



A N N U A L R E P O R T 2 0 1 9 - 2 0

Seva Mandir

T R A N S F O R M I N G L I V E S

Our Mission

Seva Mandir's mission is to make real the idea of society consisting of free and equal citizens who are able to come together and solve the problems that affect them in their particular contexts. This 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 should not just be left to the state and its formal bodies, such as the legislature and the bureaucracy, but that citizens and their associations should 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 to benefit and empower the least advantaged in society.

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

Our Founder

'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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TRANSFORMING LIVES



PRESIDENT'S FOREWORD



Janat Shah

President – Seva Mandir

Seva Mandir continued its journey of enhancing the capacities of communities for their transformation. New dimensions, after good pilot testing, got internalised in ongoing programmes to address newer challenges. We have started to explore a new thematic area of solid waste management for work in peri-urban and rural settlements. More villages of the current blocks of Udaipur and Rajsamand districts were added with interventions on different themes.

Agriculture development of small and marginal farmers is an important area of focus for Seva Mandir. The aim has been to enhance food availability and security. Since last few years, the need of income from agriculture was coming up from communities, for which pilots to identify suitable strategy and activities like backyard poultry, floriculture and others, have been undertaken. Very useful learnings have been drawn till now, and it was interesting to see the strategy of Integrated

Agriculture Development getting adopted in various income enhancement projects. In this year, a large project to enhance farm income of 30,000 families was initiated with support from a corporate foundation in a cluster of 160 villages of Udaipur district.

In another thematic area of Early Childcare and Development, a similar experience has happened. An integrated strategy covering home care, institution care and WASH was followed in 20 villages to address undernutrition in children has been followed for 3 years. The villages witnessed a significant change in understanding and behaviour practice of mothers & care givers and their families towards the problem of nutrition, and nutritional status of children below 6 years increased by almost 20%, from ... With these encouraging results, the new strategy was extended in two locations – Jhadol and Kumbhalgarh.

Much work was undertaken this year to increase the capacity of the federations of community institutions, as we move towards their registration. The leaders of federations have started to take up the regional issues, they need support to be more confident on governance of federations and community institutions, which will be their important responsibility eventually. The federations have increased efforts on their relationship with panchayats.

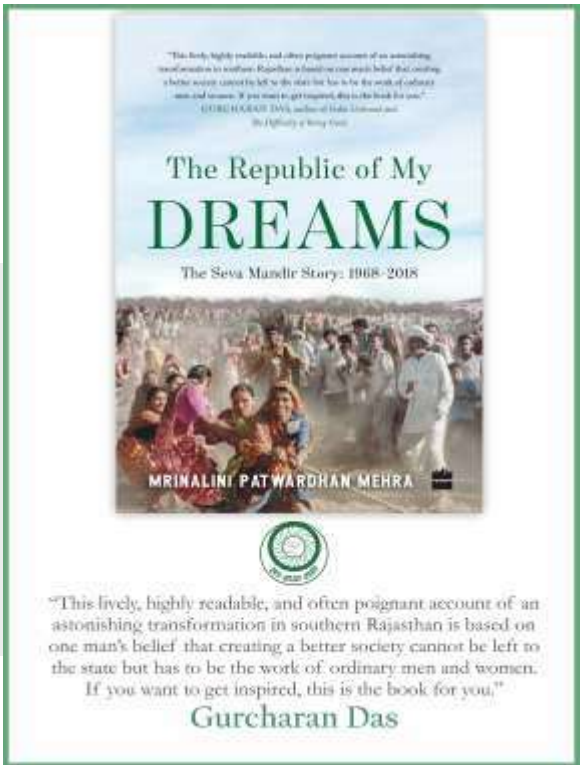
Technology has become an important pre-requisite. A new cell for Monitoring, Evaluation and Technology was therefore set-up this year. Its immediate focus has been to develop technological tools for work with communities. The cell will work on creating software and mobile applications on data management, and on building capacity of staff in increasing the use of technologies.

We were very happy for unveiling of the book titled 'The Republic of My Dreams– The Seva Mandir Story: 1968 – 2018'. The book documents the incredible 50-year journey of Seva Mandir through first-hand stories and accounts through the voices of the pioneers of Seva Mandir, donors, volunteers, staff and village communities.

Conversation on the adaptation with the change in context in communities and funding has been happening in the organisation more. In last year, to bring more structure to this conversation and identify the priority areas for adaptation, a workshop on Thinking and Planning Change was organised with the senior leadership of the organisation. The agenda was to increase acceptance for the changes and brainstorm on the adaption ideas. This conversation will help us in the coming period, by the end of the financial year, we started facing the brunt of the pandemic. Seva Mandir and communities have started to respond for the immediate needs, while the requirement of major shifts will emerge as we go forward.

The continued support and faith of donors, government and well-wishers of Seva Mandir gives a hope to thousands of villagers that they will not be alone in their struggle to cope with the new challenges. We are deeply grateful for their overwhelming response in this crisis.

My profound thanks to the colleagues in Seva Mandir for their hard work and leadership and for their diligence and commitment. My sincere thanks to my fellow trustees and board committees for their guidance and encouragement.



OVERVIEW



Ronak Shah

Chief Executive – Seva Mandir

Elders and friends,

I hope you are all well and safe. At the time of writing, the country has begun to re-open after the latest Covid-19 lockdown. The pandemic has been devastating for people and communities but during this time, we have seen people come together to support one another in any way they can. I really hope that the life moves forward in a “new normal” soon!

Over the last year, we have seen multiple new initiatives take place to support communities through this crisis and in their day-to-day lives. Much of this has been driven by innovative ideas and actions, in turn presenting new challenges and solutions. Below, I share some of the interesting insights learnt by Seva Mandir.

Rejuvenating the physical conditions of common lands along with re-establishing community-based management has long been a core work of Seva

Mandir. The people and community leaders in southern Rajasthan have also made it their mission. The movement for Community Forest Rights (CFR) has been ongoing in hundreds of villages under the dedicated leadership of Van Utthan Sangh (VUS) for more than 10 years. Nearly 200 villages are committed to protect, develop and use their forests collectively as a community, and several villages have even given up the individual rights completely. As a result of this growing movement, in the second consecutive year, nine villages located in Jhadol block received CFR for a total of 2,512 hectares of forestland. In total, 17 villages in Jhadol now have CFRs across 3,521 hectares.

The VUS leaders and Seva Mandir team have been motivated incredibly by the allocation. As we celebrate this milestone with the communities, the second phase of this journey begins. We know that managing CFR lands has its challenges. Robust democratic mechanisms will be required for their protection and distribution of benefits, and funds

will be needed for land development. These are not simple actions – a realisation understood this year when land demarcation was conducted. Much effort and patience will be needed to transfer the boundary lines from paper onto the ground.

The second interesting insights came from the Khushi project that works with Anganwadis (Government run day care centers). Four years ago, in a major strategic shift, Seva Mandir began an intervention to strengthen 1,355 childcare centres in over 1,200 villages of Udaipur district in partnership with a corporate and the Government. There was a large increase in the scale of Seva Mandir's reach and the activities we were undertaking. Importantly, we were also working closely with the Government.

In this period, a lot of improvements have come in the functioning of AWCs. The opening of AWCs and the regularity in presence of workers increased. The learning levels and nutrition of children improved substantially, and AWCs became more vibrant with child-friendly infrastructure, teaching-learning materials. Significant capacity building of AWC workers has helped to improve their skills and knowledge. The most striking changes however were – (a) parents, community and panchayat started to give more attention for their AWCs and even contribution in cash and kind were received, and (b) the Anganwadi workers felt more recognized in their own communities and became more self-respectful for the service they were providing.

The Khushi project has given useful insights for the participatory and empowerment approaches for improving Government services in villages. We have decided to expand the approach to more regions as well as to the institutions of rural schools and health care. Furthermore, in the second phase of the Khushi project, the focus remains to increase the role and ownership of parents, communities and panchayats towards childcare service in their villages.

This year, Seva Mandir was certified as a Great Place to Work®. The organisation has always strived to achieve a high value-based working culture and environment. We practice the values of democracy and participation in daily functions and decisions. Establishing an organisational culture is a long exercise and is equally challenging to sustain. We are extremely happy to receive an external validation for a culture that we are incredibly proud of!

The unprecedented and ongoing crisis of Covid-19 has effected the entire world. Our country entered lockdown in March 2020 to mitigate the impact of the pandemic. The communities we work with have high intra- and inter-state migration of the male members of households. The return of these migrants coupled with the lockdown have brought in new problems regarding availability of food, access to work and livelihood activities, and health and safety.

Even though this is a particularly difficult time, it is bringing people together, regardless of where we are. I am hopeful that we will find ways to support the needs of communities and to adapt to future changes. With the support of well-wishers and donors, and commitment of our teams and communities, I know that is possible.

Once again, I hope you, your family and loved ones remain healthy and safe, and thank you for your continued support of Seva Mandir and the communities of southern Rajasthan.

01 | SUSTAINABLE DEVELOPMENT



Overview

Seva Mandir believes that communities should be involved directly in the development process, understanding that they know what they need along with the ability to manage and sustain interventions done and build capacities to take new activities on their own.

The activities are undertaken at the grass-roots through Community Institutions, bringing together members of society, regardless of caste, class, religion, gender or age. These groups are the cornerstone of all of Seva Mandir's activities and are involved in every step of the work.

Seva Mandir creates and facilitates the running of community institutions that are managed by the community themselves. With this, the organisation is creating long-term, systemic change—not just delivering aid.

Village Groups

Village groups form the foundations of all of Seva Mandir's work. Once a village partners with Seva Mandir, the members of the community are encouraged to become members of the Gram Samuh, or Village Group.

They elect members to a Gram Vikas Committee (GVCs / Village Development Committee), with the requirement that of those elected, 50% are men and 50% are women along with child representatives (see more about this in the Child Representative Programme section).

Activities This Year

The focus this year was to form and strengthen Village Groups in new areas of Panarwa (in the region of Jhadol) and Sevantri-Gadhbhor (in the region of Kumbhalgarh). In addition, the capacity building of Zonal (a number of village groups) Federations and the development of skills among child members were other key focus areas.

A total of 34 new Village Groups were formed, bringing the total number to 791, spread across 215 Gram Panchayats (elected government councils) in 16 Panchayat Samitis (group of individual panchayats) in both Udaipur and Rajsamand districts. Membership of Village Groups increased this year by 2,269, bringing the total membership to 71,239 households.

Furthermore, 40 new GVCs were elected, bringing the total number to 659. 1,784 people were newly elected to GVCs, 47% of whom were women and 16% were children. 67% of elected women were chosen as Treasurer, 26% as Secretary, 5% as President and 2% as Vice President or Assistant Secretary in their committee. During this year, 1,255 meetings were held by GVCs, with a total of 54,255 members participating.

Capacity building

- During this period 85 capacity building sessions were organised for 3,472 participants, which included 48% women, 40% men and 12% children, from 240 GVCs. The participants were trained on the roles and responsibilities of GVC members, identifying and resolving conflicts, efficient management of funds, monitoring development activities, ensuring equitable benefit sharing mechanisms, liaison with Panchayats, record keeping, linking families with government welfare schemes, community cohesion, role of federation, etc.
- 9 other trainings were conducted, which included training of trainers for federation leaders (on enhancing leadership and panchayat liasoning), fund management, participation of women GVC members, record keeping for cluster accountants, Government welfare schemes, child GVC members training, etc.
- 63 federation leaders were trained as the resource persons for conducting multiple trainings and for holding re-elections, resolving issues at regional level and liaison with government departments.



Fact Sheet

- 71 awareness camps conducted this year, in which 9,170 people participated, which had 47% men, 34% women and 19% children. The issues covered in these camps were common resource management, strengthening village institutions, domestic violence, alcoholism, malnutrition, women health issues, drinking water condition etc.
- 2 exposure visits were organised, in which 74 members (52 men, 22 women) from 22 GVCs joined. They visited KVK Badgaon and KVK, Vallabhnagar, and village institutions of Hamerpal and Gundi ka Bhilwara in Kumbhalgarh to learn about the role of institutions in the development of their communities.
- 1-day capacity building workshop was organized with 26 zonal workers (5 women and 21 men) on enhancing their knowledge on the federation, government schemes, utilization of Fixed Deposit's interest and updation of records at gram samuhs.

- ◎ New Village Groups :791
- ◎ Membership : 71, 239 Households
- ◎ Gram Vikas Committees: 659
47% of women ; 16% children
- ◎ Gram Vikas Kosh : 682
- ◎ Total Funds : INR 783,543,12

Workshop on VCI with other NGOs

A two-day workshop was hosted by Seva Mandir in Kumbhalgarh on project and programme sustainability and Seva Mandir's approach. Discussions were held with 25 participants on the challenges in creating sustainable Village Groups, growing political influence, project and time management, and the practical uses of the Village Cohesion Index.

Gram Vikas Kosh

Each village group builds and manages its own fund, known as a Gram Vikas Kosh (Village Development Fund). This fund is contributed to by the members of the community. Elected GVC members are in charge of the fund and receive training and support from Seva Mandir.

Activities

The number of GVCs with a GVK rose from 668 to 682 this year. Additionally, 14 new bank accounts were opened for GVCs located in Kankroli Block. There were, however, difficulties in opening more new bank accounts due to change in bank rules.

This year, there was a 4% rise in GVK funds to INR 783,543,12. 67% of new funds were earned through interest on FD accounts, with 33% received through community contributions, 63% of funds were kept in banks as FDs (Fixed Deposit savings accounts). 41 GVCs utilised INR 569,435 on activities as repair and maintenance of pastures and anicuts, training sessions of community members, school tournaments, purchased essential household goods to support needy families, aggregation of agricultural produce, paying for security guards on pasturelands, and more. A further INR 202,450 was used for deepening of wells, to repair lift-motors, for electricity charges, Village Group meetings and more.

Audits were conducted for the GVKs of 381 GVCs this year. The remaining GVKs had negligible or no transactions. In some cases, support was provided to the assigned GVK accounts to enable them to properly maintain financial records.

Federations

Overview

Village groups of nearby communities are grouped together to form Federations, enabling communities to join together and overcome mutual challenges. Members from the GVCs are elected to become Federation leaders, representing the larger region and providing support for individual GVCs

where necessary. Over the last three years, Federations have begun to take more ownership of activities in their regions. This has increased community participation and ownership of development activities.

Activities

The number of active Federations this year was 32. The federations held 55 meetings with a total attendance of 1,749 members—43% of whom were women. Apart from ongoing matters of capacity building of committees, a total of 45 issues were raised by members, relating to drought relief, clean drinking water, waste water management, repair and maintenance of community assets, construction of toilets, Government welfare schemes, health, education and the use of GVKs. Action was taken by Federation members to resolve the issues raised by members. Furthermore, Federations submitted 84 proposals for physical labour work in their respective regions.

In Kherwara and Jhadol, Federations collaborated with Udaipur Urja Initiatives, a producer company promoted by Seva Mandir, to create better and more efficient market linkages for farmer's produce.



Village level entrepreneurs (VLE) were appointed and trained for aggregation. With proper marketing skills, VLEs are expected to reach out to more farmers.

Federation leaders provided 14 training to community members to avail Government

welfare and employment schemes, GVK management, and more.

Steps were initiated to register Federations as independent legal entities. This will be finalised in the coming months, and registration of the first Federations will be completed.



“

In a highly diverse village of Antaliya in Kumbhalgarh block, the village committee is working very hard to develop self-governance. The village has 150 families. One part of the village is used for residing and the other part for agriculture. The road which was used for agriculture activities for the village was encroached, damaged and was creating a lot of challenges for people for daily commute to their respective fields.

After many discussions and night meetings, the GVC got the encroachments evicted. They further decided that instead of waiting for the Panchayat they build the road themselves through community contribution. A total of INR 10,600 was collected from the village and used to widen the road. Furthermore, a wall 125 ft length and 6 ft height was built alongside the road in the village to avoid any further encroachment and damage. The construction of wall was worth INR 1 lakh, which was managed through voluntary labour.

This journey of building community assets through multiple dialogues and contribution has strengthened the committee leadership and knitted the village group together. The village road stands as a proud achievement of village vibrancy and self governance.

An Initiative to check Bank Frauds by Federations

In villages, with a less number of branches of banks, people typically have to travel quite a distance to avail the services. However, now many villages have agents or Business Correspondents representing the local banks, in a move designed to bring banking services near to people who need them.

Many tribal people in Kherwara, Jhadol and Kotra blocks began to realise that the bank agents were cheating them, taking advantage of their illiteracy and lack of familiarity with the banking system. They were mainly targeting the elderly, as they were vulnerable and least confident. They either withdrew more money than asked or made two transactions in the name of technical errors and siphoned the additional sum.

When the federations in these blocks learnt this common occurrence, they took up active campaigns to fight this fraud. The federations approached the banks and their representatives, called them in federation meetings, as well as met them one to one. They warned them to stop this criminal activity immediately.

In a normal way, the representations from a few illiterate tribal customers individually to the officials and agents would have been unlikely to have the effect, the actions of the federations were able to make that fast and effective. The practices of frauds have reduced in all blocks.



Interview with Programme Lead

Rimjhim Pandey is the Programme Incharge of the Village Institution Programme, and the Area Incharge of Delwara.

- a. How long have you been working with Community Institutions and rural democratic development?

I have been working in rural democratic development since June 2008 and I have been heading the Community Institutions Programme at Seva Mandir for the last four years.

- b. What led you to work in this sector?

I had chosen southern Rajasthan for my dissertation work on NTFP [non-timber forest produce] based microenterprises. This acquainted me on the challenges faced by rural communities who were deprived of basic needs. During my field work, the lack of outreach from Government facilities to the poorest households and the impact local NGOs were having sparked my interest towards working in this sector.



Rimjhim Pandey

- c. How important is democracy and participation in the development process?

Fragmented communities and individual mindsets make overall village development a challenge. Democracy and community participation in the development process increases transparency of work, promotes inclusiveness for all, improves quality of local development works and builds communal solidarity.

- d. Why is it important for communities to take ownership of the development process?

Community based governance encourages people to take charge of their own development by recognising the needs of their village and address them in a just manner. Hence, the needs of every household can be identified and met with a comprehensive approach towards development.

- e. How has the programme transformed since you have been at Seva Mandir?

Apart from building the capacities of the Village Groups, the programme has transformed and focused on strengthening the regional Federations. As a result, the Federation leaders have now gradually emerged as resource persons and have begun taking responsibility to strengthen and support Village Groups in their region.

- f. In your opinion, what are the unique challenges this region faces?

Two challenges are weak local governance mechanisms and support systems which lead many communities to struggle in getting development works implemented in their region. Another challenge is lack of interest of local youth in the development process.

- g. What is the greatest success you have seen in the communities since you have been leading the VIP programme?

Since my joining the programme, regional Federations have started identifying and working on large community issues that impact their whole region every year. Their confidence and work strategy has evolved and they are putting a lot of effort in raising issues to the Government and other agencies. They have helped to improve the quality of local government facilities such as the quality of MGNREGA work, toilets, drinking water facilities, the availability of anganwadi workers, school teachers, curbing discrepancies at eMitras, food grain distribution, as well as on banning socio-cultural malpractices. In recent years, they have also started working for the collective marketing of agricultural produce to ensure farmers receive the best prices. Their work has increased cross learning between communities, set examples in advocacy as well as enabling decentralisation at the grassroots level.

- h. How do you see the future for these communities?

Self-reliant! As envisioned by Seva Mandir, they will be taking charge of their own development. The social and institutional changes made by Seva Mandir have increased the engagement of citizens with formal governance systems. They are now raising demands and carrying out several works through Panchayats. The GVC leadership has also encouraged and prepared leaders who are now contesting and even winning elections in Gram Panchayats.

02 | NATURAL RESOURCES DEVELOPMENT



Overview

Seva Mandir works in a region that experiences evermore regular droughts and infrequent monsoon seasons. The hilly Aravalli region receives an average rainfall of 630mm which often falls in just a few weeks. Dilapidated water harvesting and storage resources further impact this region, leading to farmers and households not having enough water to use each year.

70% of the land is common land, in the form of forests, wastelands and pastures. Human encroachment has led to much of this land being destroyed or becoming unusable. Since 95% of the people in rural areas are dependent on the land for their livelihoods, there is a dire need to restore these common lands.

Programs

Afforestation and Community Forest Resources
Currently, 67% of the land is undergoing rapid degradation and desertification. Seva Mandir works with communities to remove encroachment and to restore common land. Often, this begins with removing families who have settled on common land or are using it for agricultural purposes through pursuance. Next, the land is restored using traditional and modern techniques and planting indigenous trees. The land is further managed by the community to ensure fair and common use of its resources.

Activities

● Afforestation

Seva Mandir worked with communities to afforest 292 ha of land with 53,003 plants of whom 90% survived by the end of the year. 68 ha of which is private wasteland and 224 ha of which is community pastureland. This high percentage is most likely due to the second rains that arrived at the end of 2019 monsoon. Some new changes were made in the plantation technique to incorporate more traditional and sustainable techniques. The plantation had created a potential CO2 sequestration rate of 6,000 tons per year after five years of growth. Families who harvested fodder from the common lands, instead of purchasing, were able to save an average of 4,000 INR. Furthermore, an average of Rs 10,300 of community contribution has been collected in sites where fodder (grass) was harvested.

● Community Forest Resources

During this period, in total, 3,521 ha of land has had CFRs approved. 199 Community Forest Resource (CFR) proposals were submitted and accepted - one less than the target - benefitting 34,419 families. Management committees were set-up in villages to oversee and run their CFRs.

Watershed Development

Seva Mandir works with communities to develop watershed areas in the region, through the treatment of public and private lands and of water channels

This year, 983 ha of land was treated following the watershed approach, benefitting 1,440 families. The early and prolonged monsoon period in 2019 along with the outbreak of Covid-19 led to disruption in watershed development, meaning the target of 1,115 ha was not able to be reached.

A major strategy was to develop 919ha of arable land through field bunding (creation of a protective boundary) to improve moisture retention in the soil, reduce erosion and increase the area for rain fed agriculture. This proved effective for Tuar (a tropical green pea) and Maize crops grown in undulating terrain and other crops such as wheat and gram, grown in plain terrain by stopping the rapid flow of water during monsoon.

The farmers identified for field bunding were part of the livelihood interventions. Those who were part of the value-chain development were able to increase their production, reduce crop loss and earn additional income.

Water Resource Development

Water security in the region is fragile. By working with communities, Seva Mandir develops and restores new and existing structures for water harvesting to increase the amount of water available for agricultural use, deepen ponds and wells, and support construction of irrigation systems.

This year, 10 water harvesting structures were made and repair of 4 ponds was done, benefiting 895 families with a command irrigation area of 123 hectares. Three new Anicuts could not be constructed due to the prolonged and continuous flow of water in streams post-monsoon where these structures were to be built. The construction has started but could not be completed due to COVID-19. Work will be completed as soon as the situation improves.

The water resource work, led to an increase in the irrigated area from 30 ha (18-19) to 123 ha (19-20) supporting farmers with a regular supply of water for their agriculture crops and drinking water for families and animals.

Capacity building & Knowledge Management

During this period, 178 training programs were conducted with 6,038 participants (3,040 women). The capacity-building programs were conducted to support all interventions in livelihoods watershed management, forestry and afforestation, drinking water, sanitation, water resource and program monitoring & evaluation.

Fact Sheet

- 3,521 ha of land CFRs approved; 34,419 families benefitted
- Afforestation on 292 ha of land with 53,003 plants,
- Plantation had created a potential CO2 sequestration rate of 6,000 tons per year after five years of growth
- Average saving INR 4000 from harvesting Fodder from common land



Meadow orchard
supporting family
income

Babu Lal resides in Jhabla village of Girwa block in Udaipur district. He used to cultivate traditional crops maize, gram and wheat in his field. In a small patch, he used to grow onion and garlic. As part of the capacity building interventions he received training on meadow method (high density planting) of guava cultivation from Seva Mandir. Seva Mandir is implementing Climate Proofing of Jhabla Watershed Project since 2017. Babu Lal decided to allocate 450 sq m area for guava orchard. He did the fencing work by putting GI chain link fence. 110 guava plants of L-49 variety were planted in July 2018 in his field. The row to row spacing of 8 ft and plant to plant spacing of 4 ft. was kept. He also planted 6 papaya, 3 lemon and 3 drumstick saplings. During gestation period he sowed vegetables in the space between two rows of guava plantation. In 2020, he harvested one quintal guava from his orchard, which were sold in the nearby Parsad and Patiya village at an average price of Rs.40. Besides this, at least 20-25 kg fruits were used for self consumption. It is noteworthy, that he has not applied any chemical fertilizer or any pesticide. Only farm yard manure was applied. In the inter rows, he cultivated garlic, onion, fenugreek & spinach.

Being a progressive farmer, he has developed integrated farming model. He is rearing an improved variety Sirohi buck since 2016 and its offsprings can be seen in his cattle shed. His whole family supports him in these interventions. A drip system has also been installed in his field with the project support. Babu Lal is an example for many farmers in his village and nearby areas.



03 | WATER, SANITATION AND HYGIENE



Overview

The region that Seva Mandir works in suffers from intense water scarcity. Where water is readily available, it is located far away from households, and is contaminated with both chemicals and microbes. Dilapidated water harvesting and storage systems are not able to hold water for long periods or ensure that water stays uncontaminated. Just 50-60% of households have access to clean drinking water, and 50% of villages have water sources that are contaminated by fecal coliform and bacteria. Access to sanitation facilities is also poor and use of toilets is low, even in villages declared open-defecation free (ODF).

Activities

Seva Mandir works with communities to develop water harvesting and water cleaning and storage facilities and improve access and use of sanitation facilities. This includes construction and repair of wells, anicuts (small dams), water tanks in central village locations and toilets, along with capacity building campaigns and training schemes to promote good practice and management.

Water

This year 76 drinking water systems were completed benefiting a total of 1,838 families. These systems are made up of wells that are able to pump water (either by electric pumps or solar pumps) to

water tanks in central locations. The systems included the construction of 9 drinking water tanks, restoration of 40 wells and repair of 27 hand pumps.

Some villages faced water crisis due to low rainfall in previous monsoon. As part of the drought relief programme, 19 wells were deepened and repaired in Girwa, Badgaon and Kumbhalgarh helping 614 families. This activity was undertaken as an emergency relief intervention.

The families in the treatment group have benefitted in terms of the distance travelled (reduction of an average 259 meters) and the travel time (reduction of an average 85 minutes per day) to access water.

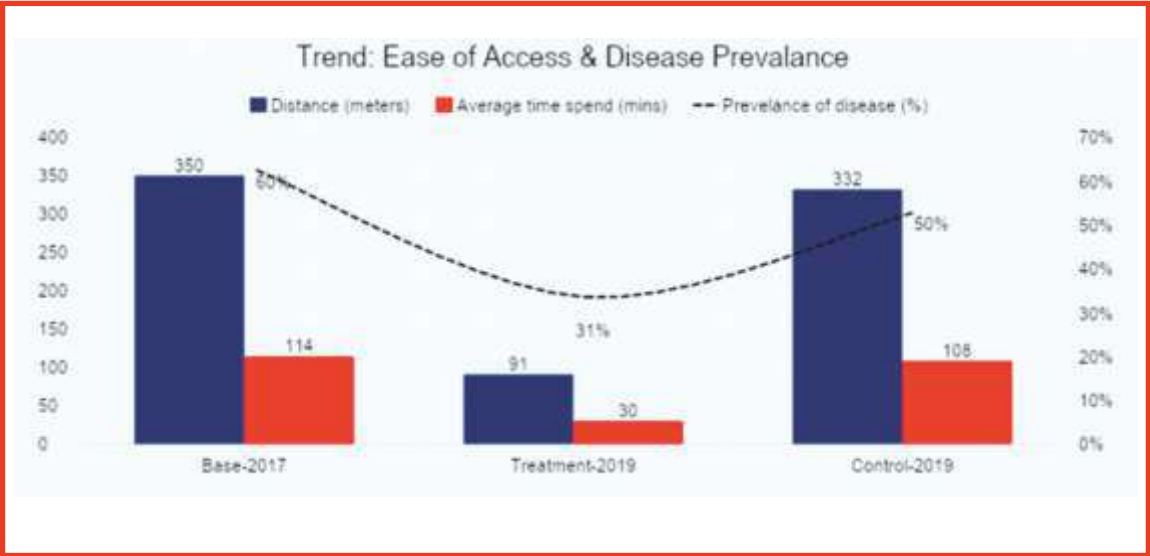
The target groups have also seen a reduction in the prevalence of water borne disease from 60% to 31%. This was a result of regular reviews of management practices and behavioural changes within the groups.

Sanitation

In this reporting period, sanitation and waste management activities have helped 480 families.



In the Kumbhalgarh block, a total of 50 water based toilets were constructed. The aim was to strengthen WASH behavioral practices and reduce open defecation. Families have been encouraged to adopt these facilities and with continuing support toilet usage among the community has increased.







04 | EMPOWERING WOMEN

Overview

In southern Rajasthan, many women face discrimination and violence throughout their lives as a result of gender inequality. 44% of women are married before the legal age of 18; 37% of married women face spousal violence; 76% of married women have never attended school and 74% of women are anaemic. Women also face many economic challenges. According to 2011 census, women form only 35.7% of the workforce, however, in reality, they are engaged in agriculture, animal husbandry, collection of forest produce, and others activities, from which most do not earn income directly.

The status of women has changed considerably over the last few decades in our partner communities. While more changes need to be made, there have been meaningful transformations in women's lives, and Seva Mandir's engagement in women empowerment has made a vital contribution towards this.

Interventions

★ Deepening and Expanding Women's Groups and Cluster Associations

Seva Mandir creates and facilitates a collection of Self-Help Groups (SHGs). These are women-only peer groups, which enable access to affordable savings and credit, social support services and link women to government benefit schemes. SHGs join together to form larger Federations which represent the needs and concerns of women at a larger, regional level.

This year ended with 1,165 SHGs in 408 villages and 11 colonies in Udaipur city, with a collective membership of 16,310 women. The groups have

formed 71 clusters and 1 Federation. 216 new SHGs formed, while 40 SHGs got closed in this reporting period. Overall, 44 types of issues were raised by women members in their SHG, with 77% being resolved through meetings and the collective efforts of the women.

154 SHGs in Udaipur colonies have formed a Federation with a membership of more than 3,000 women. This has enabled the members to deal with larger regional challenges and also partnered with Government departments. The Federation is functioning independently, therefore Seva Mandir is working towards making it an independent registered entity. A team of federation leaders and Seva Mandir staff visited Chaitanya WISE, an NGO in Madhya Pradesh, to learn about the federation model. Further, a training of 39 urban federation leaders was organised to understand the model. Consensus was generating in the members to register their federation. 116 campaigns were held with 3,715 women from 320 SHGs, focusing on performance indicators on group audits, SHG closing, formation of new SHGs, livelihood activity and banking. 137 trainings were organised with members of SHGs, in which 5,856 participants including 61 youth, 60 men and 5,735 women participated. The training covered vegetable, floriculture, poultry, goat rearing, financial and digital literacy, bookkeeping, non-communicable diseases, menstrual hygiene, maternal health.

12 trainings were organised on maternal, reproductive and child health in Kumbhalgarh, in which 369 participants including 61 youth, 60 men and 248 women participated. 5 trainings were organised for 19 ASHAs and women counsellors and 14 traditional birth attendants. 215 women and 85 young girls participated in the gender equality and menstrual hygiene campaigns.

Economic Empowerment

The net-owned fund of SHGs reached to Rs .15,44,05,259 at the end of this year, which was an increase of 16.74% from the last year. Out of total, 80% (590) SHGs were audited, while the remaining 20% SHGs were newly formed.

This year, a new accounting policy was introduced in SHGs. It created an opportunity for a woman within an SHG to take the role of bookkeeper. The expectation from the policy was to enhance ownership and accountability in groups and build confidence of women. The book-keepers remuneration will now be borne by the group after ... years, and the involvement of male SHG accountants will end.

With an aim to involve women in rural areas in digital world, a study was conducted amongst SHG members to assess their awareness and understanding of finance and digitalisation. The study concluded that 76% women were familiar with the word digital, although 59% were not aware of digitalisation. A further 69% did not know about digital banking, while more than 60% were unaware of bank account opening and accessing insurance.

Based on this study, Six training sessions and five awareness camps were conducted on financial literacy with 484 cluster leaders, covering circle of poverty, savings, investments and insurance, and government insurance schemes. Two trainings and four awareness camps on digital literacy were conducted with 215 cluster leaders, covering fraud related to banking, ATM & SIM cloning, fake calls, OTP secrecy and services of banking correspondents and E-mitras.

Women of SHGs were engaged with livelihood activities in agriculture and livestock. Some women were supported for drip irrigation facilities. The members were trained in better animal rearing practices. Details of these activities are shared in chapter of Strengthening Rural Livelihoods.





Support for Women in Distress'

There are times when a woman needs help to deal with a situation she is unable to resolve on her own. This may involve domestic abuse (whether physical or psychological), financial abuse, property disputes, witch accusations or other conflicts. Seva Mandir has helped to set up Women's Resource Centres which are run by women we have trained, firstly to recognise cases which need to be referred to external bodies (for example, the police or courts), and then to resolve those within their remit, including by leading mediation.

Women's Resource Centres

Women's Resource Centres (WRCs) are led by local women leaders, specifically trained to provide independent support and mediation for women in rural areas. The efforts of Women's Resource Centres have been recognised nationally.

This year, nine WRCs in five regions covering approximately 102 villages of 31 panchayats supported women in distress. 36 local trained leaders helped women to solve the disputes. There were 156 new cases registered while 5 cases were continuing from the previous financial year. From total of 161 registered cases, 133 (83%) were resolved

by end of this year. The remaining number of cases were 72% of the reported cases were of spousal violence, 4% reported violence against young girls and 24% abandonment.

Three WRCs were restructured this year by extending the number of opening days. The services provided have also been enhanced and offered access to counselling and information for obtaining social security and government schemes.

Swadhar Grah (Short Stay Home)

The home located in Udaipur and operated with partial financial support from the Government, gave support to 107 women through shelter and counselling this year. Shelter was provided to 86 new women and their 71 children.

78% of the enrolled women were rehabilitated. Of them, 65% joined their marital and natal families through counselling. 11% became self-employed and started to live independently. In

total, 26 women were helped to take employment. 20% women left the Shelter home voluntarily and remaining 4% were referred to other organisations.

Awareness against Women violence

The international fortnight for eliminating violence against women was held. 1,257 women of 25 villages raised their concerns through these campaigns. The International Women's Day was organised in Girwa block on the theme of Financial Digital Literacy. 900 women attended the event. Programs in other blocks were cancelled due to Covid-19.





WRC helps Sugna

Sugna * is a mother of three and has been a victim of domestic violence for 10 years. In order to escape her situation, she moved back to her parental home and felt free and happy. After staying with her family for five years, Sugna once again, found herself in despair due to her financial situation, as her husband did not provide any financial support for her or the children. Sugna took her case to the panchayat however they were unable to help. Finally, she came across a pamphlet about WRCs and went to the WRC in Madri. The women leaders issued an urgent Show-cause Notice to her husband which he did not accept. The notice was then forwarded to the panchayat and was issued.

After much deliberation facilitated by WRC leaders, Sugna's husband divorced her and returned her belongings costing approximately INR 50,000. As per local tradition, Sugna gave custody of children to their father and she was free to remarry. The panchayat have given the right to visit the children at any time, and Sugna is now ready to move on to a new and happier life.

*name changed to protect identity.



05 | EARLY CHILDCARE AND DEVELOPMENT



Overview

Seva Mandir works in one of the poorest areas in India, where small children are often left unattended or in the care of young siblings. They lack adequate care, nutrition, security, safety and a stimulating environment in the home and outside. The outreach and effectiveness of Integrated Child Development Services (ICDS) is low, as the centres or Anganwadis run only for four hours a day, have regularity and do not provide institutional care services for children less than 3 years of age.

Lack of quality day-care services with a holistic focus on health and education impacts children and their communities negatively.

Elder siblings, most often girls, lose out on education opportunities to look after young children, and the mothers have to take young children with them, which results in economic

loss and compromising the development of young children.

To address these challenges, Seva Mandir uses two strategies: run its own Balwadis (full day-care centers) and strengthen government Anganwadis.



Home-Based Care

Overview

Seva Mandir has developed a cadre of Balsakhis (literally translate to 'friends of children') and Women Counsellors who provide home-based health and nutritional care to children and pre- and postnatal care to mothers. They are from the same region that they serve and are trained by Seva Mandir to provide care based on the '1,000 days' approach.

This year, 114 Balsakhis and Counsellors worked with 6,200 children of which 3,023 were girls in 91 villages. The integrated model to work on malnutrition was extended to Jhadol and Kumbhalgarh blocks. In the later block, the model further added ASHAs and Anganwadis to strengthen our response to maternal health and child nutrition.

Activities

★ Nutrition Security at Households

This year, 92 Balsakhis worked with 3,484 care givers and 4,564 children in 54 villages. Through their efforts, the prevalence of underweight children decreased by 3% (from 39% to 36%). 707 children from 16 villages were studied to understand the impact of the Integrated Nutrition Programme on Child Malnutrition. The result shows reduction in the number of underweight children (weight for age) by 13% and wasting (weight for height) by 16%. With the purpose to track the nutritional status of children and pregnant mothers quickly, 40 Balsakhis were trained to use the android application based monitoring system.

260 recipe demonstrations were conducted by Balsakhis in this duration with participation of 745 women. 954 against a target of 900 families developed kitchen gardens at their households. These families were provided seeds and saplings of 10 vegetables such as cucumber, pumpkin, tomato, brinjal, cauliflower, drumstick, spinach,

fenugreek leaves and saplings of fruits like papaya, pomegranate, guava, and lemon.

★ Treatment and Referral of Malnourished Children

The Identification of 152 SAM children from 55 hamlets was conducted by Balsakhis. 143 of these children received treatment, and of them 110 (77%) recovered from being SAM. By end of the year, there were 42 SAM children. Balsakhis will continue to conduct regular follow-ups and ensure that these children get proper treatment.

Children who are identified as being malnourished are treated with ready-to-use therapeutic foods (RUTF) or other nutrient-rich foods which they consume at their home. 62 Community-Management for Acute Malnutrition (CMAM) camps were organised in 4 regions, in which 1,548 children were given consultations and treatment by qualified nurses. Out of 1,548, 348 children were SAM and 384 children were moderately malnourished. Of 348 SAM children, 135 (39%), and out 384 moderately malnourished children, 93 (24%) attended both camps, and of them, 230 children (65% of attending both camps) gained weight within 15 days.

The children with complications or whose nutritional status does not improve in CMAM camps, were referred to the government-run Malnutrition Treatment Centres (MTCs). Seva Mandir continued to operate the MTC at Rishabhdev CHC, in which 80 children were admitted this year in comparison to 76 in last year. All 80 children have gained weight during their stay, and 36 children completed their treatment at the MTC. 89% children were referred to MTC by ASHA and Anganwadi worker. To raise awareness of malnutrition and how to protect against it, motivational and educational messages were painted on walls in central village locations.

★ Immunisation

Balsakhis supported the parents of 1,151 children to complete the immunisation of their child at



66

Water, Sanitation and Hygiene

Improved nutrition status is dependent on the proper use of WASH facilities and practices.. More toilets are being built in the region, however many remain unused. To increase the availability of toilets, facilities were built across the region with 356 households in 17 villages. Through regular consultation, 105 families started to use them.

The restoration of existing water resources was taken up in 4 wells, 21 handpumps, 34 ponds and 3 water tanks, benefiting 770 families.

government camps. 15 camps were organised each month by Seva Mandir for villages where government camps were not accessible. In those camps, 754 shots were administered to 482 children. 140 children completed their immunisation schedule. 218 children suffering from common ailments such as fever, cold, cough, diarrhoea and skin infections received treatments. Along with children, 378 pregnant women were immunised in this period of which 199 completed their immunisation.

Institutional Care

Balwadis

Balwadis are childcare centres that are created and facilitated by Seva Mandir and managed jointly with the community. The centres provide care for children aged between one to six, including a basic pre-school education, nutritious meals and supplements, and safe place. Balwadis are run by a Sanchalika who is usually from the same community that they serve. Parents contribute a token amount of INR 150 per year, which goes directly to supporting the centres and their children's care.

Day care

This year, 158 Balwadis operated across 141 villages, providing care for 3,966 children, 1,997 of whom were girls. The Balwadis centres provided support to 2,822 mothers, by enabling them to engage in household, livelihood and other work. During this year, a total of 944 new children were enrolled in Balwadis, 490 of whom were girls.

Continuous efforts were made to obtain the birth registration certificates of children in Balwadis. At present, 1,790 children, out of 3,966, have birth certificates. The remaining children are expected to receive their birth certificates in the coming year.

Pre-school education

The Balwadis follow an activity-based, child-centred curriculum. This year, 958 children, of whom 478 were girls, joined schools after attaining six years of age. Of these, 874 children joined government and

private primary schools and 84 children joined Shiksha Kendras (see the chapter on Education). 16 children went to other villages to stay with relatives or their families migrated to other villages for work.

An assessment of 1,794 children from 66 Balwadis was conducted to assess the learning levels of children on five indicators - language, cognitive, social, physical and creative skills. The method involved group and individual assessments using tools as per the age group. Majority of the children scored well in the language and cognitive skill indicators. The better performance of children was attributed to more focus on the capacity building of Sanchalikas on pre-school education activities, better administration of pre-school curriculum in all Balwadis and regular support of Sanchalikas master trainer Sanchalikas and cross-learning exercises.

Health and Nutrition

Sanchalikas were encouraged to add seasonal vegetables in the food prepared for children at Balwadis. 436 recipe demonstrations were held across the Balwadis centres, which was attended by 2,781 parents as well as community members.

The food was prepared at Balwadis using efficient cookstoves. Now 23 Balwadis have received gas connections. Sanchalikas ensured handwashing of children. At 24 Balwadis, permanent toilet were available, while 71 centres have temporary private spaces for children. At remaining centres, Sanchalikas made private spaces with the help of the community.

For health, children were provided with Vitamin A supplements, ayurvedic supplement for iron and deworming medicines. In Kumbhalgarh block, 37 health camps were conducted involving government nurses. Immunisation was ensured at all Balwadis through government camps. 2,877 children attending Balwadis have been immunised as verified through Mamta cards.

A comparison of the status of 2,027 children attending balwadis between March 2018 and March



2019 showed an improvement in their nutritional status. During that period, the malnourished children reduced by 9.7%, from 14% to 4.3%. Sanchalikas provided extra nutrition to malnourished children, and counselled parents on home-based care and treatment at Malnutrition Treatment Centre (MTC). 36 Severe Acute Malnourished (SAM) children were identified this year. As a result of the treatment and continuous tracking, 18 children moved in well-nourished and 18 in moderately malnourished category.

★ Community participation

The Sanchalikas organised 1,109 meetings with parents to share the progress of children. The requirements of household hygiene practices, their support to send children regularly to Balwadis, and referral of malnourished children to health care centres was discussed. This year, parents contributed INR519,850 towards the running of the Balwadis. The contribution was waived for 225 children by Community Institutions. In addition, parents and communities contributed in kind for fuelwood, foodgrains, arranging transportation of children in rotation at 114 Balwadis.

★ Capacity-building of Sanchalikas

A two-day training of 30 master trainer Sanchalikas was conducted on pre-school assessment tools, on taking anthropometric measurements, on reading Mid-Upper Arm Circumference (MUAC) measurement, strengthen understanding on pre-school education with a focus on language and pre-number concepts, nutrition and hygiene, and enhance their skills on supporting their peers who are not performing as effectively.

Two three-days training sessions for Sanchalikas of 14 childcare centres was held in November 2018 and February 2019. A three-day refresher training on pre-school curriculum, nutrition and WASH was attended by 141 Sanchalikas. In the quarterly review meetings of two days conducted in each region, the onsite guidance sessions were conducted by master trainer Sanchalikas.

The grading of Sanchalikas was completed in March 2019. A written examination was conducted to assess their knowledge level on different aspects of early childcare and development. 33% Sanchalikas were found in Grade A and 25% in





Grade B, while 19% in Grade C and 13% in grade D. Based on the assessment and gaps in knowledge, specific inputs will be provided to Sanchalikas in their bi-monthly meetings in the coming year. Sanchalikas in C and D grade will be given extra support and time through monitoring visits and training.

Anganwadis

Overview

Seva Mandir supports a large number of government Anganwadis across southern Rajasthan. Anganwadis are government-supported childcare centres which provide a basic pre-school education and nutrition to children aged between three to six years old. Seva Mandir provides support to teachers and staff, as well as repair and construction of infrastructure.

Activities

★ Running Anganwadis

Seva Mandir with a CSR partner supports the functioning of 1,350 Anganwadi centres (AWCs) in two phases across five regions of Udaipur

district under the 'Khushi' project.

During this year, regular monitoring visits have led to improvement in the opening of Anganwadi centres (AWCs). The quarterly health camps have helped in the treatment of children, and there is reduction in the prevalence of wasting and severe wasting. The recipe trials have helped mothers in preparing different recipes for their children. Interventions in preschool have made centres attractive and AWC workers now feel confident enough to deliver any activity with children. Monthly community meetings and events have brought communities closer to AWCs. As a result, contributions in different forms have been received at the centre. The activities and progress of this year are shared further.



There has been a steady increase in the opening regularity. The presence of both workers also increased in both phases, in comparison to last year. Although the rise was not as much as expected, since the workers had to attend different meetings and training.

The challenge of increasing the attendance of children who were enrolled at the centres continued in this year. In Phase 1, 15 or more children were present at 31% centres, while in Phase 2, at 28% centres 15 or more children were present. While the attendance of children was low, the numbers of centres where children stayed long at the centres remained stable. At 69% centres in Phase 1, children stayed for 3 or more hours, and the same was at 64% in Phase 2.

★ Malnourishment among children

A training session for 531 Anganwadi Helpers was conducted focusing on nutrition, health and hygiene. The recipe demonstrations using locally available products and Take Home Rations (THR) packets was conducted, which enabled nutritional hot meals to be cooked at AWCs.

Kitchen gardens were established at 624 centres of both phases. The use of vegetables was found in preparing khichadi in most centres. The recipes demonstrations were conducted at 673 centres with participation of 53,946 mothers. Recipes were also demonstrated at the centres which were not planned in target for this year.

In health check-up camps held every quarter, 40,826 children from 6 months to 6 years were screened and treated. The camps also helped in identification of malnourished children. Out of 539

SAM children identified through field visits and health camps, 133 children were referred to the MTC for treatment. Out of those referred, 100 children recovered and the treatment of 23 children is undergoing.

★ Infrastructure improvement

This year, the repair and renovation of 198 AWCs was completed. Additionally, 100 Anganwadis were upgraded to Nandghars. The plan involved civil work, artistic child-friendly painting, and installation of facilities of solar system, water purifier and television



has been planned. This year, the civil work was completed at all centres, while the painting and installation of facilities were in progress.

★ Pre-school education

This year, training of 654 Anganwadi workers was held on pre-school education.

Two assessments of pre-school learning was conducted at half of the AWCs to understand the learning level of the children. 4,440 children of 4-6 years and 4,027 children of 3-4 years participated. The assessment indicated an improvement in children on all development indicators and they were found to be better prepared for school. Regular trainings, onsite guidance and provision of teaching-learning materials have led to the improved performance of children.

★ Community engagement

Regular dialogue with communities and improved performance of Anganwadis led to increased functionality of the AWCs. This year, 13,929 meetings were conducted with communities to share progress and discuss challenges. By end of the year, community contributions in cash and kind were received in 73% centres in Phase 1 and 34% in Phase 2. Different kinds of community contributions resulted in the support of INR 53,44,590 in both phases.





Urmila the fight against malnourishment

Urmila is from a tribal family and lives in a kutchha house in a village of Badgaon block. Road connectivity to this village is very poor. There are no public health facilities nearby, and people rely on the Community Health Center at Gogunda which is about 6 to 7 km far.

Urmila is the only child in a family of 7 members. She belongs to a poor family with average monthly family income of around INR6,000. Her mother is illiterate and father studied upto 5th standard. Mother handles the household chores and father is a daily wage labour.

Urmila was in SAM category when she was first screened in a CMAM camp. At that time, she was very weak, with weight & height of 10.5 kg & 95 cm respectively. She was given RUTF and medicines. In follow-up camp, there was a little improvement in her weight, but she was still in SAM category. Her medicines and RUTF were continued. In a visit to her family after 3 months from the first screening camp, she showed an increase of 1.8 kg in weight. During this period, Balsakhi regularly followed-up according to the protocol.

Urmila has now moved out of SAM category. The family members are happy to see their child healthy and playful.



06 | SEVA MANDIR-AMRIT CLINIC



Overview

Seva Mandir in partnership with Basic Health Care Services (BHS), an Udaipur-based organisation, started the 'Seva Mandir-AMRIT Clinic' at Kojawada village in 2018. The clinic replaced the earlier Referral centre called Apno Swasthya Kendra (Our Health Centre) that was run at the facility. The partnership is a step towards replicating the clinic model of BHS in difficult-to-reach and underserved rural areas. In this initiative, the responsibility for infrastructural, logistics, training, quality assurance and doctor consultation is shared between BHS and Seva Mandir.

Activities this Year

This year, a total of 8,201 patients were attended by the clinic. The main focus was on increasing the outreach and maintaining quality. Continuous efforts were made to link the clinic with Janani

Suraksha Yojna and the opening of a DOTS centre. It is noteworthy that conditions such as hypertension, diabetes and tuberculosis are coming more in the region which will be an important intervention for the clinic.

Malaria Prevention campaign

During this year, there was a sudden surge in malaria cases from the month of September and four deaths were reported in the months of November and December across different villages. In order to reduce and curb the cases further, the team of both organisation jointly conducted village level surveillance and awareness activities through theatre, door to door visits and meetings. During this campaign, 1,360 villagers were contacted, 84 malaria patients were treated and 454 household members with suspected symptoms of malaria were tested using RDK for malaria.



Total patients – 8,201

TB patient enrolled- 224

Women availing DMPA- 19

Women attending ANC- 173

Women attending MTP-42



SAM children- 154

Deliveries - 1



Nobel Laureates

In 2019 professors Ester Duflo, Abhijit Banerjee and Dr. Michael Kremer were awarded the 2019 Nobel Memorial Prize in Economic Sciences 'for their experimental approach to alleviating poverty'. Seva Mandir was one of their early and long associate in the studies.

The trio worked intensely with Seva Mandir and the communities in southern Rajasthan to improve the health and educational status of remote and rural peoples in the region, beginning in 1996. They conducted a series of action-research projects using the Randomised Control Trial (RCT) methodology, one of the first to be done in this context.

Their experiments in relation to education showed that increasing the number of teachers in Seva Mandir's Shiksha Kendra bridge schools did not necessarily increase efficiency. Instead, a camera-monitoring system that is linked to the teachers pay resulted in an increase in their attendance.

“The results were remarkable: teacher attendance increased in Seva Mandir's Shiksha Kendras leading to nearly all schools being open 25 days a month.” Banerjee

Seva Mandir continues to use the camera monitoring system for Shiksha Kendra teachers and, due to its success, has expanded it to other interventions.



07 | EDUCATION



Overview

Seva Mandir has been working in the area of education for more than 50 years, starting first with adult education and then moving on to educating children. Now, Seva Mandir runs a substantial and respected education programme, reaching children from the ages of 6 all the way to 14.

In many rural and remote areas, accessing formal education is a challenge, due to a lack of availability of schools, poor quality of teaching and poverty. This is a serious issue that results in high levels of absenteeism from school and in some cases, with children never enrolling into a school at all.

Communities are at the heart of the education programme, as with all of Seva Mandir's work. They provide resources and contribute financial support, work tirelessly to encourage enrolment and consistent attendance in education. The teachers are mostly from the same communities that they teach in.

Activities

Shiksha Kendras

Shiksha Kendras are bridge schools, providing quality education to out-of-school children in rural and tribal communities aged between 6-14. They are opened in areas that are not serviced by other schools, are mainly staffed by teachers from the local community and are managed and monitored by Seva Mandir and the Gram Vikas Committees (GVCs - see the Sustainable Development chapter for more).



Work this year

Enrolment and Attendance

143 Shiksha Kendras reached out to a total of 5,219 children, 44% of whom were girls. There has been a slight drop in the number of enrolled children in comparison to last year (5,326 in 2018/19), but the number of enrolled girls increased marginally. Shiksha Kendras welcomed 1,636 new students, 48% of whom were girls. There were 173 teachers at these centers which maintained a Pupil Teacher Ratio close to the desired 30:1.

Shiksha Kendras were open for an average of 25 days per month for six hours a day, resulting in an average teacher payment of INR 5,500 per month.

All teachers are required to follow the camera monitoring system to ensure their attendance and the opening of the schools. Three time stamped photos taken daily are assessed at the end of each month to monitor the attendance of the teacher and the payment is calculated accordingly.

Children Assessment

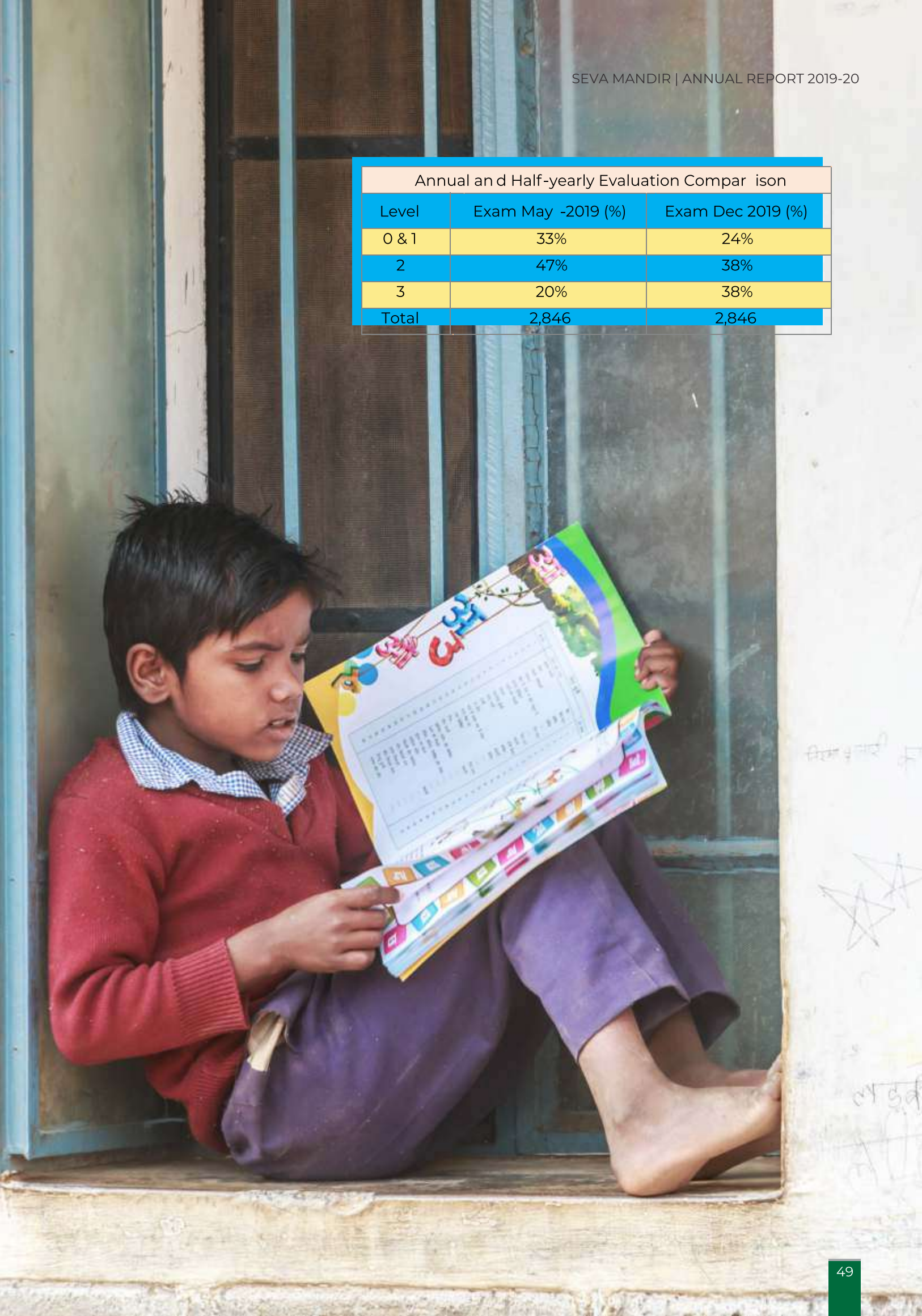
All children enrolled in Shiksha Kendras sit two evaluations every year to assess their learning level. Students are awarded with one of four levels, starting at Level 0 (the lowest) and finishing at Level 3 (the highest). These are roughly equivalent to the national standard learning level for this age group.

In the half-yearly evaluation (conducted in December 2019), 4,819 children participated, 44% of whom were girls. 27% of the children who participated attained Level 3, 37% attained level 2 and 36% attained level 0 and 1.

To monitor the progression of children's learning level, a comparison is made between the previous annual assessments in May 2019 to the half-yearly assessments in December 2019. A total of 2,846 children sat both assessments. The results showed an increase of 18% in the number of children who attained Level 3 and a decrease of 9% in those in Level 0 and 1. Full results are shown in Table below.



Annual and Half-yearly Evaluation Comparison		
Level	Exam May -2019 (%)	Exam Dec 2019 (%)
0 & 1	33%	24%
2	47%	38%
3	20%	38%
Total	2,846	2,846



✧ Enrolment in government schools

One of the goals of Shiksha Kendras is to prepare children to continue their learning once they graduate, and the desire to do so. This year, 1,499 children enrolled into further education at government schools, 43% of whom were girls. Furthermore, 52% of these children were enrolled directly into Class 5 and 6.

✧ Capacity Building

Training sessions and camps are run for Shiksha Kendra teachers throughout the academic year. The purpose of these is to build the capacity of the teachers and ensure that they are delivering the highest standard of education possible.

A 6-day residential training was held for the teachers. The objective of this training was to build their pedagogical understanding, to use more teaching-learning methods during class, to increase their attempt to make the students bilingual (in their local language and Hindi) and to implement more effective classroom management.

Additionally, quarterly 1-2 days trainings were held in during this period. These meetings were held on a local level in which teachers were supported to deliver more effective and higher-quality lessons built around comprehensive lesson plans. They were also shown how to adapt their teaching to meet the children's individual learning levels.

✧ Engaging parents and guardians

Parents and guardians are encouraged to take an active role in their children's learning. Part of this is to attend regular parent's-teacher's meetings. This year, 646 meetings were held by all Shiksha Kendras, which primarily focused on children's progress and attendance, health and hygiene and to discuss the Shiksha Shulk (education fee) contribution. In total, ₹988,280 was collected as a contribution to the Shiksha Kendras – 85% of the expected amount.



Devli

Devli, a 14-year-old from Jhadol attended her first RLC. She has never been to school, and looks after the goats at home. She has three sisters and two brothers. One of her sisters is at the camp too. The children's father died a while ago and their mother runs the small farm and looks after the home. A Shiksha Kendra teacher persuaded Devli's mother to send her to the camp.

Devli likes the food and sport, though she doesn't seem too sure about academic subjects so far! She likes learning to use the computer, which she had never done before the camp. Devli had a bout of malaria while at the camp, complicated by her anemia, and had to spend some time in hospital where she was given blood. She is now fine and takes her medication regularly. Devli feels that it's important to study and wants to be a teacher when she is older. She looks forward to attend the next camp..



✧ Digital learning

Digital tablets were introduced during a pilot programme into 20 Shiksha Kendras in 2017/18, initially to support English language teaching and learning. The results of the pilot were encouraging and the programme was expanded into an additional 10 Shiksha Kendras. In this activity, English and Hindi language apps and videos are downloaded to the tablet. They are then used by teachers with small groups of students to learn the languages in an engaging and exciting way. Teachers attended a 2-day training to learn how to use the tablets and the apps and how to pronounce some English words.

✧ Mentoring Pilot

To increase the retention rate of children who have graduated from Shiksha Kendras to Government and private schools, mentoring support pilot was initiated. The pilot covers 5 Shiksha Kendras and reached out to 147 children (47 of whom where girls). Teachers were first trained on mentoring methods and on an upper-primary level of teaching.

The pilot is still in early stage but initial observations show that children were more confident in asking questions and in speaking Hindi and English.

Residential Learning Camp

The Residential Learning Camp (RLC) provides children with structured and specialised learning.

There are three camps each year, running for approximately 60 days each. The main focus is to teach the children, aged between 6 to 14, basic maths and literacy skills. The teachers at the camp are from the same areas as the children, meaning they understand local languages, culture and contexts – an important support mechanism for young children who may have never left home before.

✧ Enrolment and activities

A total of 145 children were enrolled in the RLC this year, 49% of whom were girls. The majority of these children had dropped out of school, whilst the remaining had never attended. The average student-teacher class ratio across all three camps was 11:1.

Sports classes were run, where children played a variety of games to build their fitness and teamwork skills.

Weekly health-checks were conducted by a doctor in the camp to monitor the children for illness and to provide them with medical support where required.

✧ Evaluation

All children in the RLC take evaluations at the end of each camp to ascertain their learning level. Learning levels are split into 3 groups: Level A being the highest and Level C being the lowest.

WORK THIS YEAR

Table: (Nov-Dec 2019)				Table: (Jan-Feb 2020)			
Level	Boys	Girls	Total	Level	Boys	Girls	Total
A	6	3	9	A	20	10	30
B	38	38	76	B	34	33	67
C	36	24	60	C	26	22	48
Total	80	65	145	Total	80	65	145



At the end of the first camp, there were 60 children in Level C (24 of whom were girls) and 9 in Level A (3 of whom were girls). At the end of the second camp, there was a significant change: 48 were in Level C (22 of whom were girls) and 30 were in Level A (10 of whom were girls). The third camp will be held in the next financial year. Full results of the evaluations can be seen in the Table below.

Improving Government Schools

For the first time, Seva Mandir began to support 21 Government schools in the region of Kumbhalgarh to improve their access and their quality of education. Of these 21 schools, four are Shiksha Karmi, eight are primary schools, seven are upper-primary schools and two are senior secondary schools. In these schools, only 35% of children in classes 1-5 and in classes 6-8, only 29% of children have age-appropriate learning levels. 15% of children aged between 6 to 14 have never been to school - a significant number.

To improve access and the quality of education in these schools, Seva Mandir began training the staff at the schools, usually a teacher and a teaching assistant. Training focused on improving the pedagogical understanding and methods of the staff and also included an exposure visit to a Shiksha Kendra. Schools were also provided with a 'resource room', a concept that just started housed a variety of teaching materials, books and educational games. School staff received monthly support through regular meetings with Seva Mandir staff. Furthermore, 11 community events were held to encourage parents and guardians to send their children to the schools on a regular basis.

Ravi Bhandari Award

This year, all of the RLC staff were awarded for the courage, compassion and composure in dealing with and stopping a potential outbreak of swine-flu at the RLC. The staff's quick action and bravery in the face of a potentially deadly disease led to less children getting affected and continued education without fear people's lives being saved.

Scholarship Programme

Seva Mandir works with Vidya Bhawan Senior Secondary School in Udaipur to provide scholarships for secondary education to 52 students. The students are from rural villages and urban-slum areas of Udaipur city.

This year, 52 students were studying under the scholarship, 62% of whom were girls. 39 are enrolled in the Rajasthan Board of Secondary Education's (RBSE) curriculum and 13 are in the National Institute of Open Schooling (NIOS) curriculum.

Students took education in science, social science, maths, English and Hindi, as well as partaking in various sports, including hockey and cricket. Computer education facility has been added in the school. Due to the outbreak of the Covid-19 pandemic at the end of this year, the student's exams were cancelled.

08 | TOMORROW'S CITIZENS



Overview

In rural communities, young people do not have spaces in which they can interact, voice their opinions or develop their interests. They are often left out of the development agenda and are seen feeling a sense of disconnection from their community.

Seva Mandir began a dedicated project with young people in 2005, originally under the umbrella of education, and in 2017 a youth cell was set up to broaden the focus of engagement with those aged from 14 to 25 years. The work with young people aims to equip them with the skills and abilities they need in life and to help them find employment.

Activities

Youth Resource Centers

Youth Resource Centres continue to provide space for young people of different gender, caste, religion or other social groups come together and interact on issues related to their lives and communities. This year eight YRCs reached out to 4,538 young people, of which 2,315 were girls, in 14 - 25 age group.

The programme undertook activities following strategies promoting youth development through sport, enhancing vocational and life skills, and mainstreaming out-of-school young people into schools.

Sports

Young people at 8 YRCs were engaged in football training, with the dual purpose of imparting skills in the sport and encouraging participation in other development activities. A total of 297 young people were enrolled in the activity at five locations, in which approximately 50% were girls. At three centres, football training was delayed until the beginning of November due to the heavy rain and the unavailability of the playground.

Inter-YRC tournaments were held in Udaipur city, in which 120 boys and 105 girls partook. For most youth, this was their first trip to the city. Another tournament was organised by a donor organisation and the Rajasthan Football Association in January, A girls' team from YRC participated for the first time and secured second position - a huge achievement. They were then invited to a progression training academy which trains young people to play at the highest level in India. You can read more about their incredible achievement on the Seva Mandir website <https://sevamandir.org>

★Vocational Training

A main focus of the YRCs is to give young people access to vocational skills. Seva Mandir's role primarily concentrates on preparing young people prior to the start of a course, mentoring during training and during initial days of employment. Delivering in-house training by subject experts is done for skills in farming and animal husbandry. For demand of other vocations, Seva Mandir partnered with different organisations to improve the range and quality of vocational training. An example of this was an orientation given by a member from Sadhna (a social enterprise based in Udaipur) to 13 girls who were trained in stitching and tailoring.

The vocational skill enhancement activities were carried out in two categories: one for school dropouts aged below 18 and one for adolescents aged over 18. Some of the planned sessions were cancelled due to Covid-19. Table below details the number of young people in each category and the sessions they partook in.

30 young people trained in website design and in a BPO course were employed by the placement institutions. The 56 who were enrolled in the General Duty Assistant course have been selected for jobs but have not yet joined due to the Covid-19 pandemic.

★Life Skills Training

Another major focus of the YRCs is to provide young people with life skills. Many young people need help to manage complex problems at home, in their communities and at work such as gender discrimination, caste discrimination and a lack of knowledge about proper hygiene methods. To address these issues and more, courses were conducted through YRCs as shown in table below:

Courses		Boys	Girls	Total
1	Sexual and Reproductive Health (SRH)	129	176	305
2	Training on Menstrual Healt	151	434	585
3	Gender Equality	231	205	436
4	Water, Sanitation and Hygiene (WASH)	277	263	540
5	Good touch/Bad touch	283	319	602

S. No	Trade	Boys	Girls	Total
School dropouts (below 18 years)				
1	Organic farming	9	12	21
2	Masonry	12	20	32
3	Poultry	2	20	22
4	Stitching	1	62	63
	Total	24	114	138
Adolescents (18 and above)				
1	General Duty Assistants (hospitals)	21	47	56
2	Website designing	03	12	15
3	BPO	07	08	15
3	Stitching	0	27	27
4	Apparel designing	0	5	5
5	Hospitality	6	8	14
	Total	37	107	144

Silouhette

Anita (a girl of 15), Prakhat (a boy of 16) and Sajjan (a girl of 17) are all members of the YRC in one of our most remote work areas. None of them played any kind of professional sport before, and they were all shy and lacked confidence. Playing in football tournaments at village level has given them a chance to travel outside their village for the first time. Now they have all increased in confidence, are brave enough to dance and sing in front of large groups, and hardly seem shy at all. They all are captains of their village teams and play an important role in bringing more and more young people to the football field every day. They have embraced leadership skills as never before, and taken the lead in the mobilisation of young people in their vicinity and in football coaching if the coach is absent on any day.

Dali is a 17-year-old girl who has been active in sport since junior school. She is an aspiring athlete and wants to represent her country at the national level. She has a keen interest in track events like 100 and 200m sprints. She can't imagine her life without sport. Since she joined Seva Mandir's football programme, she has worked hard with the village coach, using her speed to good effect as a forward. With guidance, she is now interested in studying Physical Education at university, something that would never have occurred to her as a possibility before she joined the football programme.



09 | PERI URBAN GOVERNANCE



Overview

Delwara

Delwara is a peri-urban settlement located approximately 30 km north-east of Udaipur. There is a wealth of ancient heritage sites, such as temples, step-wells, and 16th century fort which is now a luxury hotel. Known as the 'Town of Gods', Delwara has expanded rapidly with a population of around 1,000 families from various religious and caste groups.

Seva Mandir has a long-standing relationship with the Delwara community, initially through Sadhna - a handicraft enterprise of rural and tribal women, and from 2004 facilitating the local citizens to enhance participation and action in self-governance. The creation of the Nagrik Vikas Manch (Citizen's Development Platform) has enabled the community, including marginalised groups, to emphasise their priorities and demands for their local development and address them both with support from Seva Mandir and the local village Panchayat.

Until now, Seva Mandir has taken up development of local infrastructure, including toilets, water resources and heritage sites, alongside empowering women through Self-Help Groups (SHGs), and constructing educational and skills-based programmes for youth. Over the years, Nagrik Vikas Manch (NVM) through various activities have enhanced cohesiveness among different groups of citizens and built the platform to address challenging problems of waste management.

Heritage Restoration

The beautification of the Indra kund continued under the guidance of the heritage architects. A number of activities were conducted, including desilting of the kund, restoration of stones and restoration of the rehat (Persian wheel).

Desilting of the kund was a challenging task, and took 12 days to remove the silt deposited at the bottom. The entrances of water channels into the

kund were blocked with mud, and once cleared, water began flowing through even before the rains. The clearing process resulted in a considerable increase of recharge. The water level of the stepwell increased.

To restore the stonework of the Indra Kund, pointing of the edges of stones was completed using local materials, and an artisan was called from Gujarat to train local masons in mixing different materials appropriately. A layer of mortar and cement formed on the kund surface due to past construction work was removed with minimum damage. The stains of tobacco and beetles were removed using Multani Mitti (clay material used to de-colorise oil or other liquids) without any damage to the surface. Spit bins and plants were placed at the entrance which helped in keeping the kund clean and looking beautiful.

The Heritage Walk team of Delwara, designed a new brochure with additional information about Delwara and the activities of Seva Mandir and Sadhna. New routes and customised walks with activity options of pottery making, printing workshop, and a goldsmith workshop were added. The guides were able to organise more walks for tourists from other parts of India as well. However, compared to 533 guests who took the Heritage walk in 2018-19, this year, 430 guests registered and participated. The decline was due to the Covid-19 pandemic, resulting in few tourists visiting from the start of 2020.

✳ Community Participation

The inputs of owners of stepwell, children & youth, women, elected members of NVM and other citizens were taken during the activities to build their interest in their heritage. In April 2019, a consultation was organised with the members of NVM and Mahila Manch to discuss the possible design of rehat (Persian wheel) and the front side of the kund (reservoir). A number of events were organised at the kund (reservoir) on major festivals. Along with a traditional dance performance by young people, a temple priest carried out rituals.

Under the theme 'Know your Kund' a one day event was held for children and youths. Activities included a drawing competition for the under 15's and a treasure hunt for youths aged 16 -30. Voluntary cleaning events were organised and the community have started to monitor people littering and stopped people from using soap and shampoo when bathing.

A total of 61 meetings were held this year, including mohalla (village) and aam sabhas. There are 23 women SHGs (Self help group) operating in 18 neighbourhoods, with 452 members.

NVM contributed Rs.2.17 lacs this year for activities including maintenance of Indra kund and waste management. The plan is to contribute for community events, such as sports events for youth and women's day, apart from the regular expenses of every year.

Waste Management

Cleaning and waste collection were continued by 11 Aarogya Mitras (street cleaners) and waste was transported by waste vehicles. A total of 400 waste-bins were distributed for the collection of separate dry and wet waste. The community contributed 30% of the cost. Segregation of waste at households is not widely accepted in Delwara, with only 20% of households were segregating their waste. Campaigns to increase awareness continued to encourage the behaviour changes. Activities were held in the schools and children showed enthusiasm about the approach of segregating waste.

The boundary wall of the solid waste management site was repaired. Saplings were planted along the boundary wall together with medicinal plants. The waste segregation shed and a room to store the segregated waste was constructed. The shed size was increased to make the sorting of waste easy. This year, around 50 kg plastic and 36 kg plastic bottles from the sorted material was sold to a local vendor. Other waste was transported to a large dumping site.

The panchayat agreed to allocate about 2,500 sq.ft. land near the present waste management site for the landfill waste. NVM levelled and fenced the land with its resources. The unsorted waste from existing site was transferred to the new site, for which the panchayat also contributed funds.

Kelwara

Kelwara is a rapidly growing town, with a population of over 800 families.

Kelwara is situated at the foot of the Kumbalgarh Fort hill, hence many tourists and travelers go through the town. There are many hotels and restaurants located along the road that produce large amounts of waste. Alongside this, Kelwara being a marketplace and government offices location, a large volume of floating population is seen daily who live in villages of the Kumbalgarh block.

As a result, waste is generated from hotels and shops along the road and stoppage of public transport vehicles. With no current street cleaning and waste collection systems, garbage often ends up in the surrounding streets and adhoc waste dumping places. This condition increases the risk of health for people whilst destroying the natural beauty of the area.

Seva Mandir has a strong relationship with the community having worked in the area for over 20 years, with its block office located in the town. The problem of waste was raised in discussion with local citizens. An opportunity arise to work on the issue in last year, when a funder extended support to support waste management in a tourist town. The work was strengthened in this year.



Activities This Year

Waste Management

Regular cleaning of the market area, started in February 2019 with six Aarogya Mitras, continued and became more regular. Door to door waste collection was started in May 2019 and 318 dustbins were distributed to shop owners. Out of 405 households, shops and offices covered, 362 gave waste every day with 100% of the waste being segregated, while 43 either remained closed or were not open regular. An average 388 kg waste was collected every day. A hired vehicle collected the waste twice a day and sorting of waste was done by two women at the segregation site. The different categories of waste were stored, and over the year, six tons (three each of dry and wet waste) were collected.

After processing, more than 300 kg of compost was ready to use. More than four trolleys of landfill waste that can't be reused and recycled was transported to a temporary landfill site given by the panchayat. A cement factory was given two tons of the segregated plastic waste. However, the transportation to the factory was costly, hence alternative will be explored in future.

The repair of drains was completed. The drains made earlier were covered by stone slabs put down by shop owners as a walkway, which has resulted in choking of the drains. The repair has greatly reduced water overflowing in the streets and stagnant water.

Six staff visited a waste management site in a village in Gujarat in April, where Saahas (technical partner of the project in Kelwara) has been working on waste management. The visit successfully highlighted the process for waste management, waste collection, transportation, segregation, disposal and composting and recycling of waste.

After multiple meetings, land was allotted by the Panchayat for the construction of a permanent waste management unit. The construction of the storage unit was completed this year. Fencing and construction of other facilities at the unit will be completed in the coming year.

The panchayat has been actively involved in monitoring the project. However, the financial contribution was still limited to a part of the monthly remuneration of Aarogya Mitras. Discussion has been ongoing with the block administration to provide more and regular funds for waste management.

✧Community Participation

In May, members of the Kelwara Vikas Samiti (village development committee), panchayat representatives, Seva Mandir staff and over 50 school students held a Swach Bharat Mission (Clean India Mission) rally to promote awareness of waste segregation and collection. Wall paintings showing the categories of segregated waste were made in the village, and a drawing competition was organised for the school children.

A voluntary cleaning was organised at the tehsil office to raise awareness about cleanliness. The government officials, including the SDM (Sub-divisional Magistrate) panchayat representatives, volunteers and staff from Seva Mandir and Arogya Mitras (street cleaners) joined the event. A door to door awareness campaign was conducted to build understanding of the concept and need to segregate waste. The campaign was run by Seva Mandir volunteers, staff and representatives of the Vyapar Mandal (Business Owners Association). Ten awareness meetings were held with the local community to discuss the cleaning activities to be conducted in Kelwara. The meetings were conducted with The Hotel Association to enhance their participation and contribution in waste management systems.

✧Governance

Meetings of Kelwara Vikas Samiti were held every month to discuss the progress and plan new activities. The members of committee interacted with the project team and gave feedback on the

activities. The committee also supported the panchayat in identifying an area of land for the waste management unit.

Since the waste management is a new initiative, the fee contribution from the shops and household was less. Efforts were made to improve the contribution. A card was issued to all shops and homes to monitor fee collection.

Meetings with Arogya Mitras (waste cleaners) were held regularly to discuss and solve their issues in the street cleaning and segregation process.

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10 | CHILD REPRESENTATIVE PROGRAMME

Overview

Seva Mandir partnered with Plan India to undertake child-centred development in the partner communities. In this programme, child representatives (CR) have been chosen to represent the concerns of their peers from their villages and the wider region. This strategy has enabled and guided in developing child-centeredness across the activities of Seva Mandir and in communities.

There were 2,682 CRs, of which 1,626 were girls, by end of this reporting period. The reporting on CRs was done from 132 villages. 792 CRs were cancelled, mostly due to completion of 18 years and graduating from the programme.

Enhancing children's participation

This year, 92 children's forum meetings were organised. 3,225 children participated, 1,561 of whom were girls, out of which 903 (497 girls) were Crs.

3 youth leaders (2 girls) and 2 Chaperons (who leads the youth advisory panel) participated in a training on Non-communicable Diseases and risk behaviour at Jaipur. The youth leaders prepared their action plan on spreading the awareness further on different platforms.

A State Literacy Festival was organized at Lunkaransar, in which 5 children (3 girls) along with 2 Chaperons participated. The focus was on gender difference, future dreams, means of storytelling, etc. 42 out-of-school children, 18 of whom were girls, were linked with distance education, 7 children, 3 of whom were girls, were linked with schools and colleges. Lastly, 13 children, 7 of whom were girls, joined the residential learning camps. 138 out-of-school CRs were linked with the skill development training.

700 children (540 Crs), 409 (328 CRs) of whom were girls, were sensitised on Sexual-Reproductive Health and Rights. 705 children, 355 of whom were girls, were sensitised on 'good touch and bad touch'.

A Bal Manch Girl Leaders' Training on Good touch and Bad touch, Sexual & Reproductive, gender sensitisation and road safety was organised with 40 leaders. 3,378 children (1,561 girls) and 777 community members (453 women) were sensitised on non-communicable diseases.

On the International Day for the Girl Child, the theme of 'Girls Get Equal' was held by Plan India. 10 girls from different regions of Seva Mandir's work area were selected to enact the formal positions. The girl leaders became Sarpanch, School Principals and In-charge of Police Station. The officials were very cooperative and welcomed the idea to celebrate the day by giving the position to girls. The girls addressed the community as part of their role on the importance of equal opportunities for girls.

✳ Strategy for out-of-school CRs

In an assessment done in September 2019, 858 CRs were found to be out of school due to different reasons. Of them, 531 CRs, of whom 426 were girls were at home, and 327 CRs, of whom 97 were girls, were partially engaged in income generation activities to support their family. The children at home were engaged in domestic work, agriculture, local labour activities and grazing animals. Others were engaged in masonry, restaurants, domestic working, etc. A plan was made to engage with 700 out of school CRs (approximately 80%) and either mainstream them in schools or enhance their life skills and vocational skills. Out of 700, 138 children (114 girls) were trained on poultry farming, masonry, tailoring and organic farming. The training for others had to be postponed due to the Covid-19 pandemic.

✧ Enhancing community participation

35 community members (20 women) participated in an orientation on skill development courses offered by various organisations. 32 members (17 women) from Community Institution were sensitised about the programme and on education and protection of children.

Breastfeeding week was celebrated at 12 locations through educational vehicle campaigns, awareness plays and communication materials. 50 women and 35 male members and 20 (14 girls) CRs participated.

706 CR families were linked with other programmes of Seva Mandir this year. 690 families from 20 villages in Kotra region benefited from farm bunding, SHG and livelihood activities while 16 families of Kherwara block were supported with horticulture plantation.

✧ Capacity building of staff

A two-day training with 39 staff was organised on the Safeguarding Code of Conduct - the importance of child protection policies and procedures. Another training on sponsorship and safeguarding children and youth was organised, in which 29 zonal, 5 regional and 5 programme staff participated.

A three-day training on child protection, primarily on 'good touch and bad touch' was organised for Seva Mandir staff, and 26 participants (14 women) participated. This training was conducted by Plan India resource persons.



Overview

The People's Management School (PMS) promotes and facilitates learning activities and events for Seva Mandir staff and external stakeholders. PMS handles research, monitoring and evaluation, capacity building and publication work of the organisation. There are three main cells: Research, Monitoring and Evaluation; Capacity Building; and Social Environment.

Research, Monitoring and Evaluation

This year, a paper on 'Empowering Women through Leadership Spaces' was presented in the 3rd International Conference on Future of Women '20 held in Bangalore in February 2020. The paper analysed the cases of women leaders from rural Udaipur who demonstrated exemplary leadership and empowered women in their communities. The paper was written by Laxmi Thakur, Varsha Rathore and Ambika Kaushik (volunteer).

Key studies conducted by volunteers and interns that aided in taking up innovations in the programmes were:

- ❑ A business plan for a model Poultry Breeding Farm was developed. This covered best practices and processes for running a successful breeding farm and night shelters. The study developed cashflow and governance model, which further helped in setting-up a breeding unit in Kegra village.
- ❑ Need of a web-based mobile application for data management for Self-Help Groups (SHGs) was assessed. The study helped to understand the need of financial digital literacy among women in SHGs and proposed a model. Work has been initiated to develop a programme on Financial Digital Literacy and the new mobile application.

Social Environment Cell

Internship and Volunteering

This year, 173 volunteers, interns and fellows came to Seva Mandir. Out of them, 112 were women. Only 19 volunteers came from other countries. This low number has become a trend after the changes in visa rules. Five Youth for India Fellows came in this year's batch and were working with Seva Mandir and Udaipur Urja Initiatives. Nine Management Trainees from Colgate-Palmolive (India) Ltd. volunteered and undertook studies.

Volunteers and Interns shared the findings of studies in 33 Khula Manch (open sessions). 23 visits of individuals and groups were organised, in which 219 members came to learn about different programmes of Seva Mandir.

Course with Norwegian University of Life Sciences

From 1st to 28th of January, the organisation hosted a semester abroad for 20 (17 of whom were women) students of the Department of International Environment and Development Studies (Noragric) from the Norwegian University of Life Sciences (NMBU). The course titled, Development Challenges in Rural India, covered issues of development, poverty, gender and political structure, notably in the context of India in general, and Rajasthan and Udaipur in particular. The course was co-organised with the Indian Institute of Management Udaipur as its academic partner.

Awards and Public Lecture

- Dr. Mohan Sinha Mehta Memorial Lecture was organised on 19th April - Seva Mandir's 'Foundation Day'. Ms. Rakhshanda Jalil, an eminent writer and literary historian, gave a lecture on 'Liking Progress, Loving Change: The Relevance of the Progressive Writers' Movement'.
- Starting this year, the Ravi Bhandari Awards for Good Citizenship and Volunteerism was

initiated in the memory of Mr. Ravi Bhandari, previously the General Secretary of Seva Mandir. The first ceremony was held on the 10th of June at Seva Mandir. The award has been set-up to recognise the Community-based worker and Seva Mandir staff who have gone beyond their job responsibilities and exhibited the spirit of volunteerism and good citizenship. This year, the awards were conferred to the Instructors of Residential Learning Camp in the category of Community Workers, and Ms. Angela Jacob from the staff for their efforts to help others in needs.

- Pushpa Jhala, a senior staff member of Seva Mandir, was felicitated for the Justice Kanta Bhatnagar Award 2019 for overcoming the struggles in personal life and for making efforts on women empowerment in communities.
- The UML Awards was held on 12th February this year with Sh Laxman Singh of Laporiya village - the founder of the NGO Gram Vikas Navyuwak Mandal, Laporiya 'GVNML', as the key speaker. He shared his experience of mobilising local communities to rebuild local rainwater collection structures that had fallen into disrepair. The organisation promoted the use of a unique water harvesting technique known as the chauka system which has been used to reduce soil erosion and provide year-round fodder on communal lands for cow and goatherds.

Kunjru Library and Documentation Centre

The library was open for 330 days, in this year. On an average, 118 visitors came to the library every day. The library was closed for outsiders from 16th March, 2020 due to the Covid-19 pandemic. The membership of the library by end of this year was 322. 49 new books and 38 reports were added in the library in this period, resulting in a total of 9,335 books and 5,365 reports.



With a purpose of engaging with young readers of the library, as a new activity, on the occasion of International Biodiversity Day, a quiz was organised with 25 readers on 22nd May. On 10th October - World Mental Health day, a forum-based theatre was conducted on the theme of anxiety and relative depression among youth along with a general awareness session on mental health with 32 readers.

Capacity Building and Trainings

This year, various training activities were undertaken on the capacity building needs of staff. The following were some key activities:

- ❑ On 25th June, a dialogue was organised on the terms 'Seva, Sadhna and Kranti' (Seva Mandir's motto) and its relevance in the present time. It was well received, and in continuation, a follow up event was organised with Sh. Kishore Saint on 'Seva, the importance of these values in contemporary times and do these values hold a different interpretation now?' A total of 35 staff participated.
- ❑ On 5th July 2019, a workshop on Stress Management was organised with 44 staff members.
- ❑ Two workshops on Communication were organised for Programme Associates level team members, which were attended by 40 team members.

- ❑ In collaboration with Azim Premji University and Vidya Bhavan, Seva Mandir hosted a 6-day course, called 'Living Utopias', from 20th to 25th November. The course provided a perspective to understand: the urgency in combating the crisis of industrialism in the world today, and various alternatives in different spheres of civilisation-economy/ ecology/ technology/ politics/ socio-cultural/education. Of the total 22 participants, 5 were from Seva Mandir and the rest were from other NGOs, individuals working as farmer, film maker, health practitioners etc.
- ❑ Conversations on the adaptation with Changes arising due to the change in funding pattern has been happening in the organisation in last few years. To aid the leaders become comfortable with the adaptation, and brainstorm on the adaption ideas, a workshop, titled Thinking and Planning Change was held on 19th December 2019. During the workshop, exercises were conducted to build a common understanding of adaptation and identify key areas for changes. The leaders were made comfortable to talk on changes, with examples of their personal and professional journeys. 32 Senior and Middle Management members participated in the workshop.



50th Year Activities

'The Republic of My Dreams - The Seva Mandir Story: 1968 - 2018' documents the incredible 50-year journey of Seva Mandir through first-hand stories and accounts. The book was authored by Ms. Mrinalini Patwardhan Mehra, and has the voices of the pioneers of Seva Mandir, donors, volunteers, staff and village communities. The book was unveiled by the renowned author, Mr. Gurcharan Das. A short film capturing thoughts of present trustees and team members of Seva Mandir on their ideas of 'republic'. A panel discussion, with Mrinalini P Mehra, Suraj Jacob, Neelima Khetan and Shankar Ramaswamy was organised in the event.

Estate

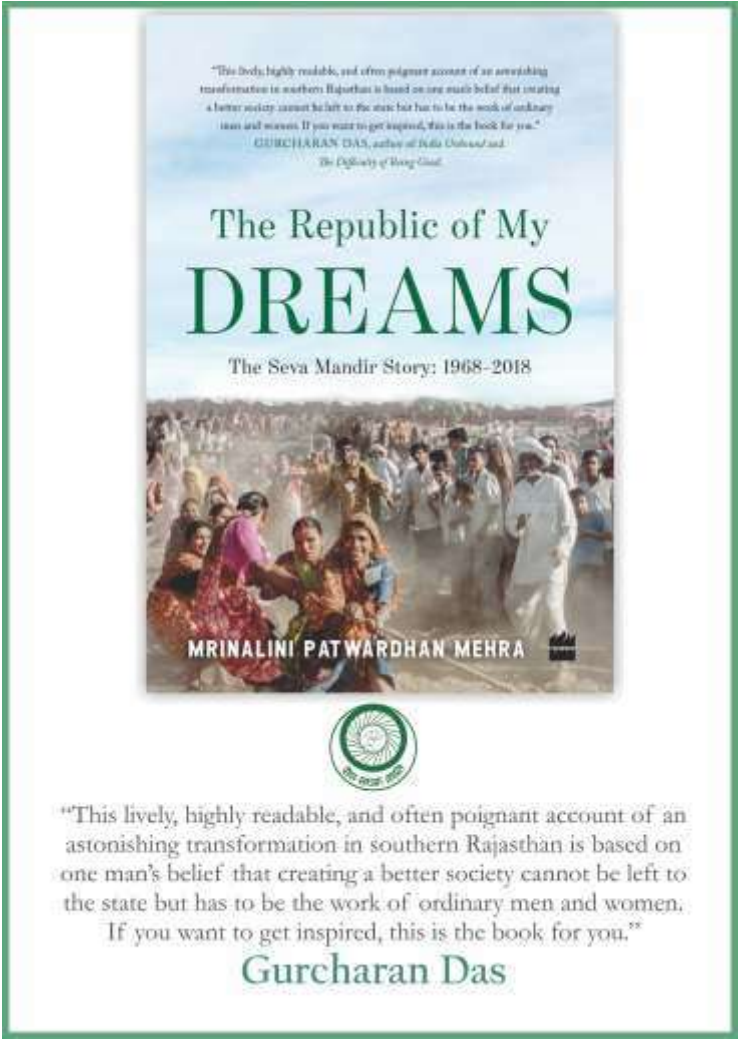
A. Kaya Training and Learning Centre

During this period, the centre was occupied for 154 days.

The new facilities developed at Kaya include a solar water heating system, rainwater diversion channel, renovation of toilet block and seating benches near the playground.

B. New Buildings

Bajaj International Guest House in Udaipur was completed and the use was started for volunteers and visiting groups.



Trainings at Kaya

- Institutional Trainings: 129
- External Trainings : 25
- Occupancy (human-days) : 34,814

12 | RESOURCE MOBILIZATION UNIT

For more than two decades, Seva Mandir had donors that supported its Comprehensive Plan, a three-year plan covering work across all programmes. More than half of the organization's receipts were allocated to this Comprehensive Plan, allowing us the flexibility to innovate, experiment and respond according to the needs of the community. More project-based funding has gradually overtaken this type of giving. In addition, some of the traditional institutional donors have moved away from India. The trend towards a changing donor profile continued in the reporting year.

This year, against our total budget 35.43 Crores, an expenditure of 32.5 crores was done. Amidst the pandemic that became more evident at the end of the financial year, some potential leads were generated and we were able to receive some increased support from the existing donors and renewed support with corporate donors. Meanwhile, the funding cycle of one of the long-term supporter came to an end.

During this period, a total of 57 projects were applied for a budget of Rs 23.79 crores

Friends of Seva Mandir- USA and UK

Both the chapters of friends have been consistent in raising support for the activities. FSM UK did remarkably well this year. FSM US and UK were able to raise 80% of the projected funds for the year 2018-19.

Online Donations

Recognizing the increasing opportunities of online donation portals, we have established Seva Mandir's presence on these platforms.

Give India- The total funds raised on Give India this year was INR 24.19 lakhs. This includes funds from corporates raised through Give India.

Global Giving- This has been a wonderful year for raising funds on Global Giving with a total funds of 1 Cr. raised through the platform. It includes additional grant of \$50,000 through Global Giving for education program. We continue to route funds through FSM US because of ongoing issue at GG's end not being resolved yet

Benevity - Benevity has also picked up over the time. A total of Rs. 5.02 lacs are raised as compared to Rs. 0.66 lacs last year through this platform. We continue to invest and update our profile on Benevity to make it a big kitty for Seva Mandir in coming years

Facebook - Facebook has opened the feature of fundraising through Give India. It has emerged as a potential source of fundraising with collection of approx. \$1800 just after the registration.

Individual Donors - A total of INR 115.30 lakhs were raised from individual donors. This includes donations from corporate employees, the Indian and foreign supporters of Seva Mandir and crowdfunding individuals. Efforts were made to find new donors along with retaining the old ones. We focused towards appeals and reminders to our potential and committed individual donors.

General Communication tool and strategies

Seva Mandir's new website went live this year. The website is regularly maintained and updated with latest information and data. It is also a good source of fundraising for Seva Mandir and has generated Rs 0.64 lacs in this financial year.



13 | HUMAN RESOURCES

Overview

This year, six consultants and 45 employees joined the organisation. A total of 52 employees and 13 consultants left, with eight employees retiring. Of the total staff, 31% were women and 69% were men. A major achievement of this year was of receiving the certification for Seva Mandir as a Great Place to Work by GPTW.

An education allowance of INR 715,000 was received by 100 employees to support their children's education. The Rafe Bullick Memorial Fund granted funds to 19 people to support access to higher education. Five employees received soft loan from this fund.

This year, a basic health check was organised for all employees. Following that, a group session on wellness and lifestyle was also conducted. Other activities based on recreation and fitness were arranged, including sports competitions, staff picnic and setting up sports facilities for staff in different office locations.

The use of technology within the organisation has been enhanced by introducing a Monitoring and Evaluation (M&E) team who are working on developing M&E systems, creating software and mobile applications. A mobile based project fund advance application has been introduced, allowing staff to apply for funds online. This new mode will allow staff working in field locations to apply for funds without visiting office and funds will be transferred in their bank accounts. This will save their time, will improve the efficiency of the accounting system and reduce the use of paper. More such applications are being planned to make the procedure faster and easy. A new policy on Anti-Bribery and Anti-Corruption was introduced in the organisation for the staff and associates.



Seva Mandir





APPENDIX

- ① Credibility Alliance Norm Compliance Report
- ① Members of Different Bodies
- ① Programme Expenditure Statement
- ① Our Donors and Supporters
- ① Audit Report 2019-20
- ① Glossary

Credibility Alliance Norm Compliance Report

2019-20

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 is 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 to accept any foreign donations & grants vide Registration No. - 125690002, dated 11.02.1985

Name and address of the Banker

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

Name and Address of Auditors

- **M/s D.S. Babel & Co., Chartered Accountants**, 101- Saral Plaza, 285-286, M 1 Road, Bhupalpura, 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 should not just be left to the state and its formal bodies, such as the legislature and the bureaucracy, but that citizens and their associations should engage separately and jointly with the state.

The mission, briefly, is to construct the conditions in which citizens of plural backgrounds and perspectives can work together to benefit and empower the least advantaged in society.

Governance

Details of Board Members: (as on 31 March 2020)

Name	Sex	Age	Position on Board	Occupation	Meetings attended
Prof Janat Shah	M	61	President	Director, Indian Institute of Management, Udaipur	2/2
Shri Ajay Singh Mehta	M	66	Member	Mr Mehta retired as Executive Director, NFI. He was a member of State Planning Board, Government of Rajasthan	2/2
Shri Mohan Singh Kothari	M	84	Member	Ex-Chairman, Udaipur Division, World Wide Fund for Nature, India	2/2
Ms Pamela Philipose	F	66	Member	Director, Women's Feature Service	2/2
Dr Bhavani Ramanathapuram Vaidyanathan*	F	54	Co-opted Member	Project Manager, MSSRF, Chennai	2/2
Ms Rakshanda Jalil *	F	56	Co-opted Member	She is a well -known Indian writer, critic and literary historian.	1/2

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

- The Seva Mandir Board met twice in the Financial Year 2019-20, on **31 May 2019** and on **01 November 2019**
- Minutes of Board Meetings are documented and circulated

Accountability and Transparency

- No remuneration, sitting fees, or any other form of compensation has been paid since the inception of the Organization to any Board Member, Trustee, or Shareholder
- The following reimbursements have been made to Board Members:
 - Travelling expenses: **Rs 78,256** (for attending Board Meetings)
 - No other reimbursements have been made to any Board Member, Trustee, or Shareholder
- Chief Executive's remuneration (per annum): **Rs 14,82,130**
- Remuneration of three highest paid staff members (per annum): **Rs 14,82,130 , Rs 12,50,000, Rs 10,50,000**
- Remuneration of lowest paid staff member (per annum): **Rs 78,000**

Staff details (as on 31 March 2020)

Gender	Paid Full-Time	Paid Part-Time	Paid Consultants	Paid Volunteers	Unpaid Volunteers
Male	276	0	12	6	61
Female	119	0	7	9	96
Total	395	0	19	15	157

Distribution of Staff According to Salary Levels (as on 31 March 2020)

Slab of gross salary (in Rs) plus benefits paid to staff (per month)	Male staff	Female staff	Total staff
Less than 5,000	0	0	0
5,000 – 10,000	73	31	104
10,000 – 25,000	145	55	200
25,000 – 50,000	61	33	94
50,000 – 1,00,000	7	7	14
Greater than 100,000	2	0	2

Total Cost of International Travel by Staff during the year (as on March 31st 2020):

Name	Mr. Ronak Shah
Designation	Chief Executive
Destination	United Kingdom
Purpose	Official visit for meeting donors, supporters and friends of Seva Mandir
Gross Expense (Rs)	Rs. 1,40,034 (by our sources only)
Sponsored by external organisation	No

Name	Mr. Shailendra Tiwari
Designation	General Secretary
Destination	Peru
Purpose	To Present a paper in 17th Global Conference on Commons organized by IASC
Gross Expense (Rs)	Rs. 2,64,550 (by our sources only)
Sponsored by external organisation	No

Members of Different Bodies

2019-20

President: Prof. Janat Shah

Chief Executive: Mr. Ronak Shah

General Secretary: Mr. Shailendra Tiwari

Board of Trustees

1. Prof. Janat Shah
2. Mr. Ajay Singh Mehta
3. Mr. Mohan Singh Kothari
4. Ms. Pamela Philipose
5. Dr. Bhavani Ramanathapuram Vaidyanathan
6. Ms. Rakshanda Jalil

Finance Committee

1. Mr. Ronak Shah
2. Dr. Bhavani R. Vaidyanathan
3. Mr. Kunal Bagla
4. Ms. Namrata Kaul
5. Ms. Poonam Bhatia
6. Mr. Shailendra Tiwari
7. Mr. Rajesh Agrawal

Executive Council

1. Prof. Janat Shah
2. Mr. Ajay S. Mehta
3. Mr. Mohan Singh Kothari
4. Ms. Pamela Philipose
5. Dr. Bhavani Ramanathapuram Vaidyanathan
6. Ms. Rakshanda Jalil
7. Ms. Poonam Bhatia
8. Mr. Sachin Chaturvedi
9. Mr. Ajit Singh
10. Dr. Laxmi Jhala
11. Capt. Raghav Raj Singh
12. Mr. G.L. Maheshwari
13. Ms. Renu Tiwari
14. Mr. Leela Shanker Menaria
15. Mr. Bhagwati Lal Meghwal
16. Mr. Ronak Shah
17. Mr. Shailendra Tiwari

Advisory Committee

1. Prof. Janat Shah
2. Mr. Manish Godha
3. Mr. Mohammed Zuber Khan
4. Dr. Shilpa Goyal
5. Mr. Bajrang Lal Sharma
6. Mr. Mohsin Khan
7. Mr. Suraj Jacob
8. Mr. Chris Wiscarson
9. Mr. Bhim Raj Suthar
10. Ms. Megha Jain
11. Ms. Manju Bai
12. Ms. Nanu Devi
13. Mr. Devi Lal
14. Ms. Rekha Soni
15. Ms. Vimla Devi
16. Ms. Shanta Bai
17. Mr. Modi Ram
18. Ms. Dhapu Bai
19. Mr. Ganesh Lal
20. Ms. Mehrunisha
21. Ms. Poonam Bhatia
22. Mr. Ronak Shah
23. Mr. Shailendra Tiwari
24. Mr. Sanjiv Jain
25. Ms. Ratan Paliwal
26. Mr. Narendra Jain
27. Mr. Mohd Yakub Khan
28. Ms. Alka Bhardwaj
29. Ms. Angela Jacob
30. Mr. Kripa Shanker Joshi
31. Mr. Arun Maheshwari
32. Ms. Sunita Jain
33. Mr. Ranjeet Bijarnia
34. Mr. Jagdish Bariwal
35. Mr. Narendra Thakur
36. Ms. Laxmi Thakur
37. Ms. Rimjhim Pandey
38. Ms. Varsha Rathore
39. Ms. Aarti Shah
40. Ms. Yashasvi Dwivedi
41. Mr. Amit Verma

OUR DONORS AND SUPPORTERS

INSTITUTIONAL DONORS

1. Afshan & Barac Bieri Foundation
2. Agronic Food
3. Asha Danbury, US
4. Asha for Education, USA
5. Avenue Food Plaza Pvt. Ltd.
6. Axis Bank Ltd.
7. Bajaj Finance Ltd.
8. Bajaj Holding & Investment Ltd., Pune
9. Benevity- 'The UK Online Giving Foundation'
10. Bharat Petroleum Corporation Ltd. (BPCL)
11. Bread for the World – BfdW, Germany
12. CAF India (Oracle), New Delhi
13. Central Social Welfare Board, New Delhi
14. Capri Global Capital Ltd., CGCL
15. Childline Foundation
16. Childline India Foundation- Mumbai
17. Colgate Palmolive India Ltd., Mumbai
18. Friends of Seva Mandir UK
19. Friends of Seva Mandir USA
20. General Insurance Co. Ltd.
21. Give India
22. Global Giving
23. Health Product For You
24. Hindustan Zinc Ltd.
25. ICRA Ltd.
26. IIM Udaipur
27. InterGlobe Foundation
28. IRIS Software Tech Pvt. Ltd.
29. JK Tyre & Industries Ltd.
30. Kids Park
31. Larsen & Toubro Ltd, Mumbai
32. Mahindra Lifespace Dev. Ltd.
33. Mahindra World City, Jaipur
34. MakeMyTrip Foundation (MMT)
35. Mangalam Grani Mart
36. Max India Foundation
37. Nasscom Foundation
38. Noragric Norwegian University
39. Oaknorth Global India (P) Ltd.
40. Oron Energy
41. Plan International (India Chapter)
42. Rafe Bullick Memorial Foundation
43. Rama Mehta Charitable Trust

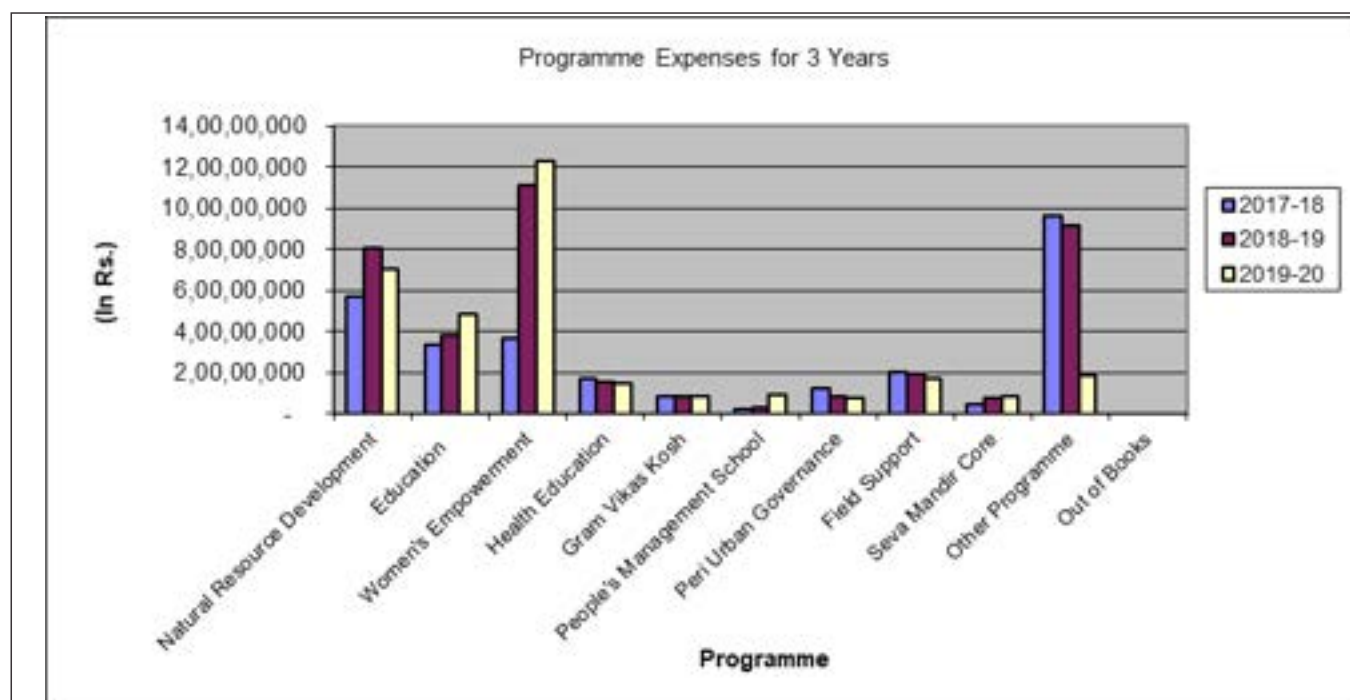
44. Saevah
45. Sarover Hotel Pvt. Ltd.
46. Shamdasani Foundation
47. Shree Khandelwal Digamber Jain Sansthan
48. Sohan Lal Charitable Trust
49. State Bank Of India
50. Target Sourcing (I) Pvt. Ltd.
51. World Learning India Pvt. Ltd.
52. Yatra Foundation, Australia

INDIVIDUAL DONORS

1. Ambar Brahmchary
2. Anil Jain
3. Anmol Bhatia
4. Ashok Kumar Agrawal
5. Chandna
6. Chengappa Appanna
7. Darina Allen
8. Elizabeth L Rose
9. Fatima Radiowala
10. Garima Lakhota
11. Hitendra Bhargava
12. Jimmy Kasad
13. Kavita Shekhawat
14. KG Sunil Kumar
15. Laxmi Thakur
16. Library Members
17. Lokendra Singh Rathore
18. Padma Kaila
19. Pamela Philipose
20. Peter Patel
21. Priyvrati Ji
22. Ramchandra Reddy
23. Ronak Shah
24. Rosaleen Mulji
25. Satish Kumar Nankani
26. Saurabh Jagati
27. Vaibhav Shrivastav
28. Vikas Jethi

PROGRAMME EXPENDITURE STATEMENT FROM 2017-18 TO 2019-20

PROGRAMME	2017-18	2018-19	2019-20	TOTAL
Natural Resource Development	56,596,755	80,618,406	70,517,340	207,732,501
Education	33,197,533	38,361,115	48,244,919	119,803,567
Women's Empowerment	36,533,196	111,519,484	123,150,239	271,202,919
Health Education	16,821,198	15,655,242	14,835,178	47,311,618
Gram Vikas Kosh	8,594,894	7,970,962	8,061,943	24,627,799
People's Management School	1,953,915	2,433,743	8,941,445	13,329,103
Peri Urban Governance	11,951,180	8,646,372	7,342,242	27,939,794
Field Support	20,321,014	19,455,971	16,918,013	56,694,998
Seva Mandir Core	4,059,124	7,188,012	8,074,438	19,321,574
Other Programme	95,941,203	91,212,591	18,261,058	205,414,852
	-	-	-	-
Total Expenditure :	285,970,012	383,061,898	324,346,815	993,378,725



Glossary

- Anganwadi: government-sponsored mother- and childcare centre
- Anicut: dam
- ANM: Auxiliary Nurse Midwife
- ASHA: Accredited Social Health Activist, government health worker
- Bal Manch: Children's Forum
- Bal Sakhi: woman trained by SM to provide care to children 0-5, identify problems and refer cases for further treatment as appropriate
- Bal Samuh: Children's Group
- Balwadi: SM-run preschool
- Bigha: approx. 1/3 acre
- Block: administrative division of a District
- Bride price: a sum paid by the groom or his family to the bride's parents
- Caste Panchayat: non-government decision-making body set up by a community along caste lines
- CCCD: Child-Centred Community Development
- CFR: Community Forest Rights
- CHC: Community Health Centre
- Chief minister Aawas: a benefit designed to provide affordable housing for all in Rajasthan
- Chokla: a committee formed by all caste panchayat heads (or mukhis) from a cluster of villages
- Cluster: group of panchayats
- Comprehensive Plan: Seva Mandir's three-year plan covering work across all the programmes to be funded by unrestricted donations
- ECCD/E: Early Childhood Care and Development/Education
- FD: Forest Department
- FIR: First Information Report prepared by the police when a crime is reported
- FORCES: Forum for Creches and Child Care Services, a national-level network which does advocacy on child rights
- FPC: Forest Protection Committee
- Gram Panchayat: small village group below panchayat level
- Gram Sabha: Village Assembly
- Gram Vikas Committee (GVC): Village Development Committee
- Gram Vikas Kosh (GVK): Village Fund
- Gram Vikas Samuh (GVS): Village Development Group
- ICDS: Integrated Child Development Services scheme, the largest government scheme for young children
- ICRISAT: International Crops Research Institute for the Semi-Arid Tropics
- IFR: Individual Forest Rights
- JFM: Joint Forest Management
- Khushi Baby: project to improve monitoring of child vaccination by digitizing individual vaccine records using low-cost technology that does not require high-level connectivity
- MGNREGA (sometimes NREGA): Mahatma Gandhi National Rural Employment Guarantee Act, a government initiative to provide assured employment via development activities prescribed by the panchayats
- MLA: Member of the Legislative Assembly
- Mohalla: neighbourhood
- MWCD: Ministry of Women and Child Development
- NABARD: National Bank for Agriculture and Rural Development
- NRD: Natural Resources Development
- Nagrik Vikas Manch(NVM): Citizen's Development Forum
- Palanhar: a government scheme which provides scholarships to orphans for education and other basic care
- Panch: member of panchayat
- Panchayat: village-level elected government body
- Panchayati Raj: system of three-tier governance in which the panchayat is the basic form of administration, followed by an elected body at block level, and finally at district level
- PDS: Public Distribution System, a government-sponsored chain of shops distributing basic food and non-food commodities to the needy at very low prices
- PHC: Primary Health Centre
- PRI: Panchayati Raj Institution, an institution operating under the system described above
- Pradhan: head of the Panchayati Raj Institution at block level
- Quintal: 100 kg
- Revenue wastelands: land belonging to the Revenue Department but not under cultivation, and not pastureland or forest
- RTE: The Right of Free and Compulsory Education Act, 2009, more popularly known as the Right to Education
- Sahayika: assistant to a Sanchalika in a Balwadi
- Samiti: group
- Samuh: group
- Sanchalika: woman trained by SM to work with young children in the Balwadi in her local area
- Sarpanch: head of the panchayat
- SHG: Self-Help Group, a women's group set up by SM to provide credit and savings
- SC/OBC: Scheduled Castes and Other Backward Classes, officially designated groups of historically disadvantaged indigenous people in India
- Shiksha Kendra (SK): a bridge school run by SM to provide quality education to out-of-school children between the ages of 6 and 14 in remote rural hamlets
- Shivir: camp
- Support to People Initiative (SPI): an SM programme to improve accountability and responsibility of GVCs in running, monitoring and evaluating village projects
- TBA: Traditional Birth Attendant, midwife trained by SM
- Village Cohesion Index (VCI): a scale developed by SM to measure the status of institutions based on 4 indicators - participation, leadership, management (of resources, funds etc) and decision-making
- Wadi: orchard
- WASH: water, sanitation and hygiene
- YRC: Youth Resource Centre
- Zonal Federation: a federation of the elected members of GVCs within one field area whose task is to ensure supervision of development issues in a group of neighbouring villages. Their focus is on issues pertaining to larger populations.
- Zone: SM subdivision of a block



This is to certify that **Seva Mandir** has
successfully completed the assessment conducted by
Great Place to Work® Institute, India, and is certified as a great workplace.
in the **category: Non - profit and Charity Organisations.**

This certificate is valid from **December 2019** till **November 2020.**

Prasenjit Bhattacharya
Chief Executive Officer
Great Place to Work® Institute, India

Note: The certificate is valid subject to the terms and conditions agreed to by the organization.



Seva Mandir

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