



सत्यमेव जयते

# RE-CREATING EXCELLENCE



# Re-Creating Excellence

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





***“Good Governance is the key to a nation’s progress. Our government is committed to providing a transparent and accountable administration which works for the betterment and welfare of the common citizen. “Citizen-First” is our mantra, our motto and our guiding principle. It has been my dream to bring government closer to our citizens, so that they become active participants in the governance process”***

**- Shri Narendra Modi, Hon’ble Prime Minister**



**डॉ० जितेन्द्र सिंह**

राज्य मंत्री (स्वतंत्र प्रभार),  
उत्तर पूर्वी क्षेत्र विकास मंत्रालय;  
राज्य मंत्री, प्रधान मंत्री कार्यालय,  
कार्मिक, लोक शिकायत एवं पेंशन मंत्रालय,  
परमाणु ऊर्जा विभाग तथा अंतरिक्ष विभाग,  
भारत सरकार



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Government of India

## FOREWORD

Every year since 2005-06, the Government has been recognizing the performance and accomplishments of civil servants - individuals and teams and the organizations they lead, that are truly excellent, exceptional and emulation-worthy. In his address to the participants on the last Civil Services Day i.e., on 21<sup>st</sup> April 2015 the Hon'ble Prime Minister of India had exhorted the participants that the PM Awarded Initiatives be replicated in other States so that the benefit of Awarded Initiatives could reach every citizen. Inspired by the guidance of the Hon'ble Prime Minister, the Department of Administrative Reforms prepared an Action Plan for replication of 14 Awarded Initiatives in 23 States and one Union Territory. Some of them have made a good beginning in replication. This book is an attempt to bring the significant details of Seven of the most relevant and contemporary Awarded Initiatives and the efforts of select States in Replicating them.

From the very first day, the Hon'ble Prime Minister has attempted to turn the Mantra of "Minimum Government - Maximum Governance" into reality. Soon after taking over the Government, the Government of India abolished the practice of submission of Affidavits except when prescribed by the Law. Minimum Government – Maximum Governance could be possible only if the Civil Servants had the passion to bring about perceptible systemic changes and sustainable improvements in the efficiency of processes and effectiveness of outcomes. If PRAGATI – Proactive Governance and Timely Implementation could be put in place Maximum Governance with Minimum Government would become a reality.

This year onwards, the Scheme of Prime Minister's Awards on Civil Services Day has been changed to introduce a healthy competition between all the Districts in implementation of the Priority Programmes/ Schemes of the Government of India, for conferment of Prime Minister's Awards. Citizen Feed-back through Call-Centres is one of the criteria incorporated in assessing the work done by Civil Servants.

Need of the hour is replication of successful implementation strategies all across the country for equitable and sustainable development. In this context the flagship schemes covering Financial Inclusion like Pradhan Mantri Jan Dhan Yojana, Pradhan Mantri Suraksha Bima Yojana, Start-UP India, Stand-Up India; Women-Centric Schemes like Beti Bachao Beti Padhao Yojana; Farmer-centric Schemes like Pradhan Mantri Fasal Bima Yojana, Pradhan Mantri Gram Sinchai Yojana, Soil Health Card Scheme; Schemes in Health and Environment Sector like Namami Gange, Swachh Bharat Abhiyan etc., need to be implemented with full vigour. The New Prime Minister's Award's Scheme would accelerate implementation of such innovative schemes/ programmes launched by the Government.

With a view to facilitate the replication efforts so that interested States and Union Territories could progress in a structured and time bound manner, the Department of Administrative Reforms & Public Grievances has now institutionalized the process of replication. This booklet is a humble attempt at popularizing the initiatives and efforts of the award-winning and replicating states and, according due visibility to the project champions concerned. It is envisaged that it would bring wider acceptance and stronger traction to the replication efforts, inspiring adoption by more states and union territories in the days to come and turn the dreams of our Hon'ble Prime Minister into reality. Such endeavour has a salutary effect on advancing the reform agenda for improved public service and good governance in the country.

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# CONTENTS

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<b>1.</b>	<b>SAVE THE GIRL CHILD – TO PREVENT FEMALE FOETICIDE: AN INITIATIVE TO ARREST THE DECLINE OF SEX RATIO AT BIRTH</b>	<b>1</b>
	Original Initiative	2
	Strategy for Replication	9
	Success Story: RAJASTHAN	10
<b>2.</b>	<b>SKILL DEVELOPMENT – PLACEMENT LINKED VOCATIONAL TRAINING PROGRAMME</b>	<b>21</b>
	Original Initiative	22
	Strategy for Replication	30
	Success Story: CHHATTISGARH	31
	Success Story: GUJARAT	36
	Success Story: ANDHRA PRADESH	41
<b>3.</b>	<b>SAKALA- “NO MORE DELAYS- WE DELIVER ON TIME”</b>	<b>47</b>
	Original Initiative	48
	Strategy for Replication	56
	Success Story: MAHARASHTRA	58
	Success story: CHHATTISGARH	64
<b>4.</b>	<b>TOTAL FINANCIAL INCLUSION THROUGH E-ROR</b>	<b>71</b>
	Original Initiative	72
	Strategy for Replication	83
	Success Story: RAJASTHAN	84
<b>5.</b>	<b>ERAVIPEROOR GRAMA PANCHAYAT: SUCCESS STORY OF LOCAL SELF- GOVERNANCE</b>	<b>89</b>
	Original Initiative	90
	Strategy for Replication	98
	Success Story: GUJARAT	101
<b>6.</b>	<b>CANAL-TOP SOLAR POWER PROJECT- A NEW DIRECTION TO GREEN AND CLEAN ENERGY</b>	<b>105</b>
	Original Initiative	106
	Strategy for Replication	111
	Success Story: PUNJAB	112
	Success Story: ANDHRA PRADESH	117
<b>7.</b>	<b>RETURN OF THE LIVING DEAD- SASUR KHADERI RIVULET &amp; LAKE THITHORA- A ‘BHAGIRATH’ ENDEAVOUR</b>	<b>121</b>
	Original Initiative	122
	Strategy for Replication	132
	Success Story: GUJARAT	134





**SAVE THE GIRL CHILD – TO PREVENT FEMALE FOETICIDE:  
AN INITIATIVE TO ARREST THE DECLINE OF SEX RATIO  
AT BIRTH IN PERAMBALUR DISTRICT, TAMIL NADU**

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***“Let’s further the spirit of ‘Beti Bachao, Beti Padhao’ and  
create a discrimination-free & opportunity-filled  
environment for the girl child.”***

**- Shri Narendra Modi, Hon’ble Prime Minister**

## ORIGINAL INITIATIVE

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### Background

Discrimination against the girl child is a tragic reality that India has been confronted with, from time immemorial. Disdain for girl children is rampant in pockets of this vast nation – driven and dictated by caste-based customs, social group mores, community diktats, peer pressures, neighborhood influences, illogical traditions and religious practices. It is paradoxical that a country that worships mothers and Goddesses has the dubious distinction of disregarding the girl-child both before birth (abortions are the new killers!) and after (infanticide). Though every right-thinking Indian condemns this inhuman approach, the sad ground reality is that few dare to address this injustice or put an end to this crime that is earning the nation stinging notoriety at the global level.

Female foeticide (sex-selective abortion of the girl child), infanticide, gender-bias and child-marriage have no place in a civilized society. They are an anathema. Yet, they are wide-spread in our country, rather unfortunately, aided and abetted by family members and elders with deep-rooted dogmatism.

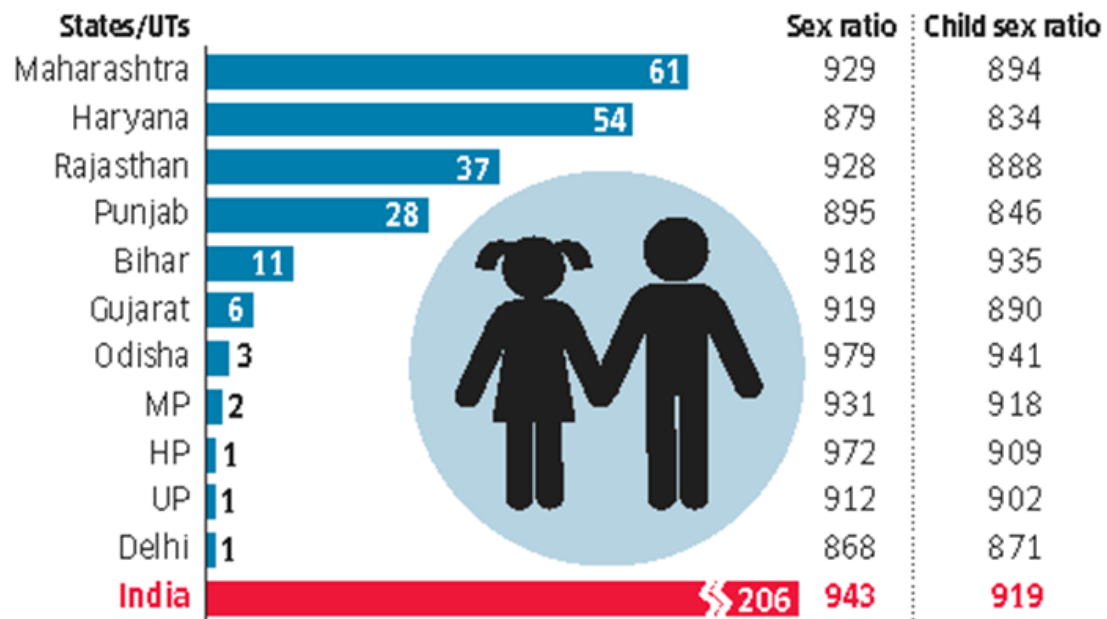
The liberals are, no doubt, trying to bring about an end to this taboo. However, their numbers are comparatively negligible to those who swear by the myths and beliefs and continue to see girls as accursed second-grade family members. The Pre-Natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 (PNDT Act) its amended versions in 2003 and thereafter strengthening the Pre-Conception and Pre-Natal Diagnostic Techniques (Prohibition of Sex Selection) Act (PCPNDT Act) have helped. But, only to an extent. They are necessary but not sufficient as the evidence shows, due to limitations of territorial jurisdiction, among others. Thus, sex-selective abortions that violate these Acts with impudence have been making a mockery of the law of the land.

Result, that a daughter is born with a “congenital” bias stacked up against her stands exposed in several parts of the country. On the contrary, a son is pampered and treated with a silver spoon. The daughter is subject to ill-treatment because of the overbearing feeling that she is a liability, undeserving of the love for which only the son is believed to have a rightful claim. And that is the sordid reality that stares the nation in its face in many states. The following statistics hold a mirror to such grim scenario.

## Girl or Boy?

There have been 206 convictions so far under the Pre-conception and Pre-natal Diagnostic Techniques (Prohibition of Sex Selection) Act, with 180 after 2009. And a good majority of convictions happened in 2013. Predictably, almost all states that reported convictions were among those that have the lowest sex ratios...

### Total convictions under PC & PNDT Act\*



\*Up to December 2014

Convictions under the Pre-Conception and Pre-Natal Diagnostic Techniques  
(Prohibition of Sex Selection) Act

Source: Lok Sabha questions

Not surprisingly, a UN estimate indicates that close to 750,000 girls are aborted every year in this country and the figure is rising at an alarming 80 per cent in some of the states. Combating this multi-dimensional menace is a challenge for any progressive government and civilized society.

Visibly pained at this state of affairs, the Hon'ble Prime Minister expressed his displeasure and disappointment on 24 Jan. 2016, the National Girl Child Day, when he said "We are not worthy of being called citizens of 21st century. It is as if we are from the 18th century - at that time, just after her birth, the girl was killed. We are worse now; we don't even allow the girl to be born".

SRB (sex ratio at birth) is an important determinant of CSR (child sex ratio). While post-birth deficit appears to be declining to an extent, perhaps with realization dawning finally, the share of pre-birth deficit has been rising sharply in some of the districts of the country, contributing to perpetuation of the daughter-deficit scenario and causing worry alike to the administratively conscientious and the socially conscious.

Tamil Nadu was one among them. The share of pre-birth deficit rose sharply in Tamil Nadu and rural areas have a significantly higher deficit than urban areas in the State, alerted Sharada Srinivasan and Arjun Bedi in their research published in the Economic & Political Weekly of Jan 17, 2009. Legal solution alone will not help us come out of this quagmire, warned researchers Rakhi Ghoshal and Anup Dhar, in 2012.

To a vast majority of Indians, Perambalur District in Tamil Nadu may be an obscure name, an inconspicuous dot on the Indian landscape. But to a section of concerned policy-makers and crusaders championing the cause of girl-child, it is a District where the alarm bells rang loud and clear.

The district, with 83% of rural population, saw a sharp decline in the sex ratio (number of female children born as against 1000 male children). From 965 in 2007-08 it touched an alarming 851 in 2010-11.

It therefore came as a beacon of hope and a whiff of fresh air when well-conceived, imaginatively-conceptualized 'Save the Girl-Child' Project emerged at the initiative of the Collector and District Magistrate, who made his intentions clear right at the outset, of converting his plans to into quick and firm action, in letter and spirit.

His relentless pursuit demonstrated that when the will to bring about the transformation becomes an obsession, one can move even mountains! The outcome was an enviously remarkable change. A district that ranked at lowest in Human Development Index and per capita Gross Domestic District Product among all districts of Tamil Nadu, and one at a literacy rate of 74.68% figured lower than the state average - is today the toast of the nation. It brought about a turnaround in the scenario that stands as a classic 'achievable' example for all Indian states and districts to learn from, imbibe and emulate.

### **Objectives of the initiative**

The initiative aimed at improving the sex ratio by eradicating the menace of female foeticide/ infanticide and ensuring an end to multiple sex-selective abortions, thereby reducing chances of maternal mortality too. Apart from detecting the missing girl-child and saving her, the initiative addressed providing a secured environment for her survival.

Parents, blood relations and public should realize and proudly welcome the birth of a daughter as an occasion to celebrate not to rue, was the larger goal of the intervention.

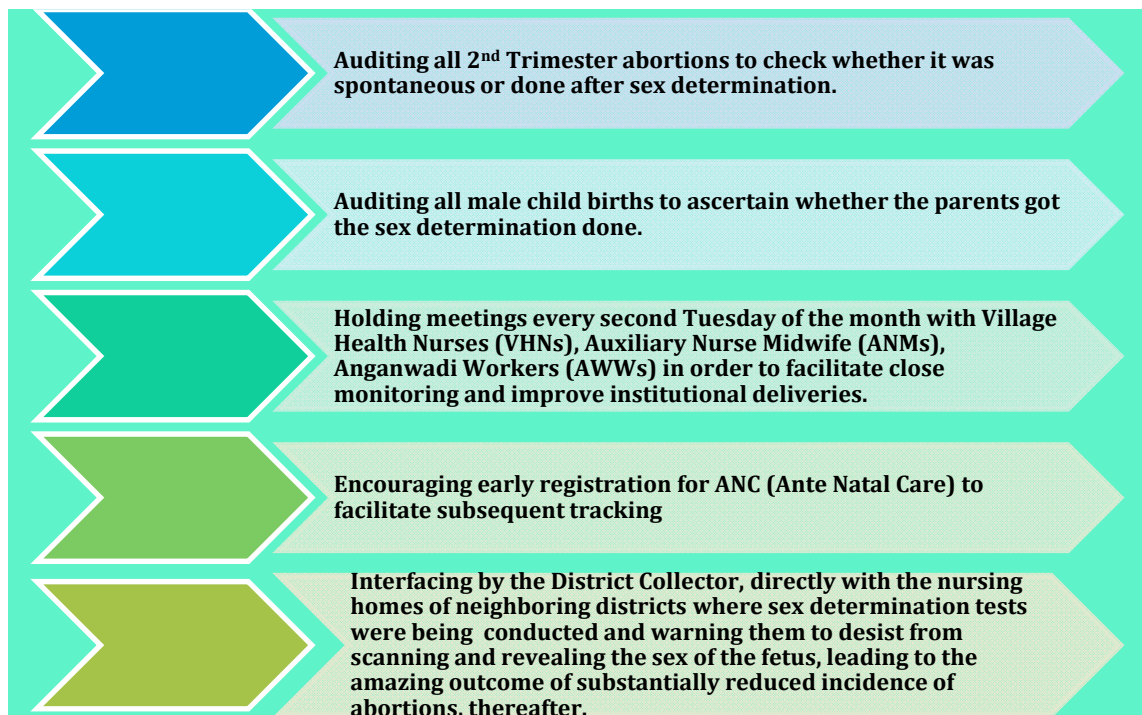
### **Implementation Roadmap**

Launched in August 2011, the endeavor was both to arrest and to reverse the decline in sex ratio at birth using a multi-pronged strategy to ensure that the girl-child was not discriminated against, even before birth.

Audits were carried out to have a detailed investigation of the abortions. With measures of incentivization, it was ensured that every young mother was registered for Ante Natal Care (ANC) in the Primary Health Centre (PHC) and the illegality of sex determination was firmly drilled into her.

The field level functionaries were instructed to have a close follow up of all the ANC cases registered.

## Highlights of the Project



*Highlights of 'Save the Girl Child' Initiative in Tamil Nadu*

### Monitoring mechanism

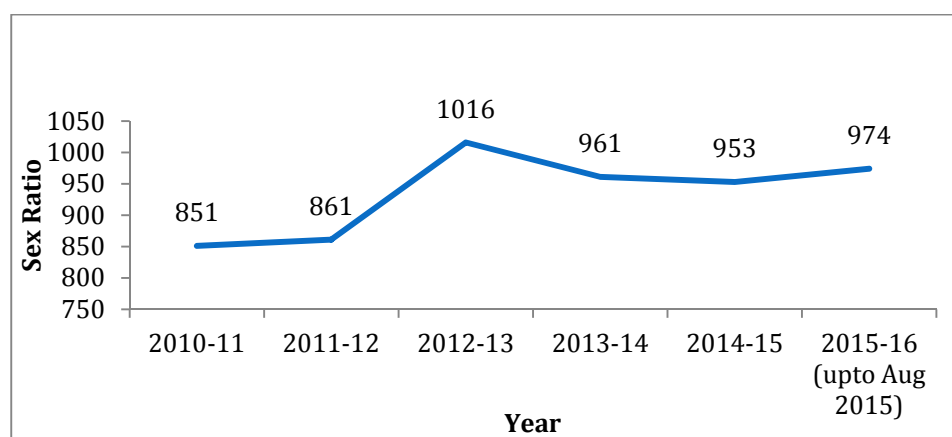
- At the field level, VHNs and AWWs maintained constant touch with pregnant women in every village to ensure proper ANC.
- Concerted campaigns were conducted on the perils of multiple abortions and early sterilization.
- Health Sub-Centres were monitored based on their performance on measurable ANC indicators.
- During the Mass Contact Programmes (MCPs) and Camps of the District Collector, special attention was given to sensitize the public about the benefits given by the Government to girl children, various programmes of social welfare department for women and child welfare, and reservation policy of the government for women in employment.
- All the second trimester abortions were brought to the knowledge of the Medical Officer (MO) for detailed investigation to find out the actual reason. Audit reports were analyzed by the District Collector along with investigation report.
- Village Health Nurses are responsible for 100% early ANC registration to identify patterns and problem areas.
- Health Sub Center (HSC) wise review was taken up monthly.
- AWWs are responsible for close follow up of all AN mothers in HSC area, sharing data with VHNs and attending review meeting at the PHCs.

## Monitoring Mechanism: *Role of Medical Officers and District Administration*

Medical Officers	District Administration
<p>Interacting with pregnant mothers &amp; educating them in PHCs, Grama Sabha and other Panchayat meetings on prevention of female feticide.</p> <p>Auditing 2<sup>nd</sup> trimester abortions &amp; male child birth monthly audit.</p> <p>Reviewing activities against sex determination &amp; abortions in the combined monthly review of VHN with Anganwadi workers.</p>	<p>Review of sex ratio at birth, monthly.</p> <p>Sensitizing public to various girl-child oriented benefit policies &amp; schemes of govt.; Wide publicity about facilities and assistance to girl children &amp; their mothers.</p> <p>Providing shelter to families with two girl children under housing schemes.</p> <p>Prevention of child marriages, realizing 60% of 174 cases of dowry deaths are due to under-age marriage.</p>

### Success: The Impact

The average sex ratio at birth of Perambalur district was 965 in 2007-08 and declined to 851 during 2010-11. The decline got reversed and improved to 1016 in 2012-13.



*Sex Ratio at Birth in Perambalur District*

The average of second trimester abortion cases was reduced to less than 20 from 45 per month. As a result, abortions came down to 420 during the year 2011-2012, an all time low in last six years.

The district was able to register considerable success in restoring the sex ratio. During 2011-12, the maternal deaths were 12. It fell to 6 during 2012-13.

Thereafter, thanks to the sustained initiative, no maternal deaths were reported pointing towards improved ANC care.

As a part of gender specific intervention, the age of 1st delivery (Primi) registration improved by 7 months, average hemoglobin and weight of the mother at the time of delivery increased pointing to a better ante natal care.

### **Sustainability**

The adverse sex ratio for girls not only had adverse impact on the overall population but also disturbed social equilibrium. The awareness generated by the Health Department about skewed sex ratio has earned demand for such interventions and has increased the sustainability of the initiatives.

The actively involved and empowered health functionaries continued these interventions. They were the prime movers for ANC registrations that formed the basis for monitoring and better healthcare delivery.

The methodology of pregnancy audit for male child birth reduced resistance in the families for sharing information pertaining to sex determination.

The Government of Tamil Nadu instructed all the district level officers to replicate the initiative.

The implementation did not require any extra staff or budgets and hence no additional funding from any source.

### **Scalability**

- This initiative has already been up-scaled in all districts of the State.
- These experiences can now be leveraged for addressing similar type of problems being faced where laws were violated, such as in child marriages, drug-trafficking etc. In these cases the parties like in the PCPNDT Act (the sellers & purchasers of services) hide the transactions.
- The initiative is driven by the Collector with the involvement of medical officers, VHNs, AWWs and PRI functionaries.

### **Project Champion Speak**

“A strong health system and a strong health database of the state are integral to the success of healthcare initiatives, particularly those with complex socio-economic dimensions such as Save the Girl Child”, observes Dr Darez Ahamed, Collector & District Magistrate who championed the initiative. “For example, it was essential to have a clear understanding of Sex Ratio at Birth (SRB) both at the district level as well as at the village level. In case of Perambalur, disaggregated Health Sub Centre wise SRB data was collected and analysed in order to address the problem of female foeticide effectively” recalls Dr. Ahamed.

“A salient feature of this initiative is early Ante Natal Care (ANC) registration of all pregnant women” highlights Dr. Ahamed. He worked closely with Village Health Nurses (VHN), Angan Wadi Workers (AWWS), Panchayat functionaries, Social Welfare and Health functionaries. “It was a coordinated effort. The AWWs were responsible for following up with the ante natal women and shared the data with VHNs, who in turn had the for ensuring 100 percent registration of all ante natal women. This helped us identify patterns and problem areas. In Perambalur, 90 VHNs were serving 120 villages with an approximate VHN Village ratio as 1:1.5. It was not an easy task”, states Dr Ahamed.



Dr. Ahamed points out the innovative aspects of the initiative as a) audit of all 2nd trimester abortions to find out whether abortion was spontaneous or done after sex determination, and, audit of all male child births to examine whether it involved any sex determination.

In his view, other factors which contributed to the success were continuous monitoring of the scan centres, strict enforcement of the PCPNDT Act and fortnightly review meetings with VHNS, AWWs and Medical Officers. Minutes of the meeting were then shared among PHCs of Perambalur, for target-oriented and coordinated effort.

“The initiative involves no additional expenditure, but is heavily dependent on inter-departmental coordination. In case of Tamil Nadu, the program was implemented through the departmental staff itself. A strong health system with well-knit manpower is crucial for implementation” shares Dr Ahamed.

“Conscious decision not to engage contractual manpower for either sensitization of the communities or for field level monitoring made the staff take ownership of the initiative with accountability and they rose to the occasion admirably”, recounts Dr Ahamed, giving due credit to the implementation teams.

“Finally, a well-rounded approach of sensitization of people on PCPNDT Act and the risks they are bringing upon themselves of punitive action against sex determination and female foeticide, awareness-building on the impact of continuous abortions on the health of the woman; widespread publicity on the numerous government schemes for ensuring holistic development and growth of the girl child as well as the welfare of the mother, contributed to the success of the program” avers Dr Darez Ahamed, in a tone of satisfaction.

## STRATEGY FOR REPLICATION

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### **Replicability**

Sex ratio in India has shown a declining trend till 1991 after independence. However, an increasing trend has been recorded after 1991 and in 2011 when it was 940 females per 1000 males.

Based on the Census of 2011, there is an immediate and pressing need to start initiatives where there are negative trends. On that count, there is a high demand for replication.

That the initiative has no requirement for any additional resources makes its chances of being chosen for replication, stronger.

### **Framework for Replication**

The achievements at Perambalur are worthy of emulation but duplicating them without adjusting for local situations may prove counter-productive.

Prior to replicating the initiative, it is essential for the state or district concerned to 'define the problem' – to understand the pattern of the problem. The problem could be in the form of pre birth deficit indicating female foeticide or post birth deficit denoting female infanticide. It is equally important for the state to have data related to SRB at least till the block level for every district.

Districts in the target state where the urgency to reduce adverse sex ratio is high are strong candidates for the intervention.

Therefore, the challenges and opportunities require careful discussion in the local context with the stakeholders concerned. Only a collective opinion can give birth to an effective strategy.

As regards prevention of female foeticide, it is essential to have early ANC registration of all ante natal women. The District Collector should work closely with the State Department of Health to make this a reality.

Continuous monitoring of the performance of VHNs and AWWs, regular review meetings with all the relevant line functionaries, especially with staff from Health and Women and Child Development are crucial for the success.

Analysis of each case of maternal mortality and infant mortality should be undertaken in the district.

Rigorous campaigns against sex determination, female foeticide as well as sensitizing the community about the PCPNDT Act, are essential ingredients for the initiative to be effective. The community should also be educated about the government schemes available for girl child and should be encouraged to avail the same.

The plan needs to consider the existing schemes, services and resources of the agencies concerned like the Department of Health & Family Welfare, the Department of Women & Child Development, Integrated Child Development Services etc. so that scope for dovetailing could be explored. The various departments and agencies need to chalk out a common strategy backed by targeted approach and coordinated effort.

## SUCCESS STORY: RAJASTHAN

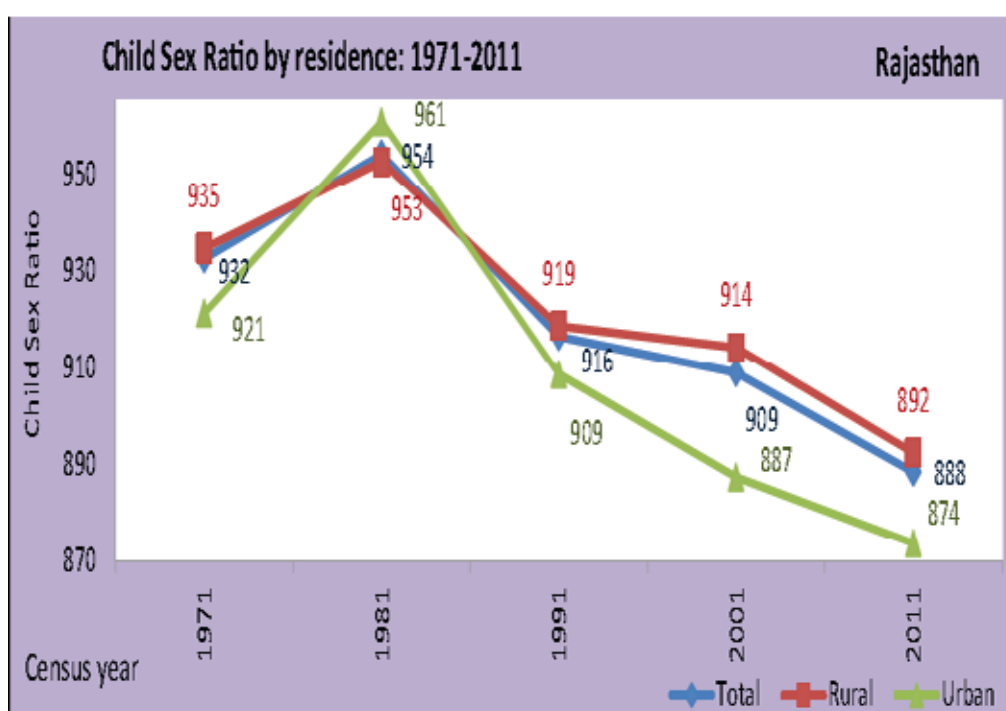
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### Background

Rajasthan is India's largest state by area (342,239 square kilometers) or 10.4% of India's total area. Total population of Rajasthan as per 2011 census is 68,548,437 of which male and female proportions are 35,550,997 and 32,997,440 respectively. At the Census 2011, Rajasthan had a literacy rate of 67.06% (80.51% male and 52.66% female). Although Rajasthan's literacy rate is below the national average, the State has been praised for its efforts and achievements in raising male and female literacy rates.

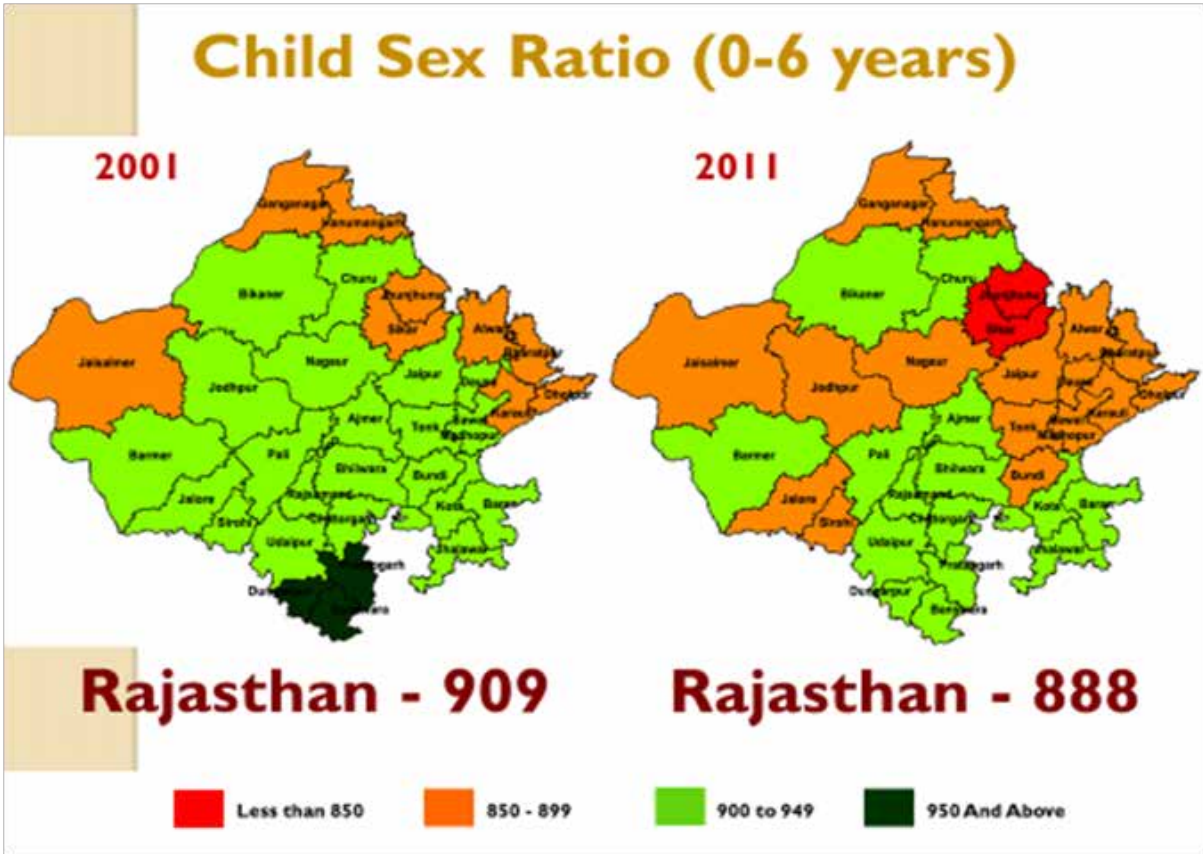
### Reasons for replication

- a. The issue of female foeticide has assumed serious proportions and has turned into a grave social problem. Therefore, monitoring of child sex ratio/sex ratio at birth has become a priority.



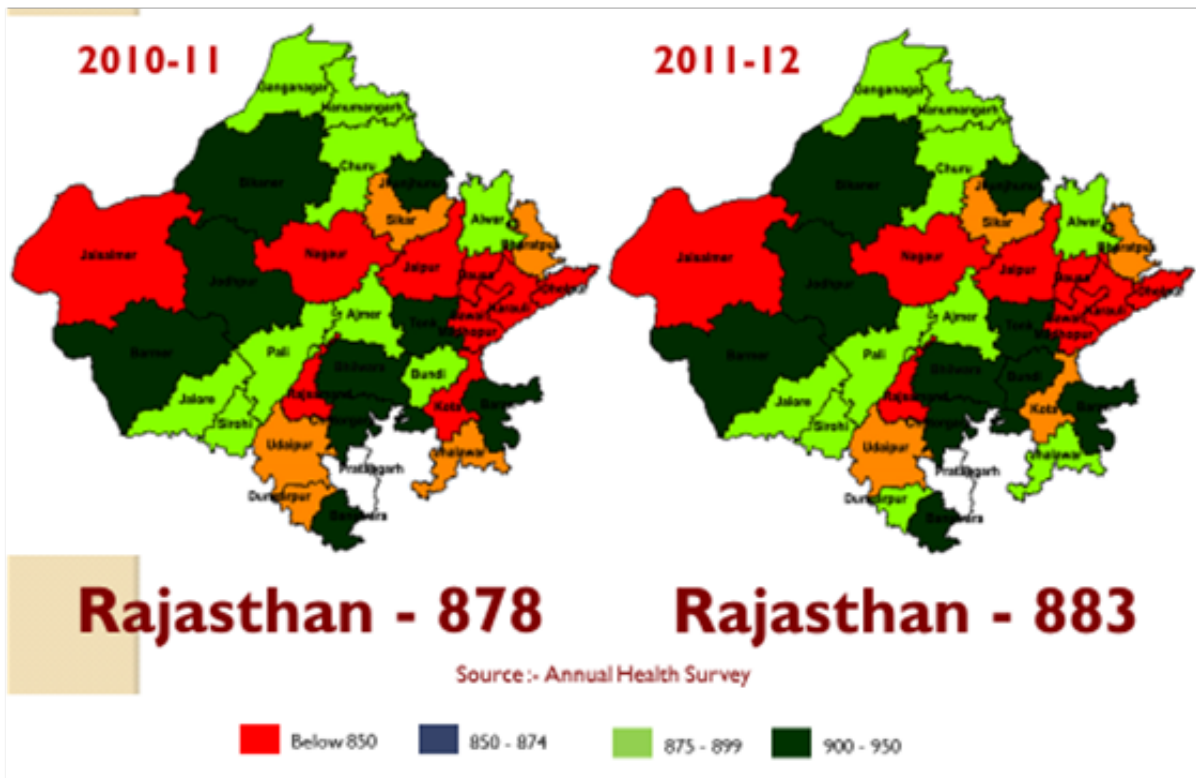
*Trends in Child Sex Ratio in Rajasthan 1971-2011*

- b. Decline in Child Sex Ratio as per Census 2011 from 2001 (888 from 909)
- c. Prevention of gender bias leading to unfortunate incidences of sex-selective elimination of foetus
- d. Strengthening the implementation of the PCPNDT Act



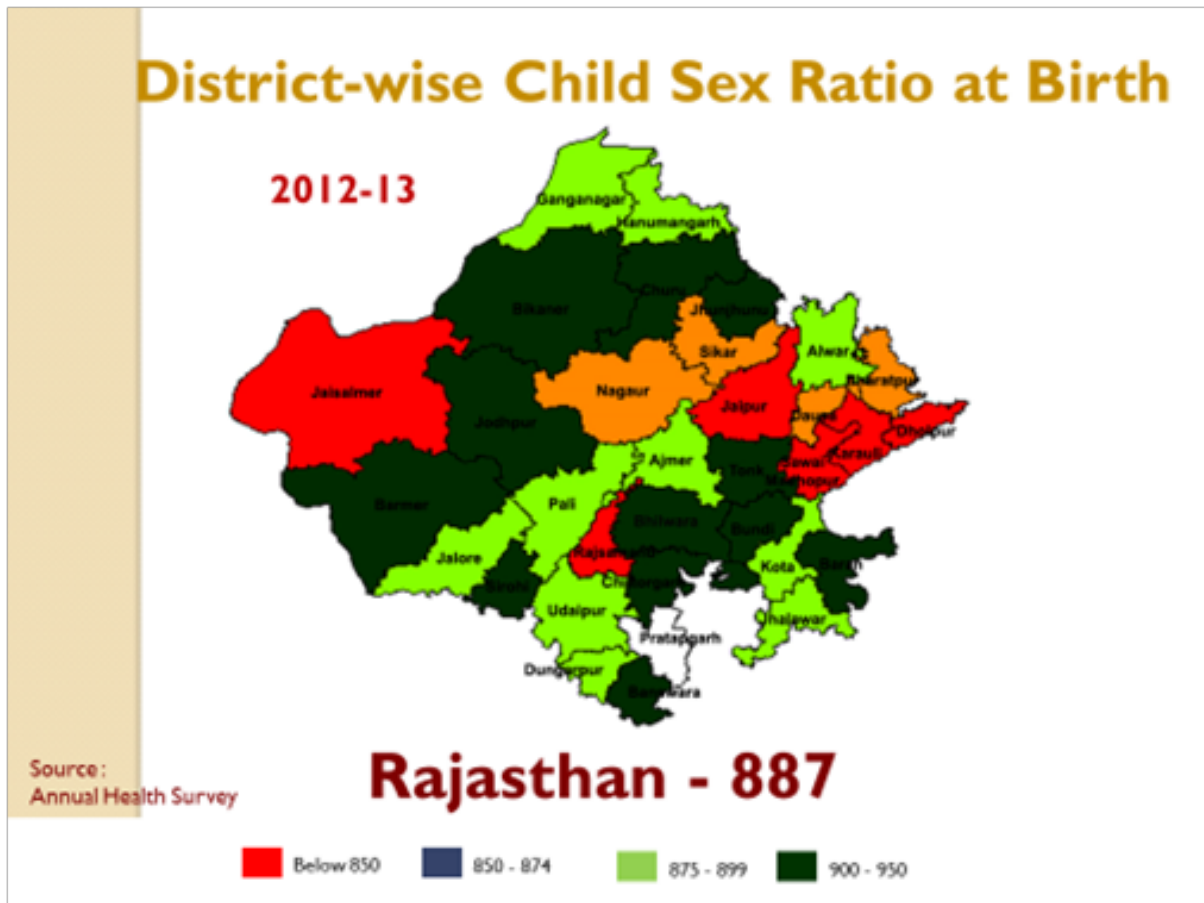
*Comparative Child Sex Ratio (0-6 Years) of Rajasthan between 2001 and 2011*

e. Child Sex Ratio (0-6 years)



*District-wise Child Sex Ratio of Rajasthan (2010-11 & 2011-12)*

f. District-wise Child Sex Ratio at Birth



*District-wise Child Sex Ratio of Rajasthan (2012-13)*

### Progress Report

#### Geographical coverage

All 33 districts of Rajasthan have been chosen for the initiative. Multiple initiatives are being taken up to prevent foeticide, which are as follows:

#### i. 104 Toll Free Service

Using the 104 Toll-free services, the citizens can file complaint against sex determination/selection, which is an easy way to access.



चिकित्सा एवं स्वास्थ्य विभाग, राजस्थान सरकार की टोल फ्री नंबर 104 निशुल्क परामर्श सेवा पर दो नई निम्नलिखित सेवाओं को जोड़ा गया है।

<p>कन्या भ्रूण हत्या व लिंग परीक्षण की शिकायत दर्ज कराने की सुविधा उपलब्ध करवायी गयी है।</p>	<p>कुपोषण उपचार केन्द्र से सम्बंधित सूचनाये एवं जानकारी प्राप्त की जा सकती है।</p>
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*Information on Services offered by 104 Toll-Free Number*

**ii. Doctors for Daughters**

In Bikaner, the scheme was initiated and vulnerable girls were adopted by the doctors. These doctors supported the education and provision of health services for the adopted girls.

The initiative is also being rolled out in Jaipur district.



**iii. Improving value of Girl child**

Jamna: Normally, the birth of male child was celebrated in rural areas. In order to improve the value of female child, celebration of birth of female child was set in motion by the Health Department.

**iv. Beti Janam Badhai Sandesh**

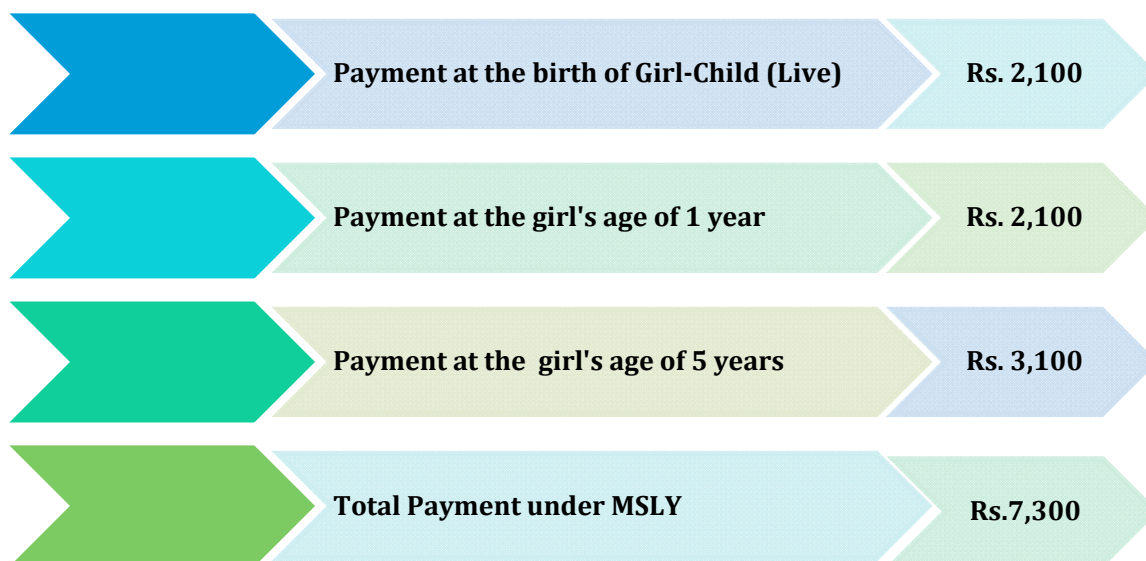
It means a congratulatory message, signed by the Hon'ble Chief Minister which is given to every mother who comes to government institutions for delivery and is blessed with a baby girl.



*“Beti Janam Badhai Sandesh”*

v. **Mukhyamantri Shubh-Laxmi Yojna (MSLY)**

Incentive amount to bonafide women residents of Rajasthan on live birth (girl-child) on institutional delivery at government health centres, hospitals and accredited private hospitals



*Incentives provided under Mukhyamantri Shubh-Laxmi Yojna on Live Birth (Girl-Child) at Government Health Centres, Hospitals and Accredited Private Hospitals*

vi. **Direct Benefit Transfer (Online payment system for Janani Suraksha Yojana (JSY) & Shubh Lakshmi Yojana (SLY))**

Started in 2015, this initiative enables direct benefit transfer to the beneficiaries under Janani Suraksha Yojana and Shubh Lakshmi Yojana at the Community Health Centre and above. The features of this initiative are as follows:

- It covers more than 600 government health institutions.
- Payment transfers to more than 2000 cases per day
- Payment transferred from August 2015 to February 16
  - Janani Suraksha Yojana – 55.35 Crore for 3.91 Lac cases
  - Shubh Lakshmi Yojana – 41.00 Crore for 1.94 Lac cases
- Payment Realisation (online) - 97 %

vii. **IMPACT Software - Integrated Monitoring system for PCPNDT Act**

The Integrated Monitoring system for PCPNDT Act (IMPACT) Software is a platform for complaints against patients who demand sex-determination. The system is designed and developed by the National Informatics Centre (NIC), Rajasthan.

More than 1470 functional sonography centres are registered online. In addition, more than 2025 tracking devices have been installed.



Snapshot of web Portal of Integrated Monitoring System for PCPNDT Act (<http://pcpndt.raj.nic.in>)

The features include Real-time, Anytime Anywhere access monitoring of Form-F and Day End Summary built with a robust database of centres and associated information e.g. Equipment/ Radiologist/ Tracking device etc. It includes an integrated SMS facility with reminders for renewal of centre registration.

An SMS provision is also made on Impact Software for Doctor, if pregnant lady and/or her relatives ask for sex selection/determination.

Wide publicity has been carried out about this provision and it has created a sense of fear among those who think any sonography centre can be used for sex selection by paying extra money.



SMS Provision for reporting against cases of Sex Selection / Determination

- viii. **SMS to pregnant woman's mobile number** to create awareness about 104 Toll Free Number for complaining sex-determination activity

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fu%Wd nt Zdh t k l drh gA fpdRl k , oaLokLF; foHx] jkt LFWu l jdkj AS

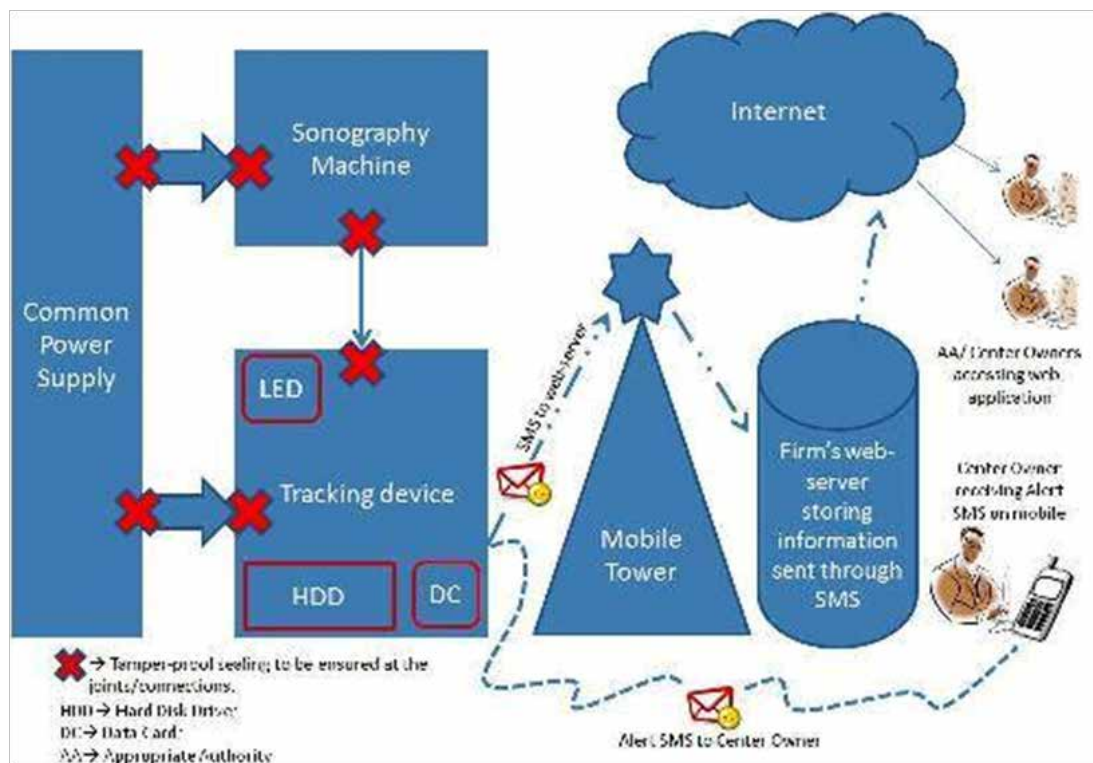
SMS to pregnant Woman's Mobile Number, creating Awareness on the 104 Toll-Free Number

- ix. **Tracking Device**

It is installed with the sonography machine in a tamper-proof manner, with a common power supply with sonography machine. It captures the screen of sonography machine and records it in compressed and encrypted form.



It stores data for a period of two years and sends the status through GPRS/ SMS signal.



*Block Diagram of Sonography Machine and Tracking Device*

**x. Mukhbir Yojana**

Under this Scheme, the state government declared an award of Rs.2,00,000 to the “Mukhbir” for giving authentic information on sex selection. A total of 30 decoy operations are conducted across the State, cumulatively.

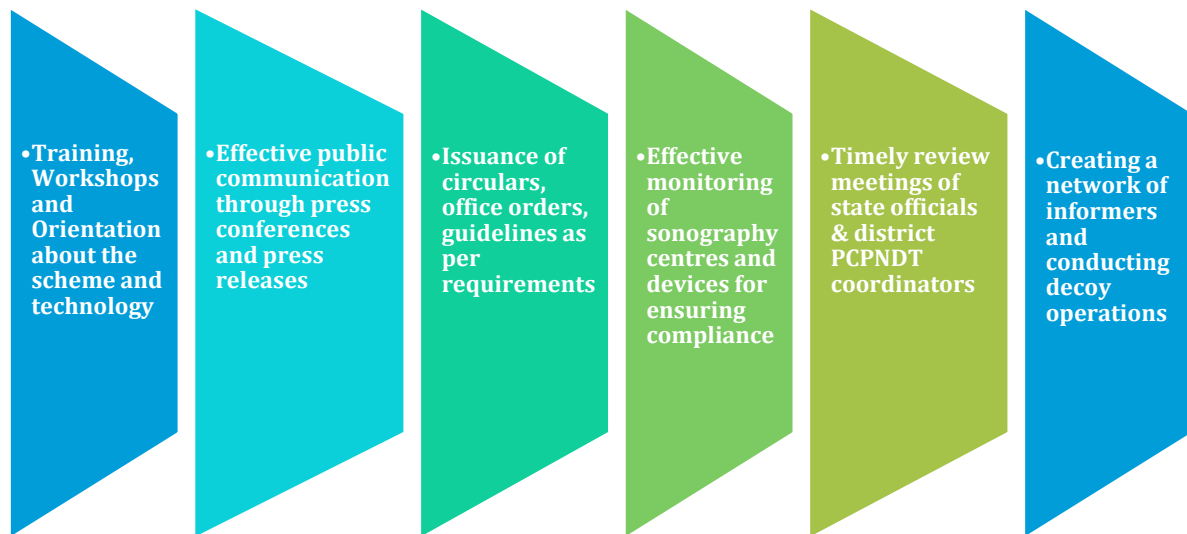
Under this scheme, 40% of the award amount is given to informant, other 40% is given to the pregnant lady and the remaining 20% is given to the attendant of the pregnant woman.

प्रोत्साहन राशि रुपये दो लाख में से 40 प्रतिशत मुखबिर, 40 प्रतिशत गर्भवती महिला एवं 20 प्रतिशत गर्भवती महिला का सहयोगी को निम्न तीन किस्तों में दी जायेगी :-

क्रम संख्या	कुल प्रोत्साहन राशि 2,00,000 /- (रुपये दो लाख मात्र)	मुखबिर 40% (80,000 रुपये)	गर्भवती महिला 40% (80,000 रुपये)	गर्भवती महिला का सहयोगी 20% (40,000 रुपये)
1	प्रथम किस्त - डिकॉय ऑपरेशन के तुरन्त बाद	26600 /-	26600 /-	13300 /-
2	द्वितीय किस्त - स्वास्थ्य में बचान के दौरान डिकॉय ऑपरेशन की स्पष्ट पुष्टि करने के पश्चात	26600 /-	26600 /-	13300 /-
3	तृतीय किस्त - स्वास्थ्य के निर्णय के पश्चात	26800 /-	26800 /-	13400 /-
		80,000 /-	80,000 /-	40,000 /-

*Breakup of Award under Mukhbir Yojana for Authentic Information on Sex Selection*

## Highlights of the project

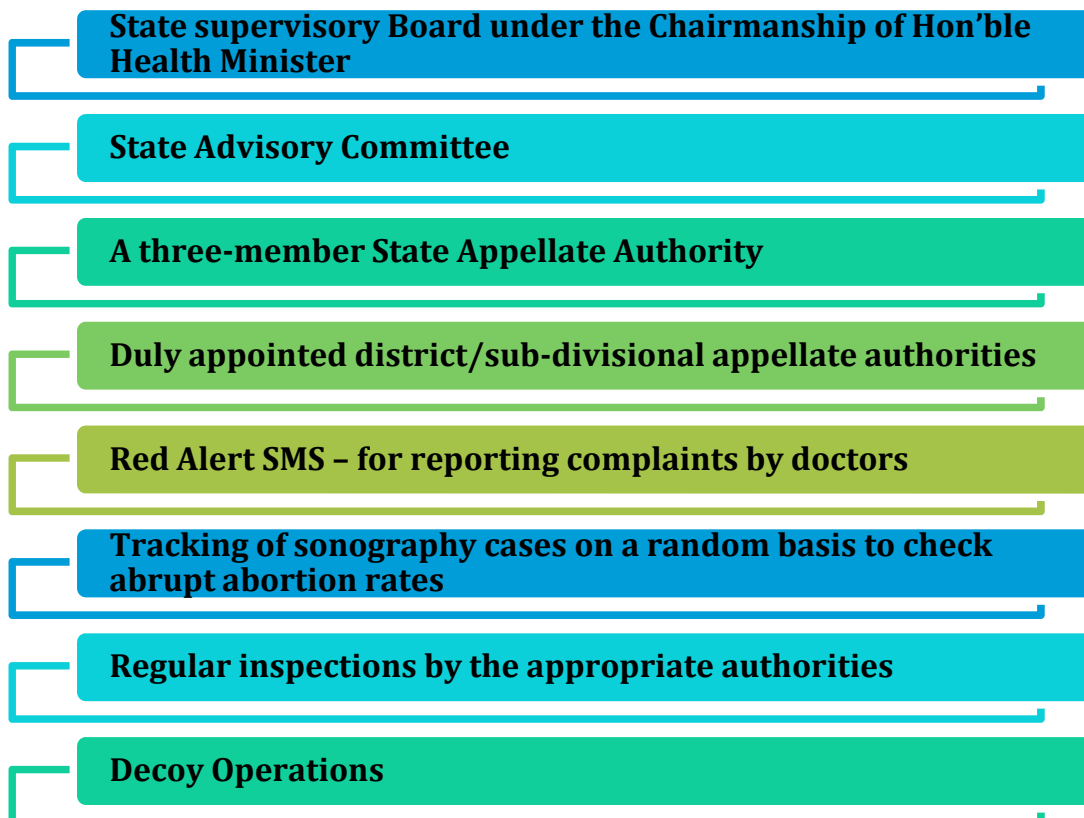


## Sharing among peer groups

During the “National Seminar on e-Initiatives in Healthcare in Rajasthan” information about IMPACT Software was shared with participants from Other States.

Teams from Haryana and Gujarat visited Rajasthan to learn about IMPACT Software.

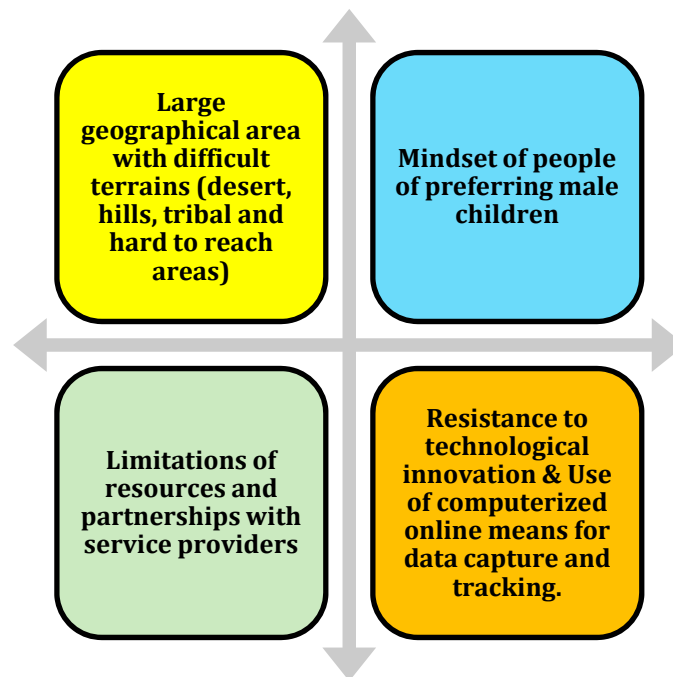
## Monitoring mechanism



*Monitoring Mechanism of the Initiative*

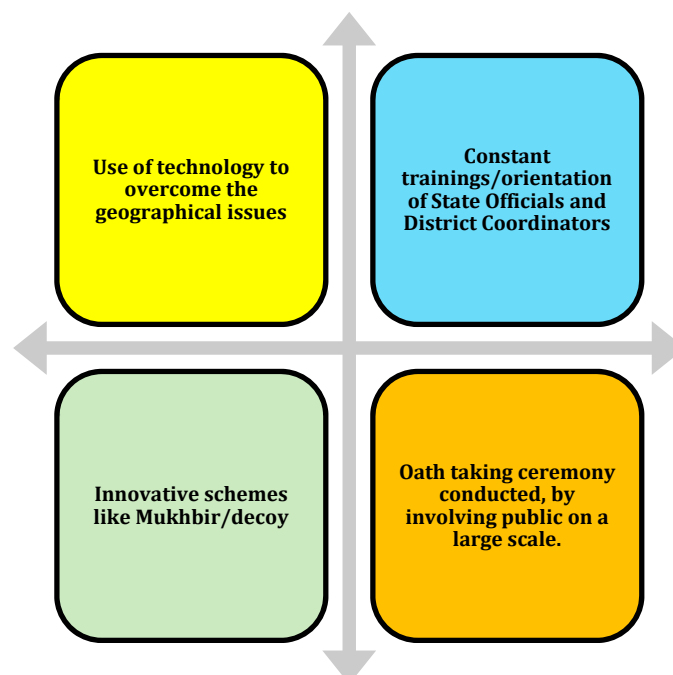
## Challenges

The challenges faced during the implementation of the initiative are as follows:



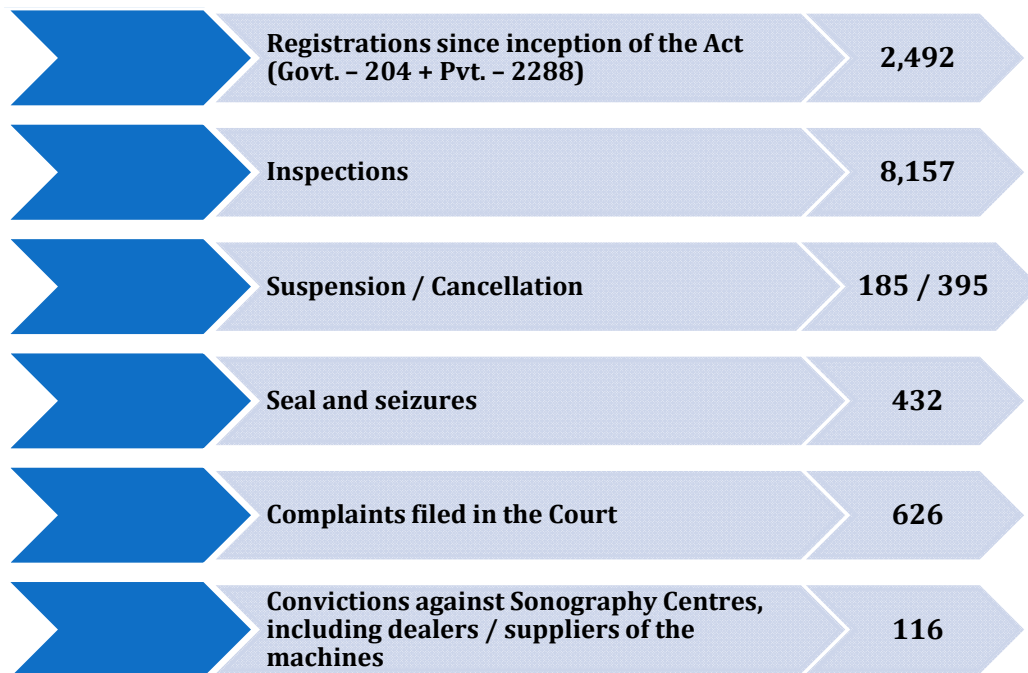
*Challenges faced in the Implementation of the Initiative*

## Steps Taken To Address Challenges



## Success: The Impact

The actions taken by Appropriate Authorities in the State (Till Dec, 2015)



The initiative won the award in the 33rd SKOCH Summit for SMART Governance, in Sept. 2013.

Teams from three States - Haryana, Karnataka and Uttarakhand visited the State to learn about the implementation of IMPACT software and sought the assistance of the State in replicating the initiative in their respective States.



**SKILL DEVELOPMENT – PLACEMENT LINKED  
VOCATIONAL TRAINING PROGRAMME IN GADCHIROLI  
DISTRICT, MAHARASHTRA**

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*“We are conscious that our challenges are vast across India’s immense social and economic diversity but we draw confidence from the unity of our nation. Even more, we get our energy from the aspirations of a young India, with 800 million youth under the age of 35 years.”*

**- Shri Narendra Modi, Hon’ble Prime Minister**

## ORIGINAL INITIATIVE

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### Background

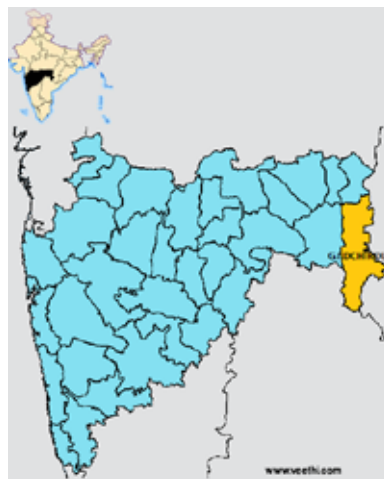
“It is important how we view the youth of our nation. To simply consider them as new-age voters will be a big mistake. They are the new-age power.”

Hon’ble Prime Minister Shri Narendra Modi’s statement underlines the importance of youth power. With approximately 356 million in the age group 10-24 year, India has the world’s largest youth population, according to ‘The Power of 1.8 billion,’ a report on the State of the World’s Population compiled by the United Nation Population Fund (UNFPA).

The darker side of the “power of youth” is that the younger generation is devoid of adequate job opportunities and gainful means of livelihood, which is one of the biggest challenges in the country. Joblessness would indeed lead to frustration and such desperate youth can be conveniently lured by anti-national elements or terrorist outfits to carryout unlawful activities.

Quite a few efforts have been made to bring respite to the harrowed youth. An inspiring example is the attempt by the Maharashtra government to empower youngsters with job-oriented skills, when it came up with a unique programme that is aptly themed as “Skill Development: Placement-linked Vocational Training Programme”.

The Government zeroed in on Gadchiroli district, one among the country’s 250 most backward districts, to implement the initiative. According to 2011 Census, there are 250,000 households in Gadchiroli with a population of 10,72,942 while the average size of the family is 4.3. There are 982 females per 1000 males in the district. Scheduled Castes constitute 11.3 per cent of the total population, while Scheduled Tribes are at 38.7 per cent. Gadchiroli district, like Chandrapur and Gondia districts, has been included in the “red corridor” owing to prevalence of left-wing extremism in the State.



Rain-fed agriculture is the main occupation of people of the district. According to Economic Survey of Maharashtra, it has the highest work participation rate in the State at 54.5 per cent (59.7 per cent among males and 49.1 per cent in females). Out of the total number of workers, 67.2 per cent are main workers and 32.8 per cent are marginal workers. Also, 38.6 per cent are farmers, 42.4 per cent are agricultural laborers, while 1.9 per cent work in household industries.

It is against this background that the initiative was first grounded in Gadchiroli.

### Objectives

- a) To provide industry-specific training to under-employed and unemployed youth
- b) To provide placement support on successful completion of training

### Implementation Roadmap

Knitting together small ideas from several individuals can yield unexpected, but phenomenal, results. In 2012, when personnel from the Forest Department were interacting with the think

tank of Indian Institute of Technology (IIT) Mumbai for initiating bamboo-based industry in the district, they learnt about Pratham Education Foundation, an NGO that provides skills to rural school dropout youth with placement assurance. Consequently, a total of 277 students were sent to Pratham in two batches to receive training in hospitality and construction, starting in January 2012. 58 per cent of those who enrolled completed the programme and 93 per cent of the successful students got placed in various organizations across India. Delighted with the response and progress of the initiative, the District Collector decided to expand it further, in scale and scope.

### **Highlights of the initiative**

Drawing inspiration from the Pratham example, the Director of Self-Employment came up with a new scheme based on state level policy and thus was born the Career Guidance and Counseling Centre (CGCC) in Gadchiroli district. Proposals were called for establishing such a centre and Pratham was selected, based on its proven credentials. An MoU was entered into on a pilot basis, from January 2013 for a period of six months.

The highlights of CGCC were:

- To provide employability solution to all job seekers including fresh graduates, school dropouts, 10th/12th pass students, incumbent workers, ITI graduates, or any one requiring skill up-gradation by training them on the infrastructure available in the CGCC.
- To assess the skills of the job seekers and make them industry-ready by way of training and certify them accordingly.
- To establish relationships with industries in and around Gadchiroli district so that they could source their manpower requirements from the CGCC.

Thus, the model was to provide services such as assessment, counseling and placements, through tie-ups with partners. This would also help create and maintain a centralized database of youth seeking employment, along with their skills and capabilities.

The initiative needed wide-publicity, mobilization and enrolment of youth. Accordingly, Pratham placed one 'mobilizer' in each Taluka. Given the fact that a variety of languages are spoken in the district, those well-versed with the local dialect were selected. Mobilisers played a vital role in taking forward the initiative.

The next key step was to select candidates to impart training. Employable youth who registered themselves with the CGCC were assessed on the basis of general awareness, mathematics, reading, confidence and communication skills. They were further counseled by showing to them Pratham vocational training programme videos. Based on the qualifications, interest and knowledge levels of candidates, mobilisers discussed with the candidates and their family members about the vocational stream in which they have interest.

As per the agreement signed in 2015, fee towards training and placement for students is being paid by the District Skill development Executive Committee in four installments, as follows:



## VOCATIONAL SKILL TRAINING PROGRAMME – as per MOU

S. No.	Vocational / Trades TRAINING		Course Duration (As per MES)	Trainee Per Head Cost (Rs.)	Training Centres	Industry Partners
1	HOSPITALITY *Food/ Beverage *Housekeeping *Food Production	8 <sup>th</sup> Pass	2 Months	16,000	Aurangabad, Yeotmal, Satara, Bhopal (MP)	<ul style="list-style-type: none"> <li>• Sun and Sand at Shirdi</li> <li>• Taj Gateways, Mangalore</li> <li>• Lords Inn, Gujarat, Laguna Resorts, Lonavala,</li> <li>• Taj Deccan, Hyderabad</li> <li>• Pluz resorts, Silvasa, Vivanta at Mercara, Rama international, Aurangabad, Gateway Hotel Surat, Barbeque Nation, Pune</li> </ul>
2	CONSTRUCTION *Masonry *Bar bending *Farm work	5 <sup>th</sup> Pass	3 Months	14,000	Latur, Ahmednagar	<ul style="list-style-type: none"> <li>• L &amp; T</li> </ul>
3	AUTOMOBILE – Motor Mechanic – 4 wheeler	5 <sup>th</sup> Pass	3 Months	18,000	Kohlapur, Sagar, Raipur	<ul style="list-style-type: none"> <li>• Tata Motors</li> <li>• Neosym Industries, Pune,</li> <li>• Unnati Motors, Nagpur</li> <li>• Eicher Motors, Panvel</li> <li>• Lawanya Motors, Hyd</li> <li>• Provincial Tractors, Nagpur</li> <li>• Bafna Motors, Nerul</li> <li>• Pratibha Showroom, Osmanabad,</li> <li>• VRM Motors, Dombivali</li> </ul>
4	WELDING	5 <sup>th</sup> Pass	1 Month	10,000	Latur, Nasik	<ul style="list-style-type: none"> <li>• L &amp; T</li> </ul>
5	ELECTRICIAN	5 <sup>th</sup> Pass	2 Months	18,000	Ahmednagar, Kholapur,	<ul style="list-style-type: none"> <li>• L &amp; T</li> </ul>
6	BEDSIDE ASSISTANT	8 <sup>th</sup> Pass	3 Months	18,000	Nasik, Ahmednagar	<ul style="list-style-type: none"> <li>• Sai Darshan, Baramati</li> </ul>
7	TALLY	10 <sup>th</sup> Pass	2 Months	14,750	Kamptee Nagpur	<ul style="list-style-type: none"> <li>• S. B. Infotech, Nagpur</li> </ul>
8	RETAIL	10 <sup>th</sup> Pass	2 Months	15,000	Ramtek, Nagpur	<ul style="list-style-type: none"> <li>• Future Value</li> <li>• Big Bazar</li> <li>• Eureka Forbs, Nagpur</li> </ul>
9	DATA ENTRY OPERATOR	10 <sup>th</sup> Pass	2 Months	14,500	Kamptee, Nagpur	<ul style="list-style-type: none"> <li>• Gega Infotech, Nagpur</li> </ul>
10	BANKING & FINANCE	10 <sup>th</sup> Pass	2 Months	14,750	Ramtek, Ngp	<ul style="list-style-type: none"> <li>• Axxess Group, Ngp</li> </ul>

The costs include mobilization, awareness, assessment, counseling, food, travelling, accommodation and training, a pair of uniform, study material, placement & post-placement tracking services.

With the help of the Skill Development Vocational Training programme, trained/placed candidates are getting Rs. 5000 to Rs 12000 per month, which in effect brought the family out of the Below Poverty Line (BPL) economic category.

### **Monitoring mechanism**

Pratham deployed personnel at various locations where the trained students were placed in order to provide much needed support. These personnel accompanied youth to the organizations in which they were placed and supported them in completing the formalities. Also, a counselor was in regular touch with the candidates for the initial six months. The feedback received from the employers helped the officials to strengthen the system.

### **Success: The Impact**

According to placement data of students enrolled in the first ten batches, 66 per cent of the total students placed in hospitality industry completed at least six months in their job, successfully. Trained youth were placed in popular hotels such as Sun and Sand at Shiridi; Taj Gateway, Mangalore; Lords Inn, Gujarat; Laguna resorts, Lonavala; Taj Deccan, Hyderabad; Pluz resorts, Silvasa; Vivanta at Mercara; Rama international, Aurangabad; Gateway Hotel, Surat; Barbeque Nation, Pune etc. The trained youngsters are earning anywhere between Rs. 3500 to Rs. 8500 per month. A large percentage of students (65 per cent) received a starting salary ranging between Rs.4500 and Rs.5500.

In case of students placed in automobile industry, 42 per cent of the youth from the first ten batches continue to work in the industry successfully. These students have been placed with Neosym industries, Pune; Unnati motors at Nagpur; Eicher motors, Panvel; Lawanya motors, Hyderabad; Provincial tractors, Nagpur; Bafna motors, Nerul; Pratibha show room, Osmanabad; VRM motors, Dombivali either as helpers or assistant mechanics. A large percentage of students (67 per cent) earn salaries ranging from Rs.3000 to Rs.4500. Companies also provide accommodation to 30 per cent of the students.

Thus, the programme impacted the quality of life of the trainees for the better. Besides providing them with regular employment and instilling in them a sense of identity and confidence, it helped their families to move out of economic impoverishment.

- i. The immediate impact was that it brought about respectable and stable earnings to the youth.
- ii. A number of candidates ventured into the world outside their village for the first time.

Year	Taluka/ Village Visited	Students Mobilized- Assessment- Counseling	Selected for training	Trained	Placed	%	Retention 6 months & above
2012-13	357	657	524	371	289	77	59 %
2013-14	1022	4830	930	684	654	93	
2014-15	1431	4921	708	406	288	71	
2015-16	150	91	91	<b>In Progress</b>			
<b>Total</b>	<b>2960</b>	<b>10500</b>	<b>2253</b>	<b>1461</b>	<b>1231</b>	<b>84</b>	

*Skill Development Programme - Progress*

- iii. New skills and a job with a starting pay of Rs. 7,000, boosted the confidence levels of the youth. It brought hope and brightness into their lives.
- iv. The youth were initiated into the job market and were groomed for jobs interviews.
- v. More than 2,000 families benefited from their young children getting employment
- vi. There was a significant reduction in youth getting recruited by the left-wing extremists.



*Hospitality, Construction & Automobile Trade: On-The-Job Training*



*Mobilization, Orientation and the selected Students on their Way to the Training Centre*

## **Sustainability**

This skill development programme has a high degree of sustainability. The strategy of the initiative, in close dovetailing of the initiative with the Union Government's Deen Dayal Upadhyaya - Gramin Kaushalya Yojana (DDU-GKY) vastly improved its potential and beneficial power.

Adequate budgets earmarked for skill building under various schemes for forest dwellers of the Ministry of Tribal Affairs, schemes of Department of Environment, Forest and Climate Change, Panchayat Raj and Rural Development (e.g. DDU-GKY), Youth Affairs, ensuring fund flow for this laudable initiative and ensuring its sustainability.

Yet another salient feature of the initiative is community involvement. There is an established bond between the unemployed youngsters and mobilisers of the respective areas, contributing to the initiative continuing. The persons trained in initial batches are now successfully working in Mumbai, Pune, Panaji and Nagpur, earning a decent livelihood for themselves and their families. All these are contributory factors for sustainability.

The training agencies have MoUs with industry for the latter to recruit trained youth for labor needs. This is the cornerstone of sustainability.

## **Scalability**

Till date the candidates were trained in hospitality, construction and automobile industry, catering well to the manpower needs in these sectors. Now the District Committee is planning to scale up and foray into 13 more disciplines. To facilitate this and broaden the employment horizon, the National Skill Development Corporation has developed standards of skills from 1-4 & 5-10 levels.

### **Project Champion Speak**

“Livelihood is the biggest need of tribals in Gadchiroli. So, we designed this skills-upgradation programme where travel, accommodation and training expenses of the youth are fully taken care of, with guaranteed placement” recounts Shri Abhishek Krishna, who championed the initiative as District Collector, Gadchiroli.

“It’s a first-of-its-kind PPP initiative that has been huge hit” beams Shri Krishna with satisfaction. “Its popularity can be gauged from the number of forms distributed in thousands among the youth for enrolment and the filled-up ones received. We were targeting training and jobs for at least 2,500 candidates a year” avers Shri Krishna.

“Educated up to standard X, candidates get trained in house-keeping, waiting on tables, repairing automobiles, masonry, etc. A survey by the National Skills Development Corporation showed these sectors will have the most employment potential in future. This contributes hugely to the sustainability of the initiative” shares Shri Krishna, exuding confidence.

Successor incumbent Shri Ranjit Kumar ascribes the accomplishment that won them the coveted Public Administration Excellence Award of the Hon’ble Prime Minister, to the needs-driven and individual-preferred focus of the skill building exercise. “It has to be a virtuous combination of the interests of the individual, customized training by the institution and fulfillment of the skill sets that industry seeks in hiring the youth” adds Shri Kumar.

“Outsourcing the skill provisioning makes good sense, since the caveat incorporated in the agreement with the training outfit ensures that payments would be made only when 70% of the batch is placed in jobs” states Shri Kumar. This brings in result-orientation and concomitant responsibility and accountability in the agency, feels Mr Kumar.

## STRATEGY FOR REPLICATION

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### **Replicability**

The initiative has a potential for replication in regions having tribal population, particularly in hardship districts affected by the influence of left-wing extremism in states like Bihar, Jharkhand, West Bengal, Andhra Pradesh, Chhattisgarh and Telangana. Already, there are Training-cum-Production Units (TCPCs) established under Tribal Area Development Plans by several state governments. This strategy can be incorporated by states into their respective training centres, so that the proven initiative could be adopted as a measure to bring the youth into the mainstream of the society, with tangible gains.

Dedicated training agency and its commitment to the cause is prime factor in the success of initiatives of this kind. It is therefore essential to have the right agency that can collaborate well with industries.

### **Framework for Replication**

Districts that are away from main land and are affected by insurgency or other local disturbances might be the right places for intervention.

A careful analysis of trades/skills required/desired and competence mapping of the youth are crucial for the selected area. The skill choices can be broadened after creating adequate level of awareness about them through various campaigns, including government channels, PRIs and local media.

Potential training agencies should be identified after obtaining the opinion of local institutions and ascertaining their credibility.

Prior to preparing action plan framework, existing schemes of the state or GoI like DDU-GKY and the resources available under them should be taken stock of.

## SUCCESS STORY: CHHATTISGARH

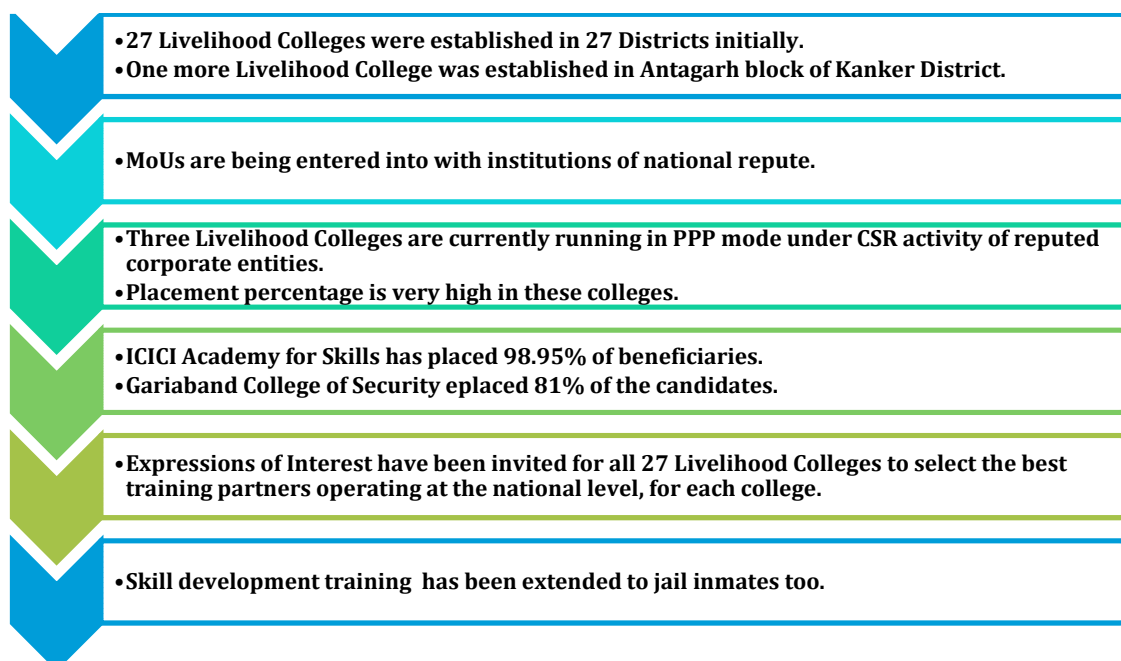
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### Background

Gadchiroli in Maharashtra and Dantewada in Chattisgarh share a common feature, i.e. Left Wing Extremism (LWE) in tribal areas and the support it gets from the gullible unemployed tribal youngsters. In a bid to wean away the youth from falling prey and make their lives better by providing them with tangible livelihood opportunities, a Livelihood College was opened at Dantewada in 2011. The initiative was recognized with the Hon'ble Prime Minister's award for excellence in public administration for the year 2011-12. The experience from the Gadchiroli initiative is contributing to the strengthening of the endeavors in Chhattisgarh.

Fourteen out of 27 Districts of the State are LWE affected, of which eight rank in the 35 worst LWE-hit districts of the country. Considering the success and suitability of the model for Chhattisgarh – Livelihood Colleges were set up in all 27 districts of the State.

### Progress Report



In order to provide skill development training to jail inmates, private trainers from reputed institutions have been roped in to maximize the employment opportunities for them, especially for self-employment after they are released and rehabilitated.

### Highlights of the Initiative

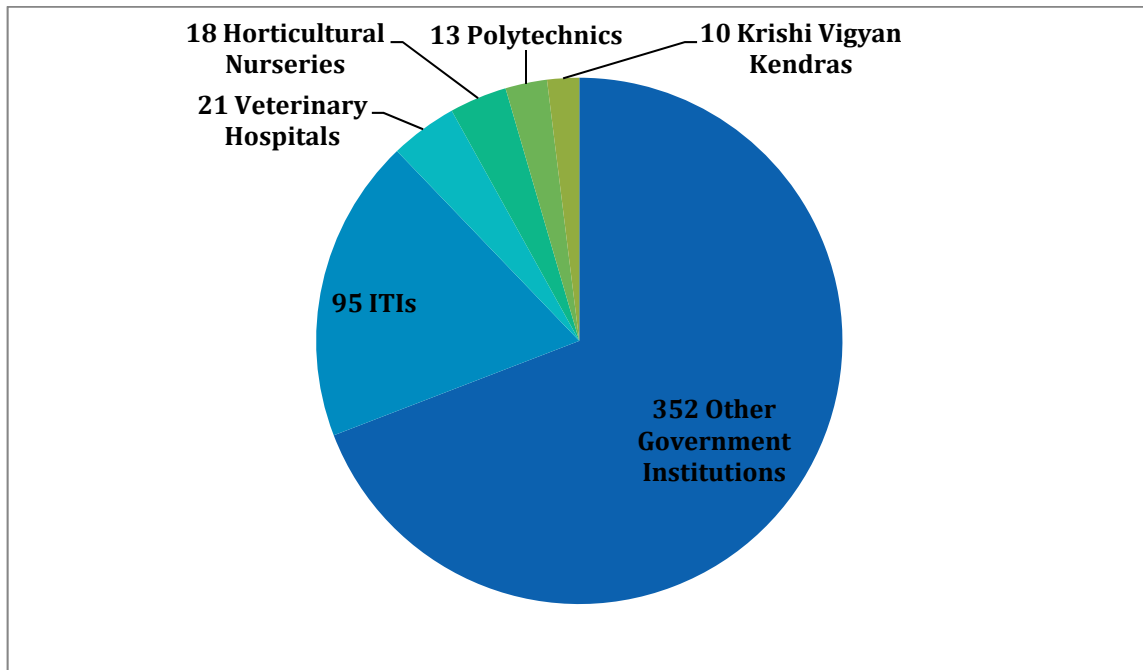
#### Optimum Utilization of Government Infrastructure

To optimally utilize the available training capacity, infrastructure available elsewhere in the State is also being put to use for skill development. A total of 1,878 government institutions have been registered as training providers for Skill Development.

From among them, 95 ITIs, 13 Polytechnics, 18 Horticulture Nurseries, 10 Krishi Vigyan Kendras, 21 Veterinary Hospitals and 351 other Government institutions have already started



providing skills-oriented training. A multi-pronged strategy is being put in place for holistic approach and qualitative outcomes.



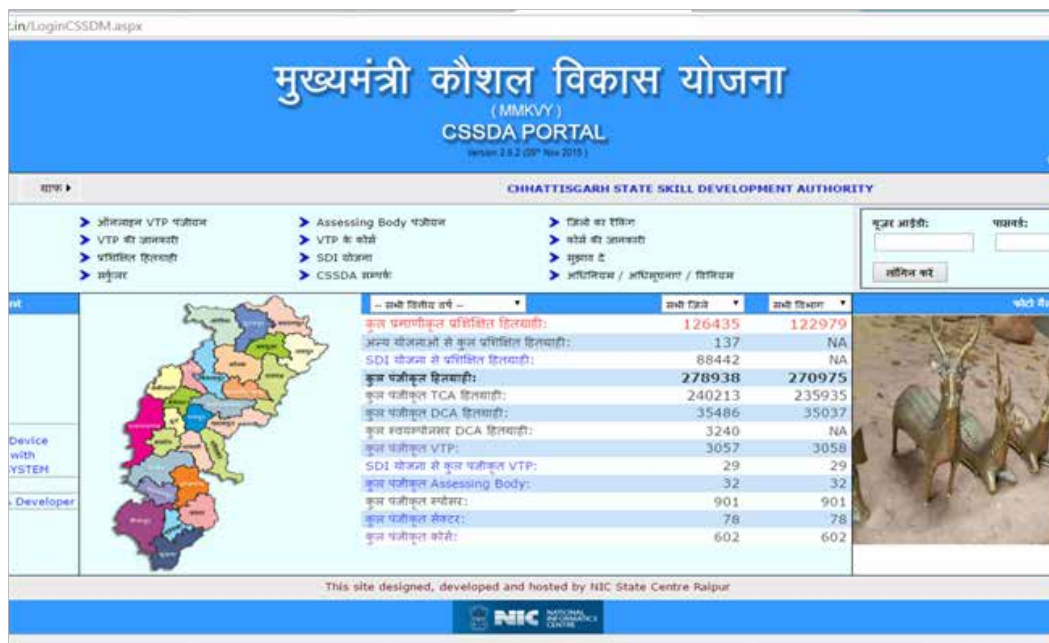
*Institutions that commenced Skill Development Training*

- Optimum Utilization of Government Infrastructure**
- Technology Initiatives - Web Portal of CSSDA**
- Preparation of Comprehensive Database of Beneficiaries**
- Harnessing the local employment opportunities completely**
- Three-Year Perspective Plan for Skill Development of youth**
- Initiatives to Improve the accessibility and quality of training**

*Highlights of the Skill Development Initiative in Chhattisgarh*

## Technology Initiatives - Web Portal of CSSDA

Chhattisgarh State Skill Development Agency (CSSDA) portal has made skill development activity information easily accessible and available, in Chhattisgarh. Reports on all skill development programs are available online.



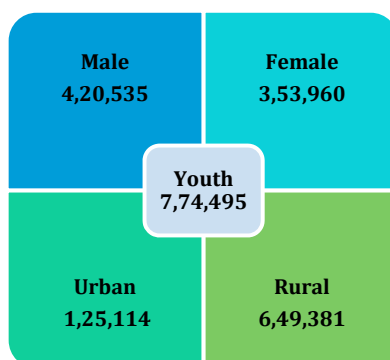
Snapshot of the CSSDA Portal ([www.cssda.cg.nic.in](http://www.cssda.cg.nic.in))

The CSSDA web portal ([www.cssda.cg.nic.in](http://www.cssda.cg.nic.in)) facilitates online registration of beneficiaries, sector and course information, registration of VTPs (Vocational Training Providers), sponsors, employers etc.

Information related to status of training, evaluation and placement in any district can also be accessed easily on the Web Portal.

### Preparation of Comprehensive Database of Beneficiaries

Skill requirements and preferences of 7,74,495 youth (Rural – 6,49,381 and Urban – 1,25,114; Male - 4,20,535 and Female – 3,53,960) have been identified through a needs - based skill survey in all the 27 Districts of Chhattisgarh.



### Survey Details

Unique Skill Identity Number is generated for every youth whose details will enable tracking the prospective trainee's skill cycle i.e. from counseling to placement to retention for at least three months.

## **Harnessing the local employment opportunities completely**

### **i. Skill Gap Analysis for each district**

All districts have requirements of different skill sets, considering the fact that the nature of industries present/upcoming in a particular district, the agro-climatic conditions in it, and the natural resources.

Considering these facts, skill gap analysis workshops were held in all 27 districts of Chhattisgarh in September 2015 under the supervision of the District Administration.

Experts and Employers from various fields along with various heads of departments in the district mulled over the issue and came out with a specific list of skill sets whose requirement was being felt but there was a paucity of skilled personnel, for each district.

### **ii. Developing standard curricula for local skills as per NSQF standards**

During skill gap analysis in various districts, the need for skilled personnel in certain local skills was strongly felt. Thirty six such skills were therefore identified in various sectors like construction, agriculture, sericulture, forest, rural industries like handlooms and handicrafts.

Curricula are being designed for aforementioned skills as per NSQF (National Skills Qualifications Framework) standards with the help of Central Staff Training & Research Institute (CSTARI), Kolkata and Regional Directorate of Apprenticeship Training (RDAT), Kanpur.

### *Three-Year Perspective Plan for Skill Development of youth*

Based on the data compiled through Household Skill Survey 2015 and Skill Gap Analysis carried out for each district in September 2015 – Perspective Plan for skill development for each district for youth has been made for 2016-17 to 2018-19. It includes Counseling Plan, Information, Education and Communication (IEC) Plan and Placement Plan as well. Accordingly, a Perspective Plan is also being made for the entire State.

### *Initiatives to Improve the Accessibility and Quality of Training*

Counseling at the doorstep is being organized through Skill Gram Sabha to involve greater number of youth. Attempts to increase the number of Vocational Training Providers at Block level is on. Hindi Training Manuals have been developed for seven sectors as of now- and the number is being increased constantly to help beneficiaries. Initiatives like Facebook connect by Chief Minister to ensure IEC of skill development activities in the State are adding to the innovation and popularity of the initiative.

Biometric devices for attendance and their linkage with CSSDA portal has been made compulsory for all VTPs.

### **Success: The Impact**

- Since 2012, a total of 2,79,096 beneficiaries have been trained under various schemes of the Central and State governments. Of this, a total of 28,749 beneficiaries have been trained in Livelihood Colleges.
- Placement has improved substantially. For Livelihood Colleges, the percentage has risen to 45%. For colleges (skill development centres) running under Public Private Partnership PPP mode, the placement is as high as 98.95%.

- As many as 3,038 training providers have been registered with State Skill Development Authority for providing training in 602 courses under 78 sectors.



*ICICI Academy for Skills – A Joint Venture with State Project Livelihood*

***“India is a youthful country. A country with such a major percentage of youth has the capability to change not only its own, but the fate of the entire world”.***

**- Shri Narendra Modi, Hon’ble Prime Minister**

## SUCCESS STORY: GUJARAT

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### Background

Gujarat is referred to as the Jewel of Western India, because of its enterprise, entrepreneurial spirit and contribution to the socio-economic well-being of the country as a whole. Spurred by the Gadchiroli initiative and other similar endeavors in states like Chhattisgarh, the state came up with a similar initiative, Kaushalya Vardhan Kendra (KVK), for the benefit of unemployed rural population.

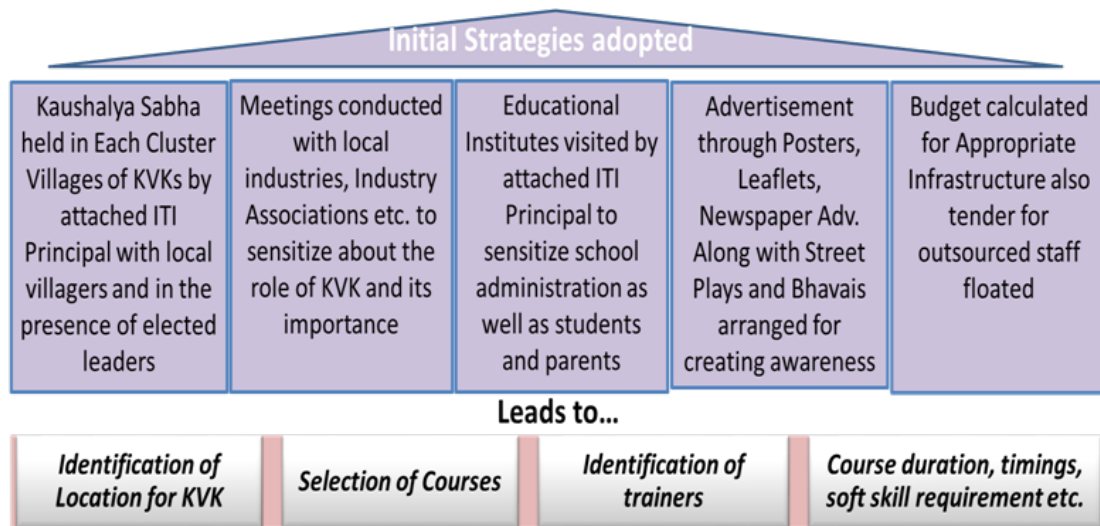


KVK was conceptualized in a Chintan Shibir held at Dhordo (Kutch) in December 2009 and an institute to impart desired skill training at the doorsteps of the rural population was launched. Courses were designed on the basis of participatory approach of Kaushalya Sabha in the villages and as many as 500 KVKs were established in four phases across the State since 2010.

All villages having a population of above 5000 in general and 2500 in tribal areas are covered with skill centers within a 15kms cluster.

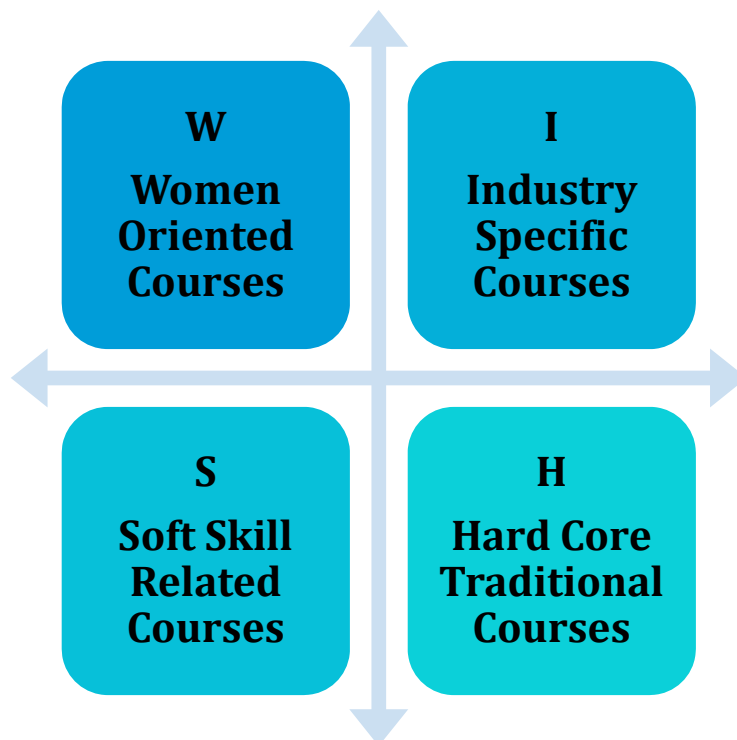
## Progress Report

### Strategies adopted to bring transformation



*Strategies Adopted for The Implementation of The Initiative*

### Adoption of WISH Approach



*WISH Approach for Implementation of the Initiative*



**W- Basic Beauty**



**I- Mobile Repairing**



**S - Basic Computer**



**H--Basic welding**

*Initiatives undertaken as part of the WISH Approach*

### **Training model**

#### **1. Minimum Four Courses**

- Batch size of 20 trainees/course
- Employability skill component in all courses
- Basket of 483 Short Term Courses - 40 hrs to 576 hrs

#### **2. Certification**

- Gujarat Council of Vocational Training(GCVT)

#### **3. Nominal Fees of Rs 50/course**

- Free for SC, ST, Women, PH & BPL trainees
- No upper age limit

#### **4. Admission on the basis of School Leaving Certificate**

- Exception is provided for those who have no school leaving certificates but admission are on the basis of a oral test

#### **5. Optimal utilization of existing infrastructure**

- Existing buildings of Schools, Village Panchayats, Agricultural Produce Marketing Committee (APMC) etc. used. No new infrastructure created

## Monitoring mechanism

- NIC developed portal for KVK monitoring
- Principal of attached ITI designated as Skill Development Officer (SDO)
- Created post of coordinator (Foreman Instructor) to Head the KVK
- Kaushalya Sabha organized in villages for awareness generation regarding benefits of KVK, identification of courses, liaison with Kaushalya Samitis
- Constituted Kaushalya Samitis to ensure proper infrastructure facilities for quality of training, awareness campaign, linkage with industry for promoting employment

## Role of key stakeholders

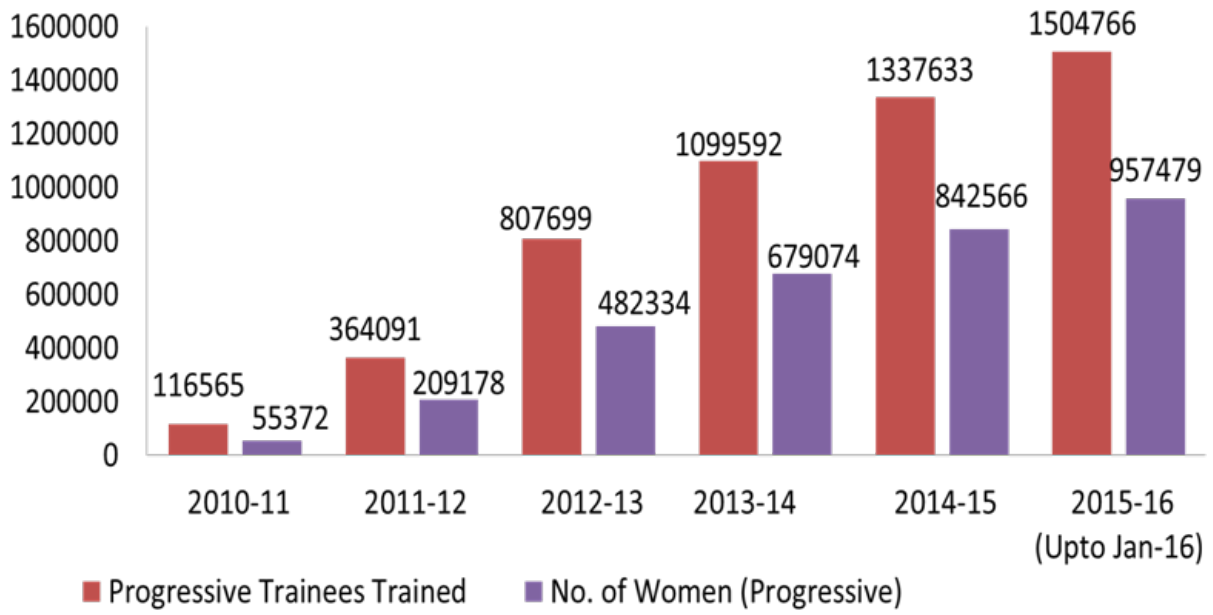
Department	Role
Labor & Employment Department	Framing policies & norms, Providing adequate budget
Directorate of Employment & Training	Overall Implementation, Monitoring & Supervision
Skill Development Officer-SDO (Principal of Mentor ITI)	Coordination with cluster villages, Monthly inspection & evaluation, fund disbursement & skill gap analysis
Coordinator of the respective KVKs (Regular Foreman Instructor)	Head of the Unit & Member Secretary of Kaushalya Samiti - Selection of courses, training activities, admission, examination & placement assistance
Kaushalya Samiti at village level	Sensitizing local youth, assessing the local needs, evaluating quality of training & social audit
Village & Block Leaders	Guiding people to avail benefits

## Success: The Impact

It is heartening to note that from August 2010 to January 2016, total 15,04,766 youth were trained of which 9,57,476 were women (63%). Other salient features of the success of the initiative are:

- ✓ Life Skill courses in 18 sectors; 200 skills shortlisted
- ✓ Quality vocational education via satellite
- ✓ 1308 hours of e-learning content for Engineering, Non-engineering and Soft skill training prepared
- ✓ Flexible approach: Instead of trainees being offered available courses, the institutes run courses preferred by trainees and industry
- ✓ For rural and semi-urban population, four Kaushalya Rath have been initiated specifically for the benefit of candidates residing in remote areas
- ✓ Trainees entitled for bus passes, bank loan and capital subsidy
- ✓ KVK Scheme won the Hon'ble Prime Minister's Award for Excellence in Public Administration for the year 2011-12





*Youngsters trained under Skill Development Initiative between 2010-11 and 2015-16*

## SUCCESS STORY: ANDHRA PRADESH

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### Background

The northern parts of Andhra Pradesh, located in South India, are impacted by left-wing extremism. Most of the villagers in the interior parts belong to the BPL category and are illiterate. Due to non-availability of suitable livelihood and employment opportunities and lack of technical and life skills, youth are vulnerable to be attracted towards extremist activities.

Enthused by the initiative of Gadchiroli and similar interventions in states like Gujarat and Chhattisgarh, the Government of Andhra Pradesh wished to create awareness among youth about the importance of vocational and life skills. Under the auspices of the Tribal Welfare Department, it sought to bring their living conditions on par with other groups of the society through suitable livelihood opportunities.

### Progress Report

#### Department of Tribal Welfare – Youth Training Centers (YTC):

A Memorandum of Understanding (MoU) has been signed between Andhra Pradesh State Skill Development Corporation (APSSDC) and Tribal Welfare Department.

Accordingly, 28 Youth Training Centres (YTCs) are being set up in the State out of which 15 are completed; three are nearing completion while the remaining are under various stages of progress. Through them training to Tribal youth is planned, focusing mainly on basic skills, soft skills, communicative English and spoken English. This initiative is being dovetailed with:

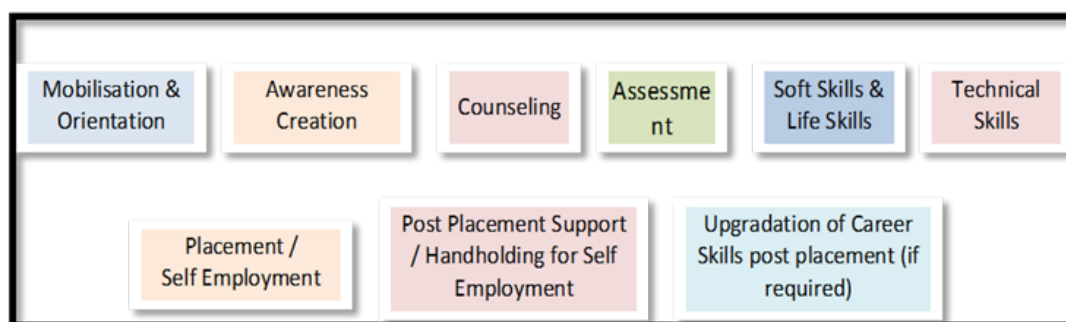
- Bhavitha Programme, a Corporate Social Responsibility (CSR) initiative of Vizag Port Trust
- Pradhan Mantri Koushal Vikas Yojana (PMKVY)

#### Comprehensive Strategy followed By APSSDC

Awareness has been created on the importance of Skill Training, “Bhavitha” (future) counseling programmes are organized and tribal youth are enrolled in them. Various organizations/institutes and industry training partners are empanelled to implement the technical training programmes.

The Tribal Welfare Department is organizing three-month training programmes at a cost of Rs.1.25 lakh per candidate for 30 ST youth to promote them as Class V contractors.

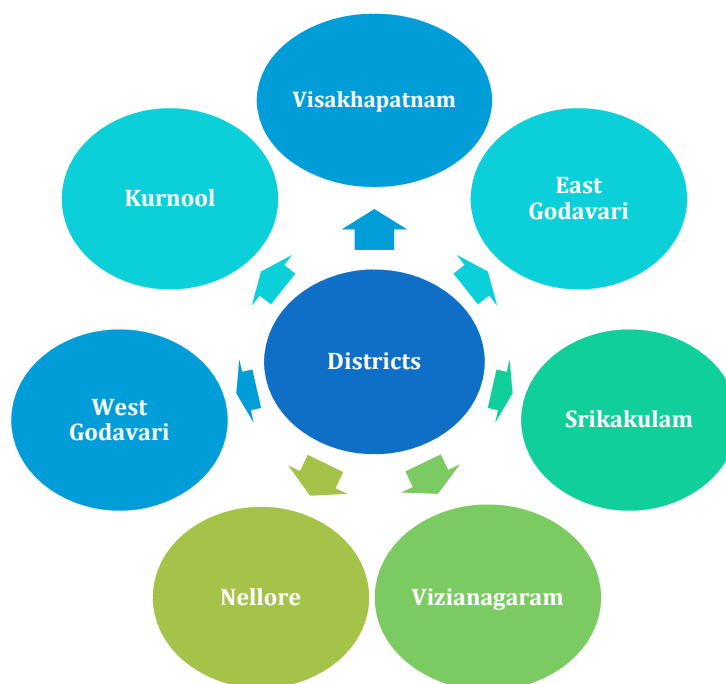
- In the Tribal Sub Plan (TSP), the Tribal Welfare Department has made a provision for Skill Development Department for imparting vocational training in the residential schools and Ashram Schools run by Tribal Welfare Department.



*Comprehensive Strategy followed By APSSDC*

## Selected Districts

The selected districts for the implementation of the initiative are as follows:



*Districts for Implementation of Skill Development Initiative*

## Rationale and how were they selected

Most of the tribal groups are located in the above seven districts of Andhra Pradesh. There is less literacy among them and most of them are below poverty line.

## Goals and Timelines

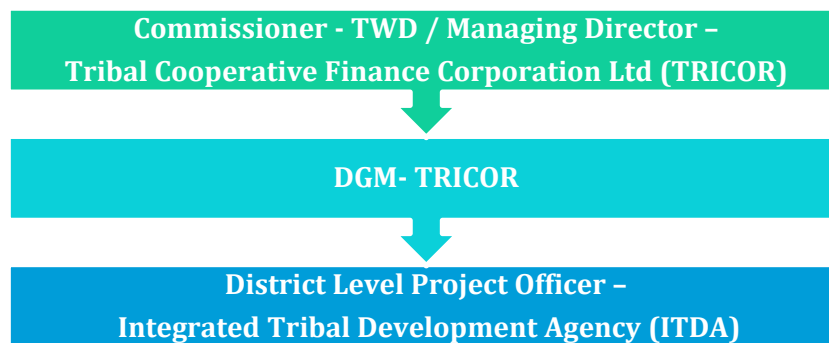
S. No.	Term	Timeline	Counseling	Soft Skills	Technical Skills	Placement
1	Immediate Term	31 <sup>st</sup> March 2016	5000	2700	2700	2200
2	Short Term (2 yrs)	31 <sup>st</sup> March 2018	40,000	30,000	30,000	24,000
3	Mid Term (5 yrs)	31 <sup>st</sup> March 2021	1,00,000	75,000	75,000	60,000
4	Long Term (10 yrs)	31 <sup>st</sup> March 2026	2,00,000	1,50,000	1,50,000	1,20,000

*Goals and Timelines for Completion of The Skill Development Initiative*

## Monitoring Mechanism

### Tribal Department

The Monitoring Mechanism of the Initiative in the Tribal Welfare Department is as follows:



### APSSDC

The Monitoring Mechanism of the Initiative in APSSDC is as follows:



### Success: The Impact

The success of the initiative is evident from the beneficiaries from the Skill Development Initiative.

A detailed breakup of the Youth Training Centres (YTCs) – Training Programmes and Partner-wise Status of Trainings as of March 2016 is as follows:

S. No.	District	ITDA	YTC	Training Partner	Course	Number Allotted	Number of Candidates undergoing Training
1	Srikakulam	Seethampeta	Seethampeta	APITCO	Industrial Sewing Machine Operator	64	64
				Synchro Serve	Computer Assitant	40	40
2	Srikakulam	Seethampeta	Srikakulam	Synchro Serve	Computer Assitant	50	48
					Hardware Training	50	40
				Bollineni Med Skills	General Duty Assistant	60	30
3	Vizianagaram	Parvathipuram	Parvathipuram	Synchro Serve	Computer Asst.	40	40
4			GL Puram	Gramtharang (Full Center)	Driving (LMV)	30	30
5			Saluru	IGIAT	Retail	50	37
6	East Godavari		Addathigala	Gramtharang (Full Center)	Driving -LMV	30	50
7	West Godavari	K.R. Puram	K.R.Puram	Dhatri Foundation	Computer Asst.	40	40
					Nursing Assistant	30	30
				St. John's Welfare	Driving LMV	60	30
8			Eluru	CIPET(Full Center)	Machine Operator – Plastic Processing with Special focus on Injection molding	120	40
9	Kurnool	Srisailam	Srisailam	Dhatri Foundation	Terracota Jewels	40	40
				Synchro Serve	Cell Phone Repairing	30	18
<b>Sub Total</b>						<b>734</b>	<b>577</b>

*Youth Training Centres (YTCs) – Training Programmes and Partners - Status of Trainings*

S. No.	Name of the POOL Center	Training Location	Course Proposed	Targets allotted	No of Candidates Undergoing
1	Indo-German Institute of Advanced Technology (IGIAT)	Visakhapatnam	Welder	50	25
2			Electrician	50	12
3			Contractor Development Programme	50	23
<b>Sub Total</b>				<b>150</b>	<b>60</b>
<b>Grand Total</b>				<b>884</b>	<b>637</b>

*APSSDC-Tribal Welfare Department sponsorship of Tribal Youth in Andhra Pradesh*

As all the areas are in the interiors, APSSDC has collaborated with Tribal Welfare Department, which has a strong community network that has helped reach out to all the interior areas.

APSSDC has established a network of training partners who have the experience and expertise in organizing and conducting training programmes. The arrangement has yielded good results and a large number of youth are getting benefitted.



**SAKALA- “NO MORE DELAYS- WE DELIVER ON TIME”,  
KARNATAKA**

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*“Technology for me is - discover, learn, evolve and implement. It combines 3Ss - Speed, Simplicity and Service. Technology is fast, technology is simple and technology is a brilliant way to serve people. It is also a great teacher. The more we learn about technology and the more we learn through technology, the better it is”*

**- Shri Narendra Modi, Hon’ble Prime Minister**



## ORIGINAL INITIATIVE

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### **Background**

Citizens are entitled to get Government services without any glitch. They approach government offices to obtain various kinds of services but lack of uniform service procedures put them to a lot of discomfiture. Cumbersome methods coupled with the nonchalant attitude of government officials is a big disappointment for Indian citizens, against their expectation for simpler delivery of services with smile and speed.

Many a time, there is no way for citizens to know the status of their applications. They are forced to make multiple visits to various offices, to chase their files. Much to the dismay of citizens, reasons for the rejection of their application are not given by the officials. To avoid getting caught in the labyrinth of the complicated procedures and resultant wastage of precious time and energy, many citizens willy-nilly approach middlemen to get things done.

Sometimes one also feels that it is difficult for the Government, given its complexities, to ascertain as to which departments or offices are doing a good job of service delivery. In the absence of an objective measurement of performance, officials would get away with inefficiency and dereliction of the duties.

To prevent such an unhealthy situation in government offices, the Karnataka Legislative Assembly passed the Karnataka Guarantee of Services Act in December 2011. The Act mandated in-time delivery as well as penalty against government officers for delay and default in delivery of services. Sakala (means, 'in time' or 'good time' in Kannada) Mission was constituted for the effective implementation of the Act. The Mission was founded with the mandate of implementing the Act across Karnataka, covering a population of 6.2 crore citizens across over 30 districts and 177 talukas.

### **Objectives**

The Karnataka government decided to bring into effect the Right to Services Act with the following objectives:

1. To reform the administrative set up for ensuring good governance.
2. To create a single monitoring system for service delivery.
3. To fix timelines for each service delivery.
4. To fix accountability on a single official responsible for the service.
5. To empower the citizen to avail of the services as a matter of right.
6. To reduce human interface by use of information technology.
7. To prevent corrupt practices and enhance government efficiencies.

### **Implementation Roadmap**

Creation of a Common Management Information System and data flow were tough tasks for the Government to achieve the desired results. In the absence of any large e-Governance programme to ensure real time data entry and monitoring in the public domain, the Government has made the National Informatics Centre (NIC) as the IT Solution provider for the development and roll out of Sakala initiative.

Next on the anvil was the need to select pilot districts to implement the project.

The Act was notified in January 2012. The pilot was planned in March of that year. Initially, 151 services of 11 Departments were taken on a voluntary basis. As most of the Government Service Delivery takes place in Tehsil offices, Deputy Tahsildar Offices, Police Stations and Gram Panchayats, actual field usage was tested in the districts of Bidar, Dharwad, South Canara and Chitradurga on pilot basis. A contributing factor for the pilot testing in these districts was that the Deputy Commissioners (DCs) there were pro-active. The DCs were made leaders of the team to coordinate with all government officers in their jurisdiction. They were then advised to select one Taluka each where the Tahsildar was proactive and efficient. The pilot districts had a 99 per cent success rate, which paved the way for the implementation of the project across the State in April 2012.

### **Highlights of the initiative**

A comprehensive IT Solution was developed by NIC to enable implementation of the Act by providing a transparent on-line monitoring mechanism for the services requested by citizens. Whenever a request for the service is made through the exclusive website ([www.sakala.kar.nic.in](http://www.sakala.kar.nic.in)), the citizen receives an acknowledgement slip with a unique 15 digit number called the Guarantee of Services to Citizen (GSC) number. With the help of this number, a citizen can monitor the status of his application on the website, which provides all information about the Act. A list of departments, their services, committed time frames, service procedures, documents to be submitted, frequently asked questions, downloadable application etc. are provided on the site to empower the citizens.

To make things easier for the common man, this system also has a 'mobile interface' through which one can check the status of application by sending an SMS from the mobile phone, quoting the 15 digit GSC number. The system sends a reply with the current status of application. Citizens are encouraged to give their mobile numbers at the time of registrations so that they can be automatically informed about the interim status of their applications. Citizens can also call up the Call Centre (080-44554455) to get any information related to the Act or their application. Hence, visits to offices got reduced drastically and the Government services were only a call away!

The Sakala Portal is accessed by more than 40,000 Government Offices for service delivery and generating monitoring reports.

The enthusiasm and popularity generated was such that people participated actively in the campaign launched to coin a name for the project.



*SAKALA- "No more delays - We deliver on time"*

The citizens chose the name and slogan, “No more delays - We deliver on time”, as time consciousness among employees was considered to be the most critical attribute of good governance by them. The logo shows that if time lines are not adhered to, the gavel of justice would hit them!

A multi-pronged communication strategy was then adopted by the Information Department to make Citizens aware about their Right to Services. People were encouraged to raise questions or give suggestions through phone-in programmes on Doordarshan, or through Call Centre, Facebook and Twitter etc.



*Street Play creating Awareness on Sakala in Yadagir*

## Monitoring Mechanism

The beauty of the system is the grievance redress mechanism. In case, the application is rejected or if the service is not provided within the stipulated time, citizens can file an appeal before the Competent Officer (CO) to redress their grievance quoting the GSC number by simply calling the Call Centre – 080 4455 4455. The CO hears the appeal and redresses the grievance within the specified time. Citizens can claim in cash, the compensatory cost of Rs. 20 per day for the delayed period subject to a maximum of Rs. 500 from the CO. The same shall be deducted from the salary of the designated officer or his subordinate responsible for delay or default, automatically, in the next month.

A corpus of rupees five crore was provided by the State government for the COs to draw as ‘imprest amount’ for paying cash compensation without any delay.

A monthly report card of all departments and districts is released by the Minister concerned to the media. A healthy competition is generated due to ranking of districts, talukas, departments, Assembly/Parliamentary constituencies, based on the efficiency and effectiveness of Service Delivery. To account for differences in population size among the districts, suitable weight is assigned so that they are normalized with respect to population.

Karnataka Sakala Service Reports								
Sakala Performance Report-District Wise								
S No	District	No. of SAKALA receipts during the month (A)	No. of SAKALA disposal during the month (B)	% of delayed disposals (C)	Ranking based on delayed disposals (D)	No. of SAKALA receipts/One lakh population (E)	Ranking based on SAKALA Receipts/One lakh population (F)	Final Ranking (30% weightage on (D) and 70% weightage on (F))
1	Chikkaballapura	82866	9803	0.4	2	6903	1	1
2	Tumakuru	160270	165880	0.7	3	6164	2	2
3	Udupi	65917	71312	0.4	2	5992	4	3
4	Bagalakot	105231	121501	2.4	13	5846	6	4
5	Bengaluru Rural	52264	57747	2.8	13	5807	7	5
6	Kolar	91073	101810	4.4	26	6071	3	6
7	Uttara Kannada	70575	69233	0.3	1	5041	14	7
8	Raichur	105879	121336	3.1	17	5572	8	8
9	Kodagu	27102	32614	2.8	15	6420	9	9
10	Mysurapura	124920	148121	6.9	29	5948	5	10

*Snapshot of monthly District-wise Sakala Performance Report*

Sakala uses extensive data-driven analytics for improving Service Delivery. Service-wise and District-wise performances are measured on rejections, their percentage and average time taken for Service Delivery. Analytical measurements are done at Service Delivery Offices, Taluka Offices, District Offices and at overall State level.

These measurements are used for Government Process Re-Engineering of Services. Average Service Time measurements are used for reducing the average service delivery time for example Police Verification Time for Passports was reduced from 90 to 20 days.

ಕ್ರಮ ಸಂಖ್ಯೆ/ S.No	ಜಿಲ್ಲೆ/ District	ಸ್ವೀಕೃತಿಗಳು/ Receipts	ವಿಲೇವಾರಿಗಳು/ Disposals	ತಿರಸ್ಕೃತ/ Rejections	ಸೌಂಟರ್‌ನಲ್ಲಿ ತಿರಸ್ಕೃತ/ Rejections@C ounter	ವಿಲೇವಾರಿ ದರ/ Disposal Rate	ತಿರಸ್ಕೃತ ದರ/ Rejection Rate
1	Belgaum	105719	101728	8565	76	96	8
2	Bagalkot	44693	43237	2309	30	97	5
3	Bijapur	51906	51152	4719	100	99	9
4	Bidar	33069	29005	4861	35	88	17
5	Raichur	41635	41785	5340	45	100	13
6	Koppal	27961	25619	1733	22	92	7
7	Gadag	24793	23490	1262	32	95	5
8	Dharwad	40678	36721	2127	34	90	6
9	Uttara Kannada	46631	45114	1488	12	97	3
10	Haveri	32541	33079	2394	18	102	7

*Snapshot of District-wise Rejection Analysis of Applications under Sakala*

S No	MAIN DEPARTMENT	TOTAL NO. OF SAKALA RECEIPTS	TOTAL NO. OF SAKALA DISPOSALS	PENDENCY AFTER DUE DATE
1	REVENUE DEPARTMENT	49572098	48970192	13526
2	RURAL DEVELOPMENT AND PANCHAYAT RAJ	3759889	3734593	5714
3	HOME DEPARTMENT	3704316	3658994	5089
4	PRIMARY AND SECONDARY EDUCATION	434723	427130	2010
5	TRANSPORT DEPARTMENT	16268194	16200314	1465
6	URBAN DEVELOPMENT	3057644	3044426	538
7	HEALTH AND FAMILY WELFARE	921391	919744	245
8	FOREST, ECOLOGY AND ENVIRONMENT DEPARTMENT	5082	4483	244
9	LABOUR DEPARTMENT	615324	610811	206
10	COMMERCE AND INDUSTRIES DEPARTMENT	155588	155379	85
11	WOMEN AND CHILD WELFARE	824745	823364	84
12	CO-OPERATION DEPARTMENT	48636	47705	72
13	HIGHER EDUCATION	160267	159426	46
14	FOOD AND CIVIL SUPPLIES	3770981	3770759	43
15	FINANCE DEPARTMENT	6667078	6644707	30
16	HORTICULTURE DEPARTMENT	25462	24853	17
17	DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS	1151	1135	16
18	ANIMAL HUSBANDRY AND FISHERIES DEPARTMENT	8141	7724	10
19	KANNADA, CULTURE AND INFORMATION DEPARTMENT	2999	2977	7
20	PUBLIC WORKS, PORTS AND INLAND WATER TRANSPORT DEPARTMENT	1209	1197	7
21	DEPARTMENT OF YOUTH EMPOWERMENT AND SPORTS	391	383	4
22	HOUSING DEPARTMENT	8695	8551	3
23	WATER RESOURCES DEPARTMENT	0	0	0
Total:		90014004	89218847	29461

*Snapshot of cumulative Department-wise Rejection Analysis of Applications under Sakala*

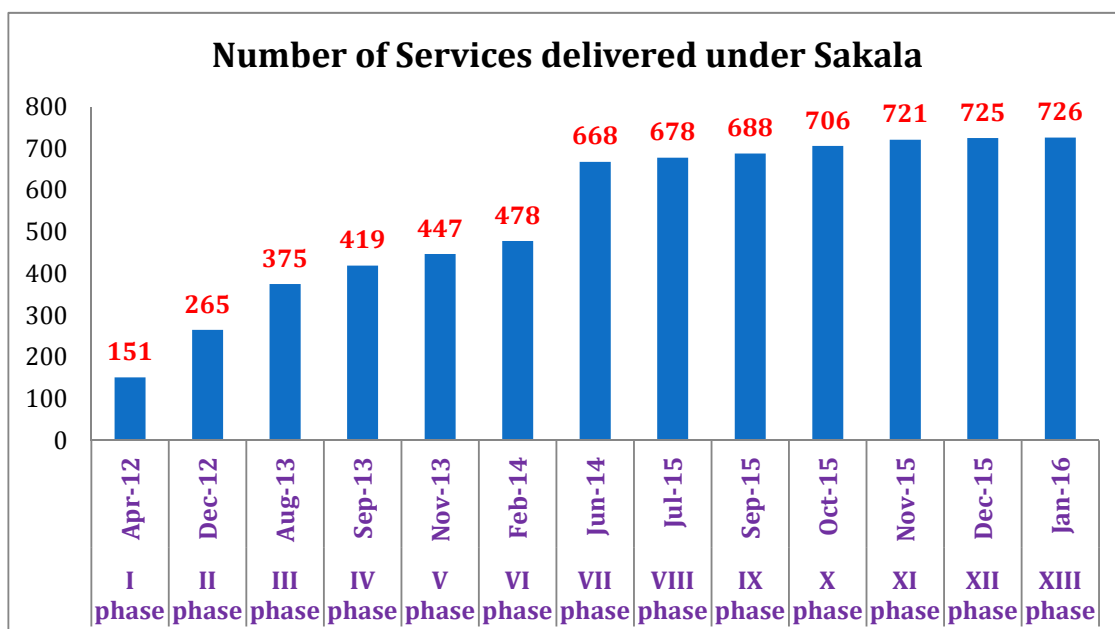
## Success: the Impact

Current status of the initiative in terms of simplification of procedures, improvement in delivery time of services at citizen service-delivery points, beneficiary-feedback etc. is highly encouraging.

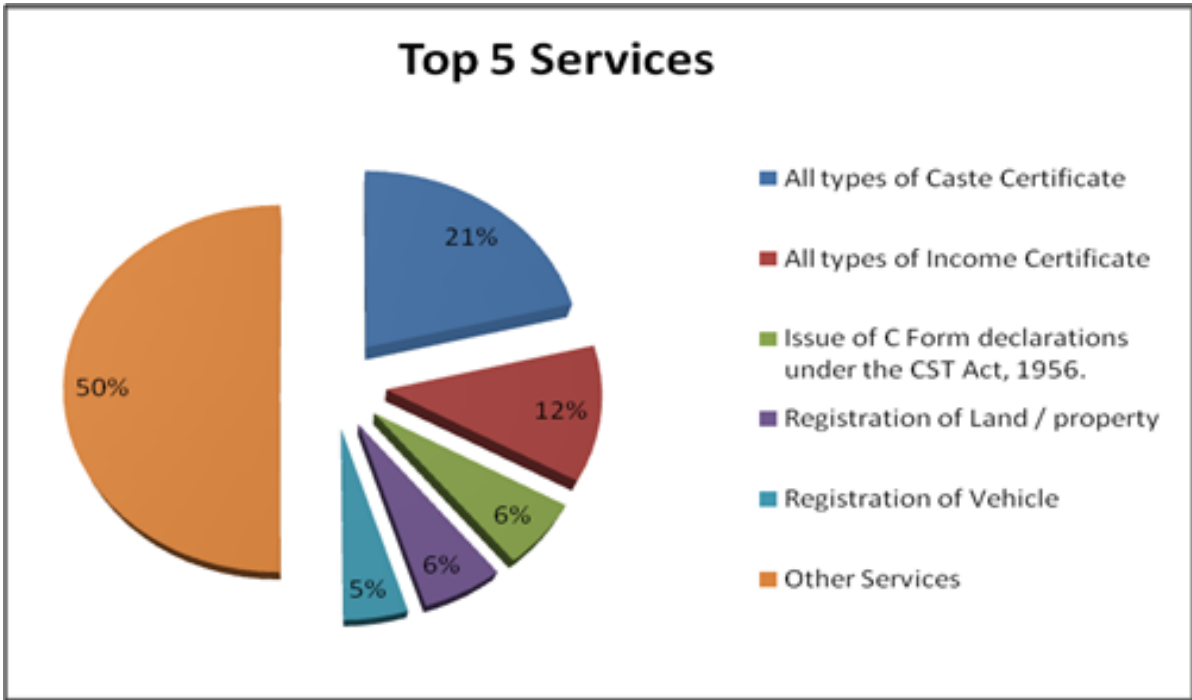
The growth of Sakala services from 2012 to January 2016 is as follows:

Sakala-"No More Delays, We Deliver on Time" (ISO 9001 certified process)		
<b>Services</b> 726 services- 61 Depts.  136 online Services  20,000+ Service centres in 31 Dist.s of Karnataka	<b>Tracking &amp; Delivery</b> 100% tracking of service delivery process  98% in-time delivery	<b>Progress (As on Feb., 2016)</b> More than 13 lakh calls answered by call centre  Compensation for 659 cases (Rs.79,700) paid  9.90 crore Applications disposed of, out of 10 crore applications received

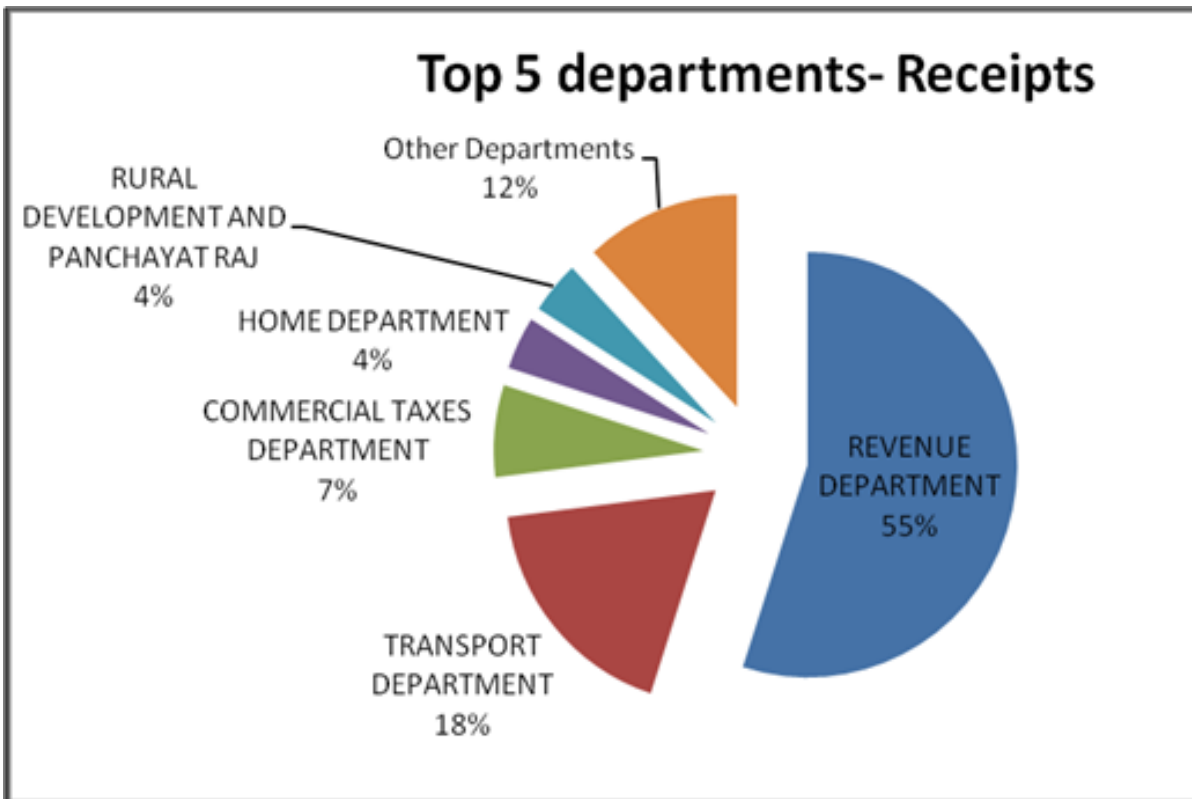
*Sakala- Growth of Services*



*Growth of Services delivered under Sakala (Apr 2012- Jan 2016)*



Through analytics, popular services used by the citizens were ascertained..



Similarly, the analytics provided insights into the departments whose services were utilized the most.

The whole exercise brought in a positive mindset among officials regarding service delivery. Thus, Sakala Mission was certified for ISO 9000 in a record time of 60 (sixty days). This has also led to the Mission winning much recognition, which includes the DL Shaw Quality Award, PM Award for Excellence in Public Administration, Google “Club Innovator Award” and the CloudGov Award.

## Sustainability

The Sakala initiative, launched in 2011, is doing extraordinarily well even today. Empirical studies proved beyond doubt that citizens are extremely satisfied with the services. By the first quarter of 2016, the mission mode initiative handled about 9.5 crore of applications indicating its sustainability.

Secondly, the systems and procedures developed for its implementation are flexible and dynamic in nature which enhances its potential for sustainability. Since the initiative ensures the autonomy of the line departments, there was no resistance to change among the government staff.

The cost of service delivery per application is much lower than the cost borne by the citizen by way of loss in time, loss in travel expenses and loss due to delay. It is sustainable because citizens are of the firm opinion that it is a cost effective initiative.

To fetch further traction, the Government of India's nationwide mission mode project called e-District, with similar objectives, can be dovetailed with this initiative.

## Scalability

Continuous evaluation of this popular initiative led to innovative ideas for further benefit of the civil society.

**Sakala for Women:** An exclusive women-centric citizen service is provided to cater to the emerging needs of women

**Ease of business:** Industry and Commerce related services were included under the Act.

**Sakala SIP - Sakala Student Internships:** The initiative is attracting IIT/IIM/International students for assisting various citizen-centric projects.

**Sakala CSR:** The initiative is also attracting corporates to empower citizens through publicity and generating employment in the form of Cyber Cafes, under their Corporate Social Responsibility initiatives.

As many as 912 MoUs were signed with IT entrepreneurs to start operations for providing 150 online services to citizens in all 30 districts/talukas. Now citizens get the services delivered in the comfort of their homes, on computers or mobile applications. Feedback obtained on citizens' needs, satisfaction and happiness index provides useful inputs, ideas and insights to the Government in providing / fine-tuning the required services. The mission is also a great means for generating employment at the local level and bridging the digital divide in rural areas.



*Brochure on the Initiatives of Sakala CSR*

## Concurrent evaluation

Indian Institute of Management (IIM) Bangalore was entrusted with the job of concurrent evaluation of Sakala. A monthly appraisal report is being prepared by the Institute to guide the Mission and on new programmes and interventions. Evaluation by the Institute reveals that staff too is very happy, with the work becoming easier due to simplified processes, thanks to business process reengineering under Sakala.

### Project Champion Speak

“It was a mission-mode, missionary zeal approach with a vision of having citizen-friendly governance with a time-bound service guarantee. The entire gamut of activities - Formulating acts and rules, standardising schedules of service delivery, issuing government orders, coordinating with multiple departments for time-bound commitment on service delivery were all handled by the Sakala Mission as a single-point nodal agency. That was crucial for the successful roll out of the initiatives despite the challenging nature of the task”, recalls Dr. Shalini Rajneesh, the Project Champion.

She identifies mobilising the ownership by all government officials as the most challenging task. “Extensive discussions and deliberations were held with government functionaries and their associations to convince them about the benefits of implementing the Service Guarantee Act. Such “bottom up” approach ensured the ownership of time limits by each and every functionary of Government with voluntary acceptance of accountability. This is a significant step towards commitment for good governance” highlights Dr Rajneesh.

“Adoption of a scientific and just approach to assessing the work load led not only to simplification of processes and delegation of powers with due authority and responsibility, but also resulted in augmentation of the staff where needed. This facilitated ready acceptance of the initiative” recounts Dr Rajneesh.

Dr Rajneesh highlights the importance and necessity of capacity building for hard skills (like IT and process handling) as well soft skills (for attitudinal and mindset change) at the State, District and Sub-district level. “Employee Associations willingly joined and supported the initiative to bring about a change from a bureaucratic mindset into a service mentality. They deserve full credit for being willing partners in this long endeavour for positive transformation” acknowledges Dr Rajneesh.

“The Call Centre, accessible toll-free, is a vital link between the citizens and the Mission for information-sharing, lodging complaints and ensuring compliance in a prompt manner. The Sakala Portal acted as single window for redressing grievances efficiently and effectively. This was possible because of convergence of all departments onto a single electronic platform, providing easy traceability” states Dr Rajneesh, emphasizing the importance of gaining the faith and confidence of the citizens in the initiative.

Dr Rajneesh proudly reels off the many tangible achievements of the initiative. “The fact that 96% of the services are delivered ahead of time with 98% reliability factor to citizens, maintaining 100% transparency in workflow - whom to contact for what, what to pay, whom to appeal to etc. enforcement of 100% accountability of officials by monitoring pendency and disposal, public disclosures etc. - bear testimony for the success of the initiative” narrates Dr Rajneesh.

“It is the entire government machinery getting aligned with one mission” reiterates Dr Rajneesh, driving home the importance of buy in by the service providers who willingly accepted accountability marked by commitment.



## STRATEGY FOR REPLICATION

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### **Replicability**

The type of services covered under Sakala is common to majority of the states and citizens of the country. Therefore, the initiative has great potential for replication. Over the past two decades, many states had already computerized the working in their departments, paving the way for better service delivery. Such States may replicate this initiative with a holistic and integrated approach to service delivery with due answerability and accountability, by enacting a similar Services Guarantee Act.

The technology used in Sakala may need to be modified suiting the specific services of the replicating state. The strategies adopted may also need changes to be in sync with the local needs and available local resources. Being the hub of IT, Bengaluru has the facility for outsourcing some of the functions and activities. For example, Toll Free Help Centre services of Sakala are outsourced to a private agency. This enabled facilitation at low cost but with a higher level of speed and accountability.

The Sakala has a very strong component of training the service providers and team members at district and taluka level. The service providers are trained for the new services brought onto the service delivery platform. For replication, the training strategy used in Sakala can be used but the training material needs to be developed or modified for state specific requirements.

Before replicating the Sakala initiative, organizational climate must be ascertained and interventions of managing change among service providers needs to be undertaken. Change would be in form of business process engineering as well as tuning the service delivery personnel to the new (technology-driven) way of working by bringing about a change in their mindset and attitude through soft-skills based interventions.

### **Framework for replication**

The replication of this type of initiative has wide scope in any state. It requires a mission- mode approach. Therefore, a State-level Mission or a State Services Guarantee Act or State-level Project Management Unit is a must for replication to take off and taste success.

The roll out plan, training manuals, implementation guidelines and strategies, services extended by the departments under Sakala would come in handy for the states interested in this initiative.

The estimated time-frame for various key steps involved in the initiative is as follows:



Act and Rules to be framed with stakeholder involvement	0 - 1 month
Implementation and Strategy Plan	0-1 month
Discussions with departments concerned and work study	0-2 months
Empowerment of citizens and civil society	0-3 months
Training and capacity building	0 - 3 months
IT systems and portal customization	0 - 2 months
IT preparedness and readiness for deployment	0-3 months
Grievance Management System (incl. Call Center)	0-2 months
Pilot implementation	0-3 months
Full-fledged Roll out	6 months

*Step-wise Timeframe for the Initiative*

***M-governance is empowered governance. It has the potential to make development a truly inclusive and comprehensive mass movement. It puts governance into everyone's reach. It puts governance in your hands 24/7.***

**- Shri Narendra Modi, Hon'ble Prime Minister**

## SUCCESS STORY: MAHARASHTRA

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### Background

Maharashtra is India's third largest state by area (307,713 square kilometers) and the world's second most populous sub-national entity. With an idea to achieve citizen empowerment and usher in process reforms in administration, Maharashtra became the first state to introduce a dedicated e-Governance Policy in 2011. Since then, Maharashtra has been a forerunner in adopting and implementing e-Governance initiatives across various domains for effective public service delivery.

However, some of the salient and beneficial features of Sakala were worthy of adoption. The state believed that by addressing the unmet gaps with Sakala like initiative, it could achieve the following:

- Information for citizen services now present on separate department portals would become available at one place, in an integrated manner
- Information about citizen services can be made available online, in a well defined, easy to understand structure
- This can be a cause for heralding a Right to Public Services Act in Maharashtra
- This would make availability of a common platform for citizen Services, a reality
- Reports about delivery of citizen services will be error-free, providing a single source of truth
- Standardized input forms can be introduced across various districts, for same/similar citizen services
- Standardized workflow can be introduced for processing of citizen services
- Standardized certificate formats can be introduced across various districts
- The initiative would lead to process re-engineering in government departments.

### Progress Report

In existence earlier were the following facilities:

- a) Maha eSeva Kendra – Common Service Centre (CSC) for delivery of Citizen Services
- b) Common portal for all SETU (Self-Employment & Talent Utilization) initiatives and Maha eSeva Kendra – Maha Online Portal

However, these were falling short of a holistic, integrated, full-fledged citizen-centric approach.

## ***Maha eSeva Kendra – CSC Centre for delivery of Citizen Services***

### **About**

Earlier: SETU centres at Dist.s & Talukas.

Maha eSeva Kendras set up at village level.

One CSC centre per 3-4 villages;  
Population density based in urban areas.

Non-uniform (input ) forms and  
(output) certificates.

New window for citizens outside the  
Tehsil and Collector's Office.

### **Challenges**

All Offline processes.

Division-wise standard application  
forms and certificates; However,  
disparity between MahaeSeva Kendras &  
SETUs.

Different services charges.

Focus only on Revenue Dept. services.

Questions on Quality of Service.

## ***MahaOnline Portal - Designated as Common & Mandatory Portal for all Maha eSeva Kendra & SETUs***

### **About**

Standardized (input s)forms with defined list of  
supporting documents.

Standardized (outputs) certificates with  
barcodes.

Online & SMS based facility to check authenticity  
using barcode.

Maximum three desk workflows.

Introduction of Digitally Signed Certificates.

Common application fee across state.

Devt. & Integration of services of Dept.s  
(Revenue, Industry, Social Justice, Public Health,  
Rural Devt. etc) under one platform

### **Challenges**

Existence of both Semi-Online & End-to-end  
Online dept. workflow processes.

Citizen login was not available for all services  
despite common portal for MahaeSeva Kendras &  
SETU.

Service delivery was not under any Act.

## Action plan for replication

1. Act	2. Notification of Services	3. Online Platform
<ul style="list-style-type: none"> <li>• The act – Maharashtra Right to Public Services Act – 2015 was passed by assembly.</li> <li>• Under the Act provision made for:               <ol style="list-style-type: none"> <li>a. Notifying Services, delivery period and designated officers responsible for delivery of services</li> <li>b. Three levels of Appellate authority</li> <li>c. Penalty on designated officer for non-justified delay in delivery of service</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Each Government Department to notify its Public Services in the format as prescribed in the Act</li> <li>• This notification of the services is through Government Orders</li> <li>• Consequently, Government departments notified 319 services under the Act</li> </ul>	<ul style="list-style-type: none"> <li>• Extension of MahaOnline portal that was common for Maha eSeva Kendra and SETUs to the citizens thru separate portal “Aaple Sarkar”</li> <li>• One stop for citizens to apply online, seek information about services and procedures, avail services, track application and verify authenticity of certificate issued</li> <li>• As on 26th January 2016, total 156 services of 22 departments and 50+ urban local bodies available online</li> </ul>

## Highlights of the initiative

• End-to-end Online System with Document upload
• Unique Application ID for tracking across the State
• Bi-Lingual (Marathi and English) facility to key in the application form online
• Facility to authenticate with User ID
• SMS alerts
• Payment Gateway with Net Banking, Debit and Credit Cards, IMPS
• Facility of Payment thru RTGS and NEFT thru Virtual Account Number unique to each online transaction
• Option of secured access using Bio-Metric device for Government Officials
• Barcodes on output certificate – facility to authenticate certificate thru SMS and Online

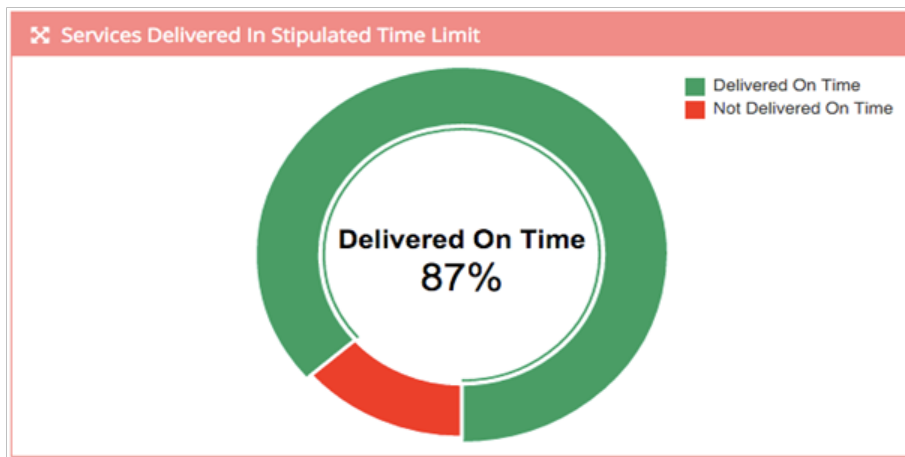
## Goals and Timelines

2 <sup>nd</sup> October 2015	26 <sup>th</sup> January 2016	On-Going
<ul style="list-style-type: none"> <li>• Portal made live for Citizen</li> <li>• Facility of Citizen Profile, Online Tracking, Verification and Dashboards</li> </ul>	New Services Added	Addition of New Services
47 services	156 services	50+ Urban Local bodies already on-boarded for online services
6 departments	22 departments	Target to bring all services on Online platform ASAP

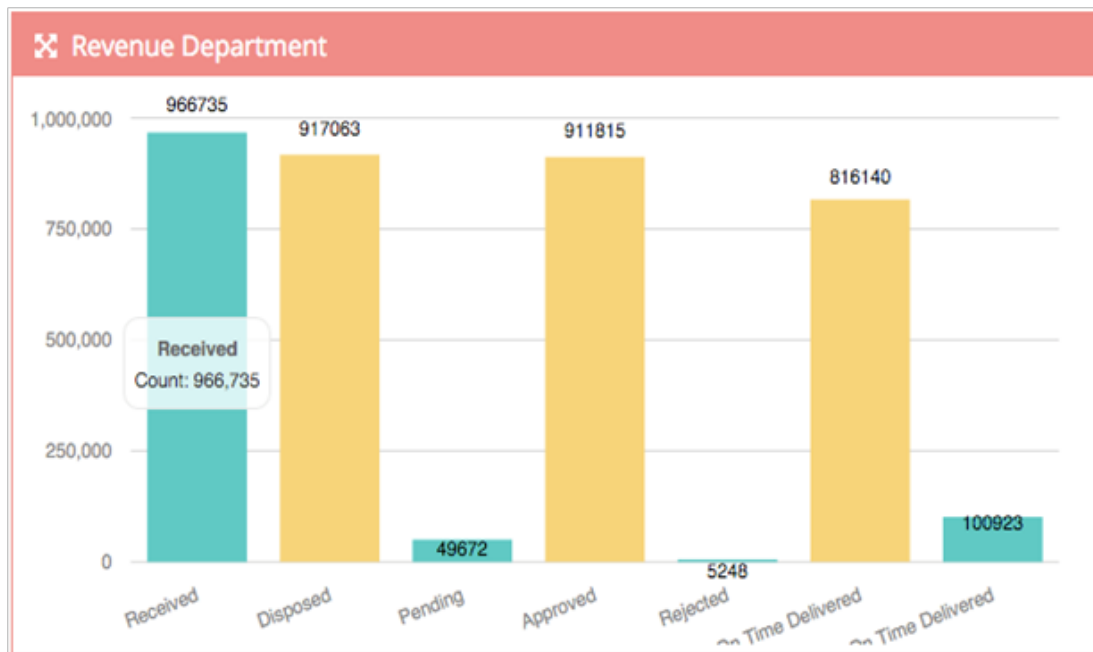
### Monitoring Mechanism

- ✓ Daily Status Reports to Nodal Department
- ✓ Weekly Reports to Service Departments such as Revenue, Labour etc
- ✓ Services accessibility through portal, in the public domain
- ✓ Departmental access for detailed analysis
- ✓ Monthly Review at Department levels

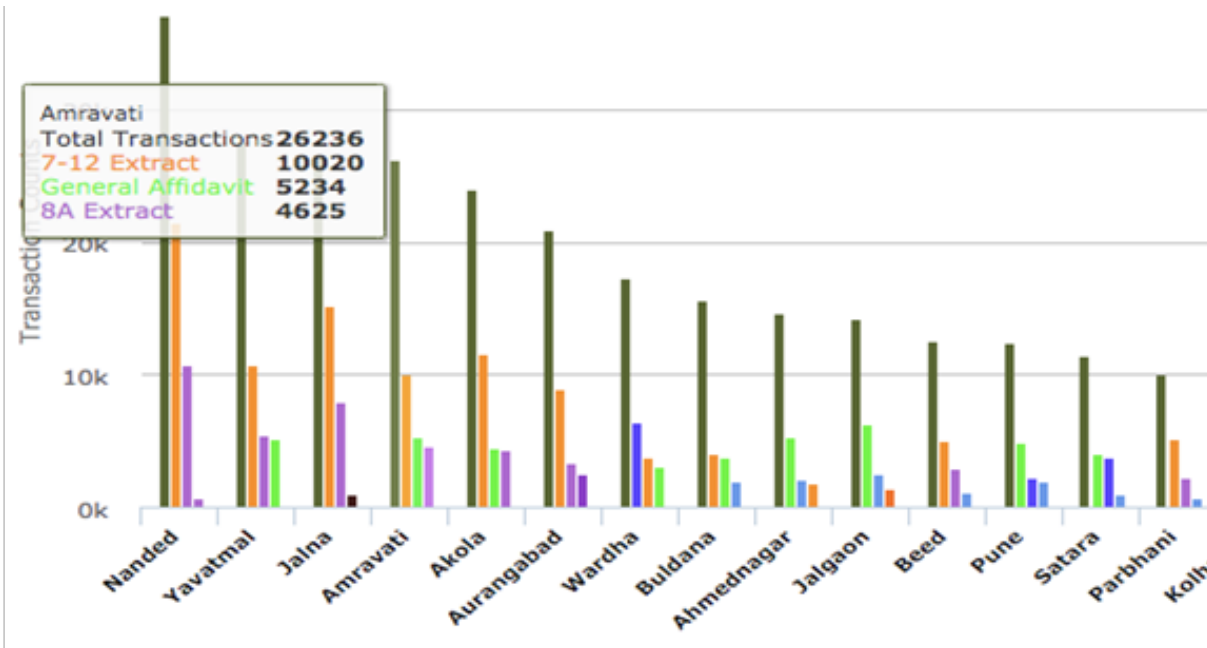
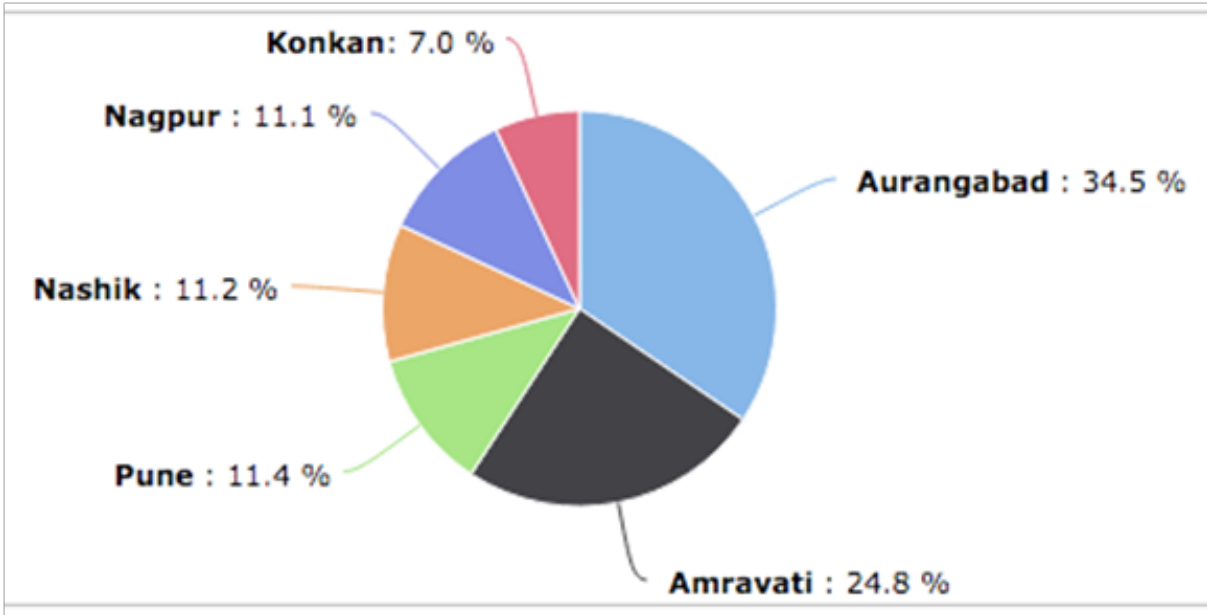
### Highlights of departmental analytics constituting the Monitoring Mechanism.



*Percentage of Services Delivered in the stipulated Time Limit*



*Applications disposed of by Revenue Department*



Status of Transactions in select Districts

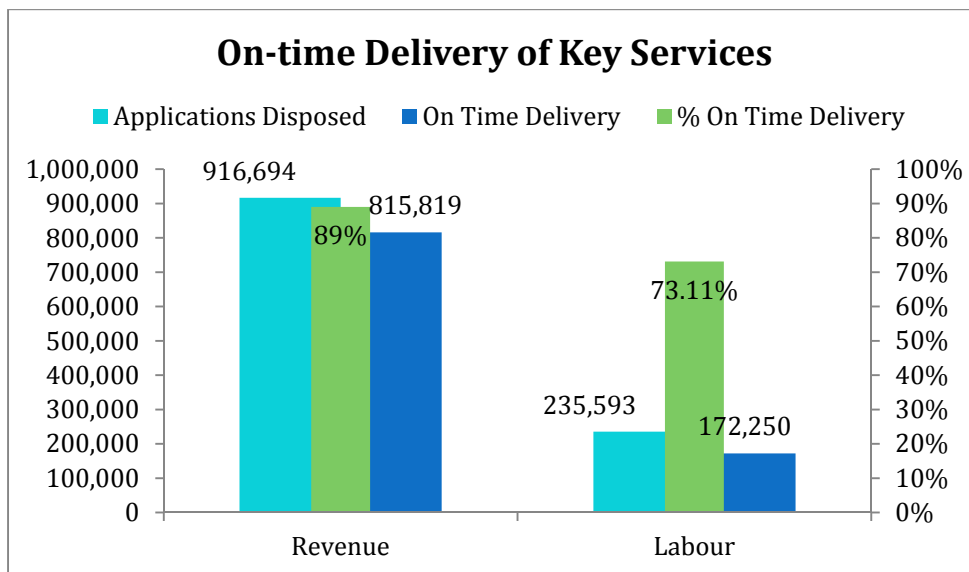
### Success: The Impact

The impact of the initiative is evident from an analysis of the disposal rate of transactions of the major government departments.

#### i. Disposal Rate of Departments

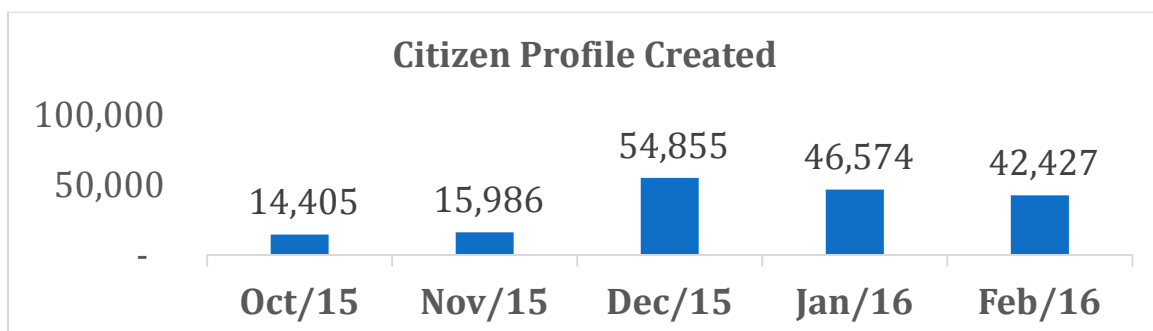
	Applications Received	Applications Disposed	% Disposal
Revenue	9,66,689	9,16,694	94.83%
Labour	2,48,546	2,35,593	94.79%
DGPS	6,402	5,688	88.85%

#### ii. On-time delivery of key services



*On-Time Delivery of key Services in the Revenue and Labor Departments*

#### iii. Active community participation





## SUCCESS STORY: CHHATTISGARH

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The state of Chhattisgarh, which was carved out of Madhya Pradesh in 2000, is one of the fastest developing states in India. It is the tenth largest and 16th most-populated State in India. The demographic profile of the state points that about 80 per cent of the population of the State lives in rural areas. Despite the large rural population and associated challenges, the state has been successful in implementing many e-Governance initiatives effectively, for achieving improved public service delivery.

It felt the need of replicating the Sakala initiative with the following objectives:

- To achieve compliance with Citizen Charter
- To achieve better monitoring and auditing of service delivery
- To expand geographical reach (Public Service Counters) and Number of Services
- To provide single-window solutions to citizens
- To make the government more accountable to citizens
- To provide application tracking facility to citizens
- To improve in-time delivery of Services
- To adopt online MIS reporting
- To achieve standardization and simplification in getting the services

### **Progress Report**

#### *Strategic approach*

The strategy and approach for replication was based on optimum utilization of available resources. The replication envisaged leveraging the three pillars of e-Infrastructure to deliver public services electronically to citizens.

- State Data Center (SDC)
- State Wide Area Network (SWAN), and
- Common Service Centers (CSC)

The need was to increase the number of public service counters, thus the 'Lok Seva Kendras' (Public Service Counters) have been established at every District and Tehsil Offices. Self-employment opportunities for the local residents in 'Lok Seva Kendras' have also been encouraged.

The state also implemented Chhattisgarh Online information for Citizen Empowerment (CHOiCE) project in 6 districts (covering the urban population only) with a similar objective of providing online citizen services.

This resulted in 176 'Lok Seva Kendras' being established. 3000 Village Level Entrepreneurs (VLEs) of the CSCs including 300 CHOiCE agents are also being brought under one umbrella. Vision is to establish 3500 'Lok Seva Kendras' by the year 2016-17. Additionally, Online MIS and Application tracking facility has also been replicated.

### **Implementation plan**

## 1. Core Infrastructure

- Strengthen the IT Infrastructure at District and Block Level
- Ensuring the redundant connectivity
- Establishment of 'Lok Seva Kendras' at every District and Tehsil

## 2. Capacity Building

- Exhaustive Training Program – More than 4500 Government officials and 350+ 'Lok Seva Kendra' operators have been trained

## 3. Citizen Awareness

- Mandatory display of Citizen Charter
- Utilizing the Social Media

## 4. Leveraging the Mobile Platforms

- Mobile App (iOS/Android) for availing services
- Mobile App (iOS/Android) for Monitoring of service Delivery

## 5. Integration with Departmental applications

- Transport Department
- Department of Employment and Training
- Urban Administration

### Districts covered

All 27 districts of the State were covered in a phased manner that included:

- Deployment of IT Infrastructure, including connectivity
- Engagement of Local Entrepreneur (Lok Seva Kendra Operator)

#	Phases	Phase	Districts (in Nos.)
1	Phase-I – 3 Months	February 2015 to April 2015	13
2	Phase-II – 3 Months	May 2015 to July 2015	12 <sup>#</sup>
3	Phase-III – 2 Months	August 2015 to September 2015	2 <sup>#</sup>

**#- Includes major LWE affected area**

*Phase-Wise implementation of the Initiative in Districts*



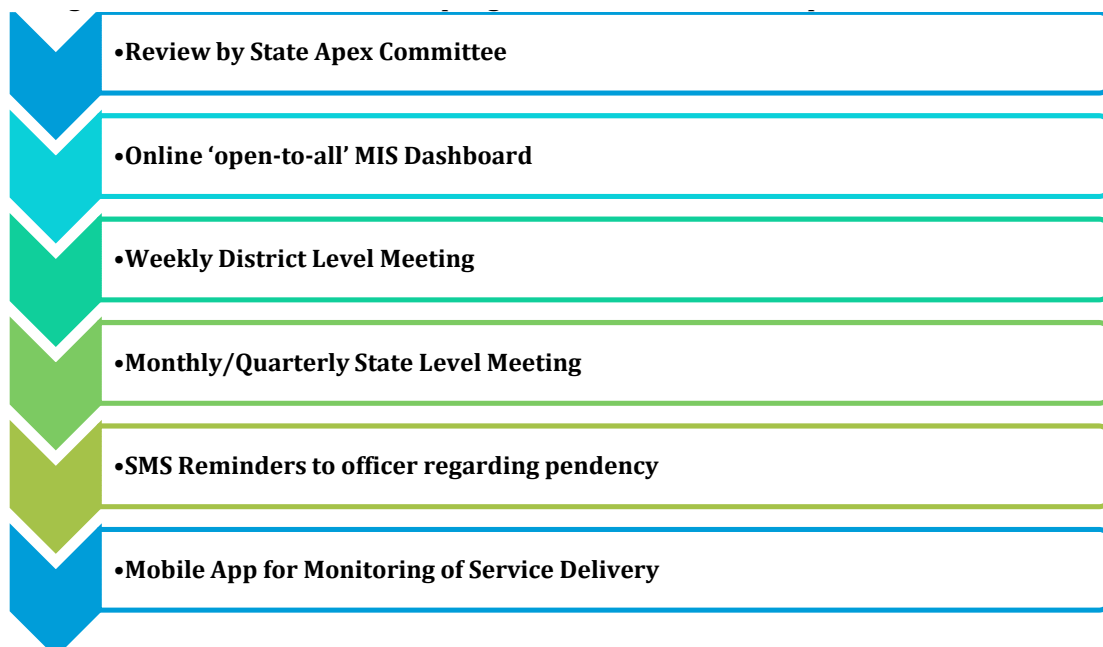
## Goals and Timelines

	<b>Goal</b>	<b>Timeline</b>	<b>Status</b>
Immediate	Assessment of GAP between CHOiCE and SAKALA for rapid replication	January-2015	Completed
Short Term	Compliance of Citizen Charter	Initiated from February 2015	Completed – Defined SLA as per Public Service Guarantee Act-2011
Mid Term	Expansion of Public Service Counter and up to District and Block Level and increase in number of services.	February 2015 to October 2015	Completed/Ongoing (increase in number of services)
Long Term	Expansion of public service counter up to Gram Panchayat Level	3500 Public Service Counter by 2016-17 and 10,000 Gram Panchayat to be completed during the tenure of CSC 2.0 scheme.	On Going

### *Goals and Timelines of Activities*

## Monitoring mechanism

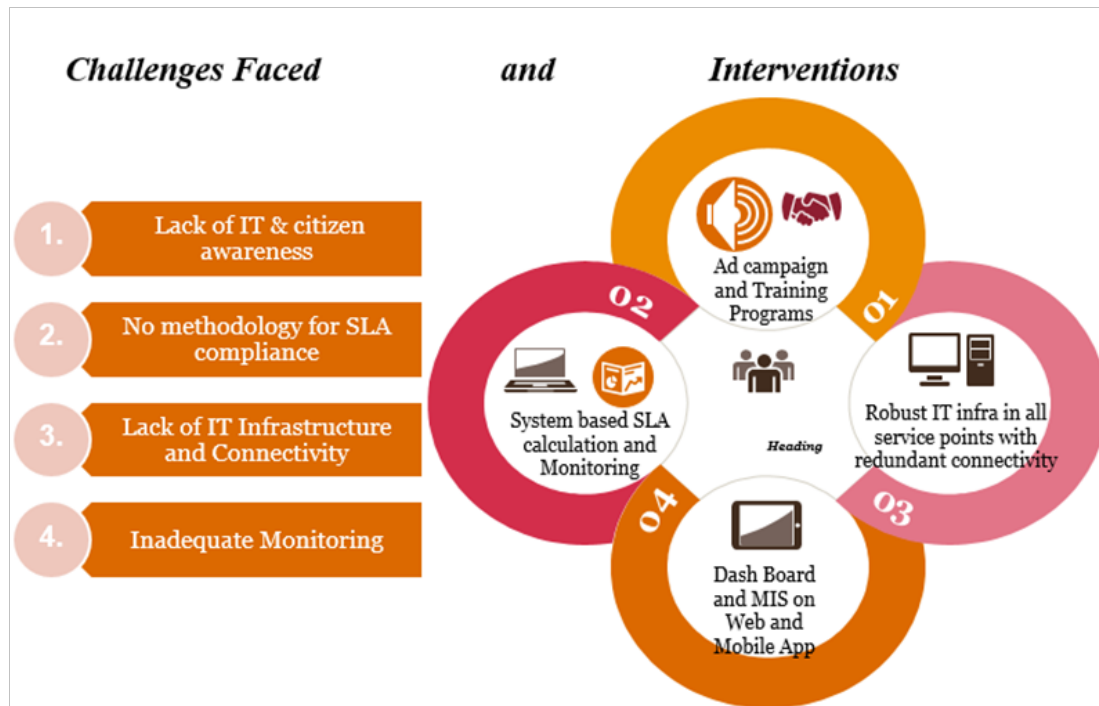
A strong mechanism to monitor the progress of the initiative helped the Government.



*Monitoring Mechanism for Public Service Delivery*

## Challenges and Interventions

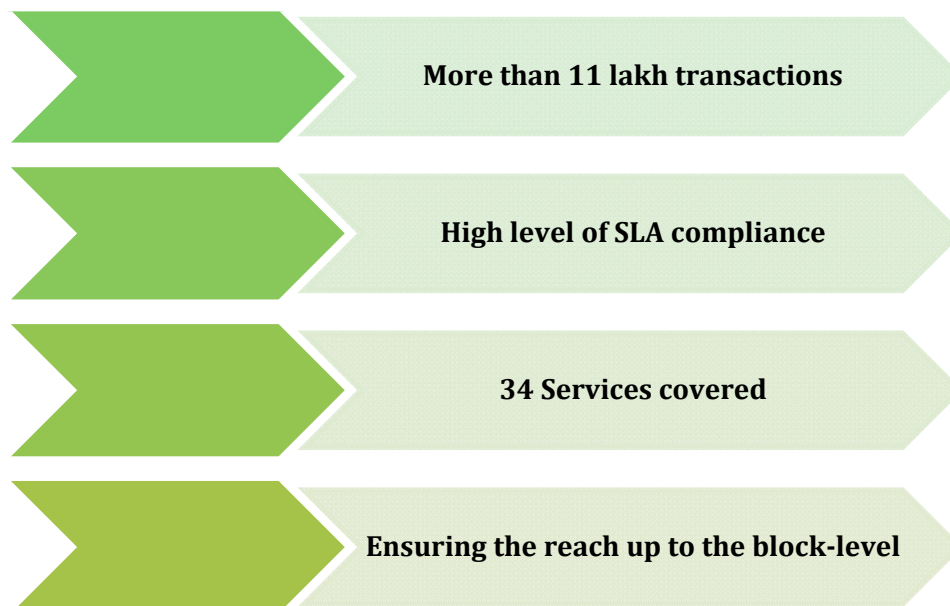
The government faced four challenges in the implementation, prompting officials to chalk out interventions on urgent basis.



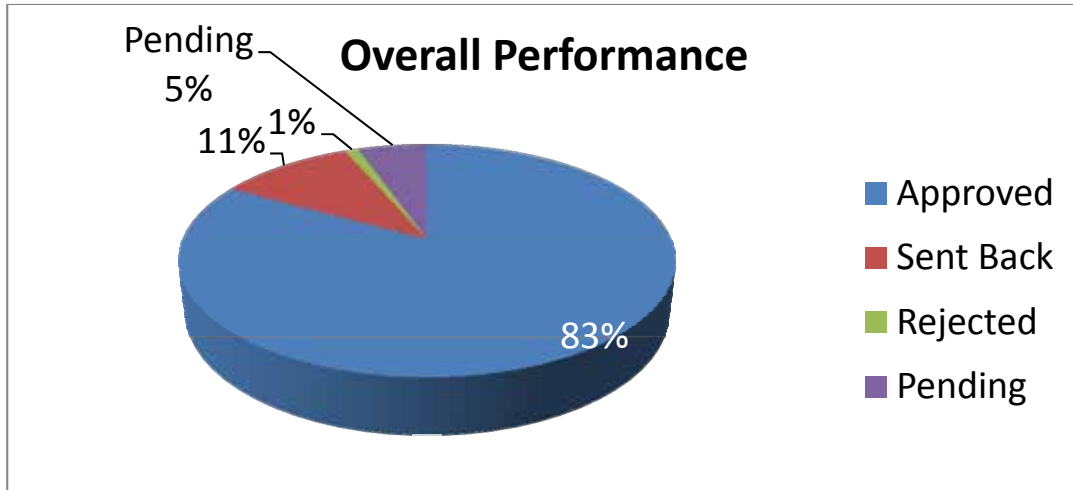
*Challenges and Interventions undertaken for achieving the Set Goals*

## Success: The Impact

The impact of the interventions was highly encouraging. More than 11 lakh transactions were recorded to obtain 34 government services.



*Impact of the Initiative*



*Overall Performance: Total Applications Received: 11 Lakh*

**Way forward**

- Setting up of Citizen Call Centre
- Increasing number of services
- Financial Sustainability- Transaction fee to be worked out by Kiosk Operator and District e-Governance Society



*Loksewa Kendra Counters*



**TOTAL FINANCIAL INCLUSION THROUGH E-ROR;  
PILOTED AT MANDWI BLOCK, WEST TRIPURA DISTRICT,  
TRIPURA**

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***“Jan Dhan Yojana is a reflection of how rich India’s poor are at heart. Without any obligation to put any money in the zero balance accounts, they didn’t open an empty account! I salute the poor of our country who have deposited more than Rs 20,000 crore in Jan Dhan Bank Accounts.”***

**- Shri Narendra Modi, Hon’ble Prime Minister**



## ORIGINAL INITIATIVE

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### **Background**

The Rangarajan Committee defined Financial Inclusion as ‘Universal access of financial services by the poor and disadvantaged people at an affordable cost’. It is a concept which explores alternative approaches to promoting the banking habit among rural people, who constitute more than 70 per cent of our population.

The process of Financial Inclusion consists of ensuring that each household has at least one bank account, resulting in their inclusion in the banking system. This is an enabler providing banking and financial services in a fair, transparent and equitable manner at an affordable cost.

Access to financial services also promotes social inclusion, builds self-confidence in the individuals and leads to their empowerment. Financial Inclusion enables institutions to offer affordable credit and tailor-made financial products to different sections of people, based on their needs, like medical insurance for daily laborers/farmers, overdraft facility for Self-Help Groups (SHGs) etc. Thus, Financial Inclusion goes beyond the goals of accessibility and affordability and includes utility and effectiveness, addressing the issues of social and financial needs at the household level.

Tripura as a State is confronted with several challenges, not uncommon in regions where tribals are pre-dominant. Making matters worse has been the adverse effect of insurgency and ethnic conflict since the 1990s. The hilly and geographically isolated Mandwi block, for instance, has 95 per cent tribal population. It falls under the Tripura Tribal Areas Autonomous District Council, constituted under Article 244 of the Indian Constitution. Locals, by and large, practice traditional agriculture as well as shifting cultivation.

Just consider this: From among 12,910 households in the entire block, only 1040 had bank accounts till May, 2012 and there was only one Tripura Gramin Bank branch to cater to the populace! In view of the resultant delays in the government benefits reaching them, the people relied heavily on local money lenders and chit fund agencies and innocent and ignorant as they were, fell an easy prey to Ponzi schemes.

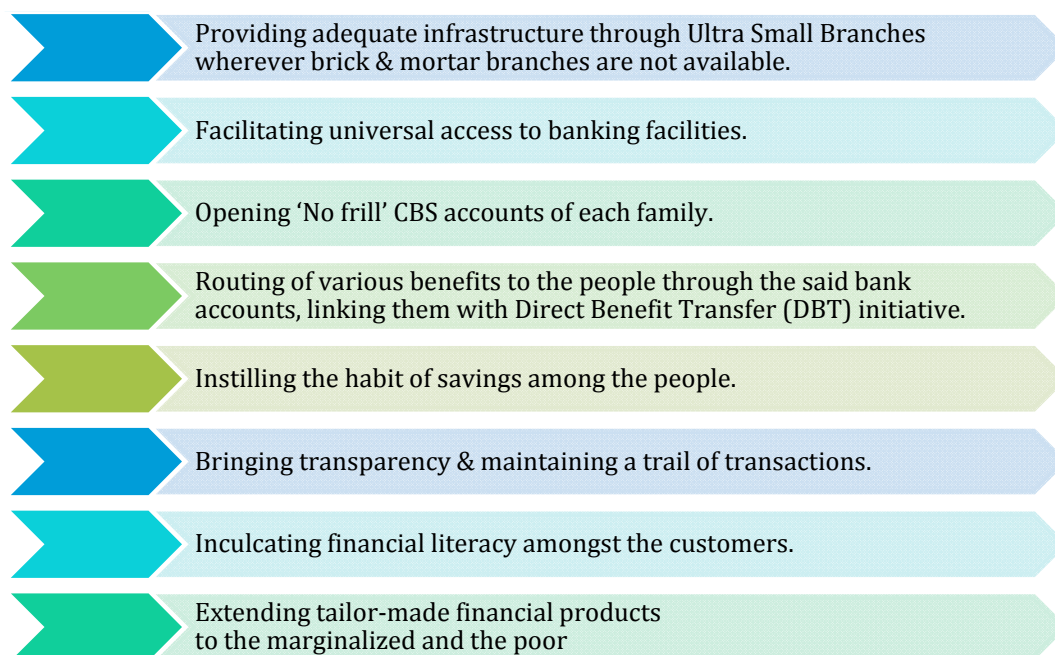
Its remoteness, large percentage of its population being tribal and the hardships and deprivation that the locals have been suffering, made Mandwi a strong candidate for the Financial Inclusion endeavor. This was viewed as a mission for positive change, that which would infuse in the tribals a sense of social security, satisfaction and dignity, with the benefits of the banking outreach providing the livelihood means. Thus the initiative titled ‘Achieving Total Financial Inclusion’ was launched in Mandwi in September 2012. The e-ROR (e-Record of Ordinary Residence) was the most crucial enabling instrument in the entire process, as the success story that unfolds would reveal.

### **Objectives**

The aim was to provide financial support to the economically deprived tribal sections and help them earn their livelihood with dignity by taking advantage of the many welfare and social security schemes of the central and state governments - services and benefits of which are channelized through the banking system. Providing a trusted, friendly, dependable and reliable facility that offered neighborhood banking and financial services suiting the modest needs of the tribals was the principal objective of the endeavor.

For actualizing this goal, what is crucial is to ensure at least one CBS (Core Banking Solution) bank account in each family for routing the various benefits without any middlemen or delay and with no cost of transaction to the beneficiaries. Of equal importance is the facilitation of tailor-made financial products, enabling families to avail benefits under the various priority sector schemes that help them tide over crisis situations and transition towards stable livelihoods. Favorable winds in the form of Pradhan Mantri Jan Dhan Yojana (PMJDY) brought greater traction to the Financial Inclusion effort resulting in an integrated and reinforced approach to meeting the challenge.

### Priorities of the initiative



*Priorities of Financial Inclusion in Mandwi Block, Tripura*

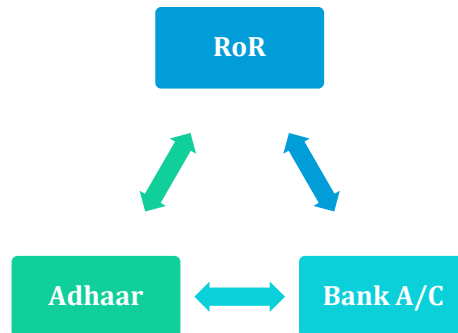
### Implementation Roadmap

The District administration in collaboration with the elected public representatives, Block officials, bankers, Panchayats and service providers (National Informatics Centre) spearheaded the initiative. The endeavor was to create a common database useful across the sectors. Involvement of panchayats and people at the grassroots level ensured that the efforts for Financial Inclusion were effective.

In the absence of any database of those who had and did not have bank accounts, the Record of Ordinary Residence (ROR), maintained and periodically updated at each Gram Panchayat/ Village Council in Tripura, came in handy. This provided access to details of the individual's bank accounts, Aadhar card, Ration card, mobile numbers and basic details of the family. Seizing the opportunity, the District Administration ensured that all RORs were updated and computerized in 2012-13 and the database was made available online. This acted as a tool for identifying uncovered families and tracking them for various benefits. Thus was born the e-RoR.

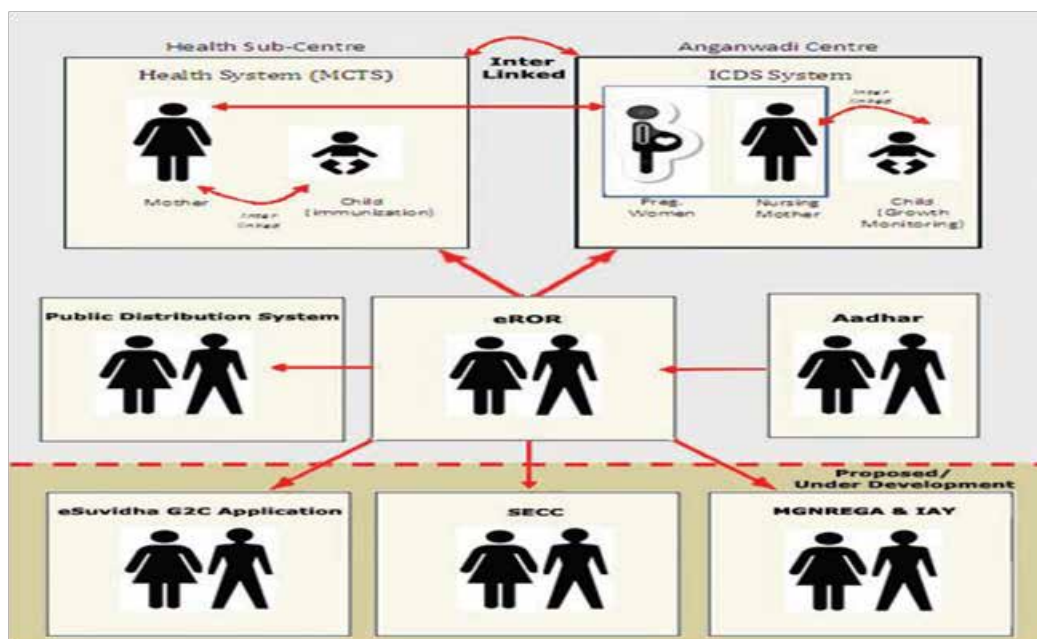
The Block Development Officers (BDOs) were provided with the list of uncovered families generated from e-ROR. Geographic Information System (GIS) mapping with spatial data proved valuable for identification of most appropriate location of bank branches. No-frills accounts were thereafter opened in the nearest bank branches or Ultra Small Branches of State Bank of India.

Sounding the bugle, the plan formulation and preparatory activities were taken up in August 2012, and the project was formally launched in September, 2012. With brisk progress, what the initiative achieved was a miracle of sorts! All the 12910 households were brought under banking fold within six months, an exceptional, exemplary and emulation-worthy achievement by any standards, given the topology and demography of the region!!



*Inter-linkage of e-ROR, Bank Accounts and Aadhaar*

In a year's time, the accounts were linked to Aadhaar, which enabled smooth, seamless and simultaneous payments under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and National Social Assistance Program (NSAP). In an agreement with the Common Services Centre (CSC) e-Governance Services India Ltd. (the special purpose vehicle under the National e-Governance Division) & Basix Limited (the Service Centre Agency in Tripura for the CSC Scheme) for use of the existing CSCs for extending banking services, SBI opened four Ultra Small Branches in the Village Panchayat Office premises. This heralded the coverage of hitherto unbanked areas in the Mandwi block, bringing the region onto the financial map of the country.



*Key Role of Record of Ordinary Residence (ROR)*



*Screen Shot of e-ROR Web Page*

### **Highlights of the Initiative**

- Borakha was the first Panchayat of Mandwi Block under West Tripura District where all the villagers (264 households) were brought under Financial Inclusion within 15 days of introduction of the pilot project. Thereafter, Direct Benefit Transfer (DBT) under NSAP was successfully piloted in the Panchayat covering 194 beneficiaries in September, 2012.

Immediately, thereafter, West Tripura achieved the distinction of being one of the five districts in the country to have successfully implemented the pilot project on Aadhar-linked payments. By no means a mean achievement for the District, given the ground conditions! This exemplifies the potential of Mandwi's progress and the power of Financial Inclusion!!

### **Monitoring Mechanism**

- The strategy followed was to effectively coordinate the efforts of various agencies involved like the Block Development Officers, Panchayati Raj Institutions (PRIs), public representatives, functionaries from related government departments, leaders of the Tribal community and managers of the nearby branches of banks. Engagement with and participation by citizens in the process made it a mass movement. Subsequently, the project was scaled up to other eight Blocks of the district from April 2014. Out of nine blocks, eight boast of 100 per cent coverage, while the ninth stands at tipping point of an enviable 99 per cent.



*Aadhaar-enabled Payments being disbursed under NSAP & MGNREGA*

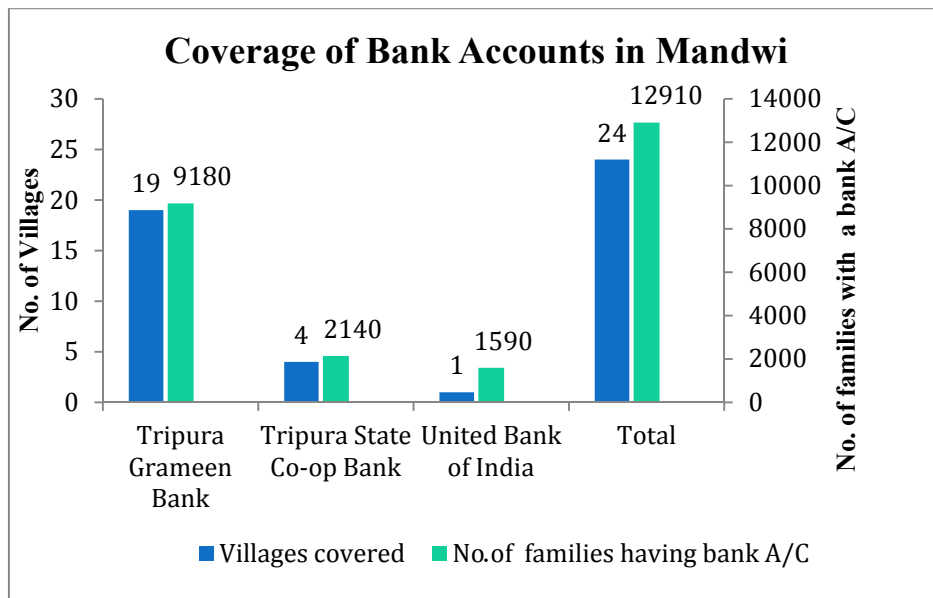


*Old Age & Widow Pensioners with Bank Passbook during weekly Payment Day*



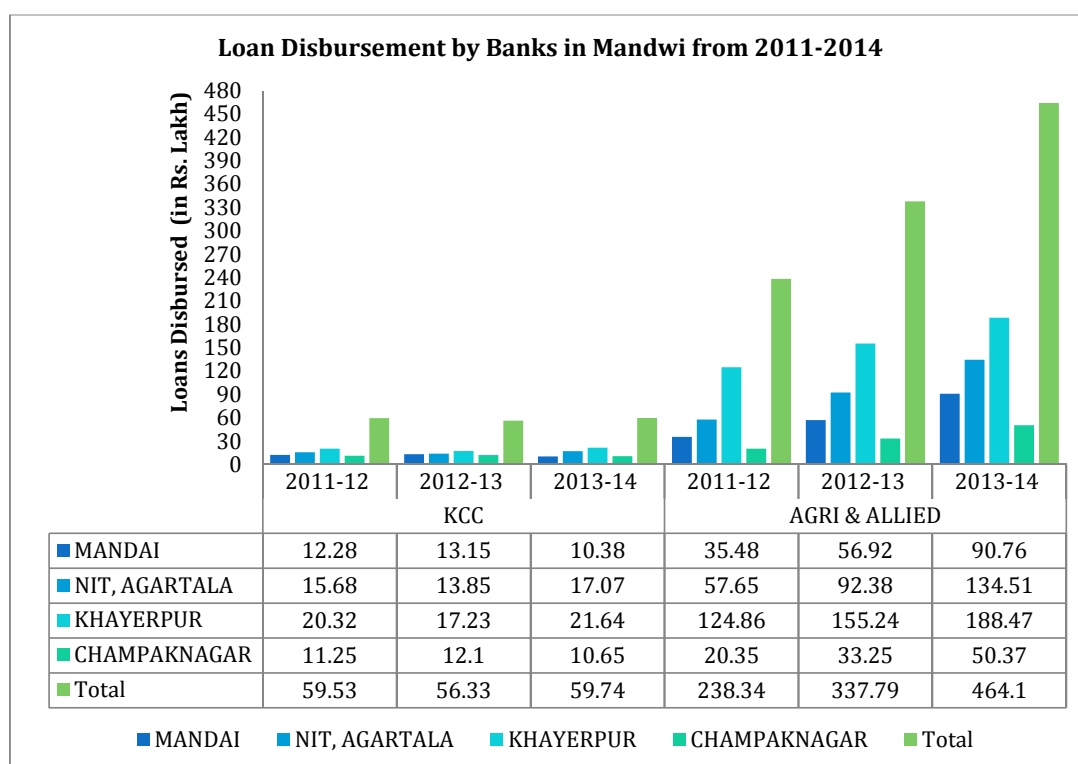
*High School Girls with Bank Accounts to receive Pre-Matric Stipends through DBT*

**Success: The Impact**

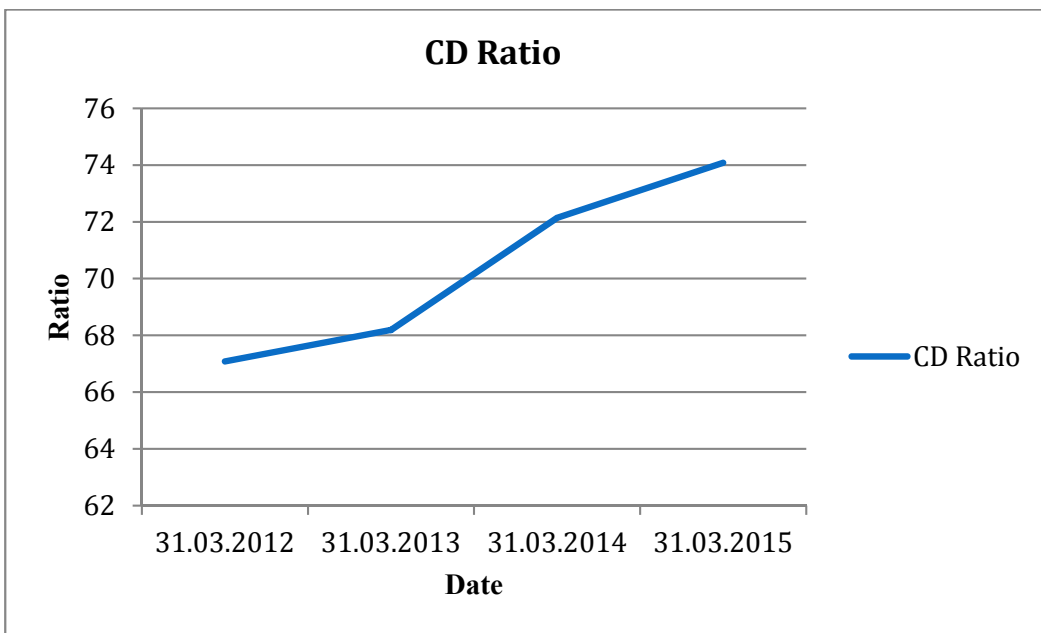
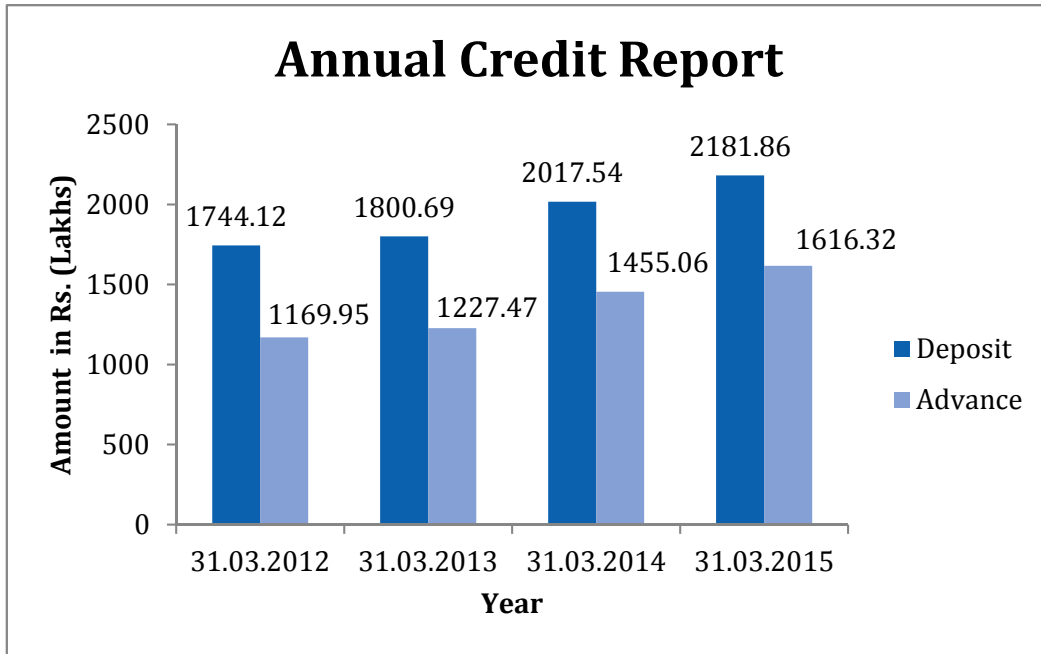


- All 12,910 households in Mandwi Block were covered with at least one CBS bank account within one year thereby, achieving 100% coverage.
- Linking the bank account number with various benefits has reduced the cost of transaction, minimized the delays and eliminated the role of and appropriation by middlemen, thanks electronic, direct benefits transfer.

- The number of banking service providers increased from one to six including Ultra Small Branches (USB) of State Bank of India, facilitating availability and easy accessibility to banking facilities and services. The two ATMs in the Tribal dominated block extended the reach of branch-less banking.
- Electronic wage payments under MGNREGA
  - 10,180 beneficiary families
  - 10,180 Bank Accounts
  - 10,180 Payments through BC model
  - 98 man days per job card on an average in 2013--14
  - Rs.12 crore is the volume transferred under MGNREGA in 2013--14
- 100% Electronic transfer of benefits under Indira Awaas Yojna (IAY) and Janani Suraksha Yojana (JSY)
- IAY : 1516 beneficiaries in last 2 years
- 100% coverage of NSAP beneficiaries
- Good Momentum for credit disbursements under priority sector



- Since 2013, under Prime Minister's Employment Generation Programme (PMEGP) and, Swavalamban credits amounting to Rs. 73.28 lakh were extended by UBI
- SBI extended two Cash Credit facilities worth Rs. 19 lakh
- Other credits including PMEGP and Swavalamban accounted to 29 accounts worth Rs. 65.25 lakh.
- SHGs: 756 in total; 74 types of economic activities
- Total number of bank accounts : 23,946 ( as on 31-12-2014)



**Source: Annual Credit Report placed in DCC meeting**

- One of the highest Credit-Deposit (CD) Ratios, since 2011-12 for any region in the State
- Reduction of the dominance of Chit Funds which used to usurp significant amounts of savings of the poor households, before the onset of the initiative in 2012. As a result, the gross collection and net collection under Small Saving Schemes increased to 350 per cent in 2013-14 from 2011-12.



Year	CD Ratio	Priority Sector Advance	Non-Priority Sector Advance	Disbursement in Credit			
				PMEGP		Swavalamban	
				No.	Amount	No.	Amount
2011-12	29	74114.68	38073.41	778	3162.95	891	1601.31
2012-13	27	62668.59	23500.75	416	1766.07	513	1052.39
2013-14	29	103196.83	36063.15	376	1638.97	489	1062.70
2014-15	32	124502.91	42989.55	399	1856.61	511	1173.82

- In 2012-13, the erstwhile West Tripura district was divided into 3 districts.
- There has been 220% increase in the credit extended in the agriculture & allied sectors at the end of 2013-14 since 2011-12 with respect to the corresponding area in undivided district.
- There has been an increase of 160% in PMEGP/Swavalamban schemes in last two years in West Tripura District (Source: Annual report placed in DCC meeting)

- There has been a 220 per cent increase in the credit extended in the Agriculture & allied sectors in West Tripura at the end of 2013-14, when compared to 2011-12.
- There has been an increase of 160 per cent in PMEGP/Swavalamban schemes too in the last two years.
- The District is leading in the implementation of Direct Benefit Transfer under various line Departments like Janani Suraksha Yojana (JSY), Janani Shishu Suraksha Karyakaram (JSSK), stipends & scholarships, pensions, cash subsidy for oil & pulses and LPG subsidies etc.



Ultra Small Branches of State Bank Of India

### Scalability

Seeding of databases like e-ROR, MGNREGA, AWAAS Soft (e-Governance Solution for Indira Awas Yojana) with CBS Bank account numbers and Adhaar numbers aided speedy scaling up of the initiative, ensuring the validity and reliability of the data.

The initiative piloted at Mandwi has already been replicated in other blocks of West Tripura District with more than 99 per cent achievement, since the time scale-up commenced in April, 2014.

The model was shared by the Chief Secretary, Government of Tripura with other districts too. Since the e-ROR is already operational in all the eight districts, the entire State is well set to reap the benefits of Financial Inclusion.

## Sustainability

The data-based approach (e-ROR) and collaborative nature of the project ensured that change in leadership or team composition does not hamper sustainability. Thus, the initiative can be considered as having been truly institutionalized. This is evident from the fact that the successive incumbents in district administration, bank branches, and CSC Centres have been continuing the momentum. Total Financial Inclusion once achieved shall continue, as constant upgrade of the facilities and services is taking place with technology-powered bank accounts. Further, all these accounts are being converted to RuPay accounts under the PMJDY, obviating the need to open new accounts and optimally leveraging those already operative. Thus, the initiative is eminently sustainable in view of its potential and compatibility with new / future schemes. Whenever DBT schemes are linked with Aadhar by the departments of Government of India, the accounts opened would be brought into their fold automatically. Continued awareness-building and addressing the credit needs are the significant benefits of Financial Inclusion, contributing to the generation of demand among people for banking facilities and services, towards securing their future socially and economically.

### Project Champion Speak

Mr Abhishek Singh, who championed the initiative when he was Collector & District Magistrate for West Tripura, gives credit to the Village Panchayats in the State. “They have a healthy practice of maintaining the Record of Ordinance Residence (ROR) systematically, albeit in manual form. Ready availability of such a rich repository of family-wise information helped the project team achieve Financial Inclusion in a timely and methodical manner” acknowledges Mr Singh. “The RoR was instrumental for success. Its digitization eliminated duplications and enhanced the validity. As a reliable catalyst, the e-ROR greatly facilitated the task”, he adds.

“Any computerization effort is normally viewed with suspicion, unease and trepidation in societies that have information asymmetry. But in the case of Mandwi, the member of legislative assembly (MLA) for the constituency along with all the Panchayat Chairpersons in the Block understood and appreciated the benefit that would reach the people if ROR is digitized and used for Financial Inclusion. As the key stakeholders - public representatives, government machinery, National Informatics Centre and banks were all in alignment - it became easier to handle operational challenges during implementation” narrates Mr Singh, sharing the secret for the success of the initiative.

Mr Singh had praise for the Ultra Small Branch concept of banks. “Mandwi block has a size of 216 sq. kms. and a population of only 55050 people. Thus, low population and a sparse population density of 255 people per sq. km. against a national average of 436 people per sq. km. makes this block a difficult place when it comes to providing citizen services. It was impractical for banks to open sufficient number of branches across the block. Therefore, banks tied up with the Service Centre Agencies (Basix in the case of Tripura) under the mission mode Common Services Centre scheme of Govt. of India, to set up ultra-small branches that would provide kiosk banking. In addition, SBI had set up rural ATMs at their own cost. These facilities, which mostly operated from Panchayat Offices brought banking services closer to the villagers, aiding the efforts of the District Administration in Financial Inclusion”, observes Mr Singh.

“While central government schemes are available across the country, what was different here was that the people recognized the importance of such schemes as a true means of improving

their livelihoods, in the light of the hardships they face due to remoteness and tough living conditions. The homogeneity of the population was definitely a facilitating factor. A supportive environment created by public representatives and government machinery helped them open bank accounts and avail benefits under various schemes through banking services”, adds Mr Manohar Biswas, Block Development Officer for Mandwi.

“Involvement of public representatives enthuses and ensures active participation by people in any governmental effort, particularly those of socio-economic kind. That this aspect was well addressed was a critical success factor for the initiative”, highlights Mr Singh.

“It’s also the motivation of the team that deserves special mention. This project is a collective effort of elected public representatives, officials from various departments of the state government, banks and NIC, that drew upon the excellent cooperation and whole-hearted participation of the citizens” recounts Mr Singh, driving home the importance of participatory governance.

### **Citizen Speak**

Mandwi block has come a long way in past few years in terms of development and citizen services. The insurgent operations have ended; villagers are actively leveraging the schemes offered by the state government and central government, improving their living standards, focusing on education and self-sustenance.

The positive reactions and encouraging feedback from the citizens bear testimony to this fact.

“One of the old practices of people here is to put currency notes inside bamboo sticks and hide them in the ceiling of their houses. Over time, moths and insects would eat them away, rendering them useless. Introduction of banking services to all families has benefitted them. People are now making use of the schemes. These will contribute to the economic independence of the people.”

- Manoranjan Debbarma, MLA, Mandwi

“I have got a Rupay card from SBI in 2013. Now I can withdraw money more flexibly, as much as I need, when I need.”

- Mukunda Debbarma, Shibnagar Panchayat

“My bank account was opened with Tripura Gramin Bank in 2012. In addition to getting many scheme benefits, I get money transfers by my husband into my account, directly. There is no dependence on anyone now. It is a good feeling.”

- Senura Khatun, Dinabandhunagar Panchayat

“Though deposits and savings activities are less compared to withdrawals and benefit-receipts under government schemes, presence of our bank has helped in weaning these people away from moneylenders and chit funds. Apart from adults, students in schools are also being provided bank accounts so that they can receive stipends and scholarships directly. Financial Inclusion is here to stay in Mandwi. I am proud to be a part of this success journey.”

- Gautam Lashkar, Manager, TGB, Mandwi.

## STRATEGY FOR REPLICATION

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### **Replicability**

The successful achievement of the initiative highlights the collectivism displayed by the multitude of stakeholders including the District Administration, public figures, bankers and PRIs that helped leverage the Records of Ordinary Residence (ROR) as an enabling instrument and catalyzing tool for Financial Inclusion. Since such an enabling mechanism should be available in other states too, the initiative is easily replicable. For example, institutional arrangements are already in place like SLBC (State Level Bankers Committee), DLCC/ DCC (Dist Level Coordination Committee, District Coordination Committee for bankers) BLBC (Block Level Bankers' Committee) and vibrant PRIs.

### **Framework for Replication**

Family registers like ROR at Village Level are maintained in most of the states, which can act as the common database in digitized form. In case of absence of such registers, the National Population Register, Census abridged Household lists or the Household lists of Socio Economic Caste Census or the Digitized database of Ration Cards (as maintained under National Food Safety Act) could well be utilized as the common database. In case of connectivity challenges, both online as well as offline models could be explored suiting the geography, spread and access of the specific state / district.

The success in West Tripura District has demonstrated that the Financial Inclusion can indeed be a reality under challenging geographic, social and demographic conditions. It provided a ready platform for increased scope of activities under PMJDY, Prime Minister's Mudra Yojana, Atal Pension Yojana, PM Swasthya Suraksha Yojana, PM Jivan Jyothi Bima Yojana etc. The Replication Framework should subsume such a holistic approach.

## SUCCESS STORY: RAJASTHAN

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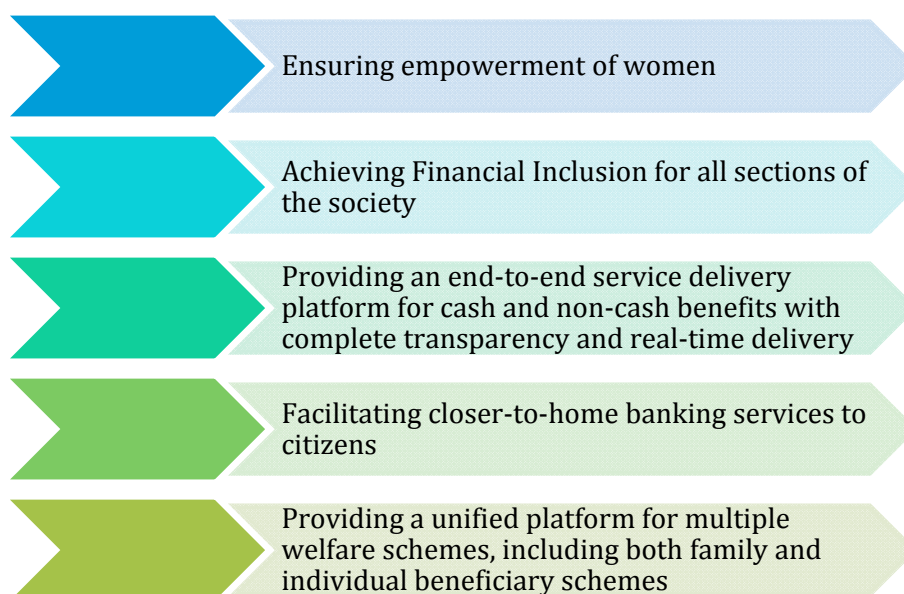
### Background

Rajasthan is India's largest state by area (342,239 square kilometres) or 10.4% of India's total area. Total population of Rajasthan as per 2011 census is 68,548,437 of which male and female proportions are 35,550,997 and 32,997,440 respectively. At the Census 2011, Rajasthan had a literacy rate of 67.06% (80.51% male and 52.66% female). Although Rajasthan's literacy rate is below the national average, the State has been praised for its efforts and achievements in raising male and female literacy rates.

### Reasons for Replication

To build a better society, empowerment of women is important because it signifies empowerment of the society as a whole and the State at large. With this ethos, the State launched a scheme of Financial Inclusion and Women Empowerment, called Bhamashah Scheme in 2008. It is an end-to-end service delivery platform to transfer in a transparent manner, cash and non-cash benefits under various public welfare schemes, to the targeted beneficiaries of State Government. **Enthusied by the success story of West Tripura and to bring on board the additional benefits accruing from Total Financial Inclusion, the State Government broadened the scope and re-launched the Bhamashah Scheme, in 2014.**

### Goals



*Goals of the Re-launched Bhamashah Scheme*

## Highlights of the Initiative

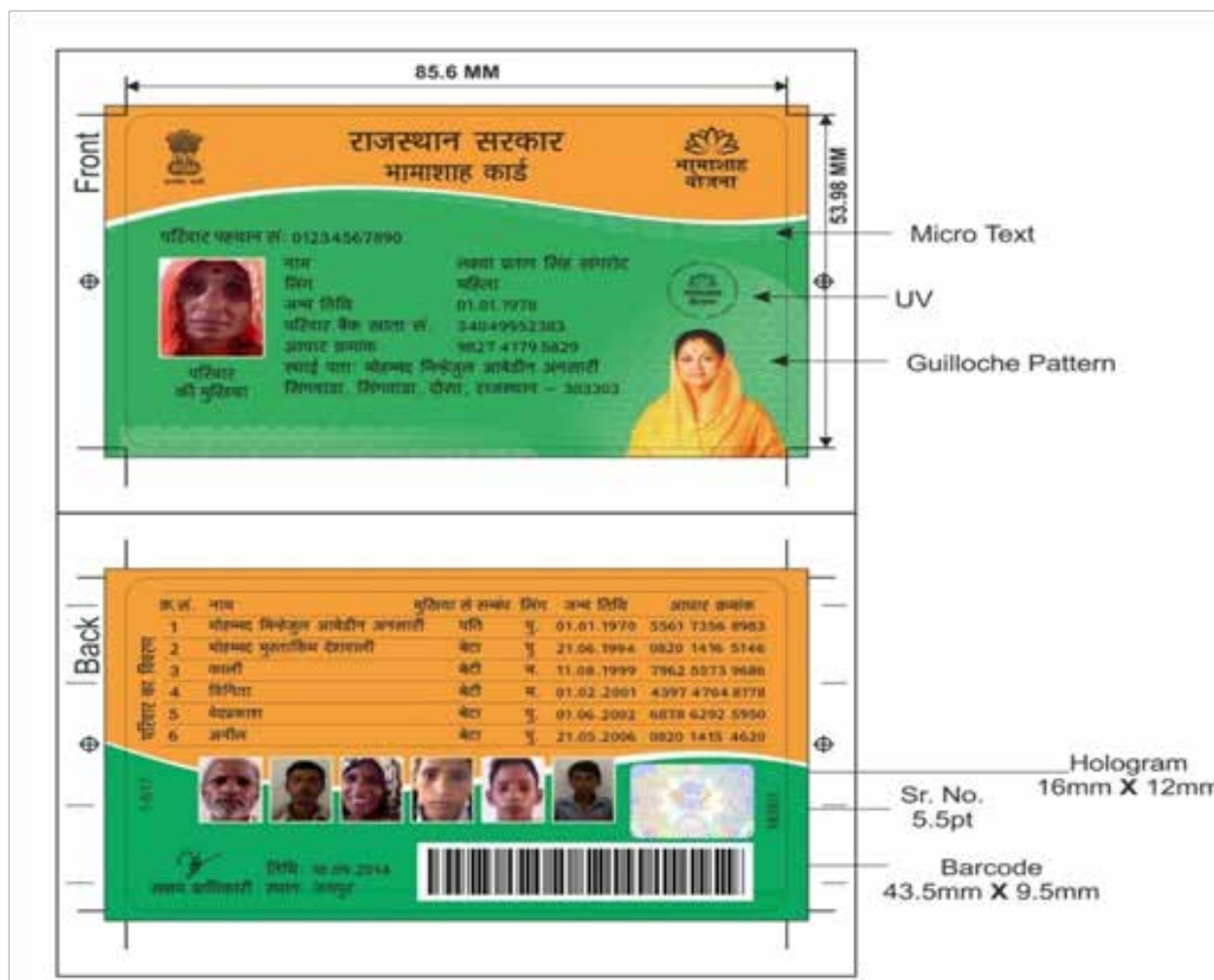
- The one-of-a-kind multipurpose scheme is a family-based program of Financial Inclusion, where each family is issued free-of-cost, a 'Bhamashah Card' which is linked to bank account in the name of lady of the house, who is the head of the family. The card functionality leverages bio-metric identification and core banking solutions. Cash benefits can be transferred to the bank accounts of the beneficiaries and can be accessed through the Bhamashah Card. Non-cash benefits could be given directly to entitled beneficiaries. Under this Scheme the family is mapped carefully and a single, unique data set for each resident of the State is generated. Duplication is checked. All demographics and socio-economic parameters are included, so as to work out entitlements under various government schemes. The goal is to cover beneficiaries at all levels across the State, under the Scheme.
- The Bhamashah Scheme leverages the bank accounts opened under Pradhan Mantri Jan DhanYojana for achieving Financial Inclusion.

Screenshot of Bhamashah Web Portal- <http://bhamashah.rajasthan.gov.in>

The screenshot shows the Bhamashah Web Portal interface. At the top, there is the Government of Rajasthan logo and the Bhamashah Yojana logo. Below this is a navigation menu with options: Home, About Us, Feedback, FAQ, and Contact Us. The main content area features a collage of people and the Bhamashah Yojana logo. A 'Welcome to Bhamashah Yojana' section provides information about the scheme, including enrollment statistics: 10417052 Families and 35380380 Members. It also shows transaction statistics: 10548962 Transactions and 76215281 Rupees. A sidebar on the left offers links to Circulars, Telephone Directory, Presentation, Brochure, and IEC.

- The Bhamashah platform simultaneously ensures door-step delivery of banking services through business correspondents (BCs) of the banks and Micro ATMs, being established at all Panchayats in rural areas. A one-time financial incentive of Rs.2000 is credited into the bank accounts of all BPL families who enrol in Bhamashah.
- Further, various mobile payment gateways have been integrated with the Bhamashah platform, making service delivery through JAM (Jan Dhan; Aadhar; Mobile) trinity a reality in the State.
- The Bhamashah enrolment software has been developed to work both in offline as well as in online mode.

- Any resident of the State can apply online for Bhamashah enrolment through the Bhamashah Portal - <http://bhamashah.rajasthan.gov.in>
- The enrolment software also has features for update of details like - New birth in the family, Marriage of an individual, Death of a family member, Change in address of resident, Change in any of the detail like bank account number, Correction in details.
- First check for data-quality assurance has been provided in the enrolment software which ensures that invalid entries are not made in the data fields, since due validation checks are provided at relevant data entry fields in the software.
- The Bhamashah Card, with its 'Ultra Smart' features provides multi-dimensional benefits to the card holder. The all-empowering card is the perfect combination of 'e' and 'Governance' ensuring effective service delivery.
- As the card relies on back-end data set encompassing complete entitlement profile, neither is there a storage limitation as in case of chip or magnetic strip-based cards nor is there a requirement of updating profile on the card-based storage. Thus the entire control can be managed from central servers.
- Any member of the enrolled family can also get an individual Bhamashah Card by paying a nominal fee. This card, apart from being an identity card, highlights the individual's status for entitlements e.g. Pensioner; Unorganized Laborer, etc.



**Bhamashah Family Card**



*Bhamashah Individual Card*



*Bhamashah Individual Card*



## **Monitoring Mechanism**

- The service department concerned delivers the benefit/service to the core banking account of the Bhamashah Card holder after bio-metric verification. The system ensures that only the genuine Bhamashah Card holder families get the intended benefits. Therefore, there are no chances of misuse of the card, even when lost or stolen.
- In case of difficulty in verification through finger-print based bio-metric authentication (especially in case of manual laborers whose finger prints are not easily readable), facility of secured validation through One Time Password (OTP) on registered mobile is also provided.
- The security features on the card include: Micro-text printing, Guilloche Pattern, Invisible UV, Fluorescent ink printing, Bar Code/QR Code and Hologram Hot stamping.
- Transactions both cash and non-cash, pertaining to a family are consolidated at one place in the Bhamashah platform. All the transactional events are linked with notifications to the stakeholders concerned through SMS/e-mail. Multiple MIS reports are available to the decision-maker and beneficiaries alike.
- A Unified Resident Data Hub (RDH) is created under the Bhamashah Scheme. It comprises Aadhaar-linkage for identification and basic demographic data leading to Know Your Resident (KYR). This is akin to the e-RoR data of West Tripura. It ensures both “One Family, One identity” and “One Resident, One identity”.

## **Success: The Impact**

- The data includes eligibility entitlements under various schemes. This database has the power to replace all other resident/beneficiary databases being maintained by individual departments. With Bhamashah ID, Aadhaar number and bank account detail of the resident getting linked, all departments leverage Bhamashah data for benefit transfers for all their schemes and for service delivery.
- Since all cash and non-cash benefits are provided directly into the hands of the beneficiaries after due authentication, it is a major reform institutionalizing good governance.
- More than 30000 e-Mitras are working in all panchayats in rural areas and wards in urban areas and 20,000 micro ATMs are established to facilitate door-step service delivery.
- Bhamashah Scheme is a landmark innovation for bringing about Financial Inclusion efficiently and effectively to all the sections of society.
- 1.12 crore families and 3.88 crore persons have thus far enrolled in the Scheme.
- Benefits of different schemes like Social Security Pensions, MNREGA, Janani Suraksha Yojana (JSY), Shubh Laxmi Yojana (SLY), Below Poverty Line (BPL) Scholarships etc. amounting to Rs. 1,408 crore in respect of 2.29 crore transactions are transferred directly into bank accounts of beneficiaries.
- Recognition in the form of National e-Governance Gold Award, 2015-16 for (Financial Inclusion), presented by the Govt. of India is an acknowledgment of the positive impact of the hugely successful Scheme.

## **Way Forward**

The State is making efforts to ensure that the benefits of Financial Inclusion through the Bhamashah Scheme are made available in every village, block and district of the State.

**ERAVIPEROOR GRAMA PANCHAYAT: SUCCESS STORY  
OF LOCAL SELF-GOVERNANCE PATHANAMTHITTA  
DISTRICT, KERALA**

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*“Accountability, Responsibility and Transparency; this  
ART is essential for good governance. Jan Bhagidari is the  
biggest asset of a democracy.”*

- Shri Narendra Modi, Hon’ble Prime Minister

## ORIGINAL INITIATIVE

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### **Background**

As one of the most progressive States in the country, Kerala has carved a niche for itself as a pioneer in decentralized development. The 73rd and 74th Amendments (1992) to the Indian Constitution brought the local government institutions to the fore, with focus on economic development and social justice.

Within a span of two years, the Kerala Panchayat Raj Act 1994 was brought into force and it ushered in a greater measure of participation of people in the planning and development process at the Village, Block and District Panchayat levels.

Over the years, the ‘God’s Own Country’ built on the dividends of decentralised democratic functioning of administration, by way of prudent transfer of powers, funds and expertise to Local Self Government Institutions (LSGIs) for initiating developmental works at the grassroots level. The local initiatives and participation were encouraged to such heights that the Panchayat Raj System of Kerala is hailed as the best in the country.

The good governance initiatives of Eraviperoor Grama Panchayat, Pathanamthitta District of Kerala exemplify how LSGIs with commitment for common good could gainfully leverage their potential to bring about positive transformation. The Eraviperoor initiative has been a step forward towards ensuring the well-being and better livelihood opportunities for the people. A significant feature of the initiative that is completely in keeping with the vibrancy of “Digital India” is the priority accorded to e-Governance at the grassroots level, making local self-governance citizen-centric, efficient, transparent, responsive, cost-effective and result-oriented, which reinforced the faith of citizens in public institutions. The multi-dimensional initiative gave a fillip to development and contributed to the socio-economic advancement of the Panchayat residents, albeit in a modest, but trend-setting way. Several initiatives were successfully implemented by March, 2014.

### **Objectives**

The initiative is principally aimed at the all-round development of the Panchayat, the locals and the environs. The objective was to boost the growth on social, economic, environmental and human development fronts through a bouquet of progressive and sustainable interventions at the local level, demonstrating the success of local self governance.

### **Implementation road map**

Following a multi-pronged strategy and citizen-centric approach, a variety of sub-initiatives were identified and prioritized. These included –less-paper office through computerization, establishing Village Knowledge Centre, “Environment Grama Sabha” for sensitization and awareness-building on environmental issues, Waste Management, Mini Water Supply Scheme, Arogya Sabha, Jagratha Samithy (to facilitate resolution of family disputes in an amicable way by exploring alternative, informal avenues), “Haritha Gramam” for making the Village

clean and green and, optimal use of funds and facilities under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS).



*Model of Local Self Governance: Eraviperoor Grama Panchayat*

## Highlights of the Initiative

### Less-paper Office



*Less-Paper Office, Eraviperoor G.P.*

This modernization initiative applied e-Governance principles and techniques to the administration of the Panchayat office. Using the software developed by Information Kerala Mission (IKM, a Government agency) the Panchayat could conduct its office functions (divided into front-office and main office) in a transparent, systematic and speedy manner. Registrations of Birth, Death and Marriage from 1970 onwards were fully digitized. The certificates were made available 24x7, thanks to the linkage to the official website. The activities of the Panchayat are informed to the public through SMS alert (voice and text messages). In fact, the entire Panchayat's public information is conveyed by SMS alerts. Honorariums as well as salary of the Panchayat staff are remitted online, directly into their bank accounts, on the first working day of every month.

All sections of the office were under Wi-Fi-enabled computer network. The Wi-Fi facility was available to the general public too. An easily accessible and people-friendly Touch Screen facility was also provided. Large display Boards informed the public about the online services provided by the office and the procedure for filing of application for availing the services.

Since all the services were provided from the front office and touch screens only, public did not have the need to approach any other authorities or sections of the Panchayat for the purpose. Since all records are digitized, original documents in the Record Room are traced with facility, within 5 minutes.



*Village Knowledge Centre,  
Eraviperoor G.P.*

**Village Knowledge Centre**

This is a unique initiative by the Panchayat. It involved the up gradation of the Panchayat Library that came as Godsend to students readying for Civil Services and other competitive exams. The endeavor included development of a directory on the history of the village, its



*Wi-Fi Enabled Network, Eraviperoor G.P.*

cultural richness and traditional knowledge. Classes on Sanskrit language were organized. It is a long-term project and the first stage was completed by equipping the Centre with reference books and starting training classes for specially selected students in the preliminary examinations for civil service entry. Thus, the Panchayat Library was transforming itself, beyond the conventional mould, into provider of services for advancement of cultural and education activities and knowledge acquisition.

## **Environment Grama Sabha**

The initiative relates to conducting awareness programmes on environment and waste management. Special Grama Sabhas (Village Meetings) were called in all the 17 Wards to sensitize the residents on environmental issues. Awareness classes are also conducted by subject experts during the sabhas. Based on the discussions held, various initiatives were identified and prioritized on waste management, rain water harvesting, planting of the trees etc. to be implemented by the Panchayat with the support of citizens.

## **Waste Management**

Utilizing the aid given by the Government of Kerala under the ‘Suchitwa Mission’ along with the Plan Fund of the Panchayat, the initiative achieved considerable success in waste management. It included a number of programmes under its umbrella, such as:

### **Modern & Durable Infrastructure**

- **Composting:** Nearly 500 compost pits were dug by laborers engaged under MNREGA. 95 biogas plants and 174 vermi pipe-ring composting units were distributed to tackle management of waste at the source.
- **Management of Plastic Waste:** This is a first and only such exercise in the whole district of Pathanamthitta. Plastic waste, which adversely impacts the environment and is not bio-degradable, was collected by installing dust bins kept in the schools, anganwadis and public places, by paying Rs.10 per Kg. This encouraged these institutions in facilitating the collection. Public-awareness was generated through environment grama sabhas, “Village Eco Club” and using services of NCC Cadets and Self- Service Organizations. Plastic Shredding Machinery at a cost of Rs. 2.10 lakh was installed – with the unit titled as “Haritha Plastic” which is run by a group of five Kudumbasree (destitute welfare organization). In fact, plastic waste was collected from the famous pilgrimage centre of Sabarimala and from the nearby Panchayats too, with a larger goal of making the surrounding areas also plastic-free. The shredded plastic from the unit is mixed with bitumen for construction of roads, which increases its quality. Thus, the life span of black top of roads got enhanced. Since the initiative is driven by science, technology and innovation, various international agencies like Sweden-based International Centre for Local Democracy (ICLD) visited the project and hailed its practical relevance.
- **Modern Slaughter House:** Construction of modern slaughter house was taken up as per the norms and conditions of Suchitwa Mission and Pollution Control Board, which is again a first-of-its-kind initiative in not only the district of Pathanamthitta but also in the State.



*Plastic Shredding Unit, Eraviperoor G.P.*

- Modern Fish Market: Construction of a modern fish market too was taken up, under the annual plan of Grama Panchayat, utilizing the financial aid from Fisheries Department.

### Mini Water Supply Scheme

The purpose of the initiative is to specially meet the drinking water requirements from the disadvantaged sections of the society. Accordingly, eight mini-water supply schemes were implemented in different Scheduled Caste colonies in the Panchayat, thanks to support from SC Development Plan Fund.

### Arogya Sabha

This initiative focused on effective implementation of various government health programmes and Panchayat health projects:

- *Yoga Class* - Yoga classes was conducted, as a remedy for lifestyle diseases like diabetes, hypertension and obesity. In seven locations, around 1,000 participants were trained. Every year around 300 participants are being trained. There is a dedicated Yoga instructor for the Panchayat.
- *Ayush* - Sub-centres of Ayurveda and Homeo dispensaries functioning at different areas of the Panchayat were brought together to the Primary Health Centre (PHC) premises along with a yoga centre. Essential medicines, bought with Panchayat Plan Fund, were also made available in the centres.
- *Karate Class* - Karate classes were conducted for girls between 10 – 15 years of age, in various schools of the Panchayat. The aim is to develop self-defense skills and bolster self-confidence in them along with their physical and mental development.
- *Renovation of PHC* - The Primary Health Centre (PHC) was renovated using Panchayat Plan Fund. The PHC had taken several steps to ensure quality healthcare. Computerization of the outpatient wing and modernization of the pharmacy were two significant achievements. The Grama Panchayat has the unique distinction of being the first in the State to get ISO-9001 certification for its PHC at Othara.



### Various Government Health Programmes & Projects in Eraviperoor G.P.

- *Pain-relief & Palliative Cure* - Various pain-relieving and palliative-cure initiatives were implemented. Medicines were distributed to the needy. A nurse was appointed and an ambulance was bought for house visits.
- *Insurance cover for cancer treatment* - A Scheme for insurance cover towards treatment of cancer at Regional Cancer Centre, Thiruvananthapuram was implemented. 176 women laborers, who completed their hundred days of employment under MGNREGS, were among the beneficiaries.

As a result, of the Arogya Sabha initiatives, the health outcomes of the Panchayat improved vastly and were recognized as one of the best in Kerala.

### **Jagratha Samithi**

Jagaratha Samithi is an alternative dispute redress mechanism for resolving the complaints and petitions raised by women and children, without their having to approach the police or the judiciary. The Samithi makes its sitting on the first Friday of every month and deals with various complaints like maintenance allowance, partition of family property, and protection for senior citizens etc. and gives counseling to the needy. It proved to be an effective grievance redress forum at Panchayat level as well as at Ward level with special focus on preventing and addressing atrocities against women and children. In 48 months, the Samithi received 182 petitions and amicably settled 173 of them. The aim is to make the entire Panchayat litigation-free, over time.

### **Haritha Gramam**

Fallow land cultivation as well as modern cultivation schemes to improve the agriculture production is the feature of the Haritha Gramam (green village) initiative. Twenty five acres of fallow land was cultivated with paddy under the Scheme. It inspired the farmers to start cultivation in poly houses. In order to promote roof gardening, 1,250 “grow bags” with seedlings and two rain shelters were distributed in one year alone. Preparation and supply of “grow bags” was taken up by the “Labor Bank” formed in the Panchayat. Around 20,000 plants were distributed under the aegis of Special Ward Committees. A garden of Ayurvedic plants was setup in the Government Upper Primary School at Vallamkulam.

### **Mahatma Gandhi National Rural Employment Guarantee Scheme**

Under the MGNREGS, various durable assets were created. They included:

- *‘Varattar Punarjeevanam’ Rejuvenation of River – Varattar.* It is a river that got dried up, having stopped flowing 30 years back. A plan was drawn up to clear the river path, remove sand and mud, and to regenerate the water flow. The first stage of the work was completed during 2013-14.
- *Improvement of Roads – “Metalling”* and black topping of village roads (1280 mtrs.) was completed in several Wards, using Panchayat Road Maintenance Grants.
- *Rain Water Harvesting –* 38,000 Rain Water Harvesting pits were constructed in the Panchayat area. This increased the ground water level and proved to be a remedy during drought to a considerable extent.
- *Banana Cultivation -* The Scheme was formulated and implemented as a Productive Sector project, in which funds under MGNREGS and Panchayat Plan were integrated and utilized. Forty two citizen groups were part of the project and 13,860 banana seedlings were planted. Subsidy was given under the Panchayat Plan for seedlings and fertilizer, while labour charges were borne out of MGNREGS funds.



*Haritha Gramam Initiative,  
Eraviperoor, G.P.*



## **Success: The Impact**

To obtain feedback about the services after the implementation of the initiatives, a survey was conducted throughout the Panchayat. The feedback strongly brought out the positive nature of the changes and wide-spread appreciation by the people. The comments in the survey showed that the improved quality of services was in tandem with the contemporary-demand and citizen-expectation scenario.

Interaction with stakeholders and citizens / users highlighted the success of the Panchayat, for its service-oriented and people-friendly initiatives. Patients who visited the PHC praised that it's more than a hospital and a true family-caring centre. Employees engaged in various units and productive activities as well as the local community were overwhelmingly happy with the various initiatives and the benefits accruing therefrom.

The completion of the implementation of each of the projects successfully, certainly contributed to the Panchayat emerging as a model not just for Kerala, but for the whole country.

The initiative won accolades not only from several quarters from within the country but also on the international platform. The Sweden-based International Centre for Local Democracy (ICLD) that visited the Panchayat with its researchers from 11 nations adjudged Eraviperoor as the best Panchayat based on its rich project diversity and successful implementation.

The initiative was also conferred with the State's Bio-diversity Management Committee Award. Elected as a Model High Tech Green Village, it was given an additional government aid of Rs three crore. As a further and resounding recognition for its achievements, the Panchayat won the most coveted Prime Minister's Award for Excellence in Public Administration for the year 2013-14.

The exemplary and emulation-worthy performance of the Panchayat found a mention in the Limca Book of Records, in 2015-16.

## **Sustainability**

The major contributing factor for the initiative was the involvement and confidence reposed in the Panchayat by the Grama Sabha and the support by the Grama Panchayat Board. The funds available with the Panchayat, as well as those under MNREGA, together with the Plan and Non-Plan funds of the Government of Kerala, ensured that the works progressed uninterrupted in a smooth and systematic manner.

Retired personnel settled in the Panchayat proved to be very useful resources. Their commitment and contribution in various projects made an immense positive difference and reinforced sustainability and hence merits special mention.

## **Scalability**

Riding on the success of its projects, the Panchayat is planning many more services in separate phases, including women empowerment and skill building. Citizens are willingly and readily coming forward to contribute to the pool of resources, so that the initiative could be expanded in scale and scope. Moreover, they are an inspired lot because they have already tasted success.

A step in this direction is the Nutrimix project, a food-supplement initiative by the Panchayat that engages and provides employment to 20 women members of a Kudumbashree group. They sell nutrient food to about 139 Anganwadies in the Panchayat and also to nearby areas. It helps the women in their livelihood. The product (nutritious powder) is made from quality wheat, ground nuts, corn etc. and has good acceptability and demand.

### **Project Champion Speak**

The Eraviperoor Grama Panchayat initiative is an organizational effort led from the front by the then Panchayat President Shri N Rajeevan, an advocate by profession. The recognition and accolades won by the Panchayat are the result of continuous efforts by him and his team, ably supported by the government functionaries and the citizens.

“All panchayats in Kerala receive the same amount as funds from the Local Self Government Department but what made Eraviperoor Panchayat unique is the fact that it invested the funds in initiatives that are of direct interest and common concern to the local people,” says Rajeevan.

He credits the success to the fact that the initiatives were all demand-driven, in other words, addressing the felt needs of the people. He recalls with satisfaction the proactive role that he and his team played by visiting the households for eliciting their expectations, which had come in for lot of praise and generated awareness, interest and enthusiasm among the citizens.

He highlights that the entire Panchayat staff and members worked as a team in spite of their political differences, for the common good of the village. The Panchayat members developed excellent cooperation with the Panchayat staff, the administration team.

“Funds from Central and State schemes like MNREGS and Suchitwa Mission need to be integrated and dovetailed to get innovative projects completed”, advises Rajeevan drawing upon his successful experience.

“Moving from the conventional approach of involving only the government machinery or depending exclusive on it, the Panchayat brought in private players for speedier and targeted implementation of projects. This is another key recipe for success”, opines Rajeevan.

Rajeevan gratefully acknowledges the support extended by Block Panchayat and District Administration, whenever he and his team faced difficulties in implementing the projects due to resistance from vested interests. “With such backing, I could strictly enforce compliance to get things done”, Rajeevan proudly states.

“We knew that if we work as team, people too will appreciate and come forward for benefit of all”, avers Rajeevan. He drives home the importance of mutual trust, delegation and empowerment when he professes that as the President of the Grama Panchayat, he takes the responsibility and identifies a project after due consultations, his team would take over the activities and go ahead with implementation with full steam till the initiatives are successfully completed.

“When once we demonstrate our commitment to transparency, timeliness and integrity in our activities, people realize, recognize and appreciate our efforts as truly service-oriented and it reinforces their faith in the Panchayat that it’s THE place for their needs addressed and grievances redressed, as we experienced”, proclaims Rajeevan. “Keep the initiatives simple so that their benefits can be easily felt and experienced quickly by the people” suggests Rajeevan.

“Wholehearted involvement of local community is the key. For that to come by, it’s the responsibility of the Panchayat to sensitize and build awareness in the communities on the positive aspects of the initiatives and enhance their capacities for active participation and contribution” is a sound piece of advice by Rajeevan for the replicators.

## STRATEGY FOR REPLICATION

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The major factors that led to the success of the initiatives were the care and concern for the societal well-being shown by residents of the Grama Panchayat. Grama Sabha members, government officials as well as other stakeholders came together to work to address the commonly felt need for the betterment of services like waste management, combating diseases, improved health services delivery, security of girl children, orienting youth towards better and knowledge-based opportunities, addressing ecological and environment issues etc.

### **Replicability**

- a) The Eraviperoor Grama Panchayat implemented about nine major interventions under the initiative. All the services covered are those which any Panchayat Raj Institution (PRI) would dream to provide. Secondly, all the services were provided on the principle of pooling and sharing of resources and services. Therefore, the initiative has a strong potential for buy-in and resultantly, replication worthiness.
- b) With due identification of funds, functions and functionaries, any State, District or Panchayat can replicate these interventions by addressing the local needs through a viable strategy and acceptable plan of action.

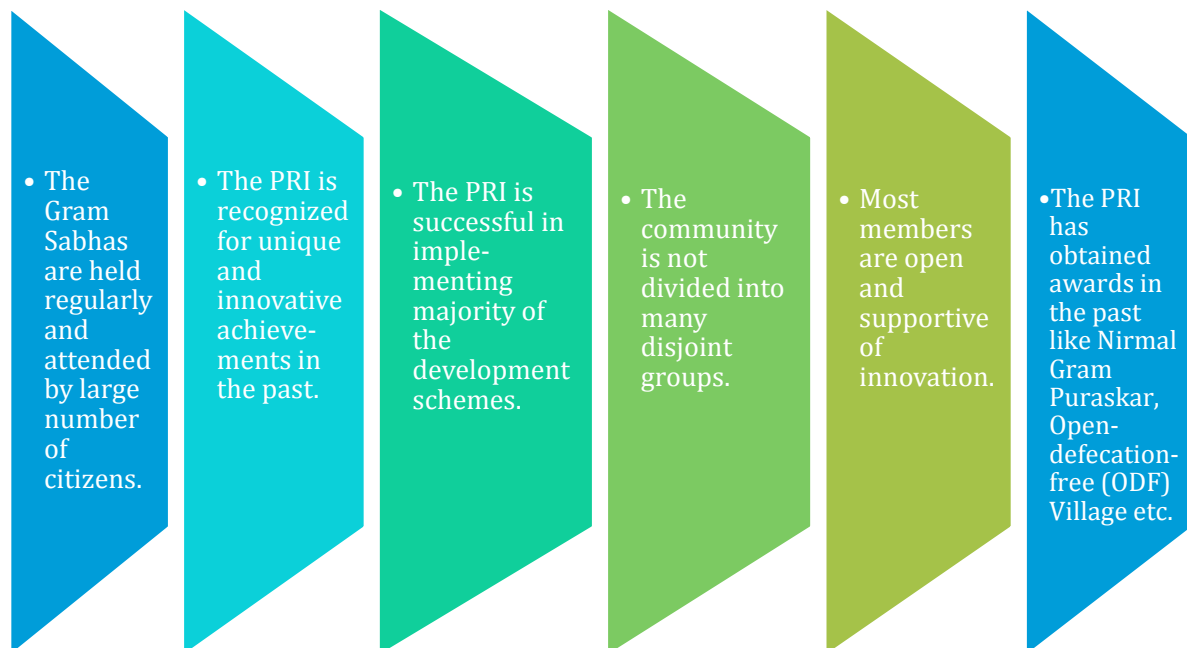
### **Framework for Replication**

It is vital that the replicating State has in place a string and vibrant Panchayat Raj system, with effective transfer of funds and functions to the functionaries at the grassroots level. A Panchayat which has already proven itself for good performance could be an ideal candidate for replicating the initiatives of Eraviperoor, if they have not been taken up already. Initiatives chosen should be location-specific. There is a need to identify particular/ newer initiatives based on a demand-driven approach, so that there is ready acceptance, willing cooperation and whole-hearted participation by the people of the Panchayat. It is better to choose those initiatives for replication for which the relevant Schemes / Guidelines are available in the State. Else, there would be scope for queries and delays. If the initiatives are heavily dependent on funding from National/State agencies/ schemes, sustainability could get affected if priorities or programs change at the National / State level. Such initiatives are to be avoided. Encouragement and support from the District Administration and the Department concerned at the State level (dealing with PRIs) are important. If staff which is part of the initiative gets transferred mid way during implementation, it will lead to project progress getting affected. This is best avoided.

At the outset, the services provided by the Panchayat need to be analyzed, so as to identify the gaps that could be fulfilled through replication suiting local conditions.

- a) Before replicating the interventions, sensitization of the community is needed so that it can appreciate the potential benefits and the level of commitment, involvement and participation expected of it.
- b) The initiative calls for capacity-building, need identification and community ownership. Therefore, training needs should be ascertained, keeping in view the initiatives being taken up for replication.
- c) The initiative needs to be incorporated in the Panchayat Annual Work Plan. Considering the significant outcomes and success of the Eraviperoor endeavor, a model PRI Work Plan could be prepared, so that the same project could be implemented in multiple PRIs in a phased manner, ensuring balanced progress and development.

For selecting a PRI for replication, the following aspects could be considered:



A PRI with the above attributes is an ideal candidate for taking up replication.

The scope of activities undertaken by the Eraviperoor Grama Panchayat needs to be calibrated with the local conditions, in terms of suitability of the activities, eligible persons under each selected activity, potential for use and the resources required. After due analysis of the PRI, the activities may be customized and finalized.

After selecting the activities for intervention, the key stakeholders need to be identified. They could be Ward members, members of the Village Development Committees, village level workers of the Departments of Panchayat Raj, Health, Agriculture, Revenue and Rural Development, media and communication specialists of the area and Civil Society Organizations (CSO) and Non-Governmental Organizations (NGOs) working in the rural development sector in the locality. Participatory meetings are to be organized where the concerns of each category of stakeholders could be addressed and later redefined.

The process of implementation should be tuned to PRI requirements besides considering the PRI priorities and work culture.

The Replication Framework needs to consider existing services/schemes of the PRI in the district. The government schemes of various departments such as Health, Women & Child Development (WCD), Social Justice, Agriculture and Rural Development need to be taken stock of and appropriately dovetailed while preparing the activity plans.

State, Block, District leadership needs to be apprised/involved by the PRI. Successful projects involve the encouragement and participation by the State/District leadership as well as elected public representatives. Leaders prove to be great advocates of interventions of the Eraviperoor kind. Workshop and meetings with stakeholders would help address their concerns so that guidelines and the action plans could be suitably amended.

Based on the activity plans, budgets are to be prepared considering the possible sources of funds. The budgets should be prepared only after finalizing the activity plans. Workshops/ Grama Sabhas involving key stakeholders will not only provide solutions to possible problems

but also help in identification of activities, long term and immediate objectives, ultimate goals as well as ownership for various interventions.

Implementation should involve a Documentation and Dissemination Plan to share the experiences within the PRI, Block, District and the State.

Sustainability of replication would be ensured if the initiative is institutionalized, ownership by the stakeholders is promoted, capacity building is ensured, resources/funding are tied up, information, education and communication (IEC) campaigns are conducted and a balanced and equitable distribution of benefits is established with due socio-economic justification.

## SUCCESS STORY: GUJARAT

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### Background

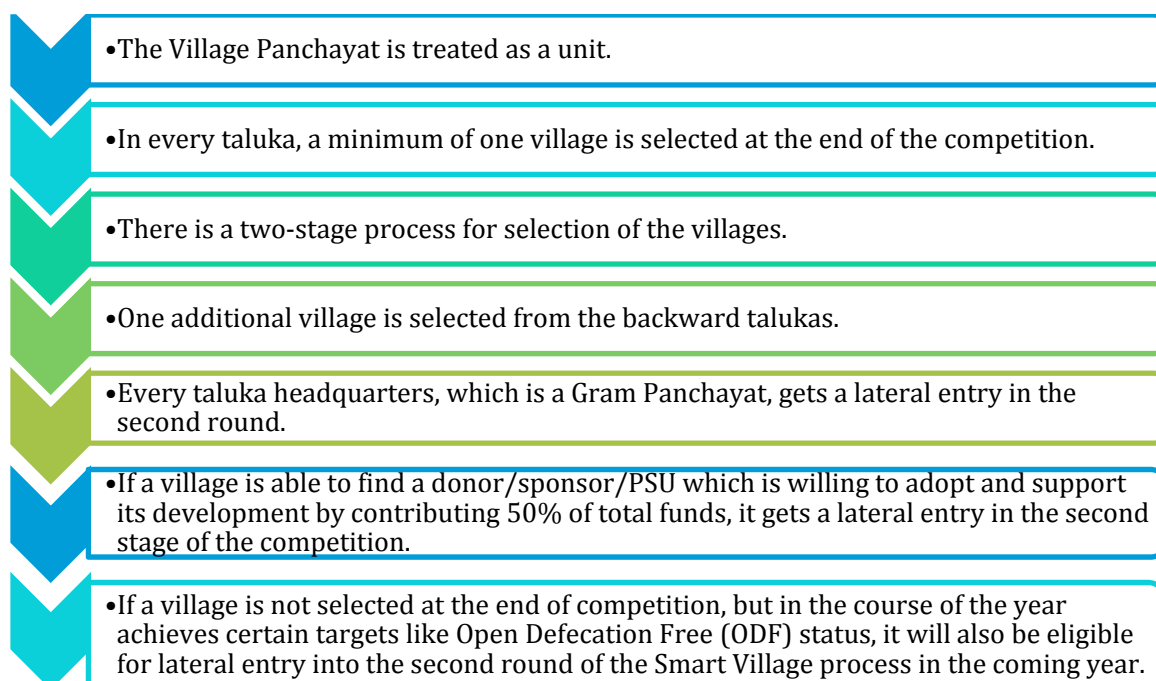
Gujarat, strategically located on the West coast of India, has been a model state for its development-centered governance. One of the many pioneering initiatives of Gujarat's governance includes the "Smart Village" project, which aims at making the villages clean and healthy, environment-friendly, disease-free, and socio-economically empowered.

### Smart Village Yojana

"Smart Village" is a "destination", which select villages aspire to reach with a set vision in mind, with due support from the State Government. Through an open competition, certain villages are selected, which prepare their own plans, to be executed over three years, ensuring overall development and focusing not only on physical infrastructure but also sanitation, cleanliness, education and health.

A village shortlisted after the competition will be one with a clear vision for its development, capable of utilizing resources available and ready to perform its duties under various Acts and rules to deliver services effectively to all sections of the society. This, in a nutshell, is the improvised replication initiative of the progressive State of Gujarat.

### Highlights of the project

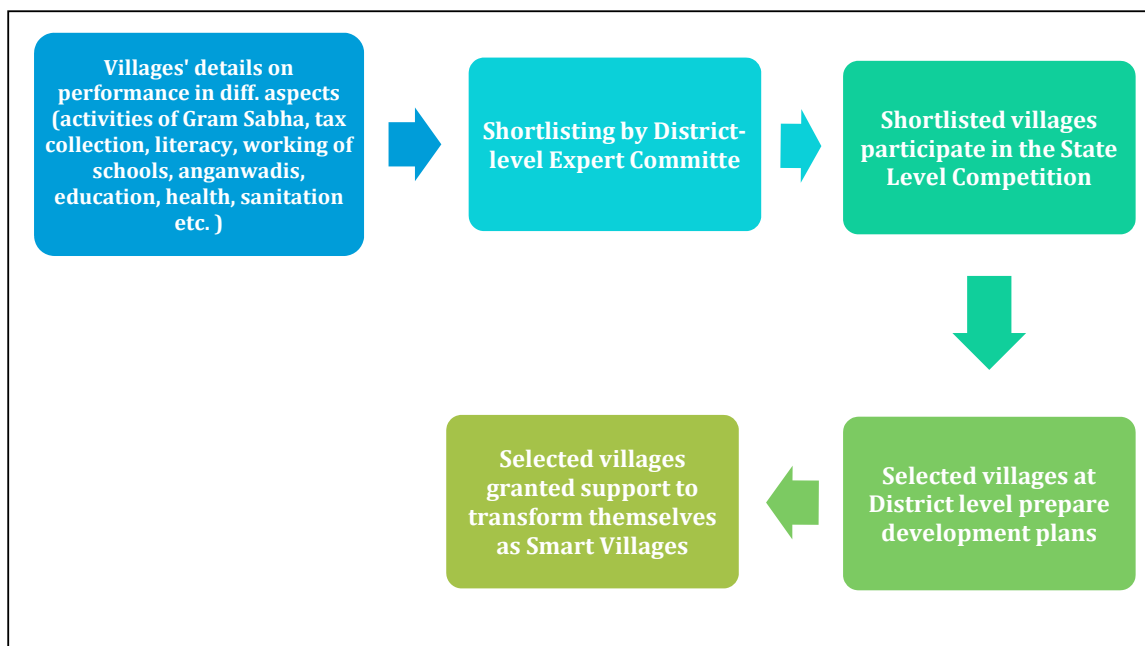


### Selection process

There is a two-stage process for selection of villages under Smart Village scheme. In the initial stage, all villages are motivated to fill an entry form for the competition. This entry form seeks details of performance of the village in different aspects like activities of Gram Sabha, tax collection, literacy, working of schools, anganwadis, and involvement of village in education, health, sanitation and cleanliness.

This form is checked for veracity and forwarded to a District-level Expert Committee which

shortlists a certain multiple of villages, as allotted to the district. The Committee does its assessment based on objective criteria. At the end of stage one, two or three times the number of villages allotted to a district are selected to participate in the state level competition.



*Selection Process - Smart Village*

In the second stage, villages selected at the district level, prepare their respective plans for development. This plan should be prepared keeping in mind the mandatory targets and vision to be realized for the village to be identified as a Smart Village. Every village is given a grant to prepare its plan and support is provided by the District team for preparing the plans. At the state level, villages are selected based on the plans they prepared. At the end of stage two, around 300 – 400 villages are selected, which will be supported for next three years to reach the goal of Smart Village.

### **Mandatory Targets for Smart Village**

- Total Immunization
- 0% school dropout ratio
- Open defecation free
- 90% collection of taxes
- Compulsory door to door garbage collection
- Maximum service delivery at E-gram center
- 100% institutional deliveries
- 100% individual toilets
- Roads without encroachment
- 100% registration of births & deaths
- Compulsory four Gram Sabhas with quorum of minimum 50% of total voters
- 100% bank accounts

- 100% enrollment of children in Anganwadis
- Revenue / Panchayat record classification
- Road side Plantation
- Wi-Fi connectivity in the Village

### **Potential Success: The Impact**

#### **Social Development**

- Crime- free village
- 100% literacy village
- Mal-nutrition-free village
- Child-marriage free village
- Pollution- free village

#### **Human Development**

- 100% coverage of widows, differently-abled persons and senior citizens for government benefits
- 100% girl-education up to 8th standard
- Reduction in child mortality

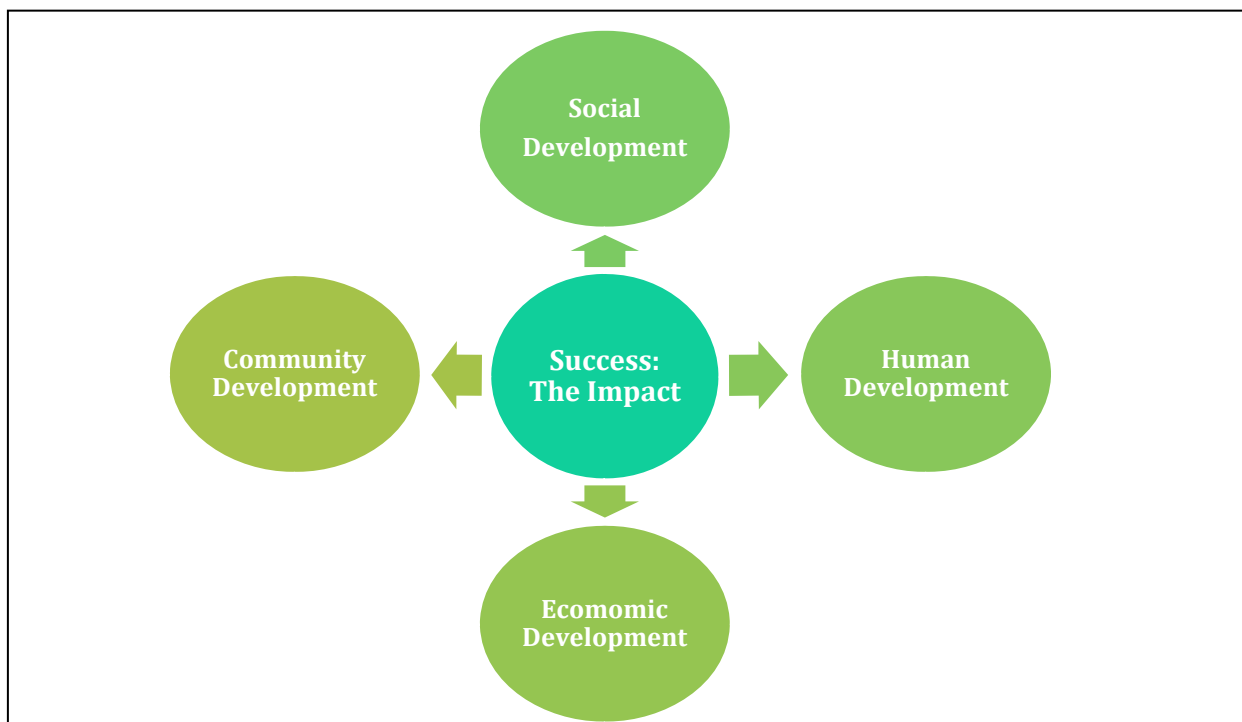
#### **Economic development**

- Organic farming/Vermi compost
- Progressive farming
- Soil Health Card
- Dairy development
- Hat Bazaar
- Increase in employment opportunities

#### **Community Development**

- Drinking water / Tap water
- Internal roads
- School building
- Health center
- Door to Door collection of garbage.





*Potential Success: Impact of the Smart Village*

Thus, the Eraviperoor Gram Panchayat model of successful local self governance spurred the spawning of improved, improvised and integrated initiatives like Smart Village in Gujarat, towards realizing the objective of contributing to the socio-economic and human development of the population residing in villages.

**CANAL-TOP SOLAR POWER PROJECT- A NEW DIRECTION  
TO GREEN AND CLEAN ENERGY, MEHSANA DISTRICT,  
GUJARAT**

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***“India has now graduated from Megawatts to Gigawatts in  
terms of renewable energy production”***

**- Shri Narendra Modi, Hon’ble Prime Minister**

## ORIGINAL INITIATIVE

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### Background

The challenges of climate change and global warming have been a matter of great concern to humanity, as a whole. As silent killers, they are spreading their tentacles to such alarming proportions that the toll, in course of time, could be more devastating than any known catastrophe.

Today, the fact that conquering this man-made destruction rings in an environment that will help us, and the future generations breathe easy, is on the top of the agenda of every national and international forum.

In tune with its visionary conceptualization that stemmed from a compelling need to redress the rising menace, the State of Gujarat rose to the occasion almost a decade ago. This was necessary because the climate change had a direct, and ominous, bearing at not just the state level but also at the national level.

Realizing the overwhelming need to tackle the challenges head-on, the Government evolved viable integrated policy prescriptions and programmes that could mitigate and reduce the deepening of the vulnerability.

The Government was also aware of the cascading effect and the enormous cost implications it brought along, which also had the potential to escalate if preventive remedial measures were not put in place, alongside the programme implementation.

While the exhaustible reserves of fossil fuels were a cause for worry for the nation's energy-security, volatile market prices of fuel resources were making matters worse.

The State Government recognized the central role of energy in this context. This could be meaningfully handled with more prudent use of conventional energy by promoting sustained use of new and renewable energy sources and applications that had the potential to reduce emissions and hence the adverse impact on climate change. This was almost like a double-benefit as it would prevent erosion of natural carbon energy resources that the State has been endowed with.

Based on this very resourceful 'climate-friendly initiative', the State decided to promote energy efficiency measures, adopt preventive management techniques and build capacities in which all stakeholders could contribute and help achieve the transition to a more energy-secure future. Needless to emphasize, the State has come a long way in this pioneering endeavor.

Gujarat is endowed with high solar radiation levels with 300 days of clear sun, very conducive arid conditions and minimal sun-tracking, especially in the barren wasteland areas. Given this enabling scenario, the State government has been encouraging solar power generation projects as a means for socio-economic development of backward regions that also helped generate livelihood opportunities to the local population. In a way, the State could potentially evolve as the nation's 'Integrated Solar Generation Hub'.

Inspired by the successes, the Government of Gujarat introduced the Solar Power Policy – 2009 with the objective of promoting generation of green and clean power across the length of breadth of the State. The Policy facilitates judicious use of an appropriate mix of technologies.

Not one to rest contented, the State, under the dynamic stewardship of the Hon'ble Prime Minister, Shri Narendra Modi ji, who was the then Chief Minister of the State, envisioned utilizing the large canal network and exploiting **Saur Urjashakti with Jalshakti** to reap the twin benefits of saving on the use of land and conserving water by way of reduced evaporation.

Putting in place a solar power plant needs large acreage of free land -approximately five acres being the requirement to establish one MW capacity project. It goes to the ingenuity of the State Government that it recognized and appreciated the fact that the canal network provides a unique opportunity to accommodate solar panels as it eliminates land acquisition issues and also reduces water evaporation, as solar panels block a substantial amount of sunlight falling on water.

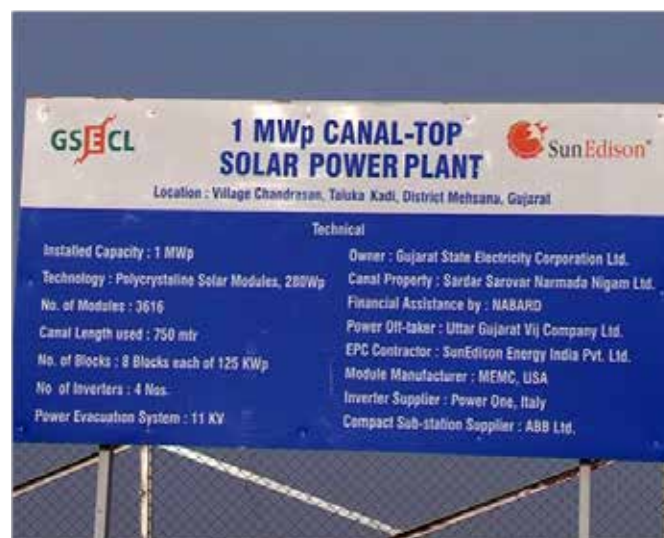
A conservative estimate is that a one MW pilot plant will save about nine million liters of water annually from evaporation and thus, leads to conservation of this precious natural resource. Another proven advantage of solar power is that the generation of energy is close to the consumption point. This helps in minimization of the transmission and distribution losses, a vexatious issue for conventional energy supply networks when electricity is to be transported from power stations that are normally situated at a considerable distance.

### Objectives

- i. To put into action the great vision of combining Saur Urjashakti and Jal Shakti (Generation of Solar energy & Conservation of Water).
- ii. To reinforce and give a new direction to green-energy revolution.

### Implementation roadmap

The roadmap that was formulated envisaged selection of an easily accessible site that could be useful for future scale-up; establishing and commissioning of a pilot and demonstration plant on the canal to facilitate solar power generation; study of the plant functionalities as a viable prototype besides finding ways to reduce the cost of setting up similar plants in the future; and, creating awareness and promoting use of canals for future solar plants.



*Canal-Top Solar Power Plant, Gujarat*

## Highlights of the Initiative

Though private sector was appreciative of this concept as a first-of-its-kind path-breaking initiative, it was hesitant to come forward in view of the cost factors. Against this backdrop, the Gujarat State Electricity Corporation Ltd (GSECL) took up the task to establish the demonstration project, taking the one MW solar photovoltaic power project on Narmada branch canal as a challenge.



*Narmada Branch Canal, Gujarat*

Supporting the cause and the innovative endeavor espousing it, the Sardar Sarovar Narmada Nigam Limited (SSNNL) issued “Right of Use” and “Right of Way” to GSECL for implementing the project on the canal top.

The branch canal near village Chandrasan was selected as the site from among ten short-listed ones after taking into consideration its suitability and proximity to the State capital.

As a part of sustainable business model, a power purchase agreement (PPA) was signed with the Uttar Gujarat Vij Company Limited (UGVCL), which is off-taking the generated solar electricity at 11 kilo volt-level in its local distribution grid.

GSECL facilitated visits of representatives of Central Government, State governments, industry, developers, educational institutions, students and media, so that they could understand and appreciate the concept as well as the nuances of the implementation.

The local community not only cooperated all along as a demonstration of their solid support but was present in full strength when the project was being dedicated.

### Monitoring Mechanism

The project was executed through an engineering, procurement and construction (EPC) contract.

In its capacity as the owner and developer of the unique project, GSECL coordinated with all the stakeholders and ensured its timely completion.

The project work started in September 2011 and progressed with precision. The commissioning was carried out in phases from January 2012 to February 2012. The project was dedicated to the nation on April 24, 2012 by the Hon'ble Prime Minister, who was the then Chief Minister of Gujarat.

### **Success: The Impact**

Besides being a successful model of clean energy generation, the initiative demonstrated its many benefits – both direct and indirect.



*Photo Voltaic Modules- Canal-Top Solar Power Plant*

For instance it has been observed that generation of energy for the same capacity was significantly higher in a Canal Top Solar plant when compared to the plant erected on the ground. This is on account of the temperature of panels being relatively lower due to the cooling effect of the water beneath.

That apart, shadowing effect of the solar panels on water results in a lower rate of photosynthesis and retarding the growth of algae in the water. This was found to reduce clogging in pumping stations and irrigation pumps, thus lowering the operation and maintenance costs for canals and irrigation.

A bigger reward is that the plant spurs development of the adjoining areas, spawning and stimulating economic activity, in the process.

Thus, there has been appreciation from all quarters, from the expert to the common man on how the project could help the State, country and the world in harnessing solar power, conserving water and emerging as a tangible solution to combating climate challenge.

It is therefore not surprising that the innovative initiative was recognized with a slew of awards, including coveted ones like the 11<sup>th</sup> India Tech Excellence Award 2012 (Innovative Clean & Green Energy Generation); 5<sup>th</sup> India Power Award 2012 (Innovative & Imaginative Use of New & Renewable Sources); Global Solar EPC Award (Finalist); 7<sup>th</sup> India Power Award 2014 (For the valued contribution made to the Energy Sector); and the Hon'ble PM's Award for Excellence in Public Administration, 2014.

**The deluge of positive feedback and wide-spread appreciation from national and international dignitaries, representatives from a multitude of organizations, institutions and government agencies who visited the plant for a first-hand study remains till today as the most satisfying and heart-warming reward for this excellent, exemplary, extraordinary, exceptional and emulation-worthy initiative.**

### **Sustainability**

The initiative is sustainable, given that the life of a solar plant lasts over 25 years. The crystalline technology used in solar panels is also proven. The availability of the canal is, of course, assured for a long period. The PPA is also signed for 25 years. Thus, the project, with proven technical feasibility and financial viability as its credentials, is eminently sustainable.

### **Scalability**

Enthused and spurred by the success of the pilot, the installation of Canal-top solar plant on the main canal is already on the agenda of the Government of Gujarat. The Government also proposes to undertake an extensive study for widespread deployment of the canal solar power concept.

### **Expert Speak...**

As a domain expert and one of the resource persons who championed the pioneering initiative, Ms Bela Jani, Executive Engineer, GSECL, is an extremely happy officer, having witnessed from close quarters, the evolution, implementation and the amazing results of the initiative.

As an authority on the subject, she identifies the critical factors for the initiative as the purposeful oneness with which all the individuals drawn from across diverse departments worked in unison and in tandem with every other stakeholder.

Ms Jani urges the replicating States to use experts to conduct feasibility studies before the inception stage and also give due priority to design. “This could be achieved if stakeholders from Irrigation and Environment Departments and Distribution companies are brought on board right from the early stages” she suggests.

“Strong and visionary State leadership that encouraged and provided an enabling environment for the initiative, dedicated workforce that energized the positive efforts, engagement with stakeholders and the project consortium constituting the winning combination of Sardar Sarovar Narmada Nigam, Irrigation department and Gujarat State Electricity Corporation Limited (GSECL) are the significant contributory factors for achieving the success”, is her observation.

## STRATEGY FOR REPLICATION

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### **Replicability**

What has been the distinctive feature of this innovation is that it has brought about a noticeable qualitative impact for the better, on the environs.

Tangible benefits include enhanced efficiency levels of the canal-top solar system and also the increased life span of the solar modules.

The demonstrated initiative in Gujarat holds immense promise for the future. It is for these reasons that the Gujarat success story is worthy of emulation and the interest evinced by several states for its replication, exemplifies this aspect.

Thus, the concept is replicable in its entirety on account of its many proven advantages, not only for Gujarat or the nation but also globally.

### **Framework for Replication**

The framework for replication should encompass careful attention to and seamless integration of human, socio-economic, technological and environmental factors, which the initiative successfully demonstrated.

Considering the changes in the solar industry landscape, and taking into account that photovoltaic cells have higher capacity today than during the time of the initiative, as an improvisation, future implementations could explore 10 MW canal top solar power plants. Of course the infrastructural aspects such as support structures for the photovoltaic cells need to be designed suitably to reduce the load on the canal.



## SUCCESS STORY: PUNJAB

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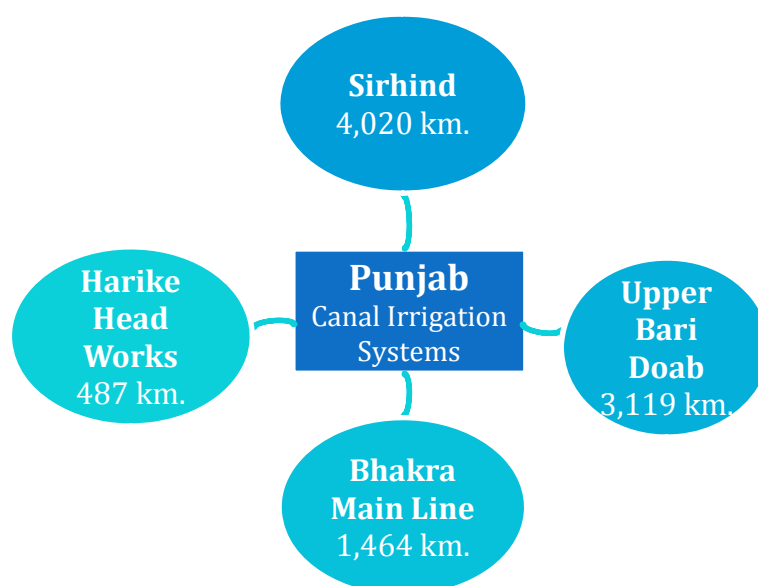
### Background

Punjab is a prosperous State of India with an area of 50,362 square kilo meters. Most of the State lies in a fertile, alluvial plain with many rivers and intensive irrigation canal systems. Monsoon brings the inimitable Baisakhi-styled joy to the agricultural sector. The region is so ideal for wheat-growing that it won titles like “Granary of India” and “India’s bread-basket”. Armed with progressive adoption of new technologies, the State has a good track-record of efficient power generation with high plant load factors. In fact Punjab is also a provider of electricity to other states that fetches valuable revenue to the exchequer.

Widely recognized and respected for its innovative and entrepreneurial spirit, the State is among the early movers for replicating the successful Canal Top Solar Power Generation endeavor of Gujarat.

### Reasons for Replication

Punjab State has vast Canal irrigation systems (about 9090 km) that comprise:



*Canal Irrigation Systems in Punjab*

The State’s land is extensively earmarked for agricultural purposes. Hence, the Canal Top Solar Plants make a sound proposition to spur pollution-free energy generation capacity, utilization of vacant space over the canals and, more importantly, obviating the necessity for additional land use for the purpose.

### Progress report

Mapping of the available potential on the main canals showed that there is a scope for more than 1,500 MW for installation of Solar PV projects. Evacuation points have been identified and the distance of the sub-stations from the potential canals varies from 3 Kms to 8 Kms. Accordingly, pre-clearances from the State Irrigation Department were obtained.

The Union Ministry of New & Renewable Energy (MNRE), sanctioned 20 MW capacity pilot-cum-demonstration project for development of Canal Top Solar Projects to the State of Punjab

with central financial assistance of Rs.3.0 Crore per MW or 30 per cent of the project cost, whichever is lower.

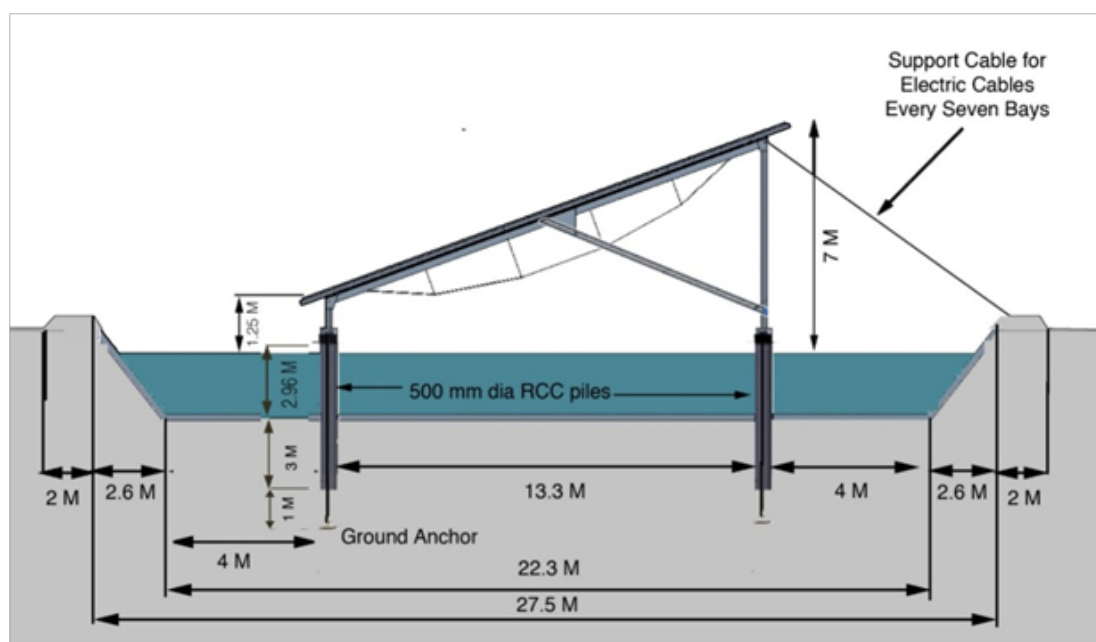
These projects are being implemented on Build, Operate & Own (BOO) basis under the State New & Renewable Sources of Energy (NRSE) Policy. Two Projects of a total of 5 MW capacity (2.5 MW each) on Sidhwan Branch Canal and Ghaggar Branch Canal have been allocated through e-bidding to private developers. The Projects are due for commissioning by March 2017.

E-bidding is also scheduled in April 2016 for the remaining 15 MW Canal Top Solar PV Projects.

### Highlights of the Projects

#### Sidhwan Branch Canal

<b>Sidhwan Branch Canal, Punjab</b> <i>(Scheduled Commissioning: March, 2017)</i>		
<p><b>About</b></p> <p>2.5 MW</p> <p>Special Purpose Vehicle (SPV) Project</p> <p>No. of panels: 8,335 of 315 W each.</p>	<p><b>Location</b></p> <p>On Sidhwan Branch canal (Sirhind Canal System) Stretch: 1.2 kms.; Width 28 m.</p> <p>In the vicinity of Ludhiana (20 kms.) &amp; National Highway: Ludhiana-Doraha-Delhi (around 5 kms. )</p> <p>Sub-station for evacuation of power: 7 kms. away.</p>	<p><b>Project Cost</b></p> <p>Rs. 25.10 crore (Rs. 10.04 crore per MW)</p> <p>Tariff applicable: 7.03 per Kwh.</p> <p>Expected annual generation: 15 lakh units per MW.</p>



*Section Sidhwan Canal*

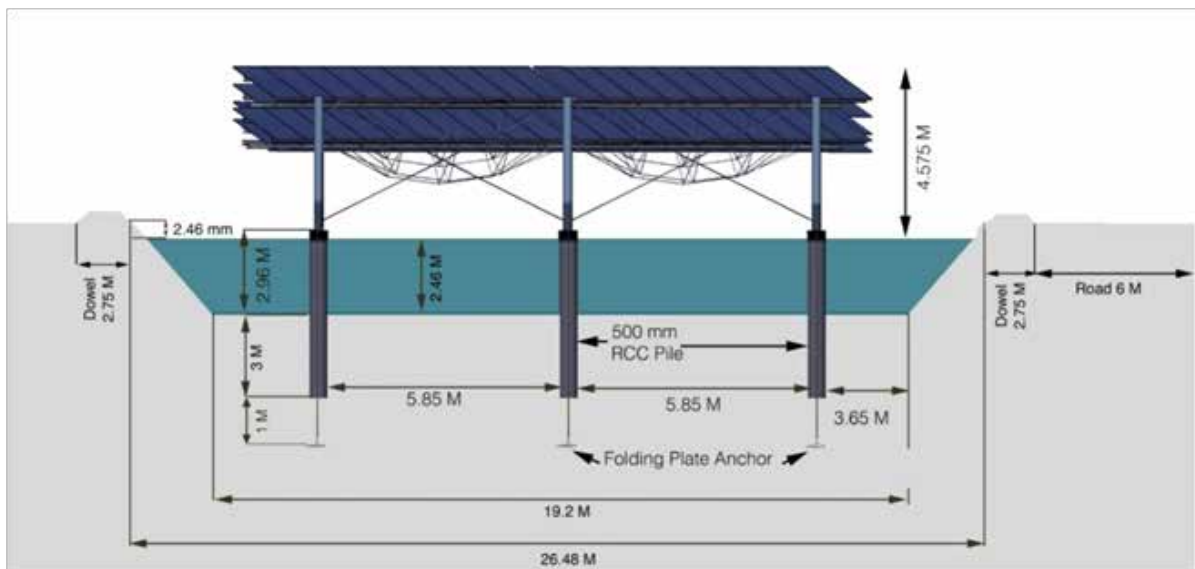


*Graphical Representation of The Project on Sidhwan Canal*

## Ghaggar Branch Canal

### Ghaggar Branch Canal, Punjab (Scheduled Commissioning: March, 2017)

<p><b>About</b></p> <p>2.5 MW Special Purpose Vehicle (SPV) Project</p> <p>No. of panels: 8,335 of 315 W each.</p>	<p><b>Location</b></p> <p>On Ghaggar Branch canal (Bhakra Main Line Canal System) Stretch: 2.1 kms. ; Width: 26.5 m.</p> <p>In the vicinity of: Patiala (25 kms.) &amp; National Highway: Patiala- Sangrur (about 3 kms. )</p> <p>Sub-station for evacuation of power: 5 km.s</p>	<p><b>Project Cost</b> Rs. 26.14 crore (Rs. 10.46 crore per MW)</p> <p>Tariff applicable: 7.01 per Kwh.</p> <p>Expected annual generation: 15 lakh units per MW.</p>
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*Section Ghaggar Branch*



*Graphical Representation of the Project on Ghaggar Branch Canal*

### **Improvisations in Replication**

- The Canal width in the state of Punjab is higher than that in Gujarat, where the canal top projects had a width of 10m to 20m. The width of Punjab canals varies in the range of 27m to 70m having water depth of 2m to 6m and high volume of water flows. This called over suitable design innovations.
- Piles and piers have been provided to reduce the span for mounting of module structures.
- As a further improvisation over the Gujarat model, the projects were designed with further care to ensure that the canal banks do not adversely impact the canal's safety, service road or the inhabitants in their vicinity.
- The structural design for module mounting structures is a unique combination of RCC piling and ground anchoring. Additionally, the super structure is based on steel in tension-cable technology-design and space-frame concept.
- Periodic de-silting/cleaning of the canal bed with floating pontoons helps maintain the safety of the canals and also the smooth flow of water.
- The canals are the lifeline of agriculture and are closed only for 10-15 days in a year for maintenance. Execution of work regarding entire piling, anchoring and mounting steel structure work is scheduled during this short closure period, even in running water.

### **Incentives by the State Government for solar power projects**

To promote new and renewable sources of energy, the State of Punjab is extending a number of incentives, concessions and exemptions. Some of them include:

- 100 per cent Electricity Duty exemption for power consumed from state licensee during construction and testing of the project.
- 100 per cent VAT Exemption for manufacturing and sale of New and Renewable Sources of Energy (NRSE) devices/systems and equipments/machinery for NRSE Power Projects.
- 100 per cent Exemption from entry tax in respect of all supplies (including capital goods, structure and raw materials) for setting up and trial operations of the projects.
- 100 per cent exemption from payment of fee and stamp duty for registration/lease deed charges for the land required for the project.
- 100 per cent exemption from payments for Change of Land Use (CLU) and External Development Charges (EDC) for the land required for Renewable Energy Power Projects.
- Solar Photo-voltaic (PV) Power projects are exempted from obtaining any No Objection Certificate (NOC)/consent under Pollution control laws from the Punjab Pollution Control Board (PPCB).

## SUCCESS STORY: ANDHRA PRADESH

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### Background

As a residual state after the carving out of the State of Telangana, the State of Andhra Pradesh (AP) is in the process of making substantial investments in infrastructure, so that the durable assets created would yield the desired socio-economic benefits. In the process, as a Sunrise State that is committed to clean and green energy, the Government of Andhra Pradesh is implementing one of the largest alternative energy programmes in the country with the 4000 MW solar parks. Towards this end, the State envisages installation of solar panels in coastal areas where vacant land is not available for installation of solar power plants.

### Reasons for Replication

The coastal region in Andhra Pradesh is endowed with many canals to meet the irrigation requirements. Hence, the State proposes to gainfully utilize the canal tops and bunds for installation of solar panels for generation of clean power. Grid connected solar rooftop systems are also being promoted.

### Progress Report

- On the completion of an extensive survey, the New & Renewable Energy Development Corporation of AP Ltd. (NREDCAP) has identified sites to set up of 1 MW canal top solar power project on the Losari Canal, near Gollavanitippa, Bhimavaram Rural Mandal, West Godavari District, under Pilot Demonstration Programme. Losari Canal is ideal as its width is only 8 mts. and the solar panels can be installed in 10 mts width.
- To set up a Canal Top Solar Power Project on Losari Canal, NREDCAP is coordinating at the district-level involving District Manager, DISCOM (Distribution Company) Authorities and District Administration.
- On approval from the State Government, the proposal was forwarded to the Ministry of New & Renewable Energy (MNRE), Government of India, which sanctioned the project under Pilot Demonstration Scheme, in December 2014.
- In addition to the 1 MW Canal Top power project, AP Power Generation Corporation Ltd. (APGENCO) is implementing 5 MW Canal Bund solar power project on Polavaram Right Main Canal, Gollgudem village, Unguturu Mandal, West Godavari District. Prior to this, no canal top or canal bund project was taken up in the State.





*Photographs of the Project In Andhra Pradesh*

### **Highlights of the project**

- NREDCAP took up the challenge to replicate the novel and innovative example set by Gujarat
- The Losari Site was selected after detailed scientific study
- The estimated project cost is Rs. 7.50 Crore and MNRE is extending Rs.2.25 Crore Central financial assistance.
- The contract was awarded to BHEL in April 2015 and it has progressed well. All works, electrical and 33/11 KV were completed in time.
- The length of 33 KV transmission line is 2.7 kms.
- Length of Canal being utilized is 1.4 kms and width is 9 mt.
- Due attention has been paid to conceptualization, design and manufacturing of the special structure with required strength and corrosion protection capabilities, keeping safety of canal as the vital focal point.
- The latest IT & technology is being used for monitoring/online remote monitoring.
- PPA has been entered with AP Eastern Power Distribution Company Ltd. (APEPDCL) @Rs.6.80/unit for a period of 25 years.
- Total tariff payment in a year is Rs 1 Crore.
- Incidentally, it is lowest project cost for a plant of its kind in the country

### **Goals and Timelines**

- 400 KW of solar plant was installed and could be synchronized in 10 days time.
- The successful commissioning was achieved in a record 8 months.

### **Monitoring Mechanism**

The EPC agency, BHEL, is responsible for operation and maintenance of the canal top solar plant for a 10 year period. NREDCAP and the State Government are closely monitoring the performance of the plant and the benefits accruing there from.

### **Success – The Impact**

- Five villages having a population of 20,000 are using the clean power.
- The initiative opened a new direction for green energy generation using existing infrastructure.
- The canal water is instrumental in lowering of temperature of the solar panels. It is envisaged, on the lines of the Gujarat model, that this will further improve the efficiency of the solar plant, besides also generating a higher electricity output.
- Minimization of the transmission loss, leading to strengthening of the grid.
- Conservation of environment, flora and fauna.
- Development of surrounding areas with suitable greenery and a boost to aqua life.
- Generation of 1.46 MU per year of green energy
- Carbon emission to the approximate tune of 1300 tons avoided annually
- Saving of 9 million liters per MW of water per year
- Employment opportunity for minimum 20-25 persons-unskilled, semi-skilled and skilled personnel, depending on length of canal

### **Way Forward**

- Balance of 600 KW is due for commissioning by end of April 2016.
- Buoyed by the success, more projects with higher generation capacity are being proposed across the State.





**RETURN OF THE LIVING DEAD- SASUR KHADERI RIVULET  
& LAKE THITHORA - A 'BHAGIRATH' ENDEAVOUR IN  
FATEHPUR DISTRICT OF UTTAR PRADESH**

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*“Reverence for nature is part of our shared heritage. We consider rivers as our mother, plants and trees as our God... after all, these are the things related to security of climate and hence, combating climate change is in our enlightened self-interest.”*

- Shri Narendra Modi, Hon'ble Prime Minister

## ORIGINAL INITIATIVE

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### Background

*This is the story of restoration and revival of the rivulet Sasur Khaderi and its source Thithora Lake in Fatehpur district of Uttar Pradesh.*

It is the unkindest cut of all. Nothing can be more gruesomely bizarre than when human greed for ‘conquering’ the world leads all and sundry to the pits, quite literally.

The human race is a blessed lot as it has been gifted bountiful Nature, which, when used to appropriate levels, could usher in a lifetime of bliss and give a new meaning to the ‘joy of living.’

For instance, rivers, lakes, waterfalls and ponds are invaluable gifts of nature, which are more than mere elixir of life. Not only do they provide for our life but also embellish the environment, like no other. Alas, the tragic irony is that when such life-giving creations are not tended to, they risk extinction. This is precisely what has been happening with some sections of the society taking to gross neglect or destructive exploitation, putting everyone’s life at peril.

The fact of the matter is that protecting such freely acquired natural heritage resources is a critical necessity. If timely action is not taken, human civilization would be in jeopardy. It is the self-destructive instinct that is wreaking havoc.

Understandably, rising population and catering to its survival needs that come alongside rapid industrialization and urbanization are adversely impacting the fragile ecological balance. At the macro-level, global warming leading to climate change is causing environmental disturbances. The negative effect of these changes becomes more pronounced, if preservation of natural resources is not duly addressed.

Such a disaster was staring in the face of the locals residing in Fatehpur district of Uttar Pradesh. Its lifeline, the iconic rivulet Sasur Khaderi was nearing the point of extinction due to various adverse conditions, from abuse to abandonment. While pessimism was writ large on face of hapless locals, the clueless authorities were perplexed.

Fatehpur district is blessed with Ganga in the north and Yamuna in the south, while the mid-part is provided with drainage by small rivulets like Pandu, Noon, Badi Nadi, Chhoti Nadi and Sasur Khaderi rivulets (1 & 2).

People in the area believe that the third river of the Sangam (the sacred confluence of Ganga, Yamuna and Saraswati at Prayag), River Saraswati, of which there is no trace now, once flowed through Fatehpur and with the passage of time, it came to be known as ‘Sasur Khaderi.’



*Map of Fatehpur*

Sasur Khaderi is an important river of the district. Originating from Lake Thithora in village Rawatpur under Teliani development block, it traverses 46 kms through Teliani, Bhataura, Bahua, Haswa development blocks before meeting Yamuna in the form of Badi Nadi. Through the stretch small drainages like Sahili, Dhamina, Kandhi, Bahua, Era, Bakaspur, Khesahan, Bada Gaon, among others, join Sasur Khaderi to provide with drainage to the central region of Fatehpur district. Thithora Lake is fed by Deegh and Bharsana drains.

It was only as recently as May 2013 that a startling revelation was made in a remote sensing report that stated that water bodies were in a critical stage in as many as 1,071 blocks spread across the country. Of these, a whopping 111 were in India's largest State!

It was pointed out that the situation in four out of 13 blocks of Fatehpur had turned critical in 2012, while three more blocks met the same fate a year later.



*Dried-up Route of River Sasur Khaderi before Restoration*

Environmentalists and Fatehpur Forum, a social organization, while alerting the Administration in 2013 about the danger lurking around Sasur Khaderi, sought the immediate intervention of the District Magistrate.

### **Objectives**

The grim reality was that the situation warranted restoration of Sasur Khaderi River to its original fully flowing glory and, that too, on a priority basis. A bigger problem confronting the authorities was that its main source, the Thithora Lake, was encroached upon. There was a need to replenish it for sustained water collection, conservation and for maintaining continuous water supply to the river even after the rainy season.

Despite the odds and responding to the SOS from the concerned people, the District Administration decided to formulate an all-encompassing plan that not only restored the original shape and flow of the 46km long river by making it free of encroachment, dredging and de-silting, but also went a long way in preventing water-logging that was posing a health hazard to people dwelling in the 42 villages along the river.

Sensing an opportunity in the challenge and determined to give the surroundings a new-look, the authorities decided to bring in an element of vibrancy by making the place a tourist destination too. This was very welcome, considering that Fatehpur district figured nowhere on the State tourist map.

It was, by and large, agreed that the ultimate aim of the project plan was to ensure maintenance of the river flow with the availability of lake water during the lean season that could be achieved by using gated check-dams at the lake and the river reaches. Scientifically, it was felt that on its completion, it would be able to increase the availability of water for irrigation as also give a boost to the overall agro-climatic situation and the hydrological cycle. To make the eco-balance plan even more relevant, trees were to be planted around the lake and river banks in order to check soil erosion.

Accordingly, a comprehensive plan was drawn out at the district-level to expedite the entire process of bringing in a welcome turnaround. Accordingly, the Lower-Ganga Canal division of Irrigation department, Fatehpur prepared the Project plan under the Mahatma Gandhi National Rural Employment Guarantee Scheme (MNREGS).

The project-plan was prepared in April of 2013. The ambitious project was to be completed before the rains in June of the same year.



*District Magistrate of Fatehpur, Smt. Kanchan Verma with Community Leaders*

### **Highlights of the initiative**

In the project formulation, the river channel was treated as a canal and accordingly the silt quantity was calculated to correct the entire internal section of 15m to 50m width, which meant a massive amount of earthwork. An estimated quantity of 1,46,065 cu.m and 11,05,455 cu.m of soil was required to be dug out from 7.377 hectare lake area and 38 km long river, respectively.

An innovative idea saved the day. As the river developed on its own, the only need was to provide a minimum section with proper slope at the bed level in the entire length of the channel. A slope of 20cms at every kilometre was to be maintained. Consequently, de-silting was planned in a shape of only one-third width, thereby reducing the quantity of earthwork to one-fourth of the original estimate.



*Labourers excavating along the Pathway to the River*

Leveraging the funds, functions and functionaries under MNREGS, the Government of Uttar Pradesh accorded an allocation of Rs 12.08 crore. This helped not only in cutting down the project cost but also in framing a strategy to complete the massive excavation in 45 days. Meetings were organized with Gram Pradhans (village heads) of all the 40 villages in the project area to both enlist their support and strengthen the hands of the local labour.

A befitting tribute to the proposal was the whole-hearted enthusiasm shown by the locals who felt that the initiative was a shot in the arm that was long overdue. They understood that the project was directly linked to their lives. The transformation gathered momentum and developed into a movement of sorts.

Arrangements for drinking water, shed, accommodation, food and emergency medicines like Oral Rehydration Salts (ORS) and payment to laborers were made at the work-site. During the summer months of May and June, taking advantage of the vacations, schools were used to provide shelter to labourers from far-off villages. Because of these measures demonstrating care and concern for the workforce, the workforce swelled to 5000, starting from a modest 100.

The soil excavation was engineered so meticulously that neither did it flow back into the river bed nor did it become an impediment to the flow of water into the river-catchment area.

Students of Koteshwar Inter College of Ramva village deserve a special mention here. The absence of a large number of labourers on a particularly hot morning may have dampened the spirits of the Administration but cheer came from unexpected quarters, and one that originated

from a spontaneous sense of belonging that was displayed by around 200 children. Soon after turning up at the site, oblivious of the perils in a job they had perhaps never undertaken, the enthusiastic kids started digging up the river bed. This self-manifested ‘Shramdaan’ spurred the village elders, who rushed to the site to join in the day’s work.



*‘Shramdaan’ by School Children at the Project Site*

In the case of Lake Thithora, dug up soil had to be stacked on lake-periphery in such a way that the delineation of lake’s boundaries was clearly earmarked without impeding the water streams flowing into it.

To ensure water pooling in the lake, a dam had to be built using the excavated soil at the gate that was proposed at the origin of river. In the middle of lake, a bird shelter island made of soil was also envisaged.

**प्राय का विवरण :-**  
**प्र.नाम -** ठिठोरा झील एवं ससुर खदरी नदी नं. 2 के पुनर्जीवन का कार्य  
**प्रोजेक्ट -** जल संरक्षण एवं जल संचयन का कार्य  
**एजेन्सी -** फतेहपुर प्रखण्ड निचली गंगा नहर, फतेहपुर  
**राशि -** 1208.00 लाख  
**प्रारंभ की तारीख -** 03-05-2013

**ग्राम -** ठिठोरा एवं उससे आगे नदी के ग्राम पंचायत  
**वर्ष -** 2013-2014  
**सामग्री प्रम -** 75:25  
**पूर्ति की अवधि -** 03 माह

**आवश्यक सामग्री**

क्र.सं.	विवरण	प्रति इकाई दर	कुल राशि
1	स्थानीय एकक के पास मात्रा	60000.00	
2	20 की मीटर	142.00	
3	12275 मानव दिवस		

**तकनीकी विवरण**

क्र.सं.	विवरण
1	ठिठोरा झील के 75:25
2	सुरक्षा का कार्य
3	नहर लाने के लिए नहर
4	ग्राम पंचायत का कार्य

*Revival Effort of Sasur Khaderi*

## Monitoring mechanism

It was beyond the capability of a single department to implement this project under MNREGA. So, assistance was taken from all Block Development Officers (BDOs) serving alongside the river alignment, the BDO staff and the village pradhans.

The length of 38kms was divided into chainages of a kilometre each. Each such task, stretching five kilometres, was entrusted to Junior Engineers, Rozgar Sewaks (employment personnel), Village Secretaries and Lekhpals. District-level senior officers' review meetings took stock of the progress. Even as they were racing against time, the project that was launched in May, 2013 was accomplished in just about a month's time!

It was nothing short of a miracle as meeting the deadline was presumed near-improbable.



*Thithora Lake Before and After the Revival*

## Success: The Impact

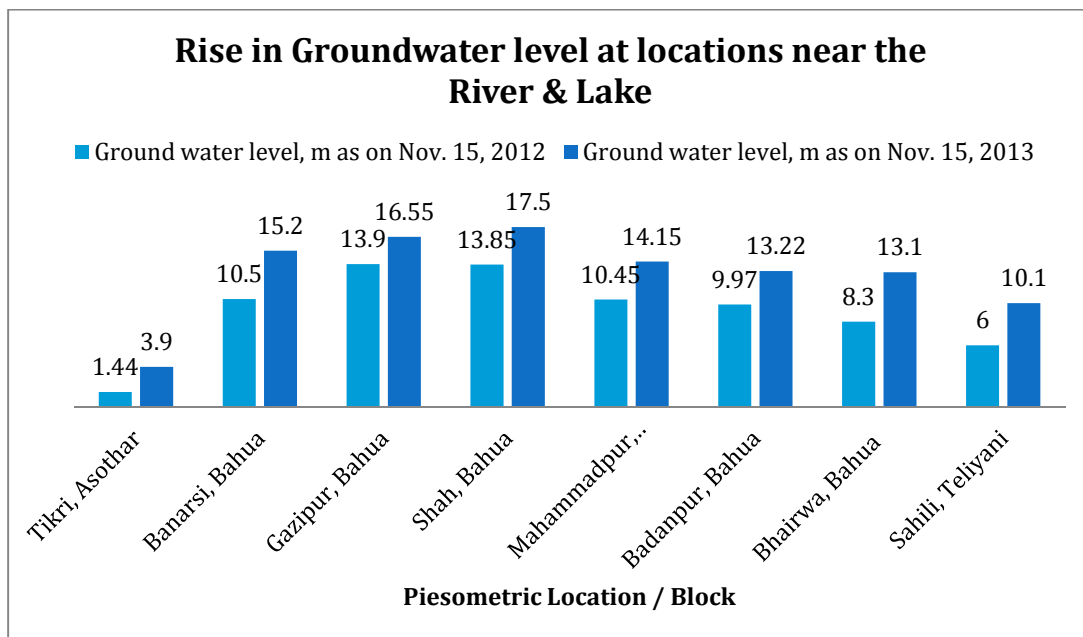
On July 16, 2013, while making a post-completion review, discharge in the River Sasur Khaderi was measured as 689.95 cusecs compared to almost nil in the previous years. Similarly, on June 15, 2013 dead storage at Lake Thithora measured approximately 15,000 cu.m!

Man-days amounting to 2,04,900 were generated in 45 days, raising the district average from 30 to 90 man-days per year.



- Discharge in Sasur Khaderi 689.95 cu.secs in 2013; Nil in previous years
- Dead Storage at Lake Thithora approx. 15,000 cu.m
- Man Days amounting to 2,04,900 in 45 days
- Increase in district average from 30 to 90 man-days per year
- Ground water level increased between 16 and 63%
- Production of crops increased between 15% and 62%
- Water-logging ceased to occur in the catchment even in heavy rainfall
- Plantations added to environmental quotient
- Soil was saved from turnig sodic and infertile
- Turned into habitat for diverse flora and fauna; destination for migratory birds

*Success: Impact of The Revival of Sasur Khaderi*



*Source: Groundwater Dept., Fatehpur*

Ground water level has increased between 16 and 63%. Production of various crops has increased between 15% and 62%.

Consequent to the completion of the project, it was found that the menace of water-logging had ceased to occur in catchment areas of the water bodies, even in the heavy rainfall of 2013. Plantation on the lake boundary and rivulet banks added to the environmental quotient of the area. Soil was saved from turning sodic and infertile due to water-logging. The area came to provide a habitat for diverse flora and fauna and became a destination for migratory birds!



**Sasur Khaderi: Habitat for Flora and Fauna and Destination for migratory Birds**

Revival of Sasur khaderi-2 and Thithora Lake may be a small step in itself but it's a giant leap towards bringing back to life, lost water bodies, thanks to the government's timely initiative that had the active involvement of the local residents.



***Revival of Sasur Khaderi and Thithora Lake***

## **Sustainability**

- a) The initiative had involved, without any bias, the local community and leadership, which ensured its ownership and commitment to create durable assets for common use.
- b) Since the funds were drawn from MNREGA and its Deputy Commissioner was/is actively involved, the maintenance of the infrastructure created, is still continuing.
- c) Sot River in Amroha district has been revived under the leadership of the same Champion. Following the example of Sasur Khaderi-2, works 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 Uttar Pradesh. This speaks of the immense potentialities of replication.
- d) Following aspects add to the sustainability of the interventions:
  - Nurturing of the project at least for time duration of five years so that assets created do not slide into disuse.
  - Forming a water committee for maintenance of the project.
  - Interlinking lakes and channels so as to ensure recharge in the lean season
  - Ensuring free flow up to five kms and thereafter; retention of water up to 20 kms through check dams of 1mt height for nourishment of wet lands.
  - Phased interlinking of 40 'Nalas' (existing near the project) under MNREGA so that they could store water during rains.
  - Continuity of the core team for about two-three years for performance improvements through engagement with the community.

## **Scalability**

This initiative has the high potential of community acceptance and up-scaling.

There are 40 nalas nearby as potential feeders for the rejuvenated structures/ rivers, which can be linked. Therefore for up-scaling, funds from MNREGA and Watershed Schemes of GoI, viz. IWMP (Integrated Watershed Mgt. Programme) of the Ministry of Rural Development, GoI can be tapped.

This initiative has the potential for generating tourist inflow if developed as a full-fledged, popular picnic/tourist spot. For this, funds from the Ministry of Tourism could also be tapped.

### **Project Champion Speak**

“Any multi-stakeholder project such as this requires direction and coordination at the level of District Collector for its success, and I was fortunate that I got the opportunity to perform that role,” avers Ms. Kanchan Verma from the Indian Administrative Service. “This was a noble initiative. I took the lead in identifying the stakeholders and forming the project consortium constituting all relevant government agencies and departments concerned. Clarity in the roles and responsibilities of the consortium stakeholders and timely communication with them are the contributors for the project success,” highlights Ms Verma.

“A pre-requisite for the timely completion of a complex project of this nature is a team of dedicated officials of the Collectorate to oversee the implementation on a regular basis, which is what we realized early and positioned,” shares Ms Verma. “The Cell at the District level was also responsible for project documentation including developing work plans, budgeting, proposal-writing for funding, coordinating with the stakeholders for recruitment of manpower, extending timely advice and generating progress reports, which contributed immensely to efficient project management,” recalls Ms Verma.

Ms Verma also drives home the need for the consortium of stakeholders to be well-knit, with complementary strengths. “The consortium has to be carefully constituted based on the expertise and experience each member brings, on water projects. For example, those with domain knowledge in land records and land information were involved in various stages of project planning and execution, while Irrigation department officials provided technical inputs on earth excavation,” states Ms Verma.

“A dedicated project team is needed at the field level too,” emphasizes Ms Verma. “The project made provision to appoint project staff from different departments of the government to work as a dedicated team. Where needed, personnel were engaged on contract too. These teams rose to the occasion and worked round the clock with a missionary zeal,” acknowledges Ms. Verma with gratitude.

“Adequate budget provision and timely allocation of funds is the lifeline of the Project. Obtaining funds from the Ministry of Rural Development and Panchayat Raj, Social Welfare and other related line departments and dovetailing the facilities under Central and State sponsored schemes was a challenging task that we managed with success,” recounts Ms. Verma with satisfaction.

In the ultimate analysis, ownership and drive by the community is the backbone of any socio-economic initiative, underscores Ms Verma. That assured, meticulous planning, implementation of the project in mission mode and timely delivery become a natural reality, opines Ms Verma.

## STRATEGY FOR REPLICATION

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### **Replicability**

Renovation of traditional water bodies, soil and water conservation activities are permissible activities under MGNREGA. So, the scheme is the perfect medium for implementation of projects similar to that of Sasur Khaderi.

Since a single department cannot implement a project of such a magnitude, it is in the fitness of things that an inter-departmental expert committee comprising of senior officers from all the relevant Departments like Revenue, Irrigation, Social Forestry, Rural Development and Panchayati Raj is constituted.

Extensive community level meetings and discussions by including local residents and leaders inculcate a sense of ownership, at the base level.

### **Framework for Replication**

The States willing to replicate these interventions need to create an inventory of water bodies that qualify for rejuvenation. The Department of Rural Development & Department of Irrigation and Municipal Corporations could help in this regard, by preparing the inventory for their districts / localities.

Factors determining the selection criteria could be as follows:

- i. Water bodies for whose development or rejuvenation there has been a long-felt or pending need be given preference. Such endeavors would have better potential for acceptance and support.
- ii. Water bodies, which have high water storage and retaining capacity with lesser expenditure, be given preference.
- iii. Water bodies which have higher potential for increased water-table and scenic beauty be given higher priority.
- iv. Community involvement, ownership and their shared benefits should be given priority in development of natural resources.

Of key importance is the study of the status of the water bodies, their capacity, area covered, water flow, seasonal and trend analysis of rains and their historical data and direction of water flow, among others. This could be complemented and supplemented through interactions with local community as well as from related records.

A detailed project report needs to be prepared and presented before local bodies/Gram Sabhas. The concerns of all the major stakeholders be addressed and due modifications effected.

The data collected during situation analysis may be presented before the State/District leadership so that they could appreciate and internalize the cause and advocate the same in public meetings, administrative meetings and official gatherings.

Identification of suitable implementation agencies and signing of agreements are the next crucial steps.

Based on the nature and extent activity, plans and budgets are to be prepared after taking into account possible sources of funds. The external sources of funds, if available, could also be tapped. Apart from GoI schemes, Public-Private Partnerships, Corporate Social Responsibility

(CSR) funds could also be explored. The budgets should be prepared only after finalizing the activity plans in due consultation with and involvement of the key stakeholders.

A balanced and equitable distribution of benefits from the initiative should be established upfront, in terms of socio economic classes, gender, ethnic and geographic criteria.

## SUCCESS STORY: GUJARAT

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### Background

Gujarat, strategically located on the West coast of India, has been a model state for its development-centered governance. It is therefore not surprising that the State is among the first movers to recognize and appreciate that revival and restoration of surface water bodies is vital for groundwater-recharge, for improving health of the soil and improving rural economy. Also, that interventions concerning creation of productive assets of lasting nature necessitate that the projects, even though initiated by the State, need to be people-driven, for long-term success.

Keeping the replicability and replication frameworks in view, the Gujarat government initiated similar interventions in Saurashtra and Kachchh. In Saurashtra, there is a rocky bed with and without fissures whereas in Kachchh it is sandy soil. Both have a coastal belt and groundwater extraction can result in sea water intrusion. Surface-water based intervention is the only way out. Rivers are small and non-perennial and hence distributed resource management through small water bodies could be the sensible solution. Protective irrigation, therefore, is an important objective.



*Gujarat- Revival and Restoration of Surface Water Bodies*

## Highlights of the initiatives

### Saurashtra Beti River

Beti is a tributary of Aji River. It has a river bed of exposed hard rock – basalt with no fissures. It has a steep gradient and, hence, high velocity and no water in the post-monsoon period.



*Maps pointing Check Dams built on Beti River*



*Checkdam on Beti River*



- Series of check dams with height of 2.5m to 3.25m have been built.
- Total length of each reservoir varies between 6kms and 7kms.
- Upper crust of soil has good water retention property due to the rocky bed.  
•Neem tree plantation on both sides for atmospheric moisture retention.
- Industries were involved for construction of 120 check dams on rivers of Saurashtra in three years; 40,000 check dams on small rivers and rivulets in five years.

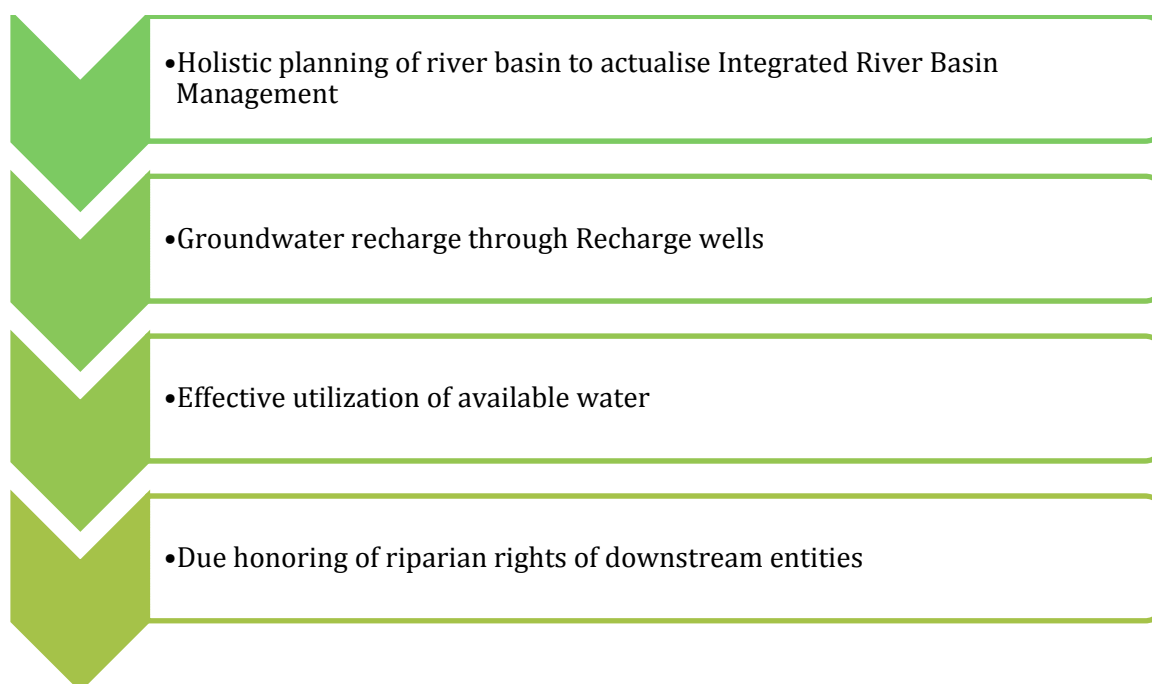
*Highlights of the Initiative on Beti River*

**Kachchh Kankavati River**

Kankavati has a river width of 150 m and reach of 32 km (approx.). It has a medium irrigation scheme with gross storage 370.8 mcft, 5 check dams and 1 bandhara (check dam at the tail-end of the river to collect sweet water).



*Check Dam on Kachchh Kankavati River*



*Highlights of the Initiative on Kankavati River*

**Success: The Impact**

In Gujarat, rejuvenation works taken up are as follows:

- ✓ Check dam construction with nearly 1.66 Lac people's participation
- ✓ Cleaning of canals and drains for nearly 225 Lac cum
- ✓ De-silting/ deepening of reservoirs/ponds/check dams of more than 600 Lac Cum (591 reservoirs + 1504 ponds + 2226 check dams)
- ✓ Construction of 2,500 Recharge wells
- ✓ Revival of 1,000 Step well
- ✓ Construction of 1.22 Lac No.s of Boribandh and 2.62 Lac No.s of Khet talavdi
- ✓ Inter-connecting of 400 ponds in North Gujarat
- ✓ Inter-connecting of basins in Saurashtra
- ✓ Supplying surplus Narmada water in North Gujarat, Saurashtra and Kachchh region
- ✓ Transfer of water from surplus river basin to water deficient region, by Narmada Project and Sujalam Suphalam canal.



सत्यमेव जयते

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