into account the diverse facets of human existence.
5. Substantial financial investments are required for SHG promotion and strengthening in the State.
6. While there are some estimates on the kind of investment that has to go into organising vibrant SHGs, locational issues must be considered while making actual estimates of the investment required.
7. SHG promotion should not be an appendage of any development initiative or scheme; it is a programme in its own right and hence, sufficient long-term planning and monitoring should be done of SHG programmes.
8. The institutional framework for SHG promotion in the State has to be strengthened with an overarching mandate, capacities, and funds. A nodal institution is needed in the State to oversee and guide the SHG movement.
9. Similarly, a network of resource institutions is required to support all levels of the SHG movement.
10. SHG quality and not quantity should be stressed.
11. Banks need to be called on to play a more active role in SHG promotion and strengthening, esp. in the Districts for which they serve as the lead Banks.
12. Parameters for assessing the SHG programme and group quality need to be developed and shared widely. These will necessarily include social criteria and also areas of caution.

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

The purpose of SCALE is *to promote an enabling environment for wider adoption and ongoing-development of community-based approaches to poverty reduction*. SCALE has an implementation time frame of ten years (2002-2011). The project focuses on a two-fold, inter-linked strategy of direct field level implementation, and wider learning and outreach. ARAVALI is one of the outreach partners of the Aga Khan Foundation (India) under SCALE, and aims to achieve a wider impact on policies and practice relating to enhancement of sustainable livelihoods.

Currently, ARAVALI is working with 33 partner NGOs in the State to build their capacities for working for natural resource based livelihood enhancement. As we work on Vision and strategy development with our partner NGOs, these agencies are also slowly being accepted as knowledge centres on rural livelihoods and natural resource management by other NGOs, GO, CBOs, and other institutions.

The initial months of this year in SCALE were spent in operationalising the concept of Family Livelihood Resource Centres (FLRCs) at the partner NGOs' level. This investment was worthwhile since it is the need for new experience and its validity across the FLRCs that formed the foundation of this pro-poor concept. The basic ground for FLRC operationalisation set, the FLRC Host Organisations (FHOs) became involved in re-drawing their baselines with a livelihood promotion focus and with the poorest and the most vulnerable households at the centre of their attention and action. The decision to start off with six FLRCs



proved to be a wise one as apart from offering economies of scale where training and other activities were concerned, this also facilitated cross learning and timely addressal of emerging issues and concerns in FLRC implementation.

During the year, nine FLRCs were set up in carefully selected NGOs. Seven of these FHOs completed the baseline assessment and moved on to livelihood product and support service design for their client families. Through a five-day residential programme conducted by ARAVALI, the livelihood related conceptual foundation was laid among FLRC staff as well as Local Livelihood Interns of partner NGOs.

This was also the second year of ARAVALI promoting the contemporary extension approach of **Farmer Field School (FFS)**. Goat rearers were the focus of FFS-based interventions (mainly capacity building) that we planned to undertake this year. In collaboration with the AME Foundation (AMEF) Bangalore, we designed and organised a 15-day *Short-term Training of Facilitators (SToF)* on FFS for 25 persons from NGO/NGI background, during 31 July - 14 Aug 2008, at *Krishi Vigyan Kendra (KVK)* in Ajmer. The SToF was preceded by a Curriculum Development Workshop (CDW) which was also facilitated by the resource persons from AMEF. The batch of 25 FFS trainee-facilitators readied in this manner is being supported to undergo a goat-season-long field training in their host organisations. This hands-on training involves organizing and facilitating two groups of 12-15 goat rearers each, using the FFS approach, for goat-based livelihood. Only after completing this field traineeship (which will be sometime in October 2009) will the trainees be certified as trained FFS Facilitators. It is important to mention here that this **use of FFS as an extension methodology by ARAVALI's partners, for goat-based livelihoods promotion, is a first in Asia**.

ARAVALI Development Features Service (ADFS) is our flagship publication that has only improved in design and outreach over the years. This year, we updated the ADFS mailing list and sought to enrich ADFS's content. We experimented with bringing out some theme-based issues, apart from disseminating information and announcements of events, training, etc. as a regular feature. Four issues of ADFS on the following themes were developed, published, and circulated among 350 individual and institutional stakeholders in the development sector in Rajasthan:

- (i) Safe Motherhood
- (ii) Budget & Livelihoods
- (iii) Labour & Migration
- (iv) Microfinance

New agendas like migrant-support, that are closer to the heart and lives of the poor and vulnerable communities in the State continue to be nurtured by ARAVALI through SCALE, apart from working to enhance the capacities and resources for NRM-based livelihoods promotion in the semi-arid regions. Following the one-day State level Consultation on *Migration and its Livelihood Impacts* that was jointly organized by ARAVALI and Aajeevika Bureau (AB), in Jaipur, on 22 January 2008, ARAVALI with the technical support of AB, guided six, selected NGOs, working in migration-prone regions of the State, to undertake rapid, Block level studies on the extent and nature of out-migration from rural areas. The findings of these studies formed the basis of proposal development for supporting migration-based livelihoods by five of ARAVALI's partner NGOs in Ajmer, Barmer, Jodhpur, Nagaur, and Tonk Districts of Rajasthan. These proposals are for customization and scaling up the model of Migrant Support and Resource Centres piloted by AB in Southern Rajasthan. ARAVALI provided hand-holding support to four NGOs in the entire process of proposal development, while AB facilitated the process of submission of



these proposals for funding support to the Sir Dorabji Tata Trust (SDTT), Mumbai.

We initiated compilation of NREGA issues in Western and Southern parts of Rajasthan, under SCALE 2008. Realising the increasing importance of this National Programme in providing relief (during specific periods in a year) to the marginalized communities, e.g., during the agricultural lean season, ARAVALI, with FES, SPWD, and IDS constituted a ***State (level) Resource Group on NREGA (SRG-NREGA)*** in 2008, to support pro-poor planning around natural resource management in NREGA. Following several on- and offline meetings with the group members, we concretized a plan of action for incorporating livelihood concerns in the programme. This is taking the shape of a pilot project proposal for which we intend to raise resources over the next year.

### **Promoting Empowerment among poor Households through Appropriate Livelihoods and microfinance (PEHAL)**

Since August 2006, ARAVALI has been supporting the implementation of microfinance programmes through small and medium non-profit organisations in Rajasthan, as part of *Sakh Se Vikas* initiative of the Sir Ratan Tata Trust (SRTT), Mumbai. During 2008-09, our support engagements with the eight remaining partner NGOs under PEHAL intensified with systematic Annual Planning, timely on-field accompaniment, and concurrent monitoring of their SHG-based microfinance programmes. A key capacity input to ARAVALI that enabled deepening of our work with partner SHG Promoting Institutions (SHPIs) this year came from our engagement with Mr. Narendra Kande as an expert accompanier for the microfinance programme. Not only has this engagement helped us design the **Vision and Strategy for ARAVALI's mF Programme**, it has also added depth and span to our knowledge and skills on mF.

#### **Vision of ARAVALI's Microfinance Programme**

*The microfinance programme of ARAVALI will work to strengthen the livelihood opportunities of the poor families, reduce their vulnerability, and through the process of social mobilization lead to the development of community institutions which can provide financial services with dignity and on a sustainable basis.*

The following mF programme strategies have emerged during our engagement with Mr. Kande, as would help us to achieve the proposed mission of ARAVALI for promoting Community Led Microfinance (CLMF) in the State.

- Build the perspective, policies and programmes in ARAVALI in alignment with the stated mission on CLMF
- Intensify field engagement for building context specific experience and knowledge on the theme
- Integrate SHG as a core strategy for development action in ARAVALI, while being open to promoting diverse mF models as per community requirements and field situations
- Invest in Perspective Building on CLMF among NGOs in the State
- Partner and collaborate with national networks and organizations working on the theme



- Work closely with Banks
- Work with the Government wherever possible

At a more operational level, during 2008-09, ARAVALI worked closely with the existing PEHAL partner NGOs, on the following aspects:

1. Developing livelihood and microfinance vision of partner organisations particularly around targeting poorest of the poor and evolving norms within groups for quality enhancement;
2. Developing medium term mF programme action plans with the partners;
3. Human resource planning for efficient management of projects / programmes;
4. Focusing more on strengthening groups until appropriate investment generated for SHG formation;
5. Developing capacities of partner organisations on nurturing clusters and federations; and
6. Focusing on fund-raising both by ARAVALI and partners for SHG promotion and strengthening.

One of the highlights of 2008-09 was our engagement with the organisational heads and other senior staff in partner organisations on the direction and depth of their microfinance programmes. The dilemma of minimising cost of credit to communities against reducing organisational margins often used to cover operational costs of on-lending, choosing among different models of microfinance for the longer term, choosing a credit provider, the importance and implications of including insurance in the product portfolio of SHPIs, focus on the poor, and the significance of continuous programme diagnosis and monitoring, were some of the critical aspects on which the ARAVALI team needed to engage with partner organisations continuously. We did not come up with any definite answers in the end, but did try to facilitate discussions and internalisation of these concerns and priorities by and among our partner agencies.

Throughout the project period, our partner NGOs have been voicing the need for resources for SHG formation and strengthening, and towards the middle of the reporting period, we could feel that the Trust too was taking these concerns seriously and designing action around them. In October 2008, ARAVALI proposed a **Redesigned PEHAL** for SRTT's consideration.

A key element of the revised design which we were able to operationalise by the end of 2008-09 with SRTT's support was around three quarters of assured **funding support for SHG promotion and strengthening under PEHAL**. The revised design allocated dedicated funding for SHG promotion and strengthening as part of the SRTT-funded activities within the overall budgetary outlays of the original proposal, instead of leaving this backbone intervention of the project at the mercy of uncertain outside grants. This revision not only enthused our capacitated NGO partners (who are at the risk of becoming demoralised with the current funding scenario) but also provided fresh impetus to the project activities at ARAVALI level, thus setting the stage for the promotion of higher order, community led microfinance institutions (viz. clusters and federations) from 2010 onwards, comprising quality SHGs (at least 1000 SHGs) promoted under this project.

Coupled with improved poverty targeting, the future microfinance programme of ARAVALI and her partner NGOs spurred by our increased outreach (in the form of RRCs in Jodhpur and Kota) - will seek to address the holistic livelihood promotion requirements of the poorest and the most vulnerable communities in the current project Districts as well as those in Dang and Western Regions of the State.



## **Generating Community Action for Addressing Maternal Health Concerns**

In February 2008, ARAVALI started implementing the project on *Generating Community Action for Addressing Maternal Health Concerns*, with funding support from UNICEF Jaipur. The main objective of the project was to build capacities of organisations to address maternal health concerns at the community level. It was a six-month project, the core activity under which was the design and delivery of a training module on *Essential Learning in Health*. Since Health is a new programmatic area for us, the **Advisory Group on Health** was conceptualized to guide thematic programming on health, in ARAVALI. In March 2008, an eight-day, first phase training on Essential Learning in Health (ELH-I) was conducted by ARAVALI in Jaipur.

In the second phase, a five-day training (ELH-II) was successfully organized during 08-12 May 2009; this training focused on **Maternal and Perinatal Death Inquiry (MAPEDI)**. Its objective was to sensitize the participating NGO representatives about the causes of maternal deaths and the process by which they can investigate the maternal death at the community level. The programme specifically sought to familiarize the participants with the **MAPEDI and Response (MAPEDIR)** concept and trained them to conduct verbal autopsy interviews of suspected maternal deaths.

Post-training, the participants were assigned the task of scoping for incidences of maternal deaths in their respective areas; approach the households where a suspected maternal death occurred and identify the best respondent(s); and administer the maternal verbal autopsy questionnaire sensitively. This enquiry led to the generation of a *MAPEDI Case Study* for each case studied.

Post-ELH-II, four maternal deaths were investigated by each partner NGO. Finally, with the support of MAPEDI-trained personnel in 19 partner organizations, we were able to compile, analyze and develop case study of around 70 maternal deaths in the State. The Case Studies were reviewed and analysed to reveal, shockingly, that around 70% of the women from surveyed households had died despite undergoing institutional deliveries at the hands of trained personnel. Around 43% women did not have their antenatal check ups done, while 40% women were found suffering from diseases like anaemia and high blood pressure before getting pregnant. Nearly 80% of women died at the time of or after the delivery; and around 56% of those who died had got married before reaching adulthood.

Using the **Three Delays** framework, we have found that delay in recognition of the complications, delay in decision making, and lack of education and socio-cultural barriers played a key role in the investigated maternal deaths occurring at the household level. At the hospital level, lack of facilities and personnel at the right place and the right time was the key culprit, along with the unavailability of the referral services. Only in a few cases was the third delay, i.e., that in reaching the hospital, was found to be responsible for maternal death.

ARAVALI plans to share the findings from MAPEDI Case Study documentation through a Workshop to be organized for a wider audience, mainly NGOs to begin with.



Our experience from this project has revealed that while maternal mortality is an area of concern in Rajasthan, addressing the issue requires going beyond treating the symptoms. While the *Three Delays* provide a useful framework for delineating the stage at which a particular case went out of control, it does not in itself answer the *Why* of delay.

Social determinants of health are, more often than not, at the root of various maladies faced by communities, sometimes across generations. A medico-only perspective in community health planning and service delivery will be inadequate in addressing health concerns of the poor.

It is this complexity of the *Health for All* challenge in the State that calls for Voluntary Agencies / NGOs to understand and address the inequitable social milieu of the target communities. A shift from the present, largely *cure-oriented* nature of NGO thought and action in health to a *prevention-ready* one, is the need of the hour.

It is with this understanding that ARAVALI plans to follow up the finding and learning from this project on *Generating Community Action for Maternal Health in Rajasthan*. Over the next few years, we would like to focus on facilitating creation of space for and capacities of NGOs in Health in Rajasthan to explore and address the social dimensions of community health, and conceptualise and implement suitable and innovative solutions directed at the root of the problem, whether it is maternal and child mortality, disease, occupational health concerns, or malnutrition.

## **Reappraisal of the Project Concept of the Indo-German Watershed Development Programme (IGWDP)**

Early in 2008, ARAVALI was awarded an assignment by NABARD to reappraise the Project Concept of IGWDP. The Kfw-supported IGWDP was originally planned to begin in four Districts of Southern Rajasthan, i.e. Banswara, Dungarpur, Udaipur and Chittorgarh (now also a fifth one, Pratapgarh) in the year 2002, but could not take off. When the project was about to commence again in 2007-08, Kfw wanted to revisit validity of the original assumptions on which the project concept was originally formed, about five years ago. It was for revisiting these assumptions that ARAVALI was assigned the task of undertaking a rapid assessment in 48 days time. We completed this assignment successfully during 2008-09.

## **Community Health Fellowship (CHF) Programme**

The Society for Education, Action and Research in Community Health (SEARCH), Gadhchiroli (Maharashtra) is a pioneer development organisation in the field of community health. SEARCH is receiving financial support from the MacArthur Foundation for creating a cadre of public health professionals in Rajasthan; these professionals-called the Community Health Fellows (CHF) - are supposed to be endowed with the skills and ability to mobilize the community, strengthen community health workers, and engage with the larger public health system in improving reproductive health outcomes. The National Health Systems Resource Centre (NHSRC), on the request of SEARCH, agreed to provide technical support in the implementation of the CHF Programme (CHFP) in the State, as a part of its mandate to strengthen communitisation processes in the country under the National Rural Health Mission (NRHM).



CHFP's success relies heavily on partnership and collaboration. An important institutional function for successful roll-out of the programme is that of hosting and mentoring the CHFP Fellows. The partnership among SEARCH, NHSRC, State level mentoring organisation and the CHFP Fellow will focus on enabling the individual talents and skills of the Fellows, support individual Fellows, and also ensure that an active state civil society mechanism in the State and District emerges.

In February 2009, ARAVALI was selected as a State level Mentoring Organisation for 5 of the 16 Fellows placed in different Districts of Rajasthan. As a mentoring organisation, ARAVALI is responsible, among other logistic roles, for:

- a. Being part of the selection process of CHFP Fellow;
- b. Assist the selected Fellows in drawing up a work plan that is useful to the host NGO and also to the Fellow and is consistent with the overall charter of the Fellowship Programme;
- c. Guide and actively mentor the Fellow so that s/he develops the skills, the perspectives and the inspiration needed to achieve her/his objectives;
- d. Utilise the Fellow's capacities and leverage the Fellowship programme to network with other institutions working in this area and draw in resources to build their own capacities; and
- e. Participate in the task of achieving the objectives of the Fellow and of the CHFP.

ARAVALI hopes to leverage the experience generated from this 18 months' engagement (from February 2009 to August 2010) for honing internal capacities to mentor professionals, apart from informing, evolving, and strengthening the organisation's Health agenda in the State.



## **ARAVALI's Operational Structure**

ARAVALI's central office is based in Jaipur. For operational purposes, the state has been divided into three regions; one based out of Jaipur and the other out of Ajmer and the third out of Jodhpur. These offices, termed Regional Resource Centres provide a regional focus to support and also ensure that there is a closer relationship with the NGOs. The areas of particular focus for ARAVALI are the Dang areas in Eastern Rajasthan and the remote areas of Western Rajasthan.

### **Regional Resource Centres**

The main objective of a Regional Resource Centre is to develop & strengthen the regional partnership outreach of ARAVALI. In effect, the Regional Resource Centre of ARAVALI will have to play the following roles:

1. To engage in a regular dialogue with the Potential Partners in the districts of the region, comprising:
  - Voluntary Agencies (NGOs) engaged in development and their local networks
  - Community-based organisations (CBOs) / Cooperatives (Coops)
  - Technical/research institutions with relevance for development work
  - Academic/training and media institutions with relevance for development work
  - Panchayati Raj Institutions (PRIs)
  - Government development departments/agencies
  - Private sector companies, banks/financial institutions engaged in development work
2. Identification of at least two organisations in each of the above seven categories in every district of the region for potential relationship/partnership
3. Dialogue with identified organisations to understand their development philosophy, priorities, strategies, working and willingness to collaborate
4. Identification of priorities of each organisation in light of overall regional priorities, for partnership on functional and sectoral issues, with a time dimension
5. Undertaking the COSAP and development of Perspective Plans, LPPs, or MAPP (Mutually Agreed Partnership Plan) for identified organisations
6. Accompaniment of partners for implementing activities coherent with the above mentioned plans or any MoU signed between ARAVALI and her partner organisation
7. Establishing pilot collaborations in specific clusters/sub-sectors/segments with a role for each partner organisation, with ARAVALI playing the anchoring role
8. Establishing a stable funding model for each of the pilot collaborations, comprising donor grants, government grants, support from agencies like NABARD, and fees
9. Feed development priorities into the agenda of the District Level Forum
10. Develop District Planning and Implementation Capacity through the Forum
11. Develop region specific resource materials for capacity building



## The ARAVALI Team

The ARAVALI team includes young committed and professionally qualified people in rural development, rural management, and social work. ARAVALI has the internal competence to work on issues in the management of natural resources, microfinance, health, and most importantly, on institutional development. One of the biggest strengths of the ARAVALI team is its ability to design, plan and conduct capacity building and training programmes. Each ARAVALI staff member is responsible for handling a few NGOs and also undertake training programmes. ARAVALI operates with the belief that for rural development to happen, a professional and competent approach is required. While the financial package to the ARAVALI team is far lower than their opportunity cost it still provides a package that is competitive and honours their commitment to the purpose they work for.

### ARAVALI TEAM (As on 31<sup>st</sup> March 2009, in Alphabetical Order)

Name	Designation	Qualification	Experience
Ambuj Kishore	Regional Co-ordinator, Jaipur & Southern RRC	PG Rural Development	8 Years
Amar Chand Kataria	Programme Assistant	Commerce Graduate	7 Years
Anil Kumar Jain	Programme Assistant	PG English	10 Years
Arundhati Bhattacharya	Programme Officer, Jodhpur	MBA Rural Management	3 years
Bhairu Lal Gujar	Administrative Assistant/Library Incharge	8 <sup>th</sup> Pass	13 Years
Bharati Joshi	Programmes Director	PG Extension and PG Forestry Management	10 Years
Dilip Kumar Yadav	Coordinator- Communications & ICT4D	Graduate Arts	22 Years
Falguni Lokhil	Regional Co-ordinator, Western RRC, Jodhpur	PGDMN	9 years
Gungun Thanvi	Programme Officer	PG Social Work	2 Year
Ishwar Babu Bairwa	Programme Officer RRC, Ajmer	PG Agriculture	10 Years
Lokesh Gupta	Accounts Officer	Graduate Arts	13 Years
Manish Singh	Programmes Co-ordinator	PG Social Work	10 Years
Murari M. Goswami	Programme Officer RRC, Jaipur	PG NGO Management	6 Years
Neelesh Kumar Singh	Programme Officer	PG Rural Development	9 Years
Ranjana Kumari	Programme Officer RRC, Jaipur	PG Rural Management	4 Years
Rishu Garg	Regional Co-ordinator, Central RRC, Ajmer	PG Forest Management	7 Years
S.M.Adeel Abbas	Programme Officer RRC, Ajmer	Master in Social Work	5 years
Sanjeev Kumar	Executive Director	PG Rural Management	20 Years
Satya Narayan Singh	Administrative Assistant	9 <sup>th</sup> Pass	13 Years
Shweta Agarwal	Programme Officer, Health	PG Human Development	8 years
Varun Sharma	Regional Co-ordinator, Eastern RRC, Kota	BE (Agriculture), LLB	10 years



## **Financial Support and Statements**

ARAVALI receives financial support from the Aga Khan Foundation, the Sir Ratan Tata Trust and UNICEF. It has also received support from other international donors such as the Paul Hamlyn Foundation and the UNDP. We are currently operating at an annual budget of around Rs 2.5 crores. ARAVALI expects to receive funding support from the Sir Dorabji Tata Trust by the end of the year for an institutional development initiative and also from the UNFPA for a health initiative. ARAVALI also generates resources through consultancies it undertakes for both the government and private organisations.

ARAVALI's accounts are regularly audited. ARAVALI also has a system of internal audit to ensure transparency and accountability in the use of its funds.



**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*

**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**

I have examined the Balance Sheet as on 31.3.2009 of Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVAL), 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.

I have obtained all the information and explanations, which to the best of my knowledge and belief were necessary for the purpose of audit. In my 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 my 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 my opinion and to the best of my information, and according to information given to me, 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 31.3.2009.
- (II) In the case of income & expenditure a/c, of the surplus of its accounting year ending 31.3.2009.

The prescribed particulars are annexed hereto.

Place : Jaipur  
Dated : 06 July 2009

For Umesh Dangayach & Co.  
Chartered Accountants

(U.K. Dangayach)  
Proprietor



# ARAVALI

## Association for Rural Advancement through Voluntary Action and Local Involvement

Expenditure	Income & Expenditure Account for the year ending 31st March 2009			
	2007-2008	2008-2009	Income*	
	Amount	Amount	2007-2008	2008-2009
<b>Programme Expenses</b>				
ARAVALI Core Activities	14630086.45	2009656.08	ARAVALI Core Activities	
Consultancy Assignments	2244788.95	2727389.67	Consultancy (including DPIP, SOM, RSACS, WASAN)	1001365.26
Social Mobilisation around NRM for Poverty Alleviation	288619.00	0.00	Social Mobilisation around NRM for Poverty Alleviation	1994216.00
District Agriculture Plan	2952858.00	115525.00	District Agriculture Plan	1752819.00
Sustainable Community based Approaches to Livelihood Enhancement	0.00	2424027.00	Sustainable Community based Approaches to Livelihood Enhancement	3042629.00
District Level Monitoring (DLM)	4456946.00	9332545.91	District Level Monitoring (DLM)	1553971.00
Social Analysis & Management Development Programme (SAMDP)	1038622.00	0.00	Social Analysis & Management Development Programme (SAMDP)	4456946.00
Random Sample Survey of Habitations	588914.00	146234.00	Random Sample Survey of Habitations	1088622.00
SEARCH - HEATH Programme	43432.00	0.00	SEARCH - HEATH Programme	0.00
Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - II	0.00	113504.00	Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - II	146234.00
UNICEF	2905783.50	3382777.50	UNICEF	588914.00
	60123.00	727653.00	By ARAVALI Reserve Fund to Core Exp.	133518.00
				1013308.00
				60123.00
				1243423.69
				733173.67
<b>Programme Balance</b>				
Random Sample Survey of Habitations	1644057.00	4060761.00		
Social Mobilisation around NRM for Poverty Alleviation	90086.00	0.00		
UNICEF	89771.00	398446.00		
SCALE	0.00	288655.00		
District Agriculture Plan	0.00	1000687.00		
UNDP /MoRD (GoR)	0.00	2375973.00		
<b>Reserve Fund</b>	<b>1464200.00</b>	<b>0.00</b>		
SCALE Project (Fixed Assets Additions)	0.00	370062.00		
<b>Total</b>	<b>16274143.45</b>	<b>24440479.08</b>	<b>Total</b>	<b>16274143.45</b>

As per our audit report attached

\* Income figures included project opening balances.

For Umesh Dangayach & Co.  
Chartered Accountants

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

(U.K.Dangayach)  
Proprietor

Place: Jaipur  
Date: 06 July 2009

Executive Director

Treasurer



# ARAVALLI

## Association for Rural Advancement through Voluntary Action and Local Involvement

Liabilities	Balance Sheet as on 31st March 2009		Assets	Amount (Rs.)
	2007-2008	2008-2009		
<b>Corpus Fund</b>	2000000.00	2000000.00	<b>Fixed Assets</b>	<b>984336.26</b>
ARAVALLI Building Fund	2571802.64	0.00	Investments (PD Interest Bearing A/c.)	1000000.00
ARAVALLI Reserve Fund	46660330.69	<b>6972642.07</b>	Term Deposit with Banks	<b>5000000.00</b>
Opening Balance	1804793.78	4660330.69	Nanital Bank	5000000.00
Add/Less during the year	2855536.91	2312311.38		5000000.00
<b>Programme Balances</b>	<b>1756855.00</b>	<b>4263645.00</b>	<b>Current Assets, Loan &amp; Advances</b>	<b>3562022.59</b>
District Agriculture Plan (DAP)	0.00	2375973.00	Accrued interest	473999.00
SMP-Jaipur	89771.00	0.00	Receivable from SEARCH	1098829.00
Drought Relief - CAPART	20284.00	20284.00	Receivable from SRRTT - PAVA	0.00
UNICEF, Jaipur	0.00	285655.00	Receivable from SRRTT - BoCMAR	145.00
SCALE	0.00	1000687.00	Receivable from Gol - IAS, Jalore Study	241664.00
UNDP/MoRD	1464200.00	398446.00	Receivable from Gol - Habitations Survey	36806.50
			Receivable from Gol - AKF- SCALE	119584.00
			Receivable from UNICEF	114088.00
			Receivable from SGSY, (Zila Parishad) GoR	299512.00
<b>Current Liabilities and Provisions</b>	<b>304629.00</b>	<b>592528.00</b>	TDS Account	0.00
List of Current Liabilities and Provisions	304629.00	592528.00	Receivable & Advances	1249970.09
			Receivable from NABARD	60123.00
			Receivable from Gol - DLM	0.00
			Receivable from NR Management Consultant P Ltd.	301248.00
			Cash and Bank Balances	467539.00
			PD Account	366350.00
			SBI Bank A/c 52467	166025.00
			SBI Bank A/c 52489	236808.00
			SBI Bank A/c 52490	16686.00
			SBI Bank A/c 52569	0.00
			SBI Bank A/c 52570	166082.00
			Cash in Hand	79469.00
				0.00
				4267477.48
				670000.00
				86171.91
				1728833.91
				6063.84
				1231308.84
				4076.73
				502717.73
				2073.00
				9317.00
				97853.00
				19700.00
				27447.00
<b>Total</b>	<b>11293617.33</b>	<b>13828815.07</b>	<b>Total</b>	<b>11293617.33</b>
				<b>13828815.07</b>

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

For Umesh Dangayach & Co.  
Chartered Accountants

(U.K.Dangayach)  
Proprietor

Place: Jaipur  
Date: 06 July 2009

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

Executive Director

Treasurer

## **SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31.3.2009**

Annexure

### **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 31.3.2009.

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 capitalised 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. 370062.00 have been transferred to ARAVALI fixed assets account from SCALE project.
7. Building Fund of Rs.2571802.64 transferred in Reserve Fund as per resolution passed in meeting of Executive Committee held on 17.03.2009.

For Umesh Dangayach & Co.

Chartered Accountants

(Proprietor)

For: Association for Rural Advancement

Through Voluntary Action and Local  
Involvement (ARAVALI)

(Executive Director) (Treasurer)

Place : Jaipur

Dated : 06 July 2009



## ANNEXURE

### STATEMENT OF PARTICULARS

#### **I Application of income for Charitable or Religious purposes:**

1. Amount of income of the previous year applied to charitable or religious purpose in India during that year **Rs. 1,82,34,056.41**
2. Whether the trust has exercised the option under clauses (2) of the explanation to section 11(1)? If so, the details of the amount of income deemed to have been applied to charitable or religious purpose in India during the previous year. **N.A.**
3. Amount of Income accumulated or set apart for application to charitable or religious purpose, to the extent it does not exceed 15 percent of the income derived from, property held under trust wholly (in part only) for such purpose: **Rs. 32,84,455.71**
4. Amount of income, eligible for exemption under section 11(1) (C) (Give details) **N.A.**
5. Amount of income, in addition to the amount referred in item 3 above accumulated or set apart for specified purposes under Section 11(2): **Rs. 3,77,859.29**
6. Whether the amount of income mentioned in item 5 above has been invested or deposited in the manner laid down in Section 11(2)(b) If so, the details thereof: As per Balance Sheet.
7. Whether any part of the Income in respect of which an option was exercised under clause (2) of the explanation of Section 11(1) in any earlier year is deemed to be income of the previous year under Section 11(1B) If so, the details thereof: **N.A**
8. Whether during the previous year any part of Income accumulated or Set apart for Specified purpose under Section 11(2) in any earlier year-
  - (a) has been applied for purposes other than Charitable or religious purpose or has ceased to be accumulated or set apart for application thereto or **N.A.**
  - (b) has ceased to remain invested in any security referred to in Section 11(2)(b)(i) or deposited in any account referred to in Section 11(2)(b)(iii) or **N.A.**
  - (c) has not been utilised for purpose for which it was accumulated or set apart during the period for which it was to be accumulated or set apart or in the year immediately following the expiry thereof? If so the details thereof: **N.A.**

**II. Application or use of Income or property for the benefit of persons referred to in Section 13(3):N.A.**

**III. Investments held at any time during the previous years in concerns in which persons referred to in Section 13(3) have substantial interest:** **N.A.**

Place : Jaipur

For Umesh Dangayach & Co.

Dated : 06 July 2009

Chartered Accountants

(U.K. Dangayach)

Proprietor



## **Governance**

ARAVALI is governed by a Governing Council which is elected from the General Body. The Governing Council also has the senior Secretaries of the Government of Rajasthan on it. These include the Principal Secretaries of the Departments of Finance, Rural Development, Education, Social Justice, Planning, Agriculture, and Forests. Current members of the Governing Council include one NGO representative from each division of the state and three from the Jaipur division. The Governing Council elects, from within itself, an Executive Committee to oversee its work.

ARAVALI is registered as a Society under the Rajasthan Societies Registration Act, under the Foreign Contribution Regulation Act, and also under the relevant Income Tax Acts, as applicable.



## Members of the General Body of ARAVALI

Mr. Vijay Mahajan, Chairperson
Pr. Secretary, GoR Panchayati Raj & Rural Development,
Pr. Secretary, Finance
Pr. Secretary, Agriculture
Pr. Secretary, Forest
Pr. Secretary, Social Justice Dept.
Pr. Secretary, Education
Secretary, Plan
Secretary, Rural Development Department
SEVA Mandir, Udaipur
Sahyog Sansthan, Udaipur
Lupin HWRF, Bharatpur
Prayas Sansthan, Chittorgarh
Society to Uplift Rural Economy (SURE), Barmer
Astha Sansthan, Udaipur
Urmul Trust, Bikaner
ECAT Bodhgram, Nagaur
Punjab National Bank, Jaipur
Rajasthan Bal Kalyan Samiti, Jhadol, Udaipur
Rajasthan Mahila Kalyan Mandal, Ajmer
Shikshit Rozgaar Kendra Prabandhak Samiti (SRKPS), Jhunjhunu
Vishakha, Jaipur
Shiv Shiksha Samiti, Tonk
Gramin Vikas Navyuvak Mandal, Lopodia
Lok Kalyan Sansthan, Barmer
SWERA Sansthan, Ajmer
Prayatn Samiti, Udaipur
Gandhi Manav Kalyan Society, Udaipur
WASCO, Ramseen, Jalore
Navyuvak Mandal Sansthan, Mithi Reduwali
Daang Vikas Sansthan, Karauli
Jan Chetna Sansthan, Abu Road, Sirohi
Manglam Vidhyapeeth, Jaipur
Sandesh Khadi Gramudyog Sansthan, Thanagazi, Alwar
Maharaja Ganesh Palji Charitable Trust, Karauli
Shri Maharshi Dadhich Education Society, Keshavpura, Kota
Prayatn, Dholpur
S.R.Society, Jaipur
Ravindra Vidhya Mandir Samiti, Kota
Rajasthan Gramin Vikas Samiti, Ajmer
Education & Rural Development Society (ERDS), Bharatpur
Dhara Sansthan, Barmer
Aajeevika Bureau
Urmul Setu Sansthan
Adhar Research Center
Udyogini



## **Members of the Governing Council of ARAVALI**

Mr. Vijay Mahajan, Chairperson
Additional Chief Secretary, Development, Govt. of Raj.
Principal Secretary, Department of Rural Development & Panchayati Raj, Government of Rajasthan
Principal Secretary, Department of Agriculture, Government of Rajasthan
Principal Secretary, Social Justice Department, Government of Rajasthan
Principal Secretary, Finance, Government of Rajasthan
Principal Secretary, Forest, Government of Rajasthan
Principal Secretary, Education, Government of Rajasthan
Secretary, Department of Planning, Government of Rajasthan
Secretary, SEVA Mandir, Udaipur
Secretary, WASCO, Ramseen
Secretary, SWERA Sansthan, Ajmer
Secretary, Grameen Shiksha Kendra, Sawai Madhopur
Secretary, Urmul Trust, Bikaner
Secretary, Shiv Shiksha Samiti, Tonk
Secretary, Rajasthan Voluntary Health Association, Jaipur
Secretary, SANDHAN, Jaipur
Secretary, Maharaja Ganeshpalji Charitable Trust, Karauli
Treasurer, ARAVALI (ex-officio)
Executive Director, ARAVALI (ex-officio)

## **Members of the Executive Committee of ARAVALI**

Mr. Vijay Mahajan, Chairperson
Pr. Secretary, Social Justice Dept., Govt. of Rajasthan
Secretary, GoR Panchayati Raj & Rural Development,
Secretary, Department of Planning, Govt. of Rajasthan
Secretary, Urmul Trust, Bikaner
Secretary, Maharaja Ganeshpalji Charitable Trust, Karauli
Treasurer, ARAVALI
Executive Director, ARAVALI



## **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 : 0141-2710556,2701941,2704750

ARAVALI Central Regional Resource Centre  
L6, Gandhi Nagar, Naka Madar,  
Ajmer  
Phone: 0145-2671853

ARAVALI Western Regional Resource Centre  
51, Mansarovar Nagar, Zavar Road,  
Near Choupasani Housing Board, Jodhpur.  
Phone : 91-9928865859

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/04-95/1994

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
AMEF	Agriculture Man Ecology Foundation
CHF	Community Health Fellow
CLMF	Community Led MicroFinance
COSAP	Comprehensive Support Action Plan
DAP	District Agriculture Plan
ELH	Essential Learning in Health
FES	Foundation for Ecological Society
FLRC	Family Livelihood Resource Centre
GAPCL	Grameen Aloe Producer Company Ltd.
GDS	Grameen Development Services
GO	Government Organisation
GoR	Government of Rajasthan
IFAD	International Fund for Agricultural Development
IGWDP	Indo-German Watershed Development Programme
MAPEDIR	Maternal and Perinatal Death Inquiry and Response
mF	Micro Finance
mFI	Micro Finance Institution
MPOWER	Mitigating Poverty in Western Rajasthan
NABARD	National Bank for Agriculture and Rural Development
NGO	Non Government Organisation
NHSRC	National Health Systems Resource Centre
NREGA	National Rural Employment Guarantee Act
NRHM	National Rural Health Mission
NTFP	Non Timber Forest Product
PEHAL	Promoting Empowerment among Poor Households through Appropriate Livelihoods and mF
PRI	Panchayati Raj Institution
RKVY	Rashtriya Krishi Vikas Yojna
SAF	Support Action Framework
SAMDP	Social Analysis and Management Development Programme
SCALE	Sustainable Community Based Approaches to Livelihood Enhancement
SDTT	Sir Dorabji Tata Trust
SEARCH	Society for Education, Action, and Research in Community Health
SHPI	SHG Promoting Institution
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
UNDP	United Nations Development Programme
UNICEF	United Nation Children's Education Fund



## **NGO Partnership System (NGO-PS)**

The Planning Commission of India invites all Voluntary Organizations (VOs)/ Non-Governmental Organizations (NGOs) to Sign Up on this system, which has been developed in consultation with the below mentioned Ministries/Departments/Government Bodies to facilitate VOs / NGOs during their interaction with the Government in connection with requests for Government Grants under various schemes of the below mentioned Ministries/ Departments/ Government Bodies, in the first phase.

### **Participating Ministries/Departments/Government Bodies:**

- [Ministry of Culture](#)
- [Ministry of Health & Family Welfare](#)
- [Ministry of Social Justice & Empowerment](#)
- [Ministry of Tribal Affairs](#)
- [Ministry of Women & Child Development](#)
- [Department of Higher Education](#)
- [Department of School Education & Literacy](#)
- [National AIDS Control Organisation \(NACO\)](#)
- [Council for Advancement of People's Action and Rural Technology \(CAPART\)](#)
- [Central Social Welfare Board \(CSWB\)](#)

All VOs / NGOs, are requested to Sign Up (one time) with the Portal to help create a data base of existing VOs / NGOs and to access information on various schemes of the participating Ministries/ Departments/ Government Bodies open for grants. Later you will also be able to apply online for government grants to the participating Ministries/Departments/Government Bodies and track the status of your applications through this system.

By registering on <http://ngo.india.gov.in> we will enable to the following:

- Get details of existing VOs/NGOs across India
- Get details of grant schemes of key Ministries/Departments\*
- Apply on-line for NGO grants\*\*
- Track status of our applications for grants\*

Who can register/sign-up on the NGO-PS?

Any VO / NGO which is registered as a trust/ society/ a private limited nonprofit company, under section-25 Company of the Indian Companies Act, 1956 can Sign Up on the NGO Partnership System

The contact details of Nodal Officers are available on [http://ngo.india.gov.in/nodal\\_list.php](http://ngo.india.gov.in/nodal_list.php)

The Schemes by Ministry/Department/Organisation are available on

[http://ngo.india.gov.in/schemes\\_directory\\_central\\_ngo.php](http://ngo.india.gov.in/schemes_directory_central_ngo.php)

[Currently there are 51 schemes by all the above 6 from Ministry of Culture; 5 from Ministry of Tribal Welfare; 11 from Ministry of Women and Child Development; 7 from Ministry of Social Justice and Empowerment; 8 from Dept of Health & Family Welfare; 5 from Dept of School Education and Literacy; 1 from Dept of Higher Education; 6 from Council for Advancement of People's Action and Rural Technology (CAPART); and 2 from National AIDS Control Organization (NACO)].



The Schemes by Target are available on [http://ngo.india.gov.in/beneficiaries\\_ngo.php](http://ngo.india.gov.in/beneficiaries_ngo.php), the summary of which is given below and full details on the above weblink.

Children (18); Community (27); Family (13); Individual (28); Women (21) and Others (1)

**a).What is a NGO Partnership System (NGO-PS)?**

The NGO Partnership System (NGO-PS) is a platform of interface between Voluntary Organization (VO) / Non Governmental Organization (NGO) and key Ministries / Departments / Government Bodies. Later it is proposed to cover all Central Ministries / Departments / Government Bodies.

The key Ministries/Departments/ Government Bodies in the first phase are M/o Culture, M/o Health & Family Welfare, M/o Social Justice & Empowerment, M/o Tribal Affairs, M/o Women & Child Development, D/o Higher Education, D/o School Education & Literacy, Council for Advancement of People's Action and Rural Technology (CAPART), National AIDS Control Organisation (NACO) and Central Social Welfare Board (CSWB).

This is a free facility offered by the Planning Commission in association with National Informatics Centre to bring about greater partnership between government & voluntary sector and foster better transparency, efficiency and accountability. The NGO Partnership System (NGO-PS) started out as an initiative of the Prime Minister's Office, to create and promote a healthy partnership between VOs/NGOs and the Government of India. The Planning Commission is coordinating and managing the portal, since July 2009.

**b).What are the facilities provided by NGO-PS?**

The NGO-PS helps VOs/NGOs to:

- Get details of the schemes of the participating Ministries/Departments/Government Bodies (mentioned at home page) offering grants to VOs / NGOs
- Apply on - line for NGO grants
- Track status of your applications for grants

**c). How does one apply for NGO grants?**

To apply for grants the first step is to create your account / sign up with your own UserID and Password.

Once you login into your account, there are various links available, for viewing the department-wise schemes, providing NGO grants. Select the scheme under which you want to apply for a grant. The link to your selected scheme will provide you with all the details of the scheme - format in which you have to apply, documents you need to attach etc.

You can get the details of the Nodal Officers for the concerned scheme, from the website. Any queries regarding schemes or about how to proceed for schemes and grants will be clarified by the respective Nodal Officers.



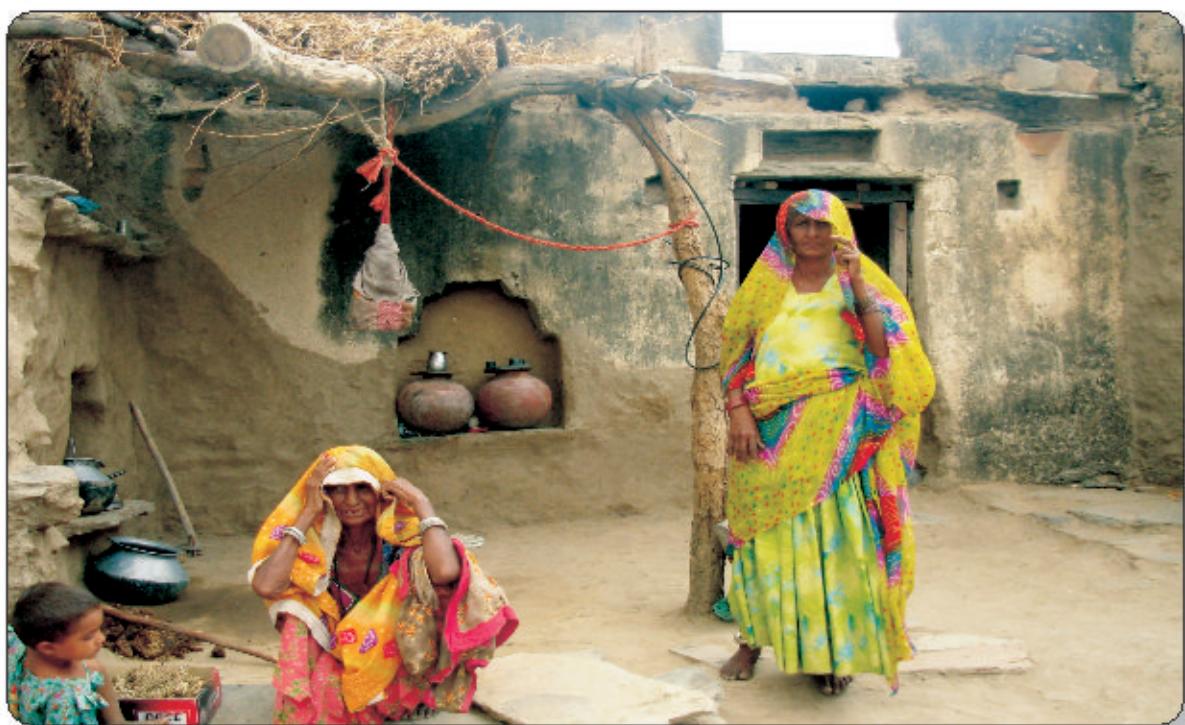
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Inauguration of a Family Livelihoods Resource Centre In Kirap (Ajmer)



An FLRC Client Family In Ajmer



Presenting the Group Work during Short-term Training of Facilitators (SToF) on FFS



FFS Trainee Facilitators conducting Goat Eco-System Analysis (GESA) on field



Essential Learning in Health Training in Progress



An ARAVALI Team Capacity Building Event in Progress

## District Agriculture Plan Process





## **Association for Rural Advancement through Voluntary Action and Local Involvement**

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