



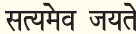
सत्यमेव जयते

KAUSHALYA Skill Development TO
SUCCESS
GIRL CHILD SOUL INCLUSION
Gram Panchayat
Financial TEAM
Uttar Pradesh
sustainability
KARNATAKA
SASUR KHADERI
KARNATAKA
TO
SUCCESS
KERALA
Monitoring
building
Punjab
DOCUMENTATION
Dissemination
action
Tamil Nadu
Team
plan
CAPACITY
STAKEHOLDERS
Madhya Pradesh
Tripura



सत्यमेव जयते

Department of Administrative Reforms & Public Grievances
Ministry of Personnel, Public Grievances & Pensions
Government of India



Key to Success

Department of Administrative Reforms & Public Grievances
Ministry of Personnel, Public Grievances & Pensions
Government of India

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At last we place on record our special thanks to all the members of our team namely Dr K A Mishra, Dr. Tripta Bhasin, Ms Seema Rajpoot, Mr Bimal Jha, Mr Jayant Bhaskar who worked relentlessly under the guidance of our Principal Consultant Governance, Dr. Dinesh Goyal (Former Additional Chief Secretary, GoR) and other members of data collection teams at all the sampled districts, state HQs and Ministries of Government of India.

Dr S K Trivedi, PhD
Executive Director, IIDM

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Note : The detailed report is uploaded on DARPG website : darpg.gov.in

Introduction

The Government of India has been recognizing the performance and accomplishments of civil services– individuals, teams and the organization, that are truly exceptional and worthy of replication. The awards have been initiated in 2005-2006 and every year since then the Prime Minister is giving away these awards. Over a period of time many such excellent initiatives have been identified in different sectors of governance.

The DARPG has commissioned a research and evaluation study on 12 selected initiatives through IIDM. These 12 good governance initiatives cover a wide range of areas in governance such as Pest Control, Save Girl Child, Kaushalya Vardhan Kendra, Saving Open Space and Lakes, Child Marriages, Rationalization of Affidavits etc. with geographical coverage of entire country.

In this report each initiative has been discussed in depth and findings are given based on the interviews with champions, service providers and stakeholders.

- Findings highlight the present position in terms of impact, utility, user satisfaction, scalability, sustainability and replicability etc.
- Strengths and weaknesses are also identified.
- An attempt has been made to evolve an improved model taking other best practices in the area.
- Way forward for replication of each initiative has been given with suggested guidelines for stepwise implementation.

The report is expected to be an invaluable source book on 12 successful initiatives for those who are interested in new insights in the process of implementing good governance initiative. It is hoped that the report will help replication of the initiatives. The details can further be referred in e-book at DARPG site.

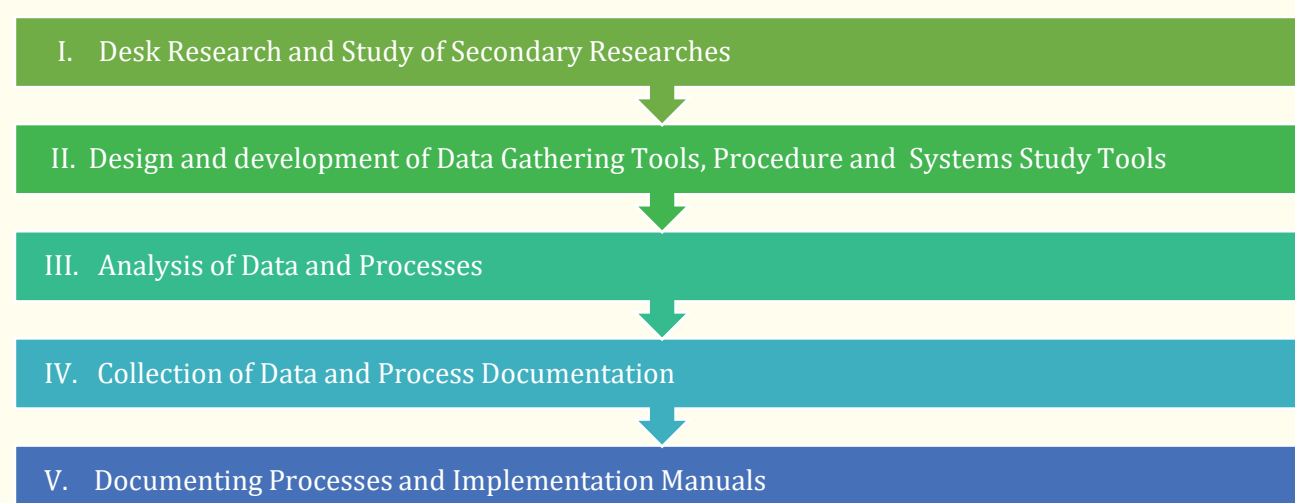
Research and evaluation studies have been conducted covering these initiatives with the following objectives:



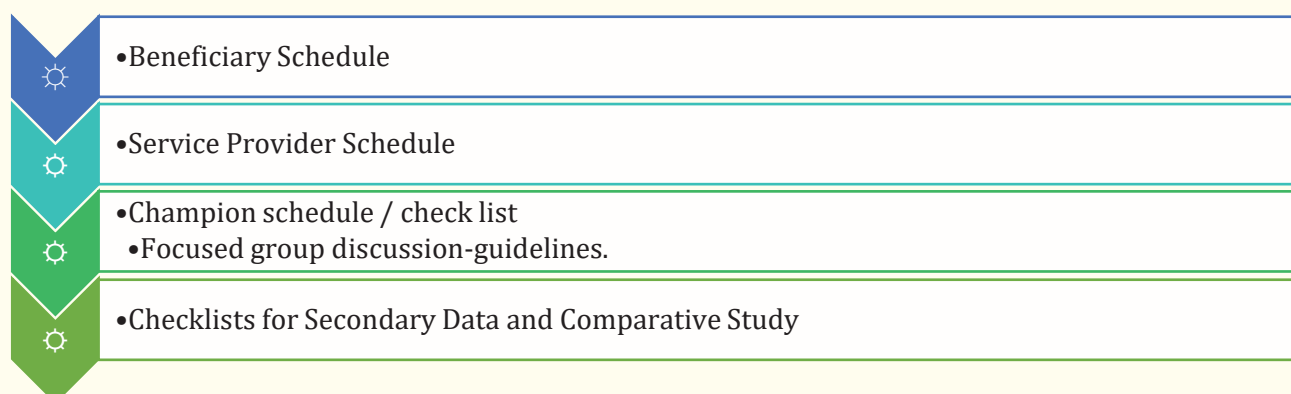
Projects under study:

S.No.	Name of the Initiative
1.	Crop Pest Surveillance and Advisory Project (CROPSAP) for Pest Management on Major Crops in Maharashtra
2.	Kaushalya Vardhan Kendra, Gujarat
3.	LADO, An Innovative Initiative for eradicating Child Marriages in M.P.
4.	SAKALA- 'No More Delays- We Deliver on Time' (Karnataka)
5.	Rationalization of Affidavits for reforming Public Service Delivery System (Punjab)
6.	Save the Girl child to Prevent Foeticide- Perambalur District, Tamilnadu
7.	Eraviperoor Gram Panchayat-Success Story of Local Self Governance, District Pathanamthitta (Kerala)
8.	Achieving 'Total Financial Inclusion' in West Tripura District through e-ROR (e-Record of Ordinary Residence) and Common Service Centres piloted at Mandwi block.
9.	Revival of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in Distt. Fatehpur, U.P.
10.	Saving Open Spaces and Urban Lakes (SOUL) and Cultural rejuvenation of twin city of Hubli-Dharwad, Karnataka.
11.	Skill Development Programme to Impart Vocational Training to tribal youth of Gadchiroli, Maharashtra
12.	"Emotional Drive Campaign", Valsad and Vapi, Gujarat

Research Methodology adopted:

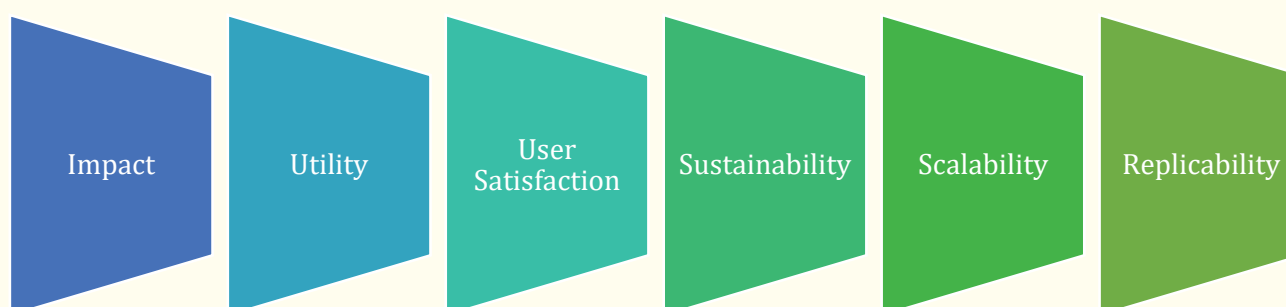


Instruments designed for collection of data:



Focus of Evaluation:

For replicability assessment of each project following six factors were considered.



Best Fit for Replication:

For comparative analysis and suggesting best fit for replication similar initiatives and government schemes were identified at GoI and state level. The discussions were held

with the personnel of different ministries and data were collected. Secondary data were also collected from them.

S.No.	Initiative	Comparison with Central Schemes	Comparison with State Schemes	Suggested Best Fit
1	Crop Pest Surveillance and Advisory Project (CROPSAP) for Pest Management on major crops in Maharashtra	Data collected MoA and C GOI	Data at Anand Agricultural University for E-Krishi Kiran of Gujarat and from Directorate of Agriculture	CROPSAP, Maharashtra

S.No.	Initiative	Comparison with Central Schemes	Comparison with State Schemes	Suggested Best Fit
2	Kaushalya Vardhan Kendra, Gujarat	MoSD&A, GOI and DDU-KVK at Delhi MoTA MoRD	Skill Development Programme of Vocational Training to Tribal Youth, Gadchiroli(Maharashtra) Data collected from Department of Technical education GOMP	Kaushalya Vardhan Kendra, Gujarat
3	LADO Campaign, An innovative initiative for eradicating Child Marriages) in Madhya Pradesh	MoF, GOI	Data collected at MoH&FW and MoWCD M o School- Education and Literacy	LADO, Madhya Pradesh
4	SAKALA – No More Delays – We deliver on Time (Karnataka)	Ministry of Communication and IT (DEITY) e-District Project	Data collected at Department of Administrative Reforms, ABV School of Good Governance MP Bhopal	SAKALA, Karnataka
5	Rationalization of Affidavits for reforming Public Service Delivery System (Punjab)	Ministry of Law and justice Judicial Academy Bhopal	Govt of MP	Rationalization of Affidavits, Punjab
6	Save the Girl Child – to prevent foeticide, Perambalur District, TN	Data collected at MoH and FW and MoWCD	Data collected from Department of Health and FW, GoG, Dept. of WCD, GOG	Save the Girl Child, Tamil Nadu, Beti Bachao and Beti Badhao, Gujarat
7	Eraviperoor Grama Panchayat - Success Story of Local Self Governance, District – Pathanamthitta (Kerala)	Data collected at MoPRD, GOI, Mo Science and Technology MoH and FW, Mo Rural Development	Data collected at Department of Panchayat, GoMP (Dy Director at Bhopal) Mann Gram Panchayat district Pune, Maharashtra	Mann Gram Panchayat, Pune and Eraviperoor, Kerala

S.No.	Initiative	Comparison with Central Schemes	Comparison with State Schemes	Suggested Best Fit
8	Achieving Total Financial Inclusion in West Tripura District through – eROR (e-Record of Ordinary Residence) and Common Service Centres piloted at Mandwi block.	MoF, GOI	Gujarat for Financial Inclusion in Tribal District Sabarkantha PM Jan DhanYojna	PM Jan DhanYojna
9	Revival of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in Distt. Fatehpur, UP	MoWRD, GOI MoEF, GOI MoLand Resources Mo Panchyati Raj	Saving Open Spaces and Urban Lakes (SOUL) and Cultural Rejuvenation of twin city of Hubli-Dharwad, Karnataka	Saving Open Spaces and Urban Lakes (SOUL) and Cultural rejuvenation of twin city of Hubli-Dharwad, Karnataka
10	Saving Open Spaces and Urban Lakes (SOUL) and Cultural Rejuvenation of twin city of Hubli-Dharwad, Karnataka	MoWRD, GOI MoEF, GOI MoLand Resources Mo Culture	Revival of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in Distt. Fatehpur, UP	Saving Open Spaces and Urban Lakes (SOUL) and cultural rejuvenation of twin city of Hubli-Dharwad, Karnataka
11	Skill Development Programme of Vocational Training to Tribal Youth, Gadchiroli (Maharashtra)	MoSD&A, GOI and DDU-KVK at Delhi MoTA MoRD	Study of Skill Development at KVK Gujarat and Data collected from Department of Technical Education GOMP	Kaushalya Vardhan Kendra, Gujarat
12	Emotional Drive Campaign (Tribal Development Department) – Valsad and Vapi, Gujarat	Data collected from MoTA, GOI MoE&F	Data collected from Department of Tribal Development, GoMP & Department of Forest, GoMP	Distribution of Land Rights to Tribals in MP under FRA 2007

Classification of Initiatives as per Geographical Coverage:



Brief Description of Each Initiative:

1. The “CROPSAP” is a crop pest surveillance and advisory project in Maharashtra. This innovation was on giving advisories to farmers for applying pests based on surveillance data. In case of CROPSAP, Maharashtra it is seen that since the inception of the project there was no outbreak of any major pests on selected crops, number of farmers enrolled for SMS service had doubled, advisories issued had increased by 4.63 times, SMS sent increased by 11.30 times and shift towards use of bio-pesticides increased by 1.57 times. Field response of the farmers in our study was on the similar lines. This project was evaluated/ compared against e-Krishi Kiran of Gujarat on different parameters and CROPSAP was found to be a better model for replication in other states with local modifications.
2. This innovation was based on concept of bringing training centre (a mini ITI) to the place of trainees-with trades of their choices. In case of Kaushalya Vardhan Kendra initiative by the Directorate of Employment and Training, for Government of Gujarat more than 4.37 Lakh people have obtained training. Proportion of women participants increased to 58.6% of SC to 42240, of STs to 154548 of OBCs to 183086 and differently abled to 1618 over a period of 2 years. The KVK has given impetus to a new form of training culture among the rural folk specially women. This initiative was compared for best fit with skill development program in Gadchiroli, Maharashtra on different parameters and KVK was considered a better model for replication in the interested states with local modifications.
3. The initiative of Lado Abhiyan in M.P. is aimed at eliminating child marriages from the state of M.P. through awareness creation and prohibition through police and law intervention. The programme had four components viz community sensitization, Training of core group members, Promotional campaign and

prevention of child marriage. Programme has impacted by way of formation of over 40,000 core group, sensitization of 16 Lakh people, covering 12439 schools where reduction in the child marriage functions to the level of 681, evolution of 40,000 core groups with enhanced knowledge about child rights act and enhanced enrolments and retention of children in schools. The initiative was compared for best fit with success story of Rajasthan state. There was not much of difference between two models on different parameters. However M.P. Model can be replicated by the states with local modifications.

4. The initiative of Karnataka Government SAKALA- 'No More Delays-We Deliver on Time' was for the enactment and implementation of Karnataka Guarantee of Service Act 2011 (Now called Karnataka SAKALA Services Act). The act comprised 375 services in its ambit applicable to entire state of Karnataka covering over 33 departments and sub-departments. Over 3.19 Crore citizen have availed the services with a near 98% on time delivery in a span of 15 months. The highlights of the initiative include proactive engagement of citizens, ownership by Government employees, performance agreements, upgrading capacity and infrastructure, Transforming work cultures using Management by Objectives (MBO) and multipronged communication strategy. For best fit analysis the initiative was compared with the M.P. Services Guarantee Act 2010 and for replication in different states. SAKALA appeared to be a better model on different parameters.
5. The initiative of rationalization of affidavits for reforming public service delivery system in Punjab aims at rationalization of affidavits for reforming public service delivery covering the entire state of Punjab. The initiative has resulted in the improvement in delivery time of services, better beneficiary's feedback, improvement in measurable indicators and simplified procedures, service have been selected where affidavits can be replaced by self declaration which resulted in reduced time, efforts and cost to the citizens. The initiative was compared with the GoI scheme with common objectives and being implemented by different states for best fit and it was observed that the initiatives of DARPG, Ministry of Personal Public Grievance and Pension GoI is already being implemented by many states and appears to be a suitable model for replication.
6. The Tamilnadu Initiative on Save the Girl Child aimed to prevent foeticide taken up at Perambalur District aimed at saving the girl child. To meet this objective early Antenatal care registration, audit of all second trimester abortions and audit of all male births to ascertain whether they had done sex determination, mapping of health sub centre wise sex ratio, regular follow up of all pregnant women, Multipronged and Multi-departmental approach to create awareness was followed. The average sex ratio at birth increased to 1016 by March 2013 which was 861 in March 2012. The second trimester abortion cases were reduced and MMP also reduced by 52%. The initiative was compared with Beti Bachao and Beti Badhao project of Gujarat state. It was found that Gujarat project is better model for replication by the states with suitable modifications.
7. The Eraviperoor Gram Panchayat-success story of Local self Governance initiative of Pathanamthitta district in Kerala achieved paperless office, started

a village knowledge centre, conducted/ arranged environment Gram Sabha, tried waste management, launched mini water supply scheme, started Arogya Sabha and Jagrath Samities and rejuvenated Varattar river. The positive changes brought about by the initiative are appreciated and our study also shows that the quality of services has improved. For best fit analysis the case of Mann Gram Panchayat of Pune district, in Maharashtra was taken up. It was seen that both the initiatives are excellent and replicable. Depending on the local preference any one model can be replicated.

8. The initiative of achieving 'Total Financial Inclusion' in west Tripura district through e-ROR has achieved 100% coverage of all families with CBS accounts, opening of common service centres (USB) 2 ATMs and 20 USBs in entire district and maintenance of data base, GIS based mapping for opening of new branches, rolling out of electronic fund management system, Doorstep Service Delivery, linking of benefits like payment under MNREGS, IAY, NSAP, NBA, JSY and JSSK etc., availing of the credit facilities in priority sectors and a suitable platform to achieve objective of PM JDY.

For best fit analysis the initiative of PMJDY in Sabarkantha Gujarat was taken. It was seen that Gujarat initiative is following the pattern of PMJDY and e-ROR is also progressing towards achieving the same. Both the initiatives are replicable but since Sabarkantha initiative is translating the PMJDY which is a national project, this model is more appropriate for replication.

9. Revival of Sasur Khaderi-2 rivulet and its origin Thithora Lake in District Fatehpur, U.P. initiative highlights were meticulous planning, convergence approach, Qunet Model, making it a people's

project and maximizing the output, care for labour and close monitoring. All this resulted in better hydraulic parameters, employment generation, mitigation of flood and water logging and improvement in environment. For best fit analysis the initiative was compared with SOUL initiative of Hubli-Dharwad, the cities of Karnataka. It was apparent that SOUL Karnataka is a better initiative for replication by interested states for reclamation and rejuvenation of water bodies.

10. Saving Open Spaces and Urban Lakes (SOUL) and cultural rejuvenation of the twin city of Hubli-Dharwad initiative showed convergence of different departments, convergence of funds from various sources towards a larger objective, maximum use of district construction agency, creation of separate trusts and user fee for each infrastructure and revenue through various taxes levied for the maintenance and sustainability of the project. The initiative resulted in creation of infrastructure worth Rs. 40/- Crores, over one lakh people are enjoying the facilities so created every month, building in environment friendly, culturally strong and healthy city.

For best fit analysis the initiative revival of Sasur Khaderi-2 rivulet and its origin Thithora Lake was taken and it was found that of the two initiatives the saving open spaces and urban lakes (SOUL) and Cultural rejuvenation of the twin city of Hubli-Dharwad is excellent model for replication by the states with suitable modification based on the local situation.

11. The skill development programme to impart vocational training to tribal youth of district Gadchiroli, Maharashtra was initiated on the guidelines of Prime Minister's counsel for skill development. The programme has shown promising success in terms of numbers of

candidates joining the programme as well as placements (88% of the trained persons). Higher grass roots coverage through counsellors has been achieved. For best fit analysis the initiative was compared with Swarnim KVK in Gujarat. The Gujarat initiative appears to be excellent model for replication by the interested states.

12. The initiative of Emotional Drive campaign, Valsad and Vapi Gujarat aimed at distributing user rights of forest land

to Tribal's, introduction of social security schemes and Parichay Sammelan for differently abled. The highlights of the initiative were transparency and stakeholders participation, innovativeness of the initiative and its replicability. For comparison, Distribution of Land Right to Tribal's in M.P. under FRA 2007 was taken up and for replication M.P. model appears a better fit with suitable modifications by the implementing state.

Steps for Replication:

The replication approach for each of these 12 initiatives was arrived at by thorough discussions with our subject experts and chief

consultants. The steps required for replication are given below.



We, therefore, conclude that majority of these sampled initiatives have potential for replication. But they need to amalgamate

with existing government schemes already in vogue. The detailed approach is given in respective chapters.

1.0 Crop Pest Surveillance and Advisory Project (CROPSAP) for Pest Management on Major Crops in Maharashtra

1.1 Introduction and context of Governance:

During 2008-09 the state in general, Vidarbha and Marathwada regions in particular witnessed severe outbreak of leaf defoliator's viz. **Spodopteralitura** and **Helicoverpaarmigera** and other leaf eating caterpillar on soybean crop leading to crop devastation. 48 % of the total area under soybean cultivation was infested. Out of that 71.31% area was more than 50% damaged resulting into monetary loss to the tune of Rs. 1392 crores. There were farmers' agitations with support of people's representatives to demand compensation to farmers by the Government, State Government paid compensation worth Rs. 450 crore to the farmers. The state authority then decided to develop a programme for pest surveillance and their treatment by involving the farmers and empowering field functionaries. To meet this objective CROPSAP project was launched.

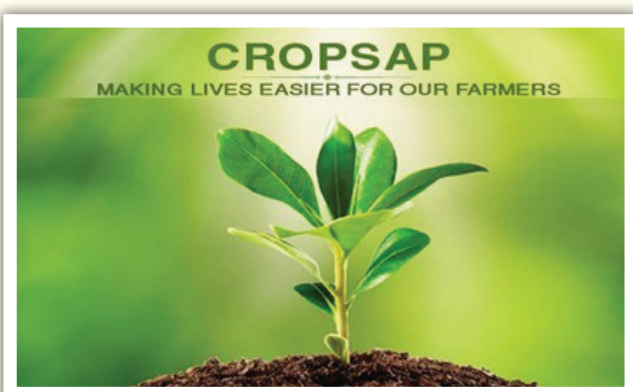


Figure 1.1: Origin of Crop

1.2 Problem Definition:

Pest built-up in the initial crop stage and lack of understanding by farmers and field staff about the gravity of the situation resulted into severe pest epidemic on soybean in 2008-09 resulting into following observations:

- Inability in proper identification of pests.
- Absence of early pest warning system
- Lack of scientific survey and advisory system.
- Inadequate awareness of IPM among the farmers.
- Paucity of manpower and multitasking nature.
- Lack of collective approach by agencies involved.
- Indiscriminate use of pesticide.



Figure 1.2: Crop Pest

In the light of these observations following recommendations were made:

- Establish scientific pest monitoring-cum-surveillance system.
- Create awareness among farmers about pest management at early stage.
- Promote use of bio/ chemical pesticides.

1.3 Objectives of the Governance Initiative:

- Developing and adopting a scientific approach for pest surveillance and monitoring the pest continuously and putting in place early warning system of pest outbreaks.
- Building an online pest monitoring

system for major pests of soybean and cotton (Tur and gram crops were also identified for monitoring later)

- Building an institutional arrangement of visits by trained pest scouts for locating emergence of pest at very early stage, working with the farmers of the area.
- Creating awareness among the farmers about Integrated Crop Management (ICM) practices specially Integrated Pest Management (IPM) in soybean and cotton crops.
- Guiding the farmers for management of major crop pests through appropriate advisories.
- Using biological and chemical pesticides judiciously.
- Ensuring timely availability of critical inputs.

1.4 Implementation strategy adopted:

The CROPSAP implemented pest monitoring cum surveillance based advisory system and awareness creation through consortium mode had focused on the pest control of major crops of Maharashtra in general and Vidarbha and Marathwada region in particular. The strategies adopted were:



Figure 1.3: Progressive farmers in the field

- Scouts as contractual manpower exclusively for surveillance.
- Involvement of stakeholder for scientific input.
- Software for on-line Real Time Pest

Monitoring and Advisory (RTPMA) system.

- Net connectivity to stakeholder and up-to-field level.
- Training for software professionals.
- Online data feeding, analysis, advisories by central/state Institutes.
- Pre-seasonal training for knowledge updation of field staff and farmers.
- Regular monitoring and feedback, process review.
- Hotspot identification and issue of advisories.
- Mass Awareness through electronic and print media.
- Timely availability of critical inputs.
- Capacity building of key stakeholders.
- Involving specialist agencies for their fullest use and support.



Figure 1.4: Judicious use of Eco friendly methods and chemicals

1.5 Key study findings:

- **Project Awareness:** The sources of awareness as Pest Scouts, Village Pradhan/ Progressive Farmer, SMS and Village meetings proved effective tools. These are the takeaways of this initiative.

Table No. 01: Sources of Information

Source of Information	%
Contacted by the Pest Scout	62.3
Informed by Village Pradhan	11.7
Newspaper	9.1
SMS	14.3
Farmers village meeting	16.9
Total N=77	

- Farmers participation in the Project:**
The benefits as explained to the farmers (53.2%) and fear by loss of the crop/ yield in the earlier season (23.4%) were two main motivators to the farmers for registration/ participation in the Project.
- Source of information about pest population (Pesticide application):**
Of the total beneficiaries majority of 49.4% was informed by pest scouts/pest monitors whereas 32.5% beneficiaries were informed by SMS. On the other hand TV, Village Pradhan, village meetings, department functionaries proved less effective.

Table No. 02: Source of Information about pest population/ pesticide application:

Source of Information	%
Informed By SMS	32.5
Pest Scouts/Pest Monitors	49.4
All Others combined	36.4
N=77	

- Subject of Advice:** Advice on pest population, name of pesticide to be sprayed, time of application of pesticides, dose of pesticide to be sprayed and percent solution to be sprayed was received by 67.5% of the beneficiaries.

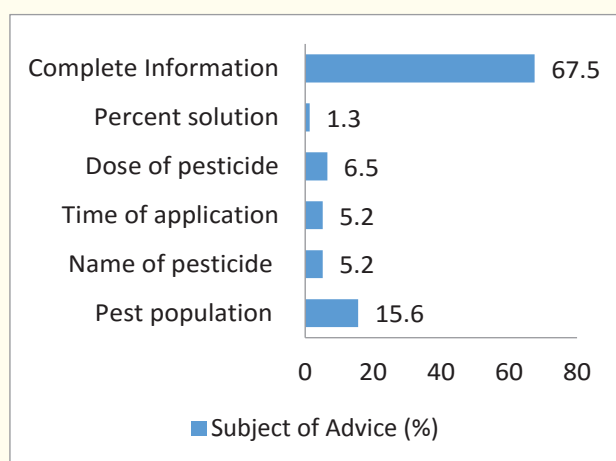


Figure 1. 5: Subject of Advice

- Crop wise Number of Professional Advisories:**

For cotton maximum number 40.9% of advisories were received followed by

Soybean 36.6%, pigeon pea 19%, chick pea 20.1%, Rice 13% and other crops 17.1%. This shows the importance of cotton and soybean crop and their vulnerability to pests attack.

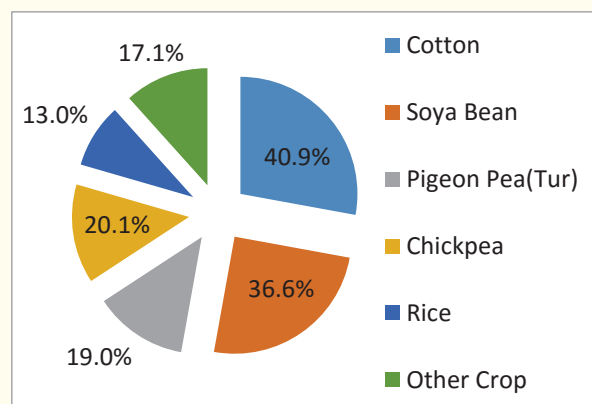


Figure 1.6: Crop wise number of Advisories

- Language of Professional Advisories:**
According to 89.6% respondents Marathi was the predominant language used for issuing advisories.
- Understanding of Advice:** Of the total beneficiaries 92.2% responded that it was easy to understand the advice. Thus use of local language has facilitated understanding.
- Action taken after advice:** Out of 77 beneficiaries interviewed 62.3% implemented project messages as advised whereas 33.8% beneficiaries contacted local pesticide dealer and 15.6% approached the local progressive farmer before taking action on the advisories.

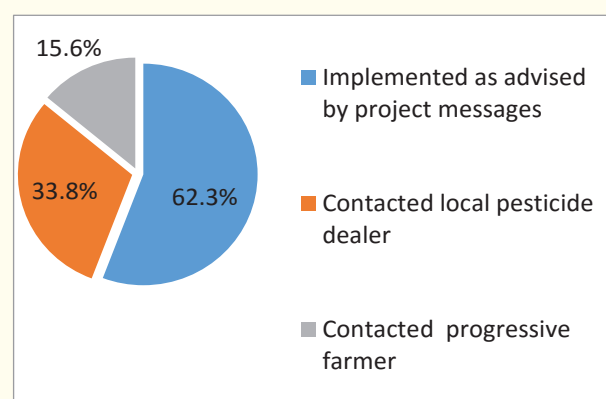


Figure 1.7: Action taken after advice

- **Level of Satisfaction:** Depicted in the graph given below is the level of satisfaction on different aspects of CROPSAP. This shows the strength of these interventions.

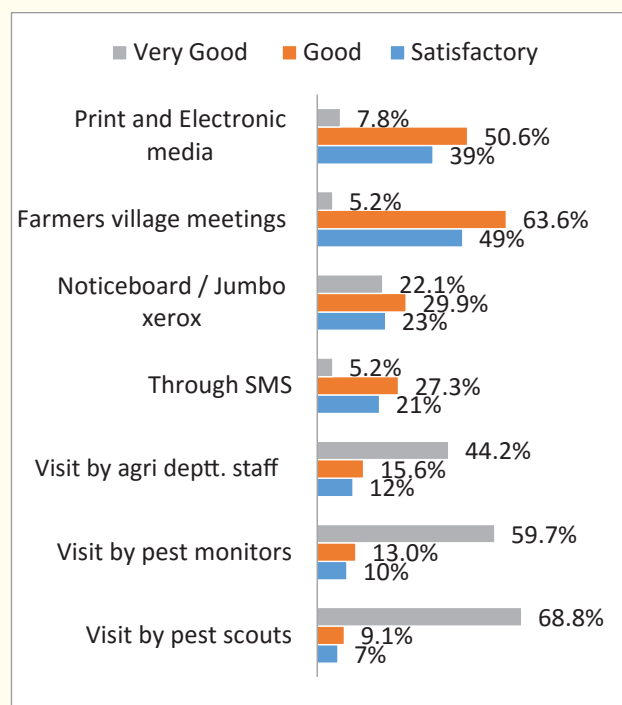


Figure 1.8: Level of Satisfaction on different aspects of CROPSAP.

- **Impact of CROPSAP:** Majority of 59.7% considered it good whereas 41.6% thought it was satisfactory initiative.

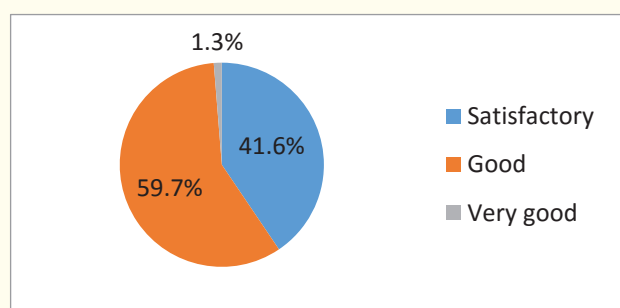


Figure 1.9: Impact of CROPSAP

- **Suggestions of beneficiaries to improve the Project:** Suggestions for improvement included following:
 - o The project should be implemented round the year
 - o All crops should be included in the project, advisories on all crops.

- o Staff to advise farmers may be increased.
- o Weekly meetings with the farmers should be conducted
- o More pesticides and fertilizers should be given
- o More farmers for fixed plots may be included
- o Color photographs of pests, video and CD may be shown at village level when pests attack.
- o C.D. and color photos may be provided to the farmers.

1.6 Strengths of the Initiatives:

- Recruitment of Pest Scouts, Data Entry Operators and Research Associates exclusively for the project.
- Development of software for online Real Time Pest Monitoring and Advisory system.
- Involvement of stakeholders for scientific input.
- Net connectivity to stakeholders and upto field level.
- Pre-seasonal training for knowledge updation of field staff and farmers.
- Mass awareness through electronic and print media.
- Timely availability of critical inputs.
- Online data feeding, analysis, advisories by central/state institutes.
- Involvement of political leaders.
- Village level weekly meetings.
- Installation of AWS in every revenue circle for weather data collection.
- GIS based mapping of major insect pest.
- Low cost per ha. Its only Rs. 10/- ha.
- Abridged gap between research and extension.

- Creation of demand driven Pesticide market.
- Budgetary Provision by the State Government for next 5 years.
- Introduction of group farming concept.

1.7 Weaknesses of the Initiatives:

- Poor awareness about the project among control farmers.
- Non supply of electricity during day time.
- Unavailability of mobile range.
- Irregular visits of the scouts in the village.
- Difficulty in understanding the mobile message.
- Non availability of Taluka based weather data.
- Non availability of recommended bio-pesticides.
- Resistance of pest against recommended pesticides.
- High cost of plant protection chemicals.
- Lack of plan for withdrawal of intervention.

1.8 The Takeaways:

1.8.1. Process Takeaways:

- Contractual manpower i.e. pest scouts, data entry operators exclusively for pest surveillance and data uploading.
- Involvement of stakeholders for scientific input.
- Software for online RTPM system
- Net connectivity upto field level.
- Pre-seasonal training for knowledge updation of field staff and farmers.
- Regular monitoring and feedback.
- Process review.
- Mass awareness through electronic and print media.



Figure 1.10: Investigation of crop

1.8.2. Sustainability Takeaways:

- Involvement of community.
- Counselling by pest scouts and pest monitors and other experts to motivate farmers.
- Empowered contact progressive farmers.
- Low dropout rate of pest scouts between two consecutive crops.
- Key members other than pest scouts on the role of Government
- Involvement of local agricultural universities as knowledge partners.
- Prior knowledge of ICM, IPM and ETL.
- Prediction of pest behavior in advance on the basis of weather data and pest population data.
- Low cost of pest management estimated at Rs. 10/-per ha.
- Subsidized plant protection chemicals.
- Timely availability of critical inputs.
- Hot spots identification and issue of advisories.
- Judicious use of bio and chemical pesticides.

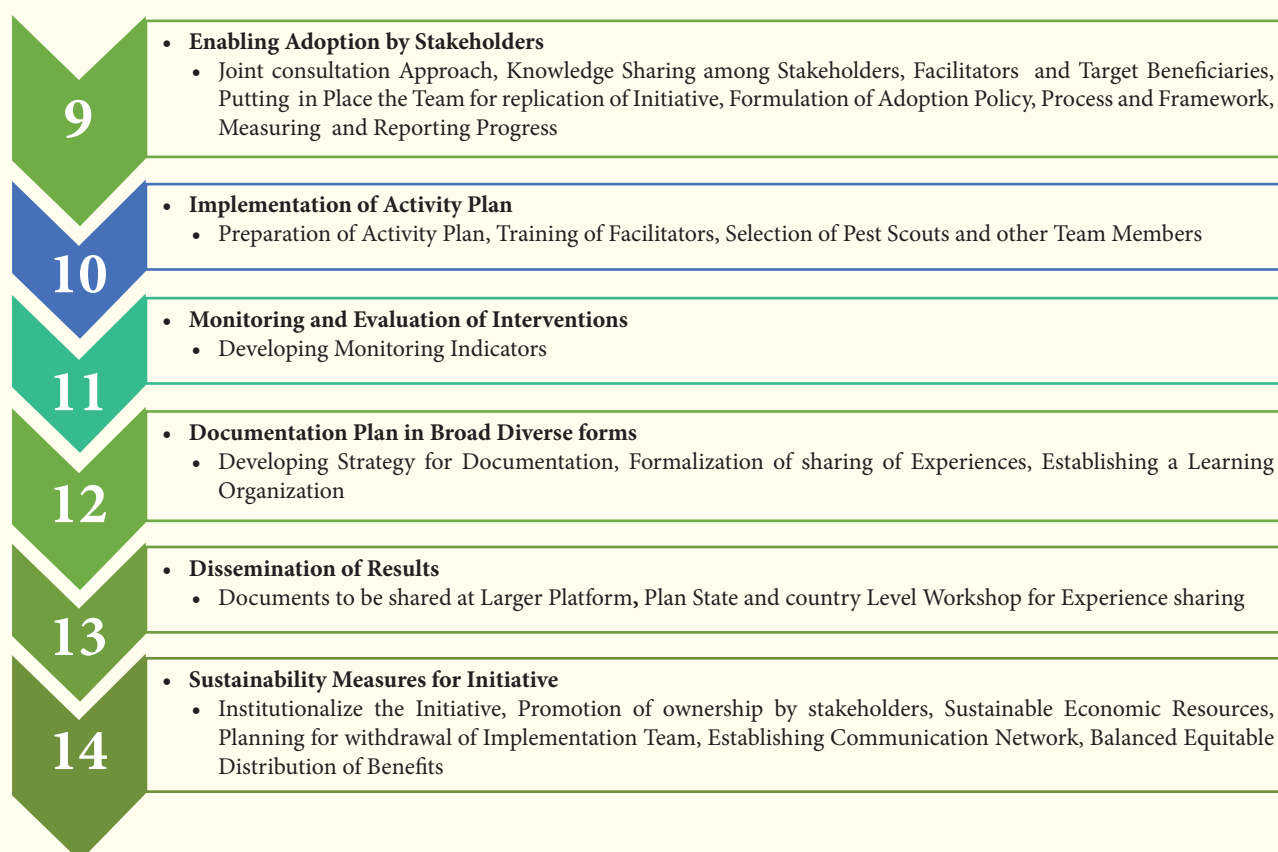
1.8.3. Replicability Takeaways:

- Pest monitoring cum surveillance based advisory system.
- Timely communication modes and

- deployment of data collectors and observers.
- Technology and software used in CROPSAP need to be modified depending on the crop and pests for replication.
- Strategies of CROPSAP may be used with due modification.
- Term based contractual engagement of pest scouts, data entry operators and Research Associates.
- Training of scouts and farmers before each crop season.
- Selection and training of contact progressive farmer of each village.
- Inclusion of horticultural crops for pest management.
- Effective use of available resources and input management.
- Increase in knowledge and adoption level of plant protection measures in farming community.
- Establishment of meteorological observatories at Taluka level.

1.9 Way Forward for Replication of the Initiatives:





1.10 Best Fit-between CROPSAP Maharashtra and e-Krishi Kiran, Gujarat:

It was found that the CROPSAP Maharashtra is a better model for replication.

2.0 Kaushalya Vardhan Kendra Gujarat

2.1 Introduction and context of Governance Initiative:

With a goal of providing employment to the youth of Gujarat, the Directorate of Employment and Training Government of Gujarat started imparting skill development training to youth through Village Cluster Training Centres in villages, under Swarnim Gujarat Kaushalya Vardhan Kendra (KVK) Yojana. It was decided to establish KVKs in urban villages having more than 10,000 population in general area and 7000 population in tribal area for a cluster of around 9 to 10 villages. The emphasis was also on the villages where the vocational training facilities were not initiated by the State Government.



Figure 2.1: Kaushalya Vardhan Kendra, Gujarat

2.2 Problem Definition:

At one hand manpower was willing to get skills but on the other hand access to skill centres was hard. To meet the demand of skilled manpower and provide employment opportunities it was essential to impart skill training to youth including women and differently abled persons nearer to their habitation. There was another issue of skill requirement for local industries for which no formal arrangements for imparting skills were there. Need of hard and soft skills were also

expressed by local industries which needed attention.

Key factors leading to the initiative:

- Migration of rural population towards urban centres.
- Absence of vocational training facilities at the village level.
- Lack of employment/self-employment opportunities in the locality and cluster of villages.
- Demand of skilled trained and certified people from the regional and local industries.
- Lack of opportunities for women empowerment.
- Lack of skill training programmes for the school dropouts, adolescent girls and housewives.

2.3 Objectives of Governance Initiative:

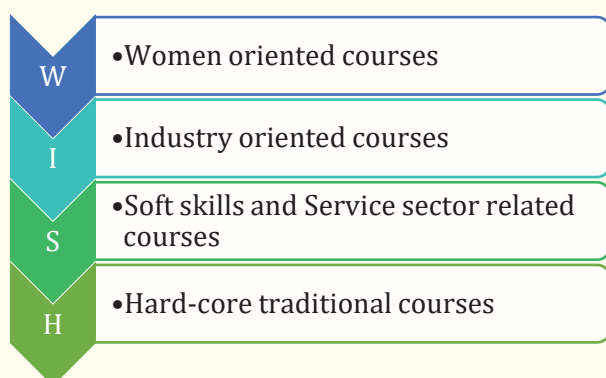
- To shift the paradigm from trainees going to institutes, the institutes approaching the trainees.
- To shift the paradigm of trainees applying for offered available courses, institutes run the courses preferred by trainees and the industry.
- To shift the paradigm of trainees approach industries for jobs, the industry approaches trainees with the jobs.
- To offer locational advantage in imparting skill near to the trainees.
- To impart skill training to meet the increasing demand of trained and certified workforce by the local and regional industries. There are around 83 industrial clusters spread across Gujarat

and the demand for skilled manpower is continuously increasing.

- To supply trained/skilled persons/manpower according to changing need of industries and technologies.
- To promote self-employment and entrepreneurship.
- To rehabilitate the dropouts.
- To provide economic support to housewives with skilled livelihood/self-employment activity like tailoring etc.
- To advance women empowerment.
- To improve the employability.
- To reduce the poverty.
- To bring the excluded population to the mainstream society.
- To harness the potential of rural youth.

2.4 Implementation Strategy Adopted:

In order to make the project attractive and effective the Department followed the 'WISH' concept for Kaushalya Vardhan Kendra's focusing on:



- The women oriented courses were aimed to bring in large number of participants especially rural women.
- Organizing Kaushalya Sabha in each cluster villages of KVKs by the attached ITI Principals with local villagers along with the leaders.
- Meeting with the local Industries and

factory owners, Industrial Associations to sensitize them about the role and importance of KVKs.

- Visiting educational institutions to sensitize them about role and importance of KVKs.
- Advertising with the help of Posters, Slogans, Leaflets in public places like Milk Collection Centres, Panchayats, Community halls. Street Play with the help of local play known as *Bhavai*. State Transport Buses were used for advertisements.
- Creating appropriate infrastructure for the initiation of KVKs.





Figure 2.2: Kaushalya Vardhan Kendra

2.5 Key Study Findings:

• Source of information about the Initiative:

The posters, Panchayats and News Papers can be taken as the better mode of communication in addition to local media.

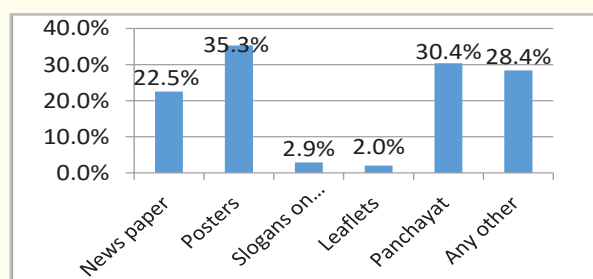


Figure 2.3: Source of information

• Mobilization of the Community:

Kaushalya Sabha (45.1%) was the main mobilizer followed by Kaushalya Committees (24.5%), ITI Principal and local villagers (17.6% each) and educational institutions in the area (15.7%). Formation of Committees enhanced the participation resulting into ownership thereby sustainability. These key issues are the takeaways for replication. (Table No. 01)

Table No. 01: Proportion of Mobilisers

Mobilized	%
Kaushalya Sabha	45.1
Kaushalya committee	24.5
ITI principal	17.6
Local village	17.6
Educational institutions	15.7
Any other	9.8
Total N=102	

• Motivation for Training:

The desire for the skill (42%) as well as unemployment (42%) proved strong motivators for participating in skill building.

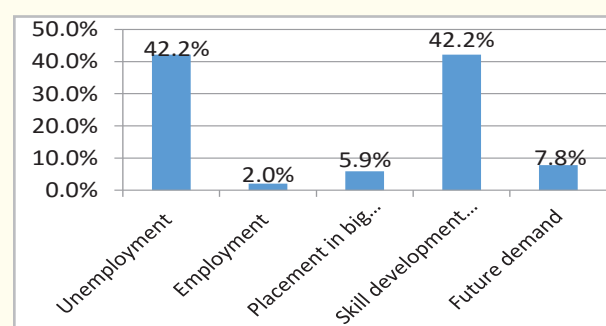


Figure 2.4: Motivation for Training

- **Targeted educational qualification for training:**

This type of programme may be targeted to lesser educated community than matriculate and above as 85.3% respondents affirmed that less than 10th pass was the required educational qualification.

- **Reasons for selecting a particular trade:**

Such initiatives if targeted for persons seeking self-employment, general awareness and betterment of employment will be more accepted as in KVK.

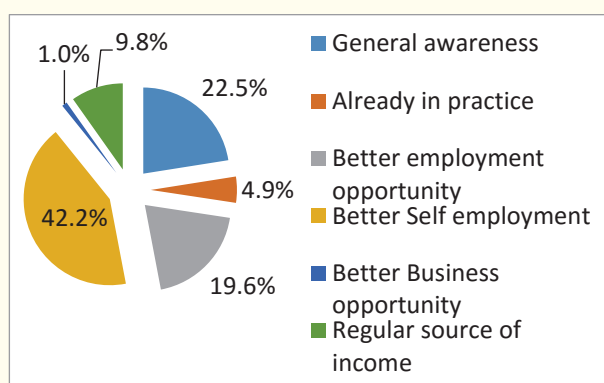


Figure 2.5: Reasons for selecting a particular trade

- **Preference to different skills:**

Though the Programme Managers claimed that the variety in courses was wide and was meeting local needs. But in reality it culminated only in a few popular ones.

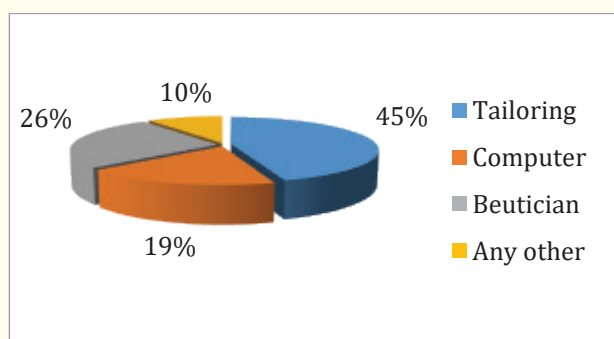


Figure 2.6: Preference to Trades

2.6 Strengths of the Initiative:

- Approaching the trainees instead of calling them to centre.

- Courses are designed as per preference of the trainees.
- Industries approach the trainees with job offer.
- Locational advantages in imparting skill near the trainees.
- Equipping for self-employment
- Rehabilitate dropouts.
- Advancement of women empowerment.
- Adoption of WISH concept.
- KVK program has proved successful in Gujarat by making vocational training more accessible in rural areas.
- The DET has decided to expand the program in tribal and further remote areas in the coming years.
- Recognizing the huge demand of vocational training in rural areas, a parallel initiative of introducing vocational courses in upper primary schools has also been initiated.
- Limited upfront investment in infrastructure, utilizing existing government machinery for program implementation, high flexibility and participatory planning are key features that make the program adaptable and replicable in other states of the country.
- For sustainability the capacity building and empowerment are the key strategy under which maximum participation of women and other disadvantaged groups such as school dropouts, minorities and lower income families was adopted.

2.7 Weaknesses of the Initiative:

- Lack of time bound withdrawal strategy from the project.
- Limited seats in the KVKs.
- Sizeable rural population left un-covered.
- Migration of rural population still continues, now in the form of skilled

manpower.

- Limited number and type of courses offered.
- Poor awareness of citizens.
- Difficulty in training school dropouts.
- Training outsourced to private agency so weak quality.
- Difficulty in obtaining placements in the industry.

2.8 The Takeaways:

2.8.1 Process Takeaway:

- Setting up of KVKs in a village having cluster of 7-10 villages.
- Setting up of KVKs in phases.
- KVKs for 10,000 non tribal and 7000 tribal population.
- Courses selection from modular employable schemes of Director General of Employment and Training, GOI.
- Criteria of course selection on the WISH concept for short term courses.
- Involvement of village Kaushalya Sabha in course designing.
- No education or age bar for skill training.
- Charging nominal fees.
- DTH connection through BISAG.
- No expenditure on creation of new infrastructure for KVK.
- Monthly meetings of all coordinators at H.O.
- On saturation, transfer of the centre to other needy place as new centre.



Figure 2.7: A View of Training Session

2.8.2 Sustainability Takeaway:

- Focus on capacity building and empowerment.
- Provision of skill training within the geographic reach of rural population.
- Adoption of participatory approach to programme design.
- Provision of trainings and need identification by involving local community.
- Offering short term courses with flexible timings.
- Relaxation of minimum qualification and age restriction criteria for admission.
- Keeping training cost affordable.
- Certification on completion of training.
- Involvement of community and their ownership.
- Linking of trades for training with skill gaps of employers.
- Introduction of WISH concept.

2.8.3 Replicability Takeaway:

- Vocational training made accessible to rural area.
- Vocational training accessible to rural youth.
- Recommendation of Planning Commission to adopt the KVK model to design PPP architecture for 5000 new skill development centres to be established all across the country.
- Limited upfront investment in infrastructure.
- Utilization of existing government machinery for program implementation.
- High flexibility and participatory planning.
- Higher version of involving industries is now successfully run. In other places it may be initiated since beginning.

2.9 Way Forward for Replication of the Initiatives:



- **Sustainability Measure for the Initiatives**

- Institutionalization of Initiative, Promotion of Ownership by Stakeholders, Capacity Building, Sustainable Economic Resources, Plan for Withdrawal of Intervention Team, Establishment of Communication Networks, Balanced Equitable Distribution of Benefits

2.10 Best Fit-comparison on Skill Development in Gadchiroli and DDU-GKY:

When compared with similar skill building programmes at Gadchiroli and DDU-GKY from replicability point of view Swarnim Gujarat KVK initiative appears to be excellent as it is a state wide programme covering tribal and non-tribal both along with more number of courses based on WISH concept.

However, DDU-GKY is a nation-wide initiative and needs attention of every replicating state.

3.0 LADO Campaign - An Initiative for Eradicating Child Marriages in Madhya Pradesh

3.1 Introduction and Context of Governance Initiative:

LADO (beloved child) Campaign has been initiated by the Directorate of Women Empowerment, Government of Madhya Pradesh for creating an environment for eradicating child marriages from the state. It is designed with a view to sensitize and train the community about consequences of child marriage.

The initiative was launched on 6th Feb. 2013 in all the districts of Madhya Pradesh.



Figure 3.1: LADO Abhiyan

3.2 Problem Definition:

- Child marriages are fallout of deep traditional, religious, social and customary practices.
- The children specially girls are severely

affected. It results into high MMR, IMR and School Dropouts.

- Only administrative/legal efforts during Akshaya Tithiya in child marriage prone districts were not sufficient.
- Stopping the child marriages at the nick of time lead to panic/ trauma for families, loss of money and credibility in the society.
- Introduction of change in the socio-customary-psychological mind-set of the community.
- Creating awareness about adverse effects of child marriage and the Prohibition of Child Marriage Act 2006.

3.3 Objectives of Governance Initiative:

- Eradication of child marriage from M.P.
- Bringing perceptible systemic changes in the mind-set of citizens.
- Transforming traditionally old customs.
- Inculcating new perceptions.
- Creation of a sustainable community based human resource.
- Advocating eradication of child marriage.
- Strengthening social accountability.
- Acceptance of law by community.



Figure 3.2: LADO Abhiyan rally by school children



Figure 3.3: Discussion with the Stakeholder

3.4 Implementation Strategy Adopted:

a. Identification of the communities where child marriages are in vogue and are accepted as social practice.

The communities which have high prevalence of child marriages are:-

- (i) Sondhiya (ii) Tanvar (iii) Dangi (iv) Nat (v) Mevada (vi) Khati (vii) Parmar (viii) Sapera (ix) Vishwakarma (x) Mahi (xi) Balai (xii) Sansi

Different forms of child marriages are:-

- (i) Natara (ii) Atta-satta (iii) Thaal Pratha (iv) VachanPratha (v) ChudiPratha (vi) PataPratha (vii) PalnaPratha (viii) JhagdaPratha

b. The LADO campaign has the following components:

- Community Sensitization
- Training of core group members
- Promotional campaign
- Prevention of child marriage.
- c. Following key steps were followed in implementing this initiative:
 - Citizens Engagement and dialogue:
 - o Nurturing and mentoring children as Brand Ambassadors /change Agents.
 - o Timely prevention of child marriages before event through counselling.

- o Online monitoring of LADO victims.
- Capacity building of stakeholders:
 - o More than 87000 workshops conducted.
 - o 16 lakh house visits to sensitize the stakeholders.
 - o Total outreach was to more than 38 Lakh citizens.
- Media support:
 - o All FM channels, print media devoted time and space for the initiative.
 - o Newspaper advertisements, jingles, appeals by prominent political leaders.
 - o Nukkad Natak, documentary film shows and TV talk shows were organised.
- Girls who prevented their own marriage were publicised as icons to be followed by others and rehabilitated properly.
- Strengthening the implementation of Governance Act, PCMA, 2006:
 - o Organisation of awareness camps.
 - o Improvement of systems to keep vigil on ensuring marriages at legal age.
 - o Mark sheets or birth certificates to be considered as proof of age and not the medical certificate.
- Prohibition of child marriage:
 - o Administrative action through police interventions.
 - o Provide instant support and action against child marriage.



Figure 3.4: Provide instant support



Figure 3.5: Involvement of Service Provider



Figure 3.6: Rally against Child Marriage



Figure 3.7: Oath taking function

- **Timely Prevention of Child Marriage:**
 - o Counselling of parents and elders of the family.



Figure 3.8: Awareness among school children

- o Creation of help desk.
- o Establish dialogue with citizens for raising a powerful community force for advocacy.
- Incentives for exemplary work by children, core group members, community and implementers.
- Facilities of school education, skill training for employment/self-employment for rehabilitation of victims of child marriage.
- Online monitoring: Developed an android based web portal. lado.mpwe.in

3.5 Key Study Findings:

To understand the initiative, opinions of strategy designers and the programme facilitators at district and block level were collected. Opinion of the community regarding effectiveness of LADO Campaign were also collected and the same is presented below:

a. Source of Information for age at marriage:

T.V. and wall writings were main source of information to the community on the subject.

Table No. 01: Source of Information

Source	%
Newspaper	17.9%
Radio	17.9%
TV	25%
Wall Writings	25%
ICDS/ Health Worker	17.9%
Other Government Worker	17.9%
Others	88%
Total N=56	

b. Reasons of Child Marriage:

When asked about the reasons for marrying their children at younger age, 42.9% parents expressed fear of love affairs of the children

as major reason. This was followed by availability of funds (28.6%) and fear of not getting suitable match at higher age (14.3%). The LADO campaign need to address these issues too in next phase.

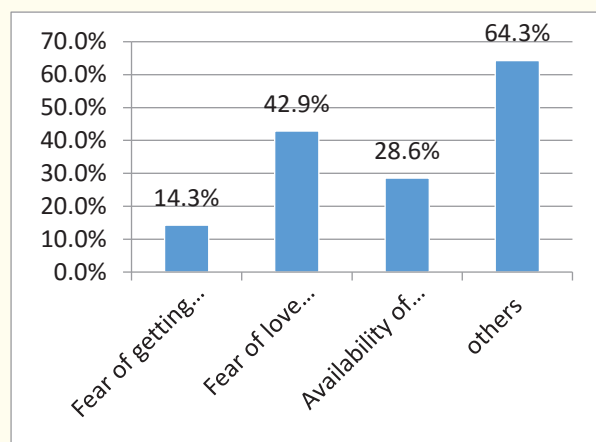


Figure 3.9: Reasons for Child Marriages

c. Sources of Information about averting Child Marriages:

32.1% respondents came to know through TV scrolls, 28.6% by TV talk shows, 14.3% by radio jingles and 3.6% by film shows.

Through the traditional media 60.8% came to know about child marriages where as 28.6% through Nukkad Natak, 17.9% through Role Plays and 14.3% through local folk media.

d. Evidence for Age of the Child in LADO:

Before LADO the medical certificate was considered as validation document, but LADO focused on other sources for validation. Such as 82.1% respondents said the mark sheet, 46.4% said the birth certificate and only 3.6% said that the medical certificate was used for age validation.

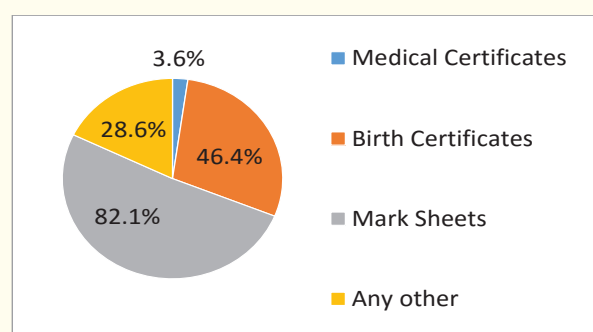
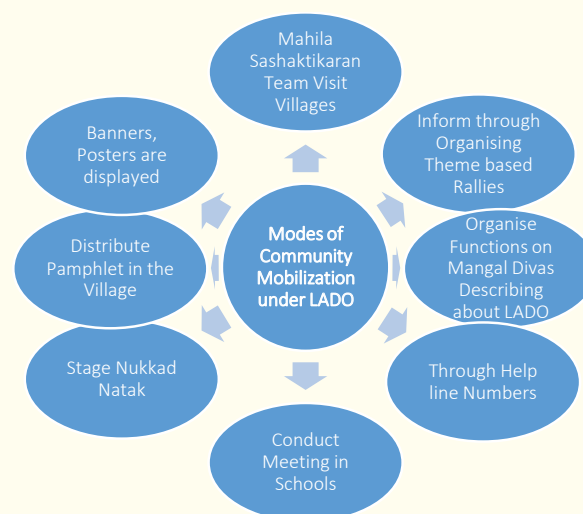


Figure 3.10: Documents data for Age Validation

e. Modes of Community Mobilization under LADO :

It sensitized them by following models:



3.6 Strengths of the Initiative:

- Perceptible change in the mindset of people.
- Citizen's engagement dialogue to ensure success.
- Sensitization of various service providers like Caterers House Providers, Priests, Band Party, Printing Press Owners etc.
- Children as brand ambassadors to create long term intergenerational equity.
- Simplicity of the programme design leading to easy and quick adoption.
- Building on existing administrative system resulting in low operational cost.

3.7 Weaknesses of the Initiative:

- Lack of policy and plan for withdrawal of intervention.
- Requires continuous advocacy and sensitization.
- Building on existing administrative system leads to dilution of efforts and also confusion as every department has its own agenda to fulfil.
- Dependence on core group members.

- One programme or one campaign for a short duration may not change the mindset.

3.8 The Takeaways:

3.8.1 Process Takeaways:

- Citizen's engagement and dialogue.
- Change of perception and mindset of citizens/core group members and service providers.
- Nurturing and mentoring children as brand ambassador.
- Timely prevention of child marriage through counselling by community flying squad.
- Online monitoring of LADO victims.
- Capacity building of stakeholders.
- Media support.
- Girls who prevented their own marriage to be publicized as icons.
- Governance Act, PCMA 2006 was strengthened and implemented.
- Incentives for exemplary work.
- Development of android based web portal- lado.mpwe.in

3.8.2 Sustainability Takeaways:

- Special training programs for core members.
- Core members have now become empowered with respect to skills in counselling.
- Core members now know how to take help of Government machinery assigned this job.
- Part of regular annual action plan of the directorate of women empowerment.
- Monitoring on monthly and quarterly basis.
- Involvement and ownership of stakeholders.

- School children as change agents and brand Ambassadors.
- Rehabilitation of affected girls.
- Policy changes to make victims eligible for Government Jobs.
- Full Media support
- Involvement of political Leadership and Administration with the campaign.
- Continued advocacy by core group members.
- Low cost drive expenditure of only Rs. 2.5 crore over 3 years.
- MoWCD, GoI has a nationwide scheme for averting child marriages.
- Formation of core groups of village/ward level has involved the community and developed a sense of empowerment.

3.8.3 Replicability Takeaways:

- Emphasis on awareness creation.
- Use of as many modes of communication as possible.
- Technology and software used in LADO initiative.
- Strategies adopted in LADO with due modification.
- Introduction of Help Centre concept.
- Training of service providers.
- Selection of core members and service providers like School Teachers, *Sarpanch*, Religious leaders, *Anganwadi* workers and providers of different services for marriage for creating awareness and involvement in the implementation of the programme.
- Sensitization workshops for core group members and convincing them.
- Motivation for good and exemplary work.
- Convergence of different line departments.

3.9 Way Forward for Replication of the Initiatives:



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- **Enabling Adoption by Stakeholders**

- Sharing of Knowledge, Placing Teams to replicate Initiative, Formulation of Adoption Policy, Process and Framework, Measure and Report Progress

14

- **Dissemination of Results**

- Documents to be shared at larger platform, Plan State and Country level workshops for experience sharing

15

- **Sustainability Measures for the Initiative**

- Institutionalization of the Initiative, Promotion of stakeholder's Ownership, Capacity building, Sustainable Economic Resources, Withdrawal Plans, Establishing Communication Network, Balanced and Equitable Distribution of Benefits

3.10 Best Fit-Success story from Rajasthan:

The interventions to prevent child marriages the state were studied as the state still holds first place in child marriage. *"Akha Teej"* is the day when innocent children are also married there. The interventions focus on entire state. But the strategy adopted in Rajasthan is unable to involve the community and could not increase their participation as in LADO of MP. Therefore, for best fit and replication LADO is strongly recommended.

4.0 SAKALA- 'No More Delays- We Deliver on Time' (Karnataka)

4.1 Introduction and Context of Governance Initiative:

SAKALA is an initiative which assures timely delivery of government services to citizens. In all, SAKALA offers 725 services under various departments which are sought after by the citizens. In short, it is a service in getting what they want in predicated time period. This initiative was implemented very systematically.

In the beginning 151 services from 11 departments were included in SAKALA. There after it was increased to 265. The number of services progressed to 375, 447, 478, 668, 678, 688, 706, 721 and now 725 from 61 departments. This showed the dynamic characteristic of the initiative.



Figure 4.1: SAKALA- "No more delays - We deliver on time"

4.2 Problem Definition:

There was the growing realisation of the bureaucrats that the citizens were finding it unpleasant to go to the government offices as they "found the public servants to be impersonal, paper oriented and could get away when they did not deliver services on time and/or when they did not deliver at all." The grievance redressal mechanisms too were getting restricted to registering grievances at the Chief Ministers Office which could address

only 15 to 20% of it. "Perform or perish" – was the clear signs that bureaucrats read and made them to welcome the Service Guarantee Act. The mission mode of implementing the Act with the slogan 'No more delays, we deliver on time' highlighted the commitment of the Government to service delivery.



Figure 4.2: The Logo of SAKALA

4.3 Objectives of Governance Initiative:

The Karnataka Guarantee of Service to Citizens Act 2011, also referred to as SAKALA Act (since November 2012) aims at:

- Reinventing Government to work for the citizens in true sense.
- Empower citizens to meet the goals of Swaraj i.e. enlightened and ethically guided self-governance using a Right-based approach.
- Democratise administration by vesting the powers with the people to command accountability.
- Make Government functioning transparent and efficient with the use of information technology and performance measurement system using a portal.
- Bring certainty in service delivery by fixing time frames and workflows, standardizing norms, procedures and systems.

- Ensure accountability by fixing responsibility of the service providers through a system of rewards and punishments.
- Provide efficient grievance redressal mechanism through a single window citizen-government interface.
- Curb corruption by strict monitoring and inducing change in work culture.

4.4 Implementation Strategy Adopted:

- The first and foremost priority of the project is to deliver public services on time.
- Involve public participation in governance by creating awareness among the citizens and empower them by using citizen charter and media to avail the services without difficulty.

Figure 4.3: Citizen Charter

- To provide right aptitude, knowledge, technical and attitudinal training to the actual service provider.
- To use IT to create a single monitoring system for service delivery across all departments, so as to ensure full control over the project outcomes.
- To fix realistic time frames and work flows for each service vis-à-vis the citizen Charters.
- To fix accountability on every single official responsible for each service delivery.

- To take all stakeholders – the citizen, the government and the employees along in the process of reform.
- To reform administrative systems, processes and norms to achieve the purpose of the project.

4.5 Key Study Findings:

Level of Satisfaction under SAKALA:

91% citizens expressed happiness over the services provided under SAKALA.

Table No. 01: Access to the Redressal Services

Redressal Services	%
Problem was satisfactorily solved	90.9
It could not be solved	1.5
Called another time	3.0
Referred to higher ups	3.0
Total N=65	



Figure 4.4: Hassle-free Service delivery

4.6 Strengths of the Initiative:

- Mission has adopted a very effective system to monitor and evaluate the service deliveries.
- Top-bottom drive and Commitment were evident to ensure continual improvement.
- Mechanism with respect to employee personal services and employee compensation found as a strong feature
- Highly citizen focused

- The system is flexible as well as service provider and demand driven. The services started from 165 and reached to 725 services today.
- Re-engineering of 135 services were done by SAKALA.
- On line services provided earlier by different departments are continued in SAKALA without disturbing their processing. SAKALA was integrated at entry and exit stages only. Thus autonomy of the departments was restored. This helped in developing ownership of line departments.
- Majority of team members including service providers in the field were found motivated to achieve objectives.

4.7 Weaknesses of the Initiative:

- Effectiveness of training and evaluation needs improvement. Few departments having smaller number of service seekers were lacking in capacity building such as Urban Development Authorities at the district level.
- Some of the service providers and district level officers needed more training to become SAKALA System friendly on computer/online processing and features of the system.
- For taking care of the training need against attrition and new recruitments, there should be regular batches of training.
- The training under SAKALA was planned in 3 stages. But the same person did not attend all the three stages.
- Before the Government order is issued for including new services, pre orientation should be done as of now they are trained only after order is issued.
- Though responsibility and authority is documented, understood and supported

via data, trends and related KPI's yet following improvements are needed.

- o A roadmap has to be established to enlarge the number of services that are covered under SAKALA from the current departments as well as bring in other departments in Government of Karnataka under the ambit of SAKALA.
- o Management reviews, M&E is carried out periodically but few observations were made.
- o The operational level MIS is effective in SAKALA but at tactical/strategic level it lacks.
- o Therefore, proper MIS and M&E systems need to be developed at this stage.



Figure 4.5: The operational level MIS

- For including new services it is always the department to suggest the inclusion. Their participation becomes essential. There is formal way of identifying new services for inclusion.
- It was observed that the systematic approach for BPR is not defined. There was no formal training on BPR to team members. It takes months to accept BPR Changes. It's needed for current services at one hand and on the other before including new services into SAKALA System.
- For ensuring sustainability the withdrawal from project strategy was not defined. It needs to be developed

- along with intervention strategy.
- Following were the main shortfalls identified during study in the field.
 - o Those who got notices from SAKALA did not support the mission, they need to be managed and motivated.
 - o The next level after second appeal is not defined.
 - o Sometimes it was observed that DIT and other reports bypass the next reporting levels.
 - o At lower level the excessive delay takes place.
 - o The Municipal Corporations do not support the SAKALA and by pass many of the activities. Therefore the documents given by Municipal Corporations should only be given under digital signature by online system.
 - o In Municipal Corporation services are very slow as reported by citizens, due to certain issues. Therefore for SAKALA separate selection and training is required.
- An act that focuses on impacting the manner in which services are delivered by 11 different departments across various districts of the state is not a onetime solution. The system has to be systematically improved upon till the delivery begins to serve the ultimate purpose of citizens being the satisfied beneficiaries of states services. In this direction, IIMB's suggestions are still valid.

4.8 The Takeaways:

4.8.1 Process Takeaways:

• Transforming Work Culture:

The SAKALA needed change in approach for services delivery among employees of

departments. It was reported that it was initiated from higher to low level as it was triggered from CM's Janta Darbar and lead by CS. At the same time the system kept all the concerned employees well informed about each stage of the service request. This created an atmosphere where the service providers knew that the status of each service be known to everyone concerned.

• Awareness and Community Mobilization:

Different departments of prepared separate citizen charters/display boards as the common mode for creating awareness. Government of Karnataka directives were another mode for creating awareness. Thirdly, releasing Ads in TV, display of hoardings, local workshops, monthly janta darshan/public grievance handling meetings on 1st Saturday of every month were the common mode of communication for SAKALA.

• Solving grievances of Citizens:

The methods of redressing the community grievances were effective. Only less than 10% citizens were not aware of the provisions for grievance handling. Toll free number was allocated and operative on PPP mode as held desk.

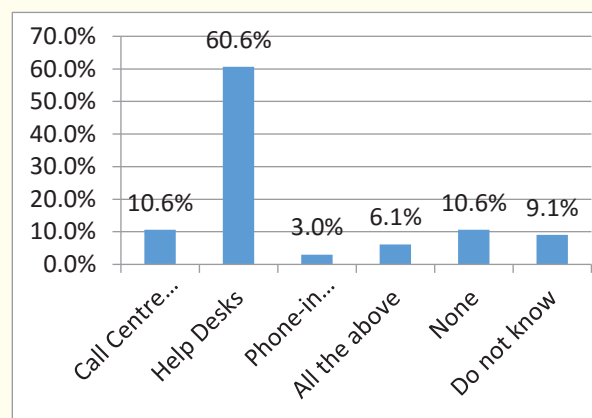


Figure 4.6: Type of provisions for grievance redressal for Citizens

- **Managing the change:**

- o The participation of stakeholders was ensured by formulating an Act followed by capacity building and empowerment of stakeholders. The help centres were established at district level. It was piloted in few districts first.
- o Team formation in each department was done by department itself.
- o Sense of healthy competition was developed among the employees.
- o The online services were already being processed in 5 popular departments. Only a little effort was needed to provide SAKALA services.
- o Flexibility in approach and strong leadership was another strength.
- o The senior Principal Secretary Level officer was heading the Mission and the personal relationship is maintained with the partner organizations.
- o Media and politicians have participated in advocacy adequately. The CM and Law Minister have made a point in advocating SAKALA in all their meetings and political events.
- o Establishment of an independent Call Centre/ Help Centre/ Help Desk. Call Center No. 080-44554455. 30-35000 calls are received in a month. The call centre works from 9 to 6 for all 7 days.
- o Each office has a charter of Services displayed.
- o Monitoring the rejection was added as a M&E feature to reduce the rejection of applications to save faces. Strengthened trust in the system.
- o Retired employees were involved on voluntary basis to help the citizen

and help desks at *Taluka* level were established.

- o The focus on standardization, simplification, process flow, time line and mechanism was more as against the old system.
- o Technology was leveraged.
- o It was value addition for each stakeholder rather than creating additional workload.
- o Cyber Café was recognised as help desk.
- o Cooperation among the public servants was excellent.

4.8.2 Sustainability Takeaways:

- The SAKALA initiative in Karnataka was initiated in 2011 and is continuing even today and being managed in a Mission mode. The workload it manages is linked to citizen services and citizens were found satisfied with the services during the field study. By now it has handled about 9.5 crores of applications. This proves its potential for sustainability.
- The systems and procedures developed for its implementation are flexible and dynamic in nature which enhances its potential for sustainability.
- The system was so developed that the line departments were not disturbed for their existing systems of services delivery. The SAKALA System only linked to fetch the entry and exit level of desired services. It has allowed the autonomy to line departments. Therefore, the resistance to change as experienced by them was least on one hand and on the other it had helped in monitoring and controlling of subordinates in services delivery. This too enhances the sustainability.
- The participation of the service providers of line department and SAKALA functionaries was also ensured

from identifying the needs of inclusion of any new services, its operation and management till deciding service delivery period. The level of participation had led to ownership and highest level of commitment

- The cost of services delivery per application is proportionately much lower than the cost borne by the citizen by way of time loss in travel expenses and loss due to delay. Therefore, it is sustainable due to citizen's convenience at much lower cost.
- The DEITY, Government of India, has a nationwide scheme called e-district for similar objectives. If this initiative is dovetailed with e-district it may be further more sustainable.

4.8.3 Replicability Takeaways:

- The types of services covered under SAKALA are common to all citizens of the country. Therefore, the initiative has a potential for replication.
- The experiments of time bound delivery of services were carried out from decades at an individual level but not to this scale and not to the level of Services Guarantee Act. But technological advancements and citizens awareness level has made it successful at the larger scale. Secondly, there were many departments who computerised the services delivery much earlier than SAKALA. Therefore, the states who have a few of their department providing on line services, may replicate this initiative with these departments in the beginning and slowly encompassing other services into its net of Services Guarantee Act.
- The SAKALA has very strong component

of training the service providers and team members at district and taluka level. The service providers are trained for any new services taken on SAKALA platform. For replication the training strategy used in SAKALA can be used but training back ground material need to be developed or modified for state specific requirements while replication.

- During field observation, it was found that few of the departments were not developed for their capacity to handle the services whereas key departments got main focus in capacity building as well as for monitoring and evaluation.
- Having a lesson learnt from SAKALA, one must decentralise the management using selective control tools i.e. ABC, Analysis, FSN Analysis or VED Analysis rather leaving less sought departments untouched.
- SAKALA, Right to Services Act 2011, aimed at reforming the administrative set up for ensuring good governance, creating a single monitoring system for service delivery, fixing time lines for each service delivery. It also aimed at fixing accountability on a single official responsible for the service, empowering the citizen to avail of the services as a matter of right, reducing human interface by use of information technology and preventing corrupt practices and enhance government efficiencies. Therefore before replication of the SAKALA initiative organizational climate be ascertained and parallelly the interventions of managing change among service providers be made. As the organizational climate in Karnataka may be different than in the replicating state.

4.9 Way Forward for Replication of the Initiative:





4.10 Best Fit – Service Guaranty Act of MP and Bihar

We studied the Services Guarantee Act of MP and Bihar to make a comparative analysis between SAKALA and other states. We found SAKALA has better features than other states. The number of services under SAKALA is today more than 725 where as in other states there are less than 150 services. For replication SAKALA is an excellent model.

5.0 Rationalization of Affidavits for Reforming Public Service Delivery System (Punjab)

5.1 Introduction and Context of Governance Initiative:

Punjab has Government Citizen Service interface through Suwidha Centres since 2005. Analysis of transactions of services through these Suwidha Centres was done and it was found that out of 22.68 lakh services delivered through Suwidha Centres 14.8 lakh pertained to attestation of Affidavits. It was found that during school and college admissions and application for government services, the students and employment seekers flood to government offices to get their certificates attested. The Punjab Governance Reforms Commission suggested moving from Affidavits and Attestation of documents by Gazetted officers to a Self Declaration and Self Attestation Regime.

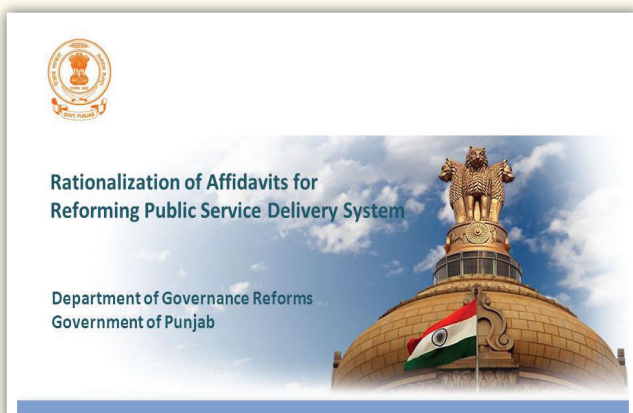


Figure 5.1: Logo of Project

5.2 Problem Definition:

Even after 67 years of independence, citizens have to prove their identity. For declarations relating to their profession, income, caste residence proof etc. affidavits are to be given on legal papers sworn before a Magistrate or public notary. Even to procure ration cards, electricity, sewerage and water connection, birth and death certificates, application for admission to educational institutions, affidavits attested by Gazetted Officers or third Party or Public Notary or Magistrate

have to be produced. Affidavits impose their own cost on citizens, buying of stamp paper, locating a deed writer, payment to Notary for attestation besides harassment caused to the citizens.



Figure 5.2: Form of Affidavit

- **High Transaction Cost:** The verification processes involves movement of papers from the front desk to the verifying officials. This results in substantial transaction cost not only for the citizens especially in terms of time but also the officials. Multiple visits and travel to different offices further adds to the costs.
- **Uneven Treatment:** Rural applicants are subjected to two sets of verification involving the resources department and PRI officials whereas in the urban areas only the elected officials are entrusted with the verification.

Following 4 deficits were the major factors of affidavits:

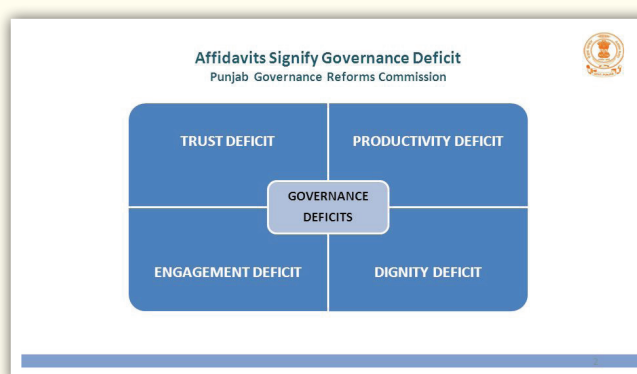


Figure 5.3: Affidavits signify Governance Deficit

5.3 Objectives of the Governance Initiative:

- To ease interaction of the state vis-à-vis citizens in terms of realization of the claims, entitlements and the basic rights.
- To establish a visible connection between state and the people.
- To respect identity and dignity of the population resulting into inclusion experience.
- To reduce cost on the citizens on buying paper, locating a deed writer, payment to the Notary etc.
- To provide a valid alternative to affidavits for need based services.

5.4 Implementation Strategy Adopted:



Figure 5.4: Meeting with Stakeholders

Step-I: Situation Analysis

- Field surveys in Districts and Sub-Divisions - Generated matrix of services, pertaining to furnishing of affidavit
- Analyse the possible alternatives for replacing the requirement of an affidavit for services, where not required.
- Measured probable consequences in case of omitting the submission of affidavit for such services.
- PGRC accordingly prepared a comprehensive report indicating two set of services
 - a. where mandatory as per law (12 Services)
 - b. local practice, not provisioned in law (89 services)

Step-II: Self-Declaration Regime: Preparation phase

- Three specimens of self-declaration were also finalized:
 - For getting Government services from Departments/ Local Bodies/ Autonomous Institutions.
 - For getting admissions in educational institutions.
 - For getting employment in Government/ Local Bodies/ Autonomous Organizations.
- Application forms were drafted containing an undertaking/ declaration that facts stated are true and correct to best of knowledge and belief.
- The Government Order (GO) for replacing affidavit with self-attestation as no legal bindings were associated in identified 89 services were issued.

Step-III: Self Declaration Regime: Sensitization of all stakeholders

- CS convened meetings with Administrative Secretaries
- Sensitization Programmes and Awareness programmes for general public through print & electronic media at various levels were launched.

Step-IV: Abolition of Affidavits: Self Attestation Abolition of Affidavits Post implementation review

- Instructions to School Education, Medical Education, Technical Education and Industrial Training, Higher Education and Languages and Social Welfare issued.
- All prospectus, brochures for admission to various institutions/ universities/ colleges under the jurisdiction were studied and corrective directives/ guidelines to such institutions were issued by Department of Governance Reforms.
- Directions to all DCs for regular monitoring of delivery of citizen services were issued.
- Authorities to do away the submission of Affidavits where not required were instructed.

5.5 Key Study Findings:

a. Awareness Generation:

The awareness among the citizen was found poor which needs advocacy and awareness development efforts. Only 58% were found aware about the modification of verification rules.

b. Source of Information about Modification:

Majority of 36.5% respondents came to know about modification through newspaper followed by 21.2% through other sources. Radio, TV PRI notice board and NGOs/CSOs also disseminated information according to some respondents.

c. Communication on Rationalization of Affidavits:

Radio Jingles, TV scrolls and TV talk shows were also the source of information on the rationalization of affidavits. Local folk media, Advertisements, flexi boards were also

indicated as the sources of information.

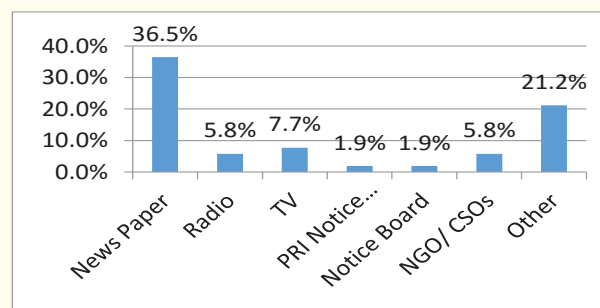


Figure 5.5: Source of Information

d. Awareness through IPC by Opinion Leader:

NGOs, Government workers and members of PRI/ Sarpanch were least involved in creating awareness or advocacy as is shown in figure.

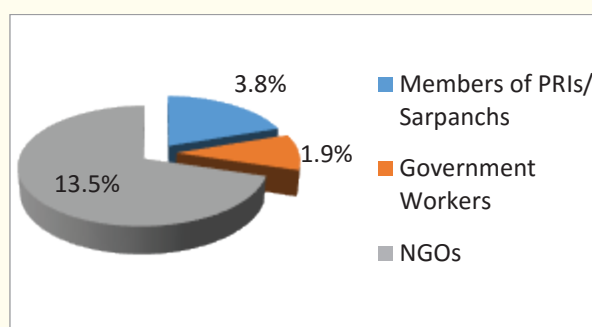


Figure 5.6: IPC by Opinion Leader

e. Activities to Sensitize the Community:

The sensitization of the community was found poor. Through Electronic Media, Radio, Cinema Shows Social Media, Print Media and Internet Services the community was sensitized.

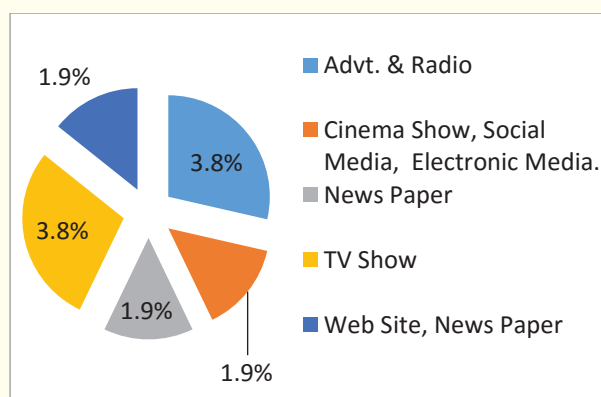


Figure 5.7: Activities to Sensitize the Community

f. Suggestions of respondents to Improve the Service:

- Create more awareness.
- Make more Suwidha Centres.
- Improve communication
- Include more departments and services.

We also got suggestions to modify the procedures for affidavits. The only suggestion obtained was including services for doing away with affidavits.

g. Services Availed:

All the services were not availed by the community. It may be because poor status of availability and awareness. Main service availed was personnel certificate (42.3%). Other Services were also availed by a few respondents only.

h. Rating Quality of Service:

The quality of services and satisfaction was excellent for Personnel Certificate (17.3%) respondents followed by home (11.5%) Land Records and Police, (7.7% each) Agriculture and Water Supply (5.8% each). Very good

rating for Health and Local Government (9.6%) followed by Social Security and Land Records (7.7% each). The poor rating was given to Police Department.

i. Quality Indicators:

- Improvement in delivery time of Service: 36.5% respondents who availed the service think improvement in the delivery time.
- Better feedback: 7.7% respondents think of getting better feedback
- Improvement in Measurable Indicators: 15.4% respondents think that there is improvement in measurable indicators.
- Simplified Procedures: 28.8% respondents think that there is simplification of procedures.

Table No. 01: Opinion on different aspects of services.

Name of the Departments	Availed	Not Availed
Improvement in delivery time of services	36.5%	0
Better Feed back	7.7%	0
Improvement in Measurable Indicators	15.4%	1.9%
Simplified Procedures	28.8%	1.9%
KRAs	1.9%	0
Total N=52		

5.6 Strengths of the Initiative:

- Highly citizen oriented initiative.
- Easy realization of claims, entitlements and basic rights.
- Improvement in delivery time of services.
- Establishes connection between the state and the citizen.
- Respect to the identity and dignity of the citizen.
- Reduced cost to the citizens.
- Valid alternative to affidavits.

- Improvement in measurable indicators.
- Self-declarations for the need based services not mandatory as per law.
- Simplified procedures.
- Creation of Suwidha Centre.



Figure 5.8: Suwidha Centre in Punjab

5.7 Weaknesses of the Initiative:

- Poor awareness generation.
- Poor sensitization of the community.
- Lack of Suwidha centres within the reach of the citizen.
- Non-inclusion of all departments/ services.
- Lack of strategy for withdrawal from the project.

5.8 The Takeaways:

5.8.1 Process Takeaways:

- Field Surveys to generate matrix of services pertaining to furnishing of affidavits.
- Analysis of alternatives for replacement of the requirement of an affidavit.
- Measuring consequences in case of omitting submission of affidavit.
- Identification and classification of services:
 - o Where affidavit is mandatory as per law.
 - o Local practice not provisioned in law.
- Finalisation of specimen of self

declaration.

- Inclusion of declarations that facts stated are true and correct to best of my knowledge and belief.
- Issuance of Government order for replacing affidavits with self-attestations where no legal binding was associated in identified services.
- Sensitization programme and awareness programme for general public through print and electronic media.
- Instructions to different departments.
- Directions to all Collectors for regular monitoring of delivery of citizen services.
- Instructions to authorities to do away the submission of affidavits where not required.

5.8.2 Sustainability Takeaways:

- To sustain this practice the concerned stakeholders were imparted training on over all concept of the reform.
- The practice has been amalgamated with already existing infrastructure of Suwidha Centre which provides many other citizen services. Therefore a lot of administrative expenditure is saved. Punjab State Government was to establish 2112 rural Common Service Centres (CSCs) under the state's brand name "Gram Suwidha Kendra" in its 10 segregated zones to provide transparent, time-bound and affordable Government to Citizen (G2C) Services to CSCs. This amalgamation enhances the sustainability of interventions. Many other states also adopted e-District scheme of similar type. Thus sustainability at country level can also be ensured.
- Timely audit were conducted to ascertain the level of prevalence and adaptation of

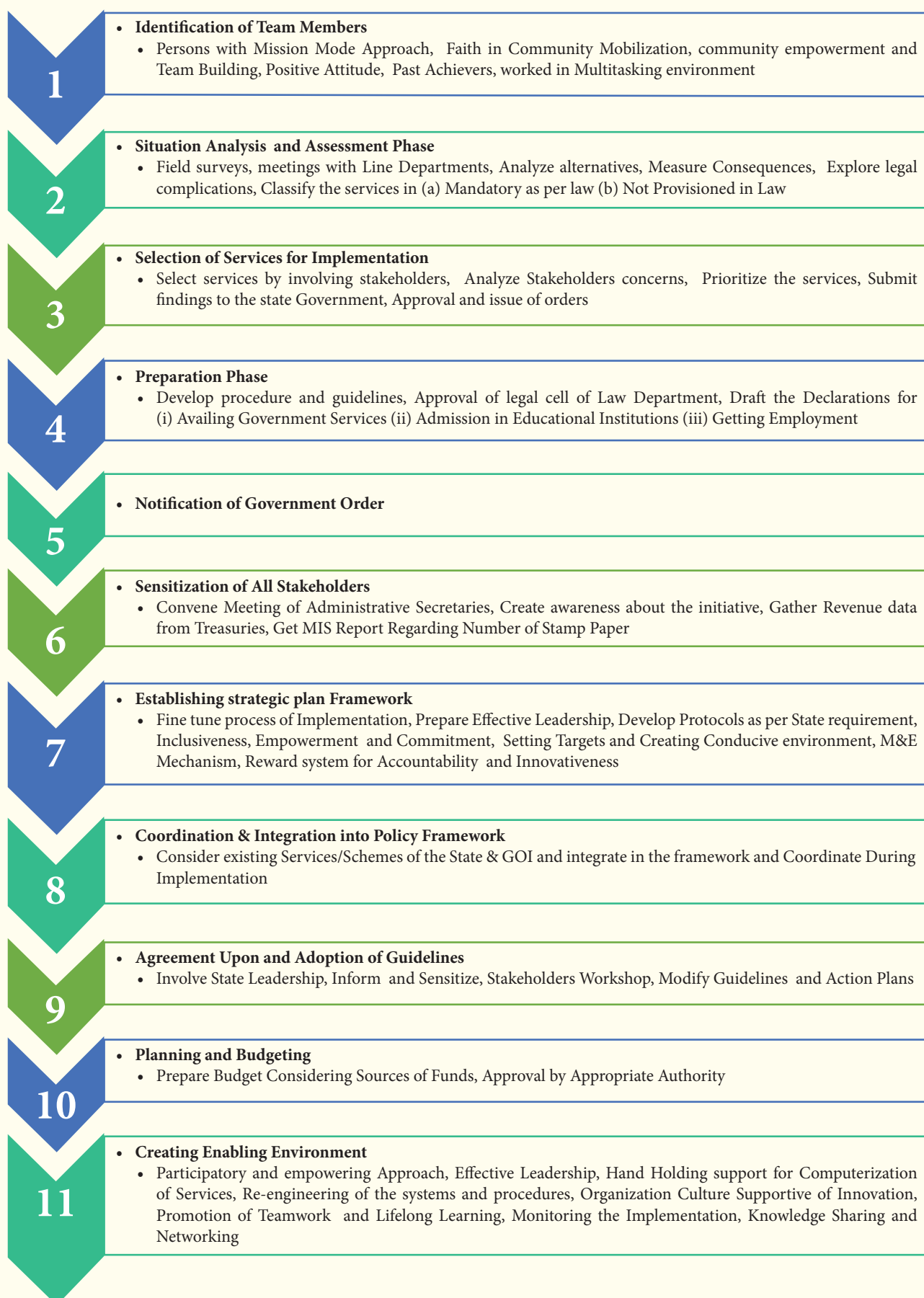
this practice.

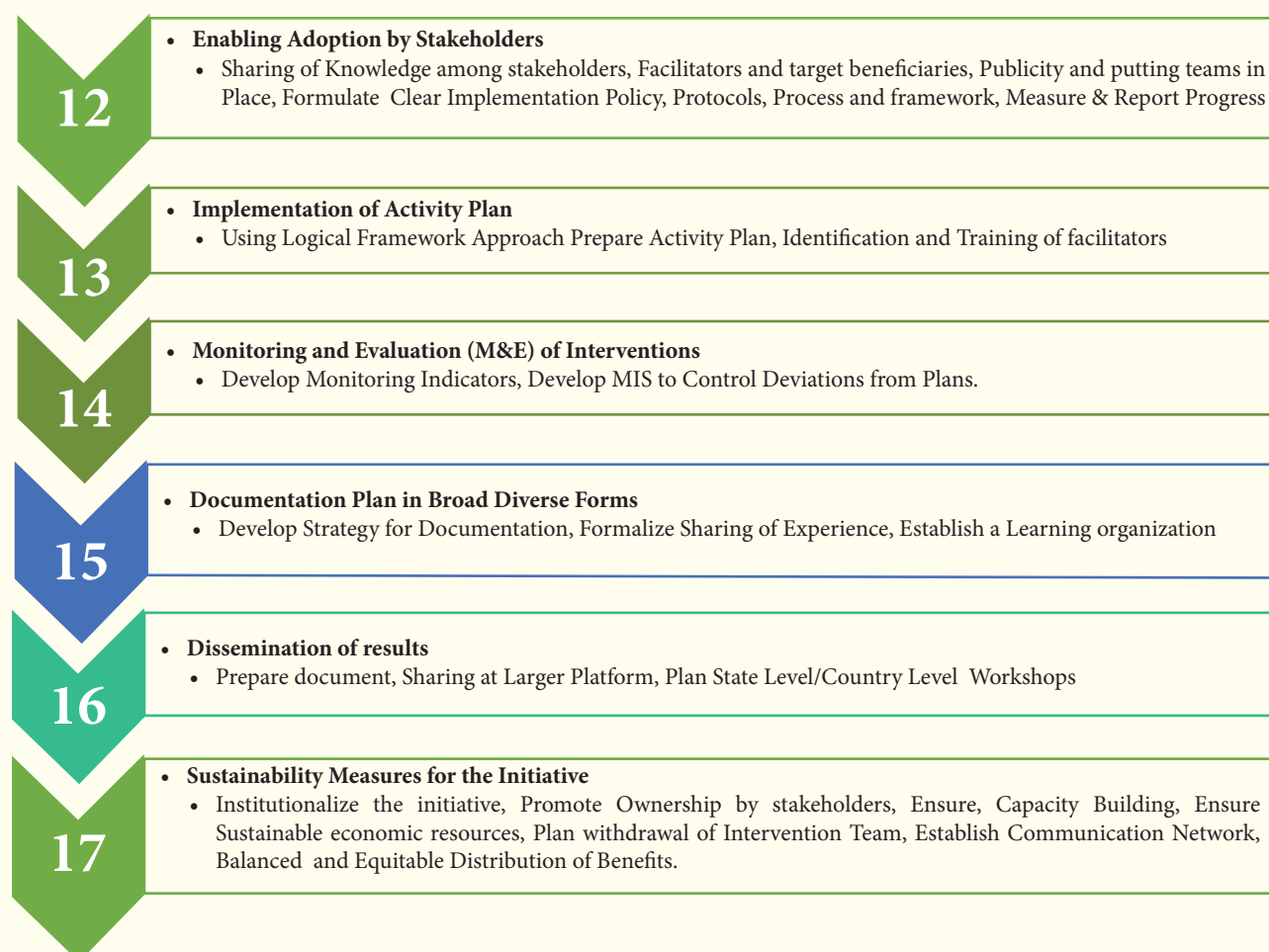
- Monthly monitoring of collection of data analysis of implementation of reform was done regularly. Surprise checks in various Suwidha centers are also conducted by Administrative Secretaries
- The DEITY, Government of India, has a nationwide scheme called e-district for similar objectives. Therefore, if this is dovetailed with e-district it may be further more sustainable.
- For sustaining these type of interventions it requires the involvement of the citizen, service departments and the team members. On this front too this initiative stands at better position.
- Third Party empowerment has involved the community and developed a sense of empowerment. The community will also demand the continuation of the scheme.

5.8.3 Replicability Takeaways:

- The type of services covered under rationalization of affidavit initiative are common to all citizens of the country. Therefore the initiative has a potential for replication. This has already been initiated in some more states of the country.
- The technology and software used in Rationalization of Affidavit Initiative need to be modified for specific services for replication in other state. Now Android software and mobile technology has reached to far off villages too, Jan DhanYojna and Aadhar Card has also reached to larger cross section of the society. It is now the time to use these tools either as alternative or combined.
- The strategies adopted in Rationalization of Affidavit Initiative also need to be modified to suit the local need and available local resources. Where e-District is not in use the modification need to be carried out in implementation strategies incorporating other alternatives.
- The help centre concept as used in SAKALA in Karnataka may be introduced and outsourced to private service providers to enhance the efficiency and effectiveness of Rationalization of Affidavit Initiative.
- The Rationalization of Affidavit Initiative has very strong component of training the service providers and team members at district and *taluka* level because of amalgamating with CSC. For replication the training strategy used in Rationalization of Affidavit Initiative can be used but training background material need to be developed or modified for state specific requirements while replication.
- Scheme needs to be incorporated in work plan. Considering the significant outcome, success of the project, it needs to implement the same project for key affidavits first.
- While field observation we found that few of the departments were not developed for their capacity to handle the services where as 6-8 departments got main focus in capacity building as well as for monitoring and evaluation. Having a lesson learnt from Rationalization of Affidavit Initiative one must decentralize the management using selective control tools (ie ABC, Analysis, FSN Analysis or VED Analysis) rather leaving less verification services untouched.

5.9 Way Forward for Replication of the Initiatives:





5.10 Best fit-GOI scheme with common objectives implemented by various states:

As a part of simplification of procedures in government work DARPG had taken this initiative for replication across all 94 Ministries/Departments of Government of India and across all the States/UTs and in the country.

6.0 Save the Girl Child to Prevent Foeticide-Perambalur District, Tamil Nadu

6.1 Introduction and Context of Governance Initiative:

Perambalur district is one of the most backward district of Tamil Nadu. Population as per 2011 census is 5, 64, 511 (Male 281436 and female 283075). Literacy rate is 74.65% (male 83.39% and female 66.11%) which is less than state average of 80.33%.

There was a sharp decline in the sex ratio in recent years in Perambalur district as the sex ratio at birth was 965 in 2007-08 which declined to 851 in 2010 -11. In this initiative use of male child birth audit and other innovative efforts were made to reduce adverse sex ratio and MMR.



Figure 6.1: Picture of Save the Girl Child

6.2 Problem Definition:

The 12th five year plan has set a goal of CSR at 950. This is increase of 0.6% per year from baseline of 914 as per census 2011. The child sex ratio is primarily influenced by sex ratio at birth and mortality in the early childhood (District IMR is only 16). The estimate of missing women increased from 46.35 million in 2001 to 49.73 million in 2011 (census). The PNDDT Act deals with the supply side of the problem alone but the census decline in child sex ratio indicates that more is needed to be done.

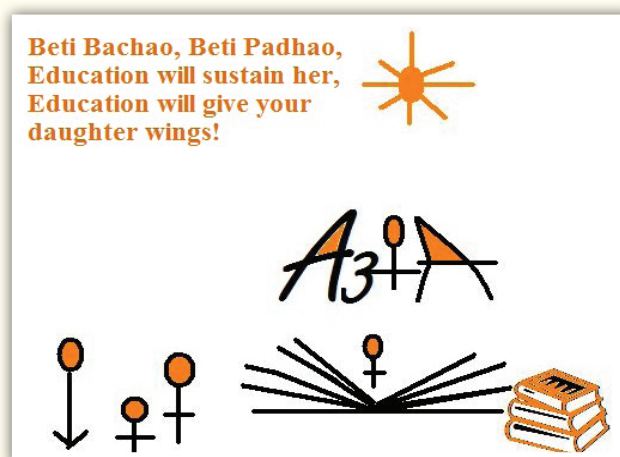


Figure 6.2: Beti Bachao, Beti Padhao-Education will sustain her

6.3 Objective of Governance Initiative:

- To improve sex ratio in the district.
- To avoid female foeticide in the district as the urban centers of the district with sonography units had emerged as centres of female foeticide.
- To avoid multiple sex selective abortion and reduce chances of maternal death.
- To detect and save the missing girl child.
- To provide a secured environment for the girl child.

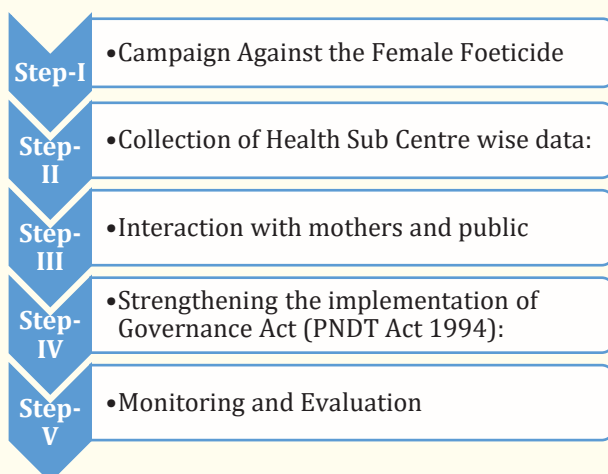


Figure 6.3: An Initiative to arrest the decline in sex ratio

6.4 Implementation Strategy Adopted:

The following strategies were adopted:-

- Audit of all second trimester Abortions: As natural abortion in the second trimester is a rare phenomenon, all the second trimester abortions were treated as suspected early sex determination and abortion cases.
- Early Ante Natal Care (ANC) registration was the most crucial variable for having a proper second trimester audit. Village Health Nurses (VHN) were made responsible for 100% early ANC registration to identify problem areas. They were also required to have interpersonal communication with mothers and relatives to avoid sex determination.
- Following steps were taken:



- Audit of all the male children born in a month. Primary Health Centre wise records were maintained for the birth of male child and monthly it was done. The parents were asked whether they had got scanning done anywhere within the district or outside. In most of the cases parents were forth coming as they had a baby son and they have not indulged in sex selected abortion.

6.5 Strengths of the Initiatives:

Change in Sex Ratio:

The district has recorded a very positive transition in the Child Sex Ratio at Birth, improving from 861 to 1016 per 1000 male during 2012-13.

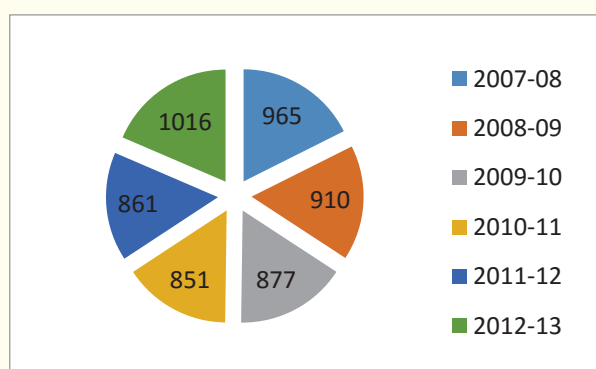


Figure 6.4: Sex Ratio at Birth

- The strategy of meeting the challenges proved as strength of the initiative.

Challenges Faced	Mitigation Strategy
<ul style="list-style-type: none"> •To spread awareness among the citizens particularly women was the biggest challenge of the project as the social prejudice against the girl child was very difficult to remove. •Initially the initiative faced resistance / lack of cooperation from citizens and health workers. •Family / social pressure on mothers to undergo sonography and pressure for abortion if a girl foetus was detected. •People were not cooperative initially to share information about clinics doing illegal sex determination. •Nexus among the health workers and Sonography clinics was the biggest challenge. 	<ul style="list-style-type: none"> •The ANM was made responsible for 100% ANC registration who involved the community & counselled the opinion leaders. •PRIs & Local opinion leaders, Diagnostic centres were sensitised. •During the analysis & audit of male child the nexus was exposed. The responsibility was assigned to health workers only.

- **Ensuring ANC Registration:**

It was made mandatory for women in the district to register for Ante Natal Care (ANC) in the first trimester itself if they wanted to avail of the financial assistance. This measure helped as the number of abortion cases per month came down from 42 in April 2011 to 23 in December 2011 and 20 in April 2012.

All the respondents visited health institution during pregnancy and registered their pregnancy, ranging from 1-2 months of pregnancy to 9th month of pregnancy. Majority response was 7-8 month of pregnancy followed by 5-6 month of pregnancy.

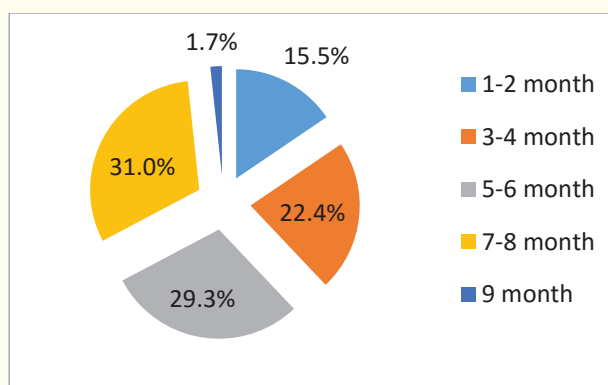


Figure 6.5: Month of Registration

- **Effectiveness of Communication Interventions:**

- o On the question of counselling of family members about gender equity and on health issues 98.3% respondents replied in affirmative that their family members were counselled on health issues as well as on gender equity.
- o To the question of awareness of your community about sex determination 94.8% respondents replied in positive.
- o 94.8% respondents opined that the information about sex determination was given by ICDS worker/Health worker/Teacher as the primary source of information/communication on save the girl child.

- o There were various sources for community/citizen mobilization against sex determination. Majority respondents 62.1% said TV talk show and 25.9% said through radio jingles, they were mobilized by electronic media. 27.6% respondents were mobilized by Role plays among the traditional media and 87.9% were mobilized by advertisements in the print media. Under IPC by opinion leader the government workers mobilized 75.9% respondents whereas 20.7% respondents were mobilized by the priests.

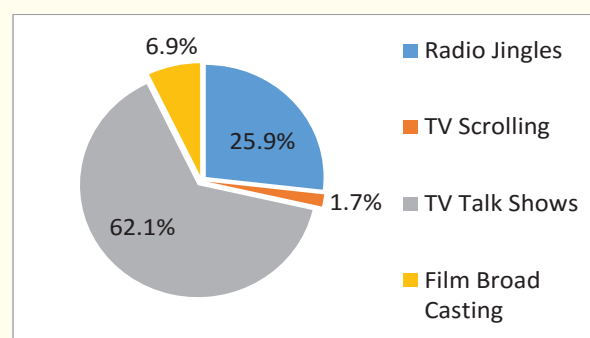


Figure 6.6: Electronic Media

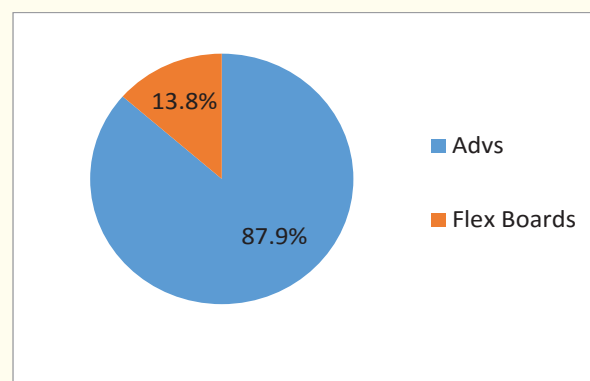


Figure 6.7: Print Media

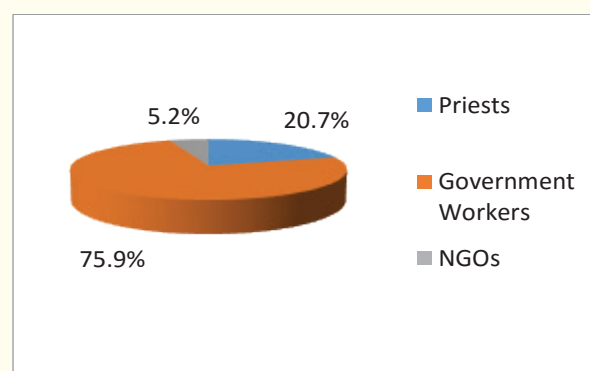


Figure 6.8: IPC by Opinion Leaders

General Strengths:

- Early ANC registration for having a proper second trimester audit.
- Village health nurses made responsible to have 100% early ANC registration.
- Audit of all second trimester abortions was ensured.
- Interpersonal communication with mother and care takers to avoid sex determination.
- Audit of all male children born in a month.
- PNMT act 1994 was strengthened.
- No extra expenditure or budget requirement.

6.6 Weaknesses of the Initiative:

- The perception about Pros and Cons of Sex Differentials could not be handled adequately:
 - o The community perceives that boys can go to job and earn money for the family members (13.6%). The parents have to spend lot of money and Jewellery for the marriage of girls (15.3%).
 - o The girl child pays more attention to her family members (25.5%). Girls can do all household work but parents have to spend lot of money for their marriage (25.5%).
 - o One has to spend a lot of money and jewellery for their marriage.
 - o Out of 58 respondents 94.8% were aware that sex determination is an offence in the eyes of the law.
- Lack of awareness among women on certain barriers for gender equity.
- Resistance from the citizens/lack of cooperation could not be resolved completely.

- Lack of knowledge and control on clinics outside the district doing illegal sex determination.
- Ability to break nexus among the health workers and sonography clinics was also poor.
- Lack of powers under PC and PNMT Act to take action against sonography centres located outside the district.
- Difficulty in changing the mind-set in the patriarchal society and preference for a son.
- Initiative has a definite rural orientation excluding urban centres leaving a shortfall in population coverage.
- Wholly dependent on government staff and community empowerment was weak so resulting into poor sustainability.
- Time spent by district administration on monitoring proved a constraint.
- Non involvement of print and electronic media in the initiative resulting in limited outreach.
- The infant mortality and mother mortality is still a challenge.

6.7 The Takeaways:

6.7.1 Process Takeaways:

- Sensitization of VHN and AWW and their active involvement.
- Early ANC registration.
- Interpersonal communication with mother and relative to avoid sex determination.
- Audit of all second trimester abortions at the level of PHC and district hospitals.
- Provision of sonography units at all the PHCs.
- Audit of all the male children born in a month.
- Strengthening the implementation of PC and PNMT Act.

- Regular monitoring by the health and district administration.

6.7.2 Sustainability Takeaways:

- The community other than affected family has participated in the intervention in the district. The larger participation and support from the community for these interventions has increased sustainability of the initiatives.
- The health functionaries involved at each stage of these interventions have become empowered in continuing these interventions. They were the prime movers for getting ANC registration in the district which has helped in achieving their targets other than implementation of PNDT Act.



Figure 6.9: Protecting Foetus

- The methodology of pregnancy audit for male child birth has reduced resistance or increased openness for sharing information pertaining to sex determination. The community and sex diagnostic centre carry out the detection test clandestinely as they are punishable under the act if the birth is averted as a result of sex determination. In case of male birth it is not averted so they feel less restricted in sharing information. Therefore this initiative has higher potential for sustenance.
- There was no additional expenditure on carrying out the interventions. The ANC registration was their regular duty but auditing was a bit additional job which same manpower could do.



Figure 6.10: Community Involvement

6.7.3 Replicability Takeaways:

- These interventions have an excellent potential for replication because the activities did not require any additional funds for the key activities as given below.
 - o Registering the 2nd trimester pregnant woman was made possible through sensitization of VHNs and AWWs and their active involvement.
 - o The convergence of health staff, ICDS workers and PRI functionaries made the operations smooth with ANM as a unit.
 - o No extra human resource was required as part of the initiative as the stake holders were Government employees.
 - o Awareness spread through various media channels helped in smooth running of the initiative.
 - o The action or the threatened action against the sonography unit doing mal practices and sealing some of the units for violation of PC and PNDT Act has been successful in conveying the consequences of violating the law.
- The achievements at Perambalur are worth appreciating but duplicating them without adjusting local situations may prove counterproductive. Therefore, the challenges and opportunities be discussed with the stakeholders and the strategy need to be adjusted to incorporate their concerns.

6.8 Way Forward for Replication of the Initiative:



13

- **Dissemination of Results**

- Sharing of Documents at Larger Platforms, Conduct of State and Country Level Workshops

14

- **Sustainability Measures for the Initiative**

- Institutionalize the Initiative, Promote Ownership of Stakeholders, Capacity Building, Sustainable Economic Resources, Planning for Team Withdrawal, Establish Communication Network, Balanced Equitable Distribution of Benefits

6.9 Best Fit-Beti Bachao and Beti Badhao, Gujarat:

The Gujarat Interventions on saving the girl child are based on implanting the Silent Observer (SIOB) devices in the sonographic machines in the area. Each diagnostic lab is mandated to give the information in F-Form as given in the PCPNDT Act. Whereas in Perambloor TN experiment focus was on ensuring 100 % ANC registration and pregnancy audit for second trimester abortions. Both these approaches have assumptions that 100% ANC registration is feasible and F forms for 100% sonographies will be made available. Both these assumptions have limitations. In Maharashtra use of SIOB proved ineffective. Therefore there is a need to adopt both approaches in tandem to contain the practices of sex determination. They will be complementary to each other.

7.0 Eraviperoor Gram Panchayat-Success Story of Local Self Governance, District Pathanamthitta (Kerala)

7.1 Introduction and context of Governance Initiative:

To achieve a good livelihood for the people of Pachayat and implement decisions of gram sabha and different working groups, the Eraviperoor Gram Panchayat took several initiatives making use of the now available modern technologies. Involvement of the community and use of knowledge and experience of senior citizens in these initiatives was another speciality of this PRI.

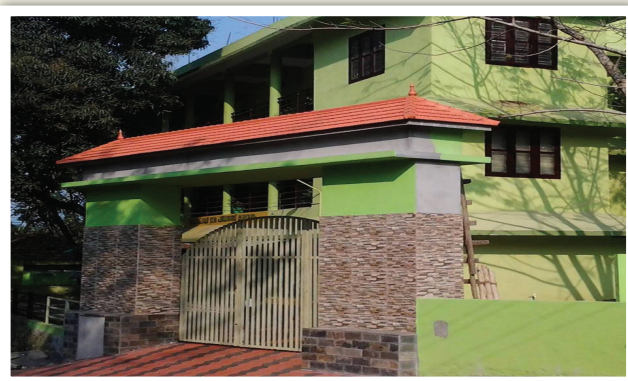


Figure 7.1: Eraviperoor Gram Panchayat

7.2 Problem Definition:

- The Panchayat office was being run manually which used to delay Panchayat Services.
- People's campaign for orientation of upcoming generation and for improving their academic skills and to make them competitive.
- Addressing the ecological concerns of the people.
- Poor availability of drinking water to the people.
- Availability of limited health care facilities.
- Insecurity of girl children.
- Poor infrastructure facilities at the Primary Health centre.
- Lack of grievance redressal system for

women and children.

- Drying of Varattar river and silting of water bodies.
- Purposeless and unproductive use of MGNREGS funds.

7.3 Objectives of Governance Initiative:

The objectives of this initiative are given below:

- To establish a paperless office (e-Governance).



Figure 7.2: Paperless Office, Eraviperoor

- To start a village Knowledge Centre:



Figure 7.3: Village Knowledge Centre

- To conduct Environmental Gram Sabha.
- To convene Arogya Sabha.



Figure 7.4: Harith Gramam Initiative

- **To Start the Karate class for girls.**
- **To constitute the Jagrath Samiti.**
- **To implement various projects through MGNREGS** for rejuvenation of Varattar river, formation and metalling of roads to help transportation facilities, renovation of water bodies and digging of water harvesting pits meant for improving water table. Banana cultivation etc.



Figure 7.5: Eraviperoor Grama Panchayat Free WiFi zone

7.4 Implementation Strategy Adopted:

- **Identifying the Problems:** The village Panchayat through the Gram Sabha meetings identified the problems of the village.
- **Creating awareness among the people:** Gram Sabha discussed the problems and the participants suggested action to be taken. The Panchayat constituted expert group from among the retired

human resources which formulated the projects and again reported back to the Gram Sabha for discussion and approval. The emphasis was on public meetings. The interactions and discussions with Medical professionals, Civil Engineers, Waste Management Experts, Agriculture, Animal Husbandry and Veterinary Science Experts and Fisheries experts were a continuous process during the implementation of the Projects. Project wise subcommittees were constituted for the monitoring of the projects.



Figure 7.6: Awareness Programme

- Coordination with different offices of Panchayat and Government at block, district and state level was done for the sanction and release of fund.
- In nutshell, it may be said that identification of problems, creation of awareness, targeting the right audience and area, formulation of the project, utilizing expertise available within the Panchayat, constitution of sub committees for implementation and proper project monitoring and timely availability of funds were most important part of the implementation strategy.

7.5 Strengths of the Initiative:

- 98.3% respondents replied that Panchayat office has become paperless.
- Awareness generation tools were

successful as out of 59 respondents 88.1% were informed by Panchayat official about the availability of innovative PRI services. 30.5% respondents were informed by the neighbours. Remaining sources of information contributed between 1.7-3.4% only

Table No. 01: Source of information.

Source	%
Information by Panchayat.	88.1
Information by neighbour.	30.5
Supervisors- ICDS	3.4
Friends and Relatives	3.4
School going children	3.4
Others	6.8
Total N=59	

- The utilization of services developed was also quite high as 86.4% got Panchayat activity information through SMS, 71.2% utilized paperless office for one or other activity and 37.3% got registration for birth/death/marriage etc.

Table No. 02: Facility availed

Activity	%
Registration of Birth / Death/ Marriage.	37.3
Panchayat activity info. by SMS	86.4
Salary of employees	5.1
Filing of application for a service.	1.7
Revenue records required	1.7
Village Knowledge Centre	5.1
Paperless Office	71.2
Total N=59	

- 98.3% respondents utilized knowledge centre and also 83.1% respondents were satisfied with the working of VKC where as 13.6% rated the working of VKC as good.

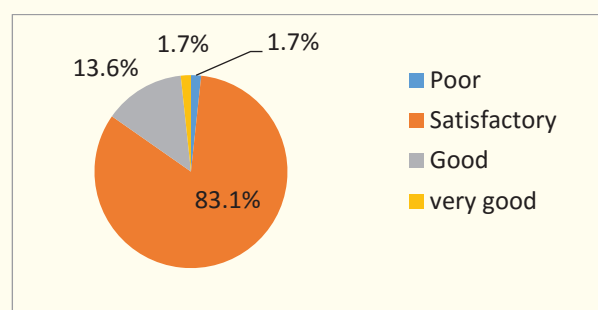


Figure 7.7: Level of satisfaction with VKC facilities.

- 96.6% respondents found that modern slaughter house was helping them by keeping environment clean.
- Majority of 89.8% respondents were the beneficiaries of water supply scheme. In the opinion of 83.1% respondents it had resulted in improved water supply.

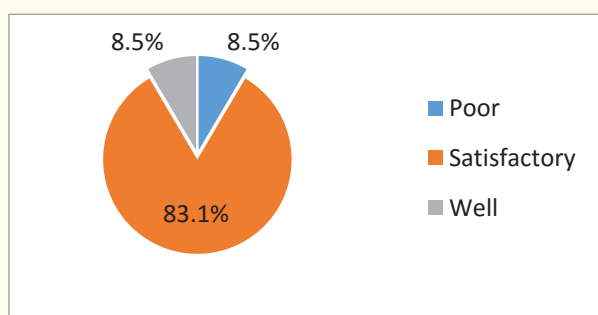


Figure 7.8: Level of satisfaction with water supply.

- Convening gram sabha for problem identification.
- Creation of awareness through different mediums.
- Targeting the right audience and area.
- Formulation of the demand driven right kind of projects.
- Utilization of expertise available within the panchayat in the form of retired persons.
- Constitution of project wise sub committees for implementation.
- Proper monitoring of the projects.
- Strong financial position of panchayat.
- Timely sanction and release of funds by the Government of Kerala.
- Dedicated implementation team.

7.6 Weaknesses of the Initiative:

- Certain gaps were observed. The respondents suggestion to improve the project functioning are here.
 - o More computer classes be conducted.
 - o Panchayat should be better connected.
 - o If more loan is given without interest it will work and improve livelihood.
 - o More group discussion and survey should be conducted.
 - o Must teach about the self-help group.
 - o The project is going on well now and more projects should be undertaken.
- Too many projects in too short time.
- Non involvement of print and electronic media.
- No strategy for withdrawal from the initiatives.
- Change of the implementation team with panchayat elections.
- Dependence on gram sabha for projects/ problem identification.

7.7 The Takeaways:

7.7.1 Process Takeaways:

- Convening gram sabha from time to time for:
 - o Identification of the problem/ projects.
 - o Creation of awareness.
 - o Inviting suggestion to solve a problem.
 - o Getting opinion of the experts.
- Constitution of subcommittee for implementation of the project and its monitoring.

- Strong financial position of panchayat with its own resources.
- Timely sanction and release of funds by the Government
- Utilization of experienced and retired senior citizen effectively.

7.7.2 Sustainability Takeaways:

- The major task in making all these initiatives to succeed was due to involvement of Gram Sabhas and the level of confidence and motivation of general public of Eraviperoor Gram Panchayats well as its board members.
- The schemes were implemented in the form of roads, mini water supply schemes, paperless office, Arogya Sabha, Environment Sabha, Rejuvenation of PHC etc. in phases.
- The funds were available from Panchayats, own resources and also from MNREGA as well as from Plan and Non Plan funds of Government of Kerala.
- These initiatives were implemented in 2013-14. When our research team visited the site in January 2016, they were still in operation.
- Some of the initiatives are still being maintained by the beneficiaries themselves e.g. mini water supply scheme and others by the Eraviperoor Gram Panchayat.
- The capacity building of the employees of Eraviperoor Gram Panchayat and other stakeholders is being done regularly.
- The community participation is ensured through organization of various Sabhas.
- It was observed in the FGDs that the capacity building for using computers need to be further enhanced to ensure sustainability.

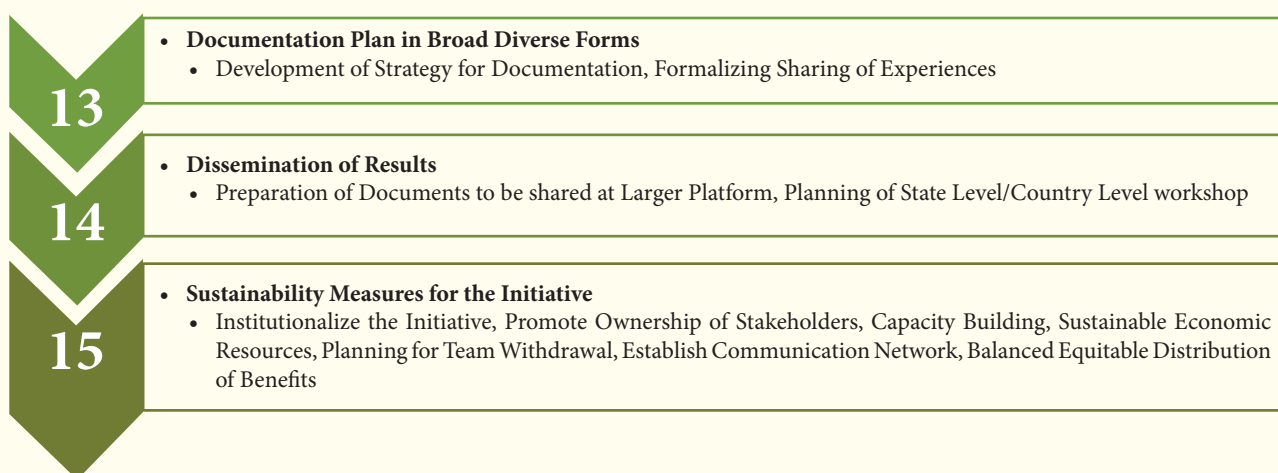
- For ensuring sustainability the withdrawal from project strategy need to be developed.
- The methodology for sharing the gains and assets generated by Eraviperoor Gram Panchayat be evolved on principles of equity.
- The user charges are levied for different services which is a strong component for ensuring sustainability.
- Pooling of resources for health economics has been experimented and successful. Whereas the interventions at Eraviperoor Gram Panchayathas experimented with multiple services making these interventions more viable and acceptable.
- The retired personnel settled in the intervention PRI is a very useful resource.

7.7.3 Replicability Takeaways:

- The Eraviperoor Gram Panchayat has made about 9 interventions with different type of services under each intervention in this initiative. All these services covered under this initiative are the services which any PRI will dream to have.
- Based on the strategy adopted any state/ district/ Panchayat can replicate these interventions by identifying the local needs of the PRI and the potential mapping with the demand.
- The strategies adopted in Eraviperoor Gram Panchayat also need to be modified to suit the local need and available local resources of the PRIs.
- The literacy level and the exposure to outside world of the citizens of Eraviperoor Gram Panchayat is quite high. Therefore before replicating the Eraviperoor Gram Panchayat interventions the sensitization of the community is needed.
- The Eraviperoor Gram Panchayat has very strong component of capacity building, need identification and community ownership.
- Scheme needs to be incorporated in work plan. Considering the significant outcome, success of the project, it needs to implement the same project for all the PRIs in phased manner.
- In development motivating the beneficiaries is tough so all constraints having potential to demotivate the users need to be taken care.
- The achievements at Eraviperoor Gram Panchayat are worth appreciating but duplicating them without adjusting local situations may prove counterproductive.

7.8 Way Forward for Replication of the Initiatives:





7.9 Best fit-Success Story of Maan Gram Panchayat, District Pune, Maharashtra

Maharashtra is India's third largest state with area of 307,713 square kilometres. The state introduced empowerment process of the gram panchayats and Maan Gram Panchayat situated in Mulshi Block in Pune district is the shining example.

Both the models are good examples of good governance in local self-governments. The State may select any model for replication depending on state specific situations.

8.0 Achieving 'Total Financial Inclusion' in West Tripura District through e-ROR (e-Record of Ordinary Residence) and Common Service Centres piloted at Mandwi block

8.1 Introduction and Context of Governance Initiative:

In Tripura, Financial Inclusion was introduced in Mandawi RD Block under West Tripura District on 4th September 2012 as a pilot project where all households (12910) were provided financial and banking facilities through bank branches and particularly through 4 Common Service Centres (CSCs). The Direct Benefit Transfer (DBT) on NSAP were done there, tracking each family on the basis of e-ROR (e-Record of Ordinary Residence). This e-Record has all details of the family including status of bank accounts. This acted as database to identify uncovered families. The entire Block of Madawi was covered through CBS Bank accounts. The project importance is reflected in improved quick delivery of citizen centric services and entitlement, universal financial inclusion and checking corrupt practices.



Figure 8.1: A view of Business at SBI Branch

8.2 Problem Definition:

- West Tripura district is predominantly a tribal district. Mandwi is one of the remote Block of the district with almost 95% tribal population. The people were not connected to formal banking. They were not getting their correct benefits of welfare schemes.

- The ethnic violence and four decades of insurgency adversely affected development of the area leading to mass unemployment, extreme poverty and poor development of infrastructure. Thus the majority of population was unaware of financial institutions and instruments. Bankers were also not interested due to low prospect of business.
- Due to political stability and reconciliation once the development started it was found that the benefit transfer to individual usually got delayed.
- Targeting and identifying the genuine beneficiary was also a problem.
- Cash payment of benefits of state schemes, rampant corruption, presence of middleman, money lenders were all the problems.
- It was thought that the state benefit must be channelled through individual's bank accounts electronically, minimising tiers involved in fund flow thereby reducing delay in payment, ensuring accurate targeting of the beneficiary and curbing pilferage and duplication. In the process it was difficult to accurately track households without formal bank account and reach to them with financial inclusion measures.

8.3 Objectives of the governance Initiative:

Following were the main objectives of the Governance Initiative to ensure that:

- One family has at least one account in the bank.
- Provision of basic financial services to each family.

- Transparent and efficient transfer of Government benefits under different schemes.
- Curbing delay and eliminating role of middlemen.
- Boost to thrift, financial benefits and feeling of security
- Extension of credit in priority sector.



Figure 8.2: Fisheries Project- Credit utilization in priority sector

8.4 Implementation Strategy Adopted:

Following were the key steps of the strategy adopted for the implementation of the initiative.

- Planned and structured approach to address issues.
- Planning at District and Block level.
- Involvement of Banks
- CSC-SBI Partnership
- CSC- Basix PPP approach
- Ultra Small Branches to bridge the gap
- Community mobilization
- Role of village committees
- Record of Ordinary Residence
- Household survey to update ROR
- e-ROR to act as the base document to identify uncovered families and sharing of information by BDO with the Banks.
- Opening of CBS accounts in major banks.
- Village wise targets for banks.
- Financial literacy camps.



Figure 8.3: Self Employment-Weaving Shawl

8.5 Strengths of the Initiative:

- Source of information of e-ROR: Government workers viz. GP level officers and PRI were the main source of e-ROR information (76% respondents).

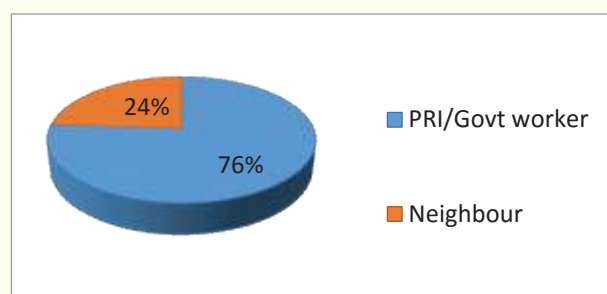


Figure 8.4: Source of Information

- Enrolment in e-ROR: e-ROR had been made universal in Mandwi Block as all respondents accepted in interview and during FGD.
- Opening of bank account: All participants had bank accounts. Tripura Grameen Bank and its business correspondence and ultra small branch hosted by SBI (key partners) were the main banking service providers in the block. 76% respondents had their account in TGB and 24% in SBI (Including ultra small branch).

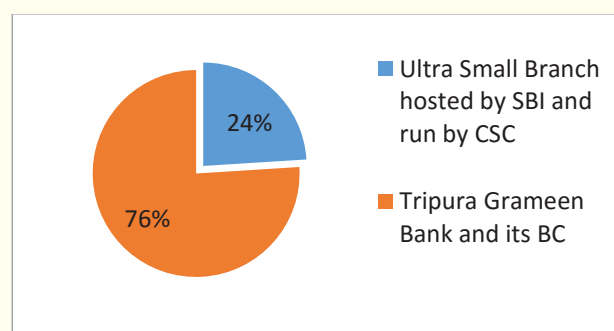


Figure 8.5: Participation of Banks

- State Benefit Transfer through Bank Accounts: 90% respondents received their MGNREGS payments in their respective bank accounts. Bank accounts have also been used for IAY and DBT schemes. The scholarships to students were also transferred to bank accounts. 38% of respondents said that their accounts had been used for other purposes like Rashtriya Krishi Vikas Yojana, Social Security Pension Scheme etc. 4% respondents accepted that their accounts had been used for KCC purpose and 58% respondents said that their accounts were also used for SHG related transactions.

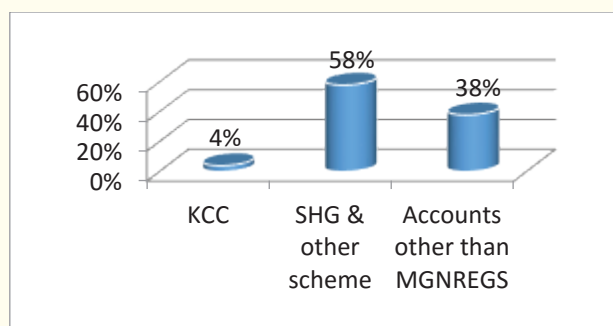


Figure 8.6: Linkages of Account with Government Scheme.

- Availability of Priority Sector Loan: 94% respondents never took loan directly from the banks. Only 6% respondents accepted that they had been offered priority sector loans though it came out during FGD that subsidized loans under various schemes like KCC, SHG etc. were given. SHGs had received loans between Rs. 30,000/- to Rs. 60,000/- and they were running their enterprises successfully and paying their loans in time.
- Achievement under adverse conditions:
 - All 12910 families in Mandwi block had at least one CBS bank account.
 - Presently 100% electronic wage payments were being made under MGNREGA through e-FMs.

- 100% transfer of benefits under IAY, JSY and JSSK.
- 100% coverage of NSAP beneficiaries through banks
- KCC loans increased many fold.
- The initiative was emulated in remaining 8 blocks as well.
- All 98457 rural families had at least one CBS bank account.
- 20 Ultra Small Branches were functional.
- Credit in Agriculture and allied services increased by 220% between 2011-12 to 2012-13.
- Suitable platform to achieve objectives of PMJDY.



Figure 8.7: Old Age and Widow Pensioners with Bank Passbook during weekly Payment Day

8.6 Weaknesses of the Initiative:

- Sensitization of the Community: 38% accepted that community meetings were the key source of sensitisation. 62% respondents accepted that they were still ill informed about financial inclusion.
- Respondent suggestions for information dissemination on e-ROR, FI initiative: For the gaps identified the suggestions were as follows:
 - More meetings on financial literacy.
 - FI education and training to GP officers
 - FI education and training to PRIs and community leaders.

- **Saving Habit:** 64% of the respondents were less interested in saving in their bank account. Only 36% accepted that they prefer frequent saving despite having limitations. Poor awareness about the benefit of savings through bank was the main reason for poor savings.

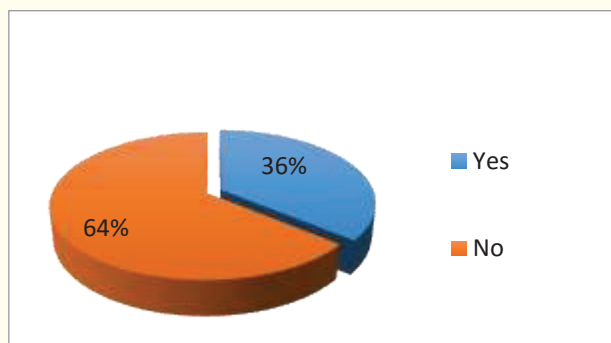


Figure 8.8: Saving Habits

- **Protection against Middlemen:** Only 22% of the respondents agreed that bank loan saved them from middlemen and their exorbitant rate of interest. But fear of default and complex banking procedures were the two main reasons for shying away from banks for loan. However limited loaning was done through SHGs.
- **Weakness with Suggested Corrective Actions:** Though initial success of the initiative had been praiseworthy yet some challenges were still there, some key issues were as follows:
 - o **Connectivity and Power Supply:** These were important infrastructure related issues. Gram Panchayat office and bank branches lacked proper connectivity and thus they failed to serve. Downtime for internet connectivity was very high. Internet Traffic congestion was a commonly felt problem by bank branches as well as Micro Bank operators.
 - o **Infrastructure:** There was lack of physical and human infrastructure. Community level Micro Banks did not have proper sitting

arrangements. During festivals the problem increased many fold and conditions became extremely stressful.

- o **Data Migration:** Both internet and GIS failed to work. Since the system was yet to optimise, the BDO office still processed many applications manually.
- o **Poor Saving Habits:** Bankers felt business was not lucrative with primary sector consumers. The customer was interested only in state benefit transfers and not in other areas of banking like loaning and insurance etc. The tribal habit discouraged saving.
- o **Poor Financial Literacy:** Financial literacy among the villagers was not satisfactory.

Some other shortfalls were fear of failure to repay loan among the people, lack of awareness about state schemes, lack of skill in micro branch operators and poor commission to Ultra Bank Branch operators/BC

- o **Corrective Action:** The Government of Tripura needs to look into these shortfalls carefully and devise plans to overcome through better physical infrastructure, skilled manpower, better connectivity and continuous advocacy for banking and financial inclusion. The programme of general. cum-financial literacy camps for people were required to be continued for some more time.

8.7 The Takeaways:

8.7.1 Process Takeaways:

- Bank manager of Tripura Grameen Bank, Mandwi said that with gradual perception change, bank was forced to provide cost effective universal banking

solution to the people. Bankers like State Bank of India, Tripura Gramin Bank, United Bank of India and Canara Bank brought innovation and reached people through business correspondence model and micro banking facilities in village. The local youths trained as VLE's to run Common Service Centre proved asset to

the community banking. This will ensure the stability and sustainability of such initiatives.

- Participation of VLEs/CSC at exploitation of its fullest potential is highly recommended in all aspect of implementation of EROR-FI or similar project in new location.

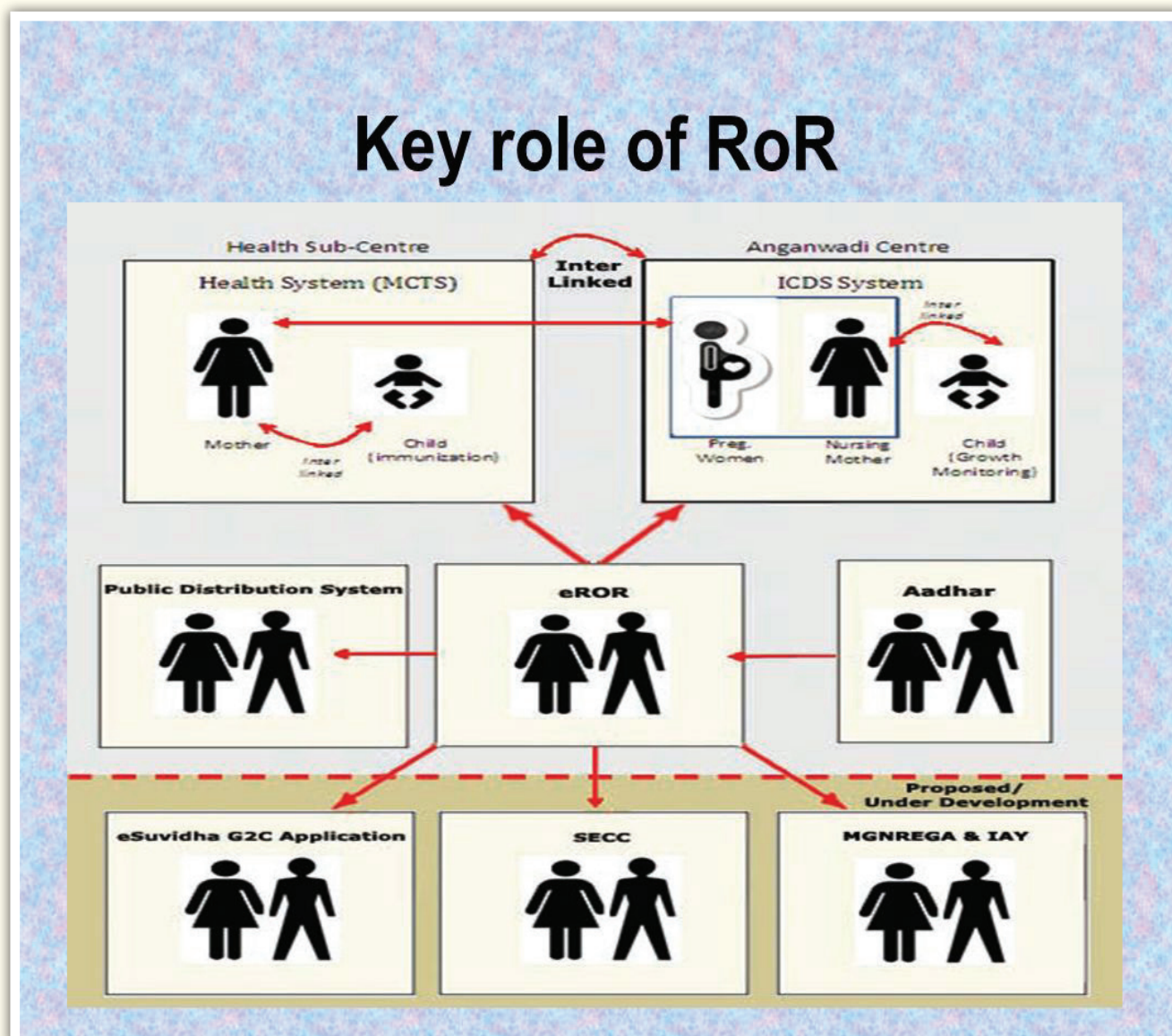


Figure 8.9: Key Role of RoR

8.7.2 Sustainability Takeaways:

- Under the e-ROR initiatives all 12910 families have at least one CBS Bank A/C. Presently 100% electronic wage payments under MGNREGA through eFMS were made. It achieved 100% electronic

transfer of benefits under IAY, JSY and JSSK. It also achieved 100% coverage of NSAP beneficiaries through banks. The customer satisfaction in the study was of high order. The community is involved. The local political representatives have been involved and played crucial role in implementing this initiative. Therefore

on demand side on the account of community support and participation in the scheme it is sustainable.

- On supply side too, PM-JDY, a flagship programme of the Union Government having many common objectives, was implemented. Therefore banks too were to increase customer base. Therefore, these initiatives could be sustainable if dovetailed properly with PM-JDY in tribal areas.

8.7.3 Replicability Takeaways:

- The initiative was emulated in remaining 8 blocks as well. All 98457 families (rural) have at least 1 CBS bank account in Tripura now. 20 nos. of Ultra small branches were functioning and increase in credit by 220% in Agri. and allied sector between 2011-12 to 2012-13 (Rs. 191.83 lacs to 423.35 lacs) was achieved. It has provided suitable platform to achieve objectives of PMJDY. There the e-ROR initiatives can be replicated in the tribal blocks which are badly affected by insurgency and naxalism.
- Here it is noteworthy that Mandwi is one of such CD block which had been badly hit by insurgent outfits. Mandwi block is dense forested with hilly terrain dominated by Indigenous tribes. Once ill known for its poor socio economic development is now one of the fastest developing regions in the state. Thus this initiative would be easily replicated in the similar blocks in the country.
- 100% DBT may be started for various schemes and revamped structure by banks to carry out branchless operations under competitive and comparative advantage can be adopted now. The deepening of financial services coupled with financial awareness can be enhanced. This will provide impetus to Pradhan Mantri Jan DhanYojana in

similar areas.

- The pilot implementation created huge treasure of knowledge and best practices. eROR is example of operational excellence and delivery of state services to the door step of citizens living in hinterland. The project has implication not only for Tripura but also whole country in the light of PM-JDY.
- Government of Tripura has drawn its strength from responsive public institutions and Panchyati Raj (Like in case of Mandwi BDO office, Panchayat level officers, Chairman of ADC village) led by local MLA for successful e-RoR implementation and later on FI and been able to establish procedures and robust infrastructure for successful conduct of e-RoR and e-ROR powered FI Project. State secretariat/NIC/DM office also facilitated without any delay. Therefore the experience gained in e-RoR and e-ROR powered FI Project is to be improvised to suit local needs. It would be wise replication in tribal belts affected by naxalism and insurgency. Thus the initiative has a potential for replication in the areas where tribal population under similar circumstances of Naxal affected areas in Bihar, Jharkhand, WB, AP, CG and other states.
- The main factor of the success in this initiative was right USB operating agency and its commitment to the cause. Therefore for replication the right type of agency having experience and potential for micro financing at one hand and collaborating with commercial banks at the other is to be identified for replication as well as up scaling.
- In case the agency is not found having experience and competence, then existing agencies having been successful in other development sector but having potential need to be identified. Their

- capacity building should be done.
- The strategies adopted in this eRoR and eROR powered FI Project initiative also need to be modified to suit the local need and available local resources before replication.
- The terms and conditions for engagement of USB agencies should be drafted by a legal professional ensuring the immunity from any long term retaining obligation and linking with banking operations.
- The industries are now having obligation for social development under its CSR fund. These industries need to be roped in for this function/ cause of social upliftment.
- While carrying out eRoR and eROR powered FI Project initiative the standard operating procedures were not developed. These need to be developed for smooth replication of e-ROR in other blocks of Tripura as well as other states.

8.8 Way Forward for Replication of the Initiatives:





8.9 Best Fit-PM Jan DhanYojna in Tribal District of Sabarkantha, Gujarat

Gujarat is referred to as jewel of western India because of its enterprise, entrepreneurial skills and contribution to the socio-economical wellbeing of the country. Spurred by many initiatives under PMJDY the state came up with a similar initiative in the Tribal district of Sabarkantha.

From replication point of view both the initiatives are excellent. Depending on the states local situation any model can be tried. However, Sabarkantha model is translating PMJDY on the ground which is a National Project to be implemented by all the states.

9.0 Revival of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in District Fatehpur, U.P.

9.1 Introduction and Context of Governance Initiative:

Like many rivers and lakes in our country Sasur Khaderi-2 Rivulet and its origin Thithora Lake got shrunk and dried- up long back due to reasons like:

- drought conditions for long.
- encroachment and reduction of catchment area.
- no feeding from groundwater due to its overuse.
- flattening of slope and aggradations of river bed due to siltation.



Figure 9.1: Map showing the course of Rivulet

The district administration came to know about these dried-up water bodies through a local saint 'Swami Vigyananand' and some other residents who have been trying for their revival for a decade, but in vain. In this backdrop, it was decided to rejuvenate both the water bodies by the state administration in the summer of 2013-14 under MNREGA. This initiative was for their revival.



Figure 9.2: The Rivulet before rejuvenation



Figure 9.3: The Rivulet after rejuvenation

9.2 Problem Definition:

Thirty eight km stretch of 46 km. Long River Sasur Khaderi-2 and its origin Thithora Lake in district Fatehpur (U.P.) were dry for years. The initiative sought to tackle acute water crisis in dry season and problem of water logging during rains by way of revival, restoration and rejuvenation of the rivulet and the lake. There was a need to recreate water storage capacity in the lake area of 7.537 hectare and also improve ground water recharge together with flood mitigation during rains. At the same time there was need of preventing the soil from turning sodic and infertile.



Figure 9.4: Lake Before Desilting

9.3 Objectives of Governance

Initiative:

These initiatives aimed to:

- Carve out the trajectory of 46 km long river and Re- create and Restore its 38 km silted and encroached reach.
- De-siltation of 7.537 ha area of the lake. (Thithora Jheel-5.4 ha, Thithora talab-1.137 ha and RawatpurJheel- 1 ha).
- Devise a mechanism to feed the river from lake in lean season.
- Connect the two adjoining canal tails to feed the lake with their residual and surplus water.
- Clear the drains which open into the river in its course.
- Construct few well designed check dams in the river channel to retain water at different reaches for various uses.
- Carry out plantation on Lake Periphery and river banks.
- Develop lake site as a local picnic spot.

9.4 Implementation Strategy

Adopted:

- Project was launched on a mission mode. Meetings at all forty-two villages falling in the project area were held with gram pradhans and the community members to solicit their support.
- Social groups, media, college principals, local industrialists etc. were also involved to support the mission.
- Demarcation of land was done as per revenue records.
- Excavation plan was revised and Qunet model adopted to reduce the quantity of earthwork to 1/4th in river section and thereby reducing cost and time of the project to 1/3rd.
- Training was given to supervisory staff

for effective deployment of labour so as to ensure proper slope (20 cm to 1 km) and trajectory of the channel.



Figure 9.5: The river channel being dug

- Utmost care of the labour was taken to ensure their wellbeing in the extremely hot weather.
- Arrangements for the drinking water, shed, stay, food and emergency medicines like ORS and making on-site payment to the labourers were made at work-site.



Figure 9.6: Desilting of Lake in process

- Vacant school buildings during May-June were utilized to provide shelter to the labours from far-off villages.
- Starting from modest 100, the number of work-force swelled to 4000 to 5000 every day as the project became favourite of the people.



Figure 9.7: Labours at work

- MNREGA guidelines were followed throughout the implementation of the project. No complaint or criticism was made against the project team.
- A coordination meeting of all departments and agencies involved was held every evening to review the progress and problems and do the planning for the following day.



Figure 9.8: Office Discussion

9.5 Strengths of the Initiatives:

- **Status of Awareness of Initiatives:**
 - o As far as awareness on the intervention is concerned 71.42% people said that they were aware that this project was implemented under MNREGA.
 - o Regarding sources of awareness 63.26% people said they had come to know regarding the project from block level officials while 36.73% people said they came to know from local PRIs.
- **Status of Involvement of the local community:**
 - o 95.92% of respondents participated in the project under MNREGA.
 - o 69.38% respondents were motivated by Village Pradhans, 12.24% were motivated by Radio advertisements, 16.32% were motivated by other sources and 2.04% respondents were motivated

by Government officials.

- o 51.02% respondents were having MNREGA Job cards.
- o As far as role of respondents in the project was concerned, 57.14% said they were labour, 36.73% as facilitator or waterman while 6.12% were supervisor in the project.
- **Status of Money Transfer under the Initiative:**
 - o Mode of payment– 59.18% respondents were getting their payments through bank transfer in their bank accounts, 38.77% got their payments by cheque and only 4.08% respondents got their wages by cash.
 - o Rates of wages– All the respondents received Rs. 161.00 per day which was approved Government rates in MNREGA.
- **Use of Local Human Resources as Project Inputs:**
 - o Labourers worked per day– 63.26% respondents said less than 1000 labours would have worked per day while 36.73% respondents said 1000 to 2000 labours would have worked in the project.
 - o Sources of labour– 61.22% respondents said labourers were from project area while 38.77% respondents said that labourers were from other than project area.
 - o Lake water is being used for irrigating crops– 71.43% respondents said that lake water was being used in Rabi season, 24.49% respondents said in kharif season while 4.08% said the lake water was being used in both the seasons to irrigate crops.

- **Sharing of Goals:**

- o System of distributing water to farmers- 93.88% respondents said Water User Associations had been formed to use the water for irrigation while 6.12% respondents opined that village wise days were fixed to use the water.
- o Criteria of sharing irrigation benefits among farmers- 87.75% respondents said the criteria of sharing the irrigation benefits among farmers was only village on the river bank while 12.25% of respondents were of opinion that the sharing of irrigation benefits among farmers was all villages through which river is passing.
- o Presence of any patches of sodic and infertile soils in the area-100% of respondents opined that there were no sodic and infertile soils in the area.
- o Arrangements to regulate flow of water from lake to river- 100% respondents said arrangements had been made to regulate water flow from lake to river.

9.6 Weaknesses of the Initiatives:

- Water logging: 79.60% respondents opined that there was water logging after the project while 20.40% respondents replied in negative.
- Flooding: 89.80% respondents were of the opinion that there was no flood after the project completion while 10.20% respondents replied in affirmation.
- Improvement in the yield of crops: 69.38% respondents found improvement in rice yield in other crops like pulses, millets, wheat and gram they found no improvement.

- The Master Plan for artificial recharge to ground water must have a bearing on revival and restoration of extinct water bodies.
- Convergence of different policies, programs and agencies in the field of water usage and conservation is the need of the hour. There are multiple agencies, policies and programs which have no coordination with each other and often work in conflict with each other.
- Ponds and lakes are everybody's business and nobody's baby. They must be owned, documented and publicized widely by a single agency at district level and urgent efforts are required for their restoration and up-keep.

Suggested Corrective Actions for Shortfalls and Weaknesses:

- A follow- up program for 3 to 5 years is needed for sustainable success of water conservation projects.
- Rainwater management and Watershed development should be an integral part of the policy framework.
- Mapping and proper documentation of water resources should be done at District Level.
- Ground water resource should be treated as our water bank from where withdrawal must be restricted to 70% (to be 'safe') of deposit (recharge). For this, proper Water Budgeting is needed.

9.7 The Takeaways:

9.7.1 Process Takeaways:

- Principle of Local Involvement: Social groups, media, college principals and local industrialists etc. supported the mission.
- Handling Encroachment: Demarcation of land was done as per revenue records.

- Adopting Qunet model: Excavation plan was revised and Qunet model adopted to reduce the quantity of earthwork to 1/4th in river section and thereby reducing cost and time of the project to 1/3rd.
- Capacity Building: Training was given to supervisory staff for effective deployment of labourer so as to ensure proper slope (20 cm to 1 km) and trajectory of the channel
- Sensitivity for Key Players: Utmost care of the labour was taken to ensure their wellbeing in the extremely hot weather.

9.7.2 Sustainability Takeaways:

- The initiative had involved the local community and leadership which has ensured the ownership and commitment of the local citizen and political representatives. This strengthened the sustainability requirement.
- Since the funds were drawn from MNREGA and the Dy Commissioner MNREGA was/is actively involved. The maintenance of the infrastructure created is continuing. This again has provided impetus for its sustainability.
- Thirdly, the cause itself addresses the local community without any bias and created common property/assets for the common use. Its acceptance and ownership was at high level.
- Suggestions to improve sustainability:
 - o As baby care at least 5 years to nurture the project
 - o Water committee should be formed for maintenance of the project
 - o Recharging: Lake and channels should be interlinked so as to recharge in lean season
 - o There should be free flow up to 5 kms and after that up to 20 kms

check dams of 1mt height should be made to retain water to make wet land.

- o There are 40 'Nalas' nearby this project they should be interlinked over the phases under MNREGA so that during rains they are utilized and store water.
- o Involve the community up to that extent so as the community own the project
- o Core team should stay at least 2-3 years so they can perform better and engage the community for their empowerment.
- o There should not be check dams for 2-3 years until river settled.

9.7.3 Replicability Takeaways:

After initiatives of Sasur Khaderi-2, and the work on four more rivers - Chandaval in Mahoba, Lakheri in Jhansi and Ahnaiya and Sengur in Kanpur (Rural) and Auraiya districts have been taken up recently in UP. This proved its replicability potential. Many more replications are needed nationwide for our safe and secure water future.

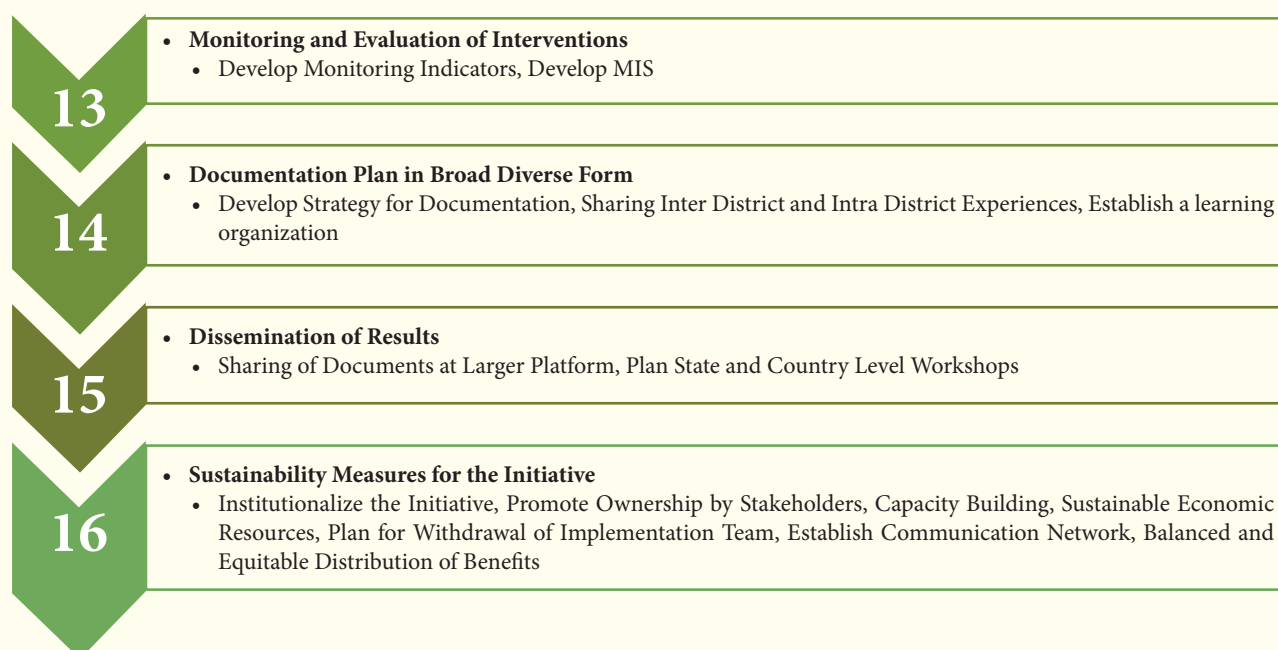
For replicating these interventions in other areas following factors need to be considered-

- The project of this nature may be state-initiated but it must be people-driven to ensure its long term success.
- Capacity, Courage, Conviction, Convergence and Cooperation are key factors for such initiatives to succeed.
- Such projects are most appropriate for mass rural employment under MNREGA.

Revival and Restoration of surface water bodies are very crucial for groundwater-recharge and for improving the health of soil and village economy.

9.8 Way Forward for Replication of the Initiatives:





9.9 Best Fit- Saving Open Spaces and Urban Lakes (SOUL) and Cultural rejuvenation of twin city of Hubli-Dharwad, Karnataka:

The state of lakes and parks in the twin cities of Hubli-Dharwad degenerated with the drying up of lakes and pollution of parks. The initiatives aimed at building an environment friendly culturally strong and healthy city while creating a unique identity.

For replication the SOUL initiatives appear to be an excellent model for revival, rejuvenation and recreation of water bodies for interested state.

10.0 Saving Open Spaces and Urban Lakes (SOUL) and Cultural Rejuvenation of Twin City of Hubli-Dharwad, Karnataka

10.1 Introduction and Context of Governance Initiative:

The twin city of Hubli Dharwad with an area of 220 sq. km and population nearing 1 million is the second largest city in Karnataka after Bangalore. It is also industrially important. Due to its unique geographical location, the city is blessed with hillocks, lakes, plains and also a salubrious climate. Though the city is blessed with natural assets and cultural legacy, the state of lakes and parks in the twin city degenerated with the drying up of lakes and pollution of parks due to encroachments, sewage and garbage disposal. In addition they also became a hub of anti-social activities. Lack of recreational and open spaces encouraged the then Deputy Commissioner to initiate revitalization of the city by restoring its open spaces and urban lakes to achieve sustainable development. In addition to the restoration of parks, open and recreational spaces the other objective of the project was to restore the cultural legacy of Hubli-Dharwad, which was once a citadel of classical Hindustani Music. It was in this background that the initiative was planned.

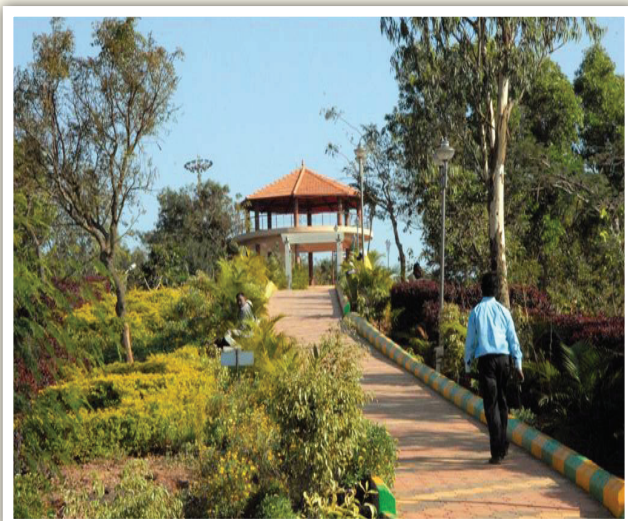


Figure 10.1: A park after restoration

10.2 Problem Definition:

The state of lakes and parks in the twin cities deteriorated with the drying up of lakes and pollution of parks due to encroachments, sewage and garbage disposal. In addition they also became a hub of anti-social activities. The local politicians were also raising the issues for construction of memorials for internationally popular son/daughters of the soil. There were few or no places for recreation in these towns.

Problems leading to Initiative:

- Lack of required coordinated investment in the city
- Neglected open spaces becoming garbage dump yards
- Pollution of lakes and their encroachment
- Lack of recreational space
- Diminishing Quality of Life

10.3 Objectives of Governance Initiative:

The initiative aimed at building an environment friendly culturally strong and healthy city while creating a unique identity. Thus it aimed:-

1. To restore Lakes, Parks, open and recreational spaces.
 2. To restore the cultural legacy of Hubli-Dharwad which was once the citadel of classical Hindustani Music.
- **To rejuvenate lakes:**
 - o Survey, Check encroachment, Boundary fixation.
 - o Desilting– Bund formation, waste water improvement.

- o Interception, Diversion of sewerage water.
- o Afforestation, landscaping, boating, recreational facilities.



Figure 10.2: Lake

- **To save and develop open spaces:**
 - o Clearance of garbage/vegetation.
 - o Boundary fixation.
 - o Afforestation and landscaping.
 - o Pathways, amusement area development.
 - o Water supply, electrification, toilets other amenities.
 - o Open air Theatres.



Figure 10.3: Sefton Park Lake

- **To carry out activities to promote culture:**
 - o Establishment of Gurukul in Hindustani Music.
 - o Building auditoriums to encourage practice, performance.
 - o Setting up open air theatres.
 - o Conduct weekend and annual events.



Figure 10.4: Art and Culture programme

10.4 Implementation Strategy Adopted:

- Convergence of different departments, which were under the control of different bodies, under one initiative.
- Inculcating the need for a macro level initiative towards rebuilding the environmental sustainability of the city. This required convergence of funds from various sources towards a larger objective rather than allocating them for smaller insignificant items.
- Introduction of unique architectural characteristic for the buildings by involving architects.
- Maximizing the use of services of the district construction agency, "Dharwad Nirmithi Kendra" which was made the implementing authority and helped in reduction of the cost of construction.
- Creation of separate trusts and user fees for each infrastructure set up to promote culture.
- Revenue through entry tickets, parking fees, lease of cafeteria and amusement area were directed towards the maintenance and sustainability of the project
- Coordinated efforts
- Stakeholder management
- Convergence of funds
- Uniqueness in architecture, aesthetics
- Revenue for O&M

- Sustainability through institutional framework
- Rejuvenation of lakes
- Develop Open Spaces
- Infrastructure to nurture cultural legacy
- SPV to maintain

10.5 Strengths of the Initiative:

- **Initiative was able to enhance tourism and entertainment in the cities:**

Visitor's foot fall: Large number of persons visit at the developed sites. According to 42% respondents between 200-500 visitors come daily to different sites and 30% respondents think that 100-200 visitors come daily.

- **Community Involvement:**

The involvement of community was not at the same level in all the 18 structures/lakes developed. It was noticed where ever community was involved the structures were in better condition and more used. Where the community was less involved the encroachment has taken place. The Sadhan Kere, Unkal Lake and NunganVetta are examples of high level of community involvement which are being used and even able to generate revenues for maintenance. This was corroborated by the opinions of the community and users. It was opined that meetings were conducted with the local people, senior citizens and Deputy Commissioner.

- **Trust Building of Community:**

The community has shown trust towards the development authorities. In addition to the restoration of parks, open and recreational spaces, the project has restored the cultural legacy of Hubli-Dharwad, which was once the citadel for Hindustani music. People are enjoying the various facilities created under the infrastructure. The urban development along with the cultural development of Hubli-Dharwad has been successful in building an

environment friendly, culturally strong and healthy city.



Figure 10.5: User Satisfaction

10.6 Weaknesses of the Initiative:

- Source of Information were poorly used: Newspaper (18%), TV (18%) and Government officers (14%) were the major source of information in that order but Many other sources of information also contributed to create awareness but at a very low rate (2-8% only).
- Awareness Methods for need to participate were poor: Advertisements in the print media followed by hoardings and flex boards were the major source of awareness creation about the Project. Radio Jingles, TV scrolling, TV Talk shows, Government workers and NGOs also contributed in creating awareness about need to participate but poorly used.

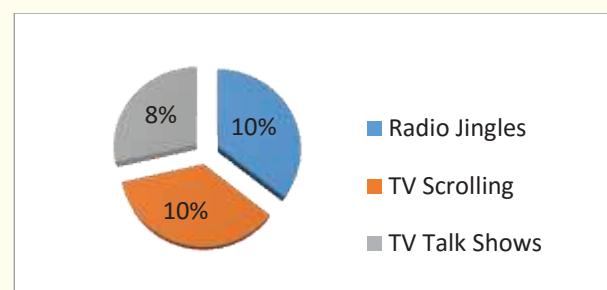


Figure 10.6: Use of Electronic Media

- **Use of Print and IPC was also poor as shown below.**

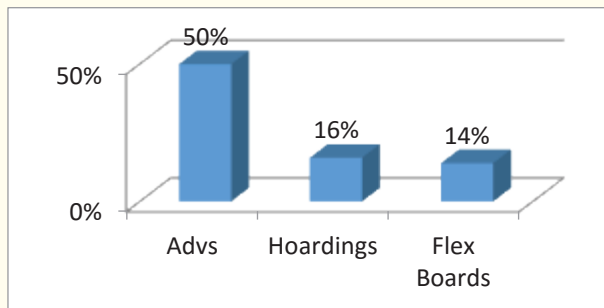


Figure 10.7: Use of Print Media

- **Activities done by the Government to Sensitize the Community:**

A poor proportion of 20% respondents said that advertisements and special programmes were arranged by the Government and 10% respondents told that they were sensitized by the Government officers. Wall writings and flex/hoardings were also told by some respondents.

- **Community Opinions on Weaknesses:**

Clearing and maintenance is not proper, provide entertainment programme in the lake, provision of security to parks, improvement of water, provide freedom to the public were some other suggestion by the respondents.

- **Respondents suggestions for Improvement:**

- o Development should be a continuous process.
- o Provide transport facility.
- o Motivate people to involve in the development of lakes and temple.
- o Introduce wild animals in the park to attract public.
- o Provide musical Instruments and Internet Connection.
- o Introduce medicinal plants in the park.
- o Government should advertise for Parks.
- o Increase time in the Park in the morning
- o Reduce entry fees
- o Provide transport facilities
- o Solve parking problem particularly during festival season
- o Restrict outside food
- o Restrict Beggars inside park
- o Clean the lake water
- o Provide Proper drainage facility
- o Clean ponds regularly.
- o Restrict use of Plastic in the Park
- o Restrict entry of lovers in the Park
- o Entertainment programmes in the Park be arranged
- o Playing facilities for children should be provided in the Park.
- o Government should provide sufficient funds for sustainable development and maintenance every year.
- o Arrangements should be made for waste disposal.
- o Involve the public and local leaders in the development
- o Create awareness about lakes.
- o Form management Committees.

10.7 The Takeaways:

10.7.1 Process Takeaways:

- The interventions were able to attract tourists and generated revenue. In the process rates of service charges were decided by the trusts formed out of the local community.
- It was able to generate self -employment and environment protection and entertainment as by product.
- Community Involvement: It was noticed where ever community was involved

the structures were found in better condition and more used. Where ever the community was least involved the encroachment has taken place. The Sadhan Kere, Unkal Lake and Nungan Vetta are examples of high level of community involvement which are being used and even able to generate revenues for maintenance. On the other hand Sukshetra Someshwar temple and lake where community was poorly involved had been encroached by brick layers. This was corroborated by the opinions of the community and users. It was opined that meetings were conducted with the local people, senior citizens and Deputy Commissioner, where as few said that only Government officials and political leaders were involved. Government created awareness and Trust of Sukshetra Someshwar temple motivated and involved people.

- **Trust Building:** The community has shown trust towards the development authorities. In addition to the restoration of parks, open and recreational spaces, the project has restored the cultural legacy of Hubli-Dharwad, which was once the citadel for Hindustani music. People were enjoying the various facilities created under the infrastructure. This is a testimony of the effectiveness of the initiative. The urban development along with the cultural development of Hubli-Dharwad has been successful in building an environment friendly, culturally strong and healthy city.

10.7.2 Sustainability Takeaways:

- The initiative had involved the local community and leadership which has ensured the ownership and commitment of the local citizen and political representatives. This strengthened the sustainability requirement. For example

the structures which were developed on the demand and involvement of local community, their sustainability was higher than those where involvement of local community was less.



Figure 10.8: Cultural activity

- Since the funds were drawn from City Development Funds and the Dy Commissioner was actively involved, the maintenance of the infrastructure created its continuity because of 2 major sustainability interventions. In many of the parks and lakes a visitor's fee is collected. This generates funds for maintaining the structure in future. Secondly the community involvement in decision making and construction activities was another feature to increase sustainability. Thirdly the quality of construction was maintained due to the construction agency (Nirmiti Kendra) which runs as not-for-profit organization under the headship of Dy. Commissioner.
- Two of the structures (Sanjeevani Park and Someshwar Tank), visited by our team where community involvement was least the use of these structure was very less. Infact at one place encroachment has taken place. Therefore, one may conclude that the structures will local community involvement, are sustainable for a longer period.
- Thirdly, the cause itself addresses the local community in many cases without any bias and created common property/

assets for the common use. Its acceptance and ownership was at high level therefore sustainability is enhanced.

- Creation of separate trusts and user fees for each infrastructure set up to promote culture was an instrument for sustainability.
- Revenue through entry tickets, parking fees, lease of cafeteria and amusement area were directed towards the maintenance and sustainability of the project.
- Thus the diverse sources of revenue, ring fencing of revenues, generate surplus after O&M, development of autonomous, fast decision making institutional structure and Involvement of local citizens/volunteers were key aspects which helped sustainability of initiatives.

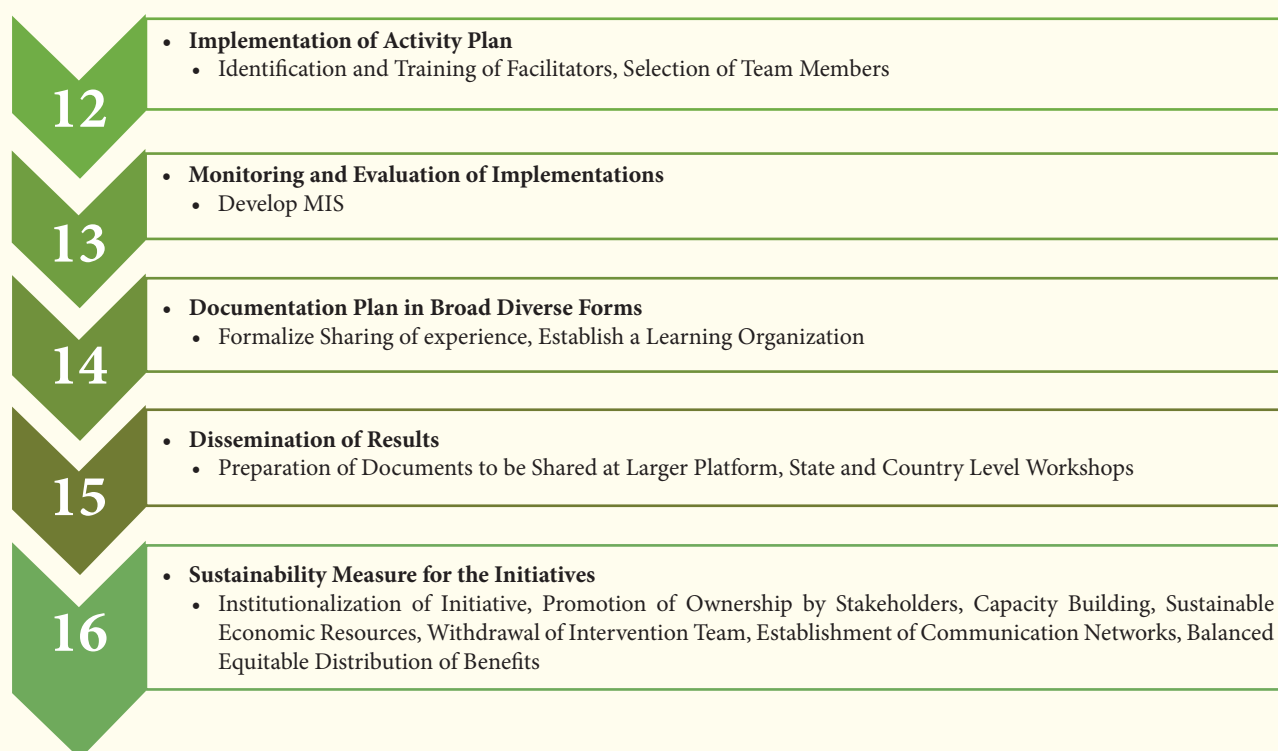
10.7.3 Replicability Takeaways:

- The project of this nature may be state-initiated but it must be people-driven to ensure its long term success.

- Capacity, Courage, Conviction, Convergence and Cooperation are key factors for such initiatives to succeed.
- Revival of lakes under SOUL may be a small step in itself but it's a giant leap towards showing us the way as how to bring back to life, our lost water- bodies with the initiative of government and involvement of the people.
- Our research team collected data from Department of Land Resources, Ministry of Rural Development, GOI and Ministry of Environment and Forest, Ministry of Tourism identified that they have some schemes having similar objectives. By dovetailing their requirement the states can replicate these interventions in their state at larger platform.
- The strategy adopted such as formulation of trusts, collection of user fees and constitution of Society for construction activities are worth emulation. Community participation needs to be ensured in all the activities while replicating.

10.8 Way Forward for Replication of the Initiative:





10.9 Best Fit- Rejuvenation of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in Distt. Fatehpur, U.P.

After identifying factors as strengths and weaknesses on similar initiatives namely - Rejuvenation of Sasur Khaderi-2 Rivulet and its Origin Thithora Lake in District Fatehpur, U.P. from replication point of view both the models have their own strengths and weakness. However SOUL model appears to be better as it covers number of water bodies, their rejuvenation and recreation and this model is more sustainable as it has better level of community involvement and capacity building of autonomous organizations like Nirmiti Kendra for ensuring maintenance and sustainability.

11.0 Skill Development Programme to Impart Vocational Training to Tribal Youth of Gadchiroli, Maharashtra

11.1 Introduction and Context of Governance Initiative:

In order to increase the employability of the youth Skill Development Program was initiated on the guidelines of Prime Minister's Counsel for Skill Development. The Career Guidance and Counselling Centre (CGCC) was established in the district to regulate the program under the control of the District Skill Development Executive Committee. The District Collector is the chairperson of this committee.

The unemployed/ underemployed youth underwent counselling at the village level which was followed by an entrance examination in the form of an aptitude test and personal interview. The candidates were trained into three domains viz. Hospitality, Construction and Automobile repair and hence onwards. The CGCC was also planning to scale up for 13 more disciplines.

The concept was to identify the youth to whom quality skill development training could be imparted which would help to bridge up the unemployment vs. labour deficiency gap. Apart from providing consistent and sustainable source of income, the program was also assisting in reducing disguised unemployment in agriculture sector.



Figure 11.1: District Business Education and Training Office

11.2 Problem Definition:

Gadchiroli is characterised by:

- Intense Left Wing Extremism (LWE) activities.
- Lowest Human Development Index (HDI) in the State.
- 90% tribal population, mainly, dependent on Agriculture and Forest.
- Absence of any industry in the district
- Lack of opportunity and exposure.
- The youth of the district due to poor education opportunities and lack of employment were easy targets of naxals operating in the area.
- Demand for skilled manpower was increasing continuously at the same time unemployment was also increasing.

11.3 Objectives of Governance Initiative:

- To provide industry specific and qualitative vocational training to rural, marginalized youth, especially children belonging to the family of Left Wing Extremism (LWE) ultras, violence affected families.
- To impart knowledge, skills and attitude, which makes them confident, gives them a new social identity within the family, village and the community.
- Improve the image of administration and garner public support, in a district which is battling LWE insurgency for last 35 years.

11.4 Project Implementation Strategy:

- Higher grassroots coverage through counsellors.

- Selection of candidates through examination and interview which enabled to identify the trade that was suitable for the selected candidate as well as the market demand for such trade.
- Training and Transportation charges were directly borne by Dist. Administration while expenditure on food and accommodation was borne by the institute which was reimbursed after completion of the training. There was no cost to the candidate.
- Considering the flexibility and frequency required, new batch was started to accommodate requirement every month.
- In past three years, 88% of the candidates, who were trained, had been successfully placed, many of them in major cities and industries.
- On an average, the candidate received Rs. 8500/- per month along with a job availability for across the year.

VOCATIONAL SKILL TRAINING PROGRAM

* As per MOU minimum 80% placement and with bio-metric attendance of students has been made mandatory. Six month retention of the recruit made mandatory.

PAYMENT TERMS
 1. 40% at beginning
 2. 20% at end of training
 3. 25% first job placement.
 4. 15% after six month retention.





PROGRAM	Hospitality(Rs13230)	Construction(Rs9990/-)	Automotive(Rs10440/-)
KNOWLEDGE PARTNER	Taj Group of Hotels	Larsen & Toubro	Tata Motors
Training	Food & Beverage Housekeeping	Formwork Bar-bending	Motor Mechanic
Period	3 Months	3 Months	3 Months
Education	8 th Pass	4 th Pass	5 th Pass
Age	18-30 Yrs	18-30 Yrs	18-30 Yrs

Figure 11.2: Vocational Skill Training Programme



Figure 11.3: CGCC Process in Picture

11.5 Strengths of the Initiatives:

• Unique features of the Scheme:

- o Target Group – School/College drop outs, 10th-12th failed, unemployed youths.
- o Admission to all category of students.
- o Training Centers Registered as VTP.
- o Min. 70% Placement of trained students Mandatory.
- o 3 month retention on job.
- o NSDC/NCVT Certification.
- o Biometric Attendance of trainees.
- o No cost to students.

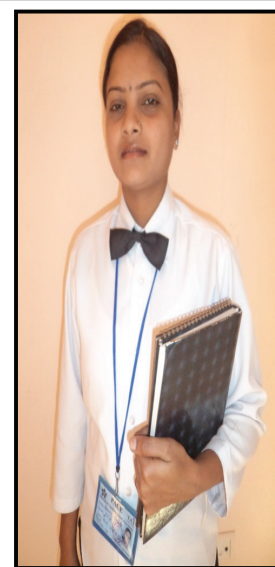
• Problem Solving Strategy:

- o LWE initially tried to dissuade the trainees for not joining the courses.
- o It was difficult to search appropriate training agency, the efforts were to convince the prospective agency.
- o Selection of right type of vocation which may keep trainees engaged.
- o Retaining the trainees for full time of training.
- o Getting full time employment and their retainership.

Ms. Renuka Gawade from Talwada, district Gadchiroli (Maharashtra). Daughter of a farmer, 12th passed, joined the PACE Hospitality training centre in Khajuraho (M.P.). After completing the course she got the placement in the Leonia Holistic Destination in Hyderabad. Her stipend was Rs. 6000/- along with food and accommodation. She was happy to get the opportunity to do job in such a seven star hotel and become role model to the tribal girls of Gadchiroli.



General appearance before Training (Low confidence)



Professional experience after Training (high confidence)

Figure 11.4: Success story of Renuka Gawade

• Creating Awareness

- o All beneficiaries were aware of this scheme being run under Employment and Self-employment Guidance Programme of government.
- o 36.7% beneficiaries said they came to know regarding this scheme by word of mouth, 16.7% of beneficiaries were made aware by counsellors. Among the other

sources of awareness newspapers, school teachers, and Patwari were also prominent.

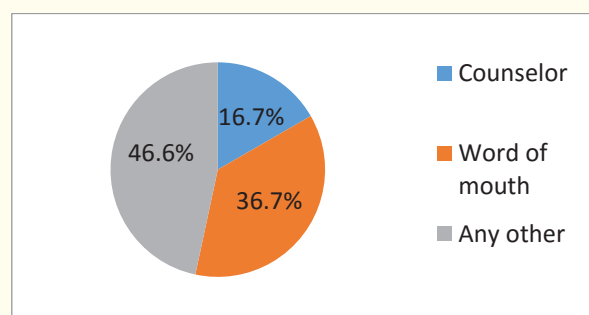


Figure 11.5: Awareness Programme

• Mobilization:

63.7% of respondents were mobilized by word of mouth publicity, 20% of beneficiaries were mobilized by orientation workshops and 16.7% of beneficiaries were mobilized by government officials.

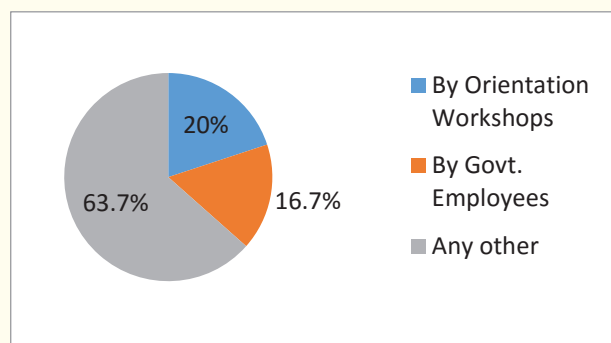


Figure 11.6: Mobilization

• Motivation:

43.3% of respondents were motivated on the basis of unemployment; again 43.3% of respondents were motivated on the ground of guaranteed employment while 6.7% each of beneficiaries were motivated on the ground of drudgery of agriculture and placement in big cities.

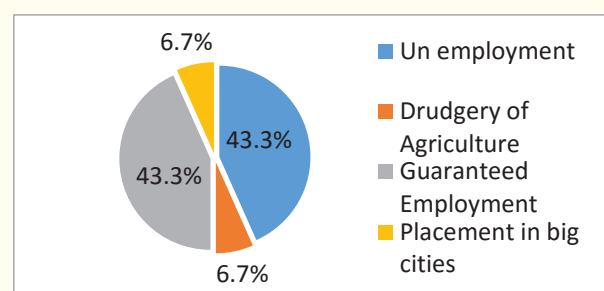


Figure 11.7: Motivation



Figure 11.8: Beauty and Tailoring

• General Strengths of the Initiative:

- o Higher grassroots coverage through counsellors.
- o Selection of candidates through examination and interviews.
- o Admission to all categories of students.
- o Identification of trade as per market demand.
- o Industry specific qualitative vocational training.
- o No training cost to the candidates.
- o Flexibility in frequency to start new batches.
- o Training centres registered as VTP.
- o Successful placement of trained youth in major cities and industries.
- o NSDC/NCVT certification.
- o Job availability across the year.
- o New social identity to rural marginalized rural tribal youth.
- o Providing opportunities and

exposure to rural youth.

- o Weaning away the rural and tribal youth from joining left wing extremists operating in the area.

11.6 Weaknesses of the Initiative:

- LWE activity in the area.
- Convincing ultra-not to dissuade tribal youth from training left to parents.
- Getting full time employment and their retainership of trainees for full time.
- Non-involvement of print and electronic media.
- Difficulty in identifying a training agency.
- Unwillingness of training agency to operate in the area.
- Highly district administration cantered.
- No plan for the withdrawal of initiative.

11.7 The Takeaways:

11.7.1 Process Takeaways:

- Establishment of guidance and counselling centre.
- Formulation of district skill development executive committee.
- Identification of youth for training.
- Identification of training agency.
- No cost to the trainees.
- Flexibility in frequency of start of new batches for training
- Demand driven industry specific qualitative vocational training.
- Successful placement after training.
- Retainership after training.

11.7.2 Sustainability Takeaways:

- The initial concept was to identify the youth to whom quality skill development training could be imparted which would help to bridge the unemployment: labour

deficiency gap. Apart from providing consistent and sustainable source of income, the program was also assisting in reducing disguised unemployment in agriculture sector. This had a potential to reduce the burden on agriculture at one hand and on the other it has a potential to retain the trainee at new places of engagement. Thus this intervention has high level of sustainability component.

- Secondly, Government of India has also launched Deen Dayal Upadhyay-Grameen Kaushalya Yojana (DDU-GKY). The strategy of this initiative in consonance with DDU-GKY has high level of sustainability strength.
- There are adequate budgets for skill building under various schemes of Forest Dwellers of Ministry of Tribal Affairs, Schemes of Department of Forest and Environment and DDU-GKY etc. Therefore, it requires integrated approach for sustainability.
- The opposition of naxals on skill development initiatives has been the least as the role of convincing the naxals was left on the parents/ community rather than the project staff being engaged to convince the naxals. Therefore the constraints raised by naxalism before DDU-GKY and other schemes can be managed by the strategies adopted by this initiative.
- For sustaining these interventions it requires the involvement of the community and their ownership. Here the community involvement started from the stage when choices for trades of training were sought through a formal application. Thereafter the similar types of trade were grouped together. The counselling of the youths was provided by the committees formed at block and district level. This developed the ownership.

- For sustaining the interventions another key factor is motivation by live and accessible local role models. The persons trained in initial batches are now successfully working in large towns like Mumbai, Pune, Panaji (Goa), Nagpur and other large towns. The earlier trained persons are able to provide buffer for initial period of posting or searching jobs. This again enhanced the sustainability of this initiative.
- The training agency has been mandated to have MOU with industries for meeting their labour needs. Therefore, the trades for training are directly linked with the current skill gaps of the employers. This has again enhanced the sustainability dimension of these initiatives.
- One of the condition under MoU was that the training agency need to provide wage or self-employment to the tune of 50% of

the cost of training. Therefore, the trainer had to provide employment.

- For ensuring sustainability the withdrawal from project strategy need to be developed along with intervention strategy. It will be a triggering point for empowering the local community to take over the project and make more sustainable. This issue could not be addressed by the administrators.



Figure 11.9: Training in construction

Hospitality



Figure 11.10: Hospitality Training

11.7.3 Replicability Takeaways:

The initiative has a potential for replication among tribal population under similar circumstances of naxal affected areas in Bihar, Jharkhand, WB, AP, CG and other states. Therefore the strategy adopted at Gadchiroli will provide lessons.

- The experiments of skill building are carried out from decades for tribal development. There are Training Cum Production Units (TCPCs) established under Tribal Area Development Plans of different state governments. This strategy can be amalgamated with their training centres for the trades identified using similar approaches and intervention strategies.
- The main factor of the success in this initiative was right training agency and its commitment to the cause. Therefore, for replication the right type of agency having potential for training at one hand and collaborating with industries at the other is to be identified.
- In case the agency is not found having experience and competence, the existing agencies having been successful in other development sector but having potential need to be identified. Their capacity building should be done. The DDU-GKY had identified many such agencies in different geographical locations.
- The strategies adopted in this skill building initiative also focused to suit the local need and available local resources before implementation. The trades

for skill building had been identified by involving the stakeholders and the committees constituted for the purpose in Gadchiroli. The same strategy will help at replication stage.

- The terms and conditions for engagement of training agencies should be drafted by a legal professional ensuring the immunity from any long term retaining obligation and linking with the employment of trainees and industries supporting the training agency.
- The industries are now having obligation for social development under its CSR funds, they need to be roped in for this function/ cause of social upliftment.
- Scheme needs to be incorporated in work plan. Considering the significant outcome, success of the project, it needs to implement the same project for other modern trades in demand. Though taluka based skill mapping studies may help selecting the appropriate trades but it should not be the main criteria. It should be the industry requirement and mobility of the trainees for selecting the trade.
- The Gadchiroli experiment has tested the hypothesis of deploying the trained person in a very high level of environment rather to a low level of differential. For example the trainees who were placed at PUNE and Goa were retained at job for very very long duration/ continuing even today. Whereas, those who were engaged at Bhandara, Gondia and even Nagpur left the job after few hours only.

11.8 Way forward for the Replication of the Initiatives:



13

- **Documentation Plan in Broad Diverse Forms**
 - Develop Strategy for Documentation, Share Experiences within the District and State, Establish a Learning organization

14

- **Dissemination of Results**
 - Share Documents at Larger Platform, Plan State Level/Country Level Workshop

15

- **Sustainability Measures for the Initiative**
 - Institutionalize the Initiative, Promote Ownership by Stakeholders, Capacity Building, Sustainable Economic Resources, Plan for Withdrawal of Implementation Team, Establish Communication Network, Balanced and Equitable Distribution of Benefits

11.9 Best fit- Kaushalaya Vardhan Kendra in Gujarat

Directorate of Employment Training, Government of Gujarat started skill development training to youth through village cluster training centres in villages under Swarnim Gujarat Kaushalaya Vardhan Kendra (KVK) yojana. From the replicability point of view the KVK initiative is excellent as it covers tribals too. It is state wide programme. It includes a variety of courses and trainings is with minimum expenditure.

12.0 “Emotional Drive Campaign”, Valsad and Vapi, Gujarat

12.1 Introduction and Context of Governance Initiative:

Emotional Drive Campaign was a citizen centric development initiative set off by the Valsad administration in the year 2013-14. Based on a concept of ‘Emotion-centric People’s Development’, this campaign aimed at optimum utilization of government resources under diverse schemes through convergence to provide the tribal communities, persons with disabilities and deprived sections with social and economic security.

The campaign was a basket of activities which included disbursement of forest land rights to 17,204 individuals, 100 percent financial inclusion and covering 100 percent pension schemes to eligible beneficiaries.



Figure 12.1: Land Allotment

12.2 Problem Definition:

Even though the Forest Rights Act (FRA) came out in 2006, the implementation of the act saw many hindrances like lack of data, maps and proper land measurements with the district authority. Moreover, the government departments were working in their own separate ways owing to the fact that there was no framework for implementation which further limited any scope of convergence. Land encroachment was another issue at administration level. On the other hand, many amongst the tribal population were not

aware of their rights for land ownership. This resulted in substantial amount of unallocated forest land. As the gap between the claimed user rights and the forest resources that the community uses widened, the tribal people were slowly losing hope of ownership resulting into increased discontent and migration from the villages with less/no agriculture in this area in addition to the regional disparity which is already persistent in these areas. Many of the welfare schemes were also not availed due to lack of emotional connect between tribal population and the administration.

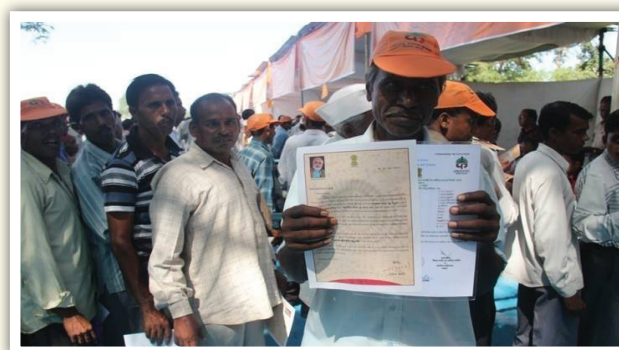


Figure 12.2: Before FRA Implementation

12.3 Objectives of the Governance Initiative:

- To bring all government schemes under one umbrella using sequential convergence approach so as to facilitate community development processes and address issues and problems beyond the project targets.
- To reach out to the most backward and neglected sections of the society and handhold them towards uplift and reduce regional disparities.
- To allot the land to tribal families who are deprived of land rights and traditional ownership over natural resources under Forest Right Act (FRA), 2006 and to bring them in touch with mainstream

development benefits through other schemes by developing a sense of ownership amongst them.

- To improve quality of life and develop sustainable society.

12.4 Implementation Strategy Adopted:

- Implementation of Forest Land Allotment:
 - o A structure was put in place for the implementation of FRA consisting of the team members at the division level, the subdivision level and community level as in FRA 2006.
 - o A follow-up and monitoring mechanism was developed to check the progress of Forest Right Committees so that the implementation is accelerated.
 - o 36 SDLCs were established in the districts and 184 clusters were formulated.
 - o A joint survey was conducted by Forest Department, Tribal Department and beneficiaries.
 - o For map and land data, Scientific method was used to confirm the claims (satellite maps used) with the help of BISAG.



Figure 12.3: Dr. Vikrant Pandey – Collector Valsad with district tribal people

- Implementation of Social Security Schemes:

Under this scheme, the deprived old age beneficiaries and orphans single parent children were focused upon and the following schemes were covered for inclusion of people under social security net:

- o Indira Gandhi National Old Pension Scheme (IGNOPS)
- o Widow Pension
- o NOP
- o RKS Sankatmochan
- o IGNHPS and SSHPS
- o Integrated Child Development Scheme (ICDS)



Figure 12.4: Social Security Scheme

- Implementation of Flagship Programme – Parichay Sammelan for differently-abled Tribals:
 - o Data was collected about differently abled youth from Western India. They were invited for a three day get together where match making, job allocation was done and their suggestions were taken.
 - o A directory of differently-abled people was collated, which was useful for future projects.



Figure 12.5: Glimpses of Parichay Sammelan for differently abled persons

- **Implementation of flagship programme- Total Sanitation Campaign:**

- o The Collector of Valsad roped in a number of corporate partners in the vicinity for support. Various committees were formed at District level for planning, implementation and monitoring.
- o To execute this scheme at the grass root level, it was necessary to have easy and single step support system. A Toilet Tracking Software was developed which was not only an innovation in itself but it was also a paperless, no-que initiative that people could reach out to.
- o Any citizen could give a missed call on toll free number 1800 200 1004 and a representative of the concerned government department would arrive at the caller's doorstep for program formalities.
- o With the help of 16 CSRs, target of 40,000 toilets was reached in rural and urban area of the District costing approximately Rs. 19 crore.

- **Implementation of other programs:**

Many more initiatives were taken in the

campaign; it was started with one objective but during the entire journey it reached many development milestones. Some of them were as follows:

- o Fariyad Nivaran Camp
- o Urban Area free from Malnutrition-
- o Integrated Web
- o Dudh Sanjeevani Yojana
- o Distribution of Beans and Dry fruits



Figure 12.6: Distribution of Beans and Dry Fruits



Figure 12.7: Dudh Sanjeevani Scheme

12.5 Strengths of the Initiative:

- Transparency was achieved in administration for all beneficiary programs of government.
- Red-tapism was removed, thus narrowing the gap between government and public.

- Land planning done by Agriculture and Horticulture Department for tribal people who got user rights of forest land under FRA has increased the productivity of tribal farmers and made difference in socio-economic conditions of tribal people.
- They now also get personal and medical benefits from the government.
- Land user rights of forests is a onetime, life changing event for small and marginal farmers.
- The initiative led to improvement in delivery time of services and resulted in better feedback from beneficiaries.
- Bridged the emotional gap between common man and the Administration
- Increase in per-capita income especially female participants.
- Reduced migration
- Reduced forest riots.
- Increase in employment opportunities
- Diversification of crop
- Opening of Bank accounts
- Awareness of education
- Capacity building through vocational skills trainings.

12.6 Weaknesses of the Initiative:

- Status of Awareness, Participation and Satisfaction there off:

The awareness about FRA was much better than others. But over all it was inadequate. (Table No. 01)

Table No. 01: Status of Awareness, Participation and Satisfaction

Services	Aware	Participate d/ Aailed Benefits	Satisfied if availed	Improved delivery of services in time
	%	%	%	%
User Rights of Forest Land	41.2	41.2	41.2	41.2
Social Security Schemes	14.7	14.7	14.7	14.7
IGNOAPS	19.1	19.1	17.6	17.6
NOP	1.5	1.5	1.5	1.5
Widow Pension	7.4	5.9	5.9	5.9
IGNHPS and SSHPS	14.7	14.7	14.7	14.7
ParichaySammelan for differently abled	1.5	1.5	1.5	1.5
FaryadNivaran Camp	2.9	2.9	2.9	2.9
District Urban Area 100%Malnutrition Free	17.6	17.6	17.6	17.6
Total N=68				

- Use of Popular Media in awareness Generation:

The use of popular media was also very limited. TV and ICDS workers only were used as mode for communication that too it was limited. While replication these weaknesses need to be tackled adequately.



Figure 12.8: Parichay Sammelan

Table No. 02: Sources of Information

Sources of Information	%
TV	17.6
PRI notice board	25
ICDS/ Health Worker/ Teacher	22.1
Other Government Worker	52.9
NGO/ CSOs	19.1
Others -----	58
Total N=68	

- **Strength for Awareness Generation Methods:**

As Emotional Drive Campaign was an innovative initiative in itself, the awareness methods used were numerous. We tried to study which method made the best impact and came up with the following data. The most effective electronic media awareness tool that was used for EDC is the 'TV Scrolling'. Traditional media method 'Local Folk' made the most impact and in print media it was 'Advertisements'. Once again confirming the last mile strategy, the awareness spread by the

interpersonal communication by 'Government Workers' was reported as the most used and effective method. Overall it was poorly used but Government employees as service providers in mobilizing were effective one.

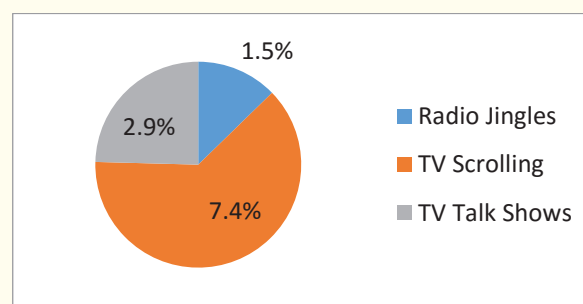


Figure 12.9: Electronic Media

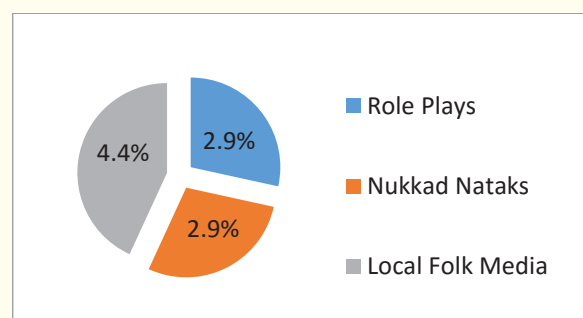


Figure 12.10: Traditional Media

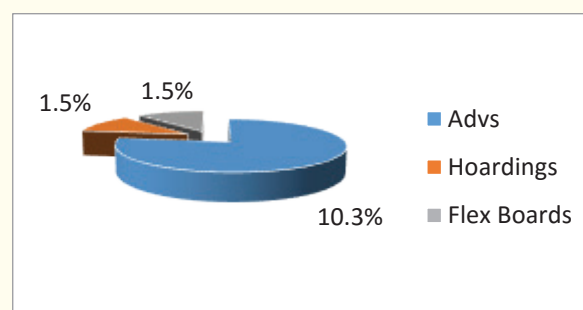


Figure 12.11: Print Media

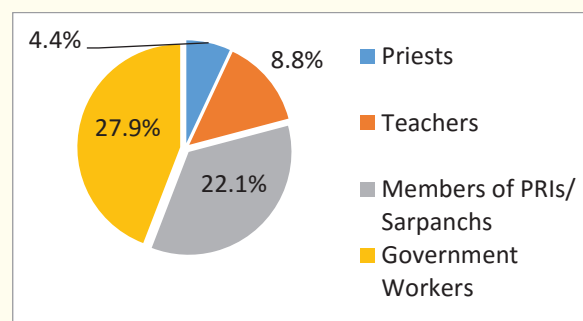


Figure 12.12: IPC by Opinion Leaders

12.7 The Takeaways:

12.7.1 Process Takeaways:

- Door to door campaign covering 100% beneficiaries;
- Taluka wise teams were formulated for identifying and verifying beneficiaries;
- Dissemination of Information (both oral and documented) was undertaken by officers;
- Special camps of “Age Certification” were organized at village level;

12.7.2 Sustainability Takeaways:

For the sustainability of the Emotional Drive campaign, the following factors were responsible for its successful execution:

- The local Industry and Local NGOs were thoroughly involved in welfare services of the disabled and deprived persons in the area.
- The activities were carried out through the service providers at the job only. They were involved in the overall service delivery. Thus they got involved and their competency was enhanced. This proved an important dimension for sustainability.
- The EDC tried to involve the (backward and deprived) community and they felt connected directly with the government on the other hand while conducting house visits and working pro-actively to help the deserving and needy, the staff felt very much connected to people and each other which leads to great work satisfaction amongst the service providers. Both these aspects have provided impetus for sustainability.
- The transparency was achieved in administration for all beneficiary

programs of government and positive beneficiaries’ feedback made service providers feel contented and motivated. At the same time the increase in livelihood among tribal and negated part of the society ensured desire to continue these approaches.

- The real sense of helping those, who had nobody to look up to, and seeing the tears of joy in these people, is an experience which cannot be worded – has changed each one, from the government involved, in a more humane individual. This again supports sustainability for initiatives.

12.7.3 Replicability Takeaways:

This model, which has used only existing government schemes, and some novel ideas to target the section of the society which was both backward and deprived, is a truly replicable model – if taken up in other districts, this has the potential to transform governance into good governance. The replicability of these projects across different districts will have an enormous impact on the neglected and deprived section of the society. The beauty of this campaign is a win-win scenario for the government, the officials involved, NGOs, industry associations and the beneficiaries. No additional government expenditure has been incurred– existing schemes have been effectively implemented at the grass root level.

The following points are to be born in mind before replicating the campaign in other parts of the country:

- The guidelines and instructions used by them need to be modified to suit to local needs before implementation in Tribal Blocks. These activities in Tribal Block if possible should be integrated with TADP annual plans
- The pilot implementation created huge treasure of knowledge and best practices.

EDC is an example of operational excellence and delivery of state services to the door step of citizens living in hinterland by mobilizing the service providers at one hand and on the other local NGOs and trusts. The project has implication not only for Gujarat but also whole country in the light of FRA 2006 to be implemented throughout the country.

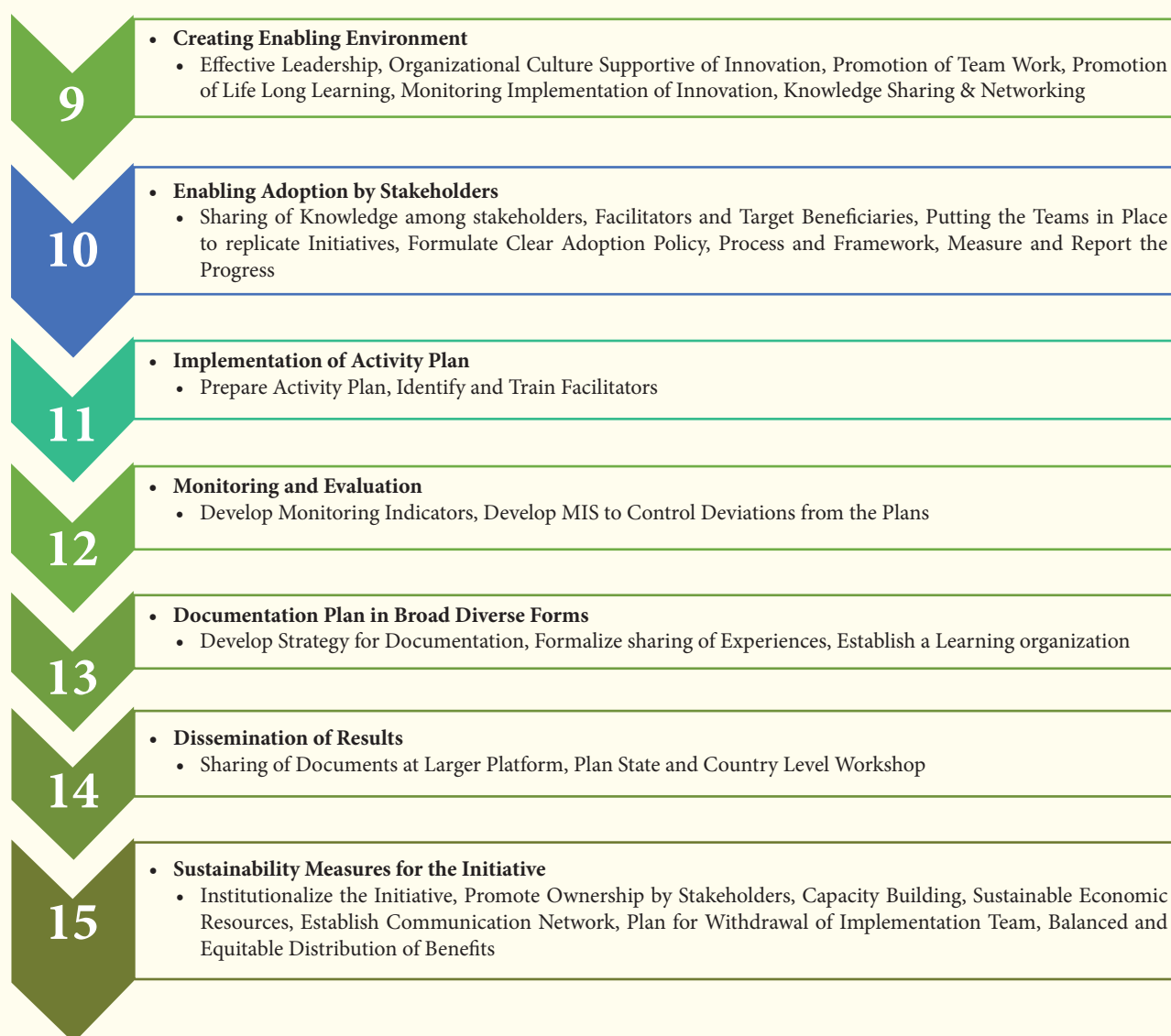
- The industries are now having obligation for social development under its CSR

funds. These industries need to be roped in for this function/ cause of tribal upliftment.

- While carrying out EDC initiative the standard operating procedures were not developed. These need to be developed for smooth replication of EDC in other districts/states.

12.8 Way forward for the Initiative:





12.9 Best Fit- Distribution of Land Rights to Tribals in MP under FRA 2007:

For best fit distribution of land rights in MP is better fit for replication as it had features of simplicity and proactive behaviour as described below.

- Simplicity in the guidelines and rules regulations was maintained so good for replication.
- District Collectors were trained, regional meetings for orientation were held.
- Training module was simple.
- CM/ CS were in background support.
- Media also supported in creating awareness.
- NGOs were involved in framing the guidelines.
- Software was designed by NIC and PDA (Forest), free of cost.

Abbreviations

ANC	Ante Natal Care
ANM	Auxiliary Nurse Mid-wife
AP	Andhra Pradesh
BPR	Business Process Re-engineering
AWWs	Agan Wadi Workers
CDPO	Child Development Project Officer
CG	Chhattis Garh
CGCC	Career Guidance and Counseling Centre
CROPSAP	Crop Pest Surveillance and Advisory Project
CS	Chief-Secretary
CSCs	Common Service Centers
CSCs	Common Service Centers
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DARPG	Department of Administrative Reforms and Public Grievances
DBT	Direct Benefit Transfer
DCs	District Collector/Deputy Commissioner
DDU-GKY	Deen Dayal Upadhyaya- Grameen Kaushalya Yojana
DEITY	Department of Electronics and Information Technology
EDC	Emotional Drive Campaign
e-ROR	e-Record of Ordinary Residence
ETL	Economic Threshold Level
FGDs	Focused Group Discussions
FRA	Forest Right Act
G2C	Government to Citizen
GO	Government Order
Gol	Government of India
HDI	Human Development Index
IAY	Indira Awas Yojana
ICDS	Integrated Child Development Scheme
ICM	Integrated Crop Management
IGNOPS	Indira Gandhi National Old Pension Scheme
IIDM	Indian Institute of Development Management
IMR	Infant Mortality Rate
IPM	Integrated Pest Management
JSSK	Janani Shishu Suraksha Karyakram
KCC	Kisan Credit Card

KVK	Kaushalya Vardhan Kendra
LWE	Left Wing Extremism
M&E	Monitoring and Evaluation
M.P.	Madhya Pradesh
MBO	Management by Objectives
MIS	Management Information System
MMR	Maternal Mortality Rate
MNREGS	Mahatma Ghandi National Rural Employment Guaranty Scheme
MoRD	Ministry of Rural Development
MoTA	Ministry of Tribal Affairs
MOU	Memorandum of Understanding
NBA	Nirmal Bharat Abhiyan
NCVT	National Council for Vocational Training
NGOs	Non- Government Organisations
NSAP	National Social Assistance Programme
NSDC	National Skill Development Corporation
PHC	Primary Health Centre
PMJDY	PM Jan Dhan Yajana
PPP	Private Public Partnership
PRI	Panchyat Raj Institution
PC	Pre-conception
PS	Principal Secretary
PNDT	Pre Natal Diagnostic Techniques
RD	Rural Development
RTPMA	Real Time Pest Monitoring and Advisory
SDCs	Skill Development Centers
SHGs	Self Help Groups
SIOB	Silent Observer
SOUL	Saving Open Spaces and Urban Lakes
TCPCs	Training Cum Production Centers
TN	Tamil Nadu
UNICEF	United Nations Children's Fund
UP	Uttar Pradesh
VHN	Village Health Nurses
VKC	Village Knowledge Centre
VLEs	Village Level Executive
VTP	Vocational Training Provider
WB	West Bengal
WFP	World Food Program
WHO	World Health Organization