



An organisation which facilitates  
rather than supplying change...

A DECADE EXPERIENCE

SOCIETY FOR ALL ROUND DEVELOPMENT  
(SARD)

## Vision

A society that gives equal opportunity and ensures that the basic minimum of needs of all citizens is met through environmentally sustainable economic activities.

## Mission

To empower deprived sections of society, especially women, by partnering with them to promote education, health care, skill development and environmentally sustainable economic activities.







## Preface

Ten years in the life of any organization is an important milestone, especially if its origin is the outcome of crisis. Society for All Round Development (SARD) in its inception year 1996 without even Foreign Contribution Regulation Act (FCRA) number initiated a small programme of watershed development in uttranchal, the idea was to organize villagers to regenerate the environment with aforestation programme. As the programme was launched it became apparent that SARD did not have the technical, managerial and organizational skills necessary to mobilize people on the scale required to spark a grassroots movement for the programme. SARD however, took the initiative and built its team of few like minded members (*who later become the board members*) building efforts to accomplish the project. As we look back, these ten years, SARD cannot believe that how much it has achieved and marveled in such a short span of time.

In these years, partnerships with government, bilateral funding agencies, corporate organizations and most important the community based organizations, which are the main pillars of SARD, developed a unique approach to social development in its project area. This approach of working together with an open mind and initiative laid foundation to many projects and programmes in three thematic areas in which SARD initiates its activities, namely – education, health & rehabilitation and livelihood.

Over these years, diversified programmes expanded such as micro-enterprises, promotion of self help groups, physiotherapy center, landmine victims rehabilitation, etc. These all were in response to emerging demands – sometimes by the organization and sometimes by the community. To be precise and honest, when SARD began its work (read it as generating funds), it was in survival mode. The projects were taken to make roots in the community and simultaneously learn the hard ways of social development by not taking any short cuts. In these ten years, SARD has not only acquired comprehensive skills in the area of education (by running its own quality education centers, teachers trainers, developing teaching learning material, trainer's manual), livelihoods (*watershed development and natural resource management, self-help groups, micro-credit groups*), health and rehabilitation (*awareness campaigns, HIV/AIDS resource group, etc*) but also part of State Resource Groups in universities and government institutions.

Many people and organizations have made SARD what it is today, key among them being its own personnel, board members, various donors and supporters.

This “Annual Report – A decade Experience” offers a guided tour of the programmes implanted by SARD in these years, through some photographs, illustrations. You will notice in this journey, how some of the methods that have been developed, motivated and changed peoples lives. SARD also takes this opportunity to share some of the community based activities taken up by women’s group, community groups, self-help groups acknowledging their efficiency. We hope this report – a decade experience will interest you and you will extend your considerable support and suggestions to the programmes which SARD plans to take forward in next decade.

Sudhir Bhatnagar  
CEO, SARD

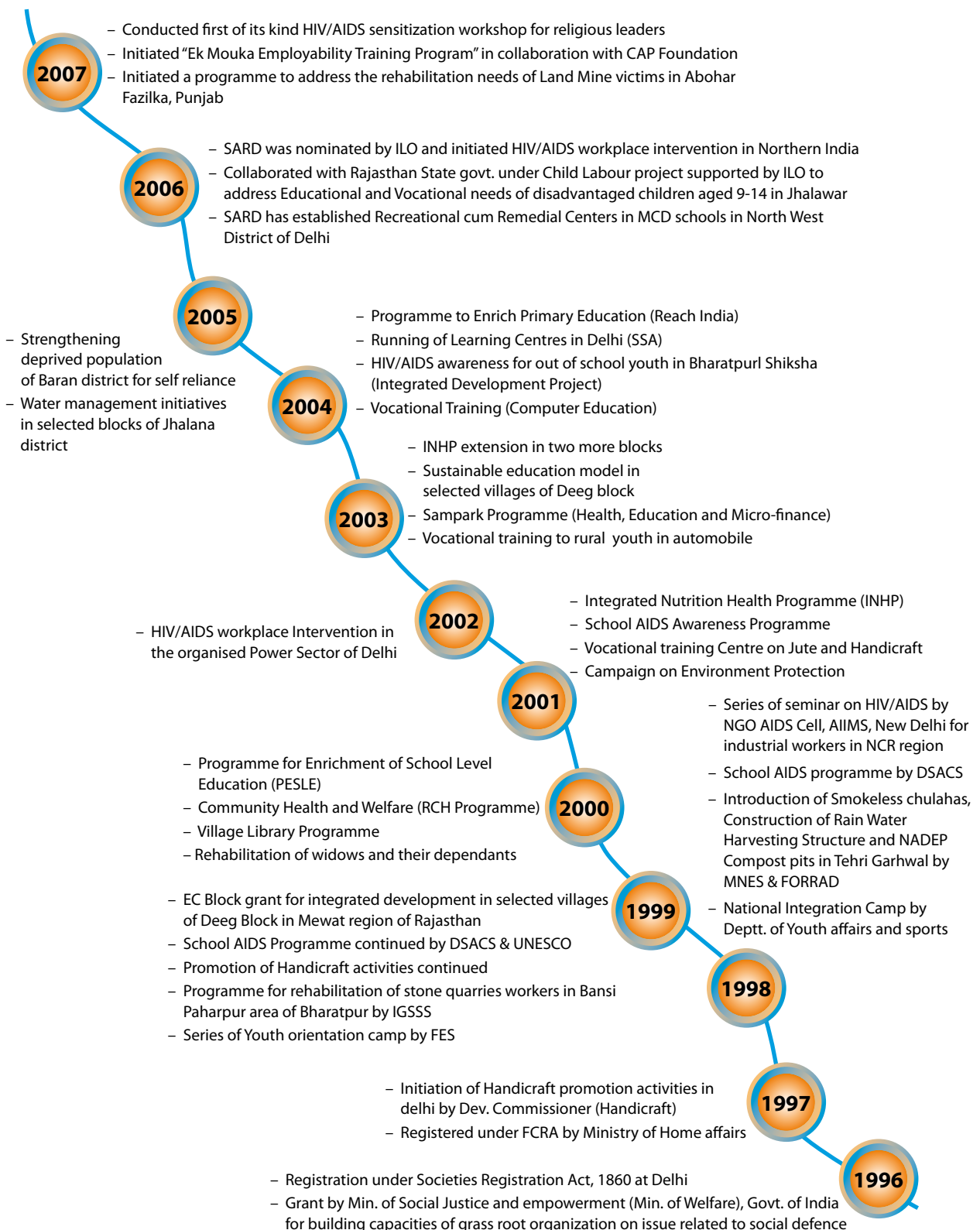


### Operational Districts

- Delhi
- Haryana
  - Faridabad
  - Gurgaon
  - Yamuna Nagar
- Jammu and Kashmir
  - Jammu
  - Ladakh
  - Srinagar
- Punjab
  - Fazilka
- Rajasthan
  - Alwar
  - Baran
  - Bharatpur
  - Jaipur
  - Jhalawar
- Uttar Pradesh
  - Noida



SARD is a non-profit organization aimed at increasing the participation of minorities and disadvantaged communities in mainstream development processes. SARD's goal is to empower these groups, particularly women and adolescent girls, by improving their access to quality education and health services; providing vocational training; introducing micro-credit schemes; and promoting environmentally sustainable income generating activities. SARD's thrust is to build the organizational and leadership capacities of its stakeholders. SARD takes a holistic and integrated approach to development that favours the sustainability of its programs by providing people access to tools, training and structures they need.





# Service Delivery Mechanisms: SARD Approach and Strategy

SARD has been working for the overall development of the selected meo villages<sup>1</sup> since 1997, with special emphasis on education, health, income generation and natural resource management. The endeavour has always been to situate the interventions in the socio-cultural and religious context of the region.

SARD has built strong links with the community in these villages and consistently involved community and religious leaders in the decision making process. SARD efforts deeply involve the Community Based Organisations (CBOs).

As a social development non government organization SARD has always believed in adopting a people centric approach. It has always given high priority to be a participant in the development process and also recognizes the importance of people's participation at all stages of a development project. In this endeavor, SARD has always tried to have a multi-disciplinary approach to gain insight into the existing socio-economic conditions of people and the existing political status. Further as a part of its methodology and approach SARD has always adopted various social research techniques to ensure that all issues relating to a project or programme are adequately addressed so that a meaningful package of deliverables are developed.

In theory, planning is carried out in the following mode. A series of goals and a plan of action (or "blueprint") are created by experts and officials; people are expected to implement the plan; and outcomes are reviewed periodically, typically once a year, to ensure adherence to the plan.

---


1 Deeg Block of Bharatpur district of Rajasthan is 180 kilometers from Delhi on the Delhi-Agra highway and is 40 kilometers from Bharatpur. The area lacks basic infra-structural facilities in terms of a road, safe drinking water, hospital, school etc. In Deeg majority of the population is of meo-muslims. Society for all Round Development (SARD) began working for the development of the Meo Muslim community, in order to make a difference in the various aspects of education and health in this area.

In practice, this framework is adequate for situations that require incremental improvements, but it breaks down in the face of enormous “real-world” challenges. People become alienated because they feel that they have no say in planning. Often they feel the plan is impractical because it does not take proper account of local or changing conditions. Monitoring is so long-term that it provides “too little too late” in terms of useful course correction.


What is necessary is an open approach – which empowers people – socially, economically and politically. The three dimensions are inter-linked and cannot be treated independent to each other. The approach and strategy which empowers people, enables them to work together to achieve continuous progress.

Therefore, in SARD’s philosophy the approach is to work through people’s collective—community organizations.

Therefore, SARD primary purpose is to work at grassroots level to improve the social, economic and political status through community organisations formed by the residents of low-income neighbourhoods. With regard to this, SARD experience confirms, there is tremendous potential in new partnerships between local governments, community organisations and NGOs. Joint programs can be set up for schools and health centres; to design educational programmes on health prevention and personal hygiene. There are considerable potential for livelihood enhancement, natural resource management, environmental improvement with as well as without local government, with low-income households and community organizations. The fact that Self Help Groups (made by SARD) are the clear examples, where once trained and brought together on a specific livelihood and/or theme most of the investments made successful enterprises. So what began as a small community-funded initiative supported by government, corporates, bilateral agencies today, SARD project are examples of innovations developed by community.



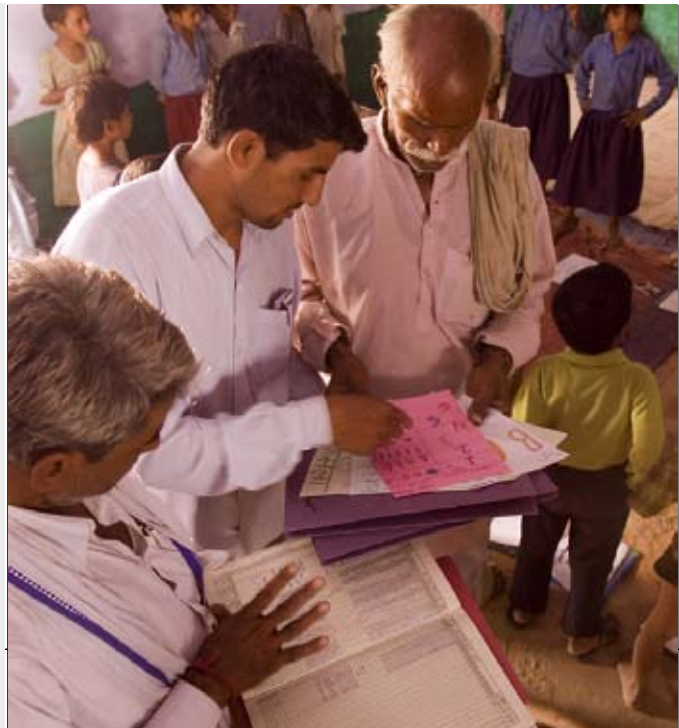
SARD has been able to draw linkages with all its stakeholders, giving each a valuable place and honoring the viewpoints of all. The organization has come a long way from the initial phase of the project. Now, a visit to the field area evokes a warm welcome from the functionaries. The Panchayat members and government officials express trust and complete confidence in SARD’s work and extend their full support. SARD in turns gives full credit to the community that it is working for. In all modesty, it attributes its success to its stakeholders.



This methodology developed by SARD has relevance and involves two critical components: developing projects with community groups and their community organisations to show alternative ways of doing things (*building or improving homes, running credit schemes, setting up and running public libraries, SHG lead livelihood initiatives, etc.*) and engaging local and block officials in a dialogue with communities about these pilot projects and about how they can be scaled up (or the number of such initiatives multiplied) without removing community management.

An important part of this is to bring government officials and other stakeholders to visit the projects and talk to those who implemented them. This approach includes 'claim-making on the state' but, by being able to demonstrate solutions that work, the engagement with the state is more productive. This direct interchange between community organisers has helped develop and spread knowledge and has supported the formation and development of new community initiatives.

The community based organizations (CBOs) are playing a vital role in development and social field to influence the decisions. These CBOs are very important link between the community and the development agencies. SARD working in Mewat area for the meo-muslim community initiated an innovative model by formation of a forum of 10-15 people in each village. These groups which consist of representatives from village leaders, religious leaders, Panchayat and women and any person who is working in social field are included in the CBO.

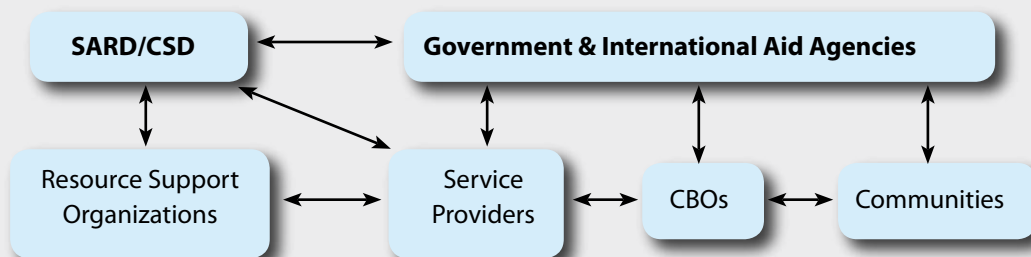


## SARD APPROACH TO DEVELOPMENT

SARD recognizes that responsibility for the development of the area would lie with the communities, community based organisations (CBOs) and, to an extent, non-government organisations (NGOs). SARD adopt a Area Based People Centered Development approach, which envisions people as both the major propeller as well as recipient of development. This approach emphasizes personal as well as social and economic development and recognizes that community collaboration is essential if development is to benefit everyone and not just a privileged few. Its objective is to harness area resources (*human, physical, economic, natural*) by mobilising area stakeholders (*individuals, community groups, local bodies, social organisations, political institutions, government institutions*) in order to increase area productivity, provide equitable benefits to all, and to help improve the quality of life of the people.

Fundamental to an Area Based People Centered Development approach is the need for building local capacity (*individuals, families and communities*) to set and manage the direction of their development. It is essential to increase the capacity of local service providers, so that development in the area would be achieved through a participatory process. The following flow chart depicts the process of building community capacities through community based organizations (CBOs), which would be formed in the project area.

### Stakeholder Structure



## Major projects conducted by SARD

Name of the Project	Major Achievements to date
Capacity building of SARD, local community, and other NGOs in Mewat region of Rajasthan.	<ul style="list-style-type: none"> <li>● Strengthened the process of community involvement in the developmental activities of 5 villages by forming and working through Community Based Organizations (CBO), Mahila Swasthya Sanghs (MSS), and yuva mandals.</li> <li>● Initiated grain banks which were accumulated and managed by the CBOs for developmental activities in their villages</li> </ul>
Action research for developing an effective sustainable quality education system in Bharatpur district of Rajasthan	<ul style="list-style-type: none"> <li>● Conducted a baseline survey to gauge the problems experienced by different stakeholders in the area of education.</li> <li>● Established 9 Quality Education Centers in 5 villages for children (particularly girls) between the ages of 3-14 yrs, most of whom were dropouts from formal schools and illiterate.</li> <li>● Developed a platform for the interfacing/networking of different stakeholders (e.g. educational authorities, Block Development Officers, panchayat and religious leaders) in order to enhance the quality of education provided to village children.</li> <li>● Selected 50 government school- teachers and 40 panchayat representatives for training in capacity building in areas related to the delivery of education.</li> </ul>
Capacity building in integrated nutrition and health program of ICDS & Health functionaries	<ul style="list-style-type: none"> <li>● Used the technique of social mapping to increase the number of people impacted by SARD's intervention, and trained community level workers [CLWs] to keep the maps updated.</li> <li>● Successfully established local linkages between the Health and ICDS Departments &amp; SARD.</li> <li>● Built the capacity of local service providers working in the fields of nutrition and health.</li> <li>● Celebrated monthly Nutrition and Health Days in each village by bringing together different health and nutrition service providers to form a common platform.</li> <li>● Ensured the participation of local agents of change in bringing about the desired nutrition an health behavior of the target group.</li> </ul>

Name of the Project	Major Achievements to date
Health innovation intervention in Mewat region of Rajasthan	<ul style="list-style-type: none"> <li>● Developed linkages with and assessed the needs of untrained Private Medical Practitioners (PMP) who are an unavoidable reality in many Indian villages.</li> <li>● In collaboration with Lady Harding Medical College (Delhi), provided capacity building training to local service providers (PMPs and Traditional Birth Attendants) on various issues, such as acute respiratory infection, diarrhea, first aid, RCH components etc.</li> </ul>
13 village library-cum-information resource centers set up	<ul style="list-style-type: none"> <li>● With the support of RGF, established libraries run by Village Library Committees in every village.</li> <li>● Raised level of community contribution in terms of space and books donated, membership fees paid, etc.</li> <li>● Increased access to outside resources and opportunities by equipping libraries with forms related to various government schemes (e.g. the widows pension, IRDP, TRYSEM, etc.) and books for youths preparing for school examinations.</li> </ul>
Development program for widows and mine workers in Banshi Paharpur area, due to silicosis and silica tuberculosis	<ul style="list-style-type: none"> <li>● Was selected by the Department of Health (Rajasthan) as a Nodal agency for the distribution of free medicines under the DOTS scheme.</li> <li>● Ensured regular medical check-ups to treat tuberculosis and detect silicosis through a tie up with district health authorities.</li> <li>● Initiated the formation of 12 self-help groups (SHG) that enable widows to develop their own source of income.</li> <li>● Helped SHGs secure zero interest loans through NABARD (90+% of which have been repaid to date).</li> <li>● Played an instrumental role in an innovative gift pass on scheme initiated by the SHGs, which succeeded in creating many beneficiaries with a very small initial amount.</li> <li>● Encouraged and supported the establishment of a pre-school program for the children of widows.</li> </ul>
Vocational training in jute handicrafts to adult women	<ul style="list-style-type: none"> <li>● Enhanced self-employment opportunities for women from 25 resettlement colonies in Delhi by training them to be jute craft teachers.</li> <li>● Participated in National Handicraft Expo-2000 in Delhi</li> </ul>
Construction of 50 NADEP compost pits, 11 chals and installation of 500 smokeless chulhas to benefit poor farmers.	<ul style="list-style-type: none"> <li>● Constructed 60 compost pits, 11 chals (rainwater harvesting structures), and installed 500 smokeless chulas (cooking stoves).</li> <li>● Coordinated the construction of 10 more pits which were built entirely by the community.</li> </ul>

Name of the Project	Major Achievements to date
Organized many workshops on drug abuse and voluntary participation in social defense for the middle level functionaries of NGOs	<ul style="list-style-type: none"> <li>● Trained a band of motivators on types of drug abuse and treatments for drug addicts.</li> <li>● Enhanced the level of awareness of middle level functionaries of the issues related to the social health system.</li> </ul>
Seminar on Prevention of HIV/AIDS & STDs in five districts of Haryana for industrial workers.	<ul style="list-style-type: none"> <li>● Trained approximately 250 industrial workers under the Training of Trainers scheme. Response from the corporate sector was very good.</li> <li>● Organized an additional workshop for the engineers of the Delhi Vidyut Board while remaining within the original budget.</li> </ul>
Awareness generation on environmental pollution	<ul style="list-style-type: none"> <li>● Organized two one-week camps for secondary school children that exposed them to current environmental issues through painting, essays and discussions.</li> </ul>
Youth orientation camps and national integration camp	<ul style="list-style-type: none"> <li>● Ran several weeklong residential camps in different parts of the country as a forum for youth to discuss the government's Youth Manifesto and compile a list of changes to be submitted to the authoring agency.</li> <li>● Discussed with campers the role of youth in shaping society, and familiarized them with government policies and issues pertaining to them.</li> <li>● Received positive write-ups by newspapers about the camps and high recognition from the former speaker of the Lok Sabha, members of Parliament and the Director of Gandhi Darshan.</li> </ul>
Training in making soft toys and jute products	<ul style="list-style-type: none"> <li>● Trained 60 young women in these crafts, most of whom found subsequent employment within various organizations or started their own businesses.</li> </ul>
Cutting and tailoring center	<ul style="list-style-type: none"> <li>● Established a vocational training institute for women from Delhi resettlement colonies where they spend 6 months to 1 year learning how to cut and sew garments.</li> <li>● Achieved economic self-sufficiency for institute by charging a modest fee for courses.</li> </ul>
Capacity building of 50 government school teachers on life skills education	<ul style="list-style-type: none"> <li>● Organized two trainings for school principals and teachers on life skills/ HIV/ AIDS, etc.</li> <li>● Selected 12 schools for HIV/ AIDS education interventions, and developed a band of peer educators in each school to discuss the issues more openly.</li> <li>● Organized a series of activities in all schools on HIV/AIDS, and concluded with a Grand Mela on the main issues.</li> </ul>





## The Education Journey...

SARD began its education intervention in 1997 on a very small scale, by establishing balwadis and Non-Formal Education (NFE) centres in three villages in Deeg Block (Karmuka, Toda and Padla). SARD operated these centres until 2000 when it joined Aga Khan Foundation (AKF's) Programme for Enrichment of School Level Education, PESLE. As one of the PESLE partners, SARD transformed its balwadis and NFEs into Quality Education Centres (QECs) on the basis of findings from the baseline survey and needs assessment study conducted in the project area. These QECs fulfil two different functions. On the one hand, they act as bridge schools that prepare non-starter and dropout children for entrance to mainstream schools. On the other hand, they function as laboratories where innovations in minority education are developed and tested before being mainstreamed in local government schools.

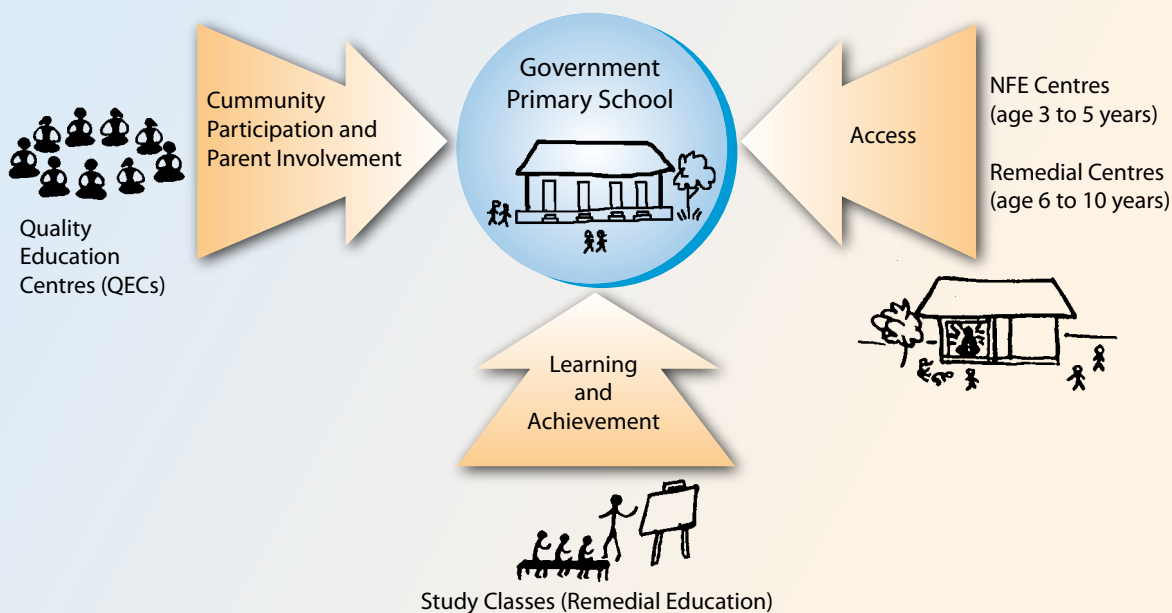
SARD opened the first of three QECs in January of 2001. Since then, it has added 5 more, which brings the total number to 9. These QECs, which students call "Hamara Talim Ghar", represent the product of a fruitful community/NGO partnership. Not only has a community provided buildings in which to house the schools, but also it has raised money through



grain banks<sup>1</sup> to build four new school buildings. Since their opening in 2001, these schools have enrolled thousands of children aged 3-14 years old who either had never been to school or who had dropped out of mainstream educational institutions. SARD's success in attracting and retaining these children has been partly due to the involvement of the community in the establishment and operation of the QECs. Not only has the community built and renovated school buildings with resources it generated through grain banks, but also it monitors the schools and plays an important role in making decisions concerning the development and management of the QECs. Many of these decisions are made within the framework of village Community Based Organisation (CBOs) and school Parent-Teacher Committees, both of which are independent of, albeit closely affiliated with SARD.

In a related manner, the success of the QECs derives from SARD's recruitment of teachers from within the local community. This reliance and support of local teachers played a critical role in gaining community support for and retaining students in the QECs since local teachers are sensitive to community values and are invested socially as well as professionally in the community. SARD designed the QECs to be friendly places in which children are encouraged to participate at their own speed in the teaching-learning process.

1 At the end of harvest season, a group comprised of SARD staff, teachers and community based organisation (CBO) representatives go door to door in the project villages asking people to donate grain to support local educational initiatives. One the grain is gathered, CBO representatives sell it in the market and place the proceeds in the fund administered by the community, In 2002, the CBOs raised Rs. 10,754 from grain contribution and collected Rs. 3,115 in cash.



QEC Teachers employ a variety of methods (e.g. demonstrations, question-answer sessions, teaching aids, songs, games, etc.) to make learning both useful (i.e. practical) as well as fun.

The QEC curriculum is modelled on the district primary education programme (DPEP) curriculum, which SARD has modified to reflect the culture, lifestyle and environment of Meo Muslim students. This is particularly important, since one of the main purpose of the QECs is to prepare students for entry into the mainstream education system. In order to ensure that these students remain in mainstream schools, SARD follows their progress, provides local school teachers which technical inputs, and empowers the community to pressure local government and panchayat officials to rectify persistent problems such as teacher absenteeism and high student-teacher ratios.

Finally, the accomplishments of the QECs can be partly attributed to the close relationship SARD has developed with local government officials and politicians through interface meetings, exposure visits and trainings. Not only have these authorities tacitly supported the QECs in so far as they have said positive things about them, but also they have provided them with tangible support to participate regularly in its teacher training as resource persons and has been working with SARD to organise health-screening camps for school-age children in Deeg Block.

The geographical spread of SARD is presently limited to northern region of the country, with major concentration in the states of Rajasthan, Haryana, Delhi, Jammu & Kashmir and NCR.



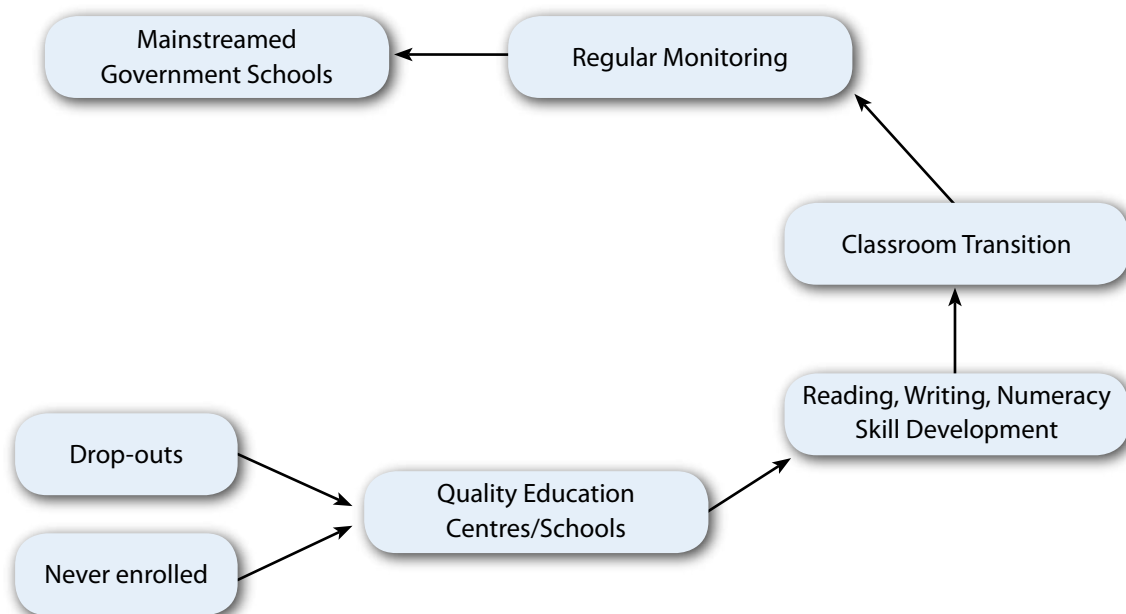
### Features of Quality Education Center (QECs)

- QECs are mainly for 3-14 years children, with a focus on girl child.
- Teachers are trained in pedagogy and other management related issues. Children learn besides language, simple arithmetics and about their own environment.
- Teachers are on rotation basis, based on their skills in a cluster of schools.
- Teacher student ratio is optimal (1:30).
- Community provided the space, contributed in varying degree to construct building.
- QECs have succeeded in sending students to continue their education in formal schools.
- An atmosphere conducive to thorough and joyful learning.
- Flexibility in syllabus., activities based on the child learning.
- Monitoring on a day to day performance basis.
- Panchayat and local leaders of the community joined the movement to bring all children to school.



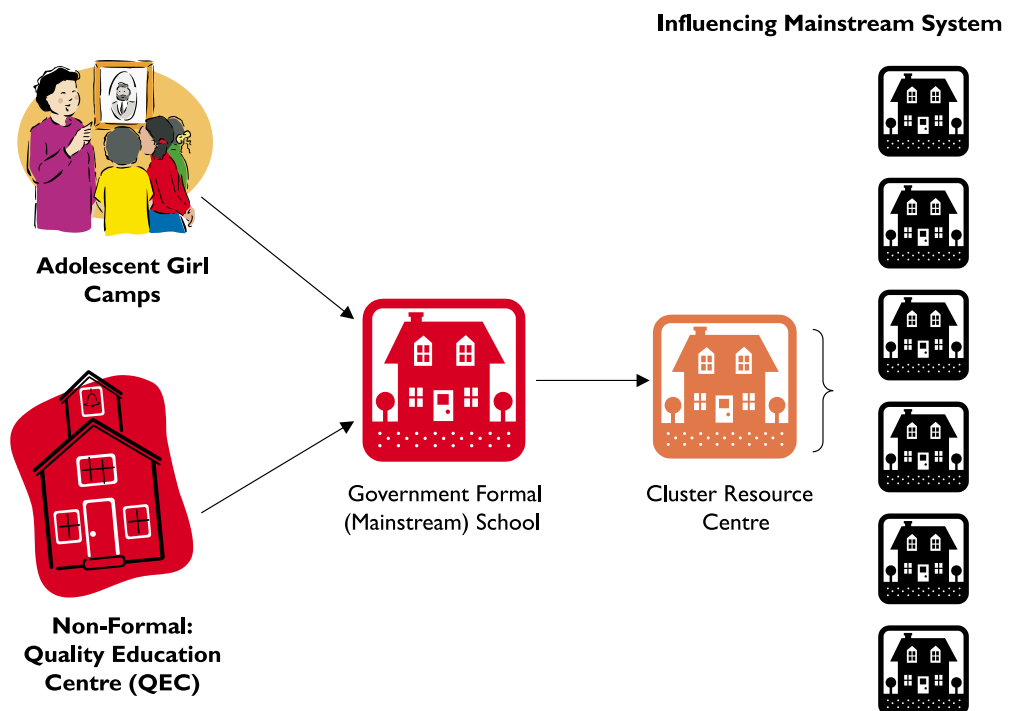
## Achievements

- Since 2001, SARD has enrolled 70% of all out-of-school children in the project area, of which approx 66% are female and 95% are meo-muslim.
- More than 500 children have been mainstreamed to local government school in classes 1 through 5.
- SARD negotiated with local maulvis to reschedule their study times so that they did not conflict with QEC hours of operation.
- The community supported the education initiatives not only by enrolling their children in SARD's QECs, but also by raising resources through grain banks and contributed through labour support in constructing the QEC building.
- At the request of block education officials, SARD resource teachers provided training to government teachers in development of teaching learning material.
- SARD initiated and undertook the first health screening camps for school children in its project area.



## SARD's Innovation in Primary Education

- Development of culture and gender sensitive curriculum and teacher manual with respect to minority of Bharatpur district in Rajasthan.
- Development of context specific Teaching Learning Material with the locally available things and material.
- Develop many innovative pedagogical activities for providing actual and direct experiences to children.
- Involving community inside the schools for academic and monitoring purposes. Community members are invited to tell stories in the QECs as part of language and environment teaching. Children learn a lot about their village and surroundings through the discussion with elderly people.
- Community members are also involved in the day to day functioning of QECs. They come and sit in QEC and observe the teaching learning processes. They feel a kind of ownership towards QECs.
- Joint classes – for follow up of the mainstreamed children are organized in a month to assess the performance of SARD eun QECs, government and private schools. This helps in comparative analysis of QECs students and mainstream students.
- Mobile system of teachers, rotation of teachers (subject expert) from one centre to another.
- Libraries in QECs for both children and community.
- Integration of health and education activities especially life skills education for adolescent girls.



## Ensuring effective programme implementation and longevity

To strengthen its on going programme SARD believed in capacity building both of individuals as well as the institutions. For this SARD organized training of the teachers. This training was given by the resource persons from reputed institutions like Delhi University, J.N.U., N.C.E.R.T., and S.R.C Jamia Millia Islamia. SARD consolidated its activities and strengthened themselves so that it will provide training on the capacity building to other agencies as well. SARD produced high quality documents such as Case Studies, Reports, News Letter, and Teaching-Training Modules etc. In the later years SARD organised workshop on the leadership quality, later provide insight for the future intervention. SARD also developed the capacity of its teacher so that they can facilitate the further educational intervention in the backward area. Today SARD has established itself as a resource agency for imparting training for the educational intervention in the minority area.



## The Livelihood Journey...

Poverty is generally linked to the poor economic conditions. Though this view holds good, a holistic understanding of poverty would indicate that poverty is an outcome of inaccessibility to resources whether it be capital, land or skills.

Therefore, it is necessary to impart appropriate skills to the poor for self-employment, help them in raising finance and it may even be necessary to create potential markets for the sale of their goods and services. They have limitations and handicaps such as lack of education, skills, finance and so on, and our efforts should be to help them to overcome from these obstacles.

To enable farmers to take up agriculture and animal husbandry for earning livelihood could be done only by reviving their lands, water sources, training of farmers on improved agricultural practices and other related activities. Communities were mobilized into user groups and linked up with the panchayati raj institutions (PRIs) with a view to take advantage of Govt. schemes and programmes available for them through PRIs. This is essential, since the well being of women and children rest largely upon the ability of their husbands/fathers to provide a source of income.



Mamta bai is a member of Mataji SHG at Kanchri village in Anta block. She had taken loan of Rs. 7500 from different villagers at interest rate of 5%. Later on one of the lender started pressuring her for returning the loan amount of Rs.8000. During her time of plight, she met few members of the SHGs and eventually joined a SHG group. After some time she borrowed money from her SHG at lower interest rates. Later on she returned the loan after crop harvesting. She could do so due to the low interest rates and without any external threat which she faced earlier from money lenders. Now she understands the advantage of SHGs where she can have easy access to credit at lower interest rates and without having undue and untimely pressure of returning the money.

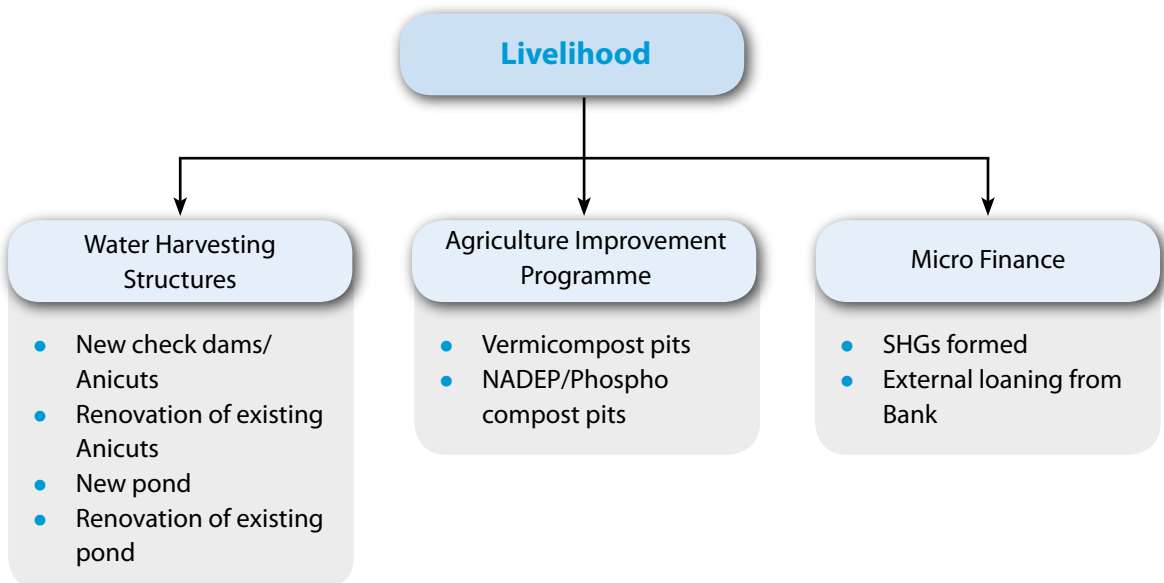
The needs enumerated were especially acute, all the more so since there are no other NGOs working in the area. The activities were initiated through various interventions (read it as programmes) to restore livelihood of people; especially of families below poverty line and women through protection and management of the local natural resources and promotion of farm based livelihood in selected villages.

### Training on formation of self-help groups (SHGs)

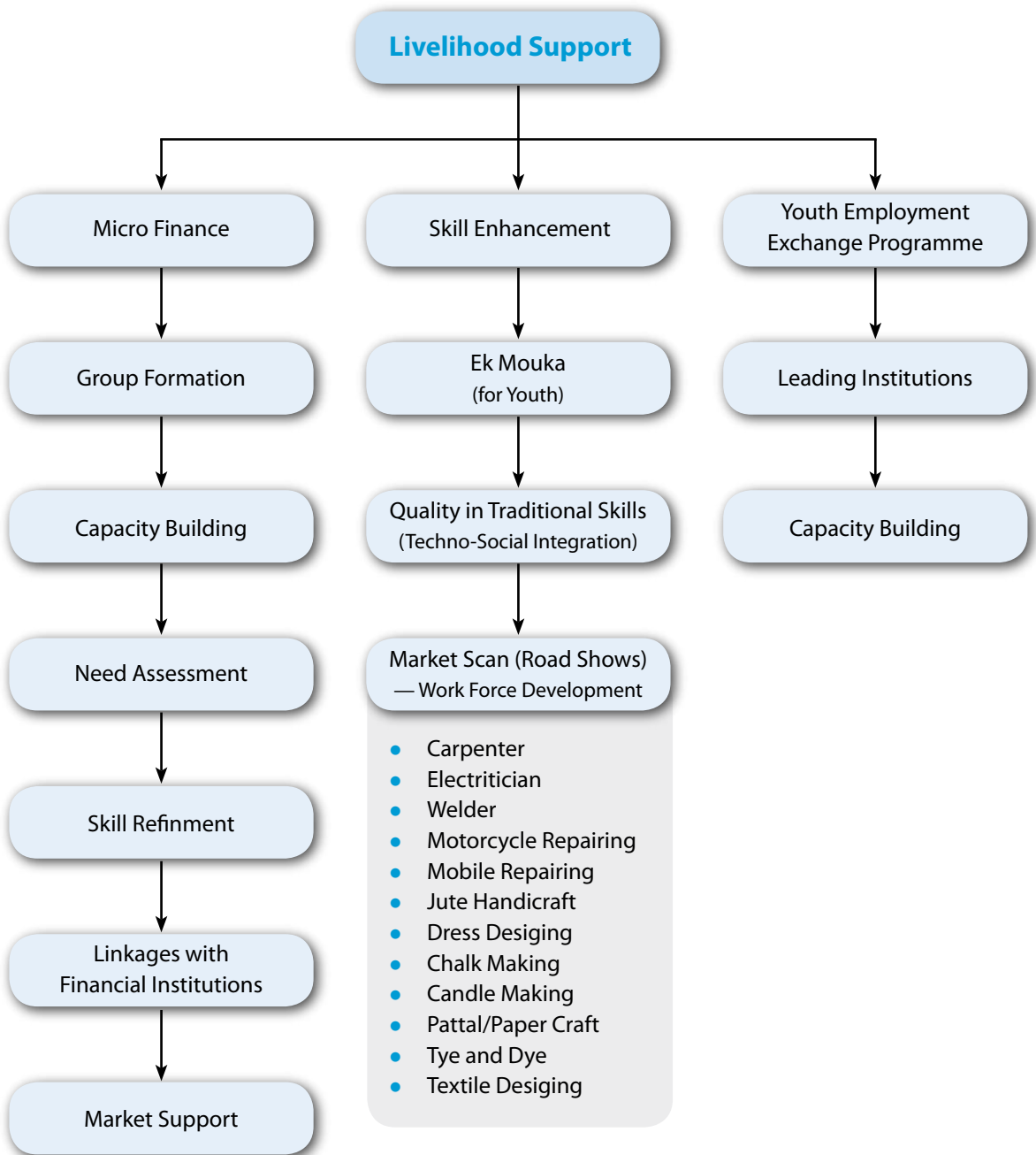
SARD has formed women Self Help Groups in the project villages with membership of women in all the SHGs. The training organized for SHGs were the basic training on formation and functional aspects of the SHGs. The training was meaningful with the objective to provide strength and stability to the existing SHGs.

Training on Watershed Management – Workshop on watershed management are organized for beneficiaries and farmers from the project villages, beside the project staff. The basic objective of these workshop are to orient the community to adopt watershed approach for integrated development of the villages.

- SHG women benefited from Haryana Women Development Corporation schemes to start their own business after SARD intervention e.g. grocery, boutique, tailoring and sweet shop.
- Self Help Groups started their own Income generation activities like Vermi-compost preparation (Agriculture based activity), paper plate making, Candle making and inter group ration distribution.







- SHG women started Information centre cum mobile PCO collaboration with Hutch.
- Organized vocational training for women and youth groups such as tailoring and cutting, Hero Honda motorcycle repairing, electrician trade, and jute bag making training. Numerous participants are working as various employees in different company/organization/ and some of them started their own entrepreneurial activity.
- SHG women participate in vocational training on Vermi-compost technology in collaboration with Krishi Vigyan Kendra.

Main objective behind the implementation of the program were:

- To empower the poor holistically through forming them into functional community groups.
- To build capacities of formed groups through awareness generation, training, and involving them in Income generating activities.
- To empower groups through strengthening their knowledge and capacity building in using electronic Choupals; establishing
- relations with groups formed with PRIs and other local level Govt./non-government institutions.

SHG groups are provided basic training and field level training to SHGs members. The major topics covered during the trainings were:-

- Basic concept behind formation of SHG
- Criteria for selection of leader by group members.



- Importance of conducting regular monthly meetings
- Training on how to handle group dynamics
- Rules and bye-laws for SHG and procedure to frame them
- Importance of interloaning
- Basic book-keeping and accounting

Addressing the issue of unemployment and to support the poor families to come above the poverty line, SARD has initiated to address the small credit needs of the poor households through the thrift based self help groups of women. It also addressed the problem of unemployed youth through self-help groups by organizing them into youth groups and providing various inputs on personality development, employment training and the self-employment finance, market linkages etc.

- Some women SHG decided to take up candle making on an experimental basis. For the same the team procured moulds from Delhi and gave it to the groups. The group has procured wax and necessary raw material locally to take it up at commercial level. The team is in the process of getting license for procurement of wax from Assistant Director District Industry Office.
- The setting up of the dress-designing centre is in the process. Sewing machines have been procured and the team is in the process of sending the locally identified trainer to Jan Shikshan Sansthan (Govt. of India), Delhi for necessary training. The sewing machines have been given to the group and the group has collected security from the members. The group has decided to start the centre in the New Year.

### **Water Resource Development...What we did**

Jhalawar a boarder district of Rajasthan is at the edge of Malwa Region. The farmers are always devoid of water and lack irrigational facilities. SARD joined hands with corporate giant ITC and took technical collaboration of AFPRO (Action for Food Production). The objective of the programme was to provide irrigation water and inputs to farmers for sustainable agriculture. The farmers in most of the villages were dependent on the nalas flowing in the villages for irrigation. These nalas being seasonal and ground water being salty, villagers used to face difficulties in irrigation. So, SARD created community groups which worked along with AFPRO Technical team undertaking the complete treatment of existing nalas, i.e., checking the water in series. The water in nala will be stored and used for irrigation and recharging purposes. The number of dug cum recharging ponds was constructed to increase the percolation. Existing ponds were renovated. The community members (farmers) were trained on soil and water conservation measures, including how to reduce siltation in the nalas. Exposure visits were planned and organized so that community members (farmers) get aware about the overall

## Soil Conservation

- Soil conservation measures are taken up in villages covering 250 acres through rigorous training of farmers.

## Water Conservation measures

- Renovation/ Construction of structures viz. village farm pond and a storage tank in two villages and provision of lift irrigation facilities.
- Renovation of Drinking water sources (dig wells/ hand pumps/ water harvesting structures) in villages.

## Live stock development

- Training camps on Dairy farming taken up.
- Vaccination camps conducted in collaboration with District Animal Husbandry Department, Govt. of Rajasthan.
- Breed improvement through provision of he Buffaloes for insemination taken up.

## Agriculture

Agriculture development activities comprise of training and awareness in sustainable farm practices; the households are involved in kitchen gardening. Improved Seeds and other essential inputs are made available among the users.

- Training and awareness camps organized in agriculture and promoting natural farm practices.

## Goat Rearing

In the field of micro-enterprise, SARD is promoting goat-rearing activity keeping in view the local conditions and demand of the group members. Under the model adopted for goat rearing, 50% of members of any SHG are given goat (one goat per member) in the beginning. First female offspring will be recovered from the member, after 9-10 months and will be distributed to other members of the same SHG. Members receiving offspring from other members will have to return first female offspring after 18 months for distributing it to other SHG members.



## Selfless service by a motivated WUA member.

This story is a remarkable example of unity and self-less service rendered by the rural village community in general and Nav Durga Water Users Association of village Nayapura in particular.

The month of December is a critical period for Rabi crops especially, along the course of the stream, which is a good source of soil moisture from the adjoining flowing stream. Normally, during this period the agriculture fields are full of standing Onion and Chilly crops in this region. The Onion and Chilly crops are considered the cash crops, which brings money in plenty to the farmers. These crops are matured in the month of February-March for harvesting.

The execution of proposed new Anicut in the village started with excavation of foundation work in this period only. As per the technical design details of the Anicut, around one Beegha of cropped land was a part of the reservoir and embankment area, belonging to one of the WUA member Mr. Jagdish Patidar, a marginal farmer, whose source of income was only the agriculture crops of Onion and Chillies which was suppose to be harvested after two months. Mr. Patidar was expecting bumper crops during this year costing around Rs. Twenty thousand. Since the foundation excavation work of Anicut was already started, it was necessary to clear off the agriculture field of Mr. Patidar to complete the foundation excavation work timely. The SARD staff along with other WUA members interacted with him and to their surprise Mr. Patidar immediately agreed to clear off the field by removing the juvenile onion and chillies plantation from the field without bothering for his only the source of income for livelihood.

This self less service by Mr. Jagdish aroused the similar kind of feeling in other members also and as a result most of them cleared some part of their agriculture field to create an approach road for transportation of construction material for the Anicut. In the process, even some of the farmers had to cut few sandalwood plants, with assurance that they will plant sandalwood in other areas as replenishment to this loss.

This is one of the inspiring stories of a poor farmer, who did not care for his source of livelihood to a better cause of providing the larger and long-term benefit to the community.



- Improved Seeds and other essential inputs provided through Seeds Department, Govt. of Rajasthan.
- Involving the households into kitchen gardening to harvest cash crops.

### **Skill enhancement/ up gradation programmes.**

- CBOs leaders trained on Communication, Leadership skill and village level planning.
- Panchayat representatives exposed to the Natural Resource Management aspects.

### **Natural Resource Management (NRM)**

Water management initiative were to provide sustainable livelihood to rural poor farmers through appropriate water resources management in participation with community. In addition,

- Promotion of low External Input Sustainable Agriculture.
- Employment generation for farmers and landless through development of on –farm and off- farm activities.
- Women empowerment and capacity building through women SHGs.

The primary rationale for the NRM activities were aimed at strengthening the capacity of the deprived section of the community by developing natural resources e.g. land, water, vegetation among other things. It is envisaged that such acts will on one hand conserve the ecological environment around the villages, on the other hand the actions thus taken would amply open up the opportunities for the people in pursuing their agriculture, horticulture, livestock development, drinking water supply, fodder and fuel production and all related matters.

Soil and water conservation measures occupy a major activity among villagers. Old/ damaged water sources and storage structures are taken up for innovation and put to use for drinking water and irrigation purposes. Live stock development comprises training in a number of methods and techniques. Vaccination and breed improvement camps have also been organised.

Members of 5 SHG at Hatiadeh village in Kishanganj block decided to start a movement in their village to stop alcoholism. This decision was taken in their monthly SHG meeting that if their husbands are drunk, they will not look after them or feed them. The members were able to be firm on their decision and also were able to change the attitudes of their male counterparts to an extent. This is an excellent example showcasing that the SHGs can also be used as a forum to fight against social evils in the society and collectively exert pressure within the family and among the community.

# The Health and Rehabilitation Journey...

SARD was selected by Department of Health (Haryana) to distribute free medicines within its project area under the directly observed treatment, short-course (DOTS) schemes. Local youth volunteers were trained under DOTS schemes to deliver medicines to Tuberculosis (T. B.) patients. Awareness camps organized in intervention area on occasion of World T.B. day. Local youths volunteers and SHG women have been trained under the Pulse Polio Abhiyan in collaboration with ESI hospital. SARD initiated to improve the reproductive health and nutritional status of adolescent girls pregnant women and lactating mother and children in the project areas. Conducted interface workshop with health departments to ensure effective supply chain management. Built capacity of community based organization and change agents (*members of the community trained to community to work within their own rank to bring about the desired behaviour changes*). Built capacities of local health service providers in the area of birth, diarrhoea management, immunization, maternal anaemia and acute respiratory infections.

- Health camp organised in collaboration with Family Planning Association of India, whereby pregnant and lactating women attended by FPAI doctor's team at community health camp/clinic.
- Organized workshops on RCH and breastfeeding for SHG women.
- Nutrition & Health day are been organized.
- Oral hygiene and Dental Check-up camp organized for community people at different communities in collaboration with dental Colleges.

## Work Place Interventions

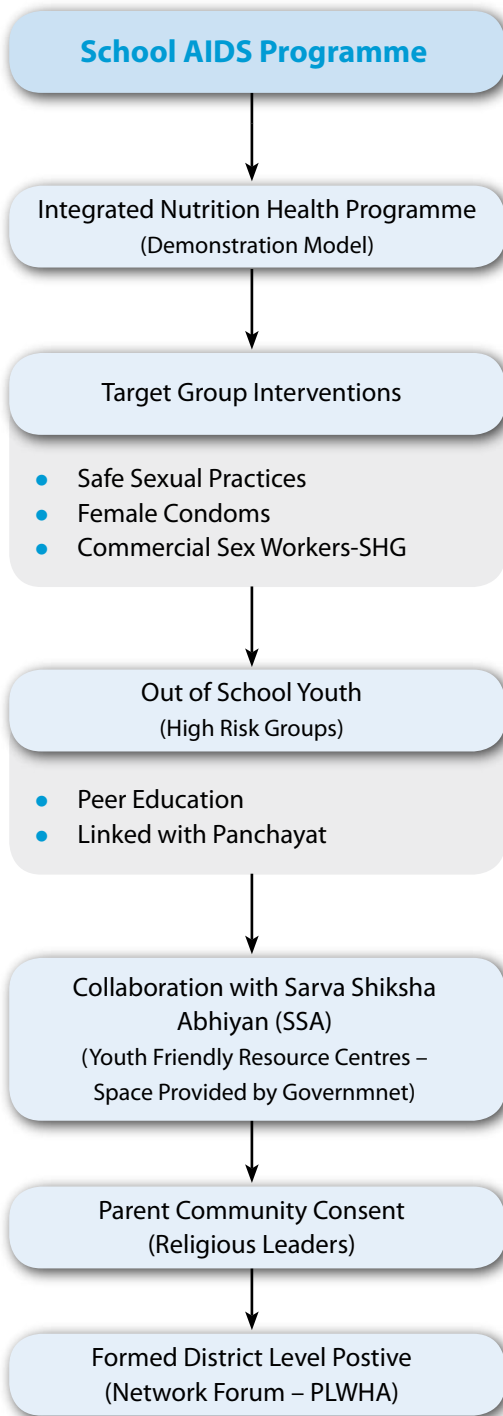
(Started in 1997-98 with All India Institute of Medical Sciences (AIIMS) regarding HIV/AIDS)



Later SARD in collaboration with ILO/UNESCO became the nodal resource agency

### The interventions...

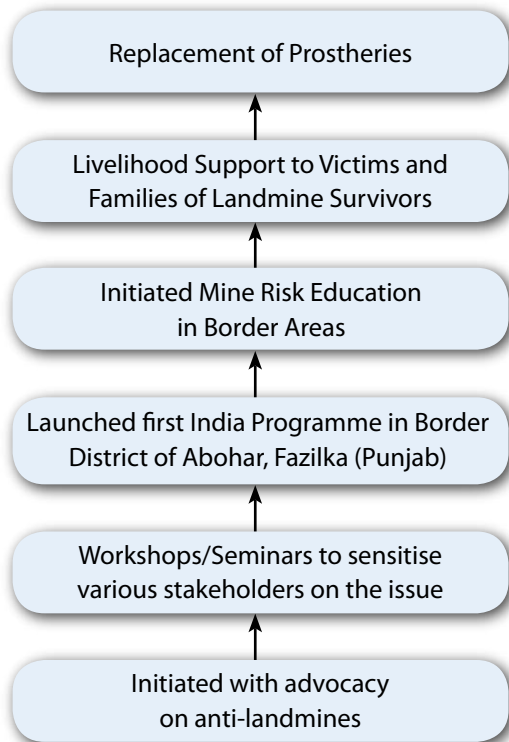
- Senior Management Sensitisation
- Employee's Sensitisation
- Knowledge-Behaviour-Practice (KBP) Study
- Master Trainers (Training of Trainers – ToT)
- Peer Education (Training of Trainers – ToT)
- Series of Events



### Rehabilitation of community members suffering from Silicosis

Community who was badly affected by the extensive mining work in the area, Banshi Pharpur which is well known for its stone mine in the entire State of Rajasthan. Most of the male population of the area is engaged in this mining work for their livelihood as a result of which they are suffering from Silicosis (TB). Medical facilities are rear and what ever little is available it is out of the reach of the common man. All these factors result in a very severe condition, the average lifespan of a male in the area is hardly 45 to 50 years, by this time he is already suffering

### Landmine Survival Assistance Programme





Kaprikhera is a small village located in the tribal belt of Kishanganj block. This village has a government primary school with just one teacher for 5 sections. 9 months back a bridge centre for dropout and non-school going children was opened in this village.

Deepak, a boy impaired of speech and hearing, aged 7 years, belongs to a very poor family. The responsibility of providing bread and butter to the family rests solely on his mother as Deepak's father died when he was very young. The biggest irony is that Deepak is deaf and dumb. He was enrolled to SARDs bridge centre, in the initial days of joining the centre he was full of fear and used to sit in a corner of the centre. Also, he was not regular at the centre. SARD teacher visited his home and contacted his mother, where she told him that when Deepak used to go to Govt. School at that time he was not given proper care and treatment by other children and teacher. His co-students use to tease and beat him at the school. That's why Deepak stopped going to school.

After this home visit by SARD teacher, Deepak's mother accompanied him daily to the centre but if she goes out of village for some labour work, then Deepak did not come to the school. So the centre teacher decided to pick him up everyday. Now he is regular to centre and all the fear and apprehensions' regarding studies has disappeared from his mind.

Everyday the activities at centre start with a poem or some extra curricular event. Since Deepak could not speak, he makes the action and rest of the children recites after his action. Now the children at centre could make out from his action as to which poem he is asking to recite. Only within a span of 7 months, Deepak is able to write counting till 100, perform simple mathematical operations, write the names of various nouns in Hindi and write English alphabets and stands first in sports and drawing events organized at centre level. Nowadays Deepak is coming regular at the centre and participates actively in all the activities at the centre.

### **RTI/STD and HIV/AIDS – Awareness Campaign Programme**

SARD works with 25 slums / resettlement colonies in south-west and west Delhi. The slums were allotted by Delhi AIDS Control Society to SARD team. The objective of the programme was to raise the level of awareness on RTI/STD and HIV/AIDS among vulnerable groups of the population; to make the people aware about the services available in the public health system for the management of RTI/STD; to facilitate early detection and prompt treatment to people.

The intervention package included the dissemination of IEC material, organize magic and cultural shows, involvement of community leaders, counseling support to high-risk people, etc.

During programme interventions, SARD observed in some of the slums people were showing keen interest in campaign and willing to participate in such programmes. Some community youths took the responsibility to organize the campaign and generated posters along with project functionaries. Women and adolescent girls though initially empathetic towards the issue. They later welcomed the content of the programme, especially to know the issues of menstrual hygiene, myths and misconceptions related to these issues, life-skills, gender relationships, etc.

In conclusion, the family health awareness campaign was successfully completed increasing the level of awareness among slum dwellers. But, it is to be noted that SARD recognizes the fact that, it could be termed as end of programme as community needs a close monitor and further enhanced activities.

from the dreaded disease of TB. Some of the villages in the area are also call the widow villages due to very high numbers of widows in these villages. SARD decided to start its intervention in the area by forming SHGs, females are the group members of these SHG's. Female groups were formed in priority in order to provide some financial sustainability to their families because it was not sure as to when the support from the male counter part would stop due to the disease of TB. After the husbands death women also used to go to mines for the work of refining/rubbing of chakla (round dough board) in order to earn some money to sustain the living of their family. These women's were being exploited

## MAYA

VILLAGE: MOROLI, BANSI PAHARPUR

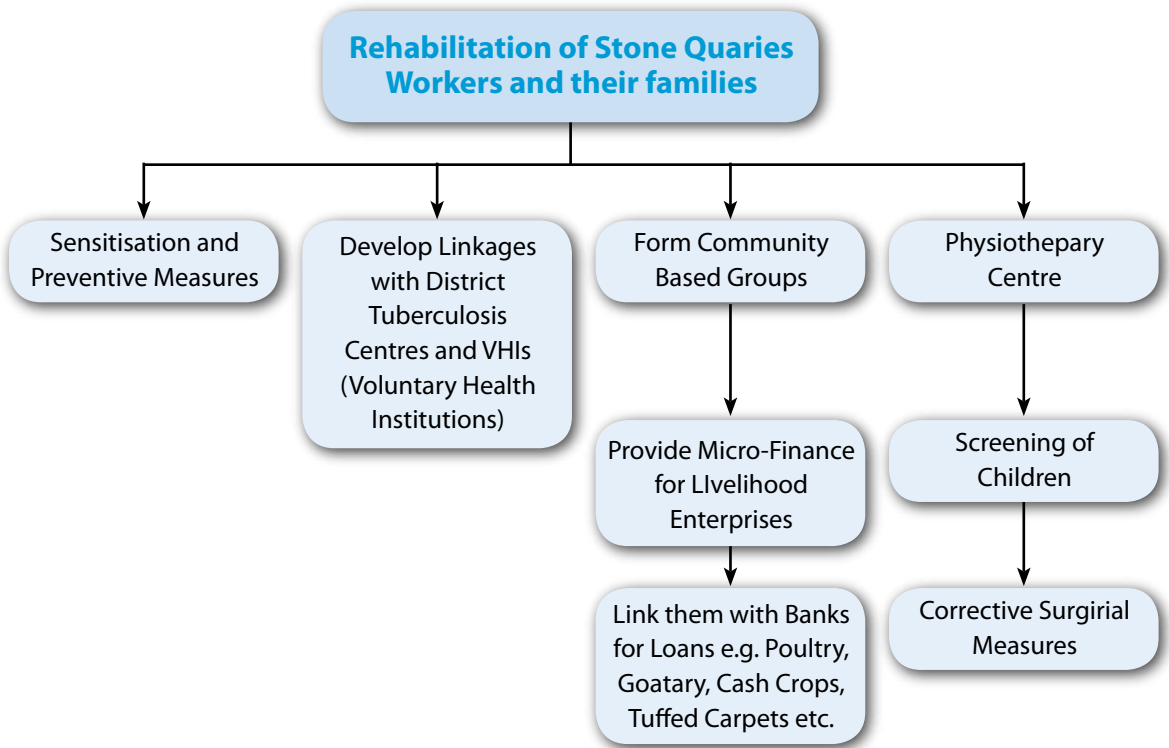
My name is Maya and I am 27 years old. I live in Moroli, a village in Bansi Paharpur with four young children. My husband was a mine – worker and all went well. He came down with a nagging cough that soon rendered him unfit for work. He began retching blood and it was then when I was scared and rushed him to a nearby dispensary. The doctor my darkest fears and said it was because of his over- exposure to mine dust. His treatment was expensive and I had to regularly borrow money from the local moneylender. Despite all my efforts to save him, I failed and I was left a young widow, a mounting loan and four children to look after.

I began working; making “chaklas” (rotis) and selling them and it barely fetched me 50 paisa apiece. My children and I struggled on; what however worried me constantly was the money outstanding to the moneylender. How would I repay this debt?

I heard of women's Self Help Groups and joined one and began attending meetings. It came to my ears at one such meeting that a voluntary organization called SARD got women loans for various purposes from banks. It sounded like help had descended from above and I spoke to the chief of the women's SHG about asking SARD to help me get a loan from a bank. She introduced me to a SARD member and spoke about my plight and requirement.

At a meeting, it was announced by the SARD member that a bank had granted my loan request for Rs 4000/- and I was overjoyed. I promptly returned the moneylender a part of his money and with the remnant I bought some household items. SARD also gave a few of us from the SHG 9 chickens and a cock to raise poultry. Their only condition was that we do not sell eggs to the moneylender for the next 3 months.

We made a sincere attempt at rearing poultry and slowly the income began coming in. I started by saving a rupee a day and it has gradually increased for every member of our group. Thanks to SARD, we have also been able to repay the bank a part of the loan. Over and above all, I have found a decent means of livelihood for myself and my children and so have countless other women in this widow's village.



To address the complex issue of understanding the perception of the community, related to the reproductive health issues, a series of Focus Group Discussions were held in the nine intervention villages in assistance with the State Resource Centre, Jamia Milia Islamia, New Delhi. Focus Group Discussions were held with religious leaders, community based organizations (CBOs), women of high parity, young married men, young married women, young educated unmarried men. In the initial stages of SARD's activities, a dialogue with these leaders was held. This was basically to gauge their perceptions on Family and Reproductive Health. Active support and participation from the State Resource Centre of the Jamia Milia Islamia was obtained to plan, coordinate and carry out the focus group exercise. In addition to this, Jamia also prepared the tools and guidelines for the focus group discussions, selected and trained the interviewers.

### Outcomes of the discussions

- People normally had large family size but they realized the importance of a small family
- Majority of the population was unaware of the contraceptives available and its effects. They were however interested in knowing more and mentioned that any development programme related to reproductive health will be welcome in this area.
- CBOs advocated programmes that would motivate the rural youth for population awareness. There is certainly a demand for family planning services.
- Males usually took the local medicines given by the quacks whereas females use pills with a notion that it will have some adverse effect. A few had gone for the Copper T and have motivated others of its benefits.
- A few males used condoms but preferred the women to use the contraceptive.
- Peer group discussed these issues and they could be excellent resource people for spreading the message.
- Although people did not want to follow family planning methods thinking that it is un-Islamic, but they did favour temporary methods like pills, Cu T and condoms, where religion allowed its use. There was a lack of awareness on population issues
- A clear preference for the male child was obvious as people went on having several children till they give birth to a male child and even remarried in certain cases.
- Younger generation favoured smaller family size and wanted to practice temporary methods.
- The religious leaders did not talk on these reproductive and family issues.

at these workplaces physically and in terms of fewer wages for their intensive labour work. As a result of which they were bound to take money on high interest rates from the moneylenders for running their livelihood.

Females of scheduled caste were suffering from the same problem. Therefore, the SHG groups were formed to deal with the problem of economic and unemployment. In the beginning, these females with the help of other group members solved their family problems. But after some time as they got united and the group started taking a formal shape, they got money from bank with the help of these groups. This money was utilized to buy Goat for the group members.

- Some people were in favour of delayed age of marriage of both boys and girls.

### Findings of the Focus Group Discussion

- All members of the focus groups agreed that the guidance of the Quran, Hadith, and Islamic Law should be followed at all costs on subjects related to methods of contraception.
- Appropriate age of marriage for boys was 16-17 years and 14-15 years for girls. Boys and girls had no say on choice of life partner as the parents as a rule fixed marriage.
- First birth was usually accidental and unplanned and thereafter children were conceived every year. There was no case of delaying of first birth and very few reported spacing of subsequent births.
- Total desirable family size was reported to be three children. However, currently the average size of the family ranged between 2-12.
- People used both traditional and modern contraceptive methods. The religion allowed use of temporary methods of birth control only. Religious leaders advocated use of only temporary methods of family planning. All the elderly people were in favour of using family planning methods and advocated educating their children.
- As a matter of preference, men preferred contraception for the women. Also there were several misconceptions on the use of the condoms and pills that it adversely affects their health.
- On reproductive health issues, the community did not seek guidance from the religious leaders. This was reported from both the religious leaders and the community.
- The community and the religious leaders were fully aware of the economic and health implications of early marriage. Almost all members of the focus groups reported that early, frequent and too close childbearing has led to poor health amongst children. However, none reported that bearing too many children also affects the health of the women.

**The Focus Group Discussion evoked a high level of interest and enthusiasm from all the members. It brought forth the need of the community to increase awareness and knowledge about reproductive and family planning issues. The community will definitely respond favourably to an intervention that will make information available to them.**



## सामुदायिक भागीदारी से सुनहरे कल की ओर

जिला झालावाड़ संतरों और सोयाबीन के पैदावार के लिए प्रसिद्ध है परंतु वर्ष की अनियमितता ने आम किसानों की कमर तोड़ के रखी है। पिछले चार वर्षों से संतरे की फसल घाटे का सौदा बनी हुई है। जहाँ सिंचाई कुएं एवं ट्यूबवैलों पर आधारित हो वहां अनियमित वर्षा एवं घाटते जल स्तर का विपरीत असर लाजमी है।

इन समस्याओं को ध्यान में रखते हुए ITC ने सार्ड संस्था के माध्यम से झालरापाटन के 25 गांवों में ई-चौपाल एवं सुनहरा कल कार्यक्रम के अंतर्गत "सामुदायिक भागीदारी द्वारा जल संरक्षण एवं प्रबंधन कार्यक्रम" की शुरुआत की है। समेकित विकास को ध्यान में रखते हुए उन्नत कृषि तकनीकों प्रचार तथा जैविक कृषि को बढ़ावा देना भी इस कार्यक्रम का एक लक्ष्य है।

कृषि यहाँ लोगों की आजीविका का मुख्य आधार है। इस कारण सुनहरा कल परियोजना के अंतर्गत यह निश्चित करना हमारा लक्ष्य है कि कृषि के अधिकतम उत्पादन के लिए आवश्यक संसाधनों की निरंतर उपलब्धता हो। आवश्यक संसाधनों से हमारा तात्पर्य जल, उपजाऊ भूमि, उन्नत बीज खाद तथा उत्पादों के लिए बाजार से है। इन संसाधनों की निरंतरता को बनाए रखने के लिए आवश्यक है कि परियोजना के हर स्तर में सामुदायिक भागीदारी सुनिश्चित हो। भागीदारी से हमारा तात्पर्य परियोजना के निर्माण, क्रियान्वयन, प्रबंधन एवं परियोजना लागत की सामुदायिक हिस्सेदारी से है।

हमारा यह विश्वास है कि दान की प्रवृत्ति के षोषण से विकास संभव नहीं है। अगर विकास करना है सामुदायिक भागीदारी सुनिश्चित करनी होगी। पिछले कुछ वर्षों से सरकार का ध्यान भी इस ओर गया है और लगभग सभी योजनाओं में सामुदायिक भागीदारी का प्रावधान रखा गया है। परंतु वास्तविक रूप में इस प्रावधान का कितना परिपालन हो रहा है यह बहस का विषय है।

झालरापाटन में सुनहरा कल कार्यक्रम की शुरुआत मोतीपुरा एवं समराई गांवों से की है। इन दोनों गांवों के बीच एक नाला है और इसके दोनों ओर कृषि योग्य भूमि है। इसी नाले पर सुनहरा कल कार्यक्रम के अंतर्गत वर्षा जल के संग्रहण के लिए कुछ चेक डैमों का निर्माण प्रस्तावित है।

भागीदारी सुनिश्चित करने के लिए जब परियोजना के शुरुआत से ही ग्रामवासियों को विश्वास में लिया गया तो यह उनके बीच एक कौतुहल का विषय बना। गांव वालों का मानना था कि आज तक इन गांवों में कई परियोजनाओं का अमल किया गया है। जिनमें कुछ सरकारी एवं कुछ गैर सरकारी परियोजनाएं भी थीं, परंतु कभी भी इनका क्रियान्वयन समुदाय को विश्वास में लेकर नहीं किया गया। नतीजा ये कि इनका लाभ कुछ ही संभ्रात परिवारों को मिल सका अथवा रख-रखाव के अभाव में इनकी उपयोगिता निरंतर कम होती रही। पानी जैसे मुद्दे को हल करने के लिए परियोजना एवं इसके निर्माण में सामुहिक भागीदारी ने ग्रामवासियों में काफी उत्साह जगाया। हालांकि यह उत्साह कुछ ठंडा पड़ने लगा जब समुदाय से परियोजना के लागत में सहयोग की अपेक्षा की गई।

ITC एवं सार्ड का मानना है कि परियोजनाओं के निरंतरता को बनाए रखने के लिए इसमें अपनत्व की भावना जागृत करने लिए परियोजनाओं के लागत में सामुदायिक सहयोग अत्यंत आवश्यक है। परंतु लोगों का मानना है कि जब ITC जैसी कंपनी परियोजना चला रही है तो परियोजना लागत में सामुदायिक सहयोग की क्या आवश्यकता है। ग्रामीण का यह भी कहना था कि सरकारी योजनाओं के अमल में भी समुदाय के कभी इस प्रकार की आर्थिक सहयोग की अपेक्षा नहीं की गई है।

निरंतर प्रयास के बाद जब गांव के कुछ सक्रिय लोगों को परियोजना लागत में सामुदायिक भागीदारी के महत्व का पता चला तो उनके सहयोग से गांव में एक जल प्रबंधन समिति का गठन किया गया। समिति के गठन का उद्देश्य परियोजना क्रियान्वयन में सामुदायिक भागीदारी सुनिश्चित करना है। इस समिति के सहयोग से सार्ड संस्था की टीम ने घर-घर जा कर परियोजना में समुदाय के आर्थिक सहयोग की महत्ता को समझाया। धीरे-धीरे इस प्रयास ने रंग लिया और जल प्रबंधन के लिए चेक डैम आधारित भागीदार किसानों के साथ विभिन्न उपभोक्ता समूहों का गठन किया गया। अब चेक डैमों से लाभ प्राप्त करने वाले किसान न सिर्फ परियोजना के लागत में सहयोग करने के लिए राजी हुए बल्कि परियोजना पश्चात भी इन चेक डैम के रख-रखाव के लिए नियम एवं कानून बनाने पर भी सहमत हुए हैं।

इन उपभोक्ता समूहों ने यह निर्णय लिया है कि परियोजना लागत में 20 प्रतिशत का योगदान चेक डैम आधारित उपभोक्ता समूहों द्वारा किया जाएगा एवं परियोजना पश्चात इन जल संसाधनों का प्रबंधन एवं रख-रखाव की जिम्मेदारी भी उनकी ही होगी।

## Significant results ...



### Perceptible change in the community, parents and children:

- Village leaders have begun to realize the necessity of quality education, especially primary education for girls and boys. They are highly enthusiastic about the programme, participate in the community meetings and exposure visits, and discuss publicly many issues related to the QECs and the performance of their children.
- CBOs have taken the initiative of mobilizing village resources for housing and maintaining the QECs. Certain individuals that were identified by the project have helped to organize and participate in different events.
- Parent-teacher committees have been constituted for each of the nine QECs. Significantly, women form the majority on some of the parent teacher committees. They have been instrumental in increasing the participation of mothers, motivating the parents of children who have drooped out to re-enroll their children, supporting resource mobilization by the community for reconstruction, and evaluating the performance of the QECs.



- Children seem happy and stress-free, because they are allowed to learn at their own pace and in harmony with their environment. For example, in one of the QECs a number of children were absent from the center, because they were having fun picking berries. The teacher acknowledged the important role played by the outdoors in the lives of the students by holding some of the classes outside.



### Tackling resistance on religious grounds...

- SARD faced a major challenge in the Muslim majority project area, where the religious leaders viewed its presence in the region with much apprehension and mistrust. The religious leader holds a very important position in the community and his views and decisions are not only respected but also followed with the utmost reverence. However, since the project's inception, the intensity of the resistance to female education on religious grounds encountered by SARD has diminished. Arguably, one of SARD's most successful achievements has been winning the confidence and support of the religious leaders.
- There has been a gradual shift in the perception of the religious leaders, who are now encouraging girls to pursue formal as well as religious education. This represents a marked change from the initial reaction of religious leaders to the proposition of formal education for girls.



### Winning the trust of the Panchayat

- The BDO has used his administrative powers to authorize panchayat members to participate in SARD meetings and training programmes. SARD has taken specific steps to include the BDO, the president of Block Panchayat (Pradhan), and the Zilla Parishad representative in the workshops and exposure visits. This represents a major breakthrough in the field of inter-governmental communication and cooperation. Furthermore, the Panchayat Pradhan at Block level has assured SARD its full support and active participation in order to improve the existing system. Some of the

### Key Challenges

- How to improve the participation of girls in the education programme.
- Coordination between teachers and community.
- Role of CBOs in Cluster Resource Centers
- Replication of present models of education in other villages
- School Development Plan





panchayat members have expressed a keen interest in understanding their roles and responsibilities with respect to primary education and are willing to form a quality circle for better coordination and support.

- Most of the panchayat members were included in the visits to other areas for new learning and comparing notes with other panchayats on their co-ordination with educational authorities to improve the quality of local education.



### **Motivation among government school teachers**

- Government teachers have been motivated to adopt new teaching methods and learn new skills that would enable them to perform better even within their institutional constraints. They have participated actively in nearly all of SARD's workshops.
- Many schoolteachers have been enthusiastic about introducing changes into their classrooms now that they have been exposed to child-oriented teaching theories, new teaching-learning processes, and new teaching aids. The support of the higher officials has provided additional impetus to their efforts.
- Private schools in the project area also have been eager to enroll children from the project area. They also have been interested in adopting some of the methods employed by SARD in the QECs. In one case, a private school adopted teaching-learning materials generated in one of the SARD sponsored workshops it attended.





## Key Learnings...

- SHGs and CBOs are basic building blocks in SARD's programme implementation plan which not only participate while planning and implementation but by taking ownership of processes that affect their lives. These provide forums that allow community members to meet, share issues and provide support to each other. These forums also allow them to believe that as a group they can change things, and to start working towards specific actions that they have identified for themselves. As in/formal associations, these also provide a platform for thrift and income generation activities.
- Community mobilization requires SARD organizers to shift from their previous implementation roles to becoming trainers and facilitators with the ability to both challenge and work within community defined parameters.
- Information campaigns (in the form of enrollment drive, health camps, magic shows, folk art and dance shows) clearly result in more women and men coming forward to access government services, be it a school, health clinic and there is a demand for counseling, information and treatment services in the local area.
- Street plays, health camps and audio-visual aids are effective media to build awareness and disseminate information.
- SHG / CBO groups become bored or project-dependent if they are not given enough responsibility. People-to-people exposures create high clarity on the project and its objectives, and facilitate people's understanding and participation.





# सुनहरी कल

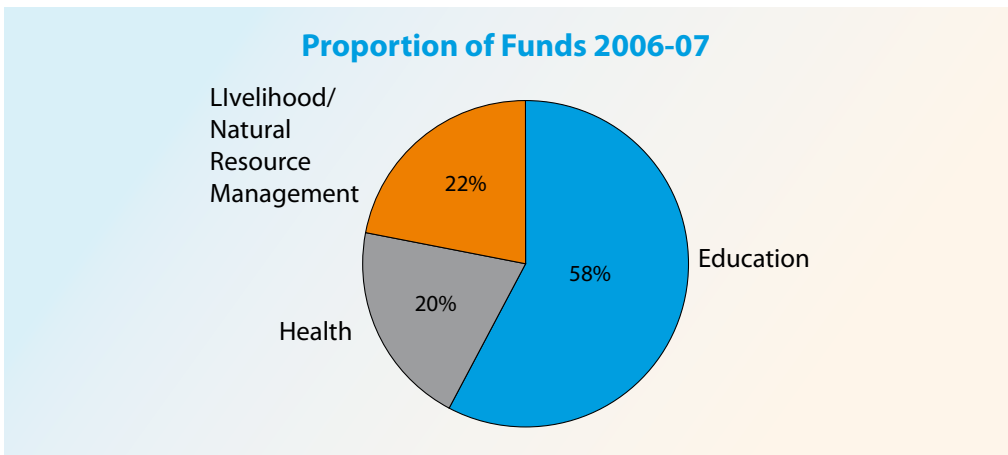
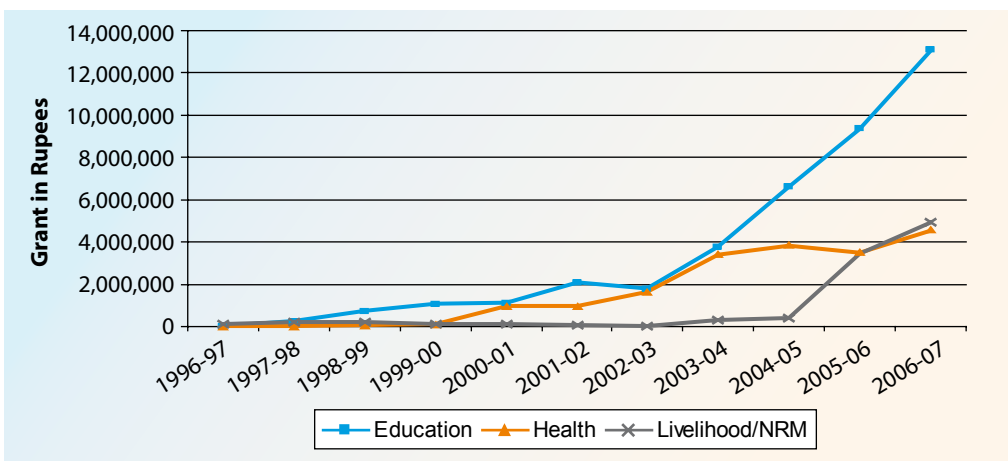
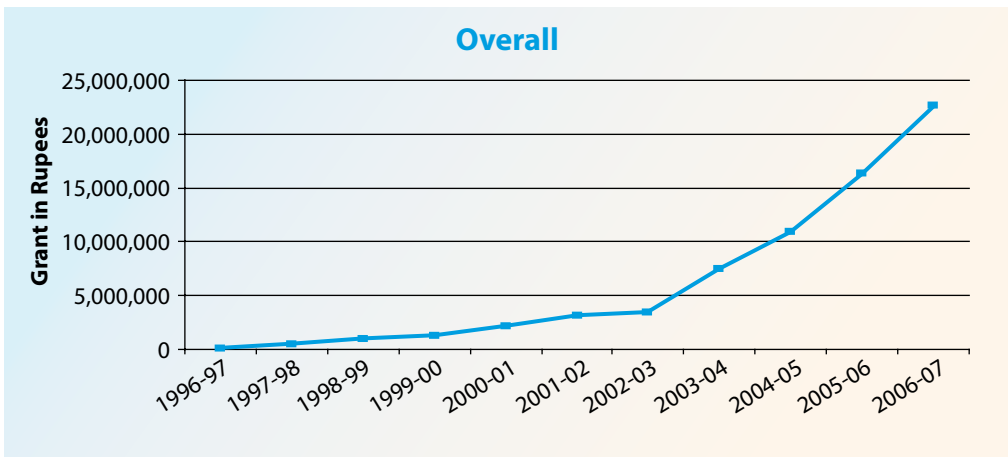
## जल ग्रहण विकास कार्यक्रम

परियोजना पला -  
डीकिल्ड यूनिट  
नेब्डल मेडिकल के पिछे NH-12 झालावाड़  
फोन - 07432-232983  
मासिक गतिविधियां -  
जल ग्रहण विकास  
उन्नत और अभिनव फसल एवं फल उत्पादन  
कम लागत, जैविक एवं सतत कृषि  
स्वयं सहायता समूह  
लोक क्षमता वृद्धि एवं समग्र विकास

लाभान्वित चौपाल-0

कोस

# Financial Status





## Profile of Board Members/Trustees

The board comprises of 07-11 elected members and they meet at regular intervals at least four times a year. The board members come from diverse backgrounds and they share a common desire to help the disadvantaged communities of society and to engage these deprived sections in mainstream development processes. The board aims to improve opportunities for communities, in life and to enable them to realize their full human potential. The board members have expert knowledge in SARD's program areas (e.g. education, health and livelihood). They offer SARD the benefit of their skills in different areas. One of the founding board members, Mr. Sudhir Bhatnagar, serves as SARD's CEO.

The board plays a vital role in organizational management, recruitment of key program personnel, and provides suggestions and guidance. Also, it meets with staff and interacts with stakeholders to learn their views and needs in order to help the organization's management to plan appropriately and effectively. The board believes that stakeholder participation plays a critical role in ensuring organizational transparency and accountability.

### Mr. Vijay Sardana

Mr. Vijay Sardana is the Advisor of the board of SARD and also the mentor. He started his career with AFPRO, and then he was the Regional Director of Plan International for India and South East Asia. Later he was heading Aga Khan Foundation- India and currently he is the CEO of Society for Promotion of Waste Land Development. He is into the board of many prominent institutions like Dhan Foundation, Pradan, Shruti, etc.

### Mr. S. C. Goyal

Mr. S.C. Goyal is the President of the board of SARD. Presently he is working as Secretary General of T.B. Association of India and he has also worked as the Dy. Secretary of the Indian Red Cross Society and as Deputy Commissioner of St. John Ambulance Brigade, Delhi for the last 4 decades.

### Mr. Manoj Sachdeva

Mr. Manoj Sachdeva is the Patron of SARD and the former President. He is engaged in business promotion activities and has worked in a financial institution of the Govt. of India for the last two decades.

### **Mr. Sudhir Bhatnagar**

Mr. Sudhir Bhatnagar is the General Secretary of the Board of SARD. He began his career with the Indian Red Cross, where he worked for 11 years in the areas of training, relief, medical aid and disaster management. Subsequently, he worked at WAFD for 3 years as Programme Officer in Bharatpur District (Rajasthan), where he became familiar with the development needs of rural populations in the District. In addition to his professional qualifications, he holds the honorary position of Assistant District Commissioner with the All India Boy Scout Association. Since years he is working as the CEO of SARD. He has been awarded many meritorious and appreciation award by different dignitaries including Noble laureate for Peace, Governors and Chief Ministers. Because of his meritorious work, he has been awarded Dinesh Medal by Lt. Governor of Delhi in 1995.

During his tenure in SARD, he is able to establish long term relationship and commitment by variety of donors including European Commission through Aga Khan Foundation, OXFAM-GB, USAID through Reach India and Family Health International, CARE.

### **Mr. M. M. Gupta**

Mr. M. M. Gupta is the First Vice President of SARD. He works as a Sr. Executive in Delhi's Power Sector. He has been associated with a couple of voluntary organizations such as St. John's Ambulance, the Delhi T.B. Association, and Civil Defence and Home Guards for more than three decades.

### **Mr. R. Narendhar**

Mr. R.Narendhar is the Second Vice-President. He has been working for more than fifteen years in a Donor agency known Foundation for Rural Recovery and Development (FORRAD), which supports more than 400 non-govt. organisations in India. His is specialized in grant making, Natural Resource Management, Rural livelihoods, Networking, capacity building and programme design & development.

### **Mr. Tapan Daripa**

Mr. Tapan Daripa is another Board Member. He worked for more than two decades as a Program Coordinator for Gram Niyojan Kendra, where he assisted sex workers. Currently, he works with CARE Rajasthan as Capacity Building Officer in their INHP-Chayan Programme.

### **Mrs. Nishat Farooq**

Ms. Nishat Farooque : Ex. Director, State Resource Centre, Jamia Millia Islamia, New Delhi worked for literacy and continuing education, by planning, supervising and integrating the programmes and activities of different units i.e. i. Material and media unit ii. Training and documentation unit iii. General Activities (Research and field programme) iv.



Population and Development Education unit. She involved in development of curriculum and preparation and production of Teaching/Learning and Training Material for adult education. Currently she associates with UNESCO, UNDP and Local NGOs/agencies involved in the field of education in Delhi, Rajasthan, Uttar Pradesh, Bangladesh and Afghanistan etc.

### **Col. S. K. Dwivedi**

Mr. Col. S.K. Dwivedi: Colonel SK Dwivedi has served in the armed forces with distinction and has varied experience of serving in the far flung areas of the North East and Jammu and Kashmir. He has also served in Sri Lanka as part of Indian Peace Keeping Force.

He is a master in Business Administration (Human Resource Development) and Social Science. He is a keen learner and takes keen interest in social service and issues connected with the up-liftmen of underprivileged section of society.

He has been associated with the SARD since 1997 and has been participating in all its activities and providing valuable guidance based on his experience in various fields.

During his long career in the armed forces he has been evolved with the developmental projects in the border areas of the country.





**Registered Voluntary organization under** : S-29329  
**Societies Registration Act, 1860**

**FCRA No.** : 231650852

**80-G of Income Tax** : S-3014/97

**12A of Income** : S-2163/97

**Main Account** : Punjab National Bank  
Parliament street,  
New Delhi-110001  
FC A/c No. : 88365

**Field account** : Punjab National Bank  
Rudawal, Block- Roopwas,  
Bharatpur (Rajasthan)  
SB A/c no: 9066

The number of children enrolled in (SARD's) QECs in varying age groups and the proportion of girls in this figure, also showed that many of the out of school children or drop-outs from the government school had found a 'place' where they could make a new beginning. This was appreciable. Furthermore, many of the older girls who had been denied schooling on account of social constraints, now had a space where they could make a late, yet meaningful beginning and substantial progress if they wished, or showed promise... It must be mentioned here that four adolescent girls in the Padla school who could read and write competently shared as a matter of great pride, their ability to 'read books, do 'hisab-kitab' and teach younger children of their village. One could see that they had already begun to feel competent, useful and more empowered than the other adult women of their village.

*Dr. Namita Raganatthan and Dr. Nairupma Jaimini  
Centre Institute of Education, Delhi University*



SARD is an organization with strong roots and a maturing capacity for undertaking important work in an area of deprivation where a minority group is disadvantaged in many ways. Their proven ability to work with the community and their commitment to mainstreaming and working with government and local political and social organizations puts them in a strong position within the PESLE network to offer models and research that will identify and describe change processes in education as they affect children, teachers and the community. The team has found SARD to be an open and coherent organization, experimental and reflective and drawing lessons from the work that they are doing.

*PESLE External Review Report commissioned by  
The European Commission November 2002*

## **SOCIETY FOR ALL ROUND DEVELOPMENT (SARD)**

311, Kirti Deep, Nangal Raya Commercial Complex  
New Delhi - 110 046

Tel: +91-11-28524728, 28521962

Mobile: +91-9811347476

Email: [sard@bol.net.in](mailto:sard@bol.net.in), [sa\\_rd@hotmail.com](mailto:sa_rd@hotmail.com)

Website: [www.sardindia.org](http://www.sardindia.org)