DOCUMENTATION & MANAGEMENT REPORT

“SWANTAH SUKHAYA INITIATIVES”
“Endeavours that provide inner joy of working”

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Supported by
Ministry of Personnel,
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PRESENTATION FORMAT OF THE REPORT

This report is presented in following parts –

Executive Summary

Executive Summary includes highlights of Swantah Sukhaya derived by officials at personal level, Documentation of 45 projects, Management report – an evaluation of 45 projects and recommendations.

I. Personal Level

- Overview with regard to personal growth achieved by individual officials who conceived and implemented projects. It indicates a measure of ‘Swantah Sukhaya’ – The inner joy derived by individuals among other aspects.
- A brief comment about experiences of the team which carried out investigations and report preparation.

II. Project Level

A. Documentation of 45 projects in nutshell
B. Evaluation – A Management report in nutshell
   Evaluation in form of management report for 45 award winning Swantah Sukhaya Projects, against predetermined criteria.
C. Recommendations & Way forward

Full Report

Full report is presented as follows –

PART-A

- Introduction & Methodology
- Purpose & Direction
- Philosophy & Vision

PART-B

I. Personal level outcomes
   (Examination of Swantah Sukhaya derived by individual officers)
II. Documentation of 45 award winning projects. Documentation includes -
   About the location
   Theme & Purpose
   Project implementation, Planning process & Conceptualisation
   Issues & Solutions
   Project outcome & Current status
   Replicability of project

PART-C

Management report – An evaluation
- Evaluation of outcomes at personal level for individual officials
- Evaluation of outcomes at Project level
  - From point of view of officials who implemented projects
  - From point of view of officials currently in post where projects exist
  - From the point of view of citizens/community members.
- Vision attainment and way forward
- Recommendations
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Executive Summary

I. Personal Level Indicators (Views – experiences of officials at personal level who implemented projects)

“I want to do something that I always wanted to do outside the structured format of work…”
“I want to do what I always wanted to do, and translate my ideas, dreams into reality on ground…….”
“I want to do things that fulfil me…………but .....alas......... how can I ? It is not part of my job……... not within the mandate of my work or assignment !...Only if I had that opportunity…”

How many times do we all wish, it could have been that way !

Govt officials, and even Corporate executives, academicians, professionals – in fact all working persons without fail live with this sense of unfulfilled dreams.

The opportunity came to Govt. officials in Gujarat in form of ‘Swantah Sukhaya’ initiative. ‘Swantah Sukhaya’ initiative is a unique opportunity, pioneering in every way one looks at it – where govt. functionaries were encouraged to reach out and translate their ideas and dreams in reality. The model needs to be closely studied by practicioners of governance or management. Tremendous innovation, creativity, fulfilment can be achieved at work places on one hand and immense sense of achievement motivation can be ensured for individuals on the other hand.

Highlights, Personal views and experiences of officials who implemented Swantah Sukhaya projects –

Those who conceived and implemented initiatives under Swantah Sukhaya are the fulfilled ones.

Moods, sense of achievement and fulfillment, feeling of inner joy derived by them were captured through questionnaires and personal discussions. Outcome of the study is summarized herein below –

- Sense of achievement, inner joy and happiness derived was in the region of 8 points and upto 10 points on a scale of 10.

- A feeling of ‘self satisfaction’ was highlighted overwhelmingly. (9 to 10 points on a scale of 10)

- Need and inclination to reach out to communities, community institutions and securing co-operation was understood as a powerful approach for ensuring positive results, by all. This appreciation ensured ‘proactiveness’ in approach.

- Problems such as lukewarm response from donors, citizens or legal impediments were faced. However, since initiatives were out of own dreams, problems were overcome in dogged pursuits. Result orientation, delivery orientation and mission approach were learnt, by all.
Participants of Swantah Sukhaya gave following comments/suggestions/views
  o Overall guideline structure/outline may be suggested by Govt but rest should be left to officials (as is the case now)
  o Projects may be ‘individual’ centric or ‘institution’ centric – Both. This should be kept open.
  o Projects may be village focused, cluster focused, taluka focused or district focused. It should be kept open ended and to the discretion of official initiating.
  o Initiatives may be mere thoughtful interventions or even large projects. There should be no pre-determined, rigid boundaries or stereo-typing. In nutshell, all wanted freedom of working as is the case now.

Respondents felt that their vision, goals and objectives were fulfilled completely.
Score of 8 to 10 on a scale of 10 was noted in the following aspects –
  • Vision achieved
  • Objectives achieved
  • Element of innovativeness
  • Deliverables achieved
  • Sustainability achieved
  • Institutionalisation ensured (where applicable)
  • Inner joy derived

All respondents (100%) felt that inner joy and satisfaction were derived by them.

Replicability achieved was not highlighted.

Small but meaningful interventions can make big difference to people and citizens. Many times it may be so easy and something very simple. But it brings great benefits for a large number of people. This opinion was shared by all (100%) respondents.

Thinking and doing things independently nearly in ‘entrepreneurial’ or ‘intrapreneural’ mode brings confidence and result orientation. All respondents shared this feeling.

All of them expressed that they would like to continue doing Swantah Sukhaya assignments and that these initiatives must continue.

All respondents mentioned that they talked about these initiatives when they met friends and relatives with pride and excitement. Also that they got resounding positive feedback and feelings from friends and relatives about such good work done.

Feeling of self esteem had increased tremendously in all respondents. (7 to 10 on a scale of 10)

Following aspects were rated as “Excellent or very high” by all respondents.
  o Personal growth (perceived) and positive emotional feelings (inself)
  o Involvement – networking – participation abilities acquired.
  o Joy of problem solving and ensuring results (derived)
  o Inner satisfaction and joy derived.
Bringing people closer to Govt.
Achieving citizen welfare
Encouragement towards Innovation, creativity, thinking outside box
Sense of motivation / achievement motivation
Leadership and positive attitude
Ensuring good governance
Citizen orientation

- Positive change in the way citizens treated and respected Govt officials was felt/perceived by all respondents. Credibility towards Govt. & Govt. officials was felt by all.

- Positive change in credibility and respect within Govt. apparatus, from bosses, colleagues-peers-others in the system was felt by all.

CASELETS

Three caselets are presented herein below. These pertain to officials who implemented Swantah Sukhaya projects.

PROVIDING FANS IN SCHOOLS

Taluka Development Officer
District – Sabarkantha

He was inspired by the ideas mooted by Hon. Chief Minister, Shri Narendra Modi in Chintan Shibir. He initiated project of providing fans in primary schools of taluka to ensure good working conditions in schools where poor children studied.

284 rooms in 88 primary schools did not have fan. It was quite discomforting to sit in these rooms during hot season, and this taluka is in rather hot dry climate region.

Rs. 2.10 lacs were needed to provide fans in these rooms. He proactively reached out to community, community institutions, teachers, Govt. functionaries and ensured funding for the initiative through donations. The project was completed without any Govt. funding through people’s co-operation and participation.

He reports that he has derived a good measure of delight, joy, satisfaction goodwill, respect from communities.

Although, a small thoughtful but a meaningful intervention, it really became ‘Swantah Sukhaya’ for him. It also became a long term permanent remedial action for students, teachers and ensured citizen orientation. This project was done without any cost to the Govt exchequer, which is a noteworthy feature. When govt. officials come out from powerful positions to request people to donate it is not a small thing. It is quite difficult for officials to go out and request people for something which is not even part of job. When you have a dream you don’t worry about requesting and reaching out. You just do it. This makes you happy and this also inculcates an approach that is people centric. Result/outcome orientation is secured when one works for ‘Swantah Sukhaya’.
UPDATION OF MAPS

Ex-Mamlatdar, Jalalpore
District – Navsari

Non-Availability of revenue maps was noted to be a chronic issue by him. It caused a lot of hardship to citizens and even to Govt. officials.

He thus ensured an inventory of updated maps. Also maps were laminated and provided at village level at the panchayats.

This small but meaningful step ensured ready and continued availability of maps for all. He secured funding from village panchayats and single handedly pursued the subject, where he got full co-operation from panchayats, District land record officials, Talatis and others.

He looks back on this project with sense of contentment and satisfaction in retirement. He has a reason to smile brightly about something he did though seemingly simple and small – which made things easy for all very quietly.

He reports tremendous self satisfaction and joy within and looks upon this intervention with fond sense of fulfillment.

MARKET CROPS - HORTICULTURE

Dy. Director - Horticulture
District – Valsad

Himself a tribal, he wanted to do something special for poor tribal farmers. When he learnt about ‘Swantah Sukhaya’ from district administration, he jumped at it as he was dreaming for such an opportunuity.

He conceived a horticulture crop plantation project and decided to promote mango plantations on the farms of tribals. Traditional crops/sustainance crops such as paddy, finger millets could be continued in the interspaces. Thus cash flow and food security did not get impacted. Overall income of the tribal farmers increased in the process. Temporary migration of tribals in search of jobs during lean periods also decreased.

He roped in local progressive farmers and NGOs to promote the project and organized orchards in clusters of villages.

He reports a great sense of fulfillment and inner joy.
II. PROJECT LEVEL REPORT

This part of executive summary deals with outcomes at the project level. It includes documentation of projects.

Background

‘Swantah Sukhaya’ – in Sanskrit – means “joy for self within” (by doing things that give you genuine happiness).

Swantah Sukhaya initiative within the apparatus of governance in Gujarat State has been inspired by Shri Narendra Modi, Hon. Chief Minister, Gujarat. He kick-started a pathbreaking and pioneering process where energies of officials have been unleashed and yet harnessed towards proactive good governance and citizen orientation. In doing so, the government functionaries have derived plain inner joy for themselves. Thus, sense of leadership, ownership and proprietorship have been also inculcated.

Institution of governance must evolve, remain relevant and meaningful towards its purpose and direction. Ultimate endeavour of a progressive and modern state must doubtlessly be delivery of citizen centric services through developmental administration in lieu of regulatory regimentation. Infact, governance must derive its strength from society and culture itself. Governance must be effortless, need based and spontaneous.

“Swantah Sukhaya” initiative has provided this opportunity. This unique experiment has been very successful and is a pioneering model in this direction.

The vision and concept was shared by Hon. C.M. with state officials during Chintan Shibir-2004 – A deliberative conclave. Since 256 projects in various districts had been initiated during the years 2004-05 and 2005-06 by various government departments and offices. 45 of such projects identified as distinctive and more significant were awarded prizes. While the initiatives continue, 45 award winning projects of 2004-05 and 2005-06 have been documented in this report.

This documentation captures the philosophy, vision, evolution and highlights of these 45 award winning Swantah Sukhaya initiatives.

Methodology & Approach

This report has been prepared after an elaborate conceptualization, planning and organizational effort. Terms of reference were spelt out and consequently key issues, areas for exploration and examination were decided. Questionnaires were finalized after several rounds of discussions. The desk research team and field investigators were trained with regard to spirit and body of the study.

All the District Collectors and District Development Officers (DDOs) where the projects are located were informed in advance about this study. Also those who initiated the projects were contacted separately. Actual stakeholders and beneficiaries of the projects were interviewed in structured and open-ended formats both at activity locations. Thus, significant field work and data collection from the actual sources has formed the foundation for further documentation and management reporting.
DOCUMENTATION – A SUMMARY

Award winning 45 Swantah Sukhaya initiatives in Gujarat State, India

Project – 1 (Year – 2004-05)

MULTI-DIMENSIONAL INITIATIVES WITH REGARD TO WATER CONSERVATION AND WATER MANAGEMENT IN DAHOD DISTRICT

District : Dahod

Topography of the district resulted in runoff of monsoon water and tribal farmers faced non-availability of water perennially. Thus, multiple activities such as establishment of checkdams, farm ponds, lift irrigation schemes were conceptualized and implemented to ensure water management and availability in the district. The project has been successfully launched and is functioning in ensuing years at various locations. Tribals farmers have significantly benefitted.

Project – 2 (Year – 2004-05)

ENSURING INTERNATIONAL COMPETITIVENESS AMONG SMALL INDUSTRIAL UNITS THROUGH QUALITY ASSURANCE INTERVENTIONS

District : Surendranagar

A pilot project was thought fit to promote the concept of quality consciousness and also to demonstrate the process of quality assurance to the local small scale industrial units by the District Industries Center, Surendranagar. The pilot ensured understanding and practice of quality interventions.

Project – 3 (Year – 2004-05)

ENSURING WEALTH FROM WASTE AND ALLROUND SANITATION

District : Mehsana

A multi-dimensional sanitation project was instituted in the Mehsana district. Project included doorstep collection of domestic waste and removal. Also centralized collection area was decided where waste was ultimately transported. Waste was converted to wealth by manure making. The project was thus end to end solution for sanitation needs.

Project - 4 (Year – 2004-05)

ESTABLISHMENT OF RECREATIONAL FACILITIES

District : Jamnagar

Kambhaliya is an important town in the district. However, the town did not provide any public place for recreation and family outing. This project was conceived with a simple objective of ensuring decent recreation park for citizens.
Project – 5 (Year – 2004-05)

CAPACITY BUILDING PROGRAMME  
District : Bharuch  
Industrial growth in the district demanded availability of skilled manpower. Whereas population needed jobs, employers needed manpower. However, job readiness was a prerequisite to ensure that employers got employable manpower and inturn job seekers got employment.

Progressive groups of citizens thus were roped in for capacity building to ultimately ensure self-reliance and income generation under this project.

Project – 6 (Year – 2004-05)

ECO-TOURISM PROJECT  
District : Narmada  
This unique eco-tourism project was an initiative which addressed the need of doorstep employment generation for tribals living in and around forests without adversely impacting environment and ecology, while providing opportunity for enjoying nature tourism for tourists. The project has been successful and continues to attract large number of tourists while supporting the cause of local employment generation.

Project – 7 (Year – 2004-05)

POVERTY ALLEVIATION RELATED INITIATIVES  
District : Surat  
Surat district has some tribal pockets where primitive tribes, other tribal communities reside in remote areas and on the fringes of forest. In order to ensure mainstreaming of tribals, it was felt that a multi-pronged developmental initiative be initiated. The initiative delivered Govt. services to a large number of families at their doorstep in a coordinated fashion.

Project – 8 (Year – 2004-05)

COMPUTERIZED RATION CARDS  
District : Banaskantha  
Preparation and issuance of computerized ration cards to ensure prompt delivery of ration cards to citizens was identified as a project with following objectives –

- Quick and hassle free issuance of ration cards to citizens of all talukas of Banaskantha district.
- Efficiency in delivery of Govt. Services.
- Database availability to administration for analytical purpose.

Earlier manual process had caused a lot of delays and hardships for citizens. Computerised ration cards ensured hassle free availability.
Project – 9 (Year – 2004-05)

KITCHEN GARDEN PROGRAMME AT ANGANWADIS

District : Vadodara
Anganwadi model operationalised in the State through local self govt. bodies ensures availability of educational facilities at the doorstep where people need it the most. Pre-schooling related educational support has a vast outreach and it significantly impacts masses in the state. The Kitchen garden programme was conceived to raise vegetables at the existing Anganwadi campuses in 12 Talukas of Vadodara district. The vegetables thus grown were provided to students and expectant mothers to enrich their nutrition. Significant positive impacts have been noted on nutrition levels of young children.

Project – 10 (Year – 2004-05)

MUSHROOM CULTIVATION

District : Valsad
This project was conceived to shift tribal farmers to high value crops that can be grown in smaller spaces/areas to generate better income. The project focused on economically weaker farmers especially tribals, who were motivated to grow mushroom for better income generation. Tribal farmers earned higher income as a result of this project.

Project – 11 (Year – 2004-05)

UPDATION OF MAPS

District : Navsari
Hassle free and prompt availability of certified maps assumes vital importance when situations so demand. Jalalpore had witnessed chronic difficulty in regard to availability of maps. Even Govt. officials found it difficult to locate relevant maps in time. Thus, this project was undertaken to ensure availability of maps for all. This simple intervention has resulted in easy availability of relevant maps at all villages.

Project – 12 (Year – 2004-05)

PROVIDING UTENSILS TO STUDENTS UNDER MID-DAY MEAL SCHEME

District : Rajkot
Mid-day meals are provided to students in the schools. Children had to bring utensils from their homes for the mid-day meals. Sometimes they used to go home to fetch the utensils during lunch break which caused inconvenience and loss of time. Considering this issue the utensils were gifted to the students in the schools to ensure the removal of inconveniences. Essentially project revolved around fund raising to purchase utensils to be gifted to students.
Project – 13 (Year – 2004-05)

PROVIDING CLEAN DRINKING WATER IN PRIMARY SCHOOLS

District : Porbandar
The project envisaged construction of scientifically constructed water storage tanks in the schools. The project has been successfully completed to benefit students of schools.

Project – 14 (Year – 2004-05)

PROVIDING FANS IN SCHOOLS

District : Sabarkantha
This simple project related to fund raising in order to provide fans in classrooms of primary schools. This was ensured through public participation and contributions.

Project – 15 (Year – 2004-05)

ESTABLISHMENT OF KAVI KALAPI TIRTH

District : Amreli
Late poet Kavi Kalapi has a towering presence in Gujarati literature. The project envisaged establishment of a memorial in honour of the great poet of Guajrat – Kavi Kalapi. This supported the cause of tourism and resultant economic development.

Project – 16 (Year – 2004-05)

SHIKSHAN SAKSHARDEEP PROGRAMME ( A LITERACY INITIATIVE)

District : Patan
Literacy for all citizens is a critical requirement for Nation building. Formal educational structures and process have addressed this requirement significantly. However, there still remains a certain population which has not been exposed to basic literacy.

Sakshardeep program was planned to reach out to people at their doorsteps to impart basic literacy in non-threatening fashion. The initiative had significant positive impact.

Project – 17 (Year – 2004-05)

HAND PUMP MAINTAINANCE TRAINING

District : Anand
Handpumps are provided at various locations in the district to ensure easy availability of drinking water for rural population. However, when hand pumps malfunctioned, the repairing became a critical issue. These pumps had to be brought to towns for repairing or mechanics had to be called from urban locations causing difficulty for the population.

Thus, this simple project was conceived and implemented wherein local people were trained in repairs and maintenance of hand pumps such that the issues could be resolved on the spot by themselves. Spares were also made available at Panchayat. The initiative has resolved the issue significantly.
Project – 18 (Year – 2004-05)

LITERACY CAMPAIGN
District : Gandhinagar
This project was conceived and initiated to cover 70 villages of Kalol Taluka. The target group was identified in the age group of 15 to 35 years of age. The Literacy drive carried out on a mission mode at the doorsteps resulted in positive impacts at the doorsteps.

Project – 19 (Year – 2004-05)

ORGANIC SYSTEM OF CROP MANAGEMENT – VERMICOMPOSTING
District : Bhavnagar
This project was conceived to propagate the concept of vermicomposting to obtain organic manure for agriculture. The vermicomposting by itself is an excellent stand alone business proposition having economic viability of its own. This pilot motivated more than 100 farmers to set up such units and has been successful model for replication.

Project – 20 (Year – 2004-05)

DESIHLTATION OF WATER BODIES, ESTABLISHMENT OF PICNIC SPOT AND AFFORESTATION
District : Panchmahal
The project was launched with the objectives such as –
- Water conservation and management for State Reserve Police Force campus in existing ponds.
- Recreation and entertainment for population of Godhra, around waterbodies.
- Better environment through afforestation.
- Economic activities as a result of recreational activities to contribute towards police welfare.
The project has been successfully established.

Project – 21 (Year – 2004-05)

KABUTARI KHAN - AN INITIATIVE FOR WATER CONSERVATION AND STORAGE.

District : Junagadh
An abandoned mine was identified to be converted into a water storage body to secure water conservation and storage. The waterbody thus created, provided water for irrigation.
Project – 22 (Year – 2004-05)

BEST VILLAGE PANCHAYAT COMPETITION

District : Kutch
The project was conceived to ensure motivation and participation among village panchayats through various activities. The initiative ensured significant participation of local self govt. bodies and population.

Project – 23 (Year – 2005-06)

SHIKSHAN ANKUR INITIATIVE

District : Jamnagar
It is important for schools in interior areas also to have access to the modern educational facilities and teaching aids. This project addressed this need and was successfully implemented.

Project - 24 (Year – 2005-06)

POLLUTION FREE AHMEDABAD

District : Ahmedabad
Public transport in Ahmedabad significantly depends on three wheeler auto-rickshaws which carry upto 3 passengers. However, many rickshaws were old and needed to be phased out due to pollution caused by inefficient engines.
The initiative was therefore undertaken to ensure reduction in pollution caused by auto-rickshaws. The auto-rickshaws were converted to compressed natural gas fuel and inefficient auto-rickshaws causing pollution were phased out. The initiative was successfully implemented.

Project -25 (Year – 2005-06)

PROVIDING LUNCH PLATES & UTENSILS IN PRIMARY SCHOOLS FOR MID-DAY MEAL

District : Banaskantha
Providing Mid-day meal to the students undergoing schooling is an important initiative of the State Government.
The children had to bring utensils from their homes for the mid-day meals which caused inconvenience. Considering this issue the utensils were gifted to the students in the schools to ensure the removal of inconveniences. Funds were raised by public contributions and utensils were gifted.
Project – 26 (Year – 2005-06)

RE-ENROLLING OF DROP-OUT STUDENTS

District : Bhavnagar
Enrollment of all including girls is important. Equally important is that they do not drop out mid-way. Even if they dropout, they must be re-enrolled.
This project was conceived to pursue the cause of uninterrupted schooling and higher education. Sustained promotion, proactive persuasion and finding solutions for the causes which resulted into drop-outs were addressed during the project.

Project - 27 (Year – 2005-06)

AMLAKHADI DESILTATION PROJECT

District : Bharuch
Affluent from industrial units was released in a culvert called Aamlakhadi which served as a passage for disposal. However, during monsoons, the water passage used to be swollen with runoff water. Harmful affluents alongwith overflowing monsoon water used to spread in large tracts of farmlands causing damage to crops and soil every year. This resulted in financial loss to farmers as also to Govt. in various remedial actions. A lot of heartburn was caused and farming community resented the industrial units.
This project was conceived to redress this very serious issue. Amlakhadi was expanded by undertaking excavation and widening after calculating capacity, passage required to accommodate peak load of water. Thus, flooding of the farm lands could be stopped in the areas adjacent to Amalakhadi. Funding and contributions came from industrial units.

Project – 28 (Year – 2005-06)

EMPLOYMENT OPPORTUNITIES THROUGH ANIMAL HUSBANDRY

District : Dang
The tribals are economically weaker and significant population remains below poverty line for want of income generating opportunities. Their set of skills and capacities also are of niche type. Their culture and orientation also need to be protected while designing any intervention. Thus, any economic activity must be designed in a tailor made fashion considering these parameters. The project therefore envisaged income generation for tribals through animal husbandry. The project has had significant positive impact.

Project – 29 (Year – 2005-06)

KAMDHENU INITIATIVE

District : Kheda
This project was conceived to include the population living below poverty line in gainful employment income generation through milk production by linking them to a powerful and established economic activity of cooperative organization in the locality. The initiative resulted into positive outcome for the families.
Project – 30 (Year – 2005-06)

BAUCHRAJI INTEGRATED DEVELOPMENT PLAN

District : Mehsana
Bahucharaji Integrated Development Plan was conceived and implemented to develop a popular shrine. The main aim was to conserve and beautify the Bahucharaji temple complex and surrounding areas and to provide clean, efficient, affordable facilities, infrastructure and beautiful environment for pilgrims. The project has been successfully implemented.

Project – 31 (Year – 2005-06)

INTEGRATED DEVELOPMENT PROJECT FOR PHYSICALLY CHALLENGED.

District : Panchmahal -Godhra
Physically challenged do not need sympathy but they need support and facilitation as well as opportunities. They have the right to live with self respect and to work shoulder to shoulder with others. This project ensured mainstreaming of physically challenged. The Project addressed –

- Ensuring all round socio-economic development of the physically challenged.
- Ensuring inclusive model of growth and development.

The initiative was successfully implemented through various components.

Project – 32 (Year – 2005-06)

COMMUNITY WELLS AND LIFT IRRIGATION PROGRAMME.

District : Surat
The project was envisaged to provide lift irrigation facilities and community well facilities in the areas where only such formats of irrigation were feasible and farmers having relatively lower income could not afford to set up own facilities. Mainly tribal farmers benefitted under the project. They have shifted to market crops now and income levels have improved.

Project – 33 (Year – 2005-06)

SAFE MOTHERHOOD MONITORING SYSTEM

District : Vadodara
This project was conceived to ensure a 24 x 7 delivery of health services to expectant mothers in an integrated format, to ensure safe delivery, motherhood and infant care. Families from weaker sections and in rural area needed this facility the most. The transportation component and hospital facilities on round the clock basis were organized. The model functions very effectively.
Project – 34 (Year – 2005-06)

REPAIRING CANALS FOR EFFECTIVE IRRIGATION

District : Anand
This project was conceived to update the canal network through focused maintenance initiatives. The initiative has resulted into improved efficiency of irrigation.

Project – 35 (Year – 2005-06)

ANTYODAYA PROGRAMME

District : Navsari
This project was envisaged to simplify the process of issuance of ration cards through application of computer technology. Hassle free and prompt delivery of ration cards especially to weaker sections of society was the theme of this project. The project has been successfully implemented.

Project – 36 (Year – 2005-06)

SHAKSHARDEEP PROGRAMME (Literacy drive)

District : Patan
This initiative was launched to ensure literacy among uneducated in the district. The campaign resulted in successful outcomes.

Project – 37 (Year – 2005-06)

URBAN EMPLOYMENT PROGRAMMES

District : Narmada
This project was conceived to provide loans to people living below poverty line in urban areas to ensure self-employment to catapult them to above poverty line status. This bankable program was drawn up based on the model of S.G.R.Y. program. The initiative resulted in successful venture start ups at grassroot level.

Project – 38 (Year – 2005-06)

CONSTRUCTION OF AANGANWADI BUILDINGS

District : Porbandar
This project was conceived to ensure availability of buildings for anganwadis (the pre-school facilities). 398 Anganwadis were sanctioned under integrated child development program by the administration. However, only 98 buildings were available. 177 rural centres of aanganwadis operated out of rented accommodation. Hence this project was planned to provide suitable buildings for all centres. The initiative ensured availability of suitable accommodation as required.
Project – 39 (Year – 2005-06)

COMMUNITY RESOURCE CENTRE

District : Dahod
This project envisaged establishment of a community centre to ensure provision of information on improved agricultural practices, animal husbandry, self employment, economic prospects at doorstep. It also intended to reduce migration in search of income generating opportunities as a result of improved income generation at doorstep. The intervention has been functioning successfully to serve the purpose.

Project – 40 (Year – 2005-06)

OFFERING GOVT.WASTELAND TO LANDLESS FARMERS

District : Surendranagar
Wastelands owned by Govt. have remained idle or unutilized. These can however be deployed meaningfully for productive agriculture. Govt. of Gujarat has identified such wastelands and a land bank has been declared.

There are sections in the society which have requisite skills and competencies but do not have the land resource to participate in land based gainful employment or income generation.

This project envisaged making available wastelands to the landless from below poverty line status as also to ex-servicemen who desired to engage in agriculture. It has been successfully implemented.

Project – 41 (Year – 2005-06)

CONSTRUCTION OF ROOMS IN SCHOOLS

District : Amreli
Quality education can be only sustained if buildings and facilities are of good order. Such aspects also impact better enrollment, reduced dropout rate as also efficient delivery of education. Shortage of classrooms was noted at various locations and hence this project was conceived to remedy the situation. Classrooms and other facilities were established under the initiative.

Project – 42 (Year – 2005-06)

INITIATING AMBADI PROJECT (Horticulture development project)

District : Valsad
The Project addressed the tribal farmers who are economically weaker in general. The project envisaged better income generation through high value horticulture. The initiative has been successfully implemented.
Project – 43 (Year – 2005-06)

RURAL LIBRARY PROGRAMME

District : Sabarkantha
This project envisaged establishment of resource centres and platforms in rural areas with following objectives -

- Proving meaningful information and knowledge at doorstep
- Ensuring foundations of growth process through availability of infrastructure at grassroots.

The initiative had been a successful and meaningful endeavour.

Project – 44 (Year – 2005-06)

CLEANLINESS & HEALTH AWARENESS CAMPAIGN

District : Kutch
This project was conceived to spearhead a promotional and motivational campaign to ensure that the economically weaker sections of society also practice hygiene in their localities.

Project – 45 (Year – 2005-06)

ANIMAL HEALTH DIAGNOSIS AND TREATMENT CAMP

District : Junagadh
Animal husbandry ensures cash flow and is an important activity for income generation.

Productivity is a function of improved management practices. Health management of animals is a critical aspect to ensure productivity.

Thus, this project was initiated to sensitize and support the cattle owners in matters of animal health care and management practices. It has been a successful intervention and has been established as annual practice due to benefits received by cattle owners.
B. Evaluation – Management analysis report

Evaluation of 45 Swantah Sukhaya projects was conducted simultaneously alongside documentation exercise. Examination was carried out against predetermined criteria.

Examination was carried out from three points of view such as –

- Officials who conceived and implemented the initiatives. (They may have been transferred)
- Officials in whose jurisdiction projects exist today. (They may not have been the implementing officers)
- Citizens/stakeholders – (where the projects exist)

Highlights are summarized herein –

- Nearly 53% initiatives were one time infrastructural/project type of interventions. 47% were one time process interventions or thoughtful, meaningful activities having long term impact.
- 24% initiatives were in area of Nutrition, Education, Literacy and 20% pertained to irrigation, agriculture, economic development.

Others included –
- 13.33 % Income generation
- 11.11% Providing Govt. services facilities
- 8.88 % Tourism, Location development
- 6.66 % Health, Hygiene
- 4.44 % Pollution control, Environment
- 4.44 % Capacity building/trainining
- Others General welfare
  Quality - Industry

Thus a cross section of initiatives were noted. Industry centric projects were few.

- Need analysis was carried out in almost all cases (nearly 100%). The projects were not unilaterally decided by officials. Peoples’ voice was accounted for.
- Networking among Govt. departments, NGOs, Community organizations, citizens existing commercial co-operative institutions was evident.
- Projects were designed for sustainability and continuity. Projects were noted to be functioning after many years also.
- 76% projects managed full funding, 20% received funds significantly. Only 4% received funds partially. No project was stalled completely.
- Only 36% projects drew full funding from Govt. resources and that too from existing schemes and programs where funds were available in any case.
  31% projects depended on joint funding (Govt. and other than Govt.)
  33% projects secured fund completely independently.
  This was a remarkable outcome. Good projects undertaken by motivated people do not get stalled due to paucity of funds.
- All projects had deliverables directed towards citizens. Domains such as social, economic and even environment were included.
Projects contributed significantly towards creation of enabling environment, empowerment and resource mobilization as also infrastructure.

Principles of ‘proactive good governance’ were clearly evident.

‘Swantah Sukhaya’ (The inner joy) for those who conceived and implemented the projects was clearly visible. Also, citizen satisfaction and feeling of credibility and goodwill towards Govt. and Govt. functionaries was noted.

C- Recommendations & Suggested way forward

Documentation and evaluation have offered insight into the evolution of initiative and current status. Some recommendations are discussed herein below for future reference -

• **About the direction**
  
  - Vision, purpose and deliverables may be shared with all Govt. functionaries with clarity as an ongoing interactive process.
  - Format or support guidelines for such initiatives be shared with all Govt. functionaries.
  - Motivation or encouragement be given to all departments (Class I/II/III/IV Officers and employees) to take up such initiatives.

Every District Collector may hold meetings / workshops for district level officers who may in turn pass on the message to the rank and file in a suitable but dedicated process once every year.

Similar interface at the apex level is also suggested where Hon.Chief Minister, Hon. Ministers, Chief Secretary and all Secretaries share the purpose, direction and outcomes with Collectors and District Development Officers. A platform such as ‘Chintan Shibir’ can be utilized for this. One session in every Chintan Shibir be dedicated to Swantah Sukhaya.

• **Structure**

  This initiative must find a ‘Body’. It may be structured in form of a nodal agency or a Secretariate to ensure facilitation and management.

  Gujarat Centre of Good Governance – SPIPA may be the platform for this role.

• **Peoples’ Participation**

  Public, citizens and Stakeholders must be included at operational level through participation in various initiatives as a process. Swantah Sukhaya may spill over into public domain through replication wherever possible.
- **Funding**

  The study has already revealed that significant contributions have been received from sources other than Government.

  This approach needs to be strengthened by ensuring participation of various NGOs, Corporates, Co-operatives and Individuals in a structured manner. Many Corporates would want to sponsor such ventures, under CSR (Corporate Social Responsibility).

  Projects may be encouraged to focus on innovative funding.

- **Dovetailing**

  Existing institutions such as dairy are ideal for sustaining the activity.

  Initiatives should have back to back support in terms of availability of know-how, process, market linkages. Thus, initiatives be woven around existing institutions in a synergistic mode.

  Even Corporates willing to harness opportunities by participating may be encouraged.

- **Promotion**

  Such an excellent work is nearly unknown to citizens. There must be a good measure of active promotion and publicity about such excellent initiatives. People must know about good work. Government must not shy away from telling about such activities.

- **About officials**

  Officials undertaking ‘Swantah Sukhaya’ initiatives must be given due prestige. Otherwise they feel like forgotten heros. More than monetary rewards, public recognition could accelerate the pace.

- **Type of projects**

  Not only large and visible projects be considered but small thoughtful interventions also be encouraged under Swantah Sukhaya.

- **The Way Forward**

  The idea must become a dynamic process and may evolve continuously.

- **Other**

  - Case studies be made and circulated to business schools and training institutions in governance in India and Internationally. It can be sent to various government departments and developmental organizations in India and abroad as well.
  - An interactive website documenting initiatives & outcomes be launched. Opinions of citizens can also be received here.
  - An International seminar may be thought of during global investment summit – 09.
FULL REPORT

PART - A

Background Note
- Introduction & Methodology
- Purpose & Direction
- Philosophy & Vision
- Methodology
Purpose & Direction

Shri Narendra Modi, Hon. Chief Minister, Gujarat shared this idea of “Swantah Sukhaya” in Chintan Shibir of 2004.

Hon. Ministers, Chief Secretary, all Additional Chief Secretaries, Principal Secretaries, Secretaries, Heads of Departments, Managing Directors of select corporations / public undertakings, all Collectors and District Development Officers participate in this Shibir which is a deliberative conclave.

The idea was received by officials with great enthusiasm and 256 projects were initiated by various officials in various districts in next two years. 45 more meaningful projects were given prizes.

These 45 award winning Swantah Sukhaya projects of the years 2004-05 and 2005-06 are documented in this management report.

Actual beneficiaries and stakeholders were included in the process of examination as also officers who had conceived and implemented the project were invited to share even if they were transferred and relocated. Officers incumbent at the locations and districts where the projects exist were also apparently roped in. Thus, this report is prepared based on a 360 degree review.

Any organization is as good as the people working for it. Surprisingly, many a time however, organizations which retain or engage talented people having great competence do not pay attention to harnessing and leveraging their talent towards efficient outcome.

Whereas efficiency, productivity and result orientation are the pre-requisites for the survival and growth in a globalized world, outcomes are often not consistent with these demands. And more often than not it emerges that human dimension is found wanting paving way for underperformance. It is not enough to just have talented people but it is equally important to create enabling environment through empowerment and excitement, to deploy their talent.

Institutions of government and organizations therein are no exceptions. There exists a vast human resource pool, extremely capable and competent, within the system of governance, which can work a magic really. Only if they are provided the key drivers such as enabling environment, empowerment and excitement to do so, the dynamics of result orientation could undergo paradigm shift.

Shri Narendra Modi, Hon. Chief Minister, Gujarat, inspired his team members to imagine, go out, reach out and do things that pleased them or initiatives that ensured inner joy for them.

Thus, the concept of “Swantah Sukhaya” initiatives was born.
Philosophy & Vision

Philosophy
The Government officials, employees and functionaries can deliver if they have the opportunity. They in fact can become the leaders in the real sense. Role of Chief Minister and the political leadership is to provide opportunities for officials to take initiatives and become leaders. The Philosophy revolves round the doctrine of being ‘leadership generator’ rather than being leader by self. It also revolves round the ideology of providing socially and culturally relevant and meaningful proactive good governance that draws its energy from people and society.

Ultimately, governance should be non-governing as it would be completely congruent and relevant to the society and people for whom it actually functions.

Vision
The state under the leadership of Shri Narendra Modi, Hon. Chief Minister, Gujarat, is headed in the direction of globally competitive Gujarat. The State will celebrate her golden jubilee in the year 2010 A.D. The vision and the golden goals address the prosperous and vibrant State of Gujarat where people enjoy international standard of living and lifestyle and the State emerges as a destination of the world. Emergence of Gujarat as a global socio-economic powerhouse through proactive good governance is the vision perspective in the State. Inclusive growth by mainstreaming of all sections of society is part of vibrant Gujarat vision.

Methodology
This Report has been prepared after an elaborate conceptualization, planning and organizational effort. Terms of reference were spelt out and consequently key issues, areas for exploration and examination were decided. Questionnaires were finalized after several rounds of discussions. The desk research team and field investigators were trained with regard to spirit and body of the study.

All the District Collectors and District Development Officers (DDOs) where the projects are located were informed in advance about this study. Also those who initiated the project were contacted separately. Actual stakeholders and beneficiaries of the projects were interviewed in structured and open-ended formats both at activity locations. Thus, significant field work and data collection from the actual sources has formed the foundation for further documentation and management reporting.

Institutions involved –

<table>
<thead>
<tr>
<th>Secretariate – ARTD, General Administration Department (GAD) –Government of Gujarat</th>
<th>Sponsors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gujarat Centre for Good Governance &amp; SPIPA, Ahmedabad</td>
<td>Managers</td>
</tr>
<tr>
<td>Prasanna Foundation, Ahmedabad</td>
<td>Resource organization which undertook the assignment and prepared the project</td>
</tr>
<tr>
<td>District Collectors and District Development Officers of various Districts</td>
<td>Participants</td>
</tr>
<tr>
<td>Various officials of Departments concerned with this project in various districts.</td>
<td>Participants</td>
</tr>
<tr>
<td>Also various stakeholders - Citizens</td>
<td>Participants</td>
</tr>
</tbody>
</table>
Box 1 shows the process flow with regard to preparation of this report.

**Box – 1**

### PROCESS FLOW

**CHINTAN SHIBIR -2006** → **12 SWANTA SUKHAYA PROJECTS PRESENTED DURING DELIBERATIONS**

**CHIEF SECRETARY DESIRED THAT DOCUMENTATION BE MADE & PRESENTED** ← **IMPACT AND SIGNIFICANCE APPRECIATED & NEED TO SHARE THE DETAILS FELT**

**SECRETARY ARTD – GAD ENROLLED GUJARAT CENTRE FOR GOOD GOVERNANCE – SPIPA TO UNDERTAKE THE ASSIGNMENT** → **PRASANNA FOUNDATION WAS DRAFTED INTO PREPARE & PRESENT THE ‘DOCUMENTATION & MANAGEMENT REPORT’ IN THIS REGARD**

**WELL COORDINATED STUDY ORGANISED ON STATE WIDE SCALE IN TIME BOUND FASHION** ← **OBJECTIVE & OUTCOMES WERE FIRMED UP. SCOPE WAS DEFINED. LETTERS WERE SENT TO VARIOUS COLLECTORS & DDOs BY GUJARAT CENTRE FOR GOOD GOVERNANCE – SPIPA (HARD COPY-EMAIL) ABOUT THE STUDY WITH QUESTIONNAIRE ETC.**

**DATA COLLECTION, TABULATION & ANALYSIS PAVED WAY FOR THIS REPORT**

### Note:

1. Approx. 2200 respondents including beneficiaries were contacted on state wide basis. Citizens were especially interviewed by personal visit even in remotest of areas. Each activity was photographed and questionnaires were filled up by a team of field investigators.
2. Sample questionnaires are kept as exhibits at the end of this report.
3. Questionnaires were prepared and administered as follows –
   - A. Form – 1 For incumbent officers where projects are located.
   - B. Form – 2 For Officers who conceived and implemented the projects (even if they were transferred)
   - C. Form – 3 For Citizens/Beneficiaries
FULL REPORT

PART – B -1

Personal Level Outcomes

(Sense of Swantah Sukhaya derived by individual officers)
I. Personal level outcomes of individual officials.

A report on views, suggestions and a measure of Swantah Sukhaya (Inner joy) perceived among other things by individual officials who implemented the projects is discussed herein.

Govt officials, and even Corporate executives, academicians, professionals – in fact all working persons cope with sense of unfulfilled dreams. Opportunities of doing something close to one’s heart do not come normally. Most professionals follow careers where they do things mandated.

However, the opportunity came to Govt. officials in Gujarat in form of ‘Swantah Sukhaya’ initiative. ‘Swantah Sukhaya’ initiative is a unique opportunity, pioneering in every way one looks at it – where Govt. functionaries were encouraged to reach out and translate their ideas and dreams in reality outside the mandated chores of job. The model needs to be closely studied by practioners of Governance or management. Tremendous innovation, creativity, fulfillment can be achieved at work places on one hand and immense sense of achievement motivation can be ensured for individuals on the other hand.

Those who conceived and implemented initiatives under Swantah Sukhaya are the fulfilled ones.

Moods, sense of achievement and fulfillment, feeling of inner joy derived by them were captured through questionnaires and personal discussions. Outcome of the study is summarized herein below –

- Sense of achievement, inner joy and happiness derived was in the region of 8 points and upto 10 points on a scale of 10.

- A feeling of ‘self satisfaction’ was highlighted overwhelmingly. (9 to 10 points on a scale of 10)

- Need and inclination to reach out to communities, community institutions and securing co-operation was understood as a powerful approach for ensuring positive results, by all. This appreciation ensured ‘proactiveness’ in approach.

- Problems such as lukewarm response from donors, citizens or legal impediments were faced. However, since initiatives were out of own dreams, problems were overcome in dogged pursuits. Result orientation, delivery orientation and mission approach were learnt, by all.

- Participants of Swantah Sukhaya gave following comments/suggestions/views –
  - Overall guideline structure/outline may be suggested by Govt but rest should be left to officials (as is the case now)
  - Projects may be ‘individual’ centric or ‘institution’ centric – Both. It should be kept open.
Projects may be village focused, cluster focused, taluka focused or district focused. It should be kept open ended and to the discretion of official initiating.

Initiatives may be mere thoughtful interventions or even large projects. There should be no pre-determined, rigid boundaries or stereo-typing. In nutshell, all wanted freedom as is the case now.

- Respondents felt that their vision, goals and objectives were fulfilled completely.

Score of 8 to 10 on a scale of 10 was noted in the following aspects –
- Vision achieved
- Objectives achieved
- Element of innovativeness
- Deliverables achieved
- Sustainability achieved
- Institutionalisation ensured (where applicable)
- Innerjoy derived

- All respondents (100%) felt that inner joy and satisfaction were derived by them.

- Replicability achieved was not highlighted.

- Small but meaningful interventions can make big difference to people and citizens. It may be so easy and something very simple. But it brings great benefits for a large number of people. This opinion was shared by all (100%) respondents.

- Thinking and doing things independently nearly in ‘entrepreneurial’ or ‘intrapreneural’ mode brings confidence. All respondents shared this feeling.

- All of them expressed that they would like to continue doing Swantah Sukhaya assignments and that these initiatives must continue.

- All respondents mentioned that they talked about these initiatives when they met friends and relatives with pride and excitement. Also that they got resounding positive feedback and feelings from friends and relatives about such good work done.

- Feeling of self esteem had increased tremendously in all respondents. (7 to 10 in a scale of 10)

- Respondents rate following outcomes in ‘very high’ category -
  - Personal growth (perceived) and positive emotional feelings (inself)
  - Involvement – networking – participation abilities acquired.
  - Joy of problem solving and ensuring results (derived)
  - Inner satisfaction and joy derived.
  - Bringing people closer to Govt.
Achieving citizen welfare
Encouragement towards Innovation, creativity, thinking outside box
Sense of motivation / achievement motivation
Leadership and positive attitude
Ensuring good governance
Citizen orientation

- Positive change in the way citizens treated and respected Govt officials was felt/perceived by all respondents. Credibility towards Govt. & Govt. officials was felt by all.

- Positive change in credibility and respect within Govt. apparatus, from bosses, colleagues-peers-others in the system was felt by all.

CASELETS

Three caselets are presented herein below. These pertain to officials who implemented Swantah Sukhaya projects.

PROVIDING FANS IN SCHOOLS

Taluka Development Officer
District – Sabarkantha

He was inspired by the ideas mooted by Hon. Chief Minister, Shri Narendra Modi in Chintan Shibir. He initiated project of providing fans in primary schools of taluka to ensure good working conditions in schools where poor children studied.

284 rooms in 88 primary schools did not have fan. It was quite discomforting to sit in these rooms during hot season, and this taluka is in rather hot dry climate region.

Rs. 2.10 lacs were needed to provide fans in these rooms. He proactively reached out to community, community institutions, teachers, Govt. functionaries and ensured funding for the initiative through donations. The project was completed without any Govt. funding through people’s co-operation and participation.

He reports that he has derived a good measure of delight, joy, satisfaction goodwill, respect from communities.

Although, a small thoughtful but a meaningful intervention, it really became ‘Swantah Sukhaya’ for him. It also became a long term permanent remedial action for students, teachers and ensured citizen orientation. This project was done without any cost to the Govt exchequer, which is a noteworthy feature. When govt. officials come out from powerful positions to request people to donate it is not a small thing. It is quite difficult for officials to go out and request people for something which is not even part of job. When you have a dream you don’t worry about requesting and reaching out. You just do it. This makes you happy and this also inculcates an approach that is people centric. Result/outcome orientation is secured when one works for ‘Swantah Sukhaya’.
**UPDATION OF MAPS**

Ex-Mamlatdar, Jalalpore  
District – Navsari

Non-Availability of revenue maps was noted to be a chronic issue by him. It caused a lot of hardship to citizens and even to Govt. officials.

He thus ensured an inventory of updated maps. Also maps were laminated and provided at village level at the panchayats.

This small but meaningful step ensured ready and continued availability of maps for all. He secured funding from village panchayats and single handedly pursued the subject, where he got full co-operation from panchayats, District land record officials, Talatis and others.

He looks back on this project with sense of contentment and satisfaction in retirement. He has a reason to smile brightly about something he did though seemingly simple and small – which made things easy for all very quietly.

He reports tremendous self satisfaction and joy within and looks upon this intervention with fond sense of fulfillment.

**MARKET CROPS - HORTICULTURE**

Dy. Director - Horticulture  
District – Valsad

Himself a tribal, he wanted to do something special for poor tribal farmers. When he learnt about ‘Swantah Sukhaya’ from district administration, he jumped at it as he was dreaming for such an opportunuity.

He conceived a horticulture crop plantation project and decided to promote mango plantations on the farms of tribals. Traditional crops/sustainance crops such as paddy, finger millets could be continued in the interspaces. Thus cash flow and food security did not get impacted. Overall income of the tribal farmers increased in the process. Temporary migration of tribals in search of jobs during lean periods also decreased.

He roped in local progressive farmers and NGOs to promote the project and organized orchards in clusters of villages.

He reports a great sense of fulfillment and inner joy.
II. Documentation of award winning 45 Swantah Sukhaya initiatives in Gujarat State, India

Each project is documented in following format –

- About the location
- Theme & Purpose
- Planning process & Conceptualisation
- Project implementation & resources
- Issues & Solutions
- Project outcome & current status
- Replaceability of project
MULTI-DIMENSIONAL INITIATIVES WITH REGARD TO WATER CONSERVATION AND WATER MANAGEMENT IN DAHOD DISTRICT

<table>
<thead>
<tr>
<th>District</th>
<th>Dahod</th>
</tr>
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<tbody>
<tr>
<td>Location</td>
<td>Various locations in the district</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Chairman, District Rural Development Agency, Dahod</td>
</tr>
</tbody>
</table>

About Dahod District

**Dahod District**, also known as **Dohad District**, is located in Gujarat state in western India. The town of Dahod is the district headquarter. The district has an area of 3,642 sq.km, and population of 1,636,433 (2001 census), with population density of 449 persons per sq. km. Dahod District came into existence on 2nd October 1997, which was formerly a part of Panchmahal District. Level of urbanization is only 9.55% (2001 census). Thus, the district is predominantly rural in nature and has significant tribal population consisting of tribes such as Bhils. Livelihood mostly depends on rain-fed agriculture, collection of forest produce and related activities.
Theme and Purpose of Project

Topography of large tracts in the district is undulating. The north and east area of the district is partially hilly and forest area is low-lying. Soil types range from sandy/loam to black medium. Proportion of fertile land is low.

Insufficient availability of water for irrigation and even for drinking purpose had been a challenge in the district traditionally. The rainfall is in the region of 750 mm. A lot of water was lost in runoff and water tables were low resulting in water shortages.

Availability of water automatically results in accelerated agricultural production which positively impacts income of the farmers. Thus, multiple activities were conceptualized and implemented to ensure water management and availability in the district with following principal objectives -

1. To save and conserve water.
2. To ensure water recharging.
3. To raise sub-soil water level.
4. To increase income level through improved farming, as a result of improved availability of water.

Planning process and conceptualization

The project was planned through a well defined process. The need assessment was undertaken by the team of District Rural Development Agency to identify potential areas, locations and existing needs. Further, technical possibility in terms of different types of interventions was examined by the officials. Local communities, farmers were involved in conceptualization of various activities leading towards water harvesting, management and delivery. District Rural Development Agency ensured networking of various administrative, developmental and technical
departments and their officials stationed in the district. Collective efforts through a well structured process resulted in various proposals in this regard. Funding and resources for the proposals did not pose any difficulty as such programs could be supported through already existing schemes of the Govt.

Different tailor made solutions were identified for different locations. Following projects were identified and eventually implemented.

Part- A – Water storage bodies
  1. Check dams/Check walls
  2. Boribunds (Gunny bags filled with matter, stacked to check water runoff).
  3. Farm ponds
  4. Recharge through hand pumps.

Part-B – Delivery related intervention
  1. Mud canals
  2. Minidrip Irrigation systems
  3. Lift irrigation systems.

It was estimated that 272 million cubic feet water could be conserved through such interventions under the project at different locations.

**Checkdam**

**Project Implementation & Resources**

The project was initiated and implemented by The District Rural Development Agency. It was implemented by the Agency through existing Govt. agencies, departments. Participation of local population was ensured. The funds were made available from existing programs and schemes of the Government.
Resources –

A) Budget for the project   Rs. 3.95 crores
B) Fund arranged against the budget  Rs. 3.95 crores
C) Fund availability   Ensured
D) Sources of Funds   SGRY and SGYS programmes of the Govt. (These are existing programs for rural development)

Lift Irrigation

Issues and solutions

The project intervention addressed the existing critical need of the communities in the district. Further, the officials ensured interaction with various stakeholders including tribals and farmers on one hand and also ensured networking and leveraging of competencies and capabilities of various government agencies and departments. Under the circumstances no notable issues or problems were faced during the conceptualization and implementation of the project. Also existing government programs and schemes had provisions for funding such initiatives.
It is interesting to learn that, if need assessment is community-centric through participation and if existing resources, competencies and structures are leveraged in a well thought out intervention, hardly any issues or challenges are noticed in such projects.

**Project Outcome and Current Status**

The achievements of the project during the year were as follows –

A. Water storage bodies related
   i. 28 Check dams were constructed
   ii. 1739 check walls were constructed
   iii. 3717 Boribunds were constructed
   iv. 4515 Farm ponds were established

B. Water delivery related
   i. 5 Lift irrigation schemes were operationalized.

**Water Body**

- Approximately 18000 acres of farmland was brought under irrigation to benefit approx. 17000 persons at various locations.
- Water tables have risen and water scarcity is nearly non-existent as per the administration in the areas where project is established in subsequent years.
- Irrigation facilities have ensured better agriculture and even high value horticultural crops such as fruits, vegetables and flowers which were non-existent in the locality are now practiced.
- Thus general positive shift in economic activity in the agrarian society has been noted.
- The spending from Govt. exchequer on scarcity relief is reduced.
Replicability of the project

The successful outcome of this project has also shown that the project is sustainable. The project has continued as a program in ensuing years. The project is a replicable model and can be institutionalized at various locations having similar conditions in the State as well as in the country. In fact this can be even a global model to remedy the situations of water scarcity in comparable areas and locations.

High value agriculture initiated
ENSURING INTERNATIONAL COMPETITIVENESS AMONG SMALL INDUSTRIAL UNITS THROUGH QUALITY ASSURANCE INTERVENTIONS

<table>
<thead>
<tr>
<th>District</th>
<th>Surendranagar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Surendranagar town</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>General Manager, District Industries Centre, Surendranagar</td>
</tr>
</tbody>
</table>

About Surendranagar District

Surendranagar district is located in the central region of Gujarat, in the Saurashtra peninsula. The district comprises of 10 talukas. Developed amongst them are Surendranagar, Wadhwan, Limbdi, Chotila, Dhrangadhra, and Lakhtar. Surendranagar is one of the largest producers of cotton in the world and, is also the home to the first cotton trading exchange in India.

Surendranagar is a base for industrial sectors such as, textiles, chemicals, ceramics and food processing. Textiles and chemicals have been the major sectors of investment and employment in the district, for over two decades. There are 8,639 small scale industrial units with an investment of INR 18,482 lakh, generating employment for 49,099 people.
Theme and Purpose of Project

Globalization has brought in its wake numerous opportunities as also challenges. Globalization ensures unhindered global competition. If business units have to survive and grow they need to ensure global competitiveness regardless of their nature of business and format which may be multi-national, national, large, medium, small or micro.

Quality assurance is a critical requirement for ensuring global competitiveness. Various small scale industrial units of Surendranagar, therefore needed to be sensitized to this aspect.

A pilot project was thus thought fit to promote the concept of quality consciousness and also to demonstrate the process of quality assurance to the local small scale industrial units by the District Industries Center, Surendranagar.

The District Industries Centre is a single window agency of the Government which fosters and facilitates the industrial growth in a given district. The scope of activities includes conducting economic survey of the district, ensuring availability of raw-material and other resources, supporting in procurement of machinery, equipment, raw materials as also facilitating credit flow, marketing, quality control, research and extension.

This project was conceived by the General Manager of the District Industries Centre, Surendranagar with following specific objectives in mind -

- To establish quality control processes in 10 small industrial ventures in Surendranagar to ensure demonstration effect.
- To promote global competitiveness of small scale ventures in the district.

Planning process and conceptualization

The idea was discussed by the General Manager with his own team. The team identified with the need for such an intervention and thus it was agreed upon that a pilot project be established in 10 small scale industries.
The District Industries Centre, Surendranagar interacted with entrepreneurs and explained the initiative. Response was positive and was wholeheartedly supported by the stakeholders including the small scale industrial ventures. Thus it was agreed upon to launch the pilot in 10 small units who volunteered to join in.

**Project Implementation and Resources**

The project was implemented by District Industries Centre team. The District Industries Centre team provided facilitation to implement this quality certification process and supported the units during the process. Also, other units were encouraged to observe the methodology and outcome.

**Resources**

A) Budget for the project Rs. 20.00 lacs  
B) Fund arranged against the Budget Rs. 18.26 lacs  
C) Fund availability Ensured significantly  
D) Sources of Funds Govt. grants and contribution from 10 units.

**Issues and solutions**

The process of dialogue and clear communication between stakeholders ultimately clarified the simplicity and ease of process as also its significance. The process thereafter did not appear to have any issues and was implemented flawlessly.

Small scale entrepreneurs operate on relatively small scale of turnover in domestic markets. Thus either they believe that global market and global quality does not concern them or sometimes quality assurance is perceived by them as an intimidating and difficult process to be undertaken. This issue was resolved through interactive dialogue.

**Project outcome and present status**

- This project ensured that 10 units identified under the pilot obtained quality improvement certification in Surendranagar district.
- Thus, the units have provided demonstration to the small scale industry community of Surendranagar.
Replicability of the project

10 units were planned to be included in this project. 10 units have actually obtained quality improvement certification. The units themselves have benefited and have also provided demonstration effect to the industrial fraternity.

Further, it can be noted that this project was a mere pro-active initiative and not a physical venture on part of District Industries Centre. Such initiatives are universally applicable in comparable circumstances. It is needless to mention that this could have far reaching positive impacts on growth of economy through quality improvement.

However, it is equally important to note that such ideas sometimes remain only one time initiatives or interventions and are forgotten soon or are not carried forward in years to come. Internalizing such pro-active interventions through institutionalization is required to sustain and replicate such projects.
ENSURING WEALTH FROM WASTE AND ALLROUND SANITATION

<table>
<thead>
<tr>
<th>District</th>
<th>Mehsana</th>
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</thead>
<tbody>
<tr>
<td>Location</td>
<td>Various locations of the district</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>District Development Officer, District Panchayat, Mehsana</td>
</tr>
</tbody>
</table>

About Mehsana

Mehsana district is located in North Gujarat, about 75 km from Ahmedabad city. Mehsana is administratively divided into nine talukas. Mehsana town is the district headquarter.

The major crops of Mehsana are Potato, Cotton, Tobacco, Oilseeds, Cumin, Psyllium and Anise.

Asia’s second largest dairy in cooperative sector exists here. Also largest agricultural market yard is located at Unjha in the district. ‘Sun Temple’ at Modhera is an important tourist destination of Mehsana district.

Mehsana district has witnessed substantial industrial development during last decade primarily due to its strategic location. Engineering industry, metallurgical units as well as Food & Agro processing are well established.

Similarly chemical industry including soaps and detergents and toiletry is well developed. Oil and Natural gas as well as petroleum sector are also prominent.
**Theme and Purpose of the Project**

The pace of economic growth in the district is spectacular. However, it is equally important to ensure enabling environment to sustain growth. Clean living and working conditions and are very important as is well known.

Further clean, green cities, towns and villages ensure health and thus quality of life. Also as a result expenditure on treatment is minimized due to pre-emption of disease and illness.

Interestingly the waste need not be viewed as something that has to be coped with. In fact economic activities can be generated by harnessing the waste.

Thus the project was conceptualized to ensure all round sanitation as well as to ensure wealth out of waste.

A multi-dimensional sanitation project was instituted in the Mehsana district to pursue this theme with following objectives.

- To manage the removal of waste through cooperation and support of people in a systematic manner.
- To produce manure at low cost and market the same to generate wealth out of waste.
Planning process and conceptualization

Detailed survey was undertaken in urban, semi-urban and rural areas by the Panchayat administration team. Existing system of waste and garbage disposal was examined at domestic and community level. Other components such as commercial, industrial and business localities were also studied.

Existing socio-cultural aspects, mindsets and prevailing practices of garbage disposal were appreciated and missing structural links to ensure efficient disposal were understood.

Community dialogue inclusive interactions with stakeholders were ensured painstakingly to define existing systems and issues.

Tailormade solutions were then identified for different subsets of systems.

The projects identified thus were -

- Establishing a scientifically designed system of door to door collection of garbage as also ensuring collection of the same.
- Appointment of one “Safai Karmayogi” – the facilitator, for a locality of 1500 to 3000 households.
- Every Karmayogi was provided with a pedal rickshaw to collect the waste. The rickshaw had the facility of off-loading the waste with the help of movable containers.
- Collection of waste was undertaken by these facilitators in their area on door to door basis.
- Households were given a system of collection of garbage in specific containers which could be collected by the facilitators efficiently.
- Training of facilitators and community was undertaken to ensure acceptance.
- The Karmayogis also additionally looked after sweeping of the streets in the given area of operation.
• 1.5 acre land was allotted outside the village to ensure storage and disposal for next 25 years. All the containers from all facilitators were sent to this central collection yard.

• Utilisable garbage was converted into manure through scientific method at this location.

• Sale of manure thus obtained, resulted in revenue.

Project Implementation and Resources

The project was implemented by existing team of officials and employees of the District Panchayat Administration. This included District Panchayat, Taluka Panchayat and Village Panchayat Administration.
The resources were raised through existing Govt. schemes and programs as these already had provision for such initiatives.

Resources

A) Budget for the project Rs. 16.21 lacs
B) Fund arranged against the Budget Rs. 10.58 lacs
C) Fund availability Ensured significantly
D) Sources of Funds Sampoorna Gramin Rojgar Yojana – Rs. 6.10 lacs &
Sampoorna Swachhata Abhiyaan – Rs.4.48 lacs (Both Govt. programs)

Issues and solutions

Communities develop a particular mindset due to existing traditional practices. Changing the mindset of people was an issue that required attention. Also, urban and rural situations were different. Interaction with communities through an interactive dialogue ensured that idea was accepted and people were willing to join in.

Non-existent structure and process posed a challenge which was resolved by bringing in dedicated team of “Karmayogis” facilitators, having disposal rikshaws. Further end destination in form of central yard ensured that back to back linkage was institutionalized. Further conversion of garbage into manure ensured income. Resource mobilization and funding could be ensured through existing mechanism.
Project outcome and present status

- 36 Conservancy related personnel got direct employment.
- Cleanliness and Sanitation have improved in villages in the streets and public places.
- Solid waste removal system thus implemented has reduced the health related problems.
- The Gram Panchayat has started earning additional income by selling manure obtained by processing solid waste.
- Overall image of the village has improved and people generally feel good about it.

Replicability of the project

The project can be replicated in any urban, semi-urban or rural area. Replication requires –

- Thorough study of garbage disposal practice as existing.
- Communicating need for efficient system to ensure acceptance among communities and stakeholders through interactive process.
- Providing system including trained manpower and transportation devices which works on a time-table.
- Providing ultimate dumping in a linked process on end to end basis.
- Further value addition through conversion of waste into economic product is possible. Existing technology can be leveraged for the same.
ESTABLISHMENT OF RECREATIONAL FACILITIES

<table>
<thead>
<tr>
<th>District</th>
<th>Jamnagar</th>
</tr>
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<tbody>
<tr>
<td>Location</td>
<td>Khambaliya</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Deputy Collector &amp; Mamlatdar, Khambaliya</td>
</tr>
</tbody>
</table>

About Jamnagar

Jamnagar district is situated on west coast of Gujarat and has a long coastline. It is industrially well developed. Agriculture is also vibrant. Jamnagar city is the district headquarter.
Theme and Purpose of the Project

Khambhaliya is an important town in the district. However, the town did not provide any public place for recreation and family outing. Aspirations of citizens in this regard were appreciated by two officials of district administration and this project was conceived by them with a simple objective of ensuring decent recreational park for citizens.

Planning process and conceptualization

Khambhaliya has population of nearly 1,00,000. Facilities for recreation which could address the needs of children, families and even senior citizens were identified as most desired by the population. Officials through informal interaction and dialogue with citizen groups understood the expectation and needs.

A picnic park with garden, fountain and other facilities was conceived. The design was concluded with the help of local inputs from Govt. and officials from different agencies.

Glimpse of Picnic Park - Khambhaliya
Project Implementation and Resources

The officials organized meaningful dialogue with existing community institutions, citizens, donors who wholeheartedly supported the initiative. The funding was secured through contributions of public and donors. The project was implemented accordingly.

Resources
A) Budget for the project  Rs. 9,00,000/-
B) Fund arranged against the Budget  Rs. 8,00,000/-
C) Fund availability  Ensured significantly
D) Sources of Funds  The project is significant as initiation and facilitation of Govt. officials ensured establishment of project where entire project cost was met by funds raised by people through contributions.

Issues and solutions

Project funding had posed a challenge. The officials inturn reached out to community institutions, NGOs and public at large.

The idea was wholeheartedly endorsed by donors and funding was secured. There was some opposition initially by vested interests around the project site. However, this was resolved through dialogue and persuasion of public & community institutions.
Project outcome and present status

- The residents have found an interesting location for outing and picnics. In fact such facilities have been established for the first time in Khambhaliya.

Replicability of the project

Inherently the project is a long term provision of facility and infrastructure and thus is sustainable. Naturally the project is also replicable as it is a demand driven format required by citizens everywhere.

Public participation and inclusive approach are required where existing community institutions and citizens are roped in through proactive stance of officials.

Funds were secured by the officials through innovative approach where people and donors were involved. Thus, the project was established at no cost to Govt. exchequer.

Replication of such a project requires -

- Understanding needs and expectations of citizens. Once this is done, support is ensured automatically.

- Officials may only provide facilitation by offering idea that is consistent with peoples’ needs, and also by reaching out proactively to secure participation. Projects shape up and translate into reality thereafter.
CAPACITY BUILDING PROGRAMME

<table>
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<tr>
<th>District</th>
<th>Bharuch</th>
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<tbody>
<tr>
<td>Location</td>
<td>Bharuch town</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Director, District Rural Development Agency, Bharuch</td>
</tr>
</tbody>
</table>

Theme and Purpose of the Project

Bharuch is located in Southern Gujarat, near the Gulf of Khambhat in Arabian Sea. The district has 8 talukas, of which the major ones are Bharuch, Ankleshwar, Valia, Jhagadia and Jambusar. Bharuch town is the district headquarter. The district has major industries in sectors such as Chemicals, Petrochemicals & Pharmaceuticals, Engineering, Ports & Ship building, Textiles. Dahej Port operated by Gujarat Maritime Board (GMB), has made significant contribution to facilitate industrial growth in the district. The district has important locations for tourism. Agriculture in the district is well established.

Theme and Purpose of the Project

Contemporary period requires different skills, capacities and competencies as compared to the time gone by. Efficiency and productivity have become critical in ensuring results and progress whereas mere effectiveness may not be sufficient.

Human resource development through skill and capacity building as well as competence mapping and consequent development have become focus areas in modern management.
In fact the process is now viewed on a broad canvass of talent identification, complemented by talent transformation to ensure deployable and employable people who can gainfully engage in employment or self-employment meaningfully in modern result focused competitive world.

Industrial growth in the district demanded availability of skilled manpower. Whereas population needed jobs, employers needed manpower. However, job readiness was a prerequisite to ensure that employers got employable manpower and in turn job seekers got employment.

Progressive groups of citizens thus were roped in for capacity building to ultimately ensure self-reliance and income generation under this project with following objectives -

1. To provide training and capacity building opportunities
2. To ensure employability and gainful employment through talent transformation.
3. To ensure that industry, business and other employers got job ready talent.
**Project Planning and Strategy**

District Rural Development Agency (DRDA) team assessed the needs of the employers in terms of skills sets and competencies required. Subsequently training needs and type of capacity building programs needed were defined. Groups of job seekers were then identified by reaching out in rural communities. These groups were then engaged in structured training and capacity building programs.

**Project Implementation and Resources**

Existing team of District Rural Development Agency implemented the project by networking with 139 progressive groups desirous of self-employment and gainful economic activities in rural areas at different locations. The training modules were firmed up and activity was undertaken by Groups. Fund availability for the purpose posed no difficulty as existing programs / schemes supported it.

**Resources**

A) Budget for the project Rs. 2,60,000/-

B) Fund arranged against the Budget Rs. 2,57,150/-

C) Fund availability Ensured

D) Sources of Funds Plan funds of the Govt.

**Issues and solutions**

Actual need of the employers in terms of skill sets required to ensure employability was not very clear. However, this issue was resolved by training need assessment process in a consultative manner.

Further, large number of participants in rural areas needed to be trained. This outreach related issue was resolved by networking with various citizen groups which provided the required platforms to carry out the process.

**Project outcome and present status**

- 139 groups were identified and trained
- The need based talent transformation and capacity building ensured competence among participants to be self-reliant and to engage in gainful employment.
Replicability of the project

Capacity Building programmes are basically talent transformation initiatives and thus these are inherently sustainable and replicable. However, precise training need assessment and content preparation as also delivery by appropriate faculties are of critical importance. Also, platforms are required to train at multiple rural locations. These aspects need to be kept in mind to replicate the projects.
ECO-TOURISM PROJECT

<table>
<thead>
<tr>
<th>District</th>
<th>Narmada</th>
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<tbody>
<tr>
<td>Location</td>
<td>Dediapada</td>
</tr>
</tbody>
</table>
| Officer who conceived and implemented the project | • Collector, Narmada  
• Deputy Conservator of Forest, Rajpipla 
• Deputy Conservator of Forest, Rajpipla |

About Narmada

Narmada district is located in southern part of Gujarat. The district has 4 talukas including Nandod, Sagbara, Tilakwada and Dediapada. Rajpipla is the district headquarter and important commercial town of Narmada district.

This district is endowed with forests, hills and internationally famous Sardar Sarovar dam on the river Narmada is also located here.
Theme and Purpose of the Project

Tourism is one of the major economic activities worldwide. This economic domain offers a huge employment opportunity directly as also in secondary, tertiary sectors. It also enables economic growth and provides opportunity for recreation, entertainment, education and health care.

Human beings are naturally attracted towards nature and forest. Thus, natural locations including forest have excellent possibility of developing tourism which can bring employment in the remote areas at the doorstep as other opportunities of gainful employment are minimal at such locations. However, tourism in such ecologically and environmentally sensitive locations needs to be viewed critically as it can interfere with ecology and damage the flora fauna.

Locations of the project

This project was conceived and initiated to ensure that tourism remains sustainable without adversely impacting the ecosystem. This unique eco-tourism project was a path breaking initiative which addressed the need of doorstep employment generation for tribals living in and around forests without adversely impacting environment and ecology.

The project was initiated with following objectives -

- To promote tourism activities in natural surroundings
- To promote affinity and love towards nature among citizens while enjoying recreational facilities.
- To ensure gainful employment for poorer sections of the society at the doorstep, where otherwise employment opportunities are minimum.
- To strike a balance between economic development and ecological conservation.
Project Implementation & Resources

The idea was mooted by two young forest officials and the District Collector. The core team of like minded officials decided to examine the proposal towards implementation. Forest department already had organizational presence and outreach in remote locations. Thus it was not difficult to identify locations and formulate the proposal through existing organization and team of the department. Govt of Gujarat had already implemented a policy of promoting “Eco-tourism” in the State. Thus, proposal found bedrock of support in State policy framework as well.

Project Implementation and Resources

The Forest department officials and the team thus identified naturally endowed locations on the fringes of forest areas. Simple but comfortable facilities for resting, camping, trekking, bird watching were created and local tribal population as well as forest guards were trained in dealing with tourists. This well planned program was funded by existing Govt. funding instruments.

Resources
A) Budget for the project Rs. 20 lacs
B) Fund arranged against the Budget Rs. 16 lacs
C) Fund availability Ensured significantly
D) Sources of Funds District Planning Board and S. G. R.Y. program of Govt.
Issues and solutions

Project of this nature is fraught with risk of interference and pollution. Visiting tourists may damage ecosystem. Loud music, noise, plastic and other leftovers are most common. Similarly, response of tribals to outsiders and socio-economic & cultural implications of such an intrusion also needed consideration. Furthermore, the forest guards’ incharge of forest protection had no experience of dealing with tourists. There were chances of overreaction. These issues were resolved by the officials by organizing workshops, dialogue and interaction with various stakeholders. Adequate preparatory work ensured resolution of possible issues.

Project outcome and present status

- More than 10,000 tourists visited in the first year. The trend is showing upward swing in subsequent years.

- The area does not offer many other economic activities. This project has ensured initiation of income generating activities at doorstep for tribals.

Replicability of the project

The replication of such a project needs careful consideration of following aspects -

- Favourable policy and legal position.
- Suitable sites on fringes of natural ecosystem should be identified carefully. Sites must be exciting for tourists to offer wholesome experience without interfering with core of habitat or ecosystem.
- Interface must be simple yet comfortable or useful for tourists.
- Acceptance by stakeholders including tribals/forest dwellers, forest guards and other officials should be ensured.
- Preparation of all the stakeholders to deal with such interventions should be made.
- Training and other balancing mechanisms to ensure that ecology and economy compliment each other be kept in mind.
POVERTY ALLEVIATION RELATED INITIATIVES

<table>
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<tr>
<th>District</th>
<th>Surat</th>
</tr>
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<tbody>
<tr>
<td>Location</td>
<td>Various locations in Surat District</td>
</tr>
</tbody>
</table>
| Officer who conceived and implemented the project | - Collector, Surat  
- District Development Officer, Surat |

About Surat

Surat district is situated in South Gujarat. Surat city is the second largest commercial hub in the State. Recently, the district was bifurcated into two districts, viz. Surat district with headquarter at Surat and Tapi district with its headquarter at Vyara. The district of Surat is divided into ten revenue talukas. Surat is mainly known for its textiles & diamond processing industries.

Surat district has well developed industry, business and even agriculture. However, pockets in district have tribal population and are relatively underdeveloped.

Theme and Purpose of the Project

Surat district has tribal pockets where primitive tribes, other tribal communities reside in remote areas and on the fringes of forest. Kolcha, Kolgha, Kotvaliya and Kathudiya, tribes comprise majority of tribal population. Level of education and economic development is relatively lower. In order to ensure mainstreaming of tribals, it was felt that a multi-pronged developmental initiative was needed. Thus, a multi-faceted poverty alleviation programme was initiated with focus on tribal communities of the district with the following objectives -

- Poverty alleviation for the tribals in the district.
- Integration of various activities and programmes to support the goal of poverty alleviation.
Planning process and conceptualization

Income generating activities in tribal areas refer mainly to agriculture animal husbandry and forest produce collection. Some cottage level processing also exists. Different govt. departments deal with income generating activities. Agriculture department, Horticulture department, Forest department, Tribal development department and others deal with the subject independently. Under this project existing programs of participating departments were examined and synchronized to ensure organized and need based delivery by avoiding duplication.

Project Implementation and Resources

Thus, a concerted, organized and well orchestrated delivery of ongoing programs of various departments was coordinated, leading towards improved income due to better agriculture, animal husbandry and other livelihood programs.

The funds were ensured through existing schemes and programs.

Resources

A) Budget for the project Rs. 1500 lacs
B) Fund arranged against the Budget Rs. 987.99 lacs
C) Fund availability Ensured significantly
D) Sources of Funds
   A. Ongoing planned expenditure – Rs.87.73 lacs
   B. Govt. Agencies - Rs. 900.26 lacs

Issues and solutions

Coordination and synchronization among various departments and branches required significant efforts. However, once initial planning was completed and clarity ensured the delivery was secured as planned. Monitoring needed was provided by Collector & District Development Officer.

Project outcome and present status

- 15959 families involving approx. 36836 family members have been benefitted in various developmental activities.
- The program co-ordination ensured focused delivery of services in matters such as income, enabling environment, empowerment etc.
Replicability of the project

The programme is an integrated long term initiative. In fact, this project deals with synchronization and co-ordination of variety of ongoing programs by various departments. Replication is thus always possible by ensuring a mere coordination of existing schemes and programs of different agencies operating in the given space.
COMPUTERIZED RATION CARDS

<table>
<thead>
<tr>
<th>District</th>
<th>Banaskantha</th>
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<tbody>
<tr>
<td>Location</td>
<td>Various locations (Taluka places) in Banaskantha</td>
</tr>
<tr>
<td>Officer  who conceived and implemented the project</td>
<td>Dist. Supply Officer, Palanpur.</td>
</tr>
</tbody>
</table>

About Banaskantha

Banaskantha district is situated in Northern Gujarat. The district has relatively lower rainfall, and has desert like dry climate. Agriculture revolves around oilseeds and industrial/commercial development is restricted to towns or semi-urban pockets.

Theme and Purpose of the Project

Gujarat State has a well established public distribution system. Fair price shops located conveniently provide essential commodities and other requirements of day to day consumption. Especially, those from lower income groups of society benefit immensely under this program.

Citizens must obtain a document called Ration Card from Local Administration which needs to be produced at the fairprice shop in order to obtain the commodities. This document is a vital identity proof also. However, issuance was a manual process which caused a lot of delay and hardship to citizens.
The technological intervention was sought to be employed to overcome this impediment.

Preparation and issuance of computerized ration cards to ensure prompt delivery of ration cards to citizens was thus identified as a project with following objectives -

- Quick and hassle free issuance of ration cards to citizens of all Talukas of Banaskantha district.
- Efficiency in delivery of Govt. Services.
- Database availability to administration for analytical purpose.

Planning process and conceptualization
List of beneficiaries in various talukas needed to be completed and updated. The exercise involved a large volume of data compilation, classification and updation by networking with various wings and departments. Infrastructure in terms of computers needed and manpower required were assessed. Existing resources within the Govt. system were identified and leveraged in a network.

Project Implementation and Resources
Implementation of the project was done by District Supply Office in a co-ordinated manner with various offices. Ration cards were subsequently made available at designated counters in talukas of district at a click of computer. The Centres had proper seating, counters, ambience and manpower.
Resources
A) Budget for the project  
No additional expenditure incurred which is a unique feature of this project.

B) Fund arranged against the Budget  
Existing hardware utilized and existing officials and employees carried out the project. Hence the need for arranging funds did not arise

C) Fund availability  
Not applicable

D) Sources of Funds  
Not applicable

Issues and solutions
Data capturing and classification was a challenge as the volume was large at multiple locations. Data validation was also required. Further availability of manpower and computers to process the data was an issue to reckon with. However, the issues were resolved by leveraging strengths and resources within the system through coordinated networking.

Project outcome and present status
- 27000 computerized ration cards issued.
- 36128 citizens benefited under the programme directly by the end of Dec-2004.
- Process of issuance, updation permanently has become an “Instant” and there are no delays or backlogs now.
- Hassle free delivery of govt. service has been thus ensured.
Replicability of the project

Since the project itself is a process driven ongoing activity it is inherently sustainable. The existing model is automatically replicable everywhere. Leveraging existing resources including manpower and infrastructure on mission mode ensures desired outcome at no cost. Also such a facility becomes a blessing for the citizens.

Hassle free operation in place
Shri Narendra Modi, Hon. Chief minister, Gujarat, at the computerized centre

Press Speaks

Ration Card Computerisation at Gujarat

NIC has developed and successfully implemented Tehsil/Taluka Level Ration Card Computerisation System in Barasantha District of Gujarat State. The initiative taken by Shri Kamaal Udayani (IAS), Collector & DM and Shri Rajesh Mehta, District Supply Officer, provides G2C e-Governance interface to the benefit of the citizens of this rural Gujarat district. Backlog of 20000 ration cards has been cleared and the database of around five lakh cardholders has been built up. Centralised data store at District level is being updated by online data entry and printing of ration card is at Taluka level through Gujarat State WAN. Online ration card system was inaugurated at Nagarik Seva Kendra, Palanpur on Oct 2, 2003 and visited by Hon’ble Chief Minister, eight Talukas of the district is now issuing ration cards using this system.

Manoj P.A., Gujarat Correspondent
KITCHEN GARDEN PROGRAMME AT ANGANWADIS

<table>
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<tr>
<th>District</th>
<th>Vadodara</th>
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<tbody>
<tr>
<td>Location</td>
<td>Vadodara, Karjan, Padra, Savli, Waghodiya, Dabhoi, Sinor, Sankheda, Chhota Udepur, Jetpur Pavi, Kawant and Nasvadi</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>District Development Officer, District Panchayat, Vadodara</td>
</tr>
</tbody>
</table>

About Vadodara

Vadodara District is located in eastern part of the state of Gujarat. The city of Vadodara (Baroda) is the administrative headquarter. Vadodara District covers an area of 7,794 sq.km and has a population of 3,641,802. The district has more than 45 % urbanization.

The district is flanked by Panchmahal and Dahod districts to the north, Anand and Kheda districts to the west, Bharuch and Narmada districts to the south, and the state of Madhya Pradesh to the east. The tallest point in the region is the hill of Pavagadh. The Mahi River passes through the district.
KITCHEN GARDEN PROGRAMME
Theme and Purpose of the Project

Govt. of Gujarat has focused on providing educational facilities from pre-school to higher levels throughout the State. It is an area of priority.

Anganwadi model operationalised in the State through local self govt. bodies ensures availability of educational facilities at the doorstep where people need it the most. The process is friendly and encouraging. Pre-schooling related educational support has a vast outreach and it significantly impacts masses in the State.

The Kitchen garden programme was conceived as a supplement or compliment around the existing Anganwadi infrastructure in 12 Talukas of Vadodara District by the young head of district development administration with following objectives -

- Utilization of surplus land
- Providing fresh vegetables to ensure balanced diet and nutrition to children upto 6 years of age and expectant mothers.
- Dissemination of information about agriculture.
- To ensure employment for Shram yogis who manage these gardens.

Planning process and conceptualization

The officials made an inventory of Aanganwadis in the district with details regarding surplus land available, number of children studying and other aspects. Further types of vegetables to be grown and method of growing was studied and standardized with the help of agriculture officials, specialists, One coordinator or farmer called “Shram yogi” was selected to attend to supervision of activities at each location. The cultivation of vegetables was then commenced at various Aanganwadis.
Project Implementation and Resources

The project was implemented by District Panchayat administration.

Vegetables so cultivated were made available to young children and even expectant mothers to ensure balanced and wholesome diet.

Benchmark tests to check nutrition levels before and after implementation of project were also carried out to guage the impact. Involvement of local population brought sense of participation, cooperation and sense of ownership among people. Awareness was a natural outcome.

Fund availability was ensured as existing Govt. schemes and programs already could provide resources.

Resources
A) Budget for the project Rs. 65000 /-
B) Fund arranged against the Budget Rs. 65000
However project could be completed in Rs.61304/-
C) Fund availability Ensured
D) Sources of Funds SGRY Programme of the Govt. plan. Also people’s participation for maintenance and upkeep was secured once the kitchen garden was established.

Issues and solutions

The project had large area coverage at multiple locations. This required managerial inputs. However, existing organizational structures and processes of Panchayat (Development office) ensured implementation smoothly. Existing Aanganwadis provided leadership and supervision. Public participation and community interaction at local level also secured acceptance and sustainability.

Project outcome and present status

- 20,000 children benefited under the project.
- Average 47 gms of fresh vegetables made available to every child.
- 4631 Kg. of vegetables grown during the Nov-05 season.
- The project became financially self supporting. The revenue received was Rs.1.47 per Kg. as against expenditure of Rs. 1.00 per kg.
• Significant improvement in health related parameters among children is noted. Health status study revealed that Anganwadi children registered average increase of 0.6 gm hemoglobin. Cases of Vitamin A deficiency were reported from Aanganwadis where kitchen gardens did not exist but no such cases were reported where kitchen gardens existed.
• Even expectant mothers benefited from this programme.
• The Kitchen Gardens have become a source of knowledge dissemination for public where locals learn techniques of vegetable cultivation.

Replicability of the project

The model is an ongoing process and thus is sustainable and replicable.

After the success of initial phase, the project has been continued and has been expanded to 259 locations.

Replicability of such projects depends upon –
• Identification suitable sites.
• Piggybacking on existing structure and process within the system to minimize capital and managerial expenditure.
• Provision of minimum staff to ensure supervision.
• Dissemination of information about positive outcome encourages replication.
## MUSHROOM CULTIVATION

<table>
<thead>
<tr>
<th>District</th>
<th>Valsad</th>
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</thead>
<tbody>
<tr>
<td>Location</td>
<td>Dharampur, Kaprada, Pardi</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Deputy Director (Horticulture), Valsad</td>
</tr>
</tbody>
</table>

### About Valsad

Valsad district is situated in South Gujarat. The district has a coast line with Arabian Sea and enjoys excellent rainfall. Climate is conducive for good agriculture and horticulture. Industry is also well developed.

Valsad town is the administrative headquarter.

The district covers 5,244 square kilometres and is divided into five talukas: Valsad, Pardi, Umargam, Kaparada and Dharampur. The total population of the district is 1,410,553, 27.02% of residents live in urban areas.
The district also has pockets where tribal population exists. Agriculture in such pockets is traditional and marginal and small farmers have lower income. Rural and tribal areas in the district need activities that support higher income generation and relatively income enhancing programs.

**Theme and Purpose of the Project**

The climate, water quality and proximity to major markets is excellent in this district. Connectivity is also very good. However, tribal farmers depend on traditional crops. Also land holdings are smaller.

This project was conceived by young Horticulture officers to shift tribal farmers to high value crops that can be grown in smaller spaces/areas to generate better income.

Mushroom has vast global market. More and more acceptance is visible now in India at the dining tables and mushroom consumption is increasing.

The project focused on economically weaker farmers who were motivated to grow mushroom for better income generation.

The project was initiated to address following objectives –

**Objective**

- Introduction of high value market driven agricultural crops
- Increasing the income of tribal farmers from weaker economic backgrounds on permanent basis.

Mushroom Cultivation
Planning process and conceptualization

Market survey and development was undertaken to study prices, demand. Feasibility was thus determined. Farmers were contacted and promotional training/dialogue/interaction was carried out. Once acceptance was secured technical & operational training was provided at their doorstep. Also, funding was ensured through existing schemes.

Project Implementation and Resources

296 farmers who were convinced were roped in. Technical & operational training was provided. Supervision support and hand holding continued till marketing. Design of cultivation process and technology selected at low cost was explained. Processes were user friendly.

The project implementation was completed with the help of existing organizational capabilities. Field contact programs, continuous hand holding and market linkages were carried out throughout. The project sites also served as “Demonstration” units for others. Local NGOs were roped into secure acceptance of idea and also to impart training. Fund availability was secured as existing Govt. schemes provided for such programs.

Resources

A) Budget for the project Rs. 25,76,000
B) Fund arranged against the Budget Rs. 25,76,000
C) Fund availability Ensured
D) Sources of Funds Planned Govt. Schemes
(New Gujarat pattern) Rs.16, 10,000
Contribution from the beneficiaries – 50 %
Govt. of India schemes Rs.3,86,000/-
Adim Juth related funding @ 90 % subsidy Rs. 5,79,600/-
Issues and solutions

Tribal farmers need patient convincing before they can be convinced to experiment with new ideas. Convincing farmers and eventually training them to be job ready was challenging. However this could be ensured with the help of NGOs and efforts of departmental staff. Low cost appropriate technology was necessary. This was ensured by forging linkages with various institutions. Market tie-ups / linkages were ensured and forged by proactive contacts and outreach.

Project outcome and present status

- The project was implemented at 296 locations/villages.
- 296 farmers benefited in the programme.
- 94500 Kg. mushrooms were produced during the project period.
- Income of Rs. 51,97,500 was earned by the producers.
- Average income per farmer worked out in the region of Rs. 17,000 which is in fact additional or supplementary income over and above their existing farm activity. Mushroom growing requires only a small corner.
- The additional average income per farmer could be in the region of Rs.15000/- to Rs.17000 p.a. from a even if a small portion of the farm is utilised. This project doesn’t disturb ongoing farm operations.
Replicability of the project

The project is sustainable as it is a market driven agriculture venture. Providing skills, capacities and competencies as well as financial support in a co-ordinated manner is required during pilot stage. Mushroom cultivation is viable and offers attractive income. Once successful pilot ventures demonstrate attractiveness, replication is ensured automatically.

The model can be replicated by similar meaningful interventions in comparable areas and locations.
UPDATION OF MAPS

<table>
<thead>
<tr>
<th>District</th>
<th>Navsari</th>
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<tbody>
<tr>
<td>Location</td>
<td>Jalalpore Taluka</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Retd. Mamlatdar, Jalalpore</td>
</tr>
</tbody>
</table>

About Navsari

Navsari district is located in the Southern Gujarat in the coastal lowland along Purna river. The district has 5 talukas. The district abounds in sugarcane fields, chikoo plantations, and mango orchards. Navsari is known for its floriculture activities and sugar business. The focus sectors of the district are agro & food processing industries, textiles, drugs & pharmaceuticals, mineral related industries, and marine based industries. Famous historical place Dandi and Vansda National Park are located in Navsari.

Theme and Purpose of the Project

Maps are very vital from the point of view of administration. Availability of certified and accurate maps, holds the key to speedy grievance redressal. Also it helps citizens in seeking and obtaining approvals for various agricultural and other economic activities.
Hassel free and prompt availability of certified maps assumes vital importance when situations so demand.

Jalalpore had witnessed chronic difficulty in regard to availability of maps. Even Govt. officials found it difficult to locate relevant maps in time.

A now retired official of local administration realized that hassle free and instant availability of various land maps was very useful for citizens as also for the administration.

Thus, this project was undertaken with the following objectives -

- To make available accurate maps to citizens, promptly indicating boundaries, signages, Govt. Land, rivers, rivulets, roads and other important indications.

- To ensure hassle free availability of such maps whenever required.

**Planning process and conceptualization**

District Inspector of land records was contacted. Inventory of maps was built up. Later maps were photocopied, laminated and distributed to all the Village Panchayats. Fund needed for photocopying and lamination was also offered by these Village Panchayats who were taken into confidence prior to commencement of this initiative.
Project Implementation and Resources

Project was coordinated by the local administrative official by networking with Village level, local self Govt. bodies, Village Panchayats and District Inspector of Land records, Cooperation form all stakholders was secured and inturn inventory of maps was established. Village Panchayats ensured funding.

Resources
A) Budget for the project Rs. 38,400/-
B) Fund arranged against the Budget Rs. 38,400/-
C) Fund availability Ensured
D) Sources of Funds Concerned Village Panchayat funds utilized.

Issues and solutions

Locating, classifying maps to build the basic raw stock of inventory for further replication required painstaking effort. Fund was needed for the project. This was ensured by reaching out to various stakeholders such as Village Panchayat officials and elected heads as also District Inspector of land records.

Project outcome and present status

- Citizens of 74 villages of Jalalpore taluka of Navsari district have been directly benefited.
- The updation has ensured long term and permanent benefit.
- Hassle free and easy availability has been ensured by making available the maps in Govt. Chora (A public place in every village). The maps are laminated to ensure durability.
Replicability of the project

Updation of maps needs to be undertaken periodically. However, institutional mechanism to continue it is required to sustain the model.

The model is eminently replicable as it requires only a little initiative and networking which has far reaching impact for the citizens.

A function to announce Map updation initiative
PROVIDING UTENSILS TO STUDENTS UNDER MID-DAY MEAL SCHEME

<table>
<thead>
<tr>
<th>District</th>
<th>Rajkot</th>
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<tbody>
<tr>
<td>Location</td>
<td>Upleta</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Mamlatdar, Upleta, Dist. Rajkot</td>
</tr>
</tbody>
</table>

About Rajkot

Rajkot is located in the south-west region of Gujarat. The district headquarter is Rajkot city – Largest city in Saurashtra and fourth largest in Gujarat state. The district has 14 talukas of which the major talukas are Rajkot, Morbi, Jetpur, Wankaner, Upleta and Dhoraji. Rajkot city is considered the economic, industrial and educational hub of the region. Engineering and Auto ancillary industry is the growth engine of the district. Textiles and Apparels sector is also very prominent.

Theme and Purpose of the Project

Govt. of Gujarat has institutionalized a large scale programme of providing Mid-day meals to the students undergoing schooling. The programme addresses the need of balanced nutrition for the school children. In fact, parents from economically weaker sections hesitate to send their children to the schools as they need hands to earn income for the meal. This aspect is sought to be remedied through this program. Mid-day meal scheme thus not only ensures nutrition for children but it also provides enabling circumstances for education among economically weaker sections of society.
Earlier, children had to bring utensils from their homes for the mid-day meals. Sometimes they used to go home to fetch the utensils during lunch break which caused inconvenience and loss of time. Considering this issue the utensils were gifted to the students in the schools to ensure the removal of inconveniences under this project with simple objectives such as -

- To ensure removal of inconvenience of bringing utensils to have mid-day meal at the school.
- To ensure enabling circumstances for education process.

Planning process and conceptualization

Need was identified by this young administrator who headed taluka administration. He identified the stakeholders and number of beneficiaries. Project outlay for providing utensils was firmed up. Fund was ensured by him through public participation. Officials reached out to donors and community for this purpose proactively.

Project Implementation and Resources

Utensils were purchased and distributed by Mamlatdar Office, Upleta through existing administration and Village Panchayats. Public participation ensured availability of resources.

Implementation actually was a simple process of purchasing utensilas and organizing distribution in schools.
Resources

A) Budget for the project  Rs. 1,31,000
B) Fund arranged against the Budget  Rs. 1,31,000
C) Fund availability  Ensured
D) Sources of Funds  Public participation and contributions. The project is unique as it did not spend from Govt. exchequer but ensured the social interaction and participation.

Issues and solutions

No significant issues had to be coped with. When the idea was floated among donors and communities, funds were promised and eventually secured effortlessly.

Project outcome and present status

- 8,733 students of various schools in Upleta taluka benefited.
- This is one time support which has long term and permanent results.
- Goodwill is generated
- Motivation to continue education is ensured among economically weaker sections of society.

Replicability of the project

This is one time activity. The model is replicable. Replication can be ensured by following simple steps such as -

- Need analysis
- Data / Information gathering and target audience definition.
- Fund raising through public participation.
- Distribution to the target audience.
Mid-Day meal in progress
PROVIDING CLEAN DRINKING WATER IN PRIMARY SCHOOLS

<table>
<thead>
<tr>
<th>District</th>
<th>Porbandar</th>
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<tr>
<td>Location</td>
<td>Porbandar</td>
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<tr>
<td>Officer who conceived and implemented the project</td>
<td>Taluka Development Officer, Porbandar</td>
</tr>
</tbody>
</table>

About Porbandar

Porbandar forms a part of the erstwhile Kathiawar peninsula located in western Gujarat. The district comprises of 3 talukas viz. Porbandar, Ranawav, and Kutiyana. Porbandar town is the district headquarter and is the birthplace of Mahatma Gandhi – the Father of the Nation.

Focus economic sectors include Cement and Mineral Industries. A lot of maritime activity exists as this is a coastal area.
Theme and Purpose of Project

Clean drinking water is a pre-requisite for good health. A lot of disease and illness is caused on account of unhygienic drinking water. However, availability of clean drinking water in rural areas sometimes remains an issue to reckon with. Simply the facilities do not exist or sometimes lack of awareness in this regard is noted as an issue.

168 primary schools in 76 villages of Porbandar taluka faced severe difficulty with regard to availability of clean drinking water. Water storage tanks were needed to ensure availability of clean drinking water in the schools.

This simple project addressed the issue of providing clean drinking water in primary schools. Apparently a simple and straightforward project, it had far reaching consequences.

The project envisaged construction of scientifically constructed water storage tanks in the schools which could provide clean drinking water to students and teachers with following simple objectives in mind -

- To provide clean drinking water facilities to students and teachers of the primary schools.
- To ensure health and hygiene for the community.
Planning process and conceptualization

The taluka development officer studied the existing situation with regard to availability of clean drinking water in various schools. Need for structural and procedural interventions as also existing gaps were identified. Construction of scientifically designed, storage tanks was identified as a key requirement to ensure availability of clean drinking water to students and teachers. It was decided to construct 5000 litre and 10000 litre tanks depending upon number of students in given school. Borewells needed to be connected to the tanks. Rain water harvesting was also required to be linked to the project.

Project Implementation & Resources

The project was implemented by District Panchayat and Taluka Panchayat administration through existing departmental organization and process. Resources were also made available from existing Govt. schemes which had a provision for such programs.

Resources

A) Budget for the project Rs. 6,82,000
B) Fund arranged against Rs. 6,28,948
the Budget
C) Fund availability Ensured significantly
D) Sources of Funds D.P.E.P./ S.S.A / S.G.R.Y programs of the Govt.

Issues and solutions

This project did not face any issue or problem. Drinking water requirement is a fundamental need and requirement. Acceptance of idea can never be the issue. On the other hand existing Govt. schemes supported funding.

Project Outcome and Current Status

- Students of primary schools in Porbandar taluka have benefited from the program.
- 168 schools have already been covered under the program.
- The facilities though of one time in nature have long term and continued benefits for students, teachers and society at large.
Replicability of the project

This is a one time initiative with long term and continued benefits. Upkeep and maintenance would be the key drivers for success and as such project is inherently sustainable as also replicable.

A view of the school
PROVIDING FANS IN SCHOOLS

<table>
<thead>
<tr>
<th>District</th>
<th>Sabarkantha</th>
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<tbody>
<tr>
<td>Location</td>
<td>Talod</td>
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<tr>
<td>Officer who conceived and implemented the project</td>
<td>Taluka Development Officer, Sabarkantha</td>
</tr>
</tbody>
</table>

About Sabarkantha

The district derives its name from the Sabarmati River. The district is bounded by the Rajasthan State to the north, Banaskantha and Mehsana districts to the west, Gandhinagar, Kheda, and Panchmahal district to the South. Himmatnagar is the district headquarter. Focus Industry Sectors are ceramics, chemicals and milk processing. Tourist Destinations include Idar, Shamlaji temple, Polo Forests, Vijaynagar. Agriculture is vibrant and crops such as groundnut, cotton, oilseeds and tobacco are abundantly present in Sabarkantha.
**Theme and Purpose of Project**

Environment and working conditions in offices as well as schools are as important as other inputs are, to ensure efficiency. Sabarkantha district is otherwise having higher temperatures.

Comfortable school rooms are a basic and bare minimum requirement in order to ensure that students and teachers carry on with their educational activities unperturbed.

Paucity of funds delayed installation of fans, even if the school was constructed and classroom activities had commenced.

This simple project was thus initiated to provide fans in class rooms of primary schools wherever these did not exist with the help of public support and participation.

Thus unique feature of the project was providing facility with the help of public participation and contribution completely, wherein entire project cost was borne by public.

The project is a simple but thoughtful intervention having following objectives -
- Providing good working conditions within the class rooms.
- Providing facilities through innovative and participatory funding methods.

**Planning process and conceptualization**

Study of situation revealed that 284 class rooms in 88 primary schools did not have fans. Fund to the tune of Rs.2.10 lakhs was needed which was not provided for in Govt. funding at that time.

**Project Implementation & Resources**

The project was implemented by involving people, communities, parents, teachers and institutions. Officials reached out to public, parents, teachers, NGOs and community institutions to raise funds.

Dialogue, interaction and explanation to communities and institutions in a systematic fashion ensured participation in the process. Funds thus raised were utilized for purchase and installation of fans.
Fans in schools

Resources

A) Budget for the project  Rs. 2,10,000
B) Fund arranged against  Rs. 2,10,000
the Budget
C) Fund availability  Ensured
D) Sources of Funds  Public participation and contribution.
This project is unique as it has not drawn
from Govt. exchequer.

Issues and solutions

Initial response from potential donors was not very encouraging, when officials
initiated the process of fund raising. Institutions expected to contribute backed out
due to procedural or legal limitations. Many times people also criticized the
officials, as such fund raising drives were undertaken in the past. However, the
officials contacted parent teacher associations and other institutions for funds.
Community was encouraged to donate in memory of loved ones or on occasions
such as birth or death in family. Gradually funds started flowing in.
Project Outcome and Current Status
- 284 Class rooms of 88 schools have been provided with fans.
- Approx. 8000 students and teachers have benefited.
- Basic minimum comforts required in schools ensured.

The team at the school

Replicability of the project
This is a one time initiative with long term and continued benefits. Upkeep and maintenance would be the key drivers of success and as such project is inherently sustainable as also replicable. Replicability can be ensured by –
- Need assessment
- Community participation through outreach and networking.
- Essentially this is a fund raising intervention and innovative methods can bring desired outcome.
ESTABLISHMENT OF KAVI KALAPI TIRTH

<table>
<thead>
<tr>
<th>District</th>
<th>Amreli</th>
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<tbody>
<tr>
<td>Location</td>
<td>Lathi</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Amreli</td>
</tr>
</tbody>
</table>

About Amreli

Amreli district lies in coastal Saurashtra known as Kathiawar which extends southwest into the Arabian Sea.

Amreli district has developed agriculture with large scale cotton cultivation. District has some ports of significance and several large industries.
Location - Lathi – encircled

ELEVATION OF THE MEMORIAL
Theme and Purpose of Project

Late poet Kavi Kalapi has a towering presence in Gujarati literature. The erstwhile State of Lathi was presided over by this ruler who became a legendary poet for extremely sensitive and sentimental renderings reflecting human emotions.

The project envisaged establishment of a memorial in honour of the great poet of Guajrat – Kavi Kalapi, whose actual name is Sursinhji Takhtisinhji Gohel. Following simple objectives were pursued -

- Establishment of a museum to promote the cause of literature as also to establish a tourist centre.
- Creating awareness about Gujarati Literature.

Planning process and conceptualization

Establishment of memorial required physical structure to be built. The officials conceived a perspective plan, design and budget and action plan was prepared. Fund raising was ensured by involving cooperatives business community, donors and institutions.

Project Implementation & Resources

The project was implemented under guidance of Collector office and district administration.

Various donor institutions also networked during implementation and provided supervision and inputs

Project resulted in promotion of tourism and cause of literature, spreading awareness about the literature and poetry as also increased tourism supported.

Resources

A) Budget for the project Rs. 15 lacs
B) Fund arranged against the Budget Rs. 15 lacs
C) Fund availability Ensured
D) Sources of Funds Contribution through Public participation/ Donors/ Cooperative institutions This project is unique as it has not drawn from Govt. exchequer.
Issues and solutions

Capturing the flavour of the great poet, his work, his times and projecting the same required good measure of immense research and appreciation of his work. Funding the project also required networking with multiple stakeholders.

Funds were secured with the participation of institutions, cooperatives and other donors.

Project Outcome and Current Status

- Interesting centre for tourism activity established
- Museum and other infrastructure now available
- People in search of literary pursuits have found an interesting watering hole.

Potrait of the late poet
Replicability of the project

This is a one time initiative with long term and continued benefits. Upkeep and maintenance would be the key drivers of success and as such project is inherently sustainable as also replicable wherever such thematic possibilities exist.

Replication of such projects requires –

- Creative appreciation of the flavour, times and subject at hand as also local situation, infrastructure etc.
- Designing suitable structures consistent with creative content.
- Fund raising through participation and networking of institution and donors.
- Interest and commitment of Govt. official along with close supervision, coordination are prerequisites for replication of such projects.
Project – 16                                                                                  Year – 2004-05

SHIKSHAN SAKSHARDEEP PROGRAMME
(A LITERACY INITIATIVE)

<table>
<thead>
<tr>
<th>District</th>
<th>Patan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Various locations in the district</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Patan</td>
</tr>
</tbody>
</table>

About Patan

Patan districts lies in Northern part of Gujarat. It is situated between the north latitude 230.23’ to 240.9’ and between east longitudes 710.2’ to 720.29’.

The climate of this district is characterized by a hot summer and general dryness during major part of the year. Summer is very hot and winter is very cold. The district has Sevan talukas and 517 villages.
Theme and Purpose of Project

Literacy among all citizens is a critical requirement for Nation building. Formal educational structures and process have addressed this requirement significantly. However, there still remains a certain population which has not been exposed to basic literacy. The Govt. of Gujarat is extremely sensitive to this issue and removal of illiteracy completely is very high on the agenda.

The level of literacy at the time of initiation of the program was pegged at 60.59 % in the district. The project aimed at ensuring 71 % literacy by 2006. Sakshardeep program was planned to reach out to people at their doorstep to impart basic literacy in a non-threatening fashion with following objectives -

- Spreading literacy among those who have not undergone education or literacy programs formally.
- To provide these facilities at the doorstep at convenient timings by leveraging existing talent pool and infrastructure.
- To ensure literacy level of 71 % from existing level of 60.59 % in a time bound manner by 2006.

Planning process and conceptualization

Locations where informal literacy oriented education was needed to be imparted in rural areas were identified by the team of officials. Contacts, interaction with local population were undertaken to motivate them to participate. Teachers were roped into volunteer. The entire program was planned and executed in a given time-table. Convenience of local population was ensured.

Project Implementation & Resources

The project was implemented by Collector Office and District Administration, as also by teachers and volunteers. No extra manpower or resources were deployed, as this project was conceived and implemented by leveraging existing organizational resources. No funding was required. Small expenses for rolling out doorstep education were met with by donations and peoples’ participation.
Resources

A) Budget for the project  
No fund drawn from Govt. exchequer

B) Fund arranged against the Budget
No fund drawn from Govt. exchequer

C) Fund availability
No fund drawn from Govt. exchequer

D) Sources of Funds
Contribution through Public participation/ Donors/ Cooperative institutions This project is unique as it has not drawn from Govt. exchequer.

Issues and solutions

Organising a program in remote areas required management and organizational capabilities. This was resolved by leveraging existing administrative resources. Volunteering by teachers and others to teach and fund raising through public participation resolved the issue so well.

Press speaks
Motivating those who are not literate to participate was the real challenge. They were unwilling as sometimes they are intimidated by such ideas. Hence conveniently, timed programs at their doorsteps ensured successful outcome.

**Project Outcome and Current Status**

- Citizens underwent literacy and educational programs in night schools in Santalpur, Radhanpur, Sami and Harij talukas, especially in remote and interior locations.
- The program ensured interest and participation of the population and kick-started an important activity in the district.
- Interns undergoing primary teachers training, other students and teachers participated wholeheartedly and camped at various locations to conduct the night schools.
Replicability of the project

The program needs to ensure motivation, coordination, networking and deployment of resources and manpower. Close attention is necessary. The model is inherently replicable. It is in fact only a thoughtful and meaningful intervention following a clearly understood need. Leveraging existing infrastructure and manpower as also public participation can doubtlessly ensure replication wherever the need exists.
HAND PUMP MAINTAINANCE TRAINING

<table>
<thead>
<tr>
<th>District</th>
<th>Anand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Anand, Umreth, Borsad, Anklav, Petlad, Sojitra, Khambhat and Tarapur</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Executive Engineer, Public Health &amp; Building Dept. &amp; Gujarat Water Supply and Sewarage Board, Anand</td>
</tr>
</tbody>
</table>

About Anand

Anand is located near the Gulf of Cambay in the southern part of Gujarat. The district has 8 talukas, of which the major ones are Anand, Umreth, Anklav, Borsad and Khambhat. Anand town is the district headquarter. Focus industry sectors include Dairy, Food, Engineering & Autoparts, Chemicals. Agriculture is vibrant. Farmers are progressive. World renowned co-operative dairy Amul is headquartered here.
**Theme and Purpose of Project**

Govt. has provided handpumps at various locations in the district to ensure easy availability of drinking water for rural population. Ground water is plentiful. Pumping water with the help of hand pumps is feasible. This simple device is very successful and is useful for the population.

However, when hand pumps malfunctioned, the repairing became a critical issue. These pumps had to be brought to towns for repairing or mechanics had to be called from urban locations causing difficulty for the population. This needed an urgent solution. The difficulties faced on account of non-availability of water during the intervening period needed immediate resolution.

Thus, this simple project was conceived and implemented wherein local people were trained in repairs and maintenance of hand pumps such that the issues could be resolved on the spot by themselves.

The program thus envisaged imparting training at the grass roots to people and users to ensure upkeep and maintenance of handpumps with following objectives -

- Skill and capacity building at the grass roots in hand pump repair and maintenance.
- Reduction of drudgery and unnecessary expenditure.
- Time saving and cost saving for the users and community.
- Ensuring uninterrupted supply of a vital requirement-Water.
Planning process and conceptualization

The project involved two components such as training in maintenance skills as well as availability of parts and tools. Thus, officials roped in village panchayats which provided platforms for training initially. Also necessary tools, spares and equipments were made available and stored at Village Panchayats. Thus, entire activity could be institutionised. Process of reaching out to Panchayats, user groups and communities to explain need and the proposal ensured acceptance and cooperation.

Project Implementation & Resources

The project was implemented by Public Health Dept. & Gujarat Water Supply and Sewarage Board, Anand through their administrative offices, along with Village Panchayats and Community in a structured manner.

Capacity building among the local technicians and water users was thus ensured on one hand and permanent management and coordination platforms were set up at Panchayats on the other. The project thus secured uninterrupted and hassle free water supply. Funds were made available from existing Govt. program.

Resources

A) Budget for the project        Rs. 5.05 lacs
B) Fund arranged against the Budget  Rs. 2.50 lacs (however actually utilized amount Rs. 2.07 lacs)
C) Fund availability              Ensured partially
D) Sources of Funds                National Human Resource Development Program, Govt. of India.

Issues and solutions

Essentially need was specific and significant. Water for drinking purpose is a critical requirement everywhere. However, the perspective, context and proposed action plan needed to be conveyed to village population and panchayats.

Availability of spares, tools and equipment at doorstep was a critical requirement even after imparting training and capacity building. Permanent platforms were thus provided at Village Panchayats.
Project Outcome and Current Status

- 278 Gram Panchayats have been given hand pump repairing tool kits in Anand district.
- The grievances on account of mal-functioning hand pumps have become minimal.
- The programme is now furthered and every village has been allotted Rs.2 lacs for implementation of various components of the project. Also, the administrative machinery has been put in place at various levels of the district.

Uninterrupted drinking water supply in villages
Replicability of the project

Replication of such projects should look at end to end solution and platforms for delivery on sustained basis must be established. Essentially, a mere training may not ensure the desired outcome.

Replication therefore should revolve around –

- Need identification
- Planning on end to end basis and not just in parts.
- Involving existing institutions and structures.
- Ensuring participation of all the stakeholders.
LITERACY CAMPAIGN

<table>
<thead>
<tr>
<th>District Location</th>
<th>Gandhinagar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Mamlatdar, Kalol Taluka Development Officer, Kalol</td>
</tr>
</tbody>
</table>

About Gandhinagar

Gandhinagar district has an area of 649 km², and population of 1,334,455. Urban population is 35.02% (2001 census). The district includes four talukas - Gandhinagar, Kalol, Dehgam and Mansa and has 216 villages.

Gandhinagar city is the district headquarter as well as State Capital.

Gandhinagar city is a well planned city like Chandigarh (Punjab) which is having 30 sectors which are of 1 KM each in Length and Width. Each sector has a primary school, a secondary school, a higher secondary school, a medical dispensary, a shopping centre and a maintenance office.

Gandhinagar has many educational institutions. Business activities & agriculture in the district are well developed.
Theme and Purpose of Project

Education and literacy for all is always a guiding principal in any progressive state. Literacy among all citizens is a critical requirement for a Nation building. Existing educational structures and process have addressed this requirement. However, there still remains a certain population which has not been exposed to basic literacy.

Removal of illiteracy completely is very high on the agenda of Govt. of Gujarat. This initiative is directed toward this purpose.

Thus, this project was conceived and initiated to cover 70 villages of Kalol Taluka. The target group was identified in the age group of 15 to 35 years of age.

The Literacy drive was carried out on a mission mode but by ensuring motivation, networking. Convenience of target groups was ensured and delivery in non-threatening environment was planned with following objectives -

- Spreading literacy among those who have not undergone education or literacy programs at identified locations.
- To provide these facilities at the doorstep and at convenient timings by leveraging existing talent pool and infrastructure.

Planning process and conceptualization

Locations where informal literacy oriented education needed to be imparted in rural areas were identified by the team of officials. Contacts, interaction with local population were undertaken to motivate them to participate. Teachers were roped into volunteer in teaching. The entire program was planned and executed in a given time-table. Convenience of local population was ensured.
Project Implementation & Resources

The project was implemented by Mamlatdar and Taluka Development Office through their team. Teachers, students were roped in as volunteers to impart training. The population of 70 villages and those who needed to be literate, were motivated by reaching out to them.

Training calendar was prepared and sessions were conducted at convenient timings.

Syllabus in Gujarati with a lot of pictures and graphics was prepared in simple format.

Fund raising was not required as the project involved existing team of officials and volunteers who imparted training. Training locations also were identified from existing and available Govt. and other facilities.

Miscellaneous expenses were covered through wholehearted contribution from public and officials.

Resources

| A) Budget for the project | No fund drawn from Govt. exchequer |
| B) Fund arranged against the Budget | No fund drawn from Govt. exchequer |
| C) Fund availability | No fund drawn from Govt. exchequer |
| D) Sources of Funds | 100 % from public contributions. The project is unique in that sense. |

Issues and solutions
No major issues were noted. Reaching out to population to sensitise them for this need required some amount of dialogue and interaction. Otherwise all the stakeholders came forward with wholehearted cooperation and support.

Project Outcome and Current Status

- 1420 illiterate people were identified during a survey voluntarily conducted by the primary school teachers. Of these 1065 people underwent the literacy program and thus 75% of the identified as illiterate benefited.
- The program covered 70 villages as planned.
- The program was conducted by primary school teachers during non-academic hours.
Replicability of the project

The program needs motivation, coordination and networking. Volunteering is a natural and normal response in Gujarat for good causes. This mindset of population must exist to ensure replication.
ORGANIC SYSTEM OF CROP MANAGEMENT – VERMICOMPOSTING

<table>
<thead>
<tr>
<th>District</th>
<th>Bhavnagar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Sihor</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Taluka Development Officer, Sihor</td>
</tr>
</tbody>
</table>

About Bhavnagar

Bhavnagar district is in South of Gandinagar and Ahmedabad towards Saurashtra. The district has well developed industries business. Ship breaking and Port led maritime activities exist here. Agriculture is also well developed. Bhavnagar city is the District head-quarter.
Theme and Purpose of Project

Chemical fertilizers and pesticides may ensure higher production. However, the negative impact of these inputs is also well known. Worldover organic systems are therefore gaining momentum as harmful pesticides & chemicals cause grave harm to health and environment.

Organic waste from natural resources including agricultural waste can be composted and manure can be obtained. Further, certain varieties of earthworms are known to convert such organic waste into very high quality manure. This manure can completely replace or at least sufficiently supplement the chemical inputs in agricultural activities. This manure also ameliorates the soil and ensures excellent edafic conditions which also results in increased productivity as well as production.

This project was conceived to propagate the concept of vermicomposting to obtain organic manure for agriculture. The vermicomposting by itself is an excellent stand alone business proposition having economic viability of its own.

It also ensures wealth from waste. Main objects of this initiative were -
- Ensuring organic system of inputs in agriculture.
- Ensuring economically viable business propositions through such initiatives.
- Addressing wider issues with regard to health and environment.

Planning process and conceptualization

Vermicomposting technology and techniques were studied and understood. Progressive farmers were contacted and explained the benefits and need for a demonstration project by holding (Shibirs) meetings.

Project Implementation & Resources

Project was implemented in clear steps such as –
- Studying and understanding vermicomposting (Establishment & Operation)
- Motivating farmers and identifying progressive farmers who would take up demonstration units.
- Setting up of a team within the office to launch and support the project.
- Fund raising aspect was secured through cooperation of stakeholders who agreed to contribute.
Resources

A) Budget for the project Rs. 17,000/-
B) Fund arranged against the Budget Rs. 17,000/-
C) Fund availability Ensured
D) Sources of Funds Public contribution. In this sense it is a very unique project.

Issues and solutions

New ideas normally face resistance. The official and the team needed to study and master the idea before implementing. Both these challenges were identified and dealt with by the team and team leader. Once subject was clearly understood by the team, farmers were contacted & explained the details. Handholding support was promised.

Project Outcome and Current Status

- This pilot project provided excellent demonstration as it was successful. This inspired other 100 agripreneurs in Karkoliya, Valavad, Kambha, Ukhrala and Shihor in Shihor Taluka to start up similar vermicomposting units.
- Nearly 35000 farmers have noted this beneficial project with interest or have directly or indirectly been benefited from the vermicompost availability.
Vermicomposting
Replicability of the project

The project is based on simple technology and is economically viable. It also ensures improved production for the user farmers. Naturally, the project is sustainable and eminently replicable which is amply evident from the fact that 100 units came up after observing this very interesting pilot project.

Such projects need demonstration through a pilot project as was done in this case. Initial start up requires thorough understanding and preparation on part of the person/institution launching it.
Project – 20

Year – 2004-05

DESILTATION OF WATER BODIES, ESTABLISHMENT OF PICNIC SPOT AND AFFORESTATION

<table>
<thead>
<tr>
<th>District</th>
<th>Panchmahal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Godhra</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Panchmahal Godhra &amp; Commandant State Reserve Police Force (SRPF), Godhra</td>
</tr>
</tbody>
</table>

About Panchmahal

The district is situated in Eastern Gujarat. Total area of the district is 8866 sq. kms. The district headquarter is located at Godhra.

The district has well developed industrial pockets on one hand and tribal areas which are relatively less developed on the other.

Godhra is the district headquarter, bustling with activity and has large population. Avenues for outing and recreation in the town were however limited.
Theme and Purpose of Project

The district collector identified this need of providing wholesome family outing facilities. The town houses a State Reserve Police Force Campus in about 40.39 hectares. Many small ponds on the campus existed which were however silted.

This project was conceived at this location which inherently had a potential owing to existing tree cover and natural beauty.

The project was launched with the objectives such as –

- Water conservation and management for SRPF campus in existing ponds.
- Recreation and entertainment for population of Godhra.
- Better environment through afforestation.
- Economic activities as a result of recreational activities to contribute towards police welfare.

Planning process and conceptualization

Existing campus belonging to SRPF was identified as the project site. Desilting of ponds, afforestation and plantation of fruit trees was planned. Recreational facilities in existing serene environment were identified. The collector networked with SRPF officials, forest officials and joint effort was conceptualized. A checkdam was planned at the head of a culvert to create a lagoon also.

Project Implementation & Resources

The project was implemented by Collector Office, State Reserve Police Force and administration under the offices, with the help of existing staff and facilities. Exisiting Ponds were desilted by SRPF jawans by volunteering. Afforestation and plantations were completed by existing Govt. machinery. Checkdam was also constructed to harness runoff in order to establish a serene lagoon.

Funds were made available from existing Govt. schemes where needed. Rest of the work was completed through volunteering or by utilizing existing Govt. systems.

Resources

| A) Budget for the project | Desiltation- Rs. 7.50 lacs  
  | Checkdam- Rs. 6.18 lacs  
  | Desiltation- Nil  
  | Checkdam- Rs. 6.18 lacs |
|--------------------------|-----------------|
| B) Fund arranged against the Budget | Ensured |
| C) Fund availability | Ensured |
| D) Sources of Funds | Desiltation – No expenditure from Govt. exchequer.  
  It was done by Shram Yagna (voluntary work) of SRP Jawans  
  Checkdam construction – Rs. 6.18 lacs Dist. Planning board grants |
Issues and solutions

- No significant issues had to be coped with in this case.
- Existing strengths and resources were leveraged and deployed.
- Networking and co-ordination among Govt. departments ensured successful outcome.

Project Outcome and Current Status

- Excellent picnic spot established with water bodies and trees.
- Water shortages faced by SRPF personnel living on the campus are a thing of past now.

The project location

Replicability of the project

Replication requires innovative thinking. Existing situation and resources can be utilized in such projects on tailormade solution basis to obtain multiple benefits and outcome.
Project location

Picnic Spot
KABUTARI KHAN - AN INITIATIVE FOR WATER CONSERVATION AND STORAGE.

<table>
<thead>
<tr>
<th>District</th>
<th>Junagadh</th>
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<tbody>
<tr>
<td>Location</td>
<td>Junagadh</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Junagadh Municipal Corporation, Junagadh Executive Engineer – Gujarat Water Supply &amp; Sewerage Board, Junagadh. Deputy Conservator of Forests, Junagadh</td>
</tr>
</tbody>
</table>

About Junagadh

Junagadh district is located in western Gujarat and meets by Arabian sea to its south. The district is divided into 14 talukas of which major ones include, Veraval, Junagadh, Kodinar, Manavadar, and Mangrol. The district has well developed business activities in -

- Mineral and cement industry,
- Fish processing
- Agri- Business
- Power

Agriculture is well developed. Groundnut, cotton and horticulture are important crops. Junagadh is famous for the Gir Sanctuary, the only abode to Asiatic lions and mountain range Girnar which is a major pilgrimage destination.
Theme and Purpose of Project

Uncertain monsoons cause difficulty for agriculture. If water is not stored sufficiently to ensure hedging. This project was conceptualized to establish additional water storage facilities in an innovative manner.

Mining leaves behind craters in large areas which remain as wastelands. Such an abandoned mine was identified to be converted into a water storage body to secure water conservation and storage with following objectives –

- To ensure water harvesting and conservation.
- To ensure ‘hedging’ of water resource to cope with uncertain monsoons
- To ensure water security and thus support agriculture and economic activity.

Planning process and conceptualization

The district administration officials decided to convert a seemingly abandoned mine into a water storage facility as it provided ideal conditions. The technical feasibility for storage of monsoon runoff water subsequent delivery mechanism were examined. Municipal corporation and forest department were involved to resolve the procedural and other issues. The project was thus conceptualized and implemented by networking with various agencies and stakeholders.

Project Implementation & Resources

The project was implemented by networked effort of Govt. departments and local self govt. body. Technical designs were prepared and budgeting was finalized. Legal and procedural formalities were completed. Actual construction of facilities were established. Operation could be executed through existing organizational resources of Municipal Corporation and water supply board of the State. Funds were also secured from existing instruments as follows –

Resources

A) Budget for the project Rs. 23.83 lacs
B) Fund arranged against the Budget Rs. 23.83 lacs
C) Fund availability Ensured
D) Sources of Funds Municipal Corporation, Gujarat Water Supply and Sewerage Board and Hon. Member of Parliament Fund.
Issues and solutions

Conceptualising the proposal, technical feasibility and project planning required some attention which could be ensured by leveraging existing capabilities in Govt. organizations. Legal and procedural compliances from the point of view of environmental and ecological aspects were resolved by involving concerned Govt. organizations to ensure a successful outcome.

Project Outcome and Current Status

- Water availability was ensured for farmers and population of Junagadh City and surrounding villages nearly round the year.
- Water security was ensured against vagaries of nature.
- Innovation and networking ensured that permanent solution to water needs was found.

Replicability of the project

This is one-time facilitation resulting in a durable process and thus is naturally sustainable. The model is replicable in comparable conditions.

Water conservation and storage can be ensured at abandoned mines, in wastelands and in areas having undulating terrain which incidentally normally face water shortages more than other areas due to reduced subsoil water availability and runoffs.

Location specific and tailor made solutions have to be identified and translated into specific projects.
BEST VILLAGE PANCHAYAT COMPETITION

<table>
<thead>
<tr>
<th>District</th>
<th>Kutch</th>
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<tbody>
<tr>
<td>Location</td>
<td>Entire Kutch District</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>District Development Officer, Kutch.</td>
</tr>
</tbody>
</table>

About Kutch

The district has geographical area of 45,612 km². It is the largest district in the state of Gujarat and the second largest district of India.

Kutch literally means something which intermittently becomes wet and dry. Large part of this district known as Rann of Kachchh (Desert of Kutch) is shallow wetland which submerges in water during the rainy season and becomes dry during other seasons.

Bhuj town is the district headquarter. Other main towns are Gandhidham, Rapar, Adipur, Anjar, Mandvi and Mundra. The district has 966 villages.
Theme and Purpose of Project

Village panchayats are the grassroots level of democracy. Vibrant and people centric panchayat administration can foster real proactive good governance. Benefits of development can be reached to every citizen even in villages through proactively poised Village Panchayat.

Culture of Kutch is rich and colourful. The district integrates with vast stretches of desert – the great Ranna of Ktuch. The hardworking population has converted the district into a vibrant socio-cultural and economic hub.

The project was conceived to ensure motivation and participation among village panchayats through various activities. Main activities envisaged were-

- Village level community interaction
- Participatory programs ensuring social welfare
- Energy and Natural resource conservation initiative
- Cleanliness and hygiene program
- Laying down foundations for community interaction and growth derived thereupon.
- To initiate dialogue and action for development and growth.
- Fostering socio-cultural growth & development.
- To convey significance of vital issues including cleanliness and hygiene

Planning process and conceptualization

The officials contacted community leaders, panchayat office bearers and explained the idea of organizing event of “Best Panchayat Competition”. Various activities as above were finalized. Community participation was interwoven in the model itself, as all the activities required participation of citizens at village level.

Project Implementation & Resources

The project was implemented by - District Panchayat through their administration. Participation of village population and Panchayats was ensured.

The activities identified such as cleanliness drive, environmental conservation efforts, energy conservation drive, community events etc. continued for a period of one year in different villages, where citizens participated. Activities were evaluated against pre-determined criteria earlier agreed upon to decide the best panchayat of the year. Thus, even panchayat and all the citizens of villages participated, interacted and whole heartedly cooperated in activities. Important messages were conveyed during the activities.
Awareness, camaraderie, fraternity which ultimately impact the social cultural and economic aspects positively was noted to be evident. Focus on major causes such as energy and environment conservation, cleanliness was ensured. Community understood need for cleanliness, hygiene, energy conservation and owned up the concept. Fund required for the program was ensured by leveraging resources of Govt. institutions and from fund of Hon. Member of Parliament of area.

**Resources**

A) Budget for the project Rs. 32 lacs  
B) Fund arranged against the Budget Rs. 32 lacs  
C) Fund availability Ensured  
D) Sources of Funds Govt. institutions and Hon. Member of Parliament Fund

**Issues and solutions**

No significant issues were noted. The initiative however required management through co-ordination and monitoring.

**Project Outcome and Current Status**

- 18 Villages participated and meaningful interactions took place.  
- 95720 citizens participated and benefited.
Replicability of the project

Replication of such a project should require –

- Participation of all stakeholders through acceptance of idea.
- Clear definition of activities and community participation, monitoring and transparent evaluation.

Activities around cleanliness, energy conservation and other messages of importance ensure participation of entire population. These do not just remain confined in the institutional strait jacket.

Competition instills excitement and fun as well.

Thus, ultimate outcome of delivering useful messages as also ensuring implementation of interesting activities can be secured through networked participation of people as well as people’s institutions.
SHIKSHAN ANKUR INITIATIVE

<table>
<thead>
<tr>
<th>District</th>
<th>Jamnagar</th>
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</thead>
<tbody>
<tr>
<td>Location</td>
<td>Jamnagar</td>
</tr>
</tbody>
</table>

Officer who conceived and implemented the project

Taluka Development Officer, Jamnagar

About Jamnagar

Jamnagar district is located in Western Gujarat and has a long coastline. Agriculture activities are well developed in the district.

Major industrial activity in petrochemicals and oil refining as well as other sectors exist here. The district has ports and maritime activities as well.
Theme and Purpose of Project

Teaching delivery of higher order requires good content and syllabus, pro-active teachers and educators as also modern teaching aids, techniques and even enabling infrastructure and environment.

Interior areas sometimes suffer on account of lack of facilities. It is equally important for such schools to have access to the modern educational facilities and teaching aids. This project was conceived with following objectives -

- To offer quality education with all amenities and facilities even in remote areas.
- To ensure delivery of education at par with developed schools of urban locations.

Planning process and conceptualization

A through study of schools in remote areas was conducted to identify their needs. A plan was then formulated for five schools to be included during pilot. Audio visual aids, teaching aids needed were identified. NGOs, donors, teachers and students were involved during planning process. Budget was prepared for the facilities identified for the schools. Parent teacher associations and other existing committees also co-operated.

Project Implementation & Resources

The project was implemented by Taluka Development Office, Jamnagar through their office and with cooperation of various institutions, donors, VEC, MTA & PTA committees. 5 schools were identified to launch the pilot were provided the pre-determined facilities. Funds were raised from donors, Govt. corporations and agencies.

Resources

A) Budget for the project
   Rs. 78,000 per year
B) Fund arranged against the Budget
   Rs. 78,000 per year
C) Fund availability
   Ensured
D) Sources of Funds
   Donors – 3.03 lacs
   Govt. Agency/Board/ Corp - Rs. 5.00 lacs
Issues and solutions

Initially enthusiasm was not encouraging. All stakeholders and people in general showed little interest. Officials, however, reached out to NGOs, parent teacher associations, and such other platforms. Interactive dialogue and explanation of concept and expected outcome ensured positive response and motivation. Govt. boards and Corporations as well as private donors were also approached who volunteered to provide financial support later on.

Project Outcome and Current Status

- 5 Schools availed of latest teaching facilities during the pilot.
- The schools located in interior or remote areas of the taluka where students can access latest educational aids and facilities.

One of the schools where pilot project was initiated
Replicability of the project

Schools in remote areas are deprived of teaching aids, audio-visual equipment, teaching material as compared to urban schools. The need to upgrade such schools exists in all rural schools.

Scope of replication is thus vast. Once physical infrastructure and availability of teaching aids is ensured through such meaningful interventions, students and parents are encouraged to pursue education locally.

Replication is a simple process. Officials need to study the status of such schools and firm up the needs. Fund raising can be organized by roping in donors/NGOs/Corporations/Co-operatives.
Project - 24                                                                                        Year – 2005-06

POLLUTION FREE AHMEDABAD

<table>
<thead>
<tr>
<th>District</th>
<th>Ahmedabad</th>
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</thead>
<tbody>
<tr>
<td>Location</td>
<td>Ahmedabad City</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Ahmedabad Regional Transport Officer, Ahmedabad.</td>
</tr>
</tbody>
</table>

About Ahmedabad

Ahmedabad is the largest city in the state of Gujarat and one of the largest urban agglomerations in India, with a population of approximately 52 lakhs (5.2 million). Located on the banks of the River Sabarmati, the city is the administrative head quarter of Ahmedabad district.

Ahmedabad is a sprawling city bustling with activity, business, trade, commerce and industry.
Theme and Purpose of Project

Urbanization has been posing numerous challenges along with opportunities worldwide. Urban environmental issues sometimes assume intimidating proportions.

Ahmedabad city faced the challenge of pollution due to ever-increasing number of vehicles and its emissions. Hon. Supreme Court in fact issued guidelines to ensure reduction in pollution caused by approx. 35000 auto-rickshaws.

The city’s public transport significantly depends on three wheeler auto-rickshaws which carry up to 3 passengers. However, many rickshaws were old and needed to be phased out due to pollution caused by inefficient engines.

The initiative was therefore undertaken by the District Collector and Regional Transport Officer to ensure reduction in pollution caused by auto-rickshaws.

Under this project the auto-rickshaws were converted on compressed natural gas fuel and inefficient auto-rickshaws causing pollution were phased out. Naturally, the initiative also resulted in representations from those who were affected initially. However, this complex issue was managed efficiently and ultimately the project turned out to be resounding success.

The project pursued more of direct objectives such as –

- Pollution free environment in Ahmedabad.
- Fuel efficiency and passenger comfort as well as protection

Planning process and conceptualization

Data about old and inefficient autorickshaws was compiled by the collector jointly with regional transport officer. Phasing out required pursuasion and where required application of provisions of law had to be resorted to. Also, support in terms of providing loans for purchasing new vehicles had to be ensured by involving financial institutions.

Project Implementation & Resources

Collector Office, Ahmedabad and their office administration as well as RTO, Ahmedabad and their office implemented the project as planned. Banks and District Industries Centre were also roped in to facilitate activities such as providing subsidy, loans, for those who needed to phase out old rickshaws.
Project as such did not require any funds as it was implemented through existing Govt. machinery. Funds required to purchase new vehicles by auto rikshaw owners were organized by involving institutions.

**Resources**

A) Budget for the project
   No additional funds used

B) Fund arranged against the Budget
   No additional funds used

C) Fund availability
   No additional funds used

D) Sources of Funds
   Conversion of rickshaws to CNG mode was based on individual and personal funding. Govt. only initiated and facilitated the process. However, District Industries Centre provided Subsidy and institutions ensured fund availability.

**Issues and solutions**

Resistitance by affected autorikshaw owners was a significant challenge. The issue was resolved by explaining the purpose as also by making arrangements of loan and subsidy. Regulatory aspect of securing adherence to law was also resorted to.

**Project Outcome and Current Status**

- Loans were organized wherein even credit camps were setup to sanction 3640 cases speedily. This pro-active stance resulted into efficient implementation towards the significant cause.

- As a result 22218 rickshaws were converted to CNG fuel mode by June 2006 and 12006 new rickshaws started plying. Needless to mention that pollution has reduced significantly in the city.

- Approx 5.2 million urban population of Ahmedabad enjoys better and relatively pollution free air

- Additionally prepaid auto-rickshaw stands have been established so that the passengers are not over-charged.
Replicability of the project

This is a one time facilitation programme and is naturally sustainable as also replicable. Replication of such a project needs to ensure provision of solution to affected parties in an end to end manner, by establishing facilities and support mechanisms. Resorting to legal enforcement, must be supported by offering reasonable support to affected parties to ultimately succeed.
Project -25                                                                                         Year – 2005-06

PROVIDING LUNCH PLATES & UTENSILS IN PRIMARY SCHOOLS FOR MID-DAY MEAL

<table>
<thead>
<tr>
<th>District</th>
<th>Banaskantha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Various locations in the District</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Banashkantha.</td>
</tr>
</tbody>
</table>

**About Banaskantha**

**Banaskantha** is a district in Northeast of Gujarat state. The region is presumably named after the Banas River which runs through the valley between Mount Abu and Aravalli Range, entering into the plains of Gujarat in this region and flowing towards the Rann of Kutch.

Banaskantha borders with Rajasthan state in the North, Sabarkantha district in East, Kutch district in West and Patan and Mehsana districts in the South.

The district has a good co-operative dairy activity, marble mining. Agriculture is developed in general with oil seeds as a major crop.
Theme and Purpose of Project

Providing Mid-day meal to the students undergoing schooling is a pioneering and important initiative of the State Government. The programme addresses the need of balanced nutrition for the school children. In fact, parents from economically weaker background hesitate to send their children to the school as they need hands to earn income for the meal to be arranged for the family. This aspect is sought to be remedied through this program of Mid-day meal scheme of the Govt, as also the scheme ensures hassle free education and wholesome nutrition to children.

The children had to bring utensils from their homes for the mid-day meals. Sometimes they used to go home to fetch the utensils during lunch break which caused inconvenience and loss of time. Considering this issue the utensils were gifted to the students in the schools to ensure the removal of inconveniences and to ensure success and efficiency of Mid-day meal program.

The initiative pursued following objectives –

- To ensure that inconveniences of obtaining utensils while having mid-day meal at the school were removed.
- Ensuring goodwill in the society.

Planning process and conceptualization

The project was conceived as an idea by officials. The funds required were secured by contacting donors. Actual distribution was then organized at various schools.

Project Implementation & Resources

The project was implemented by Collector Office, Banaskantha and their office administration. The officials identified the schools and need for utensils. Subsequently funds needed were estimated and donors were approached. Wholehearted cooperation secured the funds.
**Resources**

<table>
<thead>
<tr>
<th>A) Budget for the project</th>
<th>22 lacs</th>
</tr>
</thead>
<tbody>
<tr>
<td>B) Fund arranged against the Budget</td>
<td>29.66 lacs</td>
</tr>
<tr>
<td>C) Fund availability</td>
<td>Ensured</td>
</tr>
</tbody>
</table>
| D) Sources of Funds | 15.89 – Public contribution  
7.95 – NGOs  
2.32 - Govt. Agency/Board Corp.  
3.50 – Shree Ambaji Mata Temple Trust. |

This is a unique example where good causes initiated by govt. officials result in overwhelming support from various sections of society. It then becomes possible to even exceed the financial and physical targets spontaneously.

**Issues and solutions**

No major issues were encountered. Reaching out to various donors and institutions to explain the cause and purpose ensured availability of funds. Interestingly, the target was exceeded in this case.

**Project Outcome and Current Status**

- Inconveniences while having lunch were reduced and children could have their meal in clean plates.
- This was a one time support having long term and permanent results.
- Uniformity and goodwill ensured
- 245326 plates were made available far in excess of the targeted 225440 to benefit the students of various schools, due to overwhelming support of donors who funded the program.

![Students with their lunch plates](image-url)
Replicability of the project

This is a one time activity. The model is replicable.

Replication requires need assessment supported by proactive fund raising. A good cause can be supported by reaching out to potential donors who respond very well once cause and purpose are understood.

Students having their Mid-day meal at the school
RE-ENROLLING OF DROP-OUT STUDENTS

<table>
<thead>
<tr>
<th>District</th>
<th>Bhavnagar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Palitana</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Deputy Collector, Palitana</td>
</tr>
</tbody>
</table>

About Bhavnagar

Bhavnagar district is in South of Gandinagar and Ahmedabad towards Saurashtra. The district has well developed industries, business. Ship breaking and Port led maritime exist here. Agriculture is also well developed.

Bhavnagar is a city is the district headquarter.

Palitana was a former princely state. It is located 50 km South-West of Bhavnagar city and is a major pilgrimage centre for Jains and is a taluka headquarter.

The Palitana temples are considered the most sacred pilgrimage places (tirtha) by the Jain community. There are more than 1300 temples located on the Shatrunjaya hills, exquisitely carved in marble.
Socio-economic conditions sometimes compel students to drop-out from the schools. Other times it is lack of perspective and appreciation which causes them to leave the school. This comes in the way of their personal growth and Nation building.

Enrollment of all including girls is important. Equally important is that they do not drop out mid-way. Even if they dropout, they must be re-enrolled.

This project was conceived to pursue the cause of uninterrupted schooling and higher education and demonstrates as to how the drop-out rate can be reduced.

Sustained promotion, proactive persuasion and finding solutions for the causes which result into drop-outs were addressed during the project.

Objects pursued were:

- To ensure uninterrupted education
- To ensure Nation building through educated citizens.
Planning process and conceptualization

Causes for school dropouts were studied. Parents as well as students required counseling and support to redress the causal factors. This was ensured by reaching to the community.

Project Implementation & Resources

The project was implemented by Collector Office, Bhavnagar and their office administration by organizing dialogues and interactions to motivate students as well as their parents, to pursue education.

Resources

<table>
<thead>
<tr>
<th>A) Budget for the project</th>
<th>-</th>
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</thead>
<tbody>
<tr>
<td>B) Fund arranged against the Budget</td>
<td>-</td>
</tr>
<tr>
<td>C) Fund availability</td>
<td>-</td>
</tr>
<tr>
<td>D) Sources of Funds</td>
<td>Purely a motivational, counseling and problem solving initiative with no actual fund needed. It is unique project in its simplicity.</td>
</tr>
</tbody>
</table>

Project Outcome and Current Status

- 351 students and in turn their families benefited
- This has resulted into a model which will propagate the idea.
Various facets of the initiative

Replicability of the project

The project requires proactive outreach and commitment. If the same is institutionalized it can be sustained. It is naturally replicable as it is a very simple motivational process.

Causal factor most times economic, need to be studied and remedial support needs to be provided. Motivation as well as interesting delivery of education also needs attention.
AMLAKHADI DESILTATION PROJECT

<table>
<thead>
<tr>
<th>District</th>
<th>Bharuch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Ankleshwar</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Bharuch</td>
</tr>
</tbody>
</table>

About Bharuch

Bharuch district lies towards Southern Gujarat and is a home to large medium and small industries. Fertilizers and chemicals dominate the scene. Agriculture is also well developed.

Bharuch town is the district headquarter. An industrial town of Ankleshwar is located very close to Bharuch where a large number of chemical and other industries are based in an industrial estate set up by Gujarat Industrial Development Corporation. Similar industrial estates exist at Panoli and Jhagadia in the district.
Theme and Purpose of Project

Affluent from the units was released in a culvert called Aamlakhadi which served as a passage for disposal. However, during monsoons, the water passage used to be swollen with runoff water. Harmful affluents along with overflowing monsoon water used to spread in large tracts of farmland causing damage to crops and soil every year. This resulted in financial loss to farmers as also to Govt. in various remedial actions. A lot of heartburn was caused and farming community resented the industrial units.

This project was conceived to redress this very serious issue. Amlakhadi was of expanded through excavation and widening after calculating capacity, passage required to accommodate peak load of water. Thus, flooding of the farm lands could be stopped in the areas adjacent to Amalakhadi.

Objectives pursued were:

- Improved water carrying capacity to ensure flood mitigation and to stop spillover of water with affluents in farmlands.
- Improved agriculture and environmental conditions.
- Improved relationship between farming community and industrialists (Conflict resolution)

Planning process and conceptualization

The district administration involved the engineering departments and their officials to prepare a technical design, plan and estimates. Industries located in Gujarat Industrial Development Corporation were approached and explained the project. Their participation was also ensured. Farmers were also involved and proposal was shared.

Project Implementation & Resources

The project was implemented by Collector Office in a networked effort with Gujarat Industrial Development Corporation, industrialists and other departments in the district.

The excavation and re-engineering of the water passage was completed with engineering expertise in a time bound fashion. Funding was secured by involving industrial ventures who participated wholeheartedly.
Resources

A) Budget for the project  57.69 lacs
B) Fund arranged against the Budget  57.69 lacs
C) Fund availability  Ensured
D) Sources of Funds  Establishments in Ankleshwar, Panoli and Jhagadia industrial estates participated.

This is a unique project where industries and establishments participated in the cause of farmer welfare and environmental conservation without causing any notable draw on Govt. exchequer.

Project Outcome and Current Status

- Water carrying capacity of Amlakhadi increased three times after the remedial action.
- Approx. 47,000 farmers and citizens benefited in about 20 villages.

Work in progress
Situation before initiative

Situation after initiative
Various stages of work
Replicability of the project

The project is one time structural intervention and thus is sustainable in long run. It is replicable at all comparable locations.

Replication requires approaching stakeholders to explain the situation along with solution.

Actual implementation is purely an engineering operation.
EMPLOYMENT OPPORTUNITIES THROUGH ANIMAL HUSBANDRY

<table>
<thead>
<tr>
<th>District</th>
<th>Dang</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Dang</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Dang &amp; District Development Officer, Dang.</td>
</tr>
</tbody>
</table>

About Dang

The district of Dang is situated in South Gujarat. Ahwa is the district headquarter. The district has an area of 1764 sq.km and population of 186729 (as of 2001). The district is a forest dominated part of the State. A large tribal population resides mainly in and around forest tracts. Agriculture is traditional and industrial development is minimal. Tribals own milch cattle but productivity of animals is low.
Theme and Purpose of Project

It is very important to ensure that ecology and environment, flora and fauna are not disturbed while ensuring economic development in a district like Dangs. It is also equally important to generate employment through economic activities. This fine balance has to be ensured and model of sustainable development has to be developed.

The tribals are economically weaker and significant population remains below poverty line for want of income generating opportunities. The set of skills and capacities also are of niche type and culture and orientation also need to be protected while designing any intervention. Thus, any economic activity must be designed in a tailor made fashion considering these parameters.

The project therefore, envisages employment opportunities at the doorstep for the tribal families within the parameters identified through improved animal husbandry - an activity they understand and relate to. Tribals have managed milch cattle traditionally. However, productivity level is very low. Also, this activity has consistent cash flow.

Thus, an intervention was conceived with following objectives -

- To ensure door step employment opportunities for tribal families, especially those below poverty line.
- Economic development while sustaining ecological conservation.

Planning process and conceptualization

An organized milk co-operative was identified which agreed to extend its activities to include tribals in Dangs. Technical support, training extension support was thus ensured. Marketing tie up through collection network of the dairy was firmed up. Tribal families were then identified and program was launched by the administration.

Project Implementation & Resources

3000 tribal families living below poverty line were identified by district administration and tribal development department officials. They were explained the project and acceptance of idea was ensured. Dairy Co-operative subsequently provided end to end support. Infrastructure to impart training and collection was put in place. Income generating activity was thus rolled out through institutional support.
This project was phased out on a three year time frame. Funds were secured through existing instruments of Govt. as also the cooperative dairy. Grant from Hon. Member of Parliament’s fund was also received.

**Resources**

<table>
<thead>
<tr>
<th>A) Budget for the project</th>
<th>Rs. 18,43,63,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>B) Fund arranged against the Budget</td>
<td>Continued on a 3 year plan</td>
</tr>
<tr>
<td>C) Fund availability</td>
<td>Continued on a 3 year plan</td>
</tr>
<tr>
<td>D) Sources of Funds</td>
<td>District Tribal Development Board &amp; SGSY Fund under 12th Finance Commission Fund. Also 20 % contribution by Vasundhara Dairy and 20 % from Hon. Member of Parliament Fund.</td>
</tr>
</tbody>
</table>

**Issues and solutions**

Establishing income generating activity in remote forests for tribals is fraught with risks of isolation. Market access and linkage assumes critical significance. Also support on project start up and operation is equally important. Activity must be such that tribals relate to and understand it. All these issues were addressed by tie up with existing cooperative dairy.

**Project Outcome and Current Status**

- 3000 below poverty line tribal families got an opportunity to move towards above poverty line status.
- Generation of 10.80 lac man-days was ensured.
- Rs. 26.40 crores could be earned through these economic activities. This translates to average income of Rs.80,000 per family per year.
- Project was commensurate with the existing and acquirable sets of skills and competencies and was delivered in a compact area through a sustainable process.
- The project was a doorstep employment initiative where income generating opportunities were reached rather than tribals having to go out to search for opportunities.
- The project was market linked dovetailing into existing Vasundhara Dairy; A cooperative dairy existing in South Gujarat.
Various activities under the project
Replicability of the project

The project is an economic activity which can stand alone. It is also institutionally linked to the market as also on the production side. Hence it is sustainable and the model is replicable.
KAMDHENU INITIATIVE

<table>
<thead>
<tr>
<th>District</th>
<th>Kheda</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Locations in Kheda District</td>
</tr>
</tbody>
</table>

About Kheda

Kheda district borders with Sabarkantha district in the north, Panchmahals district in the east, Vadodara and Anand districts in the south and Ahmedabad district in the west. Sectors of economic importance include Agriculture, Mineral-based industries, Plastics and Engineering.
Theme and Purpose of Project

Though a prosperous district, there were 1.65 lakh people living below poverty line. The officials decided to launch a project which could address this poorer section of society.

World class cooperative model of Amul Dairy exists in Anand – the neighbouring district. Thus, available structure, process, with regard to milk business were noted to be excellent and a network for collection, support and marketing readily existed. Availability of funds through an existing process was also established.

Thus, this project was conceived to include the population living below poverty line in gainful employment by linking them to a powerful and established economic activity of cooperative organization in the locality through milk production.

Objectives pursued through project were –

- Providing infrastructure and enabling environment.
- Providing market linkage and institutionalized mechanism to ensure back to back solution.
- Ensuring doorstep gainful employment for the population living below poverty line.

Planning process and conceptualization

Locations with concentration of below poverty line families were identified. Amul dairy was roped in to provide back to back support of process knowhow, training, providing collection infrastructure and buyback under existing program which only needed to be extended. Once the arrangement was finalized, roll out was an automatic process.

Talukawise membership based co-operatives were setup on existing Amul pattern. Thus, the project was a mere replication of Amul pattern of co-operative milk production.

Project Implementation & Resources

The project was jointly implemented by Amul Dairy, Anand, District Rural Development Agency, Kheda and District Panchayat, Nadiad in partnership. Identification of locations was done by District Rural Development Agency and Panchayat officials. Tie-ups with Amul dairy ensured establishment of project as also subsequent operations were secured. Membership based milk co-operatives were setup.
The project included establishment of milk chilling units, artificial insemination facilities. Support for construction of improved sheds for the cattle was also provided. Feed and fodder related tools and equipment were made available to the beneficiaries.

Mobile diagnostic labs and veterinary facilities were mobilized.

Thus an interesting project with all the required components was implemented. Funds were secured from various sources.

**Resources**

A) Budget for the project 3800 lacs
B) Fund arranged against the Budget 2769 lacs
C) Fund availability Ensured significantly
D) Sources of Funds Central Govt., State Govt, Bank Credit and Amul Dairy.

**Issues and solutions**

Project did not counter any significant issues. Existing institutional platform of Amul dairy ensured mobilization of expertise, infrastructure and processes efficiently.

**Project Outcome and Current Status**

- 8073 persons including 1752 women have benefited under the project. This was against the targeted 7500 beneficiaries. Thus, the achievement is in excess of target.
- 15 Villages have now milk chilling units and thus, infrastructure is well established.
- Milk Co-operatives of two Talukas have been provided with artificial insemination facilities at doorstep which results in better milch animals and better production and productivity in turn.
- Fodder subsidy at the rate of Rs.1000 per beneficiary given to 4977 beneficiaries.
- Also Rs.4000/- per head given to 4379 beneficiaries to construct scientifically designed cattle sheds.
- 75000 beneficiaries provided with Chaff cutters.
- Mobile diagnostic lab made available
Replicability of the project

The project is an economic activity which can stand alone on its own. It is also institutionally linked to the market as also to the production side. Hence it is sustainable and the model is replicable.

Various activities under the project
Chilling Unit
BAHUCHRAJI INTEGRATED DEVELOPMENT PLAN

<table>
<thead>
<tr>
<th>District</th>
<th>Mehsana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Bahucharaji</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector - Mehsana</td>
</tr>
</tbody>
</table>

About Mehsana

Mehsana district is located in North Gujarat, about 75 km from Ahmedabad city. Mehsana is administratively divided into nine talukas.

The major crops of Mehsana are Potato, Cotton, Tobacco, Oilseeds, Cumin, Psyllium and Anise.

Asia’s second largest dairy in cooperative sector exists here. Also largest agricultural market yard is located at Unjha in the district. ‘Sun Temple’ at Modhera is an important tourist destination of Mehsana district.

Mehsana district has witnessed substantial industrial development during last decade primarily due to its strategic location. Engineering industry, metallurgical units as well as Food & Agro processing are well established.

![Sun Temple](image-url)
Theme and Purpose of Project

Bahucharaji is one of the most sacred and famous places of pilgrimage for Hindus. The temple is located in Bechraji taluka of Mehsana district in North Gujarat. The Bahucharaji temple complex was constructed in 1783 A.D. Bahucharaji is worshipped as a form of Goddess Bala Tripura Sundari. It is visited by ever increasing number of pilgrims every year and there was an urgent need to develop the location, by providing basic facilities and amenities.

Thus initiative of Bahuchara ji Integrated Development Plan was conceived and implemented. The main aim was to conserve and beautify the Bahucharaji temple complex and surrounding areas and to provide clean, efficient, affordable facilities, infrastructure and beautiful environment for pilgrims.

Objectives pursued were -

- Improved infrastructure
- Improved facilities for pilgrims and tourists
- Improved tourism
- Improved income generating opportunities
- Ensuring Cleanliness and Hygiene

Planning process and conceptualization

A detailed survey was carried out and twenty different proposals were identified to ensure all round improvement and development as follows -

<table>
<thead>
<tr>
<th>S. No</th>
<th>Name of work</th>
<th>S. No</th>
<th>Name of work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shrifal Place</td>
<td>11</td>
<td>Guest House</td>
</tr>
<tr>
<td>2</td>
<td>Long &amp; square pavelian at Mansarovar</td>
<td>12</td>
<td>Shopping Plaza</td>
</tr>
<tr>
<td>3</td>
<td>Chaul chriya Bhavan</td>
<td>13</td>
<td>Temple Complex dev.</td>
</tr>
<tr>
<td>4</td>
<td>Marble flooring &amp; compound wall &amp; garden at Mansarovar</td>
<td>14</td>
<td>Renovation of fort etc.</td>
</tr>
<tr>
<td>5</td>
<td>Anna Purna Bhavan</td>
<td>15</td>
<td>Development of Talav</td>
</tr>
<tr>
<td>6</td>
<td>Model road</td>
<td>16</td>
<td>Khijidi wali place</td>
</tr>
<tr>
<td>7</td>
<td>Renovation of Mansarover</td>
<td>17</td>
<td>Rain water harvesting</td>
</tr>
<tr>
<td>8</td>
<td>Fountain at Mansarover</td>
<td>18</td>
<td>Under ground water line .</td>
</tr>
<tr>
<td>9</td>
<td>Garden near Sarvodaya school.</td>
<td>19</td>
<td>Shakti Chowlk</td>
</tr>
<tr>
<td>10</td>
<td>Gaumukh at Mansarover</td>
<td>20</td>
<td>Foot path, parking &amp; strom water drain at road</td>
</tr>
</tbody>
</table>
**Project Implementation & Resources**

The project was implemented by Collector Office, Mehsana. The temple trust ensured execution of the works.

Funds were also secured from temple trust and to some extent other donors.

**Resources**

A) Budget for the project  
11 crores

B) Fund arranged against the Budget  
11 crores

C) Fund availability  
Ensured

D) Sources of Funds  
From donors and temple trust fund.

**Issues and solutions**

This being a religious place of great importance, no issues were noted. Funds were also easily secured.

**Project Outcome and Current Status**

- 15 lakh (1.5 million) pilgrims visit and conduct their chores comfortably, every year.
- Local business flourished.
- Increase of income of Gram Panchayat.
- Increase in employment generation.
- Cottage industry development noted.
- Increase in Tourism.
- Improved facilities for tourists and pilgrims.

**Replicability of the project**

Replication needs institutionalized mechanism for maintenance and updation to sustain the process. It is replicable at all comparable locations.
Various interesting places at the temple complex
Various interesting places at the temple complex
INTEGRATED DEVELOPMENT PROJECT FOR PHYSICALLY CHALLENGED.

<table>
<thead>
<tr>
<th>District</th>
<th>Panchmahal-Godhra</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Godhra, Morva, Halol, Kaalol, Dhodhanba, Jambughoda, Sahera, Lunawada, Kadana, Khanpur, Santrampur of Panchmahal District.</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Panchmahal-Godhra</td>
</tr>
</tbody>
</table>

About Panchmahal

The district is situated in Eastern Gujarat. Total area of the district is 8866 sq. kms. The district headquarter is located at Godhra.

The district has well developed industrial pockets on one hand and tribal areas which are relatively less developed on the other.
Theme and Purpose of Project

Physically challenged do not need sympathy but they need support and facilitation as well as opportunities. They have the right to live with self respect and to work shoulder to shoulder in the mainstream of society. The collector launched this project with the following objectives -

- Ensuring all round socio-economic development of the physically challenged.
- Ensuring inclusive model of growth and development.

Planning process and conceptualization

The District administration therefore undertook a systematic survey in all the Talukas of the district and identified 9103 physically challenged persons. The record was computerized. Nine camps were organized to provide support to persons from the weaker sections of the society. Non-government organizations joined hands with the district administration in this integrated programme which included distribution of instruments, facilitation of economic activities, provision of medical facilities including operations, social events such as mass marriage functions. Minority population also participated.

Project Implementation & Resources

The project was implemented by Collector Office, Panchmahal-Godhra, with the help of his administration and other departments including health, social welfare etc. A time table of events and activities was prepared and various programs were undertaken in a coordinated manner. Funds were arranged with the help of public contribution and NGOs.

Resources

A) Budget for the project
   No fund drawn from Govt. Treasury

B) Fund arranged against the budget
   No fund drawn from Govt. Treasury

C) Fund availability
   No fund drawn from Govt. Treasury

D) Sources of Funds
   Approx. Rs. 35 lacs arranged through public contribution, NGO support.
Issues and solutions

This was a multi-activity program. Fund raising was an issue which was resolved by reaching out to community institutions, NGOs and other individual donors. The cause and importance explained resulted in overwhelming support.

Implementation was organized by networking with existing Govt. departments and officials as well as NGOs in a coordinated networking format.

Project Outcome and Current Status

- Systematic documentation of the physically challenged persons was ensured.
- Distribution of instruments and kits to kick-start gainful employment and other activities including provision of medical facilities costing Rs. 34.10 lacs was ensured.
- 114 physically challenged persons participated in mass marriage event-12 got married. Four out of these belonged to minority community.
- Camaraderie, fraternity and goodwill were natural outcomes.

Replicability of the project –

Fund raising as is evident in this case can be secured by reaching out to people, donors, NGOs and others. Existing structures and processes of Govt. offices can be leveraged and networked to conduct the program. Replication can be ensured by following these quite easily.
Some beneficiaries under the project
### COMMUNITY WELLS AND LIFT IRRIGATION PROGRAMME.

<table>
<thead>
<tr>
<th>District</th>
<th>Surat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Vyara</td>
</tr>
<tr>
<td>Officer</td>
<td>District Development Officer, Irrigation Dept. District Panchayat, Surat.</td>
</tr>
</tbody>
</table>

### About Surat

Located in Southern part of Gujarat, Surat is the second largest commercial hub in the State. Recently, the district of Surat was bifurcated into two new districts, viz. Surat district with headquarter at Surat and Tapi district with its headquarter at Vyara. Surat district is divided into ten revenue talukas.

Surat is mainly known for its textiles & diamond processing industries. Surat district has well developed industry, business and even agriculture. However, pockets in district have tribal population and are relatively underdeveloped.
Theme and Purpose of Project

Surat district enjoys good climate which supports agriculture. Water availability due to existing irrigation network and excellent ground water table is plentiful. Agriculture is thus well developed in the district. However, in pockets of interior areas, water availability for irrigation was noted to be an issue, mainly because of topography. Irrigation canals could not be taken. Thus irrigation facilities were minimal.

The tribal farmers in these pockets remained relatively weaker in economic terms as they had to depend on rainfed cultivation.

The project therefore envisaged providing lift irrigation facilities and community well facilities in the areas where only such formats of irrigation were feasible and farmers having relatively lower income could not afford to set up own facilities.

Objectives pursued were -

- Improved irrigation facilities supporting agriculture round the year to increase farm production and productivity.
- Improved socio-economic conditions of tribal farmers.

Planning process and conceptualization

A detailed survey of pockets where tribal farmers were deprived of irrigation facilities was conducted. Possible interventions such as lift irrigation schemes and community wells were identified. Technical designs, plans and estimates were prepared by technical departments.

Project Implementation & Resources

The project was implemented by - District Development Officer, Irrigation Dept. District Panchayat, Surat through existing technical and administrative organization.

Funding was secured from tribal development related schemes. Part of funds came from contributions of beneficiaries.
Resources

A) Budget for the project 35.968 lacs
B) Fund arranged against the Budget 33.197 lacs
C) Fund availability Ensured significantly
D) Sources of Funds Tribal Area Sub-Plan – 19.36 lacs
Self contribution – 13.837

Issues and solutions

Tribal farmers needed to contribute partly towards the project cost. When need for the irrigation facilities and its positive impact on income generation was explained, acceptance of program was secured.

Project Outcome and Current Status

- 115 tribal farmers benefited with the help of irrigation facilities
- 153 hectare area could be covered under irrigation facility.
- Comparatively better income generating crops such as sugarcane or vegetables could be commenced
- Farmers take crops round the year.

Replicability of the project

Such projects are ideally suited in locations which have hilly and undulating topography. Location specific feasibility study, tailor made solutions have to be offered on case to case basis.

Convincing beneficiaries by undertaking promotion of concept to ensure acceptance is equally important. Execution and funding through existing programs can be useful to replicate such projects.
Some of the facilities established under the project
SAFE MOTHERHOOD MONITORING SYSTEM

<table>
<thead>
<tr>
<th>District</th>
<th>Vadodara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Vadodara</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>District Development Officer, Vadodara</td>
</tr>
</tbody>
</table>

About Vadodara

Vadodara District is located in eastern part of the state of Gujarat. The city of Vadodara (Baroda) is the administrative headquarter. Vadodara District covers an area of 7,794 sq.km and has a population of 3,641,802. The district has more than 45 % urbanization.

The district is bounded by Panchmahal and Dahod districts to the north, Anand and Kheda districts to the west, Bharuch and Narmada districts to the south, and the state of Madhya Pradesh to the east. The tallest point in the region is the hill of Pavagadh. The Mahi River passes through the district.
**Theme and Purpose of Project**

Expectant mothers have to cope with many challenges and hardships in the remote and interior areas. Availability of 24 x 7 health care facilities becomes very important aspect. Infant mortality and maternal mortality become issues to be reckoned with for want of these facilities.

Those from weaker sections cannot afford to travel to urban locations to avail of existing and expensive facilities. This also is one of the major reasons for material and infant mortality.

This project was conceived to ensure a 24 x 7 delivery of health services to expectant mothers in an integrated format, to ensure safe delivery, motherhood and infant care.

Under the project transport facility for expectant mothers was organized as well as 12 maternity wards were renovated to accommodate beneficiaries. Block health office was computerized and facilities such as warmer hyperthermic blankets etc. were provided under the project.

Objectives pursued were -

- Improved health and maternity care facilities on 24 x 7 basis in integrated fashion.
- Reduction of maternal and infant mortality.

**Planning process and conceptualization**

Activity was planned in an integrated model which is illustrated graphically -
Entire planning process was based on understanding causal factors of mortality and specific timebound needs in terms of remedial actions required to be taken. Following analysis was made -

(1) Understanding Maternal Mortality  
(2) Stages when intervention is required

“Defined as death of a women while pregnancy or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management but not from accidental or incidental causes”.

(4) Services required were identified as -

Services to be included:
- Care by skilled health personnel before, during, and after childbirth
- Emergency care for life-threatening obstetric complications
- Services to prevent and manage the complications of unsafe abortion
- Family planning to enable women to plan their pregnancies and prevent unwanted pregnancies
- Health education and services for adolescents
- Community education for women, their families, and decision-makers
- Addressing gender inequalities

80% causes are direct-
- Severe Bleeding
- Hypertension Disorder
- Infection
- Obstructive Labour
- Unsafe Abortion

20% are indirect causes
- Hypertension
- Diabetes
- Malaria

Detailed study resulted in understanding of type of service and facility required to be put in place.

A well equipped hospital having suitable medical, para medical and support staff was then conceived. A partner NGO participated in the project. Pickup facilities for expectant mothers was also put in place to ensure access to quality facilities at the hospital.

Stakeholders and their roles were also defined as follows -
<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Activity</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Software</td>
<td>DDO &amp; NIC</td>
</tr>
<tr>
<td>3</td>
<td>Free Transport to BPL</td>
<td>RCH project</td>
</tr>
<tr>
<td>4</td>
<td>Data entry</td>
<td>Health department fund.</td>
</tr>
<tr>
<td>6</td>
<td>PHC - infrastructure modernization.</td>
<td>European Commission, Own fund of Zillah Panchayat &amp; TSP.</td>
</tr>
</tbody>
</table>

**Project Implementation & Resources**

The Collector office, health department and an NGO established the facility and fully equipped hospital with all the above activities was put in place. The hospital was made fully operational. Funds were raised through the resources of the NGO.

**Resources**

A) Budget for the project Rs. 24,29,023  
B) Fund arranged against the Budget Rs. 24,29,023  
C) Fund availability Through Charitable Trust. This is a very successful and significant project which is unique as is funded by partner organization.  
D) Sources of Funds

**Issues and solutions**

Conceptualisation required thorough understanding of causes and gaps. Once this was analysed in great detail, funding had to be organized. This was ensured with the help of resources of the NGO which partnered with the project.
Project Outcome and Current Status

- 31831 beneficiaries in the year 04-05, 43466 in the year 05-06 and 63000 beneficiaries in the year 06-07 have benefited directly through this project.
- Ambulance transport was provided to more than 1500 expectant mothers.
- Institutional deliveries increased by 13.5%.
- Expectant mothers from below poverty line sections got 100% free transportation.
- Renovation and construction of new operation theatre was ensured to provide top class facilities round the clock.

Replicability of the project

A project of this nature requires complete, end to end understanding of causal factors. Only then specific facilities, structures and processes that are required can then be firmed up. Also once established, smooth and efficient operations and management as in this case, are of paramount importance.

Facilities at the hospital
Facilities under the project

24X7- Concept of NRHM
Project – 34                                                                                      Year – 2005-06

REPAIRING CANALS FOR EFFECTIVE IRRIGATION

<table>
<thead>
<tr>
<th>District</th>
<th>Anand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>All Talukas of Anand District</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Executive Engineer, Irrigation Dept., Anand/Petlad</td>
</tr>
</tbody>
</table>

About Anand

Anand is located near the Gulf of Cambay in the southern part of Gujarat. The district has 8 talukas, of which the major ones are Anand (district headquarter), Umreth, Anklav, Borsad and Khambhat. Anand town is the district headquarter.

Focus industry sectors include Dairy, Food, Engineering & Autoparts, Chemicals. Agriculture is vibrant in the district. Farmers are progressive. World renowned co-operative dairy Amul is headquartered here.
Theme and Purpose of Project

Agriculture is the backbone of Indian socio-economic structure and process.

Anand District as such has well developed agriculture. A network of irrigation canals is well established and farmers can take up modern agriculture as well as market crops without difficulty in this district.

However, upkeep and maintenance of canals is equally important without which, the process can be hindered. It was noted that canals needed repairs at many locations. A lot of water was wasted and farmers suffered on account of non-availability of water due to damaged canals.

Thus, this project was conceived to update the canal network through focused maintenance initiatives with following objectives -

- Maximum utilization of scarce resource – water.
- Improved delivery of water.
- Addressing needs of farmers.

Planning process and conceptualization

Survey of status of canals was conducted. Contacts and interaction with farming community also helped in focusing on area of concern. Locations where damage was required to be remedied were defined. Detailed plan and estimates were prepared for execution.

Project Implementation & Resources

The project was implemented by Irrigation Dept. administration.

Funds were raised from existing Govt. schemes.

Resources

| A) Budget for the project | - |
| B) Fund arranged against the Budget | Rs. 167.45 |
| C) Fund availability | Ensured |
| D) Sources of Funds | Under CRSF Govt. Fund |
Issues and solutions

No specific issues were noted. The project involved only careful evaluation, examination and subsequent execution in a standard manner.

Project Outcome and Current Status

- Efficiency and delivery increased.
- Canals which had leakages updated to ensure efficient water management.
- Farmers dependent upon Mahi irrigation network can now get maximum possible water.

Anand Distric Map

Replicability of the project - Project is a maintenance intervention. Replicability is only a function of proactive stance and subsequent execution through existing system of operation.
Irrigation project work - Borsad Mahi

Mahi Irrigation projects
ANTYODAYA PROGRAMME

<table>
<thead>
<tr>
<th>District</th>
<th>Navsari</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Chikhli</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Mamlatdar, Chikhli</td>
</tr>
</tbody>
</table>

About Navsari

Navsari district is located in the Southern Gujarat in the coastal lowland along Purna river. The district has 5 talukas. The district abounds in sugarcane fields, chikoo plantations, and mango orchards. Navsari is known for its floriculture activities and sugar business. The focus sectors of the district are agro & food processing industries, textiles, drugs & pharmaceuticals, mineral related industries, and marine based industries. Famous historical place Dandi and Vansda National Park are located in Navsari.
Theme and Purpose of Project

Gujarat State has operated an efficient public distribution system. Fair price shops provide essential items and other merchandise required for daily needs by the masses at reasonable and fair prices. Naturally, this system has an immense impact on economically challenged sections and supports them immensely.

Govt. administration issues ration cards to the families. Fair price shops issue/sell merchandise based on this vital registration document.

Issuance and updation of ration cards is a ‘mass’ activity and very vital too.

Earlier, manual system resulted in delays, backlogs and inconveniences.

This project was envisaged to simplify the process of issuance of ration cards through application of computer technology.

Hassle free and prompt delivery of ration cards especially to weaker sections of society was the theme of this project.

Objectives pursued were:

- Ensuring hassle free, speedy delivery of Govt. services especially to economically weaker section.
- Ensuring accuracy, efficiency, cost effectiveness.
- Ensuring efficient analysis and decision making

Planning process and conceptualization

The project required large number of computers and operators. This was organized by leveraging existing resources in the Govt. system. Data availability was then computerized in a networked manner at various locations instead of just the Mamlatdar Office as was done earlier.

Project Implementation & Resources

The implementation was coordinated by the Mamlatdar Office and office administration.

- Hassle free issuance and updation of vital document such as ration card in a business like and non-threatening environment at various locations in a decentralized manner was ensured as a matter of routine.
- Some of the salient features were –
  - Backlogs which were completely eliminated.
  - Shop wise, family wise database ensured quick analysis and decision making and saved management time of Govt. machinery.
  - Accuracy was maintained.
  - Funds were raised from plan funds of Govt.
Resources

<table>
<thead>
<tr>
<th>A) Budget for the project</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>B) Fund arranged against the Budget</td>
<td>Rs. 15000 /-</td>
</tr>
<tr>
<td>C) Fund availability</td>
<td>Ensured</td>
</tr>
<tr>
<td>D) Sources of Funds</td>
<td>Govt. Plan Fund</td>
</tr>
</tbody>
</table>

Issues and Solutions
Availability of required computers and manpower had to be dealt with. This was done by leveraging resources of Govt. system.

Project Outcome and Current Status
- 53049 citizens from weaker sections society (who are covered under Antyodaya Program) benefited.
- 11524 ration card holders directly benefited.
- Essential commodities including salt, sugar, wheat, rice, kerosene (for fuel) available in a hassle free manner to more than 53000 beneficiaries.
- Database, data updation ensured accuracy resulting in speed and accuracy.
- Analysis and decision making became quick and effective.
- Cost of issuance of ration cards and management effort thereof reduced.

Replicability of the project
The existing model is automatically replicable everywhere. It requires thinking outside the box to ensure replication. Existing resources and systems can be roped into convert a large mandate into easily doable intervention.
SHAKSHARDEEP PROGRAMME

<table>
<thead>
<tr>
<th>District</th>
<th>Patan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Patan</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Patan</td>
</tr>
<tr>
<td></td>
<td>District Development Officer, Patan</td>
</tr>
<tr>
<td></td>
<td>Deputy District Education Officer, Patan</td>
</tr>
</tbody>
</table>

About Patan

Patan district lies in Northern part of Gujarat. The total area of Patan District is 5,740.0 Sq.km.

The climate of this district is characterized by a hot summer and general dryness during major part of the year. Summer is very hot and winter is very cold. The district has Sevan talukas and 517 villages.
Theme and Purpose of Project

Literacy among all citizens is a critical requirement for Nation building. Educational structures and process have addressed this requirement sufficiently. However, there still remains a certain population which has not been exposed to basic literacy. The Govt. of Gujarat is extremely sensitive to this issue and removal of illiteracy completely is very high on the agenda.

This initiative is directed toward this purpose.

Main objectives pursued were –

- Spreading literacy among those who have not undergone education or literacy programs.
- To provide these facilities at the doorstep and convenient timings by leveraging existing talent pool and infrastructure.
- To reduce dropout rate upto nearly zero percentage.

Planning process and conceptualization

Such intervention was undertaken in previous year successfully. The same activity was once again continued in second year on the same lines.

Locations in rural areas were identified by the team of officials. Contacts interaction with local population were undertaken to motivate them to participate. Teachers were roped into volunteer in teaching. Thus the entire program was planned and executed in a given time-table. Convenience of local population was ensured.

Project Implementation & Resources

The project was implemented by Mamlatdar and Taluka Development Office through their team. Teachers, students were roped in as volunteers to impart training.

Training calendar was prepared and sessions were conducted in convenient timings.

Syllabus in Gujarati with a lot of pictures and graphics was prepared in simple format.
Funding raising was not required as the project involved existing team of officials and volunteers who imparted training. Training locations also were leveraged from existing and available Govt. bother facilities. Miscellaneous expenses were covered through wholehearted contribution from public and officials.

**Resources**

A) Budget for the project  
Not additional fund allocated

B) Fund arranged against the Budget  
Not additional fund allocated

C) Fund availability  
Not additional fund allocated

D) Sources of Funds  
Public contribution. This programme is unique in that sense no fund from Govt. exchequer has been utilized.

**Issues and solutions**

No major issues were noted. Reaching out to population to sensitise them for this need required some amount of dialogue and interaction. Otherwise all the stakeholders came forward with wholehearted cooperation and support.

**Project Outcome and Current Status**

- Envisaging literacy among all in the age group of 5 to 45 years.
- Action towards ensuring 100% enrollment in formal education.
- Movement towards ensuring zero dropout rate.
- 20000 slates-pens, and 500 roll up boards organized and distributed through public contribution.
- 28991 citizens benefited including 20226 women and 8765 men. A very high number of women is a very healthy indicator.
- Indirectly over 18000 citizens benefited among family members and others.

**Replicability of the project**

The program needs motivation, coordination and networking. Volunteering is a natural and normal response in Gujarat for good causes. This mindset of population must exist to ensure replication.
Activity relating to the Literacy campaign
About Narmada

Narmada district is located in Southern Gujarat. The district has 4 talukas, which includes Nandod, Sagbara, Tilakwada and Dediapada. Located in Nandod taluka, Rajpipla is the district headquarter and the main industrial town of Narmada District. Focus industry sectors include, textiles, food & agriculture and chemicals. Tourist places include Rajwant Palace, Shoolpaneshwar Wildlife Sanctuary and Shoolpaneshwar Temple, and Sardar Sarovar Dam.
Theme and Purpose of Project

Providing doorstep gainful employment opportunities to ensure economic development for weaker sections of society, is as significant in urban areas as it is in rural area. These citizens need facilitation in terms of sensitization and exposure, capacity building and ultimately capital to become self employed.

This project was thus conceived to provide loans to people living below poverty line in urban areas to ensure self-employment to catapult them to above poverty line status.

This bankable program was drawn up based on the model of S.G.R.Y. program with following objectives -

- Improved employment for citizens from weaker sections of society.
- Ensuring shift from below poverty line status to above poverty line status.
- Ultimately ensuring socio-economic growth in locality.

Planning process and conceptualization

A baseline survey was conducted. Unemployment levels and reasons for it were examined. Training programs designed to support income generation were identified. It was also noted that availability of capital becomes critical as trained persons find it very difficult to access the same. Hence tie ups for hassle free capital through loans were organized. Subsequently, the participants of this program were prepared for their ventures on case to case basis and funding was ensured for them to start up the ventures.

Simple ventures such as vegetable stalls, cottage industry etc. were decided depending upon profile of participants.

Project Implementation & Resources

The project was implemented by District Planning Office and their office administration. Each participant was provided end to end support till start up.

Some interesting facts of this project are -

- Income had doubled in case of 24 families (Based on actual survey)
- These families were gainfully self employed and were taking better care of their family needs.
- They did not have to leave their homes in search of casual or randomly available labour.
- Monitoring by banks (who loaned money) revealed that targets had been met.
- Funds for the intervention were secured from existing Govt. instruments -
Resources

A) Budget for the project
   Bankable – Rs.12 lacs
   Subsidy    - Rs. 4.18 lacs

B) Fund arranged against the Budget
   Bankable – Rs.12 lacs
   Subsidy    - Rs. 4.18 lacs

C) Fund availability
   Ensured

D) Sources of Funds
   Govt. Plan Fund, Central Govt.
   Fund/Plan & Govt. Agency/Board/Corp.

Issues and solutions

Needs of various participants / beneficiaries were specific. Thus tailormade solutions were designed. Further, they needed funds / capital for their initiatives after capacity building / counseling / stage to start ventures. Loans from banks were organised.

Project Outcome and Current Status

- 67 beneficiaries directly benefited.
- Indirect benefits flowed to 280 people.
- Self employment was ensured.

Replicability of the project

Only preparation or capacity building or counseling is not sufficient. Persons from weaker sections find it very challenging to secure funding. This needs to be kept in mind while replicating such projects. Thus, end to end solutions have to be provided from capacity building to supporting in funding and venture start ups.
Grassroots economic engine starts
Project – 38  
Year – 2005-06

CONSTRUCTION OF AANGANWADI BUILDINGS

<table>
<thead>
<tr>
<th>District Location</th>
<th>Porbandar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>District Development Officer, Porbandar Incharge – Prog. Officer – ICDS – Porbandar branch</td>
</tr>
</tbody>
</table>

About Porbandar

Porbandar forms a part of the erstwhile Kathiawar peninsula located in the western part of Gujarat. The district comprises of 3 talukas viz. Porbandar, Ranawav, and Kutiyana. It is famous as the birthplace of Mahatma Gandhi – the Father of the Nation.
**Theme and Purpose of Project**

Anaganwadis provide educational facilities at doorstep to young children at pre-schooling level. It operates on proactive approach of facilitation and outreach in a non-threatening environment.

Good infrastructure and adequate facilities at such Anganwadis are pre-requisites to ensure good delivery of services.

This project was thus conceived to ensure availability of buildings for the purpose. 398 Anganwadis were sanctioned under integrated child welfare/development program by the administration. However, only 98 buildings were available. 177 rural centres of aanganwadi operated out of rented accommodation. Hence this project was planned to provide suitable buildings for all centres. Literacy rate of the district was 68.62 %. Better facilities provided was expected to also help in achieving the goal of complete literacy.

**Planning process and conceptualization**

Centres where buildings were required were identified. Funds were sourced from NGOs, Govt. instruments and Hon. M.P.’s funds. Plans and estimates were prepared for implementation based on standard designs which were readily available..

**Project Implementation & Resources**

The project was implemented by – District Development Office, District Panchayat, ICDS and their office administration, through existing organizational processes.

**Resources**

A) Budget for the project Rs. 331.66 lacs
B) Fund arranged against the Budget Rs. 131.24 lacs
C) Fund availability Ensured partially
D) Sources of Funds Hon. Member of Parliament fund, Central Govt. Fund, NGOs & Others.
Issues and solutions

Securing funds for the buildings and facilities emerged as an issue. Proactive stance of reaching out to NGOs and even Hon. Member of Parliament resolved the issue.

Project Outcome and Current Status

- Better facilities and infrastructure.
- Better focus on delivery of education and health, nutrition etc.
- Improved enrollment rate.

Anganvadi Building, Village – Jhare Ranesh, Taluka-Ranavav

Replicability of the project –

Replicability in this case is a function of proactive stance to secure funds and resources rather than remaining confined to limitations of existing parameters or constraints.
Anganwadi building, Village Shishila, Taluka-Porbandar
COMMUNITY RESOURCE CENTRE

<table>
<thead>
<tr>
<th>District</th>
<th>Dahod</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Dahod</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Director, DRDA, Dahod</td>
</tr>
</tbody>
</table>

About Dahod District

**Dahod District**, also known as **Dohad District**, is located in Gujarat state in western India. The town of Dahod is the district headquarter. The district has an area of 3,642 sq.km, and population of 1,636,433 (2001 census), with population density of 449 persons per sq. km. Dahod District came into existence on 2nd October 1997, which was formerly a part of Panchmahal District. Level of urbanization is only 9.55% (2001 census). Thus, the district is predominantly rural in nature and has significant tribal population consisting of tribes such as Bhils. Livelihood mostly depends on rain-fed agriculture, collection of forest produce and related activities.
Theme and Purpose of Project

Dissemination of information and knowledge is a critical aspect to ensure farm productivity in rural and tribal areas. Farmers must be aware of various Govt. schemes and benefits. Further techno-commercial know-how and market information are equally significant to foster improved agriculture and inturn income. Access to information and counseling is always an issue in remote area which restricts development.

Thus this project envisaged provision of information on improved agricultural practices, animal husbandry, self employment, economic prospects at doorstep. It also intended to reduce migration in search of income generating opportunities as a result of improved income generation at doorstep.

Thus the community resource centre was established as a platform and enabler of growth and development in this tribal district of the state with following objectives -

- Dissemination of knowledge and information at doorstep.
- Ensuring facilitation of gainful employment round the year.
- Reducing migration in search of employment due to improved income generation at home.
- Providing institutionalized mechanism for growth and development.

Planning process and conceptualization

Suitable location, central and accessible within a cluster of villages was identified. Information need was defined and provision of such information, counseling and support activities to be undertaken at the centre was firmed up. Formation of self help groups and providing identity cards was ensured. 

Project Implementation & Resources

The project was implemented by District Rural Development Agency, Dahod and their office administration.

The centre was physically set up by the administration. Handholding was continued for 3 years under Rashtriya Shram Vikas Yojna (RSVY) Govt.program It was planned to handover the operation to their own independent cooperative group after incubation period of 3 years.

Fund availability was ensured from tribal development department
Resources

A) Budget for the projectRs. 4.68 lacs
B) Fund arranged against the BudgetRs. 4.68 lacs
C) Fund availabilityEnsured
D) Sources of FundsState tribal development plan.

Issues and solutions

Convincing stakeholders – Tribal farmers to follow improved practices was completed through interaction and dialogue. Benefits of such a centre were explained and need of forming platforms such as self help groups was shared. Once, clarity was achieved, the implementation followed with cooperation of all stakeholders.

Project Outcome and Current Status

- Ready availability of information and support at doorstep.
- Improved gainful employment
- Improved agriculture
- High income crops started being cultivated now.

Replicability of the project

The project is a one-time facilitation. Replication depends upon success of the model initially through participation and handholding. Eventually, institution evolves.
The Resource Centre
Brief profile of CRC- Some of the activities
## Project – 40 & Year – 2005-06

### OFFERING GOVT. WASTELAND & TILLABLE LANDS TO LANDLESS FARMERS

<table>
<thead>
<tr>
<th>District</th>
<th>Surendranagar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Limbdi, Sayla, Muli and Chotila</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Deputy Collector, Limbdi</td>
</tr>
</tbody>
</table>

## About Surendranagar District

Surendranagar district is located in the central region of Gujarat. The district comprises of 10 talukas. Developed amongst them are Surendranagar, Wadhwan, Limbdi, Chotila, Dhrangadhra, and Lakhtar. Surendranagar is one of the largest producers of cotton in the world and, is also the home to the first cotton trading exchange in India.
Theme and Purpose of Project

Wastelands owned by Govt. have remained idle or unutilized. These can equally be deployed meaningfully for productive agriculture. Govt. thus has subscribed to a major wasteland development policy. Govt. of Gujarat has already identified such wastelands and a land bank has been declared.

There are sections in the society which have requisite skills and competencies but do not have the land resource to participate in land based gainful employment or income generation.

Thus, this project envisaged making available wasteland to the landless from below poverty line status as also to ex-servicemen who desired to engage in agriculture.

Objectives pursued were:
- Resource mobilization and utilization
- Employment generation – especially for weaker section and even ex-servicemen
- General increase in economic activity.

Planning process and conceptualization

Policy with regard to giving wastelands on lease exists in Gujarat. The land bank is already prepared. Applications from weaker section of society and ex-servicemen desirous of leasing the wasteland for gainful cultivation were invited. After due scrutiny lands were made available to them.

Project Implementation & Resources

The project was implemented by Deputy Collector’s Office, Surendranagar through their administration by following established policy and procedure.

The project did not require any funding as it was a routine administrative process.

Resources

- A) Budget for the project No Additional expenditure incurred
- B) Fund arranged against the Budget No Additional expenditure incurred
- C) Fund availability No Additional expenditure incurred
- D) Sources of Funds Not Applicable
Issues and solutions

No issues were noted. This was completed by following existing processes.

Project Outcome and Current Status

- There was no cost involved and thus no fund was needed.
- 24 villages benefited by utilizing idle land resource.
- In fact, target as above was exceeded later as additional 1761 acre land could be deployed.
- Economic activity commenced where nearly none existed.
- 1254 families from weaker sections benefited, including 221 ex-servicemen.
- Indirectly nearly 7200 people derived benefits

Replicability of the project

The project is replicable where policy and framework of rules exists. Govt. of Gujarat has identified wastelands and policy is in place. This model can be replicated on the same lines elsewhere.
CONSTRUCTION OF ROOMS IN SCHOOLS

<table>
<thead>
<tr>
<th>District</th>
<th>Amreli</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Location in Amreli district</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Dist Primary Education Officer, District Primary Education Committee, Amreli</td>
</tr>
</tbody>
</table>

About Amreli

Amreli district is situated in Southern peninsular Gujarat. The town of Amreli is the district headquarter. Cotton and other agricultural activities are well developed. The district has maritime activity and port lead business activites.
Theme and Purpose of Project

Quality education can be only sustained if buildings and facilities are of good order. Such aspects also impact better enrollment, reduced dropout rate as also efficient delivery of education. Shortage of classrooms was noted at various locations and hence this project was conceived to remedy the situation with following objectives -

- Provision of adequate infrastructure for education.
- Providing enabling support for better delivery of education.
- Ensuring better interest in education and thus better enrollment and reduction in dropout rate.

Planning process and conceptualization

Various schools suffering from shortages of classroom were contacted and precise information was obtained. Plans, estimates and budget for required number of rooms were readied. Funds were tapped by approaching Hon. Member of Parliament and through public contributions apart from Govt. instruments.

Project Implementation & Resources

The project was implemented by District Education Office through their administration in a conventional process.

Resources

A) Budget for the project Rs. 381.85 lacs
B) Fund arranged against the Budget Rs. 381.85 lacs
C) Fund availability Ensured
D) Sources of Funds Public contribution, Hon. Member of Parliament fund, Govt. Plan/Fund.
Issues and solutions

Availability of funds was the issue that needed resolution. This was ensured by approaching donors, Hon. Members of Parliament.

Project Outcome and Current Status

- 87 Class rooms constructed.
- 250 villages benefited.
- 13240 students benefited

Replicability of the project

This is a one time initiative with long term and continued benefits. Start up of such projects revolves around need identification, proposal formation and more significantly raising funds through unconventional formats, when Govt. funds are not sufficiently or immediate available.

Students at the newly constructed school building
Newly constructed schools
Facilities for schooling
INITIATING AMBADI PROJECT

<table>
<thead>
<tr>
<th>District</th>
<th>Valsad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Dharampur &amp; Kaprada</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Deputy Director (Horticulture) Valsad</td>
</tr>
</tbody>
</table>

About Valsad

Valsad district is situated in South Gujarat. The district has a coast line on Arabian Sea.

Valsad town is the administrative headquarter.

The district covers 5,244 square kilometres and is divided into five talukas: Valsad, Pardi, Umargam, Kaparada and Dharampur. The total population of the district was 1,410,553. 27.02% of residents live in urban areas.

Valsad is well known for its production of mangoes, sapodilla, and teak wood.

The district also has pockets where tribal population exists. Agriculture in such pockets is traditional and marginal and small farmers have lower income. Rural and tribal areas in the district need income generating and income enhancing programs.
Theme and Purpose of Project

Valsad district in South Gujarat is well endowed from the point of view of availability of good water as well as climate. It is close to Mumbai and has vibrant agricultural, horticultural and even business activities.

Crops such as world famous Alphonso and Kesar mangoes are grown here in orchards. However, tribal farmers continue to confine themselves to low profit/income driven conventional agriculture. They struggle in more of a sustenance agriculture, as they cannot access technology, market as well as knowhow. Paucity of capital also results in their restricted growth.

The Project addressed economically weaker tribal farmers. The project envisaged better income generation through agriculture and high value horticulture with following objectives –

- Improved income generation through market agriculture of high value short duration cash crops.
- Ensuring demonstration through a pilot to convince tribal farmers in this regard.

Planning process and conceptualization

Tribal pockets having potential for cultivation of high value horticulture crops were identified and farmers were explained the countours of project as well as benefits. Support required was promised. Once convinced, farmers agreed to experiment with the idea. Horticulture crops such as. Kesar / Alphanso mangoes were planned to be cultivated. Techno-economic models were prepared and discussed with farmers. NGOs also partnered in the project.

Project Implementation & Resources

The project was implemented by Deputy Director (Horticulture) through their Staff and resources.

Farmers were provided knowledge through interaction at doorstep. Physical demonstration was organized. Planting material of high quality was made available Handholding and counseling continued. Funds were raised through Govt. schemes and contributions. NGOs participated in supporting farmers during demonstration, planting & handholding.
Resources

A) Budget for the project  Rs. 22,26,000/-
B) Fund arranged against the Budget  Rs. 22,26,000/-
C) Fund availability  Ensured
D) Sources of Funds  Contribution and Tribal Sub-plan Grant

Issues and solutions

Conveniencing the tribal farmers required dialogue and interaction. Demonstration also helped immensely.

The anxiety of experimenting with unknown was removed by close guidance and support as well as hand holding.

Project Outcome and Current Status

- Farmers learnt to grow high value horticultural crops including mangoes which yield better income as compared to conventional crops.
- 450 farmers directly benefited and 2200 others benefited indirectly.

Replicability of the project

The project is sustainable as it is a market driven agriculture. The missing link of sensitizing about the idea and providing skills, capacities and competencies as well as financial support has ensured that the threshold has been crossed. Thus the project can be sustained as a continuing activity. Once economic attractiveness due to better income gets established, replication becomes a natural outcome.

The model can be replicated by similar meaningful interventions in comparable areas and locations.
Activities under the project
RURAL LIBRARY PROGRAMME

<table>
<thead>
<tr>
<th>District</th>
<th>Sabarkantha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Tribal villages of 13 Talukas of Sabarkantha</td>
</tr>
<tr>
<td>Officer who conceived and implemented the project</td>
<td>Collector, Sabarkantha.</td>
</tr>
</tbody>
</table>

About Sabarkantha

The district derives its name from the Sabarmati river that separates Sabarkantha from neighbouring districts.

Focus Industry Sectors are ceramics, chemicals and milk processing.

Tourist Destinations include Idar, Shamlaji temple, Polo Forests, Vijaynagar. Agriculture is developed and crops such as groundnut, cotton, oilseeds and tobacco are abundantly present in Sabarkantha.
Theme and Purpose of Project

Access to information and knowledge are the key drivers of growth and development in a contemporary “knowledge society”.

Availability of such platforms is inadequate or even non-existent in remote and rural areas.

This project was thus envisaged with a view to establishing permanent resource centres and platforms with objectives such as -

Objective

- Proving meaningful information and knowledge at doorstep
- Ensuring foundations of growth process through availability of infrastructure at grassroots.

Planning process and conceptualization

The officials contacted village community and community leaders to understand needs of reading. Accordingly the books to be provided were decided. Local leadership came forward to volunteer and to takeup management of such libraries. The activity was wholeheartedly welcomed in 50 villages and the project was planned in these villages.

Project Implementation & Resources

The project was implemented by Collector Office with the help and support of village community leaders, retired persons residing in villages, co-operative societies etc.

Funds were secured by contribution and support from Co-operative societies.

Resources

A) Budget for the project Rs. 10 lacs
B) Fund arranged against the Budget Rs. 10 lacs
C) Fund availability Ensured
D) Sources of Funds Public contribution and Co-operative society.
Issues and Solutions

No significant issues were faced. Management of libraries was ensured easily as local leaders, retired persons volunteered.

Project Outcome and Current Status

- Reading habit cultivated among rural population.
- Good quality reading material, references available even in remote areas.
- 1,70,000 citizens of 50 villages covered.
- 2500 citizens already engaged in the process of reading through these libraries.
- Buildings which were not significantly utilized were deployed without any cost.
- Around 390 books and other magazines were available in each library.
- Two newspapers were made available at each library.
- Volunteers managed the libraries

Inauguration of Rural Library
Replicability of the project

This being a facility related intervention, it is sustainable and model is simple as well as self supporting. It is replicable due to its simplicity. Ensuring availability of funds, through donations, volunteering and utilization of available buildings can ensure replication.

Rural Library
Project – 44 Year – 2005-06

CLEANLINESS & HEALTH AWARENESS CAMPAIGN

<table>
<thead>
<tr>
<th>District Location</th>
<th>Kutch Location</th>
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<tbody>
<tr>
<td>Mundra</td>
<td>Mundra</td>
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<tr>
<td>Taluka Development Officer, Mundra</td>
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</table>

About Kutch

The district has geographical area of 45,612 km². It is the largest district in the state of Gujarat and the second largest district of India.

Bhuj town is the district headquarter. Other important towns are Gandhidham, Rapar, Adipur, Anjar, Mandvi and Mundra. The district has 966 villages.
**Theme and Purpose of Project**

Socially and economically weaker sections of society are challenged by lack of proper hygiene. They also face health issues due to this. There is also a notable element of superstition. Wastage of water as well as certain habits not consistent with good health practices also prevail among them.

This project was conceived to spearhead a promotional campaign to counter these aspects and to ensure that this population gets readied to join the mainstream through good habits and practices.

- Ensuring social re-engineering among weaker sections of society.
- Providing facilitation to cultivate good habits and practices.

**Planning process and conceptualization**

Localities which suffered from lack of cleanliness and good hygiene facilities were identified. Causal factors such as community mindset, superstition, traditions and habits causing lack of hygienic condition were thoroughly understood. Facilities required to support good sanitation were identified.

Process of motivating through an interactive method was defined.

**Project Implementation & Resources**

The project was implemented by Taluka Development administration. Motivational programs and promotional campaign were undertaken to convince the community to follow good practices by giving talks conducting theatre and locally accepted events. Necessary facilities were also established with community support and interaction.

Funds were secured through contributions.

**Issues and solutions**

The initiative faced a challenge with regard to convincing the community to appreciate the needs of following clean and hygienic practices. In some cases belief and superstitions had to be countered. Fund raising also posed a problem and only Rs. 5000 could be raised against the needed Rs.2.00 lakhs.
Project Outcome and Current Status

- Mass activity for health care through health camps was organized.
- Cleanliness and sanitation related message was conveyed.
- Facilities established started encouraging community to follow better garbage disposal and sanitation.

Replicability of the project

This was a one time initiative. Replication is a simple process which involves community interaction and organizing activity within the community.

*Improved sanitation*
ANIMAL HEALTH DIAGNOSIS AND TREATMENT CAMP

<table>
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<tr>
<th>District</th>
<th>Junagadh</th>
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<tbody>
<tr>
<td>Location</td>
<td>Junagadh</td>
</tr>
<tr>
<td>Officer  who conceived and implemented the project</td>
<td>Mamlatdar, Junagadh.</td>
</tr>
</tbody>
</table>

About Junagadh

Junagadh district is located in western Gujarat and Arabian sea flanks the district to its south. The district is divided into 14 talukas of which major ones include, Veraval, Junagadh, Kodinar, Manavadar, and Mangrol. Junagadh city is the district headquarter.

The district has well developed business activities in –

- Mineral and cement industry,
- Fish processing,
- Agriculture based industry
- Power

Agriculture is well developed. Groundnut, cotton and horticulture are notable. Junagadh is famous for the Gir Sanctuary, the only abode of Asiatic lions and mountain range Girnar which is a major pilgrimage destination is located in the district.
**Theme and Purpose of Project**

Animal husbandry ensures cash flow and is an important activity for income generation. India boasts of one of the highest cattle population in the world. However, productivity of this sector demands attention and intervention to reach internationally comparable levels.

Productivity is a function of improved management practices. Health management of animals is a critical aspect to ensure productivity.

Thus, this project was initiated to sensitize and support the cattle owners in matters of animal health care and management practices with following objectives –

- Improved production and productivity in milk sector.
- Improved socio-economic conditions of cattle owners.

**Planning process and conceptualization**

Local co-operative milk dairy was explained the idea and their participation was secured. Cattle owners were approached and were informed about the camp. Once they understood the benefits they readily agreed to participate.

**Project Implementation & Resources**

The project was implemented by Mamlatdar Office in tandem with veterinary officials and the co-operative milk dairy. Providing insurance for cattle was also weaved into the program. Additional support for families of cattle owners was extended in terms of scholarships for education of children, providing notebooks etc. This also ensured motivation and participation.

**Resources**

A) Budget for the project Rs. 76150 /-

B) Fund arranged against the Budget Rs. 76150 /-

C) Fund availability Ensured

D) Sources of Funds Majewadi Milk Production Cooperative Society
Issues and solutions

Cattle owners needed clarity about the camp. Once benefits were understood, their participation was ensured. Milk co-operative provided useful linkages in securing their participation.

Project Outcome and Current Status

- Cattle were examined and recommendations were made by experts with regard to improved practices & health care.
- Insurance cover was institutionalized through the cooperative structure.
- Educational support such as providing scholarships for higher education, providing notebooks etc. to children of members of cooperative was provided as an incentive.
- Health check-up camps for animals commenced was practiced every year.

Replicability of the project

The activity has perpetuated year after year and is sustained through existing cooperative institution. This it is a significant learning. Institutional mechanism and linkages are the key drivers to sustain any good project. Project thus becomes a process. Also, existing institutions, platforms and resources can be leveraged. It is not necessary to create these in most cases.

Replicability may take into account –

- Approaching existing institutions, preferably member based, or co-operatives which enjoy credibility.
- Designing programs of common and immediate interest jointly with such institutions ensures success.
- Supplementing program by incentives for family welfare (such as scholarship) etc. motivate the stakeholders.
- Outcome of one well planned and well managed initiative eventually becomes an established process as in this case. It is actually owned up by the stakeholders themselves subsequently
The Cattle health camp
Management Report – An Evaluation

Most professionals including Govt. functionaries and officials dream of doing something close to their hearts. Something they believe in. Infact this is the very basis of achievement motivation in every individual.

However, jobs on hand during the career, most often than not do not allow that opportunity. Mandates given by the organizations have to be carried out.

Innovation and meaningful contributions from individuals thus remain only ideas. A vast amount of contribution and development that could be ensured by such ideas remaining just ideas. This in a way is a loss to society, economy, country and peoples of the world at large.

Vast number of professionals conclude the career with unfulfilled dreams and wishes. Over a period of time, inability of doing something close to heart also results in reduced motivation and reduced urge to achieve. A person settles for mediocrity and gets resigned to fate.

This is universally existing phenomena, Be it govt. corporate, academic, professional or any other domain.

‘Swantah Sukhaya’ – Inner joy from within initiatives inspired and encouraged by Govt. of Gujarat for the functionaries and officials of State Govt has touched up on this very vital aspect of Human resource development. The initiative has offered open ended opportunities to all the govt. functionaries to reach out, experiment and undertake initiatives that they always wanted to, but were unable to.

This unleashing of power within through platforms where own dreams could be translated into reality is a simple but unique and powerful process.

Outcome of such initiatives has been truly remarkable as has been documented in this report. Also simultaneously evaluation was carried out to examine performance of initiatives against a set of pre-determined criteria and issues.

A structured questionnaire, open ended discussions, both were administered to various stakeholders to evaluate the initiative in a well rounded 360° vision.

Stakeholders engaged in examination included-

- Officials who had conceived and implemented these projects. (They may have been transferred at the time of study)
- Officials who were in the post where projects existed at the time of study (They may not have been there during implementation of project and may have been transferred in later).
- Citizens, beneficiaries, community members around the project locations.
Examination addressed two major components as follows –

A. Personal outcomes (Did the officials who implemented these projects get Swantah Sukhaya out of this?)

Measuring ‘Swantah Sukhaya’ (inner joy) and other aspects from the point of view of officials who had conceived and implemented the projects was studied. This component study addressed outcomes at individual / personal level.

B. Project outcomes (Whether the projects served the purpose and delivered as intended projects/initiatives)

This examination included all stakeholders such as officials who implemented, official currently in post and citizens or community members at large.

This component addressed examination of project outcomes.

Criteria for examination

Criteria & Indicators for examination were pre-determined, prior to commencement of study. The parameters, criteria or indicators decided at the design stage itself are briefly discussed herein.

A. Criteria for personal outcome study

- Source of inspiration
- Expectations of officer from the initiative
- Whether such projects should continue
- Vision, objective attainment
- Sustainability, Replicability, Institutionalisation achieved
- Learning from the project
- Problems faced and solutions.
- Personal & Emotional satisfaction
- Involvement, participation, networking
- Bringing people closer to Govt. & Govt. officials
- Welfare of citizens
- Innovation, new ideas
- Leadership and motivation
- Ensuring good governance
- Measure of ‘Swantah Sukhaya’ – the inner joy derived

Also some suggestions were taken including –

- Whether initiatives should be open-ended or structured?
- Whether initiatives should be institution centric or individual centric?
- Whether projects should be at village, cluster, taluka or district level?
- Whether there should be any monitoring by Govt?
- Whether projects should be “projects” or even simple meaningful interventions should be encouraged?
B. Criteria/Indicators for Project outcomes

Analysis with regard to types of projects –

1. Whether projects are one time campaigns or continuous processes.
2. Nature (which sector?)
3. Whether initiatives are structured projects or thoughtful interventions in existing processes or operations.

How were the projects conceived?

1. Was the need analysis done?
2. Evidence of networking
3. Participation & Linkages

Continuity in ensuing years

Funding pattern

1. Was the fund needed made available?
2. Was there innovation in funding?

Organizational processes for implementation

Sustainability and Replicability
   a. Built in sustainability and replicability
   b. Sustainability and Replicability ensured
   c. Stand alone economic viability wherever applicable.

Deliverables and impacts
   d. Social, Economic, Environmental deliverables and impacts.
   e. Contribution towards enabling environment towards proactive Good Governance (credibility, goodwill, citizen orientation and fostering conducive conditions)

A. Personal outcomes

Following observations can be made with regard to personal outcomes.

- **Source of Inspiration:**
  Respondents were inspired by Hon. C.M.
  Respondents were encouraged by Dist. Administration
  Respondents had latent dream/wish/desire to do something that was close to heart, and they got this opportunity.

- **Expectations:**
  Respondents expected sense of fulfillment, satisfaction and joy. All of them reported deriving this in full measure.
  They also expected doing something worthwhile for society which is evidently perceived to be achieved.
• **Continuity:**

All respondents expressed that such projects must continue.

• **Vision-objective fulfillment:**

All respondents felt that vision and objectives were achieved significantly.

• **Replication-Sustainability:**

Replicability of projects needed more attention and continued efforts. Sustainability, institutionalization (where applicable) were noted to be satisfactory.

• **Learning:**

Project learning can be categorized as follows –

- If one believes in something, it can be done, even if problems are faced.
- Initiatives owned up due to belief ensure efficient outcomes, even without control or supervision.
- Achievement motivation is ensured if one gets to do something close to heart.
- Not only large projects, but even small thoughtful interventions can ensure great benefits.
- Non-availability of funds, lukewarm response of stakeholders were problems encountered in many cases. These were solved by doggedly pursuing and creating sense of participation.

• **Level of satisfaction:**

- All the respondents derived ‘very high’ level of personal satisfaction and emotional satisfaction.

• **Level of Swantah Sukhaya derived**

- All the respondents derived ‘very high’ level Swantah Sukhaya (Inner joy)
  All participants indicated ranking ranging from 8 to 10 on a scale of 10 in the following matters –
  - Learning involvement, participation networking
  - Bringing people closer to Govt. and Govt. officials
  - Ensuring genuine citizen orientation and welfare
  - Fostering / Inculcating (reactivity, innovation, problem solving attitude result orientation)
  - Learning to be a leader
  - Understanding and appreciating, self-motivation
  - Ensuring proactive good governance
  - Credibility and recognition among citizen and within the Govt. system/
Some suggestions or views-

- **Nature of projects**
  Respondents expected full freedom as is the case now. Proactive support, guidance though were welcome, but interference was not welcome.

- **Approach**
  Projects may be woven around existing institutions or individuals as the need be.

- **Focus area**
  Projects may be at village level, cluster level, taluka level or district level as the need be.

- **Type**
  Projects may be ‘projects’ or even thoughtful-meaningful interventions as the need/case be.

- **Monitoring**
  Guidelines, guidance, institutionalization or benign monitoring for support were welcome measures. However, interference or formal monitoring was not found to be welcome. ‘Fostering’ was desired not ‘Regulation’.

B. PROJECT OUTCOMES

**Evaluation based on study of records and version of Govt. officials**

1. **Nature of projects**

All the programs had long term potential for continuity. 24 projects were one time infrastructure projects which facilitated long term facilities. However, 21 projects were one time programs or interventions. Such projects also have potential of replication through institutionalization.
2. Type of projects

Diverse portfolio of projects was noted. However, each area identified had been critical or vital from the point of view of relevance to citizens. Table given below shows the composition.

Table showing types of projects

<table>
<thead>
<tr>
<th>(In %)</th>
<th>Total</th>
<th>Pollution control related</th>
<th>Capacity building related</th>
<th>Health &amp; Hygiene related</th>
<th>Irrigation for Agriculture/Development/Income from Agriculture</th>
<th>Nutrition Education Literacy</th>
<th>Income Generation</th>
<th>Govt. Services Facilities</th>
<th>Tourism &amp; Location Development</th>
<th>Quality &amp; Ind. related</th>
<th>General Public welfare activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>9</td>
<td>11</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>2</td>
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<tr>
<td>100</td>
<td>4.44</td>
<td>4.44</td>
<td>6.66</td>
<td>20.00</td>
<td>24.44</td>
<td>13.33</td>
<td>11.11</td>
<td>8.88</td>
<td>2.22</td>
<td>4.44</td>
<td>2.22</td>
</tr>
</tbody>
</table>

3. Type of Intervention

Whether a large project or thoughtful intervention, nearly all projects have been thoughtful interventions. Atleast 10 projects are very simple but have potential for significant impact. Swantah Sukhaya thus can be “State of Mind” or an “Approach”. It need not be large physical interventions all the time. This is an interesting outcome (e.g. Map updation, Fans in schools with public support).

Swantah Sukhaya initiatives need not be only about larger formal projects only but it could be many small interventions which can make a difference.

A distinct flavour of small and thoughtful interventions leading to immense positive outcome is worth replicating. Such initiatives, are simple, easy and doable by anyone and everyone as an ongoing process. If this culture spreads, benefits would be really significant.

4. Need Analysis

How were the projects conceived? Whether the officials carried out need analysis before initiatives the project or not was an important issue to be examined. Projects conceived unilaterally only as thought significant by official is a non-inclusive model.

Thus, this aspect was studied and outcome was very satisfying.

Survey revealed that in all cases (100%) was done and citizens were consulted by officials.
The analysis of responses of Govt. functionaries shows that need assessment was undertaken in all cases. However, more significant aspect is that citizen’s survey also corroborates the same and indicates that they were taken into confidence and approached before commencing the project. Citizens informed that their opinion/views were taken. This can be defined as a citizen oriented approach.

5. Evidence of networking-

Examination conducted to check whether, officials remained closeted within themselves while implementing projects or whether they reached out to network? Also whether others responded and reciprocated proactively to encourage and support was examined. Survey reveals healthy networking. 100% networking is noted.
All the projects show networking within the Government departments as also significant number of projects show networking / collaboration / linkages with people / donors/ NGOs / Cooperatives / Banks and others.

Thus, these are participatory and networked initiatives. This highlights tremendous potential for inter-departmental Govt.-Non-Govt-Community interaction.

6. Continuity

All the projects either infrastructural or process driven, have an element or potential of continuity. 17 projects however, having potential for continuity needed to be institutionalized to ensure continuity or else these would become only one time interventions. (e.g. Clean village competition or Sakshardeep campaign etc.)

Projects done on one time basis are normally of no long term value. This examination reveals that this lacuna was not evident and caution and care was existant while designing most projects. Some projects however need to be institutionalized to ensure continuity.

7. Funding pattern

Fund needed – made available

Many times projects are designed with a lot of enthusiasm. However, during implementation, financial closure remains pending. Projects remain incomplete in such cases.

Interestingly, in all these 45, cases no project was stalled completely. This is an encouraging indicator
It is interesting to note that 76 % projects received funds needed completely, whereas 20 % projects could manage to raise funds significantly. Only 4 % projects got funds partially. Officials did pay great deal of attention to this important aspect.

Thus fund sourcing and tie-ups were significantly well managed.

8. Innovation in funding

In many cases, if funds are not available from traditional sources, the projects are dropped. In these 45 Swantah Sukhaya projects, a lot of innovation is evident as well as harnessing correct and existing source skillfully are evident.

33 % projects were set up without any cost to exchequer, with the help of donations / public participation/funding from NGOs, Banks, etc.

31 % projects were partially funded by Govt. and balance by other than Govt. sources.

36 % projects were setup from only Govt. funds.

A significant number of projects obtained funds completely or partially from other than Govt. sources. People’s participation and ownership are thus evident.

This also reveals innovation in funding and solution orientation from problem orientation – A sign of proactive Good Governance.

This trend will ensure sustainability, credibility and evolution of process.
9. Organizational backing

Every project shows that the administration has backed the ventures from initiation to finishing stage. Most projects obtained support from various departments. It was not just left to the initiating department alone.

Departments such as Revenue (Collector,Mamlatdar) Panchayat (District Development Officer, Taluka Development Officer), Village Panchayats, Forest Department, State Reserve Police Force, Irrigation Department, Rural Development agency, Education Department, Agriculture / Horticulture department and others have notably participated. NGOs, Public, volunteers, cooperative institutions have participated significantly.

10. Sustainability and Replicability

Elements of sustainability & replicability built in the project itself-

Whether the project implemented will be sustained or would fade away once the momentum of start up reduces? Whether the project can become a role model and can be replicated elsewhere? These issues were examined closely.

Each project appeared to be designed to become sustainable. Also most initiatives were eminently replicable. In some cases replicability was noted to be situation specific. (e.g. Eco tourism / water body in an abandoned mine)

11. Replicability
Generally all projects were sustainable or had potential for the same were already sustained. However not much of replication is noted. One case of forward replication in case of ‘vermicomposting’ was however outstanding where nearly 100 units through private initiatives came up after the pilot, commenced by the govt. officials.

This needs to be focused upon and taken up seriously, as the initiatives have excellent potential. More such initiatives should come up within the Govt. and among the public as well. There is a need for communication about positive outcomes to ensure wider application of successful models.

A significant observation can be made that wherever, existing powerful institutional structures existed and where efforts were made to weave projects around these (e.g. cooperative dairy) the results were positive. Such institutions ensured market access, production related support, credit in some cases and this ensured economic activity to sustain income generation.

12. Deliverables & Impacts

- All projects have deliverables towards social economic or even environmental impacts.

- Projects contribute significantly towards creation of enabling environment, empowerment and resource mobilization.

- All projects show clear evidence of citizen orientation. Principles of proactive good governance are evident. Elements such as ensuring participation, sense of ownership, credibility and goodwill through ‘need based sustainable delivery at doorsteps’ are evident.

- Ultimately the projects lead towards prosperity and economic development. Golden goals of 2010 for the Golden jubilee year of Gujarat can be supported towards attainment through contributions from such initiatives.
B. Evaluation based on responses from citizens, stakeholders, community.

Following outcome was noted based on survey of citizens and stakeholders.

1. **Awareness**

   Citizens were asked if they were aware about ‘Swantah Sukhay’ initiatives. Also, whether they knew about such a project in their area was examined.

   Examination revealed that they were aware about such projects in their locality. 95 % citizens knew about the activity. This is a significant and positive observation. This indicates that people and beneficiaries have interacted with the initiative and the govt. officials.

2. **Overall rating given to ‘Swantah Sukhay’ Project**

   Responses ranged from good, very good to excellent in terms of its relevance and citizen need orientation. No response indicated ‘Average’ level for the projects. In fact 61 % excellent rating can be termed as very positive by any reckoning. 88 % felt that these were very good and excellent. Overall perception of citizens is overwhelmingly positive.
3. **Awareness about project implementation officials**

Citizens were asked if they knew who had initiated Swantah Sukhaya project in their locality.

![Pie chart showing 95% Yes, 1% No, and 4% No Reply.]

98% citizens knew the name of the project implementing officer and other officials. This clearly showed that people had interacted with officers and offices. This indicated reaching out and participation as well as ‘Inclusive’ approach.

4. **Reaching out to citizens**

Citizens were asked whether their views, opinions were taken by officials who had implemented Swantah Sukhaya projects. Response was overwhelmingly encouraging.

![Pie chart showing 98% Yes and 2% No.]

89% citizens informed that opinion was taken from citizens. This meant that the projects were defined after need assessment and were conceived from the point of view of citizens. Thus these were not projects thought from ‘Ivory Towers’ but were citizen need driven initiatives. Element of ‘ownership’ and ‘proprietorship’ can be noticed in wake of such an approach where people believed in the projects as these were inclusive through their participation.
5. **Time bound projects**

Time bound implementation of the project is a critical requirement. Many times small or large projects go thorough delays, cost overruns and the very purpose is sometimes defeated. Citizens strongly felt that projects were completed in a time bound manner in a business like fashion, in this case.

![Pie chart showing responses]

93% citizens believed that the projects were completed on time and that there were no delays. This corroborates with the analysis made based on documents or versions of the Govt. Officials, as well.

6. **Support perceived to be given by Government Officers for ‘Swantah Sukhay’ Project**

Citizens expressed that projects were implemented in a business like professional manner. They shared that support and commitment was clear and evident in ‘Swantah Sukhay’. The projects in their opinion were not done in casual maner.

![Pie chart showing perceived support]

100% citizens believed that the projects received support and commitment from the Govt. officials (Excellent to Good). There is no response indicating average.
7. **Perception of citizens with regard to methodology & approach for ‘Swantah Sukhay’ Project**

When enquired, if the projects were implemented methodically, systematically, citizens perceived that it was so. They felt without exception that the projects were implemented with correct methodology and approach.

![Perception of citizens with regard to methodology & approach for ‘Swantah Sukhay’ Project](image)

97% citizens believed that the methodology, approach followed for Swantah Sukhaya projects were good to excellent. 40% believed it to be excellent.

8. **Content & Delivery of ‘Swantah Sukhay’ Project**

Whether projects were meaningful? Whether these are important from the point of view of citizens? Whether the nature/profile and model/content was satisfactory or not? Also if the deliverables and process of delivery expected from projects was satisfactory or not? When these issues were raised, responses from citizens offered very positive indicators.

![Content & Delivery of ‘Swantah Sukhay’ Project](image)

97% citizens believed that the theme, content and delivery of Swantah Sukhaya projects were good to excellent. 4% perceived it to be average level.
9. **Need for more such projects**

Citizens were asked whether they would want and like more of such Swantah Sukhaya initiatives? Whether these should continue in their areas?

86 % citizens believed that more of such projects in their area should continue. This clearly indicates successful outcome and delivery as well as impacts. Only if projects have fulfilled expectations of citizens, more of these would be welcome by them.

10. **Direct benefit perceived**

When citizens were asked about direct benefits from the projects to location/community/stakeholders or even to individuals, they expressed that these were beneficial.

86 % respondents expressed that projects had resulted in direct benefits to community or individuals.
11. **Indirect Benefit perceived**

Similarly, citizens noted that some indirect benefits also accrued to community/locations due to these projects.

52% citizens believed that projects resulted in indirect benefits. For instance, an irrigation project not only ensured better farm income, but also ensured better education or healthcare for their families.

12. **Perceived monetary benefits due to projects.**

Impact in terms of enhanced income generation, employment, translating into monetary benefits was examined.

54% citizens believed that monetary benefits flowed due these projects on account of economic activities or enhanced income generation or employment generation in the locality. e.g. Eco-tourism project ensured doorstep employment for tribals in remote tribal areas where very little opportunity existed. Markets and consumers were brought to their homes without their having to go out in pursuit of employment. Similarly, in case of farm or irrigation projects, farmers shifted to high value market crops or 3 season farming resulting into higher income.
13. **Perceived non-monetary benefits due to projects**

Impact in terms of non-monetary benefits was examined as well.

![Pie chart showing 75% No and 25% Yes]

25% citizens believed that they gained non-monetary benefits due to this intervention. E.g. A lot of tribals traditionally migrate temporarily during lean season in search of jobs in cities. Improved incomes and opportunities in a project such as eco-tourism, or round the year cultivation due to availability of irrigation resulted in reduced migration. A significant human drudgery and hardship was noted to be reduced in such cases.

**Sum-up**

On the whole the learning indicates very significant outcomes and signals that the projects appear to be well received and have provided deliverables effectively. Impacts appear to be also notable on social and economic fronts. Citizen focus and orientation also noted.
VISION ATTAINMENT AND WAY FORWARD

Prosperous and Vibrant Gujarat is the theme for way forward in the State. Proactive good governance and not just good governance is being practiced in the State.

Outcome & Learning from Swantah Sukhaya –

- When top leadership inspires the team members their energies can be unleashed and still harnessed towards a larger goal. The role of the Hon. C.M.-Gujarat, Shri Narendra Modi is that of a leader generator rather than being the leader only by self.
- The very definition of leadership has assumed an entirely different perspective and meaning through this initiative where officialdom nearly acted as spontaneous leaders and initiators doing own thing with enthusiasm and commitment. In each case purpose of citizen welfare, development was evident.
- The projects were significantly focused on weaker sections of society.
- Approach of problem solution was evident. This highlights the fact that the Govt. apparatus enjoys credibility and goodwill both. This also points to sense of participation; ownership and belongingness.

In summation, it can be observed that proactive good governance is appreciated by officials and they have spontaneously taken up the activity. The projects have continued year after year. Vision of the Hon. Chief Minister is thus reciprocated by officials.

Also projects are significantly sustainable, replicable and have positive impacts on social and economic parameters. Time-bound activities and need assessment prior to startups are noteworthy.

Way forward

This initiative is path-breaking and pioneering in nature. This needs to be converted into a well structured institutionalized process within the state, as a significant component of proactive good governance.

It is an interesting process from the point of view of citizen orientation and needs to be strengthened and established on a firm footing. Following interventions may be thought of –

- Structured communication model to reach out to Govt. personnel to explain the purpose direction of the project in detail. Higher strategy and expectation from the Swantah Sukhaya project initiative may be explained. This needs to be reached out to all Govt. functionaries at all levels to ensure proliferation.
- The projects need not be only large entities but may be meaningful or thoughtful interventions in existing activity or a process. ‘Swantah Sukhaya’ may become a mindset – A way of working - culture.
- Process of recognition within the Govt. and in the public domain should excite and motivate more and more people to come forward with more of such initiatives.
- It is understood that Swantah Sukhaya essentially addresses the self-esteem and recognition needs in the classic model of needs established by Maslow. Therefore, projects and people behind must be recognized (Public recognition), to motivate them to do more and better.
No restriction or briefing or prompting should be given in a regulatory format. Initiators should be completely free to do their own things as they have done so far. However, formal capacity building, training program with regard to professional method of project planning and actual conceptualization may be helpful. Every project should be preceded by need assessment, clarity with regard to purpose and direction before the structure; process and body are conceived and project initiated. It is equally important to pre-determine the monitoring indicators, deliverables, sustainability, replicability and impacts as also a process of self-monitoring. This can be shared during focused capacity building programs, through incubation processes.

In fact, experiences of those who initiated Swantah Sukhaya interventions in the past should be shared. The best practices should also be circulated. A website may provide information about activities in this domain and a full fledged facilitation secretariate is recommended within the Gujarat Centre for Good Governance.
Recommendations

Documentation and evaluation have offered insight into the evolution of initiative and current status. Some recommendations are discussed herein below for future reference -

- **About the direction**
  - Vision, purpose and deliverables may be shared with all Govt. functionaries with clarity
  - Format or support guidelines for such initiatives be shared with all Govt. functionaries.
  - Motivation or encouragement be given to all departments (Class I/II/III/IV Officers and employees) to take up such initiatives.

  Every District Collector may hold meetings / workshops for district level officers who may in turn pass on the message to the rank and file in a suitable but dedicated process once every year.

  Similar interface at the apex level is also suggested where Hon.Chief Minister, Hon. Ministers, Chief Secretary and all Secretaries share the purpose, direction and outcomes with Collectors and District Development Officers. A platform such as ‘Chintan Shibir’ can be utilized for this. One session in every Chintan Shibir be dedicated to Swantah Sukhaya.

- **Structure**

  This initiative must find a ‘Body’. It may be structured in form of a nodal agency or a Secretariate to ensure facilitation and management.

  Gujarat Centre of Good Governance – SPIPA may be the platform for this role.

- **Peoples’ Participation**

  Public citizens and Stakeholders must be included at operational level through participation in various initiatives as a process.

- **Funding**

  The study has already revealed that significant contributions have been received from sources other than Government.

  This approach needs to be strengthened by ensuring participation of various NGOs, Corporates, Co-operatives and Individuals in a structured manner. Many Corporates would want to sponsor such ventures.

  Projects may be encouraged to focus on innovative funding.
• **Dovetailing**

Existing institutions such as dairy are ideal for sustaining the activity.

Initiatives should have back to back support in terms of availability of know-how, process, market linkages. Thus, initiatives be woven around existing institutions in a synergistic mode.

Even Corporates willing to harness opportunities by participating may be encouraged.

• **Promotion**

Such an excellent work is nearly unknown to citizens. There must be a good measure of active promotion and publicity about such excellent initiatives. People must know about good work. Government must not shy away from telling about such activities.

• **About officials**

Officials undertaking ‘Swantah Sukhaya’ initiatives must be given due prestige. Otherwise they feel like forgotten heros. More than monetary rewards, public recognition could accelerate the pace.

• **Type of projects**

Not only large and visible projects be considered but small thoughtful interventions also be considered under Swantah Sukhaya.

• **The Way Forward**

The idea must become a dynamic process and may evolve continuously.

• **Other**

• Case studies be made and circulated to business schools and training institutions in governance in India and Internationally. It can be sent to various government departments and developmental organizations in India and abroad as well.

• An interactive website documenting initiatives & outcomes be launched. Opinions of citizens can also be received here.

• An International seminar may be thought of during global investment summit – 09.
Exhibit
Questionnaire -1

To be filled up by the District Collector/ DDO of the district as the case may be where the project exists.

<table>
<thead>
<tr>
<th>1) Name of the Project</th>
<th>District</th>
<th>Taluka</th>
<th>Location(Actual)</th>
</tr>
</thead>
</table>

| 2) Location | |
|------------||

<table>
<thead>
<tr>
<th>3) Nature of the Project (Tick mark)</th>
<th>One time / Continuous</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>4) Date of commencement and date of ending the project</th>
<th>A) Target</th>
<th>B) Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date of Commencement (mm/dd/yy)</td>
<td>Date of Ending (mm/dd/yy)</td>
</tr>
<tr>
<td></td>
<td>Date of Commencement (mm/dd/yy)</td>
<td>Date of Ending (mm/dd/yy)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5) Project Implemented by &amp; office (Name of the officers who conceived and implemented the project – even if they are transferred at the moment)</th>
<th>Officers who conceived the project</th>
<th>Office details</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>6) Project Aims / Goals</th>
<th>A)</th>
<th>B)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C)</td>
<td></td>
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<td></td>
<td>D)</td>
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<td>F)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G)</td>
<td></td>
</tr>
</tbody>
</table>
### Project Expenses / Cost

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount in Lakhs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

### Sources of Funds

- **pl. specify regular scheme fund(RSF)** & **Public Fund(PF)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Budgeted</th>
<th>Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RFS</td>
<td>PF</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RFS</td>
<td>PF</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

### Beneficiaries

<table>
<thead>
<tr>
<th>Year</th>
<th>Beneficiaries related details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Targeted</td>
</tr>
<tr>
<td></td>
<td>Indicative position of achievement</td>
</tr>
</tbody>
</table>

### Benefits to continue for how many years (Other than project startup & ending dates)
<table>
<thead>
<tr>
<th>11)</th>
<th>Other details</th>
</tr>
</thead>
<tbody>
<tr>
<td>A)</td>
<td>Background and Chronology</td>
</tr>
<tr>
<td>B)</td>
<td>Stake holders involved (Describe the stakeholder type &amp; approximate numbers)</td>
</tr>
<tr>
<td>C)</td>
<td>Problems faced if any (Current status &amp; problems if any)</td>
</tr>
<tr>
<td>D)</td>
<td>How were the problems overcome?</td>
</tr>
<tr>
<td>E)</td>
<td>Intervention needed (to make project more meaningful, sustainable &amp; replicable)</td>
</tr>
<tr>
<td>F)</td>
<td>Way forward</td>
</tr>
<tr>
<td>G)</td>
<td>Any other comments/ Suggestion/ Views</td>
</tr>
</tbody>
</table>
12) Number of Swantah Sukhaya project each year (This pertains to total no projects in the district in given year other than this project which is selected as the project for the year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Projects Received / Done (Nos)</th>
<th>Projects Awarded (Nos)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

13) Why the numbers are going up/down: please give reasons

14) Instead of awards going to entire office, if these are given to individuals, will it motivate officers more? Please give your views.
15) Swantah Sukhaya activity is about ‘Project’ only so far. Do you think, we should also include existing routine matters also as ‘Swantah Sukhaya’ initiative?
   Eg. Some area of routine office work which can be streamlined
   Or
   Creating single window form filling for facility of citizens etc.

16) Pl. list out benefits to citizens from Swantah Sukhaya project (From this project)
17) Pl. mention the no of citizens benefited (from this project)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

18) Benefits to the district (from this project)

<table>
<thead>
<tr>
<th></th>
<th>Long term</th>
<th>Short term</th>
<th>One Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Name & Signature of  
Prasanna Foundation Investigator

Name Designation & Signature of  
Respondent
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Name</td>
</tr>
<tr>
<td>2)</td>
<td>Designation</td>
</tr>
<tr>
<td>3)</td>
<td>Posting at the time of Swantah Sukhaya project implementation</td>
</tr>
<tr>
<td>4)</td>
<td>Office of current posting and address</td>
</tr>
<tr>
<td>5)</td>
<td>Name of the project and District (Taluka – Location)</td>
</tr>
<tr>
<td>6)</td>
<td>Expectation (your expectations when you conceived &amp; started the project)</td>
</tr>
<tr>
<td>(i)</td>
<td>personal</td>
</tr>
<tr>
<td>(ii)</td>
<td>Social</td>
</tr>
<tr>
<td>(iii)</td>
<td>Professional</td>
</tr>
<tr>
<td>Question</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>7)</td>
<td>Impact perceived on your self esteem?</td>
</tr>
<tr>
<td>8)</td>
<td>Impact perceived on your credibility in government</td>
</tr>
<tr>
<td>9)</td>
<td>Impact perceived on your credibility among citizens</td>
</tr>
<tr>
<td>10)</td>
<td>Degree of enhanced level of professional satisfaction?</td>
</tr>
<tr>
<td>11)</td>
<td>Degree of enhanced level of personal satisfaction?</td>
</tr>
<tr>
<td>12)</td>
<td>Would you like to do such an assignment again? (Same type or even different type but under Swantah Sukhaya Category)</td>
</tr>
<tr>
<td>13)</td>
<td>Do you think such projects should continue?</td>
</tr>
<tr>
<td>14)</td>
<td>Do you think such projects will foster good governance and citizen centric administration?</td>
</tr>
<tr>
<td>15)</td>
<td>Do you talk about this project to your friends and relatives when in social circumstances?</td>
</tr>
<tr>
<td>16)</td>
<td>List out total five important achievements of your life that you would like to share with others with a lot of pride and joy.</td>
</tr>
</tbody>
</table>
17) Please Describe the following (Max 5 to 10 lines)
A) How did you get inspired? (To initiate this project)

B) Why did you decide on this particular project (how did you zero down on this concept and initiation)

C) Purpose and Direction for this project (What was the purpose in your mind. What did you plan to achieve, why?)

D) Your Vision (How did you visualize this project. What did you expect to address and deliver? For whom?)
E) Objectives (pl. list out specific objectives Financial – physical / social / economic / other. Objectives should be measurable, time bound and achievable).

F) Methodology followed (Please describe the steps followed, process adopted and exact method for conceptualization, implementation and operations. Pl give in bullets)

18) Please write briefly (preferably in bullets in the box)
   A) Learning from this project (What did you learn from this initiative? Learning could be about vision / objective attainment / structure / strategy / process / your satisfaction level etc)

   B) What is your understanding of Swantah Sukhaya? (Please list about perception about this concept)
C) How did this project satisfy you from the point of Swantah Sukhaya?

<table>
<thead>
<tr>
<th>19) Please tick mark in appropriate box on a scale of 1 to 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>Vision achieved (as perceived by you)</td>
</tr>
<tr>
<td>Objectives achieved (as perceived by you)</td>
</tr>
<tr>
<td>Element of Innovativeness (as perceived by you)</td>
</tr>
<tr>
<td>Deliverables achieved (as perceived by you)</td>
</tr>
<tr>
<td>Sustainability achieved (project can be continue on its own. Will not lose down / close down)</td>
</tr>
<tr>
<td>Replicability achieved (model can be followed by other)</td>
</tr>
<tr>
<td>Institutionalization &amp; Evolution (project becoming independent activity &amp; grows)</td>
</tr>
<tr>
<td>Swantah Sukhaya achievement (your level of Swantah Sukhaya due to this project)</td>
</tr>
</tbody>
</table>

20) Other details
A) Background and Chronology (of this project)

B) Stake holders involved (Who were involved. Beneficiaries / community/ Media / Govt. official /…..etc.)

C) Problem faced if any (by you or the project operations)
<table>
<thead>
<tr>
<th>D) How the problems were overcome? (by you / by the team)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>E) Intervention needed (To improve or to continue the project)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F) Way forward (How to make it sustainable / Durable &amp; more meaningful)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>G) Any other comments/ Suggestion/ Views</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>H) Prize money given should be given to :-</td>
</tr>
<tr>
<td>i) Entire office as is being done</td>
</tr>
<tr>
<td>ii) To the officers personally</td>
</tr>
<tr>
<td>iii) Any other</td>
</tr>
</tbody>
</table>
Give weightage to objectives listed for Swantah Sukhaya (according to you).

<table>
<thead>
<tr>
<th>Objective</th>
<th>High Priority</th>
<th>Medium priority</th>
<th>Low priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elicit personal and emotional satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of officers / employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inner satisfaction and joy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bringing people closer to the Govt.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieving welfare objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generating new ideas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encouraging innovations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating leaders who take initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring Good Governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizen / public benefit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (pl. list out objectives as per your original list also and any other objectives according to you)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pl. give opinion about type of projects that should be considered

- Income & Employment
- Health & hygiene
- Farm & Animal prosperity
- Water – power – roads & infrastructure
- Education
  - K.G.
  - Primary
  - Secondary
  - High School
  - Technical
  - Engineering
  - Others

- Literacy & Knowledge (eg. Library)

- Development of man power (Govt.)

- Development of man power (Public / Citizens)

- Others
Visible change noticed about the way citizens respect/view you / Govt. due to this project. Please tick mark in appropriate boxes (as perceived by you) given below on a scale of 1 to 10.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<tbody>
<tr>
<td>Before</td>
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<td>After</td>
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</tbody>
</table>

Your views on the following (Pl. Tick mark)

- Norms should be fixed for Swantah Sukhaya project (ie. Should it be structured?)
- Norms should be flexible (open ended / left to officers)
- Project should be individual oriented
- Project focus should be institution oriented
- Project focus should be district level
- Project focus should be takula level
- Project should be village level
- Project should be voluntary (ie. without monitoring regulation)
- Project should be monitored (well regulated / monitored)
- Initiative should be ‘project’ based
- Initiative should be even for routine matters which need to be attended to (Non project activity) – day to day activity – routine process / procedure / aspect.

How did you carry out need assessment before conceiving the project (pl. Tick mark)

- Decided based on Hon. C.M.’s idea
- Decided based on superior’s idea
- Decided based on your own views / ideas
- Decided based on some reading / external opinion
Decided based on collective consensus among staff / officers

Decided based on survey of citizens (Research) / Target audience

Decided based on opinion of some leaders & persons of the public

21) (A) Please give your passport photograph

(B) Entire photograph of project (Whichever photos available - Hard and - or Soft copies)

Name & Signature of
Prasanna Foundation Investigator

Name Designation & Signature of
Respondent
### Questionnaire -3

**Stake holder’s analysis**

<table>
<thead>
<tr>
<th></th>
<th>નામ</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2)</td>
<td>સર્વનામું</td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td>શું આપને આ કાર્યક્ષમ અંગે જાણવા છે?</td>
<td>હા / ના</td>
</tr>
<tr>
<td>4)</td>
<td>આ કાર્યક્ષમ કોણે કશ્કશ્ક કરી? તમું નામ જણાવો.</td>
<td>ભારુ: અભિભારી</td>
</tr>
<tr>
<td>5)</td>
<td>તમારા મતે આ કાર્યક્ષમથી થયેલ લેખ</td>
<td>સીધા</td>
</tr>
<tr>
<td>6)</td>
<td>શું કાર્યક્ષમ શકતા કરતા પહેલા તમારો અભિપ્રાય લીધીને કે તમું તમની રીતે મોકલી કરવો?</td>
<td>હા / ના</td>
</tr>
<tr>
<td>7)</td>
<td>શું કાર્યક્ષમ સમય સર પુરો ધ્યાન દાતા</td>
<td>હા / ના</td>
</tr>
</tbody>
</table>
8)  આ કાર્યક્રમને વીજી ઉદ્દેશ્ય પરિશ્રમો સામર્થ્ય

<table>
<thead>
<tr>
<th></th>
<th>ઉત્તમ</th>
<th>પદ્ધો સર્કલ</th>
<th>શર્તા</th>
<th>ઠીક</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>સાંસ્થિક</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>આર્થિક / નાણાકીય</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>ભાજાકીય સુવિધાગત</th>
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</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>અન્ય</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

9)  યોજય ક્ષમાઓ પરામની નીશાની કરવી.  

<table>
<thead>
<tr>
<th></th>
<th>ઉત્તમ</th>
<th>પદ્ધો સર્કલ</th>
<th>શર્તા</th>
<th>ઠીક</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>આ કાર્યક્રમ તેમને કેટલા ગાઢાશો ?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td>સરકારી અધિકારીઓ દ્વારા અપાયણ સહકાર</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td>કાધકમની રીત તથા પર્યુત્તિ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4)</td>
<td>કાધકમનો ડાંખો તથા ચકાલાવવારી રીત</td>
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<td>10)</td>
<td>કેટલી પ્રતિબંધ વાંચવા માટે તો સુધી રીત જાણવો.</td>
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<table>
<thead>
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<th>11)</th>
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<tbody>
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<td>1)</td>
<td>શું તમારા વિસ્તારમાં આવા વપરારે પ્રોજેક્ટ થાય તો તમને ગમ્યો?</td>
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<td>2)</td>
<td>આપના માટે ડેવ / કલયા મકારવા / કલયા પ્રોજેક્ટ કરવા જોઈએ? તેનો ડેવ કે હોવ જોઈએ? કરશે તે ચકાલાવવા જોઈએ?</td>
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<td>3)</td>
<td>પહેલાં તમે આપ શું સંદેશ આપવા માગો છો?</td>
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<td>12)</td>
<td>અન્ય કોઈ બાપટ / મત / ભાવાભિષેક.</td>
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<td>13)</td>
<td>આપનો જીટા તથા પુરાણમાં છાપવા માટે સમાનતિ</td>
</tr>
</tbody>
</table>

માેનો ચટટીમાં વીજો છે તેનું નામ તથા સદી તથા તદીયન.