



# Seva Mandir

ANNUAL REPORT  
2011-12



Transforming lives  
through  
democratic and  
participatory  
development

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**Dr Mohan Sinha Mehta**  
Founder, Seva Mandir  
(1895-1985)

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"Where there is sorrow,  
where there is poverty and oppression,  
where man is inhuman to man,  
where there is darkness of ignorance,  
it is here Seva Mandir must reach out".



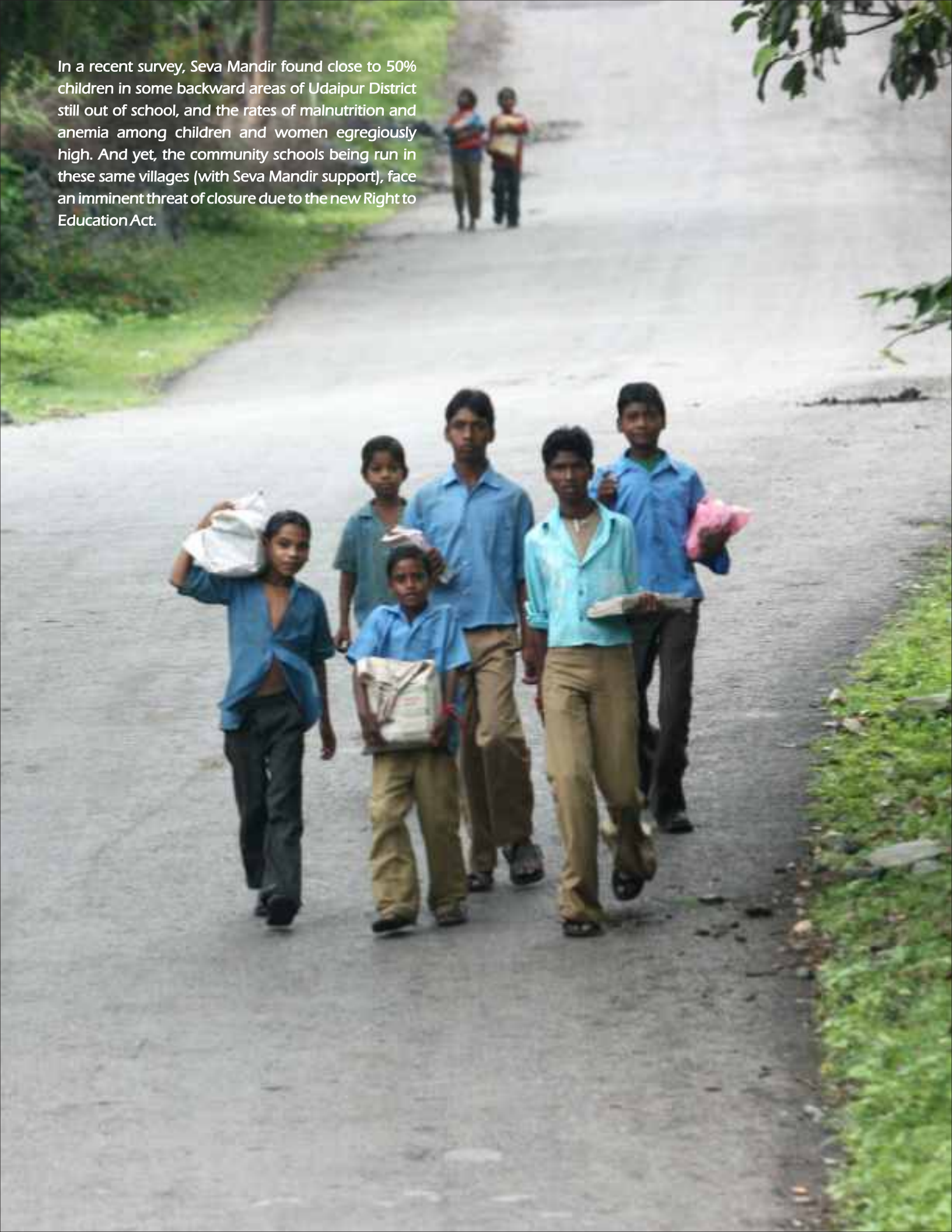




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In a recent survey, Seva Mandir found close to 50% children in some backward areas of Udaipur District still out of school, and the rates of malnutrition and anemia among children and women egregiously high. And yet, the community schools being run in these same villages (with Seva Mandir support), face an imminent threat of closure due to the new Right to Education Act.



## President's Foreword

The year 2011-12, was the first year after the leadership change in Seva Mandir. In April of 2011, Priyanka Singh took over as the Chief Executive from Neelima Khetan. Priyanka joined Seva Mandir in 1997 and had served in many senior positions before being selected by the trustees to be the Chief Executive. In August 2010, Narayan Ameta became the General Secretary. He succeeded Hemraj Bhati who retired after serving in Seva Mandir for 33 years.

These leadership changes happened at a time when Seva Mandir was doing well as an

institution; its programs to serve the poor were effective and its staff self-motivated. Apart from adding to the well being of local communities, Seva Mandir's programs in diverse fields also served as sites for people to cooperate with each other and work for the common good of their communities. Carrying on the legacy of these positive attributes was not going to be easy. However, at the end of this year, it is very gratifying to know that the momentum of work has been sustained and the scope of work expanded.



Passing the baton of leadership: Priyanka Singh, Neelima Khetan, Ajay S. Mehta, H.R. Bhati & Narayan Lal Ameta



In the course of the year, amidst discharging all the onerous routine management responsibilities, the new leadership completed the seventh comprehensive plan and submitted it on time to Seva Mandir's major funders. Another challenge that was successfully addressed was on effecting improvements in salaries. Persistent high rates of inflation had eroded the real value of staff incomes and this was becoming a cause for concern for staff to meet their family obligations.

A salary review committee was appointed by the Chief Executive and its judicious recommendations were readily accepted by the Board of Trustees. Prompt action on this matter has done a lot to sustain staff confidence and satisfaction in working for Seva Mandir.

On a different front, the Rajasthan government had last year made provisions for Panchayats (village councils) to appoint voluntary organizations to implement development projects under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). By giving choice to local people and their Panchayats to choose non-government agencies to implement projects, and in turn giving space to voluntary organizations to plan and implement projects, the scope for durable asset creation has expanded. Despite being the first year of the new policy, Seva Mandir was able to initiate work on 30 projects. The positive role played by the State in piloting and implementing this new policy and the positive response shown by people and their Panchayats could be the harbinger for local politics to become less short-sighted and more constructive.

Ordinary people would like to contribute to the development process and act in responsible ways. This fact becomes evident when they are provided a congenial environment for work and service to society. However - the above MGNREGA exception notwithstanding - the institutions of the State are yet to provide such a context.

In the case of the Forest Rights Act (FRA), which makes a provision for allowing communities to manage their forests as common property resources, senior officials mandated to

protect the environment often fail to encourage this and permissions are either denied or delayed.

Similar is the story in areas of poverty alleviation, health and education; where on the one hand the poor continue to be badly served, and on the other the State is not encouraging of alternate, local initiatives. The public institutions mandated to provide health and education are hugely dysfunctional in Seva Mandir's areas of work.

There is a problem of chronic absenteeism and low motivation among service providers to perform their duties. In a recent survey, Seva Mandir found close to 50% children in some backward areas of Udaipur District still out of school, and the rates of malnutrition and anemia among children and women egregiously high. And yet, the community schools being run in these same villages (with Seva Mandir support), face an imminent threat of closure due to the new Right to Education Act.

It is this context where public institutions are not working well, and people become vulnerable to despair and distorted behavior, that Seva Mandir seeks to provide an alternative locus of social and public action.

Seva Mandir is extremely grateful to all its well-wishers, donors, and friends for their continued faith and support. We would also like to thank several bureaucrats and politicians, who have kept the doors and conversations open. More particularly, we would like to congratulate the Ministry of Rural Development and the State MGNREGA team for its policy to allow voluntary organizations a role in implementing projects under MGNREGA.

Our biggest gratitude is to all the people with whom we work for their support and good will. This last year marked an important mile stone in our long history - and special thanks are due to the staff and the new leadership to have made this year so purposeful and productive.

**- Ajay S. Mehta**  
**President**



# Overview

The year 2011-12 saw major leadership transitions and new challenges in terms of funding and staff morale and sustaining the work on the ground.

Ms Neelima Khetan, who had served as the Chief Executive for 12 years and spent twenty five years all together in Seva Mandir stepped down in March 2012 in keeping with Seva Mandir's tradition of encouraging leadership changes at the top. The General Secretary, Hemraj Bhati who had joined Seva Mandir in 1978 also retired in august 2011 after putting in 33 years of yeoman service.

Neelima ji and Bhatiji provided exceptional leadership to Seva Mandir and the voluntary sector. In the case of Seva Mandir they grew it in size, quality of work and social significance. I was appointed to succeed Neelima , having worked in Seva Mandir in different roles since joining Seva Mandir in 1997. Narayan Ameta, who joined Seva Mandir as field worker in 1985, succeeded Bhati ji. Besides these changes at the helm, three senior appointments were made based on the suggestions of a major organizational review. The review suggested creating new level of senior management designated as Directors. The three new directors appointed are responsible for Programs; Finance; and Human Resources & Administration.

It is hoped that the position of directors will free the Chief Executive from certain leadership functions and allow her to concentrate on managing the external environment more effectively.

One of the major challenges addressed by Seva Mandir in this period was to improve the staff salaries. Modest salaries, apart from causing strain on staff to meet their family obligations,

were leading to staff attrition. A growing number of staff was exploring better paid job opportunities, despite enjoying their work in Seva Mandir. The Board, quick to appreciate the crisis in the making, authorized a comprehensive review of salaries. The review was done in a participatory and consultative manner. It was humbling to see so many staff members exercise self restraint and putting the interests of the organization before their own legitimate needs.

On the external front, the environment for supporting autonomous voluntary organizations is changing in the country. International support is on the decline. New corporate Foundations that have come up prefer to implement programs themselves and even look to raise funds themselves rather than help other experienced development agencies. The government is also increasingly given to contracting out development work to agencies without regard to their ability to involve local communities and recognize their capacity for self governance.

The year 2011-12 was the last year of Seva Mandir's 6th Comprehensive Plan. Seva Mandir has been fortunate to have donors, over the last two decades to fund its programs based on three year plans (called comprehensive plans). The funding made available gave Seva Mandir autonomy and flexibility to adjust the flow of grassroots development work. Going into the 7th plan Seva Mandir is faced with the reality that funds available against the comprehensive plan are much lower than before. We have at this stage secured funding only for 70 % of the total projected budget of next three years.

In the last year, Seva Mandir has made special efforts to cope with the tight funding

situation. One window of hope has been collaboration with Colgate India. Colgate's top management has invested substantial time in understanding Seva Mandir's work and philosophy. Subsequent to their being convinced of the value of Seva Mandir's approach to work closely with local communities they have sent two batches of their management trainees to Seva Mandir for an exposure visit and orientation to rural realities and challenges. Furthermore, Colgate has taken the bold step of contributing a small amount to Seva Mandir's comprehensive plan. This is a pioneering step and sets a precedent for other corporate groups to follow.

Another promising partnership that has crystallized has been with the state of Rajasthan and local institutions of governance. This year, the Government Of Rajasthan permitted voluntary organizations to implement activities under the Mahamata Gandhi National Rural employment guarantee Act (MGNREGA), the country's largest employment program meant to help rural people gain access to employment opportunities on demand. Under this program, Seva Mandir initiated work on 30 pasturelands in Udaipur district. Works worth Rs. 56 lakhs were carried out and 50,000 person days of work were created. For local people to prevail over their local governments and choose Seva Mandir as implementers of MGNREGA is significant. It means that people are coming together to put public resources to productive use and seeking autonomy from their political patrons. Indeed, the sound quality of pasturelands and high wage rate at Seva Mandir's implementation sites has reinforced the idea that if state gives space to ordinary people and civil society institutions they can improve the functioning of Government schemes.

It is important to note that even as the work on MGNREGA has showed that Government can - after much struggle - open up spaces for citizens and voluntary organizations, Seva Mandir has also had experiences to the contrary. Despite intensive follow-up at various levels, 7 Joint Forest Management proposals await sanctions from the Forest Department, and not a single claim of Community Forest Rights has yet been passed against the 173 claims which were first submitted in 2010.

The challenge for Seva Mandir is to build on these small openings and influence the corporate world and Government to partner autonomous voluntary organizations. Seva Mandir faces multiple challenges - staff attrition, a steep funding deficit and bottlenecks in dealing with Government. On the positive side we are seeing some positive changes in the attitude of corporate house and the attitude of local people who are able to persuade their elected leaders to enable organizations like Seva Mandir to contribute to their development and that of their communities. We have full confidence in navigating the future, buttressed by the trust of our Board members and support of existing donors.

Finally, and most importantly, we take inspiration from ordinary people, both poor and better off in rural and urban communities. Their efforts and that of dedicated colleagues are responsible for Seva Mandir's programs of Natural resource development, women's empowerment, early child care, education health; sanitation and drinking water not only adding to the wellbeing of deprived communities but also building more just and humane social relations in their communities.





## Strengthening Village Institutions

Seva Mandir aims to create alternative and autonomous platforms through which citizens can come together on a regular basis.

Working together for the common good, communities have successfully managed pre-schools, education centres, pasturelands, installed lift irrigation systems, supported families with fodder and grains during droughts, organized cattle camps, managed seed banks, created opportunities for income generation, and demanded accountability from government.

In addition to leading to material gains, these activities also strengthen communal cohesion and create a collective voice for the marginalized while demonstrating values of equality, transparency, accountability and responsibility.

### Village Development Fund

Each village is helped to begin a pooled fund, the Gram VikasKosh (GVK) with a one-time membership fee. The fund grows as the community makes subsequent contributions to support development activities facilitated by SevaMandir or other development agencies in their villages. Managing the fund nurtures

#### Achievements

- Total Village Group : 669
- Total Village Funds : 626
- Village Funds added last year : 9
- With reserve of : Rs. 39, 234, 065
- Total Used : Rs. 452, 319
- With Growth Rate : 9%

financial skills among villagers and increases their interaction with formal financial intermediaries such as banks. As of now the total fund amount is Rs. 39, 234, 065 across villages.

The total increase in the GVK this year was Rs. 32, 96, 014. Of note was the inflow to GVKs of village earnings from MGNREGA works carried out by SevaMandir. The fact that individuals gave Rs. 41,190 from their daily wages indicates people's interest in contributing to their collective development and their faith in the GVK as a powerful tool for leveraging communal wellbeing. In order to better manage the funds and get more earnings on it, the proportion of funds in fixed deposit (FD) is being increased instead of keeping it in savings. From 46% of the funds in FD last year, this year it has been increased to 58%.

Appointment of capable community accountants was done along with their grading and designing grade specific trainings to meet gaps in knowledge.

## Village Committees

Gram Vikas Committee (GVC) has 7 to 13 elected members, and there have been concerted efforts to ensure that 50% of them are women. The GVCs' responsibility is to ensure the proper functioning of the village while fostering people's participation in the meetings and decision-making processes. Significantly GVCs are also the voice of the village in front of the Panchayat and other government structures.

The organization of elections and re-elections is vital to allowing people to exercise their opinion in selecting able representatives and voting out laggards. GVC re-elections are supposed to take place every three years, but it has been a challenge to ensure timely election. Seva Mandir in close partnership with the communities has developed the Village Cohesion Index as a grading tool to evaluate the performance of GVCs on the following four indicators: performance, overall management, leadership and resources.

The Village Institutions Program aims to make people active agents of their development instead of being only recipients of welfare schemes. The success in 2011-12 was evident in the fact that people contributed to the communal fund through their personal wage earnings of MGNREGA. More remarkably, the political reordering was also evident in that the Panchayats selected Seva Mandir to be an implementing agency for MGNREGA programs instead of furthering their own electoral patronage.

- 525 Village Committees with 7 added last year. Representing 55,653 households in 7 blocks of Seva Mandir i.e. 69% of total work area.
- Last year 351 GVCs out of the total 525 were graded by 1,122 community members.
- Results: 9% of GVCs were 'A' grade, 48% 'B' and 43% 'C'.

## Capacity Building

A vital component of SevaMandir's work is to build the GVCs' management capacities through regular trainings, and generally guide people to take responsibility for building more cohesive and ethical societies. The Support to People's Initiative program has been designed to provide hands-on experience in the planning, implementation and monitoring of development projects, as well as the supervision, evaluation and financial management of various village activities.

- Trainings held : 104
- Workshop / Meetings : 150
- Participation : 34% Men - 65% Women

353 GVCs now manage and implement their own development interventions, including the appointment and supervision of over 1,000 volunteers in the Balwadis and Shiksha Kendras etc.

Most of the times, villagers are unable to benefit from government schemes due to bureaucratic obfuscation, corruption and unavailability of information. Seva Mandir imparts





*Work at the MNREGA site in Girwa Block*

training to selected villagers about various social welfare schemes that could potentially benefit them, and how to navigate the bureaucratic labyrinth for getting these benefits.

The GVCs also act as a strong pressure group to demand accountable and quality work from the Panchayats in schemes such as MGNREGA. The leadership of GVCs further showed in that a total of 1,698 cases were filed for 13 different government schemes such as Old Age Pension, Widow Pension, Paalanhaar Scheme for children - 1,674 were sanctioned and 24 are pending. The economic benefit gained by the communities in these schemes was approximately Rs. 33,356,620.

"More remarkably, the political reordering was also evident in that the Panchayats selected Seva Mandir to be an implementing agency for MGNREGA programs instead of furthering their own electoral patronage."

### **MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Programme)**

MGNREGA is the largest and most ambitious public employment program in India's history. Launched in 2005, the Act aims to "enhance livelihood security in rural areas".

Besides providing guaranteed employment for 100 days per year to each household, the Act was designed to act as a growth engine for improving the productivity of natural resources and the rural infrastructure. This in turn was expected to improve agricultural productivity and sustainable employment opportunities for the poor. While these outcomes have not materialized, it has provided a safety net of wage earnings for the rural poor.



## Developing Natural Resources

Seva Mandir has been partnering with local communities to restore and enhance the productivity of the natural resource base around Udaipur since the 1970s.

Rehabilitation of land, water and forests plays a major role in strengthening sustainable livelihoods, fostering social solidarity and conserving the ecology. 73% of the land in Udaipur region is common land, owned either by the Panchayats, Forest Department or Revenue Department. The terrain is hilly, with most of the common land situated upland. In order to improve the productivity of the small agricultural patches situated in the lowlands, it is critical that the soil and water erosion from the uplands be checked. The process is complicated by the fact

that most of the commons are highly encroached. The encroachments both constrain the development of the commons and force people into ties of cooption with local land management officials in order to preserve their illegal squatting.

Therefore contestations on common lands have to be resolved before rehabilitating them. It has been a long struggle in persuading people to give up private occupancy and develop communal property resources for mutual benefit. The result of 25 years of perseverance is that today, people are more willing to develop their common lands. This year also, Seva Mandir was able to help local communities to develop and afforest 205.67 hectares of pastureland and 115 hectares of forest land.



## Afforestation

Seva Mandir helps village communities afforest their forestland and pastureland (grazing land). Forests cover 42% of the total landmass in Seva Mandir's area of operation. They are a major source of fodder, fuel and non-timber products like flowers and fruits, and improve the productivity of the surrounding agricultural land. Since 1992, Seva Mandir has facilitated the development of forest sites through the Government's Joint Forest Management (JFM) program. We are also trying to ensure that the Forest Rights Act 2006 is enabling communities to opt for collective forest rights.

However, this has been easier said than done. Despite some 73 claims for collective forest rights, not a single claim has been given till date.

While we were able to work on 3 Joint Forest Management (JFM) sites this year, sanctions from the forest Department on new sites has been very difficult. 3 proposals on JFM were put forth to the Forest Department during the reporting period but sanctions were not received till the time of writing this report.

## Watershed and Agriculture Development

Major activities in a watershed include soil and water conservation on both public and private lands, and production enhancement interventions like silvi-pasture, horticulture, crop improvement and animal husbandry. This year a total of 547 hectare of land was treated under watershed and 348 farmers received trainings and inputs for better agricultural practices.

- 243.30 hectares of common pasture-lands and private wastelands forested in 2011-12
- Total 3,335 hectares of community pasturelands developed by Seva Mandir
- These community pasturelands annually yield fodder worth Rs. 4,500,000.
- Internal monitoring data show that 80 % of these sites are still protected and benefits are equitably being shared by the communities.
- This year three sites covering 115 hectares were developed through the government's Joint Forest Management program
- 30 JFM sites covering total of 1516 hectare developed since 1992

## Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)

The Act allows Gram Sabhas to choose the most suitable implementing agency for development work to be undertaken. The government has been slow to allow NGOs to be the implementer, so it is a big achievement for Seva Mandir to have received last year 32 sanctions, covering an area of 645 hectares, for pastureland development work under MGNREGA in Udaipur district, of which 31 are in progress. We also received 15 sanctions for individual beneficiary land development, in Rajsamand district of which 11 are in progress.

More importantly, the Panchayats deliberated and decided on appropriate agencies according to work and chose Seva Mandir as an Implementing agency. 49,867 man days were created at an expense of Rs. 5,617,572. At all the sites where Seva Mandir facilitated NREGA, the quality of work has been good and people have got an average wage of Rs. 106. Probably, due to these positive experiences the Panchayats have again endorsed 110 proposals to be implemented by Seva Mandir next year.



## Improved Cookstove Project

The project, which aims to reduce rural households' energy use in cooking, is being developed by Seva Mandir under the Clean Development Mechanism (CDM) of the Kyoto Protocol.

The new stoves will cut fuel wood consumption by almost half, resulting in the reduction of greenhouse gas emissions.

The financial support for the initiative will be met through the sale of carbon credits, which require adhering to regular and comprehensive monitoring of the stoves' usage. A pilot to understand the intricacies of monitoring was therefore initiated in one village.

The pilot involved trying out different tools to create context specific, reliable, long-term and cost-effective monitoring systems. We purchased and customized monitoring software to record all baseline information collected from families and their stove usage over the next 10 years.

## Integrated Water and Sanitation in Rural Settlements

The program launched just about 3 years ago has seen considerable innovation and a massive response from the communities. The three main components of the programme:

- **Clean drinking water:** includes restoration of wells, construction of tanks, repair of hand pumps, construction of artificial recharge systems, and installation of household bio-sand filters. The project also tests water quality and trains youth to repair hand pumps. This year, concentrated efforts were made to assist the users to evolve norms and systems for management of common tanks.
- **Sanitation:** Seva Mandir's current pilot on sanitation is exciting as it is trying out dry toilets given the water scarcity in the area. Given the apprehensions around the acceptance of this technology, Seva Mandir was proceeding very cautiously but was pleasantly surprised by the overwhelming response it got from the communities. The project first constructs a demonstration toilet; 3-6 months of observation and trial usage provide vital inputs to design revision and gaining community acceptance.

Consequently, construction as per demand for the benefit of the community begins. It seems that in addition to the obvious advantage of a toilet, the communities have been motivated due the additional benefit of urine and compost for the farm, and there has been a more than expected demand for toilets.

- **Groundwater Management:** Train youth to prepare hydro-geological maps to foster better understanding of groundwater resources. The attempt will be to take this learning to the entire community through the youth.



- 213 eco-san toilets under construction in 11 villages, this began after a successful trial phase of 2 demonstrable toilets in each village.
- 1,286 families provided with clean drinking water facilities in 13 villages.
- 55.5% of the targeted 2,630 families now have access to clean drinking water.
- Three types of key hydro-geological maps across 12 villages prepared by 17 youth (4 girls and 13 boys) trained by Seva Mandir



*The Ecosan Toilet*

## Research Studies

- “Safeguarding the Commons for the Next Generation” Seva Mandir has begun investigating the status of common lands in three districts of Rajasthan—Udaipur, Jaisalmer and Alwar – with the objective of initiating a comprehensive research, collaboration and advocacy effort on issues related to common lands and resources. The study has been completed in Rajasthan and will commence in Madhya Pradesh and Orissa.
- Seva Mandir also participated in a research project, “Harmonizing Biodiversity Conservation for Livelihood Enhancement” sponsored by the National Agriculture Innovation Project of the Indian Council of Agriculture Research. The research entailed surveys, trials and characterization work aimed at the conservation of plant, animal and fish biodiversity. Seva Mandir was also involved in research on backyard poultry as part of a nationwide initiative of Rain Fed Livestock Network.

- A study to understand local climatic changes over the next 60-80 years and identify appropriate adaptation strategies was jointly conducted by Seva Mandir and Alterra, Wageningen University (Netherlands).

## Summary

The Natural Resource Management program has been able to create and lead a large movement to help communities protect their commons, and make their natural resources more productive through better agricultural practices and water conservation. Along with communities, Seva Mandir now finds many researchers and academic institutions also taking interest in the issues of commons. It is important that the commons are seen both from the perspective of ecology and as levers for promoting solidarity. The program has also ventured into newer areas like developing clean drinking water systems, eco-san toilets, improved cook stoves and understanding climate change effects.

# Empowering Women

## Achievement

- Self Help Groups : 553
- Formed last year : 39
- Total Membership : 8,452
- Panchayat Level Associations : 29
- 217 women leaders participated in 9 trainings to improve their knowledge of government schemes.
- Women Resource Centres : 10
- Last year the WRCs heard 110 cases, of which 85 were resolved, 23 are ongoing and 2 referred to the judicial system. The cases mostly related to domestic violence and difficulties in accessing government services.



Women are significantly disadvantaged in the rural areas of Udaipur compared to many other tribal communities in the country.

Though tribal women enjoy considerable freedom with respect to physical mobility and in choice of marital partners, they are excluded from traditional social institutions that set norms of social behavior. Women's lower status results in social acceptance of all manner of violence against them and also deprives them of opportunities for self-development such as education, access to health services and exposure to the outside world. Seva Mandir aims to help communities transform gender relations by creating platforms on which women can come together and gain strength from each other to bolster their individual and collective struggles.

At the same time, we encourage economic empowerment by enabling women's collectives to undertake savings and credit activities. The effort of reordering gender relations includes working with both men and women.

## Social Empowerment

Empowerment comes from the experience of women organizing around issues affecting them, ranging from how to invest their savings to those that challenge patriarchal societal patterns. Women report a sense of support and warmth from

belonging to these groups that help develop their agency. Seva Mandir has facilitated three platforms for women's empowerment:

- **Self Help Groups, built around savings and credit; (Details later)**
- **Panchayat Level Associations, to provide opportunities for learning and sharing for women leaders;**
- **Women's Resource Centers, operated by local women leaders to deal with cases of women including that of harassment and provide conflict resolution in general.**

## Panchayat Level Associations

This year the PLAs focused on improving women leaders' knowledge of major government schemes that provide employment, child care services, health services and subsidized rations in their communities.

PLA leaders have been able to raise their voices against inequities in the implementation of programs such as National Rural Employment Guarantee Act, Public Distribution System, Integrated Child Development Scheme and the National Rural Health Mission. In some Panchayats, the PLAs have also advocated for women's rights with the community and government authorities.

## Women's Resource Center (WRC)

Magnibai lives in Bagdunda village of Badgaon block. She separated from her husband, Hamerlal four years ago when he deserted her and married another woman. Magnibai went to family court to get her husband to pay her alimony but he refused. Magnibai took her case to the ( WRC ). The women leaders negotiated with her husband continuously for a year. He initially agreed but reneged again. WRC then organized a public hearing with the caste panchayat leaders during which Magnibai presented her plea. Hamerlal agreed to give her land, a house and a monthly payment.

Magnibai started living in the new house but the ex-husband abused her repeatedly and asked her to leave. Magnibai sought the WRC leaders again, who accompanied her to the police station to file a legal complaint. The police called on her ex-husband and warned him that if he doesn't agree to support his wife, he will get suspended from his job. Fearing suspension from job finally Magnibai's husband agreed to all her demands. Magnibai is now happily settled in Bagdunda in the house her ex-husband has provided, and receives a monthly alimony. She has also received a piece of land in the same village. She fully credits the continuous support of the WRC leaders over the last three years for this outcome.





**The program has two main objectives: enable women to run self governed savings and credit groups, and promote income generating activities.**

## **Gender Sensitization of Women, Adolescents and Caste Panchayat Leaders**

Gender trainings were organized for 154 girls, 56 boys and 40 women self-help group members. Engagement with Caste Panchayat leaders continued through trainings, joint meetings and public hearings. Two public hearings were organized with women and Caste Panchayat leaders. 653 people participated and 39 cases were registered of which 5 were resolved on the spot, and 21 in subsequent meetings, rest are pending.

Caste Panchayats in Badgaon block have now started offering women a voice in their meetings, and revised their norms to be more women and poor friendly, such as advocating for reduced expenditure in death and marriage feasts.

Special efforts on gender sensitization were carried out for youth in 30 communities of Kherwara block. Issue-based and vocational trainings engaged 348 adolescents and 120 PLA's, Caste Panchayats, and teachers. Public events and campaigns with nearly 1,000 participants were also held. Organizational level

interventions included training on gender a district wide workshop with 17 partner NGOs and government officials, and gender training on gender in natural resource management and gender budgeting and for 65 staff members of Seva Mandir.

## **Economic Empowerment**

The program has two main objectives: enable women to run self governed savings and credit groups, and promote income generating activities.

- This year the 553 Self Help groups were graded on six main indicators. SHG meeting regularity stood at 95 percent, attendance at 81 percent, and savings at 77 percent. The portfolio at risk showed a marked six percent decline from last year to 17 percent, mainly due to timely loan repayment.
- Capacity building exercises for SHG members, accountants, auditors and staff were carried out through in-house expertise and PRADAN\* consultants. Seva Mandir, in collaboration with a team of outside consultants, also conducted a 37-day Course in Rural Entrepreneurship, Administration and Management (CREAM) for 10 staff and 8 Community entrepreneurs.

\* PRADAN is a voluntary organization working in 8 States of India with a focus on promoting Self Help Groups and Livelihoods

## Income Generation

Initiating income-generating activities is relatively simple but to help them become economically viable and self-sustaining is a continuing challenge. Activities begun this year are:

- Two SHGs mobilized Rs. 939,000 from the bank under the government scheme Swarna Jayanti Swarojgar Yojna to invest in a dairy.
- 83 women from eight SHGs mobilized Rs. 11,15,000 from their Gram Vikas Kosh (Village Development Fund), for dairy, stocking small shops, and handicraft enterprises.
- A soy-processing unit run by three local youth earned revenue of Rs. 1,91,492. Efforts will be made to make this enterprise self-sustainable.
- 39 women received Rajasthan Department of Fisheries funds to construct houses after participating since 2009 in a fisheries income-generation project jointly sponsored by the government and Seva Mandir.
- 24 community agents sold 153 micro-insurance schemes.

## Summary

The women's empowerment programme has been successful not only in strengthening capacities of women but, also creating space for their voices and applying their knowledge and skills, in the community. Today, women feel empowered and they are confident about addressing issues affecting their lives.

Furthermore, men have started sharing their space with women and providing support in creating enabling environment for women. The challenge ahead is to sustain the motivation level of women as the problems are manifold and complex and sensitize more and more men to support women.

## Fisheries

Seva Mandir has experienced more success in traditional or farm based form of livelihood than non-farm activities. It is however very challenging to work on farm based livelihoods since most of the natural resources are contested, mostly due to socio-political power relationships. In such circumstances, people of Dadmiya and Baansadiya village have presented an example. Today, 40 women from these two villages are involved in fisheries.

The women from Dadmiya and Baansariya village struggled for three long years to get fishing rights in the local dam. The struggle involved raising voice against the local contractor who was illegally fishing in this dam for long and the local government for not following their own norms. So, taking up such income generation activities is not just about starting an activity but also organizing and motivating people to understand their rights and gain ownership on contested community resources.

Based on successful efforts of these women, the department of fisheries sanctioned Rs. 20 Lakhs for providing proper housing facility to them. However the struggle didn't end here. The money allotted by the department was inadequate to build a proper house, therefore Seva Mandir had to leverage money from its own resources and contribute an additional amount of Rs. 4 Lakhs.

The houses of all the 39 women involved in fisheries have been completed. The department of fisheries says that these are the only houses which have been properly constructed and completed till now in southern Rajasthan. The houses in other areas are still incomplete due to lack of motivation among people involved, insufficient funds and lack of proper monitoring and supervision.



# Providing Early Childhood Care and Development



## Achievement

- Balwadis total : 202
- Children served : 4,606
- 2,188 girls, 2,418 boys
- 5-yr olds entering school after finishing Balwadi : 972
- Day care centers total : 4
- Children served : 97 (54 girls, 43 boys)
- After finishing Day care centers : 38

Seva Mandir's work in early childhood care is centered on community-run preschools called Balwadis: safe, secure facilities that offer educationally, nutritionally, and developmentally appropriate preschool activities.

Seva Mandir is presently facilitating 202 Balwadi run by a Sanchalika — a local woman whom Seva Mandir has trained to work with young children. In addition, to the 202 rural Balwadis, Seva Mandir operates four day care centers in urban slums.

## Balwadis

This year a new curriculum was developed to enhance the cognitive, language, motor and psycho-social development of the 3-5 year olds, and their general school preparedness. It is currently being piloted in 22 Balwadis, and will be introduced in 70 new centers during the coming year. Efforts were also made to improve the children's nutrition by giving them nutripops, made of soy, wheat, Bengal Gram and oil fortified with essential vitamins and minerals, along with cooked meals. In order to prevent water-borne diseases, the Sanchalikas were provided with alum to purify drinking water. Sanchalikas were also trained to recognize malnutrition. In collaboration with the Health Program there are efforts on conducting pilots on using double fortified salt to address anemia and on community-based management of acute malnutrition.

## Engaging the Community & Government

Seva Mandir strongly encourages communities to take ownership of Balwadis. The GVCs (Village Development Committees) contributed for the partial support of nine Balwadis by paying the Sanchalikas' stipend, rent and fuel. GVCs also continued to carry out non-financial responsibilities such as monitoring and evaluation of the Sanchalikas.

The Balwadis encourage a modest contribution from the parents as part of which Rs. 1,95,299 this year which were deposited in the Village Development Funds. Sanchalikas held regular parent meetings to discuss both individual and general child development. As a result of discussion on provisions in Government run Integrated Child Development Services, parents of children at 48 Balwadis, started to avail take home nutritious baby mix for their children aged 1-3 years, from the Government ICDS centres.

Seva Mandir engages in various collaborations with the government. In its role as a member of FORCES, a national level network which works on childcare and advocacy, Seva Mandir undertook two studies on "Need Assessment of Crèches" and the feasibility of improving Integrated Child Development Services (ICDS) scheme through advocacy. Seva Mandir also continued to advocate with the Government to scale up its Balwadi model.

## Capacity Building and Monitoring

The Sanchalikas at the pilot centers where the new curriculum was introduced were rigorously trained and helped to understand how each activity contributes to a child's development.

### Key features of Balwadis

- Full day facilities (run for 7 hours)
- Located at hamlet level
- Children aged 1-5 years
- Average enrolment 25 per center
- One Sanchalika per center
- Equal emphasis on nutrition, health, play and stimulation
- One hot cooked meal and one ready to eat fortified snack every day
- Micronutrient supplements and medicines provided
- Equal emphasis on outdoor play and indoor activities (drawing, creative activities, puppets, poetry, story-telling, dance, etc.)





**Five-year old Ranjeet has been coming to the Balwadi of village Damatalab for the past three years. This has allowed his mother to work and earn Rs. 1000-1500 per month to support her family.**  
(PHOTO SYMBOLIC)

There was also continuing professional development for all Sanchalika staff. Balwadis are monitored by GVCs and Seva Mandir staff both onsite and through the use of cameras. This year camera monitoring was extended to 72 centers. A Sanchalika's salary is linked not only to her attendance but also the children's attendance; therefore having a daily date-stamped photo of the classroom has led to continuous improvement in the children's regularity and punctuality. As a result, the Sanchalikas' average monthly stipend increased to Rs. 1800 from Rs. 1200 last year.

## Summary

The key issues affecting young children in rural Udaipur include poverty, poor health and improper early childhood care and development services. Seva Mandir's Balwadis provide children with a safe, secure and nurturing environment, and pedagogical inputs that enhance their cognitive and social development. The children's health and nutrition needs are also met. Importantly, Balwadis make it possible for mothers and other caregivers to work and earn the much needed income. Balwadis directly benefit over 3,000 caregivers.



## Educating the Next Generation

The condition of schooling in Udaipur's tribal areas is one of severe neglect, with high rates of teacher absenteeism, poor pedagogical methods and low levels of learning among children. At the same time the lack of viable livelihoods forces many children and youth to migrate to the city or the neighboring state of Gujarat in search of work.

Seva Mandir's Education Program provides education for out-of-school children and helpsthem to enter or re-enter government schools to complete their education.

### How Severe is the Problem?

In order to understand the current school-going status of rural children, Seva Mandir conducted household surveys in villages of Kotra and Jhadol blocks. A total of 991 households with 1,242 children between the ages of 6-14 were asked about the children's current education status and the availability and condition of government school facilities in each village.

**The findings are worrisome:** 49% children are out of school of which 32% have never attended school. In Kotra, the percentage of out of school children is more than 70 %.



The program's objectives are to:

- **Ensure quality education for rural and tribal children aged 6 to 14 years;**
- **Increase community demand for quality education;**
- **Empower youth to become confident, caring participants of their community;**
- **Work on direct interventions with government schools.**

A lot of what Seva Mandir tries to do in ensuring education to out of school children is threatened by the recently enacted Right to Free and Compulsory Education Act, 2009, more popularly known as the Right to Education (RTE) Act. The Act defines what a "school" should be where children can avail this right. This definition is based on inputs of physical and human infrastructure like the number of rooms, size of rooms, availability of drinking water, toilets, the qualification and salary of teachers etc. There is no indicator of desired outcomes like the learning levels of children.

The Government schools themselves do not meet this criterion and are totally dysfunctional in the remote rural areas. Private schools which are run on high user fee while present in urban areas are non-existent in the rural areas. Hence the poor here often have only the community programs, such as that of Seva Mandir for schooling. These community initiatives while not meeting the definitional norms of the RTE Act, offer good quality primary education. Yet, since they do not adhere to the Act – they will be deemed illegal soon.

It is a huge irony – the State will not be able to get its act together and improve its provisioning but will foreclose current high quality alternatives for the poor.

## Achievements

- SKs total : 178
  - New this year : 11
  - Children total : 5,861(43% girls)
- Test Scores
  - Students in levels 2 & 3 \* : 90%
  - SK graduates in Govt schools : 1,210

## Shiksha Kendras

Shiksha Kendras (SKs) or rural bridge schools run in remote rural hamlets offer primary education which enables children to transition smoothly into government schools.

Over the years, Seva Mandir continually sought to improve the quality of education provided by SKs. These interventions include improving the physical structures, using diverse learning materials, regularly building teachers' capacity, inculcating an interactive and child-centered pedagogy, and encouraging community participation. One innovation has been to equip every SK with a digital camera and have a daily picture taken of the class. The date-stamped visual tracking of the teacher's presence in the classroom has reduced absenteeism significantly. Last year all SKs were open for an average of 22 days per month.

## Teacher Training

SK instructors are local men and women who have studied up to 8th or 9th class. Seva Mandir builds up their capacities through regular trainings. There are quarterly instructor meetings at the block level, and an annual training. In 2011, 24 new or less experienced instructors and 80 more experienced instructors were trained. Till this year, a specially designed distance course, called the certification course was run for the SK instructors.

\* To identify the progress of a child Seva Mandir has categorized four learning levels from 0 to 3. The levels are roughly equivalent to government classes. Level 0 is when a child enters the SK and can barely read or write. The child has attained Level 1 when she or he can read and write small words, do simple counting and identify some numbers. When a child can start reading, understand simple sentences, write small/incomplete sentences and do basic counting and simple operations like additions and subtractions with small numbers, she or he is placed in Level 2. At level 3 a child can read and understand simple texts, articulate themselves by writing a group of sentences and understand the concepts of multiplication, division, etc.



SK students are given standardized tests twice a year to evaluate progress. SK graduates are encouraged to enroll in a government school once they have basic competencies in language and mathematics, and about 14% do so every year. During this reporting period, 50% of the students mainstreamed in government schools gained admission to class 5 or 6. This is the highest number reached in the past three years, which reflects the concerted efforts made to improve the quality of education in the SKs.

## Community Participation

Community participation and ownership is a central component of Seva Mandir's vision and a critical part of the SK program. Shiksha Shulk (education fees) and parent-teacher meetings offer ways of further deepening this union. This year a total of Rs. 4,07,650 or 87% of the fees were collected versus last year's collection of 72%. Parent-teachers meetings were held every three months at each SK.

## Residential Learning Camps

Poverty compels many children to migrate seasonally for work. While their income enables the household to survive, they forego the education. Seva Mandir began the Seasonal Residential Learning Camps to meet the needs of some such most marginalized out of school children. By attending a series of three 60 day camps over the course of a year, they gain basic literacy and math skills.

The residential camps are also a place for children to learn about hygiene and get health checkups. They also imbibe valuable life values such as discipline, teamwork and leadership. Importantly, they have time to play. A highlight is the closing ceremony of the camp. Every year children and teachers try to make the closing ceremony better and enjoyable through a variety of performances, to which parents and community members are invited.

The instructor-pupil ratio at the camps is 1:10, and regular assessments of the child's ability help to ensure the quality of education. A new initiative this year was to hold interactive sessions

## Achievements

Children attending camps : 413  
(198 girls, 215 boys)  
% literate after attendance : 60%  
Scholarships : 231 (46% girls)  
granted over 2 yrs

on seasonal weather cycles, map reading, cultural studies and the use of technology like computers and mobile phones

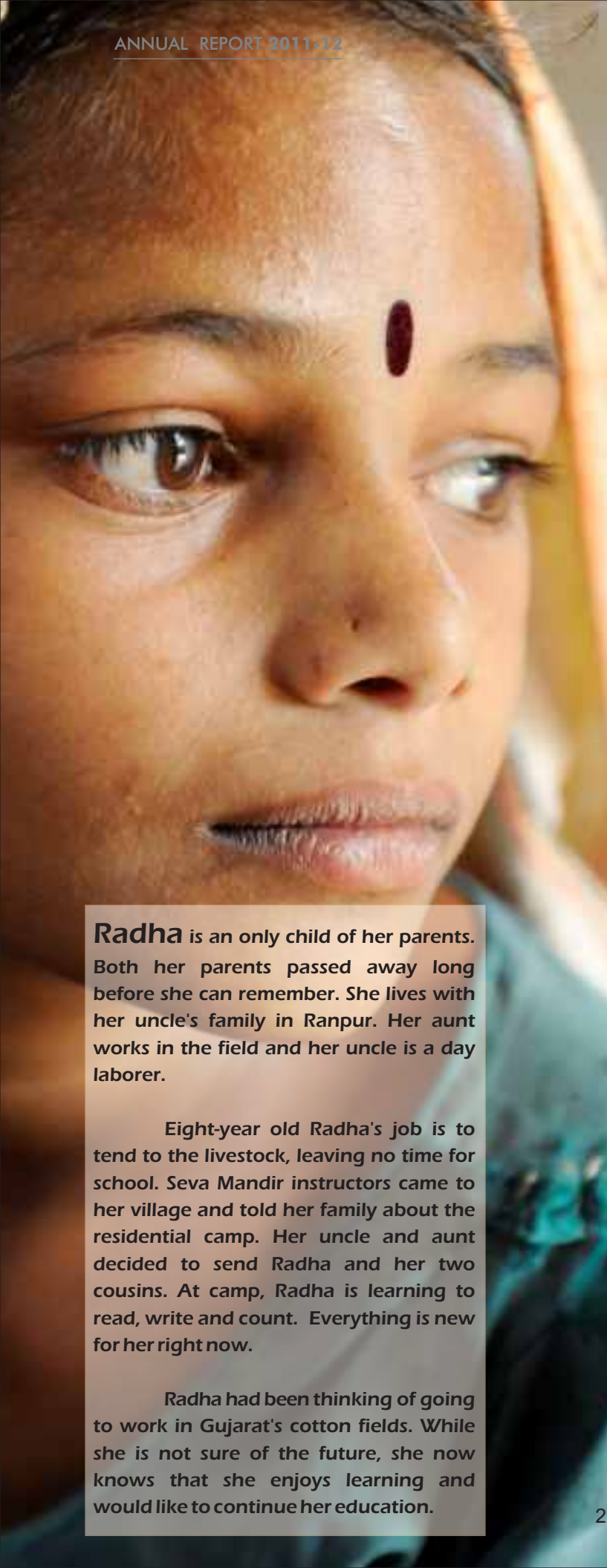
## Scholarship Programme

To assist those who want to continue their education after the residential camps, a scholarship programme was initiated in 2010. Children aged nine years or older and who have attended at least two camps are eligible for the scholarship to continue their education. From a total of 231 eligible children (of last 2 years), 211 availed the scholarship and joined regular schools. While the high number of children enrolling in schools is a positive output, issues still remain with the poor quality of education and high rate of teacher absenteeism at these schools, so the retention of these children is yet to be seen.

## Urja Ghar (Youth Resource center)

Urja Ghars or Youth Resource Centers (YRCs) allow young people from remote rural communities to share and exchange youth-related experiences in a fun, safe place. The YRCs conduct a range of activities like, hosting movie screenings followed by discussions, providing livelihood trainings, conducting trainings on life skills like gender, reproductive health, etc. A library housed in the YRC whets natural curiosity.

Young people are also motivated to understand issues faced by their communities. In Jhadol for instance, YRC volunteers organized street plays and awareness campaigns about the harmful effects of child marriage. Others have gone door-to-door speaking with parents about the importance of ensuring that their children go to school. Also in Jhadol, YRC volunteers



**Radha** is an only child of her parents. Both her parents passed away long before she can remember. She lives with her uncle's family in Ranpur. Her aunt works in the field and her uncle is a day laborer.

Eight-year old Radha's job is to tend to the livestock, leaving no time for school. Seva Mandir instructors came to her village and told her family about the residential camp. Her uncle and aunt decided to send Radha and her two cousins. At camp, Radha is learning to read, write and count. Everything is new for her right now.

Radha had been thinking of going to work in Gujarat's cotton fields. While she is not sure of the future, she now knows that she enjoys learning and would like to continue her education.

conducted a survey on migration and taught safety measures to migrants such as always carrying an identity card and apprising their family of their workplace address.

In Badgaon, the YRC held a "Learn Without Fear" painting workshop with government school children and teachers to highlight the negative impact of corporal punishment.

## Youth Energy Entrepreneurship Programme (YEEP)

YEEP is a micro-enterprise project that aims to inspire, train and support rural youth in creating energy independence, better health and a cleaner environment while at the same time providing a unique business opportunity.

This year eight entrepreneurs made a total of Rs.315,170, of which they keep 15%. Each has thus been able to generate income ranging from Rs.750 to Rs.3,000 per month over this period.

## Activity Centers at Government Schools

In response to the poor learning levels in government schools, Seva Mandir began Activity Centers or Sahyog Kendras that are housed within the government schools and run by Seva Mandir trained facilitators. The main objective of the program is to enhance the students' experience by providing a conceptual understanding of the subjects studied, and experiential learning.

The Activity Centers reach 821 children in five government schools.

## Summary

Seva Mandir has worked hard to design and implement programs that will ensure good quality primary education. It has not been easy to do that. Local youth and adults were chosen to be teachers but that meant working a great deal on their academic competencies. Simultaneously, it



Seva Mandir has set up 21 YRCs to date. Two facilitators, one male and one female, run each center. 2,266 youth attended the YRCs, 39 % of whom are girls.

was experienced that Seva Mandir teachers had the tendencies to mirror the behaviour of Government teachers. Absenteeism amongst Seva Mandir teachers was as high as amongst Government teachers.

However, with continuous experimentation, design and management changes, consistent application and investment in the personal and professional concerns of colleagues and villagers – Seva Mandir was able to help the local teachers take their duties seriously and work for their advancement.







## Enhancing the Health Status

### Achievements

- Total Number TBAs : 343  
(15% increase in 4 years)
- Villages Covered : 152
- Women Served : 4,385
- Home deliveries : 1,603
- Informational meetings : 627

Seva Mandir seeks to address some of the most critical unmet health care needs in rural Udaipur & Rajsamand districts. The Health Program focuses on three areas: maternal health, child health and adolescent sexual and reproductive health.

The Program strives to change practices and mindsets around health, facilitate access to government services, and undertakes various action research projects for developing innovative solutions to entrenched health issues.

### Maternal Health Care

Maternal health has been an issue of concern in this area for last two decades. Lack of quality care at reasonable price and distance coupled with unsafe beliefs, Seva Mandir's work area has seen a high maternal and neonatal mortality. Antenatal care is often limited to tetanus vaccinations, and less than 10% of new mothers

report having received any type of postnatal care. Most maternal deaths happen in the postnatal period.

## Safer Motherhood Through Traditional Birth Attendants

Seva Mandir's response to the poor maternal health status has been to identify and train the traditional birth attendants (TBA), who perform deliveries and care for pregnant women both before and after delivery. Even with the trend of more deliveries taking place in hospitals, home births are a frequent occurrence, making the role of the TBAs critical. TBAs are also the preferred accompanists to the pregnant women going to the hospital as they can better negotiate the complicated labyrinths of the public institution, handle any complications that might arise enroute while providing psycho-social care to the women. Furthermore, given the unpredictability of the public health service, TBA still remain the main providers of antenatal and postnatal care.

Training and monitoring of the TBAs is an integral part of the maternal health program. Seva Mandir grades TBAs on their knowledge and practice, and designs trainings to fill the gaps. Of the 309 TBAs graded this year, 41% were in grade A vs. 30% in 2008 (the last year the grading was done), 47% in grade B vs. 45% previously and 12% in grade C vs. 25%.

## Making Hospital Care More Accessible

In the resource-poor settings where Seva Mandir works, access to prevention and treatment for obstetric emergencies is one of the most significant health challenges. In communities with high rates of home deliveries and lack of government facilities equipped to manage pregnancy-related complications, Seva Mandir has tried alternative ways of ensuring these life-saving services. One innovation has been the Comprehensive Obstetric Insurance Program. Seva Mandir designed an in-house insurance program in partnership with private hospitals to provide high-quality comprehensive antenatal

**Rupli Bai** was fortunate she had a trained Traditional Birth Attendant, Pyari Bai, to assist in her first pregnancy. Pyari Bai offered antenatal checkups and advised her of a health diet. After delivery, Rupli experienced a retained placenta and severe bleeding, and was told to immediately go to the government hospital in Udaipur.

The family was hesitant but Pyari Bai convinced them. She had visited the hospital as part of her training and was familiar with its procedures. Rupli made it to the hospital in time, and returned home in good health. The family credits Pyari Bai with saving her life as well as the baby's.

and delivery care in 44 villages across two blocks of Udaipur district. For a premium of Rs. 350, women have access to two antenatal checkups, including curative medications and delivery services at hospitals accredited by Seva Mandir.

229 women enrolled in the program since its inception in 2007; 74% accessed antenatal care vs. 54% non-policy holders. This change in behavior of seeking antenatal care has been one of the biggest benefits of the insurance program, since early detection and timely management of pregnancy-related complications significantly reduces maternal and infant mortality and morbidity. 17 women used the insurance to pay for delivery this year.

## Achievement

- Total number Bal Sakhis : 100
  - ◆ 46 new & trained this year
  - ◆ Children served : 1,950
- Immunization Camps : 1,167
  - ◆ 125 hamlets, 5 blocks
  - ◆ Children immunized : 1,131
  - ◆ Treated for other ailments : 1,264
  - ◆ Antenatal checkups : 1,553



## Ensuring a healthy start for young children

75% of children aged 0-3 in rural Udaipur are anemic, and one-half were reported to have experienced some type of illness in the last 30 days. The rates of complete immunization are also very low: 19% among children aged 1-6 and 35% among children aged 1-2. Improper weaning, inappropriate care of infants are also key problems affecting neo-natal and infant morbidity and mortality.

### • Neonatal and Infant Health Care

Seva Mandir trains young women called Bal Sakhis to provide new-born care and manage contingencies such as hypothermia, low birth weight, and identification of danger signs and appropriate referral. They also counsel new mothers on breast-feeding for babies aged 0-6 months and on weaning and nutrition afterwards. Bal Sakhis also receive kits equipped with a weight machine to monitor the growth of the child, a thermometer to check for temperature and basic medicines to provide interim relief till the child is taken to the doctor.

### • Immunization

To improve the alarmingly low immunization rates, Seva Mandir undertook an action research project in collaboration with J-PAL to increase both the supply and demand for immunization. On the supply side, regular immunization camps were held in villages, on pre-decided and well-publicized dates. On the demand side, the parents were offered one kilo of pulses for every shot of vaccine the child got, plus a set of utensils on full immunization. Based on the successful results in the camp with incentives, Seva Mandir continued with the program since 2009.

A midline survey done two years after the start of the pilot showed 60% of the children in intervention areas had complete immunization compared to 35% in non-intervention areas.

Apart from vaccinations, the camps also treat routine ailments such as fever, cough, cold, measles, eye or ear infections, diarrhea and skin infection, as well as provide antenatal care. A study done in Seva Mandir's Balwadis in 2011 showed low immunization coverage of the children there. Seva Mandir, therefore, attempted to leverage Government support for immunizing the Balwadi children, and in Balwadis where this was not possible, it began last year to immunize the Balwadi children as well. Since the measles/DPT vaccine for 1-6 year olds is given in three doses, the immunization team visits the Balwadis monthly for three months.

## Preparing adolescents for better reproductive & sexual health

Seva Mandir has up till now addressed adolescent reproductive and sexual health issues through three-day residential training camps. Though these were useful in building the adolescents' knowledge, it was difficult to sustain their engagement and track their progress. Also, the camps did not work for non-school going youth who loathed to miss three days of wages to attend.

This year therefore we revised our strategy and decided to make the Youth Resource Centers (YRC) the hub of our work with adolescents. The YRC facilitators were trained as master trainers, making them responsible for imparting refresher trainings as well as identifying a list of adolescents who would be regular in their training attendance. Additionally, their knowledge of the issues and their presence in the YRC allows them to impart knowledge to non-school going adolescents who are still unable to attend the residential camps but are more aware of the issues through informal channels. As a result, 79 boys and 76 girls from villages served by 5 Youth Resource Centers attended separate four-day residential training camps this year.

Seva Mandir conducted a study to understand the knowledge level among adolescents on key sexual and reproductive health issues.

41% adolescents were aware of the physical changes during puberty but few had correct knowledge of reproductive organs, conception or safe sexual practices. 76% were too shy to discuss the issue of pregnancy with their parents. While 50% had heard of HIV/AIDS, only 34% were aware of STDs. Based on the findings, a training module is being developed to specifically address the adolescents' gaps in knowledge.

## Other Health Programs

### • Coping with HIV/AIDS

As HIV/AIDS became a major health issue, Seva Mandir began the Community Care Center in partnership with Hindustan Latex Family Planning Promotion Trust (HLFPPT) to provide adequate care and support to people living with the disease. The Center provides medicines for common opportunistic infections, counseling and in-patient care to those who have started anti-retroviral treatment. This year the Center had 866 patients, of whom 376 (44%) were women, 453 (52%) men and 37 (4%) children.

### • Providing Health Services Where None Exist

Seva Mandir runs two referral health centers (RHC) providing basic treatment and referral services to villages that do not have access to any other quality health facility. In the coming period, efforts will also be made to strengthen maternal and child health care services at the RHCs. Over 7,000 villagers used the centers this year.

Remote villages have a high incidence of seasonal diseases in the post-monsoon period but no access to health facilities. Seva Mandir has responded by organizing health camps with assistance from the government health department. Eight camps serving 630 patients were held this year.

## Researching Solutions

Seva Mandir strives to continually find new solutions for addressing the health issues of the rural poor. The Health Program has carried out a number of research studies in collaboration

with renowned academic institutions. The findings from these studies inform our program interventions and advocacy with practitioners and policy makers in the field.

Two studies are ongoing this year. The first addresses post-partum hemorrhage, one of the primary reasons for maternal death, by assessing the use of misoprostol in home deliveries. We trained the Traditional Birth Attendants to administer the drug correctly, and will be measuring the impact of this initiative on maternal deaths. To address the high rate of anemia among young children, another pilot provides double-fortified salt in their meals at the Balwadis. Based on the results of the pilot, the decision on continuing the research will be taken up. To address severe acute malnutrition which is one of the highest risk factors for under-5 mortality and highly prevalent in the areas where Seva Mandir works, we are collaborating with Accion Contre la Faim (ACF) on an integrated Community-Based Management of Acute Malnutrition (CMAM). The project began in October 2011 with a workshop for Government and other NGO health officials on the objectives, a training of trainers, which included 15 Bal Sakhis.

The aim is that with constant monitoring, acute malnutrition can be identified early and children referred to the nutritional facility in Udaipur. The project also seeks to increase prevention knowledge through campaigns on issues such as breastfeeding. The trained Bal Sakhis are at the forefront of both identifying malnourished children and educating parents on prevention.

## Summary

Seva Mandir will continue to seek solutions for the health needs of the most vulnerable communities as well as strive to make public services more accessible and responsive to the poor. The community-based Traditional Birth Attendants and Bal Sakhis are having a positive effect on maternal and child health care. Alternative solutions such as the Obstetric Care Insurance and the immunization camps are dealing with entrenched health-related problems.





## People's Management School

The People's Management School (PMS) was set up in 1990 within Seva Mandir with the mandate of helping Seva Mandir be a learning organization. It has three primary functions:

- Research, monitoring & evaluation
- Capacity building and training
- Interaction with the social environment

### Achievements

- Undertook 12-village study on child labor in the cotton fields in Gujarat and Rajasthan.
- Hosted 170 interns, 75 from India and 95 from abroad. Additionally, eight young professionals on two prestigious Indian social leadership programs sponsored by ICICI Bank and State Bank of India, completed fellowships at Seva Mandir.
- A total of 12 publications printed.
- The Seva Mandir Library was open for 348 days to the public. During this reporting period, 200 students per day took advantage.
- One Learning Centre Retreat for staff
- 8 other internal trainings and workshops for the staff on different issues and topics.

## Research, Monitoring & Evaluation

### • Action Research on Panchayati Raj

Across India there has been a legislative mandate to bring more women into government by reserving a certain number of Panchayati Raj seats for them. Earlier the reservation was for 33% of the seats, now it is 50%. The aim is laudable but the effort has not succeeded as well as it could because of the lack of concomitant work on building the capabilities of the women leaders and providing them the space to lead.

Seva Mandir decided to learn first-hand about the kind of support and capabilities a woman Sarpanch might need for effective leadership. The wife of a former employee of Seva Mandir was elected to the position of Sarpanch in her village. Women Sarpanchs are often figureheads for their husbands, but Seva Mandir encouraged her husband, Mr. Tol Singh, to support and empower his wife. Over two years Mrs. Mohvini Devi, barely literate, has mastered village procedures, begun making independent decisions such as monitoring the village Anganwadi and Balwadi, and increasingly expresses her own opinion and advocates for women's issues in Gram Sabha meetings.

Tol Singh, at the urging of Seva Mandir, is now transitioning to a back seat role. Through Tol Singh's close relationship to Seva Mandir and his twice-monthly progress reports, this ongoing experiment has provided valuable learnings on how a woman Panchayat leader might be empowered. Central to the learning has been an understanding of how the politics of patronage and corruption can thwart the best capability-building efforts. Seva Mandir is committed to analyzing further the limitations and constraints which are preventing elected women leaders from exercising their rightful power.

### • Study on Child Migration and BT Cotton

PMS recently concluded a 12-village study on child labor in the cotton fields in Gujarat and Rajasthan. The study found an increase in child labor from 2008 to 2010. Among the study's most important findings is the fact that children are involved in the work of both cross-pollination and cotton harvesting, meaning that efforts aimed at mitigating migration should take place at both times of the year.

The statistics on the child laborers' educational status are alarming: over 90% were currently not in school. More than half had dropped out of school after the 4th standard, while 45% had never attended school. The study reveals the underlying reasons for the increasing number of child





laborers: the academic difficulty of reintegrating into school after a long absence; poor quality of education that encourages dropping out; and a vicious cycle of poverty and illiteracy that forces children to work.

In response, Seva Mandir has created a network of NGOs in Udaipur district to advocate against the practice of child labor. The network wrote a training manual for the NGO staff and the communities where they work, and held 12 workshops to learn advocacy and how to communicate effectively with government officials, community leaders, parents, teachers and children.

## Monitoring & Evaluation

PMS is responsible for overseeing Seva Mandir's internal monitoring and evaluation systems so as to ensure quality and measure impact. One of its major functions is the preparation of reports based on data collected in collaboration with the various programs. Examples this year include: measuring the ratio of home to institutional deliveries for the Health Program; the number and types of conflicts resolved by village development committees for the Village Institutions Program; change in farm land productivity for Natural Resources Development; academic performance and malnutrition rates in Balwadis for the Early Childhood Program; and the percentage of children transitioned into mainstream schools for the Education Program.

PMS also carried out surveys such as one on food and security in 30 villages, done as part of a large-scale comparative study being coordinated by ICCO in India, Bangladesh and Nepal.

## Capacity Building

PMS carried out a number of trainings this year with the aim of enhancing individual staff competency and organizational functionality. There was a Learning Centre Retreat for staff from all organizational levels, which offered 12

### Some interesting findings by the Monitoring and Evaluation Cell

- A study on impact assessment on socio-economic and political parameter of women was carried out. It is observed that almost in all the indices (spending of cash income, access to credit, access to government services, work load, gender discrimination, domestic violence, community participation) concerned, intensive village out-perform the non-intensive villages; however there are some indicators such as decision making on number of children, acquisition or sale of land, where the difference between intensive and non-intensive villages is not large.
- Retention and performance survey results indicate the overall retention rate for former-SK students is 82%. This rate is consistent with prior tracking results conducted by Seva Mandir. 57% of former SK students are performing better than the class average.
- Assessment of learning camps shows while over the years, the overall retention rate has improved for both boys and girls, the drop out is still higher for girls at 16% compared to boys at 8%. Girls and boys who had attended three learning camps had a higher rate of retention than girls and boys who had only attended two camps.
- Tracking system for retention of Balwari students was developed. Based on it, the students enrolled in 2009-10 to mainstream schools were tracked which showed that was out of 425 students tracked, 340 i.e. 80% are continuing the studies and going to school regularly

seminars themed around the Gandhian concept of Swaraj (self rule) and its applicability to the work done in Seva Mandir. Additionally, there were 8 other internal trainings and workshops for the staff ranging from several different issues and topics.

## Rafe Bullick Memorial Foundation

The Rafe Bullick Memorial Fund (RBMF) has been set up to honor and continue the legacy of Rafe Bullick, a long-term volunteer with Seva Mandir who tragically lost his life in a land mine explosion while on a field trip in Sudan with Save the Children. RBMF supports activities ranging from promoting road safety to village libraries, scholarships and corrective therapy for children with special needs. This year, RBMF funded a program to assist children at the local school for the dumb and deaf as well as the school for the blind. Volunteers organized activities ranging from drawing, mathematics and English games, sports, singing, and celebration of Holi. The issue of safety was very important to Rafe, who championed the cause during his time in Udaipur. In his memory, RBMF sponsored a Safety Week that was attended by 35 schools from Udaipur.

Additionally, the foundation has provided scholarships totaling Rs. 1,18,500 for 12 students and loans of Rs. 1,22,000 for three students interested in pursuing a higher education, all of whom are currently enrolled in professional degrees.

## Interacting with Society at Large

Seva Mandir collaborates with other organizations and develops institutional and individual linkages, both to build capacity and to share experiences that advance the development sector.

PMS hosts Seva Mandir's Internship Program, which provides undergraduates and graduates from India and abroad an opportunity to learn about development work. The program has well-established links with over 20 premier domestic and international schools. Interns are provided space and mentorship to contribute, learn and conduct research studies. They stay for a few weeks to a year or more.

This year Seva Mandir hosted 170 interns, 75 from India and 95 from abroad. Additionally, eight young professionals on two prestigious Indian social leadership programs sponsored by ICICI Bank and State Bank of India, completed fellowships at Seva Mandir. Seva Mandir also continued its Vikas Mitra Fellowship, begun in 2008, which provides direction and support to community leaders who have dedicated themselves to the integrated development of their

own villages. Through the Rural Immersion Programme, a new collaboration with the Indian Institute of Management in Udaipur, Seva Mandir was one of six NGOs to host students on prolonged visits to villages with the aim of exposing them to grass-roots realities.

PMS is the focal point which is responsible for helping to bring out the organization's publications. This year a total of 12 publications were brought out by the PMS. The Seva Mandir Library was open for 348 days to the public. During this reporting period, 200 students per day took advantage of its resources and study environment.

## Summary

The People's Management School attempts to put into practice Seva Mandir's commitment to invest in the growth and learning of its staff and communities. PMS's primary agenda is to evolve structures and systems, and build capacities at the village level that will enable communities to manage their own development. At the same time PMS also helps strengthen the organization's ability to undertake development.





## Improving the Lives of the Urban Poor

The vast majority of Seva Mandir's work takes place in rural areas, however, Seva Mandir has also worked in parts of Udaipur slums – mostly with children and women in distress. But the rural poor who migrated to the city in search of work, have also been exposed to problems.

The urban poor suffer from a series of problems ranging from unemployment, alcoholism and domestic violence to lacking basic services such as safe drinking water, a clean environment, health care and quality education. Women and children often bear the brunt of these hardships and therefore Seva Mandir's work

### Achievements

Total Number of Self-Help Groups	: 94
• Added this year	:14
• Number of Women Members	: 1,866
<b>New Stays at SAMBAL</b>	: 79
• Children at SAMBAL	: 50
• Cases Resolved at SAMBAL	
• Women returning to families:	69
• Women supporting themselves	:10
<b>Number of Day-Care Centers</b>	: 4
• Number of Children Served	: 97
• Number of Bal Samuhs	: 11
• Number of Children Served	: 220
• Number of Children's Corners	: 2
• Number of Children Served	: 60-65
<b>Number of CHILDLINE calls</b>	: 12,101
• Number of Children benefitted	: 862
• Medical care intervention	: 324
• Protection from abuse	: 113
• Children needing shelter	: 16
• Outreach Activities conducted	: 75

is especially geared towards them. There are also programs aimed at fostering mohalla (neighborhood) solidarity and a Youth Resource Centre.

## Work With Women In Distress

Seva Mandir's assistance to women slum dwellers is two-fold. One is to set up self-help groups that revolve around the provision of credit and savings. The other is to provide temporary safe shelter for women who are victims of domestic violence or facing other forms of distress.

### • Self-Help Groups

Self-help groups are a means to empower women economically and lessen their dependence on money lenders. They are also forums through which social and legal issues related to women can be tackled.

### • The Short Stay Home for Women and Girls (SAMBAL)

In a country where most women - out of economic dependence, fear, lack of support or social pressures - have no option to leave a dysfunctional or abusive home, SAMBAL is a haven that offers protection and recuperation. The women who do not get any support from their husband's family or parents are provided shelter, counseling, legal advice and livelihood training to build economic independence. Children accompanying their mothers or those children born in SAMBAL are also permitted to stay there. The stays range from six months to three years.

## Enabling children's education

Seva Mandir's programs for children living in Udaipur's slums aim to ensure a safe and stimulating environment for them while their parents are away at work, and assist children in distress through a telephone helpline.

### • Day-Care Centers

Seva Mandir operates four day-care centers, open seven hours a day, for children aged 1 to 5 years. Sanchalikas, local women trained in pre-school and health services, provides children with a safe, secure and nurturing environment, and pedagogical inputs that contribute to their cognitive and social development. The Centers also meet the children's health and nutrition

## Child Protection

### CHILDLINE

CHILDLINE was established as a collaborative initiative of the Government of India's Ministry for Woman and Child Development and the Mumbai-based CHILDLINE Foundation. CHILDLINE is India's first 24-hour, free, emergency phone service for children from 0-18 years in need of aid. Seva Mandir operates CHILDLINE Udaipur. In order to make the service better known, Seva Mandir also conducts various outreach and awareness activities.

needs by providing hot mid-day meals and basic medical care. Each child's family contributes Rs. 10 - 30 per child, per month.

### • Bal Samuhs (After School Academic Centers)

Bal Samuhs provide extra academic help to children whose parents are illiterate or have jobs that prevent them from helping their children with schoolwork. They are run by volunteers for two hours in the evening. The children are also encouraged to participate in organized cultural activities, outdoor games and arts and crafts lessons.

### • Children's Corner

A slum usually lacks a safe space for children to gather for play and socialization. Seva Mandir set up the first Children's Corner in 2008 for 6-14 year olds, and another a year later. Both spaces are open from 11am to 7pm, and offer nutrition, education and various recreational activities. We found that many migrant children returning from Gujarat were coming to one of the sites. Most of them had never attended school.

In response Seva Mandir in 2010 opened a Non-Formal Education Centre at the same site. 22-24 children now come there regularly to study. Efforts will be made to mainstream them in Government schools once they acquire some stability and basic learning skills.



## Bringing Neighbors Together

Seva Mandir has set up Mohalla or neighborhood groups to engender a sense of responsibility amongst citizens, and have them value the importance and benefits of community participation.

There are six groups at present. This year four camps were held for 769 people to encourage participation, however, forming these neighborhood groups in the slums have been very challenging and much more difficult, compared to the rural areas.

## Youth Resource Center

Seva Mandir operates one YRC in Udaipur's slums, in which 20-25 youth, mostly over the age of 18, come on a daily basis. There are workshops, trainings and daily activities that

allow them to think creatively and learn new skills, ranging from making useful products out of trash, to writing their résumé and applying for jobs through the internet, exploring careers such as journalism or beautician, and getting gender training. The youth have also been engaged in development projects with the Gram Sabha such as road and light repairing, and distributing voter IDs.

This year two youth participated in an International Youth Festival in Chandigarh, where attendees from 25 countries discussed issues affecting all youth.







## Peri-Urban Governance: Delwara

India boasts of several mega-cities but the majority of its urban population lives in small and medium sized towns, many of them located on fringes of larger urban areas. These peri-urban localities face both rural and urban development challenges, and increasing population densities and aspirations put unsustainable pressures on the infrastructure, leading to a deteriorating quality of life.

Inadequate resources for improvement of civic amenities coupled with weak governance and low social capital make improvement difficult.

### Achievements

- Toilets Built : 263. (This year : 89)
- DEWATS Constructed (Decentralized Waste Water Treatment Plan) : 1
- Water Tanks Built : 5. (This year : 1)
- Households paying fees for sanitation services : 70%
- Sadhna Training for Tribal Women : 20 women

Seva Mandir's relationship with Delwara is over 20 years old started through a handicraft based income generation program with women. Over the years, this small income generation program has become a successful women owned enterprise.

About 9 years ago, Seva Mandir initiated a more comprehensive engagement in Delwara to learn how constructive work in peri-urban areas can lead to self-governance. Located 28 km from Udaipur, Delwara's 5,000 inhabitants represent 27 different caste and religious distinctions. Inadequate resources for improvement of civic amenities coupled with weak governance and low social capital make improvement difficult.

## Building Community's Capacity to Self-Govern

In order to make the citizens of Delwara co-responsible for improving their civic amenities and lives, Seva Mandir created a Citizen's Development Platform or Nagrik Vikas Manch (NVM) and 18 neighborhood committees. Together they identified their priority needs: solid waste management, sanitation and water, work with the youth, heritage restoration and livelihoods. The work undertaken in each sector is carefully designed to ensure citizen's participation and collective decision-making.

## Solid Waste Management

A key achievement has been in waste management. Delwara had no organized system of waste collection and its streets were clogged with refuse. The Nagrik Vikas Manch (NVM) hired daily sweepers and constructed a solid waste treatment area. This has not only transformed sanitation, it has catalyzed social change. The cleaning is done by the Aarogya Mitras, who belong to the formerly untouchable Harijan caste and were traditionally treated as socially taboo. They are now seen as respected co-workers who sit at the same table with leaders from all castes, work on formal contracts, and do quality work that other residents have come to regard as necessary and worthwhile. While the long term result is a slow breakdown of long-held practices



Sadhna was started by Seva Mandir in 1988 to provide alternative incomes for women in Udaipur's rural, tribal and urban slum belts. As these communities were not dependent on agriculture, handicraft was chosen to be introduced to them. SADHNA taught Patchwork, Appliqué and Tanka embroidery skills to the women for them to earn a secure living. Today, SADHNA provides continuous training to women artisans to improve their skills, a support network to them in their villages and a respectable position in their family and society.

SADHNA was registered as an independent Mutual Benefit Trust in 2004. Having started with 15 women, Sadhna today prides itself of being a 691 member family.

SADHNA's work has catalyzed a noticeable change in the lives of its artisans, who once were not even exposed to their own villages. Today these women artisans are confident enough to make their own decisions within the family as well as in different socio-political groups. Economic empowerment has also created a marked difference in their awareness towards education, healthcare, social status and family life.

of social discrimination, managing the work of cleanliness on a daily basis is a challenge, often the influential leaders demand for their neighborhoods to be cleaned more frequently and the Arogya Mitras find ways to do less work leading to heated arguments around the issue. While it creates a huge pressure on all the personnel involved in the cleaning, the involvement, investment and ownership of the citizens in a cleaner Delwara is in itself a huge success, which the NVM is constantly trying to channelize positively.

## Sanitation

Prior to 2008, 50% of households in Delwara did not have toilets, and people defecated openly or had to travel to the outskirts of town, jeopardizing their health and safety. Seva Mandir has subsequently helped build toilets and constructed community septic systems. In the Bhil Basti, a tribal neighbourhood within Delwara, the sewage pipelines of 50 newly built toilets have been connected to a Decentralized Waste Water Treatment Plant (DEWATS) with a capacity of 20 cubic meters. The DEWATS is the first of its kind in Rajasthan where no mechanical system is in place, and instead sewage water is treated by passing through three separate chambers of compartments within the plant.

As with the waste management system where household fees are collected by the neighborhood committees, families have contributed money as well as their labour to build toilets in their homes. The idea behind the contribution fee is to ensure that citizens are active participants, rather than passive beneficiaries, who will use these systems responsibly. However, just the mere construction of toilets and the DEWATS as well as the contribution fee doesn't ensure usage. The real work is to change long-held mindsets and practices through several workshops and follow-up visits and share both the process of construction—the idea as well as the physical challenges—so that there is a real sense of ownership among the targeted beneficiaries.

## Access to Water

The central lake which recharges many of the town's wells was dredged and its feeders re-dug, easing an annual water shortage. Delwara has 5 Community-managed water tanks, of which one was built this year. The hours of usage, the amount members of a neighborhood ought to contribute for its usage and the maintenance of the water tank is looked after by the community itself. The tank is a means through which the NVM tries to empower its neighborhood committee members to take charge responsibly when needed, meanwhile the water tank is valuable because it saves women and girls the countless hours of manual labor involved in fetching water from afar and increasing their ability to earn a livelihood or pursue an education.

## Heritage

Delwara, an important and rich regional center under the former princely state of Mewar, has a rich heritage of temples, an 18th century fort that has been converted into a hotel and old havelis with traditional architecture. Significant restoration and cleaning has renewed the appearance of these sites and their viability as public spaces. However, there are examples of strikingly beautiful heritage sites such as an old step well—the Indra Kund—which even after repeated cleaning gets dirty easily because of people's habits of littering. There have been attempts to leverage money from the government to protect the Indra Kund with a boundary wall and a covering net, however so far we have been unable to do so.

The NVM has an ongoing initiative to train youth to research and lead a walking tour of the town for the hundreds who visit the sites. The walk attempts to capture both the social and the heritage history of Delwara.



## Youth

The youth of Delwara have established a Youth Resource Center as an inclusive and neutral space where young men and women from all castes can meet and pursue self-advancement. The Center runs various recreational, educational and vocational activities, and has sent about 160 youth for livelihood trainings both within and outside Rajasthan. While theoretically this space is open to all youth, drawing and sustaining the interests of youth from some of the more poorer sections of Delwara—where the youth are often out to earn a livelihood and cannot attend activities during the working hours of the YRC—has been a challenge. The two youth volunteers, one male and one female, taking into consideration the current situation at the YRC are planning ways to expand their youth base so as to make it a space where the opportunities offered can be taken advantage of by all.

## Women's Forum Jagriti Mahila Manch

The Women's Forum provides a space for women to come together and advocate for their issues. It organizes celebrations such as those for International Women's Day, and holds discussions on issues relevant to women. Seva Mandir organized an exposure trip this year for five Forum leaders and 14 members to Madri village to visit a women-led gooseberry (amvla) growing cooperative, and a well-respected women's resource center, with the aim of starting similar initiatives in Delwara.

Delwara also has eight Women's Self-help Groups to more readily provide credit and savings, and thereby lessen families' dependence on usurious money lenders. The Self-Help Groups have 15-20 members each, and with monthly deposits ranging from Rs.100 to 200, they have accumulated savings of over 2,30,300 which they give out as loans with a 1% interest rate.

## Summary

Over the last 10 years, the lives of dwellers in Delwara have improved significantly. More importantly, the interventions have led to more social cooperation amongst the citizens for development. There is a greater commitment to uphold norms of fairness, justice and responsibility by the citizens themselves. Yet, this is at best a struggle. The line between upholding norms and systems and creating patronage is thin. The civic norms that Seva Mandir, NFI, NVM and many other stakeholders have struggled to co-create, is still fragile. Last few years of the journey have been a tightrope walk to remain autonomous of partisan politics and yet not lose sight of working for a shared political vision for Delwara that strives to make citizens active and public spirited in their considerations.

The struggle is to create an environment in which people will resist the abuse of power and the desecration of heritage and public spaces. Even though we say that what has been created is fragile, we also see a very big change in the political culture of Delwara. From a starting point, when the citizens and village Panchayat (council) often saw each other with mistrust, today there is an environment of co-operation between Seva Mandir, NVM and the Panchayat.

# Child Representative Programme

In 2004, Seva Mandir expanded its relationship with Plan International. Part of the new relationship entailed Seva Mandir incorporating a Child-Centred Approach into all its work. Since Plan raises its funds through a sponsorship mechanism, a variety of systems had to be established to support the various communication requirements that this entails.

## Child Representatives

For child sponsorship to function properly it is essential that certain children are registered with Plan International and that regular communication is established between the child, Seva Mandir, Plan and the sponsor. To address this issue, Seva Mandir formulated the idea of having Child Representatives at the village level. A major concern, however, was that these children would receive preferential treatment as a result of selection and a great emphasis has been placed on ensuring that this does not happen. At the same time, however, the Child Representatives provide a basis for introducing child-centred community development to the community. Furthermore, since the child representatives constitute a representative sample of children from Seva Mandir's work area, they help to provide a better understanding of the critical issues that are being faced by children in its work area.

During the reporting period, a total of 4931 child representatives have been enrolled from across 137 villages where Seva Mandir works. While by and large children have progressed well on some indicators, there are still many vulnerabilities that the children face. Morbidity and mortality is a big concern, 6 CRs lost their lives in the last one year due to various ailments. Similarly, while almost all children are engaged in some work or the other, 56 children were found to be working almost full time and had relocated out of their villages for that purpose.



## Integration of the Child-Centred Approach

### Children's Forums

Children's Forums constitute a critical intervention in moving toward child-centred community development as they are the primary means through which children's concerns can be given due attention. In addition to this, the children's forums, which hold regular monthly meetings, serve as platforms through which children are able to acquire and develop important leadership and communication skills. These forums require considerable facilitation by Seva Mandir's staff – both in facilitating the children to share their opinions and in creating space for children's concerns on village level platforms. During the present period, a total of 68 children's platforms were functioning, but only 30 of them were really active. 48 training/orientation workshops were held with 6500 children to increase their participation and responsibility in the forums. Sensitization workshops for adults were also held so that children's participation and protection could be enhanced.

# Resource Mobilization Programme

Seva Mandir has been fortunate to get about thirty years of sustained and comprehensive funding for its constructive work programs. However, in the last decade or so, the funding scenario for the voluntary sector (in general) and Seva Mandir has been changing. Due to a variety of reason, international donor agencies have reduced their aid in India, with some completely pulling out of the country. Some other International Donor organizations underwent internal strategic changes leading to further reduction in support to organizations. Seva Mandir was also affected by these changes. It has to increase its donors in order to meet its commitment to the communities. From about fifteen donors in 2000 it currently has over fifty donors; this meant more and more of quality time going in the servicing of these donor and support institutions.



Looking at these imminent changes, Seva Mandir started preparing for diversifying its support base and a dedicated team for fundraising - "Resource Mobilization Unit (RMU)" was set up in 2007. In the last five years, the RMU

has tried to improve its communication with donors.



It includes revamping the website, strengthening the database of individuals, creating attractive and creative communication materials, streamlining Seva Mandir's visibility and branding etc. RMU, in addition has also attempted to leverage support from individuals mainly through online portals such as Global Giving and Give India and has been working closely with Friends Groups in America and the UK to tap into individuals and corporate donors. Investing in capacities of staff to build their understanding of communication and fund raising has been an integral part of the journey so far. More recently, the focus has also been on leveraging support from Corporates in India and writing grant applications.

Even with all these measures, Seva Mandir faces a big deficit in its required budget and the RMU is working on developing a strategy and capabilities to meet this challenge.



# Mohan Sinha Mehta Rural Training Centre, Kaya

Seva Mandir's residential training centre - Dr. Mohan Sinha Mehta Rural Training Centre is located in Kaya village which falls at a distance of 30 kilometers from Udaipur. Located amidst the Aravali range - it offers an completely different experience to those who visit it. The training Centre not only provides a perfect backdrop for trainings but also is an opportunity for retreat from the routine schedule of office with its Learning Centre Retreats. The facilities for lodging boarding are available at reasonable cost for the external organizations to organize their trainings.

In the year 2011-12 a total of 132 trainings were organized in Kaya in which 6,522 people participated. Overall the Training Centre was busy for 268 days.









## Annexure

1. Credibility Alliance Report
2. Members of Different Bodies
3. Our Donors and supporters
4. Financial Report



# Credibility Alliance Norms Report 2011 - 2012

## Identity

- Seva Mandir is a Voluntary Organization registered under the Society Registration Act 1958, (Reg. No. 149/1967 - 68 dated 12.02.1968) and also registered in Rajasthan Public Trust Act, 1959.
- Seva Mandir's Constitution & Trust Deed are available on request.
- Seva Mandir is registered u/s 12A of the Income Tax Act, 1961.
- All individual & corporate donations are also eligible for exemption u/s 80-G. The exemption u/s 80-G is available vide their letter No. AA/Udi/Judicial/2010-11/3586 dated 14.03.2011
- Seva Mandir is also registered under Foreign Contribution Regulation Act 1976 for accepting any foreign donations & grants vide Registration No. - 125690002, dated 11-02-1985.

Name and address of the Banker

- State Bank of India, Main Branch, 23-C, Madhuban, Udaipur 313 001, Rajasthan (FCRA Account), and
- Union Bank of India, New Fatehpura, Udaipur 313 001, Rajasthan (for Indian money).

### Name and Address of Auditors

- M/s B.L.Pagaria & Co., Chartered Accountants, B-4 Bapu Bazar, Udaipur 313 001, Rajasthan.

## Mission

Seva Mandir's mission is to make real the idea of a society consisting of free and equal citizens who are able to come together and solve the problems that affect them in their particular contexts. The commitment is to work for a paradigm of development and governance that is democratic and polyarchic. Seva Mandir seeks to institutionalize the idea that development and governance are not only to be left to the state and its formal bodies such as the legislature and the bureaucracy, but that the citizens and their associations should also engage separately and jointly with the state. The mission, briefly, is to construct the conditions in which citizens of plural backgrounds and perspectives can come together and work to benefit and empower the least advantaged in society.

## Governance

## Details of Board of Trustees

English Name	Gender	Age	Designation	Current Position	Present
Dr. A. K. Singh	M	56	President	Mr. Mehta is currently a member of State Planning Board, Rajasthan.	2/2
Shri V.B. Eswaran	M	81	Member	President, Society for Promotion of Wasteland Development.	1/2
Shri M.S. Kothari	M	75	Member	Ex - Chairman, Udaipur Division, World Wide Fund for Nature – India	2/2
Shri Jagat S. Mehta	M	88	Member	Former Foreign Secretary, Government of India.	2/2
Smt. Neelima Khetan	F	52	Member	Head CSR : Coca Cola – India & South West Asia	1/2
Prof. Ravinder Kaur*	F	52	Member	Professor - Department of Humanities and Social Sciences, Indian Institute of Technology Delhi, New Delhi	1/2
Ms. Pamela Philipose*	F	56	Member	Director, Women's Feature Service	1/2

\* Co-opted Women Members are elected for a term of 2 years

- The Seva Mandir Board met two times in the Financial Year 2011 - 12, 7th June 2011 for (Annual Meeting) and on 21st November 2011 for Half Yearly Meeting.
- Minutes of Board Meeting are documented and circulated.

### Accountability and Transparency

No remuneration, sitting fees, or any other form of compensation has been paid since the inception of Organization to any Board Member, Trustee, or Shareholder.

The following reimbursements have been made to Board Members:

- o Traveling expenses: Rs. 1, 75,111/- (for attending the Board Meetings)
- o No other reimbursements have been made to any Board Member, Trustee, or Shareholder.
- o Chief Executive's remuneration: Rs. 60,000/- per month
- Remuneration of three highest paid staff members (per month):  
Rs. 60,000/- (Chief Executive) , Rs. 57,520 /- (Chief Finance Officer), Rs. 45,503/- (General Secretary)
- Remuneration of lowest paid staff member (per month):  
Rs. 3,500/- Project Staff

### Staff details (As on March 31<sup>st</sup> 2012)

Gender	Paid Full Time	Paid Part Time	Paid Consultants	Paid Volunteers	Unpaid Volunteers
Male	213	-	06	26	36
Female	93	-	01	17	91
Total	306	-	07	43	127

### Distribution of Staff According to Salary Levels (As on March 31st 2012)

Sl. No.	SALARY GROUP	MALE	FEMALE	TOTAL
1	<= 5000	8	4	12
2	5001-10000	73	32	105
3	10001-25000	105	44	149
4	> 25000	27	13	40
	<b>TOTAL</b>			<b>306</b>

**Total Cost of International Travel by Staff during the year (March 31st 2012):**

S.No.	Name	Designation	Destination	Purpose	Sponsored
1.	Ajay S. Mehta	President : Seva Mandir	UK, USA	To meet donors and supporters for Friends of Seva Mandir – USA and UK	NO
2.	Priyanka Singh	Chief Executive	UK, USA	To meet donors and supporters for Friends of Seva Mandir – USA and UK	NO
3	Deepti Ameta	Incharge : RMU	USA	Fundraising Trip	Partly sponsored
4.	Shailendra Tiwari	Incharge NRM	Indonesia – Bali	For Training of Trainers on Programmatic Approach.	Sponsored
5.	Ronak Shah	Program Co-ordinator :Climate Change	Dhaka	Meeting on Climate Change	Sponsored



# Members Of Different Bodies 2011-12

President : Shri. Ajay S Mehta  
 Chief Executive : Smt. Priyanka Singh  
 General Secretary : Shri. Narayan Lal Ameta

## BOARD OF TRUSTEES

1. Shri Ajay S. Mehta
2. Shri V.B. Eswaran
3. Shri M.S. Kothari
4. Shri Jagat S. Mehta
5. Smt. Neelima Khetan
6. Prof. Ravinder Kaur
7. Ms. Pamela Philipose

## FINANCE COMMITTEE

1. Smt. Priyanka Singh
2. Shri Narayan Lal Ameta
3. Shri Vijay Singh Mehta
4. Shri Bhagwat Singh Babel
5. Shri Sunil Sayal
6. Shri Anubhav Ladia
7. Shri. Pankaj Ballabh

## EXECUTIVE COUNCIL

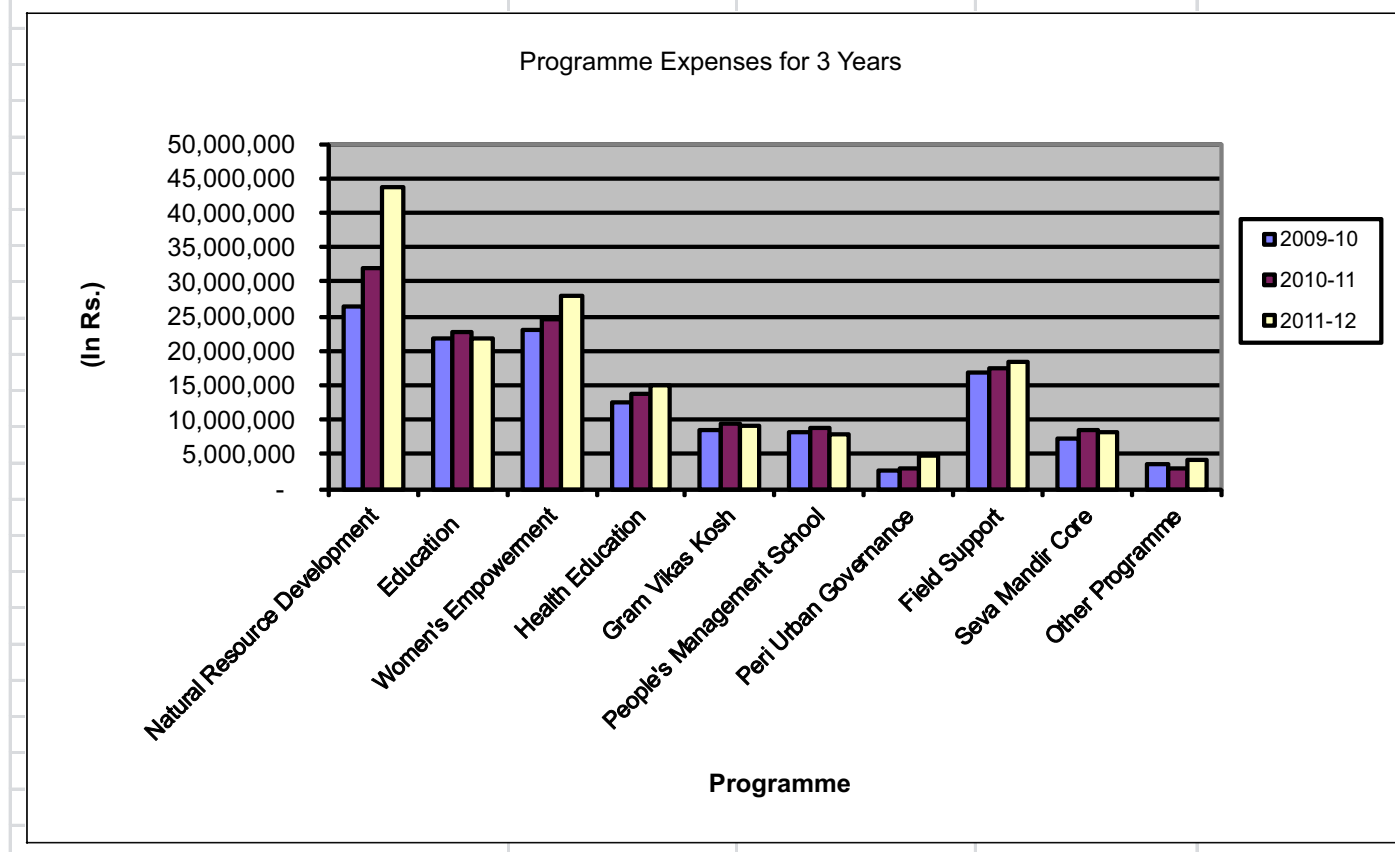
1. Shri Ajay S. Mehta
2. Shri V.B. Eswaran
3. Shri M.S. Kothari
4. Shri Jagat S. Mehta
5. Smt. Neelima Khetan
6. Prof. Ravinder Kaur
7. Ms. Pamela Philipose
8. Smt. Priyanka Singh
9. Shri Narayan Lal Ameta
10. Shri Vijay Singh Mehta
11. Shri M.L. Mehta I.A.S. (Retd.)
12. Shri Soumen Biswas
13. Dr. G.C. Lodha
14. Ms. Vandini Mehta
15. Shri K.L. Bapna
16. Shri G.L. Maheshwari
17. Shri Tulsiram Sharma
18. Shri Mohammad Yakub Khan
19. Smt. Rama Dashora

## ADVISORY COMMITTEE

1. Shri Ajay S. Mehta
2. Shri Vijay Singh Mehta
3. Shri H.R. Bhati
4. Prof. Amita Shah
5. Princess Padmaja Kumari Ji Mewar
6. Shri Suket Singhal
7. Shri. Chris Wiscarson
8. Smt. Barsha Poricha
9. Shri Rajkaran Yadav
10. Shri Manish Jain
11. Smt. Leela Vijayvergia
12. Shri Vikram Singh Rajput
13. Shri Shobhalal Teli
14. Smt. Lakshmi Thakur
15. Shri Shanker Lal Meena – Kherwara
16. Smt Vimla Devi – Kherwara
17. Shri Kamal Ji – Girwa
18. Smt. Kesi Bai – Girwa
19. Shri Kesar Singh – Jhadol
20. Smt. Geeta Devi – Jhadol
21. Shri Masrulal Kheir – Kotra
22. Smt. Champa Devi – Kotra
23. Smt. Hemlata – Badgaon
24. Smt. Bhavri Bai – Badgaon
25. Smt. Kamla Devi – Kumbhalgarh
26. Shri Kishan Lal Gurjar – Kumbhalgarh
27. Smt. Priyanka Singh
28. Shri Narayan Lal Ameta
29. Shri Heera Lal Patel
30. Shri Harish Ahari
31. Shri Goverdhan Singh Jhala
32. Shri Narendra Jain
33. Smt. Swati Patel
34. Shri Vimal Jain
35. Shri Sanjiv Jain
36. Shri Shailendra Tiwari
37. Dr. Sunita Kumari
38. Smt. Alka Bhardwaj
39. Smt. Moumita Sarkar
40. Shri Mohammad Yakub Khan
41. Ms. Deepti Ameta
42. Smt. Angela Jacob
43. Smt. Renu Tiwari

# Programme Expenditure 2009-10 : 2011-12

PROGRAMME EXPENDITURE FROM 2009-10 TO 2011-12				(in Rs.)
PROGRAMME	2009-10	2010-11	2011-12	TOTAL
Natural Resource Development	26,449,097	31,918,501	43,660,546	102,028,144
Education	21,718,918	22,730,350	21,737,495	66,186,763
Women's Empowerment	22,915,625	24,560,890	28,049,937	75,526,452
Health Education	12,352,176	13,873,724	14,844,057	41,069,957
Gram Vikas Kosh	8,399,036	9,286,284	9,083,373	26,768,693
People's Management School	8,261,396	8,865,226	7,877,593	25,004,215
Peri Urban Governance	2,662,999	2,996,684	4,645,850	10,305,533
Field Support	16,706,592	17,580,089	18,497,285	52,783,966
Seva Mandir Core	7,102,999	8,405,674	8,035,778	23,544,451
Other Programme	3,551,380	3,008,058	4,235,593	10,795,031
<b>Total Expenditure :</b>	<b>130,120,218</b>	<b>143,225,480</b>	<b>160,667,507</b>	<b>434,013,205</b>



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**SEVA MANDIR CONSOLIDATED BALANCE SHEET**

(In Rs)

<b>CONSOLIDATED BALANCE SHEET AS ON MARCH 31,</b>		<b>2012</b>	<b>2011</b>
<b>SOURCES OF FUNDS</b>			
Corpus and Endowment Funds		116,278,638	115,148,025
Capital and Reserves Fund		98,268,971	94,209,996
Specified Funds		22,634,513	20,120,028
<b>Total</b>		<b>237,182,122</b>	<b>229,478,049</b>
<b>APPLICATION OF FUNDS</b>			
Fixed Assets		58,671,383	56,496,271
Investments		141,854,578	139,374,823
Net Current Assets		36,656,161	33,606,955
<b>Total</b>		<b>237,182,122</b>	<b>229,478,049</b>
<b>INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING ON MARCH 31,</b>		<b>2012</b>	<b>2011</b>
<b>INCOME</b>			
Grants and Donations			
A. Grants		125,966,603	135,682,889
B. Donations		1,837,768	2,294,715
Interest Income		15,316,503	14,304,882
Research ,Other & Kaya Income		8,398,778	8,234,258
<b>Total</b>		<b>151,519,652</b>	<b>160,516,744</b>
<b>EXPENDITURE</b>			
Development Program Expenditure		134,333,851	119,423,921
Development Support Expenditure		18,195,244	15,880,189
Kaya Operational Expenditure		4,861,299	5,777,563
<b>Total</b>		<b>157,390,394</b>	<b>141,081,673</b>
Excess of(Expenditure) over Income		(5,870,742)	19,435,071
Net excess of unspent/overspent balances carried to Balance Sheet - Difference over last year balances		(14,177,858)	2,895,305
<b>Allocable surplus</b>		<b>8,307,116</b>	<b>16,539,766</b>
<b>ALLOCATION</b>			
Transfer of interest earned to various Funds		2,846,139	11,117,137
Capital Fund (Acquisition of Fixed Assets)		3,277,113	2,143,808
Other transfers		2,183,864	3,278,821

**All amounts in Indian Rupees**

Previous year figures regrouped and rearranged correspond to the current year figures.

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