

Annual Report

2007- 08



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

Vision and Mission Statement

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

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

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Foreword

ARAVALI is an organisation initiated by the Government of Rajasthan to promote innovations in development and support the process of collaboration between the government and the development sector.

ARAVALI was initiated in 1997 with Mr. M. L. Mehta as its chairperson. The current chairperson is Mr Vijay Mahajan who is also the Chairperson of the BASIX group of companies.

ARAVALI's objective is to help build a development sector which can effectively work for the poorest people of the state. ARAVALI believes that there is a need for competent partnerships to develop which can work for the poorest and most marginalized people of the state. It aims to ensure that there a large number of NGOs working in every part of Rajasthan which can work for the poorest people and take on more evolved roles in development.

The ARAVALI portfolio has been designed keeping these concerns in mind. Over the past two years, with the active support of Shri Vijay Mahajan, the Chairperson, ARAVALI has been able to rethink and redesign its initiatives so that in providing support to the NGO sector the essential focus is on initiating processes and systems which are designed keeping the poorest and most vulnerable people in mind. The initiatives over the past year have been designed to get the NGOs back to centre stage as a critical third sector which can proactively complement the development processes that the state has initiated but also to be able to question and challenge inappropriate development initiatives which are not in the interest of the poorest and most marginalized people in the state. This Civil Society role is one of the most crucial in ensuring equitable and inclusive development.

This annual report is our effort to present the essential activities of ARAVALI during 2007-08, and also share some of the key learning and experiences that ARAVALI has had in implementing these ideas.



Chairpersons Note

I am happy to present the Annual Report for the period 2007-08.

This is the second Annual Report that I am presenting to you and I am extremely happy to point out that ARAVALI has grown in confidence and strength during this period.

When I took over in November 2006, we had inherited an organisation that had been strongly influenced by externalities and was stressed. With careful planning and a committed effort I am happy to say that we are now completely out of that stressful period and ARAVALI is now poised for another significant step forward.

Before I describe some of the changes, I would like to complement all the members of the General Body ARAVALI, and thank the members of the Governing Council and the Executive Committee for their complete support and guidance to the ARAVALI team. I would also like to congratulate the ARAVALI team for their perseverance and their commitment to the ARAVALI's vision and the effort and hard work that they have put in to make ARAVALI what it is today and what the founders expected it to be an organisation at the cutting edge of development thought, and one which is dynamic and creative and totally committed to the cause of the poorest people of the state of Rajasthan.

The governance systems of the organisation have been strengthened. The General Body of ARAVALI has been expanded. To democratize the functioning of ARAVALI elections to the Governing Council were held in 2007 and a new Governing Council was created with representation from all the divisions of the state. This has provided small and large NGOs to come on a common platform to guide ARAVALI and share development concerns. A new Executive Committee has also been formed. Meetings of the Governing Council and the Executive have been held regularly ensuring transparent and accountable governance. Through an extensive process of discussion the Memorandum of Association of ARAVALI has also been modified to keep up with the changing development scenario.

The programmatic focus has been made more focused to look at the comprehensive nature of livelihoods of the poorest with a special concern to address the poorest people in the village. This has led to the development of the Family Livelihoods Resource Centre an innovative approach to addressing livelihoods. The approach is built on a concept called the Algebra of Livelihoods which describes the diverse nature of a poor family's livelihoods and the need to aggregate them to arrive at a holistic strategy. This has become the cornerstone of ARAVALI's programmes.

ARAVALI has begun to undertake programmes with the Panchayati Raj Institutions. This has been translated into greater collaboration efforts between the NGO partners of ARAVALI and the Panchayati Raj institutions in their area of operation.

ARAVALI team capacities have also been built up over the past two years, ARAVALI has evolved from being more of a training management organisation to an organisation that has competent core faculty and is now undertaking almost all training programmes with in house capacity.



The idea of developing Regional Centres of ARAVALI and the initiation of the Regional Resource Centres in Ajmer and Jodhpur has been one of the crucial changes in the operational strategy of ARAVALI. This has meant that ARAVALI has become closer to the target community and also to the government departments with whom ARAVALI is to work to build collaborations. The initiation of the GO-NGO-PRI Forums at the district level, and the increasing regularity of our interface with partners is an example of how this has helped in improving the effectiveness and efficiency of ARAVALI.

The financial position of ARAVALI is stable and with a few more grant proposals in the pipeline ARAVALI will become more effective in taking up the challenges as described in the Vision statement of ARAVALI.

All these processes and the special focus on the NGOs during this period had a reason. As you will be aware, the NGOs have as a sector gone through some troubled times over the past few years. DPIIP and other large government programmes where NGOs were supposed to have functioned as partners with the government have left serious scars on the viability of such partnerships and even though for a large part the management of these programmes was equally to blame, the NGOs have faced serious censure for their performance. It is also true that a large number of smaller organisations that took on roles in DPIIP were drawn into processes that were insincere and inappropriate to say the least and certainly not becoming of the civil society. These have to change. And the NGOs that take on roles with government have to be of the nature that can be partners with government on an equal footing and have significant contributions to make in the partnership. It is also true that organisations that were able to do this in the context of DPIIP were able to do much better than the others.

The initiatives undertaken by ARAVALI have been designed to enhance the capacities of a large number of NGOs so that they are more confident of their capacities and have their own niche areas where they excel and therefore can deal with the government on a more equal plane. It is when there are a large number of such organisations that partnerships and collaborations can become more effective and function on an equal plane. I am confident that the process that has been initiated will continue and strengthen the Civil Society and thereby provide for greater collaboration on equal terms between the government and the NGOs.

ARAVALI is a learning organisation and is constantly innovating based on experiences that are being generated in the field. We will hope to continue doing that.

We look forward to your comments and suggestions on this report and renew our commitment to work for effective development partnerships and a better life for the poorest people of the state.

I am happy to present this report to you.

Vijay Mahajan
Chairperson



Ved Arya on ARAVALI

ARAVALI - What it has done and what it ought to do?

Ved Arya, Managing Trustee, SRIJAN, New Delhi

ARAVALI is unique in India among the efforts in various states in sustaining the collaboration among NGOs and Government departments. I am happy to have contributed to its genesis when our Ford Foundation sponsored study of GO-NGO collaboration was wholeheartedly accepted by the Government of Rajasthan, notably Mr. M. L. Mehta, it's the then Chief Secretary. ARAVALI has proved to be an unusually successful flag bearer for the cause of strengthening small NGOs and promoting their meaningful participation in government programs and projects such as the DPIIP. Its versatility is exhibited in its coverage of a range of sectors such as health, watershed development, and education. It has also spearheaded the deepening of the process of development by constantly highlighting gaps in government policy that are not so pro-poor and in departments' implementation processes and plans. Given this background, it is important to review its future agenda in light of new developments while one must not forget the unfinished business.

What are the development challenges facing Rajasthan? I wish to highlight a few.

One, I think still adequate lessons are not being learnt from earlier NGO-Govt collaborations. Latest example is IFAD assisted MPOWER project has similar weaknesses as DPIIP had in terms of the role and space they give for capable NGOs (or perhaps the assumption is that NGOs are not capable!). What is the status of collaboration in other sectors such as health (for example, in National Rural Health Mission)?

Two, there are other new sectors related to livelihoods and well being that are going to be crucial for poor people. For example, it is critical that government democratises the water sector and encourages the people's institutions to play a leading role in governing ground water and surface water resource and making it more equitable. This is not evident in the way the irrigation department (or Water Resources Development Department) plans its processes, or the way it allocates roles to Water Users Associations (WUAs). Deteriorating water quality (fluorides in some cases are 300 to 400% of WHO limit) is another issue that is begging answers. Government is keen on providing skills to unemployed educated youth and the Livelihoods Mission is spearheading the effort. Given the declining contribution of agriculture to state GDP, this route is going to be an important for young people's livelihoods in future. It does, however, depend on the growth of demand of skilled and semi-skilled workforce, which may slow down in near term. Alternative energy either based on biomass or biogas or jatropha or solar radiation, is another area that hasn't got sufficient attention in development efforts of the state. Looking at the increasing cost of fuel or cost of last mile electrification, this could become attractive and improve the viability of livelihoods or health services that need building a cold chain (say, in chilling milk, cold storage, or refrigeration for vaccines).



Three, although agriculture and allied sectors such as livestock are not adequate for providing complete livelihoods, there seems to be a huge scope for enhancing rural people's income by single-mindedly focusing on market access, productivity enhancement and micro-credit to sub-sectors or commodities such as milk, meat, soybean, mustard. Experience of some of the NGOs like PRADAN and SRIJAN, and private sector companies like the ITC has proven this. Market access could be through public funded units (such as RCDF) or framework (such as the Mandi system), but also in partnership with private sector companies.

Four, building capacity of NGOs or broadly the Civil Society, continues to be important. We repeat this *ad nauseam*. I must therefore make my meaning of capacity explicit. It is the capacity to gain respect from government and work as a partner rather than as a sub-contractor. Working with a much bigger system like government, most NGOs get worn down by the effort trying to convince all layers of their genuine effort and begin to find ways to bypass or shortcuts. They also tend not to openly share their issues and concerns. This leads me to another meaning of capacity - a capacity to work alongside each other and collectively pose the issues of common concern.

In which of this could ARAVALI play a significant role? Being a member based organisation, its capacity to play an effective role is determined by the following (i) potential for collaboration both in terms of the pro-poor policy of the department and the specific roles admitted for NGOs in its plans; (ii) capacity and commitment of a number of NGOs; and (iii) continued capacity to work together to resolve difficulties encountered in collaboration.

ARAVALI ought to prepare itself for the following challenges in my view. One, it should get into a serious capacity building exercise for rural livelihoods, including market access of rural produce, especially for small NGOs. Two, it should strongly push for pro-poor water management policies in this water stressed state, and especially ensure domestic and irrigation water availability to the poor. Three, it should play a role of establishing a platform between NGOs working on skill development among rural unemployed youth and industry that could get them jobs in the industry. Four, it should begin to play a role in enhancing accountability of the government through an instrument of what I call 'Budget Advocacy' that is, look seriously into the budgets prepared by the government departments and see its utilisation, and share this information in public through its member NGOs. Five, it should help NGOs come together on a platform to regularly share their experience of working with bilateral and multilateral projects such as MPOWER and DPIP. Six, it should push aggressively the case of district level planning in collaboration with NGOs and local people's institutions.

It would obviously pose new institutional challenges in terms of relationship with government and thus, work toward creating legitimacy for such an agenda. It would also need a different kind of mind set among its staff. Yet the change may be well worth it.



ARAVALI - The Past 11 years

ARAVALI was set up as a unique organisation in 1994 due to the collective foresight of a group of senior officers of the Government of Rajasthan and guided by Mr. M. L. Mehta the then Chief Secretary of the Government. This was the period where a large number of effective collaborations between the government and the NGO sector were underway in a wide arena of development initiatives. ARAVALI was seen as an organisation that would provide a suitable framework to the collaborations.

However, while the organisation was formed and created, it remained dormant for most of its initial life.

In 1995, Ved Arya from PRADAN along with Rajiv Khandelwal and Sudhir Katiyar two young development professionals working in Rajasthan instituted a study to understand the uniqueness of the collaborations for development happening in Rajasthan. This year long study covered as many as 11 different initiatives in collaboration covering sectors like forestry (Joint Forest Management), irrigation (Command Area Development Authority and lift irrigations), education (Lok Jumbish and Shiksha Karmi), Health (Swasthyakarmi), integrated rural development (PAHAL in Dungarpur), marketing of NTFP (Rajasangh), rural credit (SHG's), animal husbandry (BAIF and GoR)

The study which was published later as “Negotiating Spaces” was a set of case studies done for each project. Lessons and theories of collaboration were evolved from the experiences of these case studies. The key lessons from the study are available on the ARAVALI website (www.aravali.org.in). This report was presented to the Government of Rajasthan in October 1996, following which the team was invited by Mr. M. L. Mehta to see how ARAVALI could become the node for taking the lessons and learning from the study forward to each new development initiative that would be taken up. Also prominent in the recommendations was the need to support and develop a larger number of civil society organisations which could take up more evolved roles in development collaboration.



Support to Partners

Capacity Building of NGOs

This has been one of the key roles of ARAVALI since its inception. ARAVALI currently works with a group of 40 NGO partners spread over the state. The focus is on building institutional capacity so that NGOs can take on more evolved roles in development through an evolved process called the Comprehensive Support Action Planning process, ARAVALI helps an NGO with human and institutional capacity development initiatives. These make the NGO more conscious of the roles that it plays in development and develop its systems and plans to be able to work with marginalized communities.

To operationalise the mission, we have over the years challenged, experimented, evolved and developed approaches into comprehensive packages as program offerings. These offerings support the organisations by helping them to envision the roles that they see themselves playing, development of their human resources and accessing specific human resource support, building and deepening their perspective, and helping them develop their operating systems and processes,.

ARAVALI has helped organisations in enhancing their capacities to address the livelihoods challenge through initiatives in natural resource management and microfinance.

The major segment of ARAVALI's support has been small locally evolved organisations in small towns in the state and which have been set up by people with a keen interest in addressing developmental issues. These organisations often lack the ability to translate their ideas into action and continue to operate on the fringe of development interventions, doing what comes their way. They seek support in terms of skills to plan, strategise and implement projects and programmes and also wider support in terms of peer group critique, exposure, orientation to development challenges and support to develop their programmes.

Comprehensive Support Action Plan

ARAVALI's support package to NGOs is guided by a process called the Comprehensive Support Action Plan (COSAP). COSAP is an articulation of organization's capacity building needs, actions required and the time frame. This is developed involving a rigorous participatory process involving the key stakeholders of the organization. ARAVALI's decade long experience in the areas of Human and Intuitional Capacity Enhancement has equipped us with an understanding of some of the thematic areas of capacity building requirements. Building on that understanding, ARAVALI undertakes a process by which a "tailor-made" support package can be developed to outline and develop a capacity building package to voluntary agencies particularly the small and medium ones.

COSAP as a process usually addresses the following 6 elements of capacity building areas in small and medium organisations. (also see section on capacity building needs of the organisation)



- (i) Programs
- (ii) Governance
- (iii) Management
- (iv) Human Resources
- (v) Financial Resources
- (vi) External Relations

ARAVALI has also evolved a package of support interventions designed to help organisations enhance their capacities on each of the areas. For each organisation the support needs may differ depending on the stage the organisation is in its life cycle and the immediate issues that it is facing.,

COSAP has two main components. First is the evolution of the plan and the second is the implementation of the initiatives that emerge from the plan. The COSAP, therefore, is a two step process - the evolution of the plan takes about three months and the execution anywhere between three months to over two years depending on the components and initiatives selected in the COSAP. This support package is undertaken over an extended period to ensure that the support initiatives are not addressing only the immediate capacity building needs but more importantly the intrinsic elements on which capacities need to be built.

The COSAP is not a static document and neither is the process of support provision. COSAP recognizes that capacities and capacity building needs undergo change and therefore throughout the process there is a continuous reassessment of the progress and further inputs required.

The COSAP process is one where there has to be complete confidence between ARAVALI and the partner. It thus is not something that can be begun only after some time has elapsed between a decision to link up with an organisation as a partner. This pre-COSAP process has to be seen as a time for ARAVALI and the partner to get to know each other, understand the programmes, get familiar with the area where the partner is working and also with the team of the partner organisation.

The steps in a COSAP are as follows:

Pre COSAP

- Understanding the community and context of the partner
- Understanding the team, its roles and responsibilities
- Understanding the projects and programmes of the organisation

COSAP

- Meeting with the board of the organisation
- Meeting with the team of the organisation
- Discussion with the organisational leader
- Visit to the field area of the organisation



- Workshop with the team
 - a. Refreshing the vision
 - b. Articulating the mission
 - c. Sharing the idea and the growth path of the organisation
- Writing up the plan (if in English then translating it)
- Presenting the plan to the team
- Developing the Mutually Agreed Partnership Plan (MAPP) which is signed by the NGO and ARAVALI.

The COSAP is implemented over a year long period (a month more or less depending on the organisation). This involves ARAVALI and organisation staff interfacing together at various points and for various activities.

On behalf of ARAVALI, the COSAP is facilitated by a Programme Officer (PO). The COSAP is the beginning of an intensive engagement of a programme officer with an organisation.

The PO of ARAVALI along with the leader of the organisation together develop a clear perspective on the activities that would have to be undertaken. These are incorporated into the Mutually Agreed Partnership Plan which would be signed by the PO of ARAVALI and the organisations leader and approved by the Executive Director of ARAVALI. This ensures continuity and commitment to the exercise.

The COSAP accesses one or more of the activities that are on offer as part of the ARAVALI project offerings. The project grant would provide the financial support to be able to undertake the activities.

The PO holds the COSAP together and access different support as may be required from either the staff members of ARAVALI or external consultants. The PO is required to undertake a periodic participatory assessment of each organisation (preferably every six months) to ensure that the support is relevant and in the direction that is expected and required and is having an impact to the effectiveness of the originations. ARAVALI will also develop a participatory assessment mechanism for the PO so that he/she is able to share the developments of each organisation.

Organisations that have gone through the COSAP process are provided a certificate by ARAVALI which would in a way provide them the credibility that they need to access resources. This certificate would be optional but meeting requirements of the certificate would be an important milestone that ARAVALI would like the organisation to achieve.



Human Resource Support to NGOs

ARAVALI has three main strategies for providing human resource support to NGOs; the first is through interns under the Professional Assistance for Voluntary Agencies programme, the second is through providing professional support through the creation of a cadre of Microfinance Facilitators at the community level and the third is through the creation of a cadre of Livelihoods Facilitators at the community level. For all three initiatives, ARAVALI provides the NGOs with part financial support. The idea is to help NGOs access competent human resource and undertake programmes in a more professional and effective manner. ARAVALI is currently supporting 15 NGOs as part of this programme.

Different elements of the support package are as follows:

a.	<p>Professional Support for Voluntary Agencies (PAVA)</p> <p><i>Provision of a young professionally qualified staff member to the organisation (called the PAVA Intern) on a cost sharing basis</i></p>	<p>A PAVA related support is a long term intervention in an organisation. In the organisational lifecycle, it comes at a time when the organisation has mostly understood its role and has received some initial grant to develop its idea and undertake a project intervention. Projects* of the organisation have not yet become programmes but the need is being felt. The community support to the organisation is sound but the organisational leader is not being able to consolidate it and convert it into an actionable plan. He/She is also falling short of the skills necessary to develop a long term intervention. In line with the long term plan, the organisational systems also need to evolve and become more robust.</p> <p>Through PAVA a long term association is developed with an organisation and therefore is supported by a lot of hand holding and continuous interaction.</p> <p>While it may appear that the PAVA intern will have the necessary capacities, it must be recognized that the PAVA Intern also needs a lot of support to be able to convert what has been theoretically learnt into action. There are also emotional and 'settling' down issues that the Intern has to deal with. This association also builds up the strength of the organisation.</p> <p>The PAVA programme has undergone two reviews and each time it has come out well albeit with the need to work more towards making it a success. This is a difficult programme and while we currently have a mechanism to implement it, the idea is constantly evolving.</p> <p>The objectives of merging skills with ground level experience and a mechanism for building skills in organisational leaders</p>
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*Projects are short term interventions around a certain idea. The interventions can evolve into a longer term programme when the idea evolves and the organisation builds a longer term vision around it. Project funding then feeds into the programme development.



		and ground level experience in PAVA interns continues to be relevant.
b.	<p>Sectoral Community Facilitator</p> <p><i>Cost sharing for developing capacities of an existing staff member or a locally recruited staff member.</i></p>	<p>While PAVA is an initiative that provides for professionally qualified young people to work with organisations, not all organisations are in a situation where they can provide space for such people. Also there are levels in the organisation where competent people are required which may not necessarily be of the level of a PAVA.</p> <p>The Sectoral Community Facilitator is one such initiative, where a suitable person from within the organisation (or the area in which the organisation is working) is specially trained to undertake certain specific roles. These roles will usually be in line with a field project/programme that the organisation is implementing. This person develops as a “field coordinator” and would be working closely with the organisational head. An ideal combination would be that of a SCF taking up joint responsibilities with a PAVA intern to start off with and developing over time in a manner so as to replace the PAVA intern when he or she leaves.</p>
c.	<p>Special Professional Assistance Programme (SPAP)</p> <p><i>Consultancy support to the organisation on core project or institutional development issues</i></p>	<p>SPAP is a short term support to the organisation and provided in response to a specific issue that needs to be addressed. Often when larger organisations require assistance they are in a position to be able to hire a consultant to support them. Smaller organisations find it difficult to do so; for two reasons first they are not able to clearly articulate and identify the issue that they are facing problems with, second they do not have access to people who can actually help them and third, they do not have the resources to be able to hire people even if they knew them. On the other hand, consultants may also be sceptical about assisting a smaller unknown organisation for want of suitable reference.</p> <p>ARAVALI's initiative facilitates and finances such short term support to organisations. A typical project would be helping the organisation structure itself in line with the work that it is doing, or a small assessment of its community mobilization process and strengthening it or helping the organisation evolve a microfinance programme.</p> <p>ARAVALI's intervention would be in the form of identifying and helping the organisation articulate the issue they need help on, helping the organisation develop a terms of reference of what needs to be done, identifying a consultant and financing the cost of the consultant's honorarium. The organisation would be encouraged to provide for the travel, boarding and lodging of the consultant.</p>



Training and Capacity Building for NGO staff

Through programmes like the Social Analysis and Management Development Programme (SAMDP) ARAVALI has been focusing on building capacities in NGO workers of small organisations. ARAVALI has so far undertaken 5 SAMDP programmes and trained over 120 young men and women to be able to work as development facilitators in NGOs. The sixth SAMDP is going to be organised later this year. In the series of capacity building programmes ARAVALI has also initiated a programme called Essential Learning's in Health which is a base module for NGO staff to initiate programmes in health. ARAVALI is evolving this idea into the creation of a new initiative called the ARAVALI Academy which will gradually take over the training and capacity building initiatives of the organisation and function as an independent service provider to ARAVALI.

a.	Social Analysis and Management Development Programme (SAMDP)	<p>Despite the sensitivity and the social entrepreneurial qualities that leaders of small NGOs have, they have not necessarily been able to build their capacities and skills to be able to do the work that they are doing in the best possible manner.</p> <p>As part of the COSAP there could be critical elements of capacities that may be missing in the organisational leader on many critical issues related to working with communities.</p> <p>Building a second line strength in any organisation is also equally important and it is necessary to consciously develop such leadership in any organisation.</p> <p>SAMDP enables ARAVALI to undertake a medium term training programme to cover all elements that are necessary for senior and middle level staff of smaller organisations. As the name suggests, the training programme covers a range of societal analysis understanding, an understanding of self, communities, their mobilisation and also a strong focus on management of projects and programmes that any organisation must undertake.</p> <p>An evolution of the idea is to undertake a long distance learning programme on SAMDP. Ideas on this will evolve and will be developed further.</p>
b.	<p>Handholding Support (Nirantar)</p> <p><i>Consolidating learning and building confidence.</i></p>	<p>While all the interventions listed above contribute individually and collectively to the growth of the organisation, the real change has to often be a facilitated process. Continuity in assistance thus becomes an important aspect of the capacity development process.</p> <p>Support is periodic based on an annual plan and monitored half yearly by the organisation core team and ARAVALI. All support from ARAVALI whether in the context of a programme or institutional is thus planned and undertaken.</p>



b.		<p>The hand holding process is undertaken closely with the head of the organisation as the chief recipient of the support. Eventually it is the organisational head that should be able to develop the perspectives, the capacity and the understanding to lead the organisation.</p> <p>The continuity in support aims to help connect the learning from all other initiatives whether training, exposure or any other programme, and assistance to the other staff of the organisation especially the interns or other staff that ARAVALI helps introduce into the organisation.</p> <p>Such support provides the organisation with increased confidence in implementation of projects and programme knowing that there is support that can back them up when required.</p>
c.	Essential Learning's in Health (ELH)	<p>One of the neglected areas of livelihoods has been Community Health-both as a determinant as well as an outcome. To enable a more rigorous understanding of Health aspects-preventive as well as public health systems, a course module for field functionaries of NGOs is being formulated and tested. This is expected to build up the basic understanding of commonly used concepts and terminologies along with public health systems and issues.</p>

NGO Support Services

ARAVALI provides NGOs support through some extremely creative programmes. These include the ARAVALI Training Support Fund and the Special Professional Assistance Programme which are designed to assist NGOs to access professional support to improve their functioning and access training programmes being organised by agencies. ARAVALI also publishes a periodical called the ARAVALI Development Features Service which is circulated to over 300 NGOs in the state.

a.	<p>ARAVALI Training Support Fund (ATSF)</p> <p><i>Financial support to individuals from voluntary organizations in the state to attend training programmes relevant to the initiatives being undertaken by them.</i></p>	<p>The ATSF is a support fund. This is a short term support but with long term possibilities of impact. The training that is identified would normally be one which is not part of ARAVALI's existing portfolio of training programmes and would also be of a specialised nature. The training programmes selected would have a cost associated with them which would normally be beyond what the organisation can pay from its own budgets.</p> <p>The Training programmes could be from any institute in the country but should have a clear connection with the work that the organisation is doing or intends to do. The COSAP would have normally identified this training requirement.</p> <p>The ATSF would cover the cost of the training fees, and the travel to and from the location where the training is being organised.</p>
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b.	<p>ARAVALI Development Features Service (ADFS)</p> <p><i>A periodically compiled and circulated news and features service</i></p>	<p>The ADFS is an information service; it is sent out to over 300 NGOs in the state</p>
c.	<p>Perspective Planning</p> <p><i>A process by which the organisation works out what it intends doing over the next 3-5 years.</i></p>	<p>The Perspective Plan (PP) is the base document for any organisation working for development.</p> <ol style="list-style-type: none"> It outlines the development scenario that the organisation is functioning within; incorporating the key challenges, the key external developments in the region, along with the development priorities of the partner communities. It outlines the experiences of the organisation as seen and understood from the different staff members of the organisation and the governance structure, including a SWOT assessment of the organisation. It outlines the key programme areas that the organisation would like to work on providing a justification of how this actually leads towards achieving the vision and mission of the organisation Within the programme areas, the PP would attempt to outline what projects can be developed. Based on that assessment, the PP also outlines the staff requirements, the funding requirements, and the organisational structure that can help achieve those goals. The perspective plan is a guide document that ensures that the organisation is moving in a coordinated way towards the achievement of its vision and is keeping in line with its mission. <p>The perspective plan as the base document helps the organisation to plan and undertake activities that help build a focus to the work of the organisation and ensure that there is as little mission drift as possible. The PP is not however 'carved in stone' and through internal reviews and changes in operating climate, it can be modified. The important reason for having a PP is to have a clear sense of purpose in the organisation so that each staff member is aware of the direction the organisation is moving in. It is thus important for the PP to be shared and reviewed occasionally in staff meetings.</p> <p>The perspective plan strengthens the COSAP and provides longer term clarity to ARAVALI in terms of the organisational direction. While the COSAP provides an idea of the need for support, the PP provides an idea on the sectoral areas that the support will be</p>



d.	<p>Flexi Fund</p> <p><i>An easy access fund which can be used for activities important for capacity building</i></p>	<p>While going through a capacity building/enhancing process with the organisation it may be necessary for the organisation to undertake an assessment of their current roles with the community, or an activity which is important for providing the necessary impetus to the capacity building process. This could be a survey of the community that the organisation is working with or a small project implementation that helps the staff members to learn at the job. Often such funding is not easily accessible to small organisations and cannot also be arranged at short notice.</p> <p>The ARAVALI flexi fund is one such option that the organisation can access. The amount varies depending on the need of the organisation and what it plans to do but should not exceed a sum of Rs. Fifty thousand. This fund would be available with ARAVALI to use as required. ARAVALI would go through a process of assessing its usefulness (to be proposed by the organisation and recommended by the programme officer responsible for the organisation) and make the sanction of the amount necessary.</p>
e.	<p>ARAVALI Seeding Support Fellowship for building up Civil Society Organisations in under-represented areas of Rajasthan</p>	<p>To facilitate and support seeding of new organisations in uncovered areas of Rajasthan through engagement of individuals with demonstrated commitment and an intention of setting up an organisational base in the area.</p> <p>The fellowship would be in the form of capacity building support through participation in topical action research engagements and specific assignments. The amount for this will vary depending on the requirements that arise over the period. The local travel and communication expense would be based on actuals subject to the limits specified.</p>



Projects

Sustainable Community based Approaches to Livelihood Enhancement (SCALE)

With funding from the European Commission through the Aga Khan Foundation, ARAVALI aims to increase the numbers of NGOs with capacities to work on the Management of Natural Resources. This programme supports the creation of knowledge on best practices for NRM in the state and through a set of publications like the Pahar Logon Ki aims to spread an awareness of people on NRM based livelihoods. An important sector initiated by ARAVALI is the goat husbandry sector as most of the poorest people in the state depend on goats for a significant part of their livelihoods. ARAVALI plans to adopt and propagate Farmers Field Schools as an extension methodology for reaching out to large number of women goat farmers who have accessed funds through their SHGs for purchase of goats. ARAVALI also aims to develop Ajmer as the centre for goat husbandry for Rajasthan.

For the SCALE program, the year was a landmark in the sense that we were able to bring about diverse stakeholders on to a common platform around two contemporary issues namely the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act and on the Allocation of Wastelands in the State for development through plantation of Biofuels. Around both these issues we were successful in facilitating a purposeful dialogue with key stakeholders resulting in a concrete set of widely owned recommendations to the State in the form of suggested rules on the Forest Dwellers Act and sensitizing the stakeholders on the implications for communities of the State Policy on Biofuels.

Another landmark programming input from ARAVALI was the initiation of the Family Livelihood Resource Centre (FLRC) concept.

Family Livelihoods Resource Centres

This is one of ARAVALI's key initiatives which assist NGOs to target and work with 500 poorest families in their areas of operation. The NGOs identify such families, and undertake a complete livelihoods profile of the families and then aggregate common livelihood elements which can be worked upon so that these families can move over the poverty line. An important element in this approach is to help the poorest families to access entitlements due to them from the government.

The main objective of ARAVALI in establishing FLRCs 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 an FLRC itself is to *develop and deliver a customised package of livelihood resources and support services, for sustainable income generation and enterprise promotion, for the poorest and the most vulnerable households in its area.*



The FLRC is based on the premise that the livelihoods of the poorest families depend on multiple sources and thus require a coordinated multi input mechanism for them to be able to cross the threshold of poverty. At the same time, the portfolio of livelihood activities performed by a household is unique, and there is a need to bring about an overall increase in the household income, rather than altering the proportions contributed by different activities. Supporting and promoting livelihoods of the poorest and the most vulnerable section of the society, thus, requires an integrated approach that also concentrates on the household as a unit. This realisation has led to the conceptualisation of Family Livelihood Resource Centre (FLRC) approach for the customised diagnosis, design, and delivery of livelihood support inputs required by each family in an area, to come out of the poverty trap on a permanent basis. These inputs can be in the form of information, technical, institutional, or business development support provided to increase the household's access to livelihood assets/resources or to opportunities for income generation, or for vulnerability and risk reduction.

ARAVALI is currently working with 06 organisations on this approach covering 3000 poorest families and will be expanding to at least 7000 more families through 14 more partner organisations during 2008-2012.

Promoting Empowerment among poor Households through Appropriate Livelihood and Microfinance (PEHAL)

With funding support from the Sir Ratan Tata Trust, ARAVALI is supporting 10 organisations in Central and Southern Rajasthan. The support includes helping these organisations to understand the dynamics of community based microfinance. ARAVALI has currently focused on the Self Help Groups but will be expanding its support services to cover other forms of microfinance.

The PEHAL project has been among the most difficult initiatives for ARAVALI to undertake. This has been so because of an overstatement of assumptions by ARAVALI in the formulation of the proposal and also an overestimation of the role a capacity building process can play in a limited time span.

ARAVALI has however re-worked its implementation strategy and has provided an increased thrust to the project. Special and more frequent partner meets have been called and activities that had been left out in the implementation were initiated.

A major drawback was the inability of ARAVALI and the partner organisations to leverage appropriate funding support from donors other than the Sir Ratan Tata Trust. This was one of the expected outputs of the project, but also one which was the most difficult to achieve on account of the fact that the donor environment was not guided only by the demands that are placed on donors but by their own agendas which did not necessarily match the objectives of the project. For example, ARAVALI was unable to raise funding support for the formation and training of SHGs from NABARD as expected.

Another assumption was related to the easy access of bank credit from local commercial banks for the SHGs. This was also not easy going by the reluctance of banks to provide loans to the SHGs.

The project also expected that through a process of capacity building, SHGs would be able to become financially viable and would be able to pay for services provided to them by the partner NGOs. This could not happen as without the SHGs reaching a certain level of maturity. The project had underestimated the time that these SHGs would actually take to reach such levels and also the costs that would be necessary to make this happen.

ARAVALI is at this time reassessing the project implementation strategy and the expected outputs and outcomes and hopes to be able to develop a mechanism with the Sir Ratan Tata Trust to make it more amenable to the current field realities.



Samvardhan Support to NGOs on Health

ARAVALI has initiated its support services in the area of Health. The focus is on community led health initiatives especially covering social determinants on health. The ARAVALI approach is to build capacities of NGOs to be able to understand the dynamics of working in the health sector and build an internal competence to be able to do so. ARAVALI's health initiatives are guided by an advisory committee comprising some of the most eminent people working on public health in the state.

ARAVALI's Approach on Health Initiatives

Working with small and medium voluntary organizations over the past 10 years and living with them through their growth process has provided ARAVALI with a better understanding of what these organizations require. During the process of providing the generic and sector specific inputs in the field of microfinance, agriculture, natural resource management etc ARAVALI realized that its partners need concurrent support in the health programmes as well within their organization and that there is a need to build their perspective on health from broader livelihood framework (where the health expenditure seems to be maximum from a family). ARAVALI also feels a necessity to enter into the field of health very concretely as the NRHM framework provides a platform for partnerships to broaden.

The increased expectations have highlighted the lack of institutional and individual capacity to address health system constraints. These constraints include lack of capacities of voluntary agencies to fulfill their roles and responsibilities in addressing health system issues. ARAVALI being a catalyst in the partnership development process strongly feels that the ground of any partnership lies in the capacity to ensure delivery of commitments made in the partnership agreement. Given the due commitment to partnership arrangements in NRHM it is required to build the sector for the expected roles.

Over the last 3 years, ARAVALI has undertaken a few initiatives on health, (although not in a strategic manner). Some of these initiatives include assessment of NGOs for Rajasthan State AIDS Control society under the target intervention project on HIV/AIDS, facilitating discussions on health in the GO-NGO-PRI forums in Dholpur, Baran and Jhalawar districts of Rajasthan, providing institutional and to some extent technical trainings to NGOs who are working on health issues on various components of maternal and child health.

ARAVALI has also initiated its dialogue with the NGO community which is engaged in addressing the health issues. The process of understanding the capacity building requirements of the voluntary sector is on. ARAVALI organised a workshop at Udaipur in collaboration with ARTH to understand the voluntary sector needs in terms of capacities. The workshop was instrumental in highlighting some of the critical areas of capacity building.

ARAVALI intends to take a role in health as a support organisation. However ARAVALI needs to develop certain capacities within the organisation to undertake such a support process. ARAVALI would not like to thrust an approach or strategy but attempt to develop on the NGOs own ideas relating to their work in health and livelihood with the community further. The support plan has two components-one related to the organisation and one to the programme. Where ARAVALI can provide sector specific support ARAVALI will do so. In the event that the capacities are not available with ARAVALI, we will help the organisation link up with some other support agency, which can provide support.



Statement of Intent

ARAVALI intends to increase the number and capacity of effective organisations working on health in every district of Rajasthan which will enhance the quality of life of the community. ARAVALI's mission has its focus on most deprived people of the society and the most effective way to reach to them is through credible NGOs having a genuine and sustainable relationship with the community. In the next three years ARAVALI aims to support 20 small and medium sized NGOs to achieve enough level of capacities and skills to play significant role in health sector. This will be done through the following mechanisms:

- ☐ Develop the capacity of the target NGOs to be able to understand the health sector and enable them to either strengthen their existing programmes or initiate programmes in the health sector.
- ☐ Strengthen community outreach and advocacy skills within target NGOs to promote better quality of primary health.
- ☐ Promote constructive engagement and policy dialogue among various stakeholders on the issue of primary health care in the state of Rajasthan.

Strategies

ARAVALI will not aim to get into the technical space of working on health issues but focus on developing institutional capacities to be able to work on health. This is also proposed to be done by developing a better understanding among these organisations on the social determinants of health, and understanding of the health service delivery structures in Rajasthan and also importantly, through the understanding of the various issues (including demographics) on health.

To start with the process ARAVALI would work on:

- (a) Research
 - (b) Capacity Building and
 - (c) Collaborations.
- (a) Research :For ARAVALI to gain an in-depth understanding of the present health scenario in Rajasthan we would look forward to identify community health issues (with specific focus on social determinants of health and primary health care) across regions through our partner organizations and reviewing the secondary data available in the state.

ARAVALI will then assess the approaches and capacities of organisations which are working on health issues or are willing to work on health in future (this will be done through primary data collection and intensive hand holding of NGOs.).

ARAVALI will then map the donors/other agencies strategy on addressing health issues in the state. It is essential to understand how donors/other agencies look at health, what is their perspective and approach to it, and what different health support mechanisms are available across the different regions of the state.



- (b) *Capacity Building* : NGOs have a very critical role to play in health sector as health care providers, disseminators of health education and catalysts for mobilizing communities to address health needs and to advocate for better delivery of health services. To develop and enhance the capacities of the NGOs to carry out the above mentioned roles require strategic planning and concrete efforts. The capacity building assistance would be for around 25-30 small and medium sized NGOs to achieve 'Health for All' and will incorporate both sector specific and generic inputs. The capacity building initiative will include the following reinforcing elements:

Participatory organization assessment: an approach and a set of tools for helping NGOs to identify own problems, work out options for handling with, develop an action plan for capacity building and organize to carry the plan out. This will be done for both the institutional capacity building needs and the capacities required for the sector.

Need-based and customized organization development assistance: an approach to providing organization development training and follow on consultations to the target health NGOs. It will be adapted to fit customized needs of the target organization in terms of both the institutional and sector specific.

Participatory Community Reflection and Action Planning shall have a focus on training on community empowerment approaches and skills that lead to an increased outreach for health services and the establishment of skills and strategy within the organization for solving community health needs.

- (c) *Collaborations* : ARAVALI will facilitate the process through creation of a forum for constructive dialogue, ensuring that the capacities required for collaboration in NGOs are more generic widespread and standardised and Government programmes are modified and designed for constructive collaboration.

In the present context given the opportunities like the National Rural Health Mission, the NGOs are seen as critical partners in performing national and regional goals towards attainment of the vision called "Health for All". ARAVALI will aim to understand the role of different stakeholders under the mission, the partnership process, mechanisms, gaps etc.

Based on our experiences of the GO-NGO-PRI forum in the bordering districts of Rajasthan (Dholpur, Baran and Jhalawar districts of Rajasthan) ARAVALI will try to initiate these forums in the other districts to address various health issues.

- (d) *Linkages with other Organisations* : ARAVALI has a very limited in-house capacity in health sector and thus there is need to build internal capacities on health to address the capacity building needs of our partner organisations on health. To move further on this we need to collaborate with agencies like ARTH, IIMMR, PRAYAS etc. to be able to access core competencies on health.



Emerging Programmes

Migration Support Initiatives

ARAVALI in association with the Aajeevika Bureau and the Department of Labour, GoR has been supporting the cause of migrant labour moving to places like Gujarat, Maharashtra and Delhi with support services. ARAVALI aims to expand this initiative to 10 organisations with support from the Rajasthan Mission on Livelihoods. The initiatives include issuing of identity cards, providing skill training, remittance and financial inclusions support and most importantly helping migrants function in collectives to reduce living costs and gain from business development services.

ARAVALI will undertake this in collaboration with the Aajeevika Bureau and the Department of Labour and Employment, Government of Rajasthan.

Aajeevika Bureau has been working on the issue of migrant labour for over 3 years now. One of the major issues that emerged was establishing the identity of the migrant labour. This became even more important when the migrant went to another state. In order to address this, the Bureau began registering migrants and issuing identity cards to migrant labour. These were on cost and were valid for 2 years. The Government of Rajasthan recognised the value of this intervention and increased the credibility of the card by formally authorising the Bureau to issue these identity cards. These photo identity cards are now endorsed by the Labour and Employment Department of the Government of Rajasthan. The announcement in this year's budget speech also gives greater strength to working on labour issues and migrant labour in particular.

The possibility of expanding this work to other parts of Rajasthan through NGOs is being jointly developed by the Aajeevika Bureau and ARAVALI. Aajeevika Bureau's work in Ahmedabad also indicated that there were a very large number of migrants from the districts of Western Rajasthan.

To assess this possibility, ARAVALI and Aajeevika Bureau, with the support of the Institute of Development Studies, Jaipur organised a consultative meeting with NGOs from all across the State in January 2008. The Principal Secretary (Labour and Employment), Government of Rajasthan, who graced the event expressed that other NGOs could also be accredited by the Department so that they too could issue identity cards to migrants and work on other related issues. He felt that this was best done through NGOs as this was not a stated agenda of the Department. This was facilitated by the announcements made in the budget speech for 2008-09.

The Photo Identification Card

The Photo ID card is

- ? Computer generated – easily produced at the click of a mouse button
- Has built in checks so that cards with incomplete/incorrect entries will not be printed
- Available in Hindi or English
- Paid for by the migrant

Issuing the ID card is a three step process:

- Registration of migrant labour
- Verification
- Data Entry + card preparation



ARAVALI and Aajeevika Bureau propose that the current model of *Shramik Sahayata evum Sandarbh Kendras* (3SK) at source be up-scaled to 20 new districts in the state.

There will be three key players in this process:

- ☐ ARAVALI
- ☐ Aajeevika Bureau
- ☐ Department of Labour and Employment

Each of the three players has a clear role, as mentioned below:

- ☐ ARAVALI will identify NGO partners who are serious about the issue and have an interest on and capacity to work on the issue. Apart from this, ARAVALI will have a critical role in building capacities of the NGO to take on this initiative.
- ☐ Aajeevika Bureau (AB) will provide the technical support to the initiative.
- ☐ The Department of Labour and Employment will make available financial support, accredit the ID card issuing NGOs, and use the 3SKs established under the project to establish a relationship with the labour population of the project districts.

Many of these activities will need to be carried out simultaneously. Based on this proposal, the department will need to allocate a budget for the purpose. ARAVALI will need to identify NGOs, and along with Aajeevika Bureau, prepare the ground to take the work forward. Here, it might be useful to understand the process that will need to be carried out in the district.



Ranking and Accreditation of NGOs

During mid-2009, ARAVALI plans to start offering an accreditation service to NGOs in Rajasthan. Based on a set of pre-developed guidelines, NGOs in the State will be ranked on many elements including their governance, capacities, credibility, and their ability to work with the poorest.

ARAVALI plans to make this information available to government agencies who would like to work with NGOs so that they are conscious that they are picking up the best and most competent NGOs available. It is unfortunate that a large number of NGOs are operating not for any public good but for their own personal vested interest. ARAVALI is keen to see that these organisations do not find partnerships with government and those who do are high on credibility and competence.

ARAVALI is associating with the Credibility Alliance for gaining an insight into the process. The details of the Rating Process are being worked out and we expect to have a formal announcement of the process and make it available to the government and the NGOs by November 2008. We have realised the challenges in undertaking the accreditation process and feel that we would be in a position to come out with a process content that will form the first step in self regulation of our sector.



Consultancy Services

ARAVALI provides consultancy services to both government and non government organisations. ARAVALI is currently developing an assignment for evolving the District Agriculture Plans for the Rashtriya Krishi Vikas Yojna. In the past two years ARAVALI has provided services to the following agencies

- ☐ Rajasthan Cooperative Dairy Federation - Potential Estimation for Developing Milk Routes in three districts of Rajasthan
- ☐ Orissa Tribal Empowerment and Livelihoods Project - Development of the Capacity Building Strategy and Training Initiatives
- ☐ International Fund for Agriculture and Development - Support in developing the project for Western Rajasthan and providing theme papers on Agriculture and on Livestock Development
- ☐ OXFAM - Development of a paper on Agriculture Development in Rajasthan
- ☐ NABARD - Re-appraisal of the Indo German Watershed Development Programme for Rajasthan
- ☐ Christian Relief Services - Evaluation of Drought Mitigation Programme in Rajasthan
- ☐ Rajasthan Mission on Livelihoods - Development of a Monitoring and Evaluation System for the Mission



ARAVALI's Operational Structure

ARAVALI 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 the Regional Resource Centres is to develop & strengthen the regional partnership outreach of ARAVALI. In effect the Regional Resource Centres will have the following roles:

1. To engage in a regular dialogue with the Potential Partners in the districts of the region, comprising the following:
 - ☐ 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 comprises 20 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, and health and most importantly on institution 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 that they work for.

ARAVALI TEAM (As on 31st March 2008 in Alphabetical Order)

Name	Designation	Qualification	Experience
Ambuj Kishore	Regional Representative Kota	PG Rural Development	7 Years
Amar Chand Kataria	Programme Assistant	Commerce Graduate	6 Years
Anil Kumar Jain	Programme Assistant	PG English	9 Years
Bhairu Lal Gujar	Administrative Assistant	8 th Pass	12 Years
Bharati Joshi	Programmes Coordinator	PG Extension and PG Forestry Management	9 Years
Dilip Kumar Yadav	Regional Representative Ajmer	Graduate Arts	21 Years
Gungun Thanvi	Programme Officer	PG Social Work	1 Year
Ishwar Babu Bairwa	Programme Officer RRC, Ajmer	PG Agriculture	9 Years
Lokesh Gupta	Accounts Officer	Graduate Arts	12 Years
Manish Singh	Regional Representative Jaipur	PG Social Work	9 Years
Murari M. Goswami	Programme Officer RRC, Jaipur	PG NGO Management	5 Years
Neelesh Kumar Singh	Programme Officer RRC, Kota	PG Rural Development	8 Years
Ranjana Kumari	Programme Officer, RRC, Jaipur	PG Rural Management	3 Years
Rishu Garg	Programme Officer, RRC, Jaipur	PG Forest Management	6 Years
Sachin Sachdeva	Executive Director	PG Rural Management	19 Years
Sanjeev Kumar	Programmes Director	PG Rural Management	19 Years
Satya Narayan Singh	Administrative Assistant	9 th Pass	12 Years
Shweta Agarwal	Programme Officer, Health	PG Human Development	7 years



Financial Support and Statements

ARAVALI receives financial support from the Aga Khan Foundation and 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
Phone: 0141-2301631/ 9828111040

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 31.3.2008 of Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI), Patel Bhawan, HCM-RIPA, J L Nehru Marg, Jaipur and the Income & Expenditure A/c for the year ended on that date, which are in agreement with the books of accounts maintained by the said trust.

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 -

- (ii) In the case of the balance sheet, of the state of affairs of the above named trust as at 31.3.2008.
- (ii) In the case of income & expenditure a/c, of the surplus of its accounting year ending 31.3.2008.

The prescribed particulars are annexed hereto.

Place : Jaipur
Dated : 10 June 2008

For Umesh Dangayach & Co.
Chartered Accountants

(U.K. Dangayach)
Proprietor



SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31.3.2008

Annexure "D"

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 31.3.2008.

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. 4,100.00 have been transferred to ARAVALI fixed assets account from SCALE project.

For Umesh Dangayach & Co.
Chartered Accountants

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

(Proprietor)

(Executive Director)

(Treasurer)

Place : Jaipur
Dated : 10 June 2008



ARAVALI

Association for Rural Advancement through Voluntary Action and Local Involvement

Income & Expenditure Account for the year ending 31st March 2008

Expenditure	Amount		Income*	Amount	
	2006-2007	2007-2008		2006-2007	2007-2008
Programme Expenses	17209247.70	14630086.45			
ARAVALI Core Activities	1451157.70	2244788.95	ARAVALI Core Activities	1683773.00	1001365.26
Consultancy Assignments	607424.00	288619.00	Consultancy (including DPIP, SOM, RSACS, WASAN)	996587.00	1752819.00
Social Mobilisation around NRM for Poverty Alleviation	9086083.00	2952858.00	Social Mobilisation around NRM for Poverty Alleviation	9693237.00	3042629.00
HDR-UNDP	29519.00	0.00	HDR-UNDP	1003679.00	0.00
Sustainable Community based Approaches to Livelihood Enhancement	2699154.00	4456946.00	Sustainable Community based Approaches to Livelihood Enhancement	2893845.91	4456946.00
District Level Monitoring (DLM)	52460.00	1088622.00	District Level Monitoring (DLM)	975000.00	1088622.00
Social Analysis & Management Development Programme (SAMDP)	1894.00	588914.00	Social Analysis & Management Development Programme (SAMDP)	412109.00	588914.00
Random Sample Survey of Habitations	430010.00	43432.00	Random Sample Survey of Habitations	430010.00	133518.00
Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - I	1252140.00	0.00	Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - I	1252140.00	0.00
Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - II	1092482.00	2905783.50	Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - II	2000000.00	2905783.50
UNICEF	506924.00	60123.00	UNICEF	506924.00	60123.00
			By ARAVALI Reserve Fund to Core Exp.	0.00	1243423.69
Programme Balance	4292796.91	1644057.00			
Random Sample Survey of Habitations	0.00	90086.00			
Social Mobilisation around NRM for Poverty Alleviation	607154.00	89771.00			
HDR-UNDP	974160.00	0.00			
SCALE	115872.91	0.00			
DLM	922540.00	0.00			
SAMDP	410215.00	0.00			
Building Organisational Capacities for Advancement of Microfinance in Rajasthan - SRTT - II	868977.00	0.00			
TERI New Delhi	149847.00	0.00			
SRP	72779.00	0.00			
WASAN	73352.00	0.00			
UNDP / MoRD (GoR)	50633.00	1464200.00			
Supplementary Observation Mechanism	42552.00	0.00			
Rajasthan Mission on Livelihoods (RMoL)	4715.00	0.00			
Reserve Fund	345260.30	0.00			
SCALE Project (Fixed Assets Additions)	78819.00	0.00			
SRTT Project (Fixed Assets Additions)	38541.00	0.00			
Consultancy	0.00	0.00			
Core Activities	227900.30	0.00			
Total	21847304.91	16274143.45	Total	21847304.91	16274143.45

As per our audit report attached

* Income figures included project opening balances.

For Umesh Dangayach & Co.
Chartered Accountants

(U.K.Dangayach)
Proprietor

Place: Jaipur
Date: 10 June 2008

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

Executive Director

Treasurer

Association for Rural Advancement through Voluntary Action and Local Involvement

Balance Sheet as on 31st March 2008

Liabilities	Amount (Rs.)		Assets	Amount (Rs.)	
	2006-2007	2007-2008		2006-2007	2007-2008
Corpus Fund	2000000.00	2000000.00	Fixed Assets	1053390.21	984336.26
ARAVALI Building Fund	2571802.64	2571802.64	Investments (PD Interest Bearing A/c.)	1000000.00	1000000.00
ARAVALI Reserve Fund	1804793.78	4660330.69	Term Deposit with Banks	3997106.00	5000000.00
		1804793.78	Nanital Bank	0.00	5000000.00
		2855536.91	State Bank of India	3997106.00	0.00
Programme Balances	6335651.51	1756855.00	Current Assets, Loan & Advances	1563333.74	3562022.59
HDR Study Project	974160.00	0.00	Accrued Interest	447401.74	473999.00
Supplementary Observation Mechanism	42552.00	0.00	Receivable from FWWB - Microcredit	105718.00	0.00
NGO Capacity Enhancement Project -NFI	321382.00	0.00	Receivable from SRTT	480258.00	278470.50
SMP-Ajmer	607154.00	89771.00	Receivable from Gol - IAS, Jalore Study	110363.00	114088.00
Drought Relief - CAPART	202884.00	202884.00	Receivable from Gol - TSC	37868.00	0.00
SAMDP - PHF	410215.00	0.00	Receivable from Gol - Habitations Survey	27490.00	299512.00
SAMDP Fund	42000.00	0.00	Receivable from AKF- SCALE	0.00	1249970.09
District Level Monitoring (DLM)	922540.00	0.00	Receivable from UNICEF	50098.00	60123.00
Sector Reform Study (SRP)	72779.00	0.00	Receivable from SGSY, (Zila Parishad) GoR	71929.00	301248.00
Rajasthan Initiative	1476588.60	0.00	TDS Account	184321.00	356350.00
BOCAMR - SRTT	868977.00	0.00	Receivable & Advances	47887.00	166025.00
Habitation Survey (Gol)	0.00	0.00	Receivable from NABARD	0.00	16686.00
SCALE	115872.91	0.00	Receivable from Gol - DLM	0.00	166082.00
TERI, New Delhi	149847.00	0.00	Receivable from NR Management Consultant P Ltd.	0.00	79469.00
WASAN	73352.00	0.00	Cash and Bank Balances	5567741.98	747258.48
UNDP/ MoRD (GoR)	50633.00	1464200.00	PD Account	570000.00	620000.00
Rajasthan Mission on Livelihoods (RMoL)	4715.00	0.00	SBI Bank A/c 52467	895758.91	86171.91
			SBI Bank A/c 52489	3348405.84	6063.84
Current Liabilities and Provisions	469324.00	304629.00	SBI Bank A/c 52490	58134.23	4076.73
List of Current Liabilities and Provisions	469324.00	304629.00	SBI Bank A/c 52569	607235.00	2073.00
			SBI Bank A/c 52570	49528.00	9173.00
			Postal Stamps in Hand	4592.00	0.00
			Cash in Hand	34088.00	19700.00
Total	13181571.93	11293617.33	Total	13181571.93	11293617.33

As per our audit report attached

For Umesh Dangayach & Co.
Chartered Accountants

(U.K.Dangayach)
Proprietor

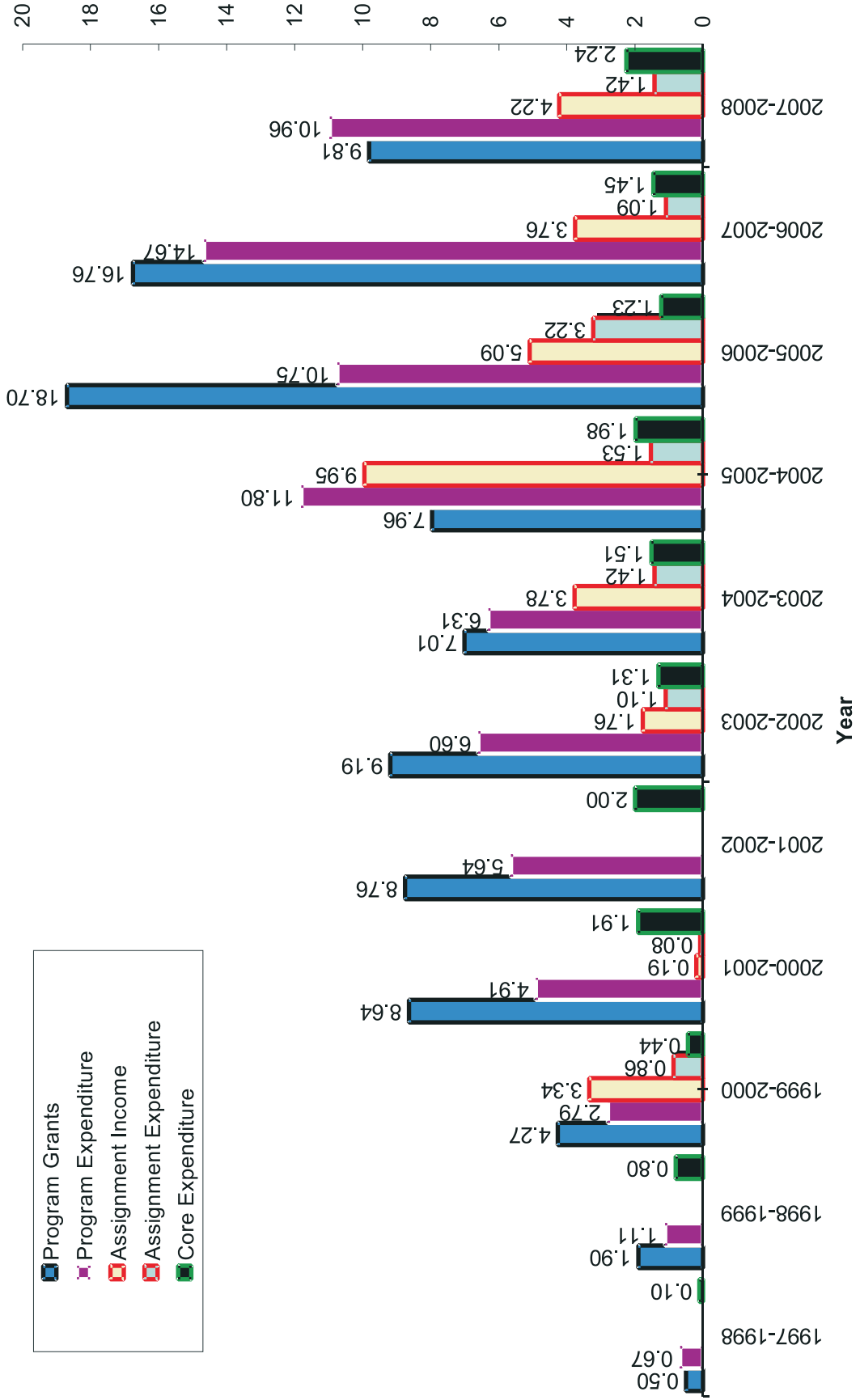
Place: Jaipur
Date: 10 June 2008
Annual Report 2007 - 08

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

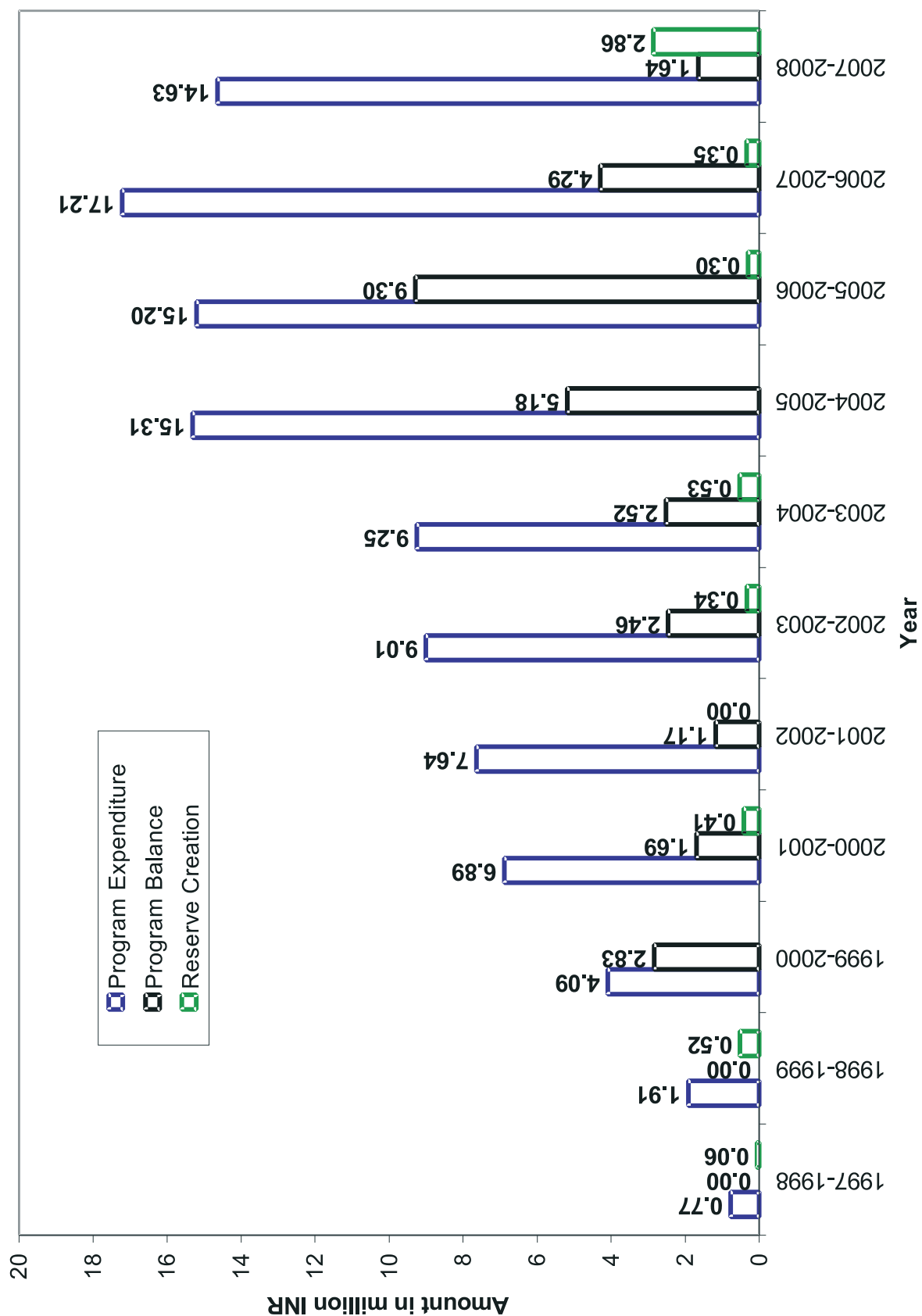
Executive Director

Treasurer

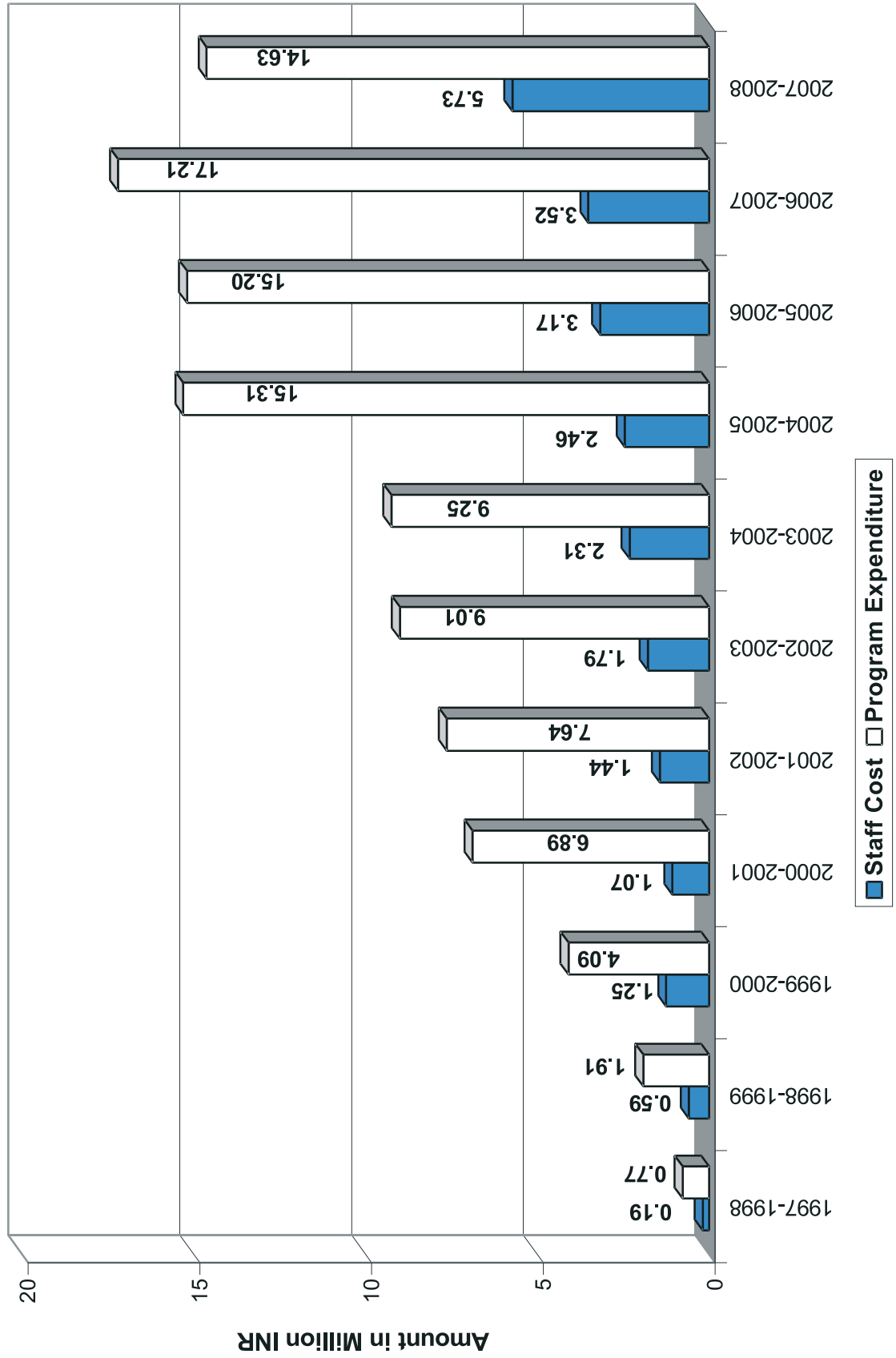
Financial Summary 1997-2008

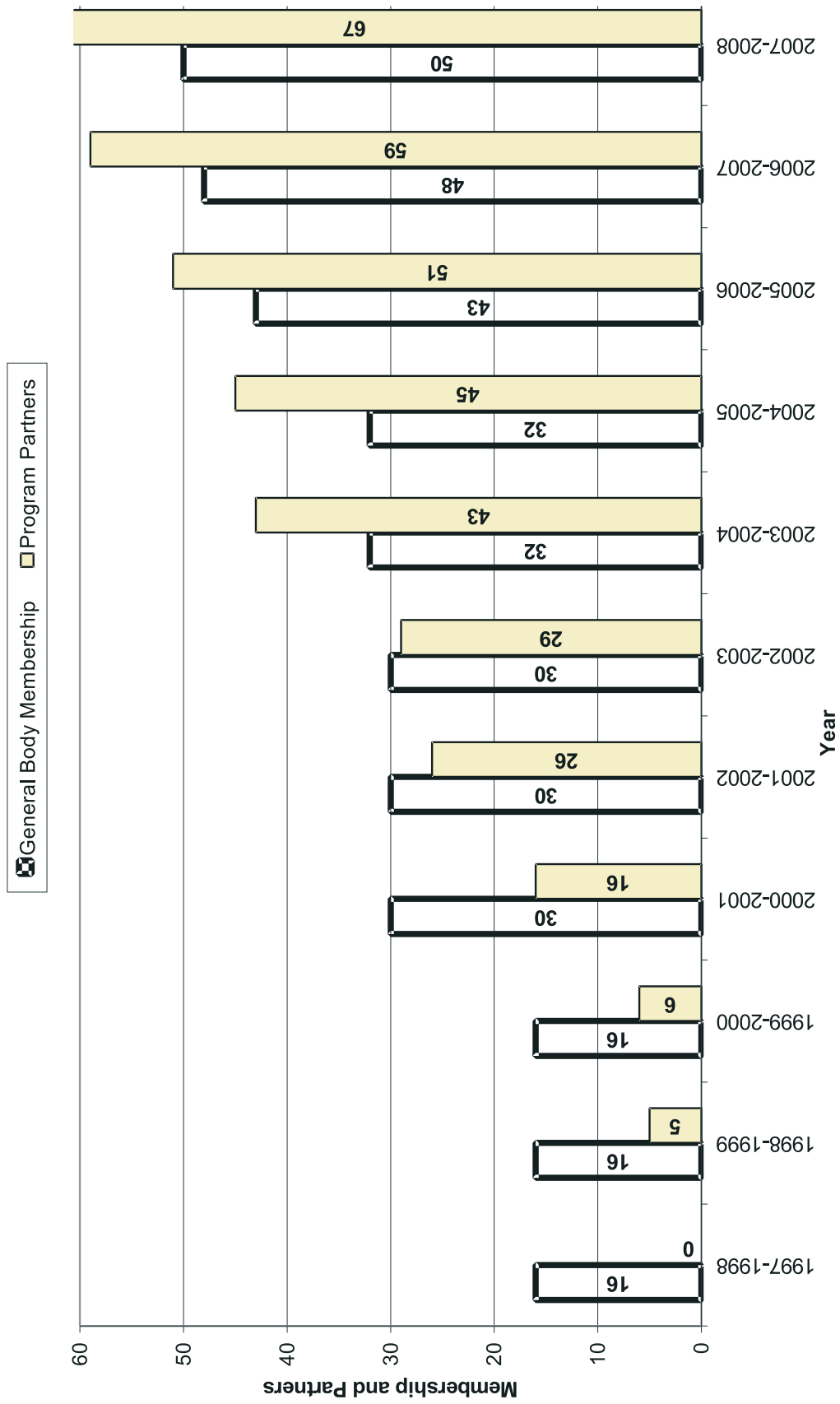


11 years of Resource Utilisation



Program Expenditure and Staff Cost





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 Pr 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 and also under the Foreign Contribution Regulation Act and also the relevant Income Tax acts 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
Peoples Education & Development Organisation (PEDO), Dungarpur
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, Lapodia
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
Aadhar 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

ARAVALI's Head Office

Patel Bhawan, HCM-RIPA,
Jawahar Lal Nehru Marg
Jaipur

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

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
COSAP	Comprehensive Support Action Plan
GO	Government Organisation
GoR	Government of Rajasthan
DPIP	District Poverty Initiative Programme
FLRC	Family Livelihood Resource Centre
IFAD	International Fund for Agricultural Development
IIHMR	Indian Institute of Health Management Research
MAPP	Mutually Agreed Partnership Plan
mF	Micro Finance
mFI	Micro Finance Institution
MPOWER	Mitigating Poverty in Western Rajasthan Project
NABARD	National Bank for Agriculture and Rural Development
NGO	Non Government Organization
NRHM	National Rural Health Mission
NTFP	Non Timber Forest Products
PEHAL	Promoting Empowerment among Poor Households through Appropriate Livelihoods and mF
PRI	Panchayati Raj Institution
PAVA	Professional Assistance to Voluntary Agencies
PO	Programme Officer
PP	Perspective Plan
PRADAN	Professional Assistance for Development Action
RCDF	Rajasthan Cooperative Dairy Federation
SAF	Support Action Framework
SAMDP	Social Analysis and Management Development Programme
SCALE	Sustainable Community Based Approaches to Livelihood Enhancement
SCF	Save The Children Fund
SHG	Self Help Group
SPAP	Special Professional Assistance Programme
SRTT	Sir Ratan Tata Trust
UNDP	United Nations Development Programme
UNICEF	United Nation Children's fund





Association for Rural Advancement through Voluntary Action and Local Involvement

ARAVALI, JAIPUR HEAD OFFICE

Patel Bhawan, HCM-RIPA (OTS), J. L. N. Marg, Jaipur-302017 India.

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ARAVALI Eastern Regional Resource Centre

Flat No. -103-A, Ganpati Tower, Nirmala School Road,

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ARAVALI Western Regional Resource Centre

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Near Choupasani Housing Board, Jodhpur.

Phone : 91-9928865859 • E-mail : rrcjodhpur@aravali.org.in