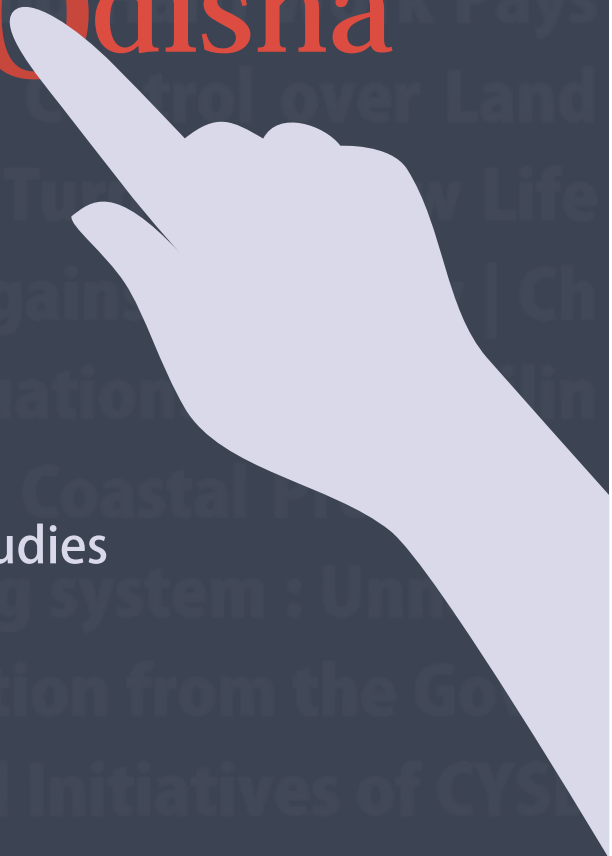


# Best Practice Solutions to Development Challenges in Odisha



A Compendium of Selected Case Studies



CHALLENGES | OPPORTUNITIES | WAY FORWARD










## FOREWORD

Odisha has experienced rapid economic growth in recent years. However, this growth has not translated into economic, political, and social well being for large segments of Odisha's population. United Nations Development Programme's Human Development Index (HDI), an average of health, education, and income indices, shows that in 2011 Odisha's HDI score of 0.442 was way behind the national figure of 0.504. This led CYSD to bring together like minded Civil Society Organizations (CSOs) to launch Odisha Development Initiative (ODI) in 2016.

While ODI is an evolving and ongoing process for constituent CSOs, a need was felt for a platform that provided opportunity for deliberation, dialogue, and durable partnerships among all stakeholders that include not only CSOs but also Government of Odisha, Academia, Corporate Sector, and Media. This platform took shape as Odisha *Vikash* Conclave 2016. The overwhelming response to 2016 Conclave, which brought grassroots perspectives and struggles to notice of attentive and interested publics, helping generate innovative solutions and identify best practices, has encouraged ODI to organize a second edition, the Odisha *Vikash* Conclave 2018.

The ODI has expanded the 2018 edition. Compared with 2016 when participants held discussions on ten themes, in 2018 the programme comprises nineteen thematic tracks. The ODI has included new CSO partners and has also invited more non-CSO stakeholder institutions to this year's Conclave. However, the ODI process is centred on citizens, which is why it is gratifying that Odisha *Vikash* Conclave 2018 will be ensuring increase in participants, especially women, *dalit*, and tribal community leaders and change makers from ground zero.

This compendium showcases significant work undertaken by the Government, Individuals, Corporates and Civil Society Organizations in the fields of:

- |   |                            |   |   |
|---|----------------------------|---|---|
|  | Sustainable Livelihoods    |  | Health  |
|  | Tribal Development         |  | Governance & Fiscal Management                    |
|  | Disaster Risk Reduction    |  | Rainfed Agriculture                               |
|  | Financial Inclusion        |  | Food Security, Social Security<br>and Well Being. |
|  | Water Sanitation & Hygiene |   |   |

Trends, challenges, solutions and lessons drawn from these case studies, may serve as a guide for the design of future initiatives to be implemented in other regions of the State and Country.

More than 50 case studies were received from different stakeholders across different themes. They were reviewed by a group of experts against defined parameters that included problem statement, the intervention, relevance, efficiency, sustainability, innovation and linkage with government schemes if any. The shortlisted case studies have found a place in the compendium.

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# SUSTAINABLE LIVELIHOODS

# EMPLOYMENT AND EMPOWERMENT THROUGH MGNREGA

## Experience of PRADAN in Karanjia Block of Mayurbhanj District

*A classic example of an integrated approach of MGNREGS implementation in Karanjia block of Mayurbhanj district by PRADAN. It captures how the coordinated effort of the district administration, community based organizations and the cluster facilitating team (CFT) enhanced the efficacy of MGNREGS implementation together with the creation of sustainable livelihoods assets for the community. PRADAN supplements the efforts of the Government through this model in the states of West Bengal, Jharkhand and Chhattisgarh in 27 CFT blocks.*

## BACKGROUND

In rural Odisha, poverty due to low productivity and unemployment is the major cause for distress migration. In this context, Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is an appropriate provision for enhancing the livelihood security of rural poor through generation of wage employment together with the creation of sustainable livelihood resource base. The recommended process of implementation helps in practicing democracy at the grassroots, strengthen the Panchayati Raj Institutions (PRIs) and empower socially disadvantaged sections especially women. Thus, MGNREGA provides significant scope to achieve most components of the SDGs. However, there are significant challenges to implement this act in right spirit.

There are around 66 lakhs households having job card out of which around 13 lakhs got the employment and only 44% of them are active. There is a decline of work under Natural Resource Management (NRM) related activities (around 27% in 2015-16) that was supposed to be the major activity to enhance livelihoods of the people. In addition there is lack of information on the impact of these created livelihood assets. There has been increase in participation in Pallisabha and Gram sabha; however, there are struggles to include the plans as articulated by the community. There are some sporadic examples where the process of implementation empowers the women, strengthens the grievance redressal system and PRI institutions to fulfill MGNREGA's goal. Therefore, it is important to have different processes in implementation of MGNREGA to achieve the objective. At the same time, Government is also struggling to implement this programme on a large scale by maintaining all these aspects.

## THE PROGRAMME

In the given context and taking into account the complexities and requirements of different actors achieve the intended objectives of the scheme; MGNREGS-NRLM-CFT convergence programme was initiated in the year 2013-14 in 9 Gram Panchayats of Karanjia block in partnership with the Government. Before this project, the Mayurbhanj district administration took similar initiatives in collaboration with Civil Society Organizations. One of the most important aspects here is the role of women collectives i.e. self-help groups (SHGs), village organizations and federations in improving the implementation of MGNREGA. These collectives are leading and strengthening the demand-side processes like awareness generation of workers, participatory planning, collectivizing workers to demand their entitlements, register their complaints, SHG women as mates and running NREGA facilitation and grievance support centres.

PRADAN played the role of cluster facilitating team (CFT) to build the capabilities at different levels. The District administration played a critical role to provide this platform, facilitate linkages and smoothed the

implementation process. PRADAN took this as an opportunity to trigger a social engineering process between Community Based Organizations (CBOs), PRIs and MGNREGA workers for creation of livelihoods assets and ease of accessing wages for extremely poor families. This programme has created avenues for rights-based action for citizenship engagement and women's role in public sphere.



## KEY COMPONENTS OF THE PROGRAMME

The following paragraph describes the process of implementation of MGNREGS in Karanjia block of Mayurbhanj district by PRADAN and some impacts as a way forward to achieve the objectives of the programme.

1. Vision building and Action Planning of PRI and women federation (Named "Sampurna") to create space for Gram panchayat to be accountable for its citizen and with women SHG and its associate tiers (SAMPURNNA a block level women SHG federation in karanjia block) to occupy the governance space at village and gram panchayat level.
2. Planning process: This is an important step where some local resource persons (3 to 4 per Gram Panchayat) are trained at block level to assist the women leaders in a four-day village level planning process. Through this process a village development plan is curated which largely captures land development, land use, other resource management plan with a focus on vulnerable families and need of women and plan for availing other social welfare schemes. There was a priority setting depending upon the works, which are more relevant to the area. This planning process is done in a way that women are also recognized as beneficiary and Pallisabha approved self of project in the name of women. These plans were consolidated into Gram panchayat development plans under MGNREGS in such a way that works under agriculture and allied activities maintain 60:40 ratio. Based on this plan labour budgeting is done in discussion with block for

which approved labour budget of these GPs are around 47 person days.

3. Capability building of stakeholders: Series of training events were organised to build the capabilities of the MGNREGA resource persons, SHG members, mates and PRI representatives on the principles of natural resource management planning and the basics of MGNREGA. The events included discussions on workers' rights under MGNREGA, the various processes in MGNREGA and the role of the various stakeholders. Inclusion of SHG women mates and their systematic grooming helped them to provide proper layout, measurement and maintaining muster role at the work sites and enhance their confidence and created an identity of women in the society.
4. Simplification of procedures: In the process there were many small innovations worked out jointly to address issues like soft copy for estimate preparation, clubbing of the activities, freezing of accounts, simple planning template and other formats as per the Govt. requirement, etc. SHG (10 to 20 HH) acted as a labour group to demand the work, carry out the work once approved, review the mates and plan for use of these assets created under the project. A draft measurement book that was introduced helped community to measure their activities. It is certified by village level vigilance and monitoring committee (VMC). It helped the Engineer to verify the measurements and manage the workload in a timely manner.
5. Strengthening livelihoods: Cluster and GPLFs of NRLM make their plan on a seasonal basis on the use of the assets created along with total livelihood plan. Works, which can benefit large number of families on their critical need, are prioritized. Here the federation collaborated with the OLM and the agriculture department to avail the benefits for their members.
6. Institutionalizing the processes
  - a. A GP level team is constituted comprising the Sarpanch, two ward member, Panchayat executive officer, Gram Rojgar Sahayak, two leaders from the GPLF, One member from BLF, two mates and Gram Panchayat Technical Assistant who conduct review and prepare plan on a weekly basis.
  - b. The Nyaya and Adhikar committees of village level clusters formed under NRLM played an active role as village level vigilance committees for MGNREGS. Mates were trained especially women mates for giving layout and to take draft measurements followed by certification by village level vigilance and monitoring committees as per MGNREGS guidelines. This provides an opportunity and freedom to measure their own activity and act accordingly.
  - c. Observing Rojgar Diwas: On the day of the rojgar diwas SHG members of the gram panchayat go to the panchayat office seeking employment as per the protocol. Initially there are struggles to establish the same but later on, it gave a sense of demanding rights among the women. It also stimulated the panchayat officials to respond to the demands made by the women.
  - d. Grievance redressal system: MGNREGA has provisions to redress the grievances from its citizens. Sampurna took over the responsibility of creating awareness on the process of grievance. To aid the women in the process of registering grievances; Sampurna set a system whereby women can easily send their grievances to the Sampurna office and the grievances are submitted to the concerned programme officer. If the programme officer does not resolve the grievance within 15 days the grievances are uploaded on internet for making an appeal to higher authorities.





## OUTPUTS SO FAR:

In these intervened GPs of Karanjia block-

- Approved labour budget (average person days per household) for 2015-16 under MGNREGA in these GPs are 47.21 against 31.2 of the District and 11.7 for Odisha mainly because of proper planning and inclusion of the plan in the budget.
- Around 85 to 90% people who demanded work got work.
- Around 73% of work comprised land and water related activities in these 9GPs against 51% in the District and 31 % in the State in the year 2015-16.
- More timely payment was made in case of availability of fund.
- 63% of mates in these GPs are women.
- Changes in a sample intervened village ( Jhalkiani) so far having 150 HHs are as below:
  - ✎ Out of the 478 assets planned 310 are in the name of women
  - ✎ Malati the women mate earns around Rs 20000 from her work as a mate
  - ✎ 60 acres of land were developed along with soil moisture conservation, 10 acres (30no.s of 5% model) of land are having water assurance for

Khariff, 5 acres (10 farm ponds) have water for two crops, Cashew plantation in 18 acres of land. Other remaining works (Dug well, 5%, land development, Compost pit, etc) are going on, once completed, it will change the lives and livelihoods of the whole village.

- ✎ People have adopted improved agricultural practices in paddy, maize, groundnut and vegetables, which increased productivity in collaboration with OLM and Agriculture department.
- ✎ Migration reduced from 50% to around 15 %.



### **Conclusion:**

*In spite of many struggles and apprehensions regarding MGNREGA, the above experience shows the potential of MGNREGA as a life changing means for employment and empowerment in the state of Odisha. It requires support and nurturing of partnership of CBO- CSO and Government that is aptly facilitated by Government as explained in this case. Once the work as planned by the community is completed, it will change the scenario of the whole village and people. In addition to Odisha, PRADAN supplements the efforts of the Government through this model in the states of West Bengal, Jharkhand and Chhatisgarh in 27 CFT blocks.*

# ENSURING LIVELIHOOD SECURITY OF POOR FAMILIES

## Integrated Model of Rearing Traditional Small and Backyard Poultry

*An integrated livestock model involving primarily goats and indigenous poultry birds ensures an additional annual income of 25 to 30000 rupees for the participating households. It involves establishment of service systems such as vaccination, de-worming and medication for the control of preventive and curative diseases through promotion of Community Animal Health Workers (CAHW) who also promote improved rearing practices such as supplementary feeding, shelter improvement, care and improved breeding practices. The model is being implemented in 420 villages covering 13000 households with the support of 380 CAHWs.*

## BACKGROUND

In most of the poverty pockets of India, it is observed that agriculture and livestock are the two most important sources of livelihoods for a majority of households. Around 80% of rural households depend on livestock, which contributes around 30% of the household income. In Odisha, out of the total livestock, 60% are cattle, 32% are small ruminant and 2.5% are pigs. Out of total poultry, 70% belong to the local backyard breed. Most of the poor and tribal families rear local breeds of goats and poultry birds for meeting emergent cash needs during special occasions and use in festivals. The poorer is the family, higher is its relevance in their life.

It is seen that for Particularly Vulnerable Tribal Groups (PVTGs), single women, landless and other vulnerable families can easily take up this activity. That is why probably poultry birds are called the poor women's ATM and goats are called poor women's cow. Both poultry birds and goats have high regeneration potential and thus within a small period of 1-2 years, significant increase in flock/herd size can be attained to earn a substantial income, provided mass mortality is checked and improved rearing practices are ensured. In the absence of control over mass mortality, the families lack confidence to make investments in rearing poultry birds or goats at a business scale and thus leave them to grow on their own at the sub-optimal level.

This traditionally reared local breed, managed with available resources and low investment has remarkable scope with regard to families' cash need, high market demand (quality meat), and families' nutritional requirement, as sources of good manure for agriculture, and as a means for women to have control over income. However, because of poorly established service system for vaccination and medication in interior pockets, improper rearing practices and less recognition as an important sector; it is not reaching its optimum potential.

## THE MODEL



The proposed model is to rear both small ruminants (primarily goat) and indigenous birds (primarily indigenous poultry birds) in an integrated manner with establishment of services to ensure timely vaccination, de-worming and first aid services on a large scale along with ensuring improved rearing practices by women in rural poverty pockets. Depending on the context and family condition, one may finalise the number of goats and poultry birds that they can rear. However, the scope for Backyard Poultry (BYP) and Goat varies from geography to geography. While dense forest fringe areas are more suitable for goat rearing, it restricts the scope for large-scale poultry birds due to high incidence of predation. On the other hand, relatively plain area is suitable more for BYP but less for goat rearing due to less availability of grazing land.

Depending on the geographical context, an appropriate model is chosen. However, this can only happen with community managed service systems having open access to quality private and government services. Proper skill building of the individual women rearers and their institutions along with promotion of CAHWs (Community Animal Health Workers) (Here we promote women CAHWs) is done in a systematic way. In the process, care is taken to see that the community preserves the existing effective indigenous rearing practices and is willing to adopt new scientific methods having contextual suitability in an integrated manner.



## KEY COMPONENTS OF THE PROGRAMME

1. Establishment of service systems such as vaccination, de-worming and medication for the control of preventive and curative diseases

The objective of the service system is to establish the vaccination and basic medication services at the doorstep of the farmer in a sustainable manner. As poultry vaccination and de-worming are generally

done at the doorstep in the evening hours after the return of the birds in the house, there is a need for CAHWs in the village for poultry bird vaccination. He/She can be groomed as an entrepreneur to cater to 100-150 farmers and get paid for their services from the community. Experience shows that they can earn upto Rs. 3000 per month through this.

The trained CAHWs are provided with thermo-flasks, vaccine carriers and kit bags for carrying out the vaccination of birds. Maintenance of cold chain is the most critical aspect in the vaccination process. The supplier, either government or private, has to ensure that the vaccines, de-wormers and first-aid medicines are available to the CAHWs as per their need and convenience. Regular meetings of all the CAHWs happen at the central level to facilitate work, track progress vis-à-vis the plan, address concerns and monitor efficiency of CAHWs.

2. Improved rearing practices such as supplementary feeding, shelter improvement, care and improved breeding practices.

Although mass mortality can be checked through regular vaccination and de-worming, the intervention should include other components like nutrition, housing, breed improvement and curative disease control mechanisms for better performance. Hence, farmers are trained on improved rearing practices using pictorials. The CAHWs are trained on these aspects through a ToTs so that they can train the farmers/SHG members.

#### **Shelter:**

Night shelter is mainly required to protect the birds from predators and to protect chicks from adverse weather conditions. Usually poor farmers do not provide any separate shelter to the birds and keep them in their living or adjacent rooms. The chicks are kept under the basket and the birds cuddle in one corner of the room during the night. Sometimes the night shelter of BYP is made up of locally available materials. Similarly, goat shelter should be kept clean by regular cleaning. It needs to be ensured that the shed is leak proof and well ventilated. Raised bed is preferred in high rainfall areas to avoid dampness.

#### **Breeding practice:**

Timely castration is to be practiced to avoid inbreeding issues. Healthy adult goats should be reared for breeding purposes. In spite of introducing external bucks, the local breeds can be promoted. Buck exchange can also be facilitated among the villages. Mother goats with better breeding characteristics such as twin kidding, less kidding interval etc should be preferred.

Similarly, for hens that give more and larger size eggs, good hatching performance should be preferred. Healthy and large size cocks should also be kept for

breeding purposes. Proper hatching place facilitates better hatching. Eggs also should be selected through numbering method and candle light tests to use for hatching purpose.

#### **Feeding practice:**

Feeding of BYP is a good example of the recycling of household and farm wastes and use of naturally occurring resources. Grain and its by-products like broken rice, bran, cabbage leaves, maize, millet, drumstick leaf, leafy vegetable, termite, azola etc. are usually used as supplementary feed to the birds except during the crop harvesting time. Similarly, for goats dry leaves can be collected and stored to feed the pregnant goats and kids during heavy rains.

#### **Animal caring practices:**

Proper breeding practice helps in faster growth of chicks and controls their mortality. Ensuring heat during the winter season is very important. The same is also true for goat kids as well. Providing clean water to all the goats and birds is extremely important. Personal care is required during late pregnancy, birth and after birth period to the mother as well as the kids.

3. Village level and GP level institutions play a major role in identification of CAHWs, creating awareness on improved rearing practices, reviewing, planning the activities, and regularly learning from the activities. In this case, SHGs are carrying out this activity. A livelihood committee at each level is ensuring this process. Initially they also ensure the payment of CAHWs in case of difficulties.

## **KEY OUTCOMES:**

- A family having 4-6 units with flock size of 50-100 birds and 2-3 mother goats with herd size of 8-10 earns Rs 25000 to 35000 within a period of 2 years.
- There is a positive impact in the area with regard to rearing livestock for business purposes.
- Mortality is reduced by 70% for adult poultry birds and 90% for adult goats.
- Meat consumption is increased by four times in the intervention areas
- The women members have control over their income and are able to manage this activity with ease.

PRADAN is implementing this model in 420 villages covering 13000 households and promoting 380 CAHWs.

# INTEGRATED NATURAL RESOURCE MANAGEMENT (INRM)

## Pradan's Way out for Rainfed Areas

*The INRM model of PRADAN is based on optimizing the use of natural resources of an area to maximize income from land and water based intervention in a sustainable manner. It also intervenes in the village level INRM plan, focusing on improved agricultural practices, Agriculture production cluster development (APC) and market linkage. The INRM model of PRADAN is benefitting around 32000 households belonging to different states across India.*

## BACKGROUND

Farm sector growth in the recent past has been limited to few parts of the country. Rainfed areas pose both the biggest challenge and the greatest prospects for productivity enhancement. The situation is not very encouraging in Odisha, especially in the southern and northern regions. These regions are characterised by undulating terrains and inhabited by mostly small and marginal tribal farmers. Poor infrastructure, scarce husbandry of natural resources, low agricultural productivity, lack of access to credit and technology and poor health and literacy status of the families contribute to the widespread poverty in the region. For a majority, land is the main resource, besides their labour, and agriculture is the principal occupation. Because of the risk of crop failure due to moisture stress in uplands and flash floods in low lands, agriculture does not attract adequate investments and the returns are low. The region has limited ground water and there is less scope for large and medium irrigation projects due to the undulating nature of the terrain and have very low percentage of net sown area under irrigation.

The younger generation sees agriculture as less remunerative as compared to wage employment in towns and cities. The nutrient status and the productivity of the farmland are on a decline. Low productivity leads to poor husbandry, which further reduces productivity resulting in widespread resource degradation and impoverishment of the people. However, because of high rainfall, low night temperature and existence of bio diversity, an integrated approach to natural resource management, focussing on the efficient management of soil, water and vegetation resources is extremely important. NRM will not only help to optimize and increase the productivity of land and water resources, but can also ensure household food security and eliminate mass poverty in the region.

## THE PROGRAMME

PRADAN defines 'Integrated natural resource based livelihood enhancement' as '*Optimizing use of natural resources of an area to maximize income of large number of residents, generation after generation.*' It makes a lot of sense to follow an *INRM approach rather than a single activity based or crop based approach.*

## KEY COMPONENTS OF THE PROGRAMME

### **1. Land and water based intervention:**

PRADAN has gradually developed different low cost techniques to suit local contexts depending upon the problems of the specific land, families' requirement and technically feasible structural measures. There are some measures in the upper catchment mainly for conserving the moisture (staggered trench, water absorption trench, 30 x40 model depending upon the slope of the land), taking up agro

forestry or plantation activity and land development. In the medium land, 5% model and farm ponds are dug depending upon the requirements and seepage tank and dugwell in the low land. In some areas gravity flow irrigation, diversion canal, loose boulder structures are important to rejuvenate the resource base.

These interventions in a systematic manner increases soil moisture, assures kharif paddy and helps to take up second crop in the area. 5%, DBI, farm ponds have been successful in drought years along with the above interventions.



### **2. Improved agricultural practices:**

With the above interventions it is also important to enhance the capabilities of the farmers on improved cultivation practices, such as selection of healthy seeds, availing quality inputs at the door step, developing better nurseries, timely transplanting and maintaining balance doses of fertilizers, production and use of organic and green manure, to increase the crop yields. In regions with complete control over water, such as medium low lands and valleys application of SRI principles can bring about truly remarkable increases in productivity. In the uplands offseason vegetables in a small patch of land is also quite remunerative. Focus is given to enhancing the soil health by recycling the biomass (e.g planting glaricidea in bonds, green manure crops, composting, using liquid manures, etc). Agriculture productivity enhancement is an important component to realize the potential of the intervention. Regular planning, crop mix and introduction of short duration crops help the families to mitigate the risk.





### **3. Agriculture production cluster development (APC) and market linkage:**

Systematically few focus crops are identified in the area considering small holders suitability, market attractiveness and agro- ecological suitability. Developing mechanisms for availing doorstep quality inputs and creating market linkages for selling the produce is established in the area. Collection centres are established which do the grading, sorting and packaging to link to better markets. Generally, traders directly come to the collection centres. So far, off-season Tomato, Brinjal, Beans, Potato, Pigeon Pea, Chilli are produced in the APCs in the area.



### **4. Village development Plan preparation:**

As this kind of intervention requires significant resources and coordinated effort village level INRM plan is a critical step, which comprises structural measures, vegetative measures, sources of funding and a plan to realize this vision. Then this plan is approved through Pallisabha and pursued to be mobilized through MGNREGA and other sources.



## **VISIBLE OUTCOMES AT THE VILLAGE LEVEL:**

PRADAN now has a first-hand experience that it can change the lives and livelihoods of poor farmers in this kind of region. Changes of one sample village (Gunjigaon of Kandhamal district) are as mentioned below.

- Around 70% of the paddy land is assured during kharif even in dry spell.
- The water table of the village has significantly gone up. People have started growing long duration paddy in medium lands.
- Ninety percent families have assured irrigation for at least 0.25 acres of land for two seasons.
- Soil erosion has drastically reduced, land fertility is enhanced and cultivable wastelands have been made cultivable.
- Paddy productivity has gone up from 2 ton /ha to 5 ton/ha.
- Increase in income from agriculture is around Rs 40,000 per annum for 60% of the families.
- Livelihood portfolio is increased and further steady rise is expected in the income in the coming years.

The INRM model of PRADAN is benefitting around 32000 households belonging to different states across India.

# HELPING REBUILD LIVES

## WASSAN'S Experience in Desi Birds Breed Farm Enterprise

*The Desi Birds Breed Farm Enterprise model promoted by WASSAN aims to unleash the potential of indigenous backyard poultry towards augmenting the income of the participating households. This program requires 100 households from two or three villages to maintain at least six birds (five hens and one cock) each throughout the year. Two trained vaccinators provide medical services to these birds on a payment basis. A breed farm enterprise supplies chicks and pullets to these households as per the need. This streamlined system ensures that production is always at an optimum level. A Desi Birds Breed Farm Enterprise with 50 hens and 10 cocks can generate potential income of around Rs 1 lakh cash annually.*



Sabara Chinna Rao, one of the few youths from among the Konda Sabara Primitive Tribal Group (PTG) in Kothabaleru village of L N Peta Mandal of Srikakulam district in Andhra Pradesh, was in the third year of a correspondence graduation course in 2008. Trained in software like Excel, Photoshop and Pagemaker, he started working as a field supervisor of MGNREGA. With a dream of rebuilding his PTG village, he wanted to ensure that all PTG families have good job security.

Unfortunately, a tragic accident on 1st April 2008 saw Sabara Chinna Rao lose both his legs and also his younger brother. This shattered his life as he was unable to move and could not complete his third year of study. Chinna Rao also lost his job as field supervisor. To support the family, his wife, Sabara Sunemi, started growing ragi, paddy and vegetables on their farmland of less than an acre. They were struggling to make ends meet.

In May 2015, a local NGO, Chaitanya Adivasi Vikas Samiti (CAVS) along with WASSAN organized a meeting on livelihood opportunities through revitalizing rainfed agriculture. Chinna, who was listening seated on his wheel chair, saw an opportunity to overcome the distress he had been facing for the past seven years.



He understood the technical details of the plan on Desi Birds Breed Farm Enterprise, which was discussed in the meeting. Chinna had a small backyard. He was confident that he could take up this enterprise.

#### **Desi Birds Breed Farm Enterprise**

*According to the 19th Livestock Census (2012), 84 % of birds in backyard poultry production system are desi/indigenous. Desi birds are easy to rear as they find food through foraging and have greater disease resistance. These birds are also very agile, which helps them escape predators easily. Desi birds breed and regenerate easily, unlike improved birds, which have an exotic strain and require more effort. Desi birds are widely spread in the country and also have a higher market price. However, the government only provides limited support for those wanting to rear desi birds in their backyards.*

He enthusiastically came forward to establish a breed farm in his 1/4th acre homestead land. Community members in Kothabaleru village also supported his decision.

CAVS and WASSAN provided continuous technical support and motivation to him. Chinna Rao was provided

with information on cleaning of night shelter, breed farm management, regular vaccination, supplementary feeding, weekly record maintenance, preparation of Azolla pits, making cow dung heaps and cultivation of fodder crops for foraging, etc. Agriculture Technology Management Agency (ATMA) provided a grant of Rs 40000 to him.

With this support and encouragement, Chinna Rao now rears 28 hens, 13 cocks, 13 pullets (young hens) and 40 chicks. He uses home-grown 2 kg supplementary feed of ragi mixed with rice bran every day. He is also providing paid vaccination services in the village. This entrepreneurial acumen helped him reduce the expenditure. After 3 months of initiation of Breed Farm Enterprise, Chinna Rao's efforts are starting to pay off. He has started the sale of cocks, through which he has earned Rs. 2500/-.



Currently he is earning Rs 3000/- every month by selling of cocks, pullets and hens, as preference for desi birds is very high in the tribal areas.

Happy with the way the enterprise is turning out, a confident Chinna Rao says that the breed farm is a ray of hope in his life. "With my husband supplementing household income with the breed farm. I am sure we will earn enough to send our son to a good school," his wife adds.

#### **Desi Birds Breed Farm Enterprise**

*To realize the potential of the backyard poultry production program, the livestock node of Revitalizing Rainfed Agriculture Network has envisioned a community level BYP program. This program requires 100 households from two or three villages to maintain at least six birds (five hens and one cock) each throughout the year. Two trained vaccinators provide medical services to these birds on a payment basis. A breed farm enterprise supplies chicks and pullets to these households as per the need. This streamlined system ensures that production is always at an optimum level.*

*A Desi Birds Breed Farm Enterprise with 50 hens and 10 cocks is kept in an enclosure of 1/4th - 1/2 acre of land to produce 1200 chicks and pullets annually. With sale of about 50 % of chicks at rate of Rs 80-100, sale of another 25% as growers at a rate of Rs 200 and another 25% as adults at a rate of Rs 300, A potential income of around Rs 1 lakh can be envisaged through this enterprise annually.*

# CLIMATE RESILIENT AGRICULTURE

**Experience of UDYAMA in Balangir and  
Nayagarh Districts of Odisha**

*The case study captures small initiatives by UDYAMA towards making agriculture climate resilient in Bolangir and Nayagarh districts of Odisha. It includes climate change adaptation measures like organic farm practices, plant soil health management, seed bank and grain bank promotion.*

## BACKGROUND

Changing climatic conditions are severely affecting the marginal, small and resource poor farmers of Odisha. This is relevant because most of the farmers practice rainfed farming in the absence of irrigation facilities in remote districts of the state. The uncertainty in weather conditions puts the crops at risk and in the event of failure of crops, the farmers are forced to go for distress migration. Thus there is a need to make agriculture in rainfed areas climate resilient so that the farmers are less affected by the impacts of climate change.



## THE PROGRAMME

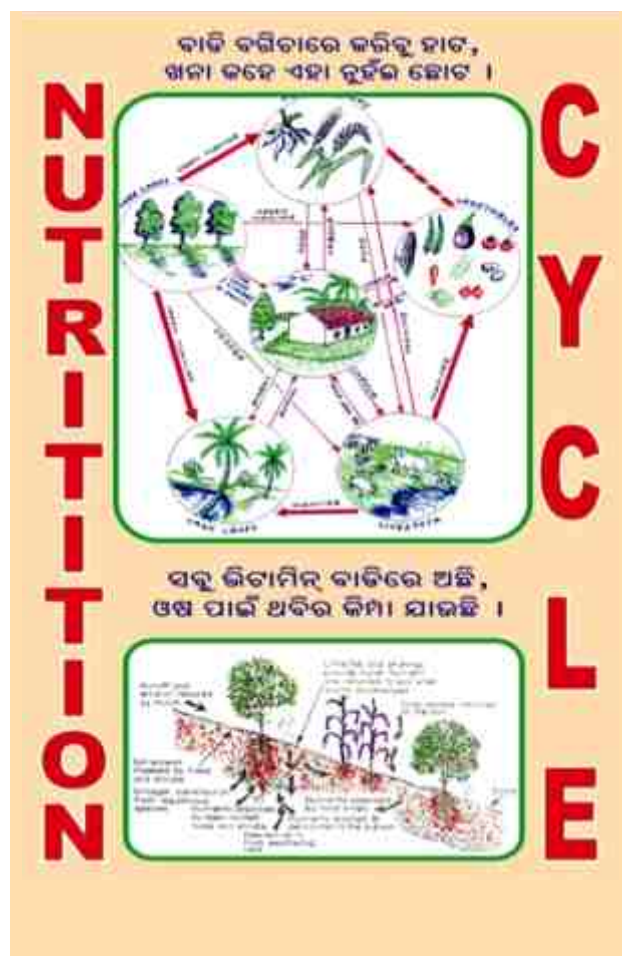
The production gains of 'Green Revolution' have remained limited to specific crops such as wheat and rice and to some specific regions having adequate and assured irrigation. It is widely recognized that there is an emerging need for bringing in second 'Green Revolution' in rainfed areas to benefit small holders. This draws due attention to various aspects such as the resource bases, technological options and institutional arrangements towards promotion of climate resilient agriculture. Climate resilient agriculture is based on a few basic principles to minimize the risks of crop failure that are as follows:

- Crop diversity and multiple cropping assures inbuilt relay harvesting and insurance
- Management of soil health issues: soil testing and application green manure and crop residue with added organic manure like bone/stera-meal
- Wise water management and low water requiring crops to manage hungry and thirsty crops
- Adoption of nutritional cycle and crop rotation with possible crop combination/matching crops
- Good quality seed and promotion of cultural biodiversity

Although good practices and policies have been formulated at the national and state level for doubling the farmers

income by 2020 but issues and perspectives related to climate resilient agriculture need to be focused. There is a need to discuss and debate the factors that encourage climate resilient farming practices. It would not only add to the existing knowledge but it may also suggest certain pathways and policy guidelines that may lead to the desired outcomes in the context of production, productivity, income and environmental sustainability.

Based on its experience of working with farming communities in both drought and flood prone areas of the state, UDYAMA has made small efforts in promoting



climate resilient agriculture in Bolangir and Nayagarh districts of Odisha. Both districts are drought affected and rain shadow areas with serious climate change impacts and weather events, coupled with high temperatures resulting in resource degradation.

Normally in an agriculture development program, small and marginal framers hardly get a scope to opt for crops, which meet the nutritional requirements of the family. In order to provide access to nutritious food, this program was initiated in the program area. Households and farming collectives in some clusters were provided with seed and sapling support to grow vegetables.

## KEY COMPONENTS OF THE PROGRAMME

### Preparation and use of Organic Farm Practices:

In order to revive the traditional farm practices and focus on organic methods of farming, the program conducted trainings and provided input support to farmers to take up preparation and use of organic manure and pesticides in Nayagarh and Bolangir districts. Sixty-six such farmers were provided with one plastic container each and hand holding support for preparation of organic manure and pesticides. Several farmers applied the same in their fields and found it very useful. The same practice was also ensured in all farmer field school to transfer the knowledge to neighboring farming community. This practice has gained momentum as the raw materials are locally available and investment is very low.



**Managing Plant Soil Health:** To ensure sustainable management of agriculture practices, management of farm and household waste, developing compost pits at household level was encouraged. As many as 316 households in both the districts went for small compost pits either in their backyards or farmyards to ensure use of compost.

**Seed Bank and Grain Bank promotion:** As most of the program participants belong to the small and marginal



farmer category, they face shortage of grains and seeds due to lack of preservation and storage of traditional seeds. The seed supply system run by the state hardly reaches the



farmer in time. So, before any cropping season the farmers suffer a lot to get the required seed.

Similarly, the marginal households face scarcity of food due to non-availability of grain during kharif (lean season), as they are mostly engaged in their fields and hardly get any scope to earn livelihoods from external source. During the period, they borrow grains from informal sources at high interest rates and repay immediately after harvesting. In order to create a coping mechanism, community grain banks were promoted in some of the disadvantaged habitations to meet the need during difficult times. The community created their own fund by contributing as per their capacity and the program supported a matching of either grain or storage bin to make the process work for them. 12 such grain banks were promoted in 12 villages in both the districts. They were used for food grain or/and seed in times of need.



### Conclusion:

*The climate resilient agriculture together with solutions to tide over the lean period have helped the small holder farmers of Nayagarh and Bolangir districts adapt to the impacts of climate change.*

# SKILL UPGRADATION AND HARD WORK PAYS

## Experience of SebaJagat in Kalahandi District

*A case study of how the fate of four youths of Kalahandi District changed after receiving skill training by Seba Jagat with the support of FVTRS. Trades like plumbing, carpentry, mobile repairing and tailoring have provided a source of sustenance to the youth and a quality life.*

Khaliamunda village is situated four kilometers away from the G.P. headquarter Urladani under M. Rampur block of Kalahandi district in Odisha. 26-year-old Manosa, from the Kutia community, lives in the village with his two sisters and his mother. His father expired when he was five years old. Due to severe poverty he left school after class VIII.

He used to look after his family by collecting non-timber forest products (NTFPs), earning money from wage labour and shifting cultivation. However, things took a turn for the worse with irregular rainfall badly impacting cultivation and the loss of forests affecting collections.

The loss of income severely affected his family and they had to make do with only a single meal for two-three months. In desperation Manosa even tried his hand at carpentry but his products did not have the finished quality that people wanted.



In October 2010 Manosa came to know that SebaJagat was going to organize carpentry training for four months with Functional Vocational Training & Research Society (FVTRS), Bangalore. He immediately applied for it, and completed it in January 2011.

He got a kit during the training and after its completion he also got some materials. Next, he approached a bank for a loan of Rs. 40000/- for a machine. It was sanctioned, and he then established a workshop and got two local people to assist him.

Now he makes furniture and other wooden products. With his technical knowledge and use of appropriate tools his products have now become much better and there is a growing demand for them. Presently he earns around Rs, 12000/- per month, which helps him look after his family.

## CELL PHONE REPARING

Jitendra Sahu is from Dolabahali, P.O. Mohangiri, P.S. M. Rampur, district Kalahandi, Odisha. His family consists of his parents and two brothers. His father cultivates a small patch of land and works as a labourer. Jitendra could not

study as much as he wanted to due to his family's poor financial condition.

He recently found out that that SebaJagat was conducting a cell phone repairing training in Mohangiri with the support of FVTRS, Bangalore. He immediately contacted them and joined the training. After completing it he is now planning to start his own cell phone repairing shop. He has contacted bank manager, Mohangiri Utkal Gramya Bank for a loan. Once it is sanctioned, he hopes to make his dreams come true.



## SHORT DURATION TRAINING PROVIDES LONG TERM BENEFITS



The remote and tribal dominated village Dorasarli in Lanjigarh block is located 35 kilometers away from block headquarter Biswanathpur, district Kalahandi. It has 65 households; most residents are illiterate and are daily wage earners or agricultural labourers. They also depend on village forest produce to sustain themselves.

21-year-old Lilabati Sahu lives with her father, mother, two elder brothers and younger sister in the village. Though

Lilabatis's family found it difficult to make both ends meet, they ensured that she studied till 8th standard.

Lilabati was not happy with the situation of her family and wanted to do her bit to improve the situation. When she found out that SebaJagat was conducting a garment making training in her village with the support of FVTRS, Bangalore, she applied for it and was selected for a four month training program from February to May-2014.



During her training she learnt to make a variety of dresses, such as school uniforms, shirts, trousers, salwar suits, etc. After completing her training she started working with her master trainer Laxmana Sahu on a regular basis. She now earns Rs. 3000 per month, which is used to support her family.

Lilabati is a source of inspiration for other girls in the village. She is now planning to take admission in standard-X in National Institute of Open Schooling run by SebaJagat.

## SINCERE LEARNING CHANGES EVERYTHING

Laxman Rana of Nunpur village, P.S. M. Rampur, Kalahandi district was selected for plumbing training organized by SebaJagat and FVTRS Bangalore. He completed it successfully from February 2014 to May 2014.

He then got an opportunity to work at Sri Rama Krishna Ashrama, M. Rampur, Kalahandi and now gets Rs. 5500 per month as his salary.

Before his plumbing training he was unemployed and was not happy with the state of affairs. All this has changed now and he can now support his family.

He is now looking for better opportunities and a successful future life. This has prompted him to register his name for higher education through National Institute of Open Schooling (NIOS) conducted by SebaJagat.



# REDUCING DISTRESS MIGRATION THROUGH MGNREGA

## Experience of Aid et Action in Muribahal Block of Balangir District

*Muribahal is one of the most backward and poverty stricken blocks under Balangir district of Odisha forcing around 70 to 80 percent of households to go for distress migration to neighboring states in search of work. The case study captures the initiatives taken up by Aide et Action to combat distress migration in this block by making wage employment through MGNREGS accessible to these people in convergence with block administration. The initiative resulted in reducing distress migration by about 35% in this area and providing meaningful engagement to them in their own neighbourhood.*



## BACKGROUND

Muribahal is one of the most backward, poverty-stricken blocks under Balangir district in Odisha. Due to its remote location and illiteracy among people who are mostly from tribal community, the government schemes and programs hardly reach them. Drought and starvation are regular phenomena in the area due to the hilly terrain, lack of irrigation facilities and erratic rainfall. As a result, a majority of the people i.e., around 70 to 80 percent households migrate with family in distress situations to different states to work there as wage labourers in brick kilns. The employers, labour contractors take the advantage and exploit these people as they are in need of employment for survival. Many a time, they have to face inhuman behavior like abuse, torture and bondage. Women, adolescent girls and children are victims of atrocities and abuse, both physical and mental.

## THE PROGRAMME

Aide et Action started working in the block in partnership with a local civil society organization called Janamukti Anusthan to combat distress migration through making people accessible to government wage employment work in Muribahal block in convergence with block administration.

The two selected Gram Panchayats of Ichhapada and Gudighat are amongst the most backward and remote locations with high intensity of distress migration. There are 17 villages with 2990 households. Sixty percent of the households are land less, small and marginal farmers who migrate every year for their livelihoods.

## KEY COMPONENTS OF THE PROGRAMME

The following section describes Aide et Action's process of intervention in the five Gram Panchayats in the form of strengthening MGNREGS and some of the impacts thereof:

- Community tracking of migration through village level registration
- Convergence meeting with block administration for collaboration and a mission to address the issue jointly.
- Mass campaign and village level sensitization to make people aware on the opportunity of wage employment under MGNREGA.
- IEC activities by Janamukti Anusthan in collaboration with Block and Panchayat through wall paintings, street plays, posters, leaflets and banners
- Formation of Majuria committees (forum of wage earners) at village and GP level
- Establishing village and panchayat level information and resource centers to empower people through

information, guidance and facilitation

- Village level participatory planning on job need, work potential and labour budget
- Approval of village MGNREGA plans in Palli Sabha and Gram Sabha
- Special camps in weekly markets with block and panchayat authorities to receive job demand form
- Massive campaign at the panchayat level for job demand creation
- Immediate issue of job cards, availability of wage work, sanctioning of funds to each Panchayat by block authority.
- Strengthening social audit and public hearing under MGNREGA.
- Village level awareness programmes in the presence of BDO, Gram-Sathis, GRS, EO and staff/members of the organization in highly migration prone villages.
- Because of this intervention, total 2349 job cards were issued, out of which 2076 households demanded for job, 860 households got the job, benefitting 2072 persons. As a result, 48,128 labour days were generated leveraging Rs. 13, 44,740. Two hundred twenty nine households completed 100 days of work through MGNREGA.
- For assessing the progress of MGNREGA work, block level public hearing meetings were organized. Labor committee members participated in the meeting and raised their concerns, which were responded by the BDO.

## KEY OUTCOMES:

Significant changes have happened in reducing distress migration in the area due to planned implementation of MGNREGA. In the year 2010-11, total 571 families had migrated, which reduced to 482 in 2011-12. This had an implication for households from the categories of SC, ST and others.



In terms of population, 2439 people migrated in the year 2010-11, which reduced to 2047 in the year 2011-12. It also had an impact on reducing child migration, which was reduced from 894 children in 2010-11 to 798 in 2011-12.

In Muribahal block of Bolangir district, where the initiative was undertaken in the selected gram panchayats, the no of work days was found increased in three GP's Ichhapada, Lakhna and Gudighat, where more than 100 households received 100 days of work.

To promote the work in the gram panchayat level, rewards and recognitions were provided to the gram panchayats, PRI representatives for successfully implementing the MGNREGA work and helping in reducing distress migration.

### ***Conclusion:***

*MGNREGA programme, which was implemented following a participatory approach with the collaboration of government and civil society in the selected gram panchayats helped in creating work and livelihood opportunities for people in their own villages. This resulted in reducing distress migration by about 35% and it can be upscaled in other areas as well.*



# GROUP FARMING : A COMMUNITY INITIATIVE

## Experience of CYSD in Hemgir Block of Sundargarh District

[Re-printed from LEISA India, June 2013]

*Farmers of Tumajore village in Odisha show that community farming results in better utilization of common resources, enhancement of the livelihoods by providing employment and reducing migration. Today, group farming has spread to many surrounding villages.*

Tumajore village under Hemgir Block of Sundargarh District of Orissa, India is home to 74 households. Scheduled Tribes (STs) constitute 20.72% while Scheduled Castes (SCs) constitute 2.96% of total households. In the absence of irrigation facilities, Tumajore villagers primarily depend on rain-fed agriculture. Non-timber forest produce (NTFP) collection and marketing, particularly that of Mahua flower (used for alcohol preparation) and seeds, forms significant part of their economic activity, during the agricultural lean period between February and June. However, as agriculture production is not sufficient for most of the families to sustain them through a year, villagers also resort to daily wage labour activities.

The village is characterized by high degree of food insecurity among landless families, and those belonging to small and marginal farmer categories. In the absence of alternative sources of livelihood, these families are at the mercy of the village landlords and private moneylenders. Even bonded labour (locally known as goti) system is prevalent in the region. As people are depending primarily on subsistence agriculture and producing paddy crop only, cash crops like vegetable cultivation received least priority from the villagers in Tumajore. The harsh economic conditions, of the villagers has been major stumbling block for the community to invest in lift irrigation though a small perennial water stream which runs by the village. Barring the rainy season, during other seasons of the year, a major patch of cultivable land is left barren. Even during the rainy season, most of the cultivable uplands are left barren due to lack of irrigation facilities.

## GROUP FARMING

In 2001, CYSD, an NGO, began its intervention of promoting group farming in Tumajore. Group farming, alternatively known as community farming, is a livelihood approach conceived by CYSD. It consists of a group of small and marginal farmers, and landless poor in a village who work together to utilize the cultivable waste lands or under-utilized lands to earn their livelihoods. The participating farmers can either take community or individual land on lease; or can pool the lands of individual farmers in a contiguous patch for such farming. In promoting group farming, CYSD has always emphasized active participation of the community members in



identifying beneficiaries and planning crop cycles for coming years.

CYSD's intervention in Tumajore began with the formation of village organization involving all households. Village organization is the Village Development Committee (VDC) that serves as a platform to the people to take part in the development processes of the village. Every household is a member of the VDC and takes part in the village planning exercise being facilitated by the civil society organization working in that particular village.

Looking at the benefits of group farming approach in nearby villages, the VDC showed keen interest in taking up the activity. One of the residents, Jeevardhan Padhan played an instrumental role in generating interest among the villagers who later approached CYSD project staff to support them in taking up the activity.

Taking people's interest in Tumajore as the social capital, CYSD with its experience and technical expertise, developed the requisite project plan to initiate Parwal (Pointed Gourd) cultivation. The village organization then identified the beneficiaries belonging to the most deprived households in the village. On 14 December 2007, a resolution was passed at the village level where 19 such most deprived families of the village were selected to start group farming.

A patch of 3.5 acres of barren upland was identified for the purpose. The land belonged to an individual farmer who had given away the land to the community farming group on lease, thus making available cultivable land which otherwise remained unutilized. CYSD and Village Association members discussed the modus operandi of the project. Together they defined the responsibilities and formulated guidelines for internal management. Upon completion of discussion, farmers began their activities on 09 January 2008.

The group contributed their labour for land clearance, land development, land plotting, constructing water channel and fencing the area. On the other hand, CYSD provided technical and initial handholding support on land, water and crop management; installation of lift irrigation device (diesel pump set); operational knowledge on irrigation scheduling and pump maintenance; training on social mobilization and group management and helped getting access to land under the Forests Rights Act. Also CYSD helped establish forward and backward linkages for accessing input services from government and marketing the produce.

## REAPING RICH HARVEST

All these activities started bearing fruit in six months when the 19 households started harvesting parwals. In the first seven weeks they harvested 77.2 qtls. of parwal worth Rs. 100,760. CYSD facilitated market linkage by making an arrangement with the local trader who would come to the village every week and transport the produce at his own cost. The arrangement proved beneficial as the community

did not have to search for market to sell their produce, nor did they have to spend extra amount or labour on transporting their produce. The villagers would have faced difficulty in marketing a huge produce of parwal but for the market linkage.



*Trader buying the produce at the village*

Looking at the success, another 66 villagers joined the initiative. Large patches of uncultivated lands belonging to individual farmers were taken on lease. These lands being located near a perennial stream in the village, did not have the problem of irrigation. Presently, 66 households have been cultivating parwal in 15 acres of land.

The traders had the information of parwal being cultivated in large quantities in this village. They visited the village once a week and bought all the produce harvested by the group. All the produce got sold on the same day, posing no problems of storage.

Presently, Tumajore has been able to build its own identity and on an average nearly 100 qtls. of parwal is being produced during the peak harvesting season between August and September. Tumajore parwals have carved a niche in the neighboring states of Chhatisgarh (Raipur, Bilaspur and Raigarh), Madhya Pradesh (Bina, Babina, Jhansi, Gwalior and Sagar) and also in the nearby cities of Jharsuguda and Sundargarh of Orissa state.

The group farming initiative brought an improvement in the livelihoods of people in Tumajore. By providing access to lands, the initiative helped in increasing food production, thereby reducing the food scarce periods. By contributing to better utilisation of waste land, the initiative resulted in providing employment and reducing migration. Group farming with its primary focus on promoting vegetables, evinced a lot of interest among women farmers as an economic activity.



*Packed parwal - ready for market*

*Many landless families who were earlier working as bonded labourers have now been able to produce their own harvest through this community farming initiative.*

With its holistic impact, this initiative has now spread to other nearby villages as well. Farmers in other villages like Kathaphali, Beldihi, Kuchedega, Dhanrashi, Pandiapalli, Chnadarpur, Surulata, Ramalata in Hemgir Block are practicing group farming.

# IDEAS FROM WEST COAST- CYSD

**Better Earnings and Increased Forest Cover  
is the Story of Wadis in Koraput**

*Centre For Youth And Social  
Development (CYSD) has been  
involved in promotion of the Wadi  
Concept of Farming, attracting  
farmers to the new method of  
farming through demonstration of  
new methods in Extension  
Education for Farmers.*

## BACKGROUND

The environment and the farming systems in Koraput district in Odisha have been affected by fast depleting forest cover, resulting in food shortages and have driven vulnerable farming families into the folds of moneylenders, led to further depletion of the hills which, in turn, have resulted in mudslides that make farming further difficult, and all this has led the farmers back to borrowing money.

Breaking the vicious cycle called for fresh ideas and practices with innovations on the ground. Since then, the Wadis have become the choice of farmers thinking of sustainable, long-term livelihood options, particularly practical for preventing topsoil erosion and retaining the soil's productivity.

These Wadis are an establishment for drought tolerant fruit crops like mango and cashew while also cultivating seasonal food crops in the interspace between fruit plants and live fencing through saplings of various plant species useful for food, fodder, timber, fuel and herbal medicines.

The Wadi system of farming was considered appropriate for rural Koraput, with its perennial streams traversing the hillocks and the small land-holding patterns of tribal farmers. Wadi farming has demonstrated its impact in mitigating household poverty in the Western states of Gujarat and Maharashtra by combining agroforestry and horticulture for self-reliance and income generation for small and marginal tribal farmers and also helped revitalise their degraded plots of land.

## THE PROGRAMME

Wadis and other fruit orchards as sustainable livelihoods assets were introduced to ensure preservation of ecology through an INRM approach, including recovering degraded lands, retaining rainwater and regenerating green cover with a view to ensuring optimal utilisation of the natural resources, ensuring sustainable income opportunities at the door step of households and food and nutrition security.

Project officials drew the attention of the farmers to their lost opportunities as opposed to the ability to grow fruit trees with the long-term in mind. A demonstration to show how a Wadi can indeed serve a poor family was complemented by a peer who spoke the same language, shared the same feelings and experienced the same apprehensions.

Handholding by CYSD staff, in tandem with support with getting saplings and manure, helped farmers understand the various techniques involved. Practices like pit digging plantation, mulching, stacking, fencing, watering, inter cropping, border cropping, nutrient and pest management were not just jargons, these were alien practices and the feeling that there was a knowledgeable person to consult was assuring.

Efforts were also made to form the farmers into producer groups because it was realised that the project would fail if it was not able to help the farmers with marketing their produce.

Supported by the flagship programmes such as the Special Central Assistance to Tribal Sub-Plan and the MGNREGS and civil society partnerships, CYSD introduced the Wadi programme through the introduction of plantations of grafted mangoes, cashews and other forest species. Alongside, it employed soil and water conservation measures like land development and creation of dug wells and ponds and intercropping with lentils and vegetables, green-fencing and border-cropping with papaya, drumstick, banana etc.

CYSD has harnessed decades of its institutional experience in strengthening Panchayati Raj Institutions and ensured seamless intertwining of the voluntarism born out of the project with the village-level governance leadership structures.



## NATHA SAUNTA'S EXAMPLE

“When staff from CYSD arrived here for the first time in 2008, few villagers were keen to listen. Just five of us took interest. We were also taken out to see other demonstration in Boipadiguda,” says farmer Natha Saunta, adding that this was his first visit outside the block – evidence of their disconnectedness with the outside world.

Many farmers belonging to the Kondh tribe in Khajuriput village practiced podu-chasso, or shifting cultivation that required clearing the hill slopes. But after his visit to the Boipadiguda, Natha Saunta did feel challenged, but he was also assured of support from CYSD's staff. He got the saplings and fertilisers. CYSD also covered the cost of labour for levelling the land.

Like Natha Saunta and other farmers of Khajuriput, Bijay Khila of village Mandhikjharan in Boipariguda Block of Koraput district too planted 40 mango saplings provided him with a one-acre Wadi plot which he has live-fenced with useful plants that have soil-protection traits and also to prevent the saplings from being gorged by cattle.



Natha Saunta was exposed to vermin-composting, combining poultry and duck-rearing with pisciculture and growing mushrooms besides caring for the orchard crops along with intercropping.

Today, the tribal farmers know enough about how to manage their orchard and are willing to sink money into the farm. Natha, for instance, knows it will take him INRs 10,000 in the coming year for treating the trees for white ants, buying plant hormones for fruiting and fertilisers.

CYSD plans for the wasteland to be developed for dual use so that the farmer can put the land to use for meeting his immediate cash needs while also planning for enhancing yields as the years roll by.

## KEY COMPONENTS OF THE PROGRAMMME

In the Andari village, Baipadiguda block, a group of Bhumia tribal women tend to their small mango saplings as if these were their babies – they have much expectations from the plants once these grow. In the meanwhile, they are able to pluck vegetables they have intercropped with seven other members of their self-help group for sale at the

weekly haat. The women have hired the land as a leased property for the coming years and feel proud of taking a first step in many generations to farm on their own.

As the Wadi experiment has proceeded, life has changed for farmers like Natha Saunta. For example, before he took to his Wadi, he had no more than 10 fowls but now he has over 30, besides a fair herd of cattle.

Natha Saunta is a proud man today. He is constructing a house in the village, his family's name no longer appears on the list of those living below the poverty line, and he plans to celebrate this together with a house warming ceremony!

### *Conclusion:*

*So far, CYSD has introduced and successfully implemented the Wadi concept among 581 peer farmers and reached out to some 1737 farmers in 193 villages, in the process, greening close to 2,000 acres of land.*



# AAJEEVIKA

## Enhancement of Livelihood Opportunities of Local Poor in Lanjigarh of Kalahandi District

*Vedanta Resources Plc (“Vedanta”) is a London Stock Exchange (LSE) listed FTSE 100 Company with a market cap including that of its listed subsidiaries of about \$ 50 billion. Vedanta Limited (VL) erstwhile Sesa Sterlite Ltd. (SSL) is an operating company of Vedanta in Aluminium sector and a leading producer of metallurgical grade alumina and other Aluminium products. VL has set up one of the largest Greenfield Aluminium Smelters along with a Captive Power Plant at Jharsuguda, Odisha. The Company operates a 1.0 MTPA Greenfield Alumina Refinery and Captive Power plant at Lanjigarh in Kalahandi of Odisha State. The Company is planning to expand the plant from 1 million to 6 million TPA. Sustainability is the key to its operations. The company has successfully implemented Zero Discharge System and is actively working on the Zero Waste Project.*



Vedanta Limited has carved out a niche for itself in the Aluminium industry with its superior product quality based on state-of-the-art technology. The firm operates a 1.9 mtpa Greenfield alumina refinery and an associated 90 MW Captive Co-Generation Power Plant (CCGPP) at Lanjigarh in the state of Orissa. Plans are afoot to increase the capacity of the Lanjigarh refinery significantly to 6 mtpa. This is in line with VL's strategy to promote Lanjigarh as a self-sustained manufacturing unit in terms of cost advantage and resource availability. The Alumina Refinery at Lanjigarh includes other associated facilities like the 65 Kilometre Water Pipeline from Kesinga to the Plant and 16 Kilometre long Railway Corridor connecting the Refinery to nearby Ambodala Railway Station. The idea of sustainable development is deeply engrained in VL's business ethos. VL is committed to the socio-economic transformation of local communities residing around the plant sites and undertakes several initiatives to promote sustainable development. The firm has focused on developing modern health amenities, educational facilities for children and skill development programmes for adults. Several other programmes have been undertaken to enhance health and sanitation, promote livelihood generation and improve infrastructure in the villages surrounding Jharsuguda and Lanjigarh. The firm believes that its development initiatives will encourage a dedicated team of self-motivated individuals to participate and drive the company's growth in the future.

## BACKGROUND

Vedanta's Livelihood Program is a commitment to improve the socio economic status of underprivileged communities (SCs/STs/OBCs) residing in plant peripheral villages. Vedanta engaged 'Asian Institute of Development (ASID)' Ranchi, in 2006 to conduct 'Baseline and need assessment study', In 2013 ASHA and in 2015 JM EnviroNet. Findings say, 90% families were BPL, 64.6% respondents had agricultural land where 61.4% respondents were engaged in mono-cropping. Women folk spent their major time in collection of NTFP. Employment days on farming was only 120 days. There was unavailability of vocational skill training centres. These findings led to a comprehensive livelihood project model called 'AAJEEVIKA'.

Project 'AAJEEVIKA' is targeting around 4200 beneficiaries from around 40 peripheral villages of Lanjigarh Block of Kalahandi district.

### 'AAJEEVIKA' - Project detail and Impact:

- Project Sakhi (Women Empowerment) – Promotion of women SHGs and various farm and non-farm based livelihood initiatives. Under this project, as of now 220 women Self Help Groups have been promoted covering around 2434 women with group size of 10-12 members per SHG. It has been ensured to include at least one

- woman from each household for 100% coverage in the villages. 100% financial inclusion through opening of bank accounts has been ensured. All SHG members have been given training on SHG management practices. The program is being implemented by local NGO partner, Mahashakti Foundation.
- Project Yuva Pragati Kendra (YPK) and Rural BPO (RBPO) training Centre -This skill development programme has provided the educated unemployed youth with better options for livelihood through education, life skills, vocational hand holding, community services and career development. More than 200 youths have been provided with employment opportunity and 65 youth have been placed. FIDR is the implementing partner.
- Project 'Krushak Bandhu' - Uplifting marginal and small farmers through implementing various farm based livelihood projects like vegetable & sunflower cultivation, paddy cultivation through SRI method and thus supporting more than 500 farmers to enhance their agriculture productivity and ensuring them better ROI through sustainable agriculture practices and multi-cropping enhancing per capita income, institutional stability, creation of seed bank with corpus fund and promoting village wise Farmers Clubs. The project ensures irrigation facilities through Government programmes and strengthens the supply chain. Through these farm based livelihood activities people could earn, a monthly income of Rs. 18000/- to 20000/-.
- Project 'SWAWLAMB' (Entrepreneurship Development) - 10 entrepreneurs from the project affected families have set up small businesses like Fly Ash Brick making unit, Chura Mill, Tailoring Unit, Bicycle repairing unit, Rice mill etc. with support of DIC, Bhawanipatna. The programme has enhanced their per capita income and induced economic development of the area. Entrepreneurs have provided new job opportunities to youths in the community.



## PROCESS

The model was conceived and designed following a post need assessment survey by AISD and a discussion with the stakeholders for acceptance of the program. A baseline was conducted for each project and stakeholder group by the implementing partner for community mobilisation. The modalities of operation and programme design including terms and conditions for monitoring and evaluation were discussed at length with the PIA. Institutional frameworks were developed for each model like farmers group, user group or SHG promoters. Extensive training and capacity building was done for the beneficiaries. On farm support, demonstrations were done to instil confidence among the beneficiaries for each crop and each IGA. Advocacy was done by the CSR team members and PIA for mobilisation of resources from Government like ATMA, DDA, DIC, RWSS, for various activities. Handholding support was given to the beneficiaries for backward and forward



linkages. A mandatory item of beneficiary contribution has been incorporated to bring ownership and ensure sustainability of the program model.

## EFFECTIVENESS

The project cycle includes project need assessment through participatory planning process using PRA, banyan tree meetings and FGDs for incorporating suggestions and feedbacks for improvement. The project is implemented through NGO/Agencies and with Government and other private like-minded partners. Monitoring and Evaluation is imbibed in the project design. Third party periodic evaluation ensures enhance effectiveness of the project. The exit strategies involve promoting village level institutions and enhancing the capacities of local committees.

## SUSTAINABILITY

- Project Krushak Bandhu has created farmer's clubs for each cluster of 20 villages. These clubs will be consolidated as cooperatives that will be provided seed fund of INR 10 Lakhs after the support is withdrawn from the project. The seed fund will be used to create a grain bank, technical training and capacity building of farmers and inter-loaning for agricultural needs.



## LINKAGE WITH GOVERNMENT SCHEMES/ PROGRAMMES

Vedanta has partnered with Rashtriya Krishi Vikas Yojana; National Food Security Act; Orissa Livelihood Mission; Pradhan Mantri Bima Yojana; OMFed; TERI; ICDS; DIC; NABARD; and the Veterinary Department for Ajeevika.

- SAKHI has a very robust exit strategy in place. Bank linkages i.e., bank accounts and loans for IGA will be in place for all SHGs. The 200 SHGs have been clubbed in the form of a federation which has its own secretary and treasurer. The Federation will be given a seed fund of INR 5 Lakhs after a period of 3 years for taking up inter-lending for IGAs and spending on SHG training programme. The SHG members have been linked to Govt. programmes and will continue to derive benefit.
- The YPK and the RBPO centres will be handed over and merged with Govt. Skill India programme to ensure continued training and placement to the rural youths.
- Under project Swawlambh Vedanta acts as a catalyst in setting up of the enterprises mobilising all support from DIC for the entrepreneurs.



## SCALABILITY

The project is scalable as currently Vedanta is working with 500 farmers. After the farmer's clubs are clubbed into the farmer's cooperative more farmers will join the club and receive benefits like technical training, subsidized inputs and assured market linkage.



**RANJAN SHARMA**  
HEAD CSR  
VEDNATA LTD LANGJIGARH



# HEALTH

# IMPROVING MATERNAL AND CHILD HEALTH

## Experience of Jindal Steel and Power Limited

*JSPL is an industrial powerhouse with a dominant presence in steel, power, mining and infrastructure sectors. Part of the US \$ 18 billion OP Jindal Group this young, agile and responsive company is constantly expanding its capabilities to fuel its fairy tale journey that has seen it grow to a US \$ 3.3 billion business conglomerate. The company has committed investments exceeding US \$ 30 billion in the future and has several business initiatives running simultaneously across continents. Led by Mr Naveen Jindal, the youngest son of the legendary Shri O.P. Jindal, the company produces economical and efficient steel and power through backward and forward integration.*

# Maternal & child health care

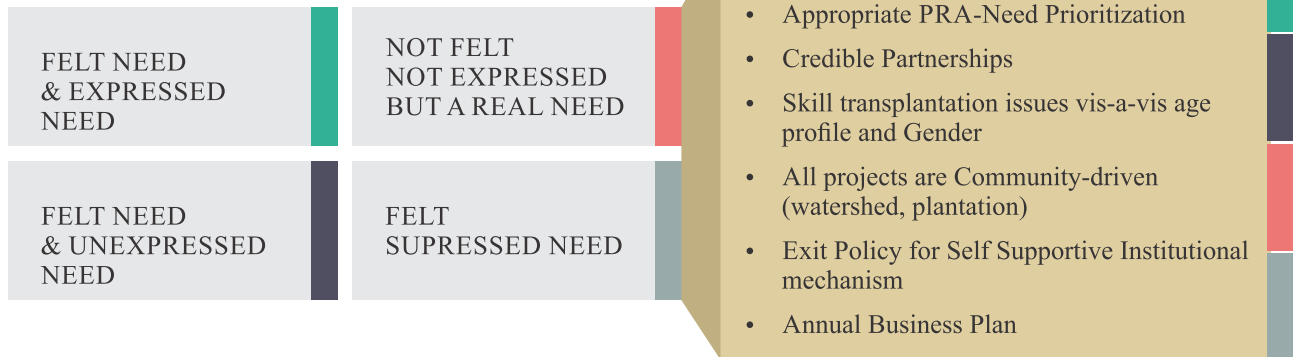
The basic objective of a maternal child care project is to reduce IMR (Infant mortality rate), MMR (maternal mortality ratio) and improve the health status of women and children through quality preventive health care services. The strategy to achieve this objective is through collaboration with the Govt for routine immunisation services, ANCs, PNCs, family planning services, counselling and sensitization, haemoglobin testing and life skill education of adolescent girls. The adolescent girls are “would be mothers” but also the potential change makers for at least two families. Therefore, JSPL takes a comprehensive health care programme for the child, adolescent girls and women for their holistic development through dedicated programs like Vatsalya & Kishori express.

Kishori Express is a project implemented in Angul district of Odisha for improving the health of adolescent girls (would-be mothers) through regular haemoglobin check-up, awareness creation, as well as nutrition supplementation. The project runs in 2 blocks of Odisha i.e Chendipada, Banarpal of Angul district covering the entire adolescent girl's populace. Project Vatsalya as the name indicates is a maternal child health project which works in the areas of safe motherhood, early child care & vaccination, adolescent health care, family planning and contraception, awareness on health and hygiene among the community. The project is being implemented in Tamnar block of Raigarh district of Chhattisgarh and in Jereldabaru, Gua of Jharkhand. Both the project are being implemented based on a need profile analysis and need prioritisation in the project area adopting a 360 degree project approach.

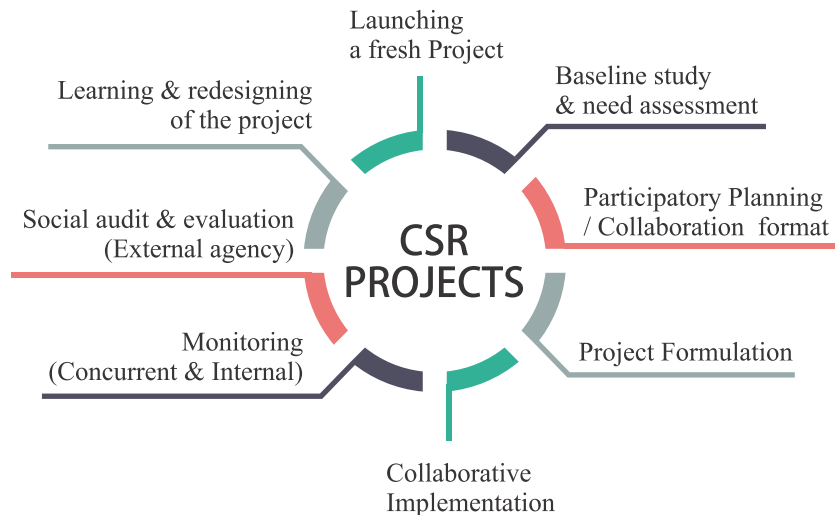
## CSR APPROACH



### Need Based Approach



### 360 DEGREE APPROACH



The Kishori Express, an adolescent girl's anemia control project, was launched in April 2011 in Chendipada block and replicated at Banarpal block of Angul in 2012. Under the programme, monthly micro plan is prepared in consultation with ICDS, Health, NHM and District Education Officer to schedule the Kishori Express to visit the school, AWCs in a structured manner. Haemometer is used to test hemoglobin level as its more accurate. The reports are shared with the govt for follow up of severe anaemic cases so that the anaemia incidence could go down. Joint visits by JSPL with Govt line depts. like Health & Family Welfare Department & ICDS, Women & Child Development Dept are taken up for more effective implementation and coverage of the issues. The micro plan and the achievements are discussed at the block level meetings and steps are taken for addressing severe anemic cases on an immediate basis. Hand washing in schools and AWCs are co-run by our trained staff so that students stay away from infections. Joint visits by the Kishori express staff are being undertaken to the AWCs/ target sites on the scheduled Village Health Nutrition Days. Such convergence has helped in ensuring greater & effective outreach.

The criteria of the selection of the project area are as follows-

- Chendipada & Banarpal block of Angul district & Tamnar block in Chattisgarh, Jereldabaru area (Manoharpur and Nuamundi block) in Jharkhand have comparatively high malnutrition, IMR & MMR;
- Inadequate infrastructural, equipments and service facilities;
- Most of the blocks in the district are malaria prone

The project was innovative as it took adolescent health care, hygiene and awareness to the doorsteps by trained service providers in customised vehicles that were not only equipped to run the online quiz on life skills, but also with facilities of counselling on nutrition, menstrual hygiene and anaemia control measures.



Testing through haemometer & counselling by ICDS Staff



Counselling by MOi/c, Chendipada Block

**Vatsalaya Project** was launched in October 2010 in 38 villages around the Jindal Power Plant, Dam and Mines in Tamnar & Ghargoda blocks of district Raigarh, spearheaded by 48 community based village women volunteers called the Swasthya Sanginis or Health volunteers. It is also being implemented in Jereldabaru location of Jharkhand involving 10 women village health care workers called as "Swasthya Sanginis" (SS) in 10 villages respectively.



Health Check up through mobile van

## DEMOGRAPHIC COVERAGE

**Kishori express (anaemia control vehicle)** - Presently the project is being implemented in 321 villages of two Blocks of Angul District of Odisha i.e. Chhendipada block- 185 villages and Banarpal block - 136 villages.



**Vatsalya Project-** The project reach is 38 villages covering 44000 population in Tamnar and 10 villages covering 6800 population in Jereldabaru. The target beneficiaries are pregnant women, children 0 to 14 years, nursing mothers, eligible couple, & adolescent girls etc. The Swasthaya Sanginis are Village Health Volunteers(VHVs) who work on safe motherhood, early child care & vaccination, adolescent health care, family planning and contraception, awareness on health and hygiene among community and children. To ensure safe motherhood, the VHVs registered all pregnancies of the villages, ensuring 04 time ante natal check-ups, administration of IFA tablets , TT injections, additional food and rest, identification of high risk pregnancy, & ensuring 100% institutional delivery.



Swasthaya Sangini holding a meeting with women

## IMPACT OF KISHORI EXPRESS

- Till March 2016, the vehicle has touched upon 25000 beneficiaries, 85851 pricks resulting in 94% reduction in severe anemic cases & 35% reduction from moderate anemic cases.

## Impact / Outcome of Vatsalya Project

### Tamnar

- Pregnancy registration increased from 51.25 % to 99%; ANC check-up increased from 13% to 98.25% in 5 years. 65% of mothers consumed 100 IFA during pregnancy which needs to be taken up to 100%. Institutional delivery increased from 47% to 86.66 % ; Exclusive breast feeding increased from 34.2% to 90% which resulted in strengthening the child immunity and improved growth; Child immunization increased from 57.2 % to 93.26%; Now 62 % adolescent girls are using Sanitary Napkins which were negligible ; 100 % children wash their hands with soap and water after defecation and before eating;

- Besides, under the Chiranjeevi Project at Tamnar that aims to combat malnutrition, & through its interventions 48% of the severe malnourished children returned to moderate category and 53% of moderately malnourished children returned to normal category. So far, 351 children are under close project support in a holistic manner.

### Jereldabaru

- 61 institutional deliveries with ANC check-ups were conducted in the year. Facilitation of 103 routine govt. immunization programs with support of ANMs for 453 women and 1570 children were organized. In the rural play schools, 197 Khelwadi sessions were organized in 10 villages for awareness on health and hygiene reaching out to 3389 children. Around 203 meetings covering 2340 women were held on maternal child health & 102 Adolescent Girls meetings were organized benefitting 1190 adolescent girls.

### Way Forward

- The Kishori express is now an integrated vehicle not just touching the lives of adolescent girls, but also that of the boys through hand washing sessions and routine immunization. It's also touching the pregnant women through Village Health Nutrition Days with our staff sharing the day with ICDS and health dept in delivery of services;
- Besides adolescent girls' health care, convergence with govt. programmes for immunization, maternal health care is being organized to make the project more impactful.
- Vatsalya program is proposed to be replicated across the various units of JSPL and there are plans to use the VHVs as resource persons in health programs run by other CSR units. These VHVs have the potential to form an NGO to work in the health sector either with the Govt./NGOs support.

# INNOVATIONS IN HEALTH SECTOR

**National Health Mission (NHM)'s  
Various Initiatives in Health are  
Efforts to Reach the Unreached  
through Innovative Experiments**

*It gives a reflection of the various schemes in the health sector by the Government of Odisha through National Health Mission and other departments, some of them experimented in collaboration with NGOs, Corporates in a PPPmode.*

## PUBLIC PRIVATE PARTNERSHIPS ( PPP ) FOR PRIMARY CARE

The National Health Mission (NHM), Health & Family Welfare Department, Odisha initiated efforts in 2010 to involve private organizations and NGOs to manage primary health centres (PHCs) through Public Private Partnership (PPP) mode. A dedicated 'PPP Cell' is operational at the Mission Directorate, NHM-Odisha to facilitate and manage these partnerships.

The main purpose of this initiative is to increase access to public health services for people living in rural and remote areas. So far, about 182 sub centres and 32 PHCs are functioning in this mode. Of the 32 PHCs, 23 are run by NGOs and 9 by two corporate organizations. These centres deliver basic primary care services in hard to reach pockets with the aim of improving health and nutrition status of the people.

## MAA GRUHA: MATERNITY WAITING HOMES

Maternal health services delivery in tribal and remote areas pose a major challenge. Evidence suggests poor transportation is a prime barrier in availing timely obstetric care in hard-to-reach areas.



To increase institutional delivery in inaccessible tribal areas, maternity waiting homes (MWH), also called MaaGruha, were introduced by the National Health Mission, Odisha. They are a residential facility managed by NGOs for pregnant women within close proximity to the health facility, which provides perinatal care by skilled health workers. Pregnant women stay 5-7 days in the MWH before 1-2 weeks of expected date of delivery and are transferred to the facility for delivery.

In addition, these facilities provide compensation for wage loss, transport allowance during stay and cooked food to both the mother and her escort. Each MWH is staffed with women health assistants who provide health education on postnatal, new born and child care. Currently there are more

than 45 MWHs functioning in 11 districts in Odisha. The MWHs have contributed to increased institutional deliveries and as per latest data (2014-15) out of 12,233 women who stayed at MWHs 10,064 had an institutional delivery.

## MOBILE BOAT CLINICS



Mobile boat clinics are an alternative model for rural health care delivery. A boat is specially designed to provide basic primary health care services to people in inaccessible areas. At present, such boats with designated health staff, necessary equipment and drugs makes periodic visits to selected areas in Malkangiri district. The mobile boat clinic is equipped to conduct health camps, immunization and vaccination clinics and provide other primary health care services.

## COMMUNITY-BASED MANGEMENT OF ACUTE MALNUTRITION (CMAM)

The Community-Based Management of Acute Malnutrition (CMAM) approach involves community volunteers in identifying and initiating treatment of children with acute malnutrition before they become seriously ill. The treatment for majority of children with severe acute malnutrition is provided at home using Ready-to-Use-Therapeutic Foods (RUTF) and routine medical care. Children who have medical complications or lack an appetite are referred to in-patient facilities. The CMAM model was developed by Valid International and has been endorsed by WHO and UNICEF.

## ESTABLISHMENT OF ODISHA MEDICAL CORPORATION LIMITED

Odisha State Medical Corporation Limited (OSMCL) was established to act as an independent procurement agency for the Department of Health and Family Welfare, Government of Odisha.

The OSMCL has the key functions like timely procurement of quality medicines, equipment, instruments, furniture and other consumables through fair, transparent and competitive bidding process. Other functions of OSMCL include management of Central Drug Warehouses at district



level to ensure smooth drug supply to health facilities; management of logistics up to Block/CHC level; provision of equipment management support at periphery and tertiary level health institutions; and provision of integrated IT Systems for inventory management.

## **‘NIRAMAYA’ SCHEME FOR FREE DRUG DISTRIBUTION**

The Government of Odisha recently launched the Niramaya scheme, under which free medicines are provided to needy patients at all the government health facilities. The scheme also includes hospital consumables and surgical items and medicines for chronic ailments such as cancer and diabetes. The scheme is run by OSMCL, a state PSU formed in 2013.

## **SUPPORTIVE SUPERVISION FOR ROUTINE IMMUNIZATION**

Routine immunization is a key child survival intervention. Issues related to the quality of service delivery pose operational challenges in delivering effective immunization services. Accumulated evidences suggest that 'supportive supervision' improves the quality of health care services. During 2009-10, Govt. of Odisha (GoO) and UNICEF jointly piloted this strategy in four districts to improve routine immunization. IIPH, Bhubaneswar conducted an independent assessment of this strategy. The observed improvements in the ILR management practices indicate positive influence of supportive supervision. Higher level of domain knowledge among intervention health workers on specific items related to routine immunization could become a reality due to successful transfer of knowledge from supervisors. Addressing systemic issues could complement the supportive supervision strategy in improving immunization service delivery.

## **FIRST 1000 DAYS OF LIFE**

This project was launched in January 2013 based on the findings of the HUNGaMA (Hunger and Malnutrition) survey conducted in 112 rural districts of the country. The project worked with the National Rural Health Mission (NRHM) and the Integrated Child Development Services (ICDS) in three high-burden districts – Koraput in Odisha, Sheopur in Madhya Pradesh and Banswara in Rajasthan. HUNGaMA next focused on the first 1000 days of a child's life comprising the prenatal period until the child turns two years of age and regarded this as the critical window of opportunity to prevent undernutrition. The following strategies were adopted: monthly measurement of weight and mid-upper arm circumference of children, individualized tracking of nutrition status of children, enhancing mothers' knowledge on child nutrition through one-to-one education and counseling, active engagement of family members in child growth monitoring through imaginative use of Shishu Vikas Chart, demonstration of Oral Rehydration Supplements (ORS) and low-cost high-nutrition local recipes to help shore-up child nutrition, referral to NRCs/Community NRCs and follow-up of SAM children, and real time capture and processing of child nutrition data.

## **CANCER CARE THROUGH RESTRUCTURING THE REGIONAL CANCER CENTRE**

The Acharya Harihar Regional Cancer Centre (AHRCC), the only government regional cancer institute in the state, receives more than 60,000 new cancer cases every year. The centre now provides free chemotherapy drugs and services to most of its patients. Under Niramaya, the state Government has included 73 types of cancer drugs in the Essential Drugs List (EDL) and in the first phase, 22

chemotherapy drugs and consumables have been supplied to the hospital for free distribution. Free cancer drug distribution aims to benefit thousands of poor patients not just from Odisha but also from neighbouring states. With the launch of the free drug scheme, the regional centre is now planning to open another campus and cancer centres to provide chemo therapy at district hospitals to reduce the cost to the patients.

## SWASTHYA KANTHA CAMPAIGN

The State Institute of Health & Family Welfare, Odisha has launched a multimedia communication campaign Swasthya Kantha under the flagship program of Kantha Kahe Kahani by establishing linkage with Women & Child Development and Rural Development. As part of this campaign a "Health Wall" (Swasthya Kantha) was set up for the purpose of disseminating information and initiating group discussions on health and sanitation related aspects with the community. The Swasthya Kantha campaign has covered more than 40,000 villages across Odisha, especially in the rural hinterland, in a period of 12 months.

## 'MO MASARI' AND 'NIDHI MOUSA TO MASARI NE' ABHIJANA

'Mo Masari' and 'Nidhi Mousa to Masari Ne' Abhijan is an insecticide treated bed net distribution campaign in malaria endemic areas. This campaign aims to cover pregnant women, under 5 children in high burden areas and hostel boarders of tribal schools. In addition, a social mobilization drive - Nidhi Rath, using community folk media covered all population reached by bed nets. Nearly 25 lakh people in most endemic blocks of high burden districts were covered through this approach, and so far 2.24 lakh LLINs have been distributed under the scheme. An evaluation of this intervention found that, among 2925 families, nearly 91% of pregnant women had slept under LLIN last night (n=809), 88% of pregnant women had slept under LLIN last night with their child under 2 years (n=809) and 70% of family members slept under LLIN last night in distributed areas.

## INCENTIVES FOR DOCTORS TO WORK IN REMOTE AREAS OF ODISHA

To ensure availability of doctors in remote areas, Govt of Odisha has introduced monetary incentives in the form of higher salaries (than urban) and non-monetary incentives such as preferential admission to postgraduate courses for working in identified hard to reach and remote locations. Vulnerability status is based on certain key parameters such as difficult and backwardness of the location, tribal dominance, left wing extremism, rail, road and transport facilities, social infrastructure and distance from state head quarter. As per the revised incentive system, a sum of Rs. 40000/- is taken as the "UNIT" that is 100% incentive payable. Then depending on the vulnerability status and level of health institution, the medical officers get a percentage of the unit.

## BKKY AND OSTF SCHEME FOR FINANCIAL PROTECTION

The Biju Krushak Kalyan Yojana (BKKY) scheme aims to provide financial protection from healthcare expenditure to farmers and their families. The scheme covers maximum of five members of a family for three year at Rs 30.00 in three years. It provides benefits for maternity and newborn care (up to Rs 30,000/-) and Rs 70,000/- for the coverage of hospitalization due to medical and/or surgical procedures. So far, nearly 423 government hospitals and 140 private hospitals are empanelled to provide the services in the state. Nearly 52 lakhs families have been covered under the scheme and 79520 claims have been made from December 2014 to August 2015 costing Rs 58.62 crores.

[Contributed by PHFI]



# TRIBAL DEVELOPMENT

# ENHANCING WOMEN'S ACCESS TO AND CONTROL OVER LAND

**Through Land literacy by Landesa**

*The greatest impediment to increasing women's access to and control over land in rural areas is women's lack of knowledge, their perception towards their ownership of land which is governed by social conditioning and gender roles and existing norms/practices prevailing around land. Landesa's land literacy strategy involves a structured training on land issues identified by women in the community, to make accessible the complex issue of land from the domain of few to the community in general and women in particular. The case study captures how Landesa implements this programme in partnership with the government and civil society organisations in Odisha.*

## BACKGROUND

With three out of four women in India employed in the agriculture sector (68th round of National Sample Survey), land is critical to the survival of rural women. Though the Constitution of India guarantees equal rights to men and women, women's status remains dismal and disempowering because of their social and economic marginalization. Progressive laws enacted by the government do not empower women, as their interpretation is patriarchal, leading to gaps in their implementation.

Gender norms and socio-cultural practices hinder women's access to land through ownership, as asserting such rights often lead to social branding and ostracism. Traditionally it is not favourable for women to demand their land rights and therefore, women refrain from any act, which would intend to generate a demand for land.

Apart from negligible demand, a major area of concern has been the absence of state's mandate for women's land rights. The state government has created provision for joint titling, but it remains limited only to government land distribution programmes and Forest Rights Act. Surmounting social pressure has relegated the notion of joint titling and intended empowerment through it, to a mere eyewash. The Hindu Succession (Amendment) Act 2005 provides equal inheritance rights to daughters and daughters-in-law, but it is hardly realised. A widow rarely exercises her inheritance

rights against her powerful in-laws and state's non-committal stand makes her further vulnerable. In other words, even with progressive laws, the existing norms and practices make women doubly vulnerable. This leads to negligible demand for land ownership by women and builds blocks for the state to justify that there is no demand for inheritance rights of women in real terms.

## THE PROGRAMME

The greatest impediment to increasing women's access to and control over land in rural areas is women's lack of knowledge, their perception towards their ownership of land which is governed by social conditioning and gender roles and existing norms/practices prevailing around land. Experience gathered along with findings from independent studies in the field has led to the evolution of a land literacy strategy, a structured training on land issues identified by women in the community, to make accessible the complex issue of land from the domain of few to the community in general and women in particular.

**Landesa** generates awareness among rural women about their land entitlements through land literacy trainings imparted to women in self-help groups and other collectives. The program aims to generate demand from women and the community for women's ownership of land





and decisions on its use productively towards improving their and family's food security, income and livelihood.

## STRATEGIC PARTNERSHIPS

The programme is being implemented through partnership with government programmes and civil society organisations. These partners engage in identifying issues pertaining to land ownership rights, the prevailing practices and an overall situation analysis of the issue in the topographies.

## KEY COMPONENTS OF THE PROGRAMME

- A detailed need assessment is carried out in villages through randomly selected data, and focus group discussions are carried out with key stakeholders for further understanding on the issues that need to be prioritised for land literacy trainings.
- Based on the identified needs, customized Training Modules are developed so as to prioritise issues and ensure ownership over the activities by the implementing partners.
- Training of Trainers (ToT) is designed and trainers from the community are trained and engaged to build capacities of rural communities including women.
- Land Literacy sessions are carried out with women SHG members and other collectives.



## KEY OUTCOMES AND IMPACT

- **Improved capacity of rural women**  
The training and land literacy will increase women's knowledge and agency to assert their legitimate rights over land and capacitate them to demand their own rights in terms of access and ownership over land. So far around 10,000 women have been trained.

- **Improved women's access to land and its use**  
With improved knowledge and capacities, women's access to land will increase. Having learned the importance of land use through convergence, they will use land productively for kitchen garden, backyard poultry, goat rearing and will be economically benefitted.
- **Sustainable Livelihood and food security for family**  
Productive use of land will go a long way towards ensuring sustainable livelihood and improving their and their family's food security.
- **Improved decision making power and gender relations**  
Improved knowledge on land will empower women to demand their ownership rights which will lead to their participation in its use.
- **Impact through scaling up!**  
The land literacy programme has a potential to be integrated in various government and non-government programmes for scaling up and larger impact. More than 15000 government officials, 1000 plus NGO members, and 5000 community members have been oriented on the Land Literacy modules and their benefits.

### *Conclusion:*

*Landesa collaborates with governments and local organizations to ensure that the world's poorest families have secure rights over the land they till. Founded as the Rural Development Institute, Landesa has helped more than 100 million poor families gain legal control over their land since 1967. When families have secure rights to land, they can invest in their land to sustainably increase their harvests and reap the benefits - improved nutrition, health, education, and dignity – for generations.*

*Landesa's involvement in India started in 1999 with focused field research. This research led to its full-fledged operation in India that commenced in 2008 as it engaged with the national government as well as the state governments on designing new land policies focusing on the rural poor. These pro-poor policies serve as a foundation for Landesa's continued work in India, collaborating with the national and state governments and other agencies, to develop and implement specific large-scale programmes.*

# ENSURING LAND TO THE LANDLESS

## The Government's Efforts in Conferring Land Rights to the Landless

*The government's efforts in conferring land rights to the landless through distribution or regularization of government land is however not reaching all the landless mainly due to inaccurate enumeration of the landless households. One of the principal reasons has been the shortage of staff at the field level who could conduct household surveys to identify and enumerate the landless. Hence, the efforts made by the governments to resolve the issue remain limited, and unfortunately, the problem of dispossession continues. Landlessness is acute in Odisha where about 54% of its rural households do not own any land (SECC 2011). Landesas' Community Resource Person model provides additional capacity to the revenue department to facilitate the process of enumeration of the landless thus catalyzing the process of securing land to the landless.*

## BACKGROUND

Despite rapid economic growth, India has the largest concentration of people living in poverty and the largest number of landless people in the world. Millions of poor rural people, here, depend on land for their livelihood, but they control very little land. Inadequate rights of access to land and insecure tenure of those rights, often result in extreme poverty and hunger. Access to and control over even small plots of land can improve food security and livelihood of the poor.

After independence, the national and state governments of India promulgated a number of land reforms to bridge the gap between the landless poor and the rich landowners. These progressive laws focused on equitable redistribution of the available land by appropriate measures, with the ultimate goal of bringing socio-economic justice by providing land to the landless.

The government's efforts in conferring land rights to the landless through distribution or regularization of government land is however not reaching all the landless mainly due to inaccurate enumeration of the landless households. One of the principal reasons has been the shortage of staff at the field level who could conduct household surveys to identify and enumerate the landless. Hence, the efforts made by the governments to resolve the issue remain limited, and unfortunately, the problem of dispossession continues. Landlessness is acute in Odisha where about 54% of its rural households do not own any land (SECC 2011).

With an objective of ensuring that the landless families have access and control over land, Landesa began its work in Odisha in partnership with the state government in 2009. Based on its Theory of Change, Landesa initiated an assessment of the state's homestead land distribution program, called Vasundhara, in 88 villages across 10 districts. The assessment identified critical implementation gaps in the program such as – a) absence of a guideline to identify the landless families who could benefit from the scheme; b) landless families enumerated on the basis of old records without conducting fresh household surveys due to the shortage field staff; and c) land allocated without



physically verifying the suitability of land for the landless families.

## INNOVATIVE SOLUTION-COMMUNITY RESOURCE PERSON MODEL

Landesa, with support from the Government of Odisha, devised a systematic step-by-step identification method to enumerate the landless families who could benefit from the Vasundhara scheme. It was realized that additional capacity had to be provided to fill in the inadequacy in field-level staff in the revenue department to facilitate the process of enumeration of the landless. It was further understood that enumeration of the landless families requires a very simple and non-technical process that a locally identified human resource could ensure. This was how the concept of Community Resource Person (CRP) emerged which deployed some local literate youths as CRPs, who could assist in identifying the landless families in the rural areas.

With support from the District Administrations in three districts, Landesa piloted the CRP model in 36 villages with the objectives of: a) testing the robustness of the model in identifying landless families, b) assessing the strengths of the model to be scaled across the state, c) identifying the legal and administrative bottlenecks to land allocation and settlement.

## SCALING UP THE CRP MODEL

Landesa collaborated with the Odisha Tribal Empowerment and Livelihoods Programme (OTELP) to scale up the CRP model so as to ensure land to the landless in 1056 project villages across 30 blocks of Kalahandi, Kandhamal, Gajapati, Rayagada, Malkangiri, Koraput and Nabarangpur districts. The program aimed at formalising the rights of the households over the government land they possessed for both homestead and cultivation purposes.

Subsequently the state government scaled up the model to 118 Tribal Sub-Plan blocks of the State in 2012. A Standard Operating Procedure (SOP) was designed to implement the CRP model. Government officials were trained to identify and facilitate land allocation and regularisation in favour of eligible landless households including women.

- OTELP implemented the CRP model to provide secure land titles to all the landless households in their 1056 project villages
- Landesa provided technical support in terms of capacity building and facilitation
- OTELP initiated the process to enumerate all the landless households with support from the Revenue Department
- 17000 plus households were provided with secure land titles.

(Source: <http://www.otelp.org/Land-to-the-landless.asp>)



## OUTCOME AND IMPACT

As an outcome of Landesa's partnership with the state government, land titles have been issued to multiple thousand landless families in the state. Amongst these titles, 97% titles are in the names of women - either jointly with husbands, as well as with single titles in case of single women/woman-headed households.

Keeping in view the huge number of landless in the tribal districts as enumerated by the CRPs, in 2010 Government of Odisha ordered for re-enumeration of the landless households in all tribal districts through a circular to the district Collectors. Subsequently, a fresh enumeration of all homestead less in the state was ordered in 2015.

### ***Conclusion:***

*The CRP model has established a systematic enumeration method that ensures total inclusion of all the landless including the single disposessed women who either live with family members or extended families or live alone as woman-headed households.*

*Landesa has further experimented on the CRP model by embedding the concept of using local capacity in government and community based institutions. Anganwadi workers are now serving as CRPs in several districts to enumerate the landless. Besides, Landesa has also been able to experiment and establish an alternative CRP model by building the capacities of local women SHG federations which have been engaged in not only identifying the landless, but also in identifying land insecurity issues in the rural areas. With technical support from Landesa, the state is prioritizing to issue land titles to the landless under various schemes and programmes.*

# WOMEN SUPPORT CENTRES

## Securing Land and Livelihoods for Women: Landesa's Experience

*Gender relations determine differences in the relative status and power of women. Gender-equitable governance of land tenure empowers women to access, own and use land to participate equally in economic processes for securing their livelihood, fostering income growth, well-being, and improved social status in the community. Landesa partners with state governments to design an exclusive programme called the Women Support Centre programme to operate within the existing institutional framework for prioritizing inclusion of women, particularly single women and woman-headed households, in the state's land and social security programmes.*

## BACKGROUND

Despite sincere efforts by the national and state governments, women's property right has remained as an area of concern needing focused attention. The Government of Odisha introduced a homestead land allocation programme called the Vasundhara in 2005-06 to allocate government land to the rural families without homesteads. The state's land settlement acts mandate that the State is to enumerate landless or homestead-less 'families' for processing government land allocation to them. Paradoxically, while the single women (the widowed, deserted, differently abled and never-married women above the age of 30) are enumerated as 'family' units when they live independently as woman-headed households; similarly single women living with their parents or in-laws do not get enumerated as their identity is subsumed within the family they depend on. In the absence of specific enumeration design, such single women are grossly excluded and the household-head, invariably a male, gets the land.

Besides, while enumerating landless and those without homesteads, the revenue officials do not consciously include single women as there is no specific mandate for their inclusion. Moreover, in the absence of clear guidelines, definition of 'single woman' and eligibility criteria, the revenue officials are unsure about which women to be considered eligible and to be prioritised. In addition, it is difficult on their part to ascertain whether a single woman possesses any land in her in-laws or native village. There are confusions around the inheritance rights of such single women because of marital discord and widowhood. For example, it is yet more challenging for a young widowed woman to inherit land when it is documented in her father-in-law's name, instead of her husband's name. Law is silent about the rights of abandoned women, who are grossly overlooked in the enumeration process due to lack of evidence around their marital status. These women struggle to get residence certificates because they do not have any address which deprives them from accessing institutional credit and obstacles their children's enrolment in school.

## THE PROGRAMME

### **Women Support Centre -Spotting the 'invisible'**

Landesa, in partnership with the government of Odisha, has designed and piloted an exclusive programme called the Women Support Centre programme in one tehsil with an objective of securing land and social security entitlements of single-women. With Landesa's support, this flagship programme was subsequently upscaled to five districts of the state – Ganjam, Mayurbhanj, Koraput, Kalahandi and Gajapati. A total of 75 Women Support Centres are now operating - one from each tehsil office (also from block office in Gajapati). The programme is prioritizing the cases of single women and ensuring that each and every single woman is included in the programme to get their land and social security entitlements.



The genesis of the program was from an experimentation in Ganjam district to address the huge challenge around inclusion of single women - particularly who are widowed, abandoned, deserted, differently-abled, and who never married. Socio-cultural conditioning in rural areas compel single women to live with their relatives and therefore, these women do not get counted. Unfortunately, the number of such 'uncounted' single women is pretty high, constituting about 12% of the total rural women population. These women remain 'invisible' to the policy and planners, hence, are deprived of their legitimate rights.

## KEY COMPONENTS OF THE PROGRAMME

The Women Support Centre programme has introduced a robust enumeration method to count such 'uncounted' single women as 'family' units by using the services of Anganwadi workers through a door-to-door survey. Capacity building of government officials is another vital component of this programme. Both land and welfare department officials of the state government are oriented through an eight-fold capacity building programme.

Women Support Centre programme uses a Management Information System (MIS) to create inventories of all single women in the project districts. The MIS filters the data to facilitate service delivery of both land and social security entitlements. Unique Access Codes have been assigned to the tehsil and block development offices to access soft-data for processing smoother service delivery.

## KEY OUTCOMES:

The major outcomes of the Women Support Centre programme -

- Establishing a systematic identification mechanism that has counted over 200,000 single dispossessed women out of which about 21% have been found to be eligible for land. 7000 plus women have already received land titles through this programme.
- Segregated inventories of single dispossessed women have been created for facilitating land, social security and livelihood support services
- Capacities of government officials have been built through an eight-fold training programme to prioritize the cases of single women and allocate small plots of land to them
- Single women have been covered under government's housing, sanitation, social security, food security and livelihood support programmes



The governments of Uttar Pradesh and Bihar are replicating the Women Support Centre model which is being piloted in select districts.



# TURNING A NEW LEAF

## Experience of CYSD in Forest Protection and Regeneration in Koraput District.

*Centre for Youth and Social Development (CYSD) has been involved in promotion, regeneration and protection of village forest areas in a number of villages of Koraput district, Odisha. The initiatives focus on innovations for conservation of community forest resources, coupled with the traditional knowledge of the region's tribal people and voluntarism coming from within the community as well as development of leadership in the communities. The result is a recovered forest cover, assured food from these village common hill forests besides NTFP – and an active village life.*



## BACKGROUND

All 17 families in Koiyhankar village trace their ancestry to two young couples that came and settled in the forests five generations ago. The forests were dense, diverse and rich with food to sustain the village for two to three generations. But, as the village populated and young men brought home brides from neighbouring villages and babies were born and forests became increasingly out-of-bounds, stress for food made them look up to the village commons, the hills.

Tribal people of the region were adept at clearing the hills – for one, it takes less effort to clear bushes on the red soil to make way for a plot on a slope than it takes to till a plot of paddy-land. Up there on the hill-slope, the seed need to be dusted and broadcast, and if the rain Gods oblige, they would have a good harvest.

The twin traits – the need for food on the one hand, and the skills of taming the hill-slopes to address the need for food on the other hand, led to the hills slopes getting barren of any green cover over the years. This systematic deforestation of three village hills by its 74 residents eventually came to a point of no return – young people began leaving the village in search of work to Tikri, nearby, or even migrating to far off cities.

## THE PROGRAMME

Prior to introducing any intervention, community participation and support was ensured by making sure that all villagers were in agreement – a process that often took much debate among village residents before coming to any conclusion. This was also necessary because a discussion around the philosophy of the project and the purposes were debated threadbare. In village parlance, these were called 'meetings'.

The local mobiliser of the village, Hari Miniaka says that villagers had raised doubts during the first meeting facilitated by CYSD. In the immediate past, land had been acquired for business in the bauxite-rich region and the seeds of misgivings for anyone bearing an urban mannerism had been sown. “Only when the CYSD staff explained that they would be providing saplings for plantation did the villagers realise that this was not about taking land but about giving,” says Dasari Miniaka.

After much discussion and debate on the project philosophy CYSD undertook field level interventions, beginning with the building community-level institutions. Forming Self Help Groups (SHGs) was a central activity. The creation of community institution was catalysed and supplemented by capacity building activities and monitoring at the village level.

## KEY COMPONENTS OF THE PROGRAMME

The SHG was the point of institutional initiation for the forest generation project. A forest management group followed and with this, regular monthly meetings. The members of these institutions and other willing villagers underwent a series of training – on growing vegetables, making nurseries, forest management – growing, cleaning and pruning of the forest. All along, the villagers would discuss various ways and means of guarding the forests.

As a result of the trainings, villagers knew that it would help to dibble seeds in the village commons. Women collected seeds of tamarind, jackfruit and mango and undertook to dibble these – knowing fully well that a forest does not grow by precision seeding. The plantations that stand tall today



are a result of the soft work – street plays, scores of meetings, forming women into self-help groups and various other village level institutions. It was the formation of these institutions that have sustained the efforts.

Protecting the newly regenerated forests is central to the sustenance of efforts for afforestation and is often designed by the villagers themselves and implemented by the entire village community. Protection is being seen as the key, because they now know that the forest serves the common interest of all villagers.

The transition from shifting cultivation on the hill slopes to more productive methods of farming was possible because CYSD was able to convince the villagers that the podu-chasa was harming the forests and that there was an alternative. This was especially important because family land-holdings were too small to sustain a family with the traditional farming methods that the tribal villagers had been employing all along. Podu-chasa was as indispensable as it was easy. Farmers only needed an axe and a spade to clear a hill slope. To till the paddy-land, they needed bulls and ploughs.

Simultaneously, CYSD staff introduced the villagers to more productive methods of farming. With demonstrations and trainings, farmers appreciated that the little paddy-farms could yield more food and that their families could have more food groups for consumption. Besides this, and with alternatives like community farming, CYSD was able to provide the farmers with options that small-holders and landless farmers found most useful.



## KEY OUTCOMES AND IMPACT

CYSD's intervention for protection and regeneration of community forests in Koraput's villages has covered 89 villages so far, afforesting some 7950 acres of village common hills. Yet, there is more than the tangible to the effort. Villagers provide a list of the trees they grew in their forests: Mango, Tamarind, Jackfruit, Jamun, Acasia,

Custard Apple, Papaya, Cashew, Drumstick, Amla, Sisal, Karanji, Bamboo, Teak, Chakunda, Simarua, Lanka, Jafra, the list goes on. Besides these, they also speak of the medicinal herbs they have planted, like Patal Garuda, Kharsali (believed to possess anti-malaria properties), Ouli and a number of forest seeds.

Villagers of Koiyhankar are unanimous in their response to what they have got from a decade-long association with CYSD: Jada, they say, the word for forest or jungle in the Koi language of the Kondh tribe. The streams were re-engineered and the natural drains were reinforced to prevent mud from sliding. All this meant that the forest cover today acts like a sponge to hold the water and helps the precious liquid seep underground.

The women, who were collecting mushrooms, the bamboo shoots, tubers and the greens (saags) to sell and were only cooking the leftovers for their families have become more discerning – they no longer make do with the leftovers. Instead, they choose the good food for their families. Villagers have now set the rules for harvesting the forest produce. Firewood is available and there is enough grass for the villagers to graze their cattle on. In every village participating in the project, the villagers clean the forest once a year and plant more trees where they see a gap.

Interestingly, villagers say many plants have regenerated naturally: Harida, Bahada, PiaSala, Sal, Dija, Sahaj, Doura, Tangini, Barada, mardi, Kendu, Charkoli, Kukuda-mandi Koli, Kontakili, Rekokoli, Hirshi, Bel and Boro to name a few. So has wildlife: wild fowls, Kuttra (from the deer family), bears, leopard, rabbits and peacocks.

Most importantly though, the intervention has reinforced the value of traditional village institutions, though giving these a new form. Villagers have organised themselves into Thengapali (a traditional practice of voluntary guarding with a bamboo stick establishing turns of the villagers to take the night out for the commons), and streamlined the collection of MFPs and NTFPs from the forest.

## Conclusion:

*There is a realisation among the community members that the forest is their most valuable asset. One of the members says, "The jungle is nature's sahukaar (moneylender). We have taken so much from nature's sahukaar but we did not repay the jungle." He says that this was what the forest committee members came to realise during a discussion one day, regretting that their parents did not make up for any of the lost forests. "Nature's sahukaar has sustained generations."*

# LIFTING TRIBAL WOMEN IN AGRICULTURE

**Tata Steel's Experience in  
Solar-powered Lift Irrigation System**

*Solar-powered lift irrigation system  
and scientific farming technologies  
bringing notable changes in the  
economic condition of tribal women;  
about 600 women have adopted  
cultivation of commercial vegetables*



Carrying her one-year-old son, Phula Murmu keeps an eye on the lush green vegetable field situated at one side of her village, Jhumkapatia in Harichandanpur block of Odisha. Her family is one of the seven households having a stake in the 3.5-acre vegetable field which is filled with brinjal, watermelon, chilli etc. Before the end of the harvesting season, her family's income from vegetable cultivation has already surpassed Rs 50,000.

It was not the case last year or ever before. The look of the field was very different then. Mostly it was barren and only a small portion of it was used for cultivating vegetables by the villagers who carried water from the nearby tiny stream for irrigation. The produce was mostly for domestic use and generating income from it never became a reality.

The change happened following the installation of a solar-powered lift irrigation system by Tata Steel through CInI, a partner NGO, at the natural stream flowing through the village. The SHG members of the village were given training on mulching and drip technologies. Following this, vegetables were cultivated in 3.5 acres using the technologies this year by seven SHG members of the village. They are harvesting a bumper crop and very happy about it. The command area can be increased to 7-8 acres in the coming years.

Tata Steel in partnership with CInI has been carrying out livelihood interventions in Bamnipal area since September 2014. So far the coverage area has reached 20 villages in three blocks - Harichandanpur, Ghasipura and Danagadi. The total households benefitted are 1,661 by the end of FY 16-17. Women SHGs are the cornerstone of each intervention carried out by CInI. That's why before carrying out an intervention, CInI extensively works on the formation of SHGs and capacity building of their members.



Many new SHGs have been formed and the existing ones have been revived. Presently, it works with a total of 145 SHGs.

In FY 16-17, a total of 373 households were benefited in paddy cultivation, 585 in commercial vegetables, 195 in horticulture, 235 in tasar rearing and 652 in goat rearing. Apart from this, 370 households got access to water for irrigation, and seven learnt and used drip and mulching technologies on their field.





About the impact of the project in her village, Phula Murmu says, “We never produced vegetables in such large quantities before. In fact, earlier very little was being grown by the villagers who carried water from the stream for irrigating plants. But the lift irrigation system has changed the scenario completely. We no more carry water for hours to irrigate the field. We just need to switch on the solar-powered motor and water flows through the drip pipes in the whole area. We have been given training on mulching method and use of fertiliser, pesticide, seeds, etc. Now we have realised how farming techniques are helpful in increasing the yield. We sell our produce in bulk. Traders come to our field to procure vegetables. We are very grateful to Tata Steel and CInI for their support.”

### *Objective of the Project:*

With an objective to improve the economic status of rural women, Tata Steel partnered with CInI (Collectives for Integrated Livelihood Initiative) for livelihood interventions in its operational areas in Bamnibal in Keonjhar district of Odisha (India). The mission is to create “self-reliant farmers and smart villages”. CInI is a resource organisation functioning as the nodal agency for Sir Ratan Tata Trust and Navajbai Ratan Tata Trust's Central India Initiative.

### *Project Location*

Country: India  
State: Odisha  
Districts: Jajpur, Keonjhar  
Blocks: Harichandanpur, Ghasipurablocks (Keonjhar), Danagadi block (Jajpur district)

# SELF- GOVERNANCE DECLARATION OF VILLAGES IN SUNDARGARH

## A Journey in PESA in Lahunipada Block

*As per PESA 4(b), a village consists of families who are supposed to manage their daily affairs in accordance with their traditions and customs. The boundary will be the traditional boundary as far as they are using them for the need of Natural resources (NS) / community resources. Based on this, many villages have already declared their villages as PESA Gram and have started exercising the salient features of the PESA Act, 1996. The participatory development process through proper implementation of PESA, FRA and TSP can improve the governance and development in Tribal areas.*

*Earlier, forest department officials were cutting forests arbitrarily and were paying no heed to the decision of the villagers. After strengthening the movement and declaration of PESA village, there is a significant change in the perception of power among the foresters. Now the foresters are asking for the villagers' permission to cut the trees in the village.*



## INTRODUCTION

Randa is a tribal inhabited village of block Lahunipara in Sundargarh district of Odisha. It is a beautiful village surrounded by rich forests and mountains. The stream called Kuradhi flows through the eastern side of the village. The mountains surrounding the village have rich deposits of minerals like iron-ore and manganese. In the year 1962, Ariyan Mining Company started its mining work in Mahulsukha (earlier name of Randa) where some villagers got an opportunity to work in the mine. The mining area was very close to the village. As the mining company used power blasts, houses of the village soon started developing cracks which gradually grew wider. Many cows, buffaloes and other livestock animals died and suffered injuries through splinter hits. Pollution started causing havoc. Soil started losing fertility and water lost quality. Sound and air pollution started becoming unbearable. Biranga and forest collections were also affected a lot. The villagers soon were into distress and finding no means to cope any further, they decided to resettle their village at a new place.

In the year 1982, the suffocated villagers settled themselves at a new place called Duargudi, about five kilometer away from their original habitation. Currently 35 families are staying in Duragudi, all tribal families including 21 families from Paudi Bhuyan, 12 from Munda, and one each family from Gauda and Oram communities. Out of the 35 families, only seven Paudi Bhuyan families have legal ownership, Record of Rights (RoR), over their homestead land in that village. Other households do not even have RoR over the land on which they have built their houses. As earlier, the villagers still mostly depend upon Biranga cultivation – the cultivation they do on the hill slopes. Few villagers are still working as wage laborers in the mining company. The main sources of income of the villagers come from forest collections.

In the year 2014, Rungta, another mining company tried to dump their manganese ore inside the forest land within the Randa village boundary. The villagers vehemently opposed this dumping as it threatened more destruction of the forest, agriculture land and the environment.

Following are the time line of the incidents those took place in their village:

### **15th June - 1st July 2014:**

The Rungta Company tried to motivate the villagers through the government officials as well as few villagers of the neighboring Sarkunda village to free the land. However, the Randa villagers continued their resistance against this dumping. The company changed its strategy and instead of directly confronting the villagers, it started to flex its muscles by engaging with the District Collector.

### **2nd July 2014:**

A meeting was held between the villagers of Randa and Sarkunda to resolve the issue. In that meeting, the villagers of Randa resolved that they will never allow any kind of mining activities in their village and demanded the recognition of their claims of individual and community rights as per the Forest Right Act 2006. On the contrary, the villagers of Sarkunda were in favour of Rungta and pressurized the villagers of Randa to cooperate with the company to get jobs. When Randa villagers did not succumb to the pressure, the Sarpanch of Bhutuda Gram Panchayat, threatened the villagers to face the consequences. Randa villagers were still resolute and said a clear no to the mining project. They in turn tried to persuade the other village people by narrating their own sufferings due to mining.

### **5th July 2014:**

The Randa villagers conducted a Gram Sabha and made a

resolution against for mining in their land and sent a letter each to the District Collector, Divisional Director of mines, Sub-Collector and Divisional Forest Officer.

**19th July 2014:**

The Deputy Director of mines, Koida conducted a meeting in Randa village and offered better price to the villagers to allow the Rungta to mine in their village. However, the villagers refused the offer.

**23th July 2014:**

Being summoned by the police, villagers reached the police station at Tensa where they met with the manager of Rungta company. The Police officer forced them to sign on a paper to withdraw the complaint placed to the District Collector, Deputy Director of mines, Sub-Collector and Divisional Forest Officer. However, the villagers refused to sign on any such paper or succumb to the pressure to withdraw the earlier complaint. Later, the villagers wrote to the Governor of Odisha about the incidence.

**30th July 2014:**

The villagers informed the SDLC by giving notice for demarcation of applied individual forest land as per FRA 2006.

**02nd Aug 2014:**

The villagers of Sarkunda marched to the Randa village to persuade the villagers to allow mining and get employment.

**22nd Sept 2014:**

The Revenue Inspector (RI) of Shashyakal, EO of Bhutuda GP, WEO of Lahunipara block and Forester came together to the Randa village for demarcation of forest lands claimed

under IFR. Instead of demarcation, the RI told that most of the lands of the village are coming in the lease area of Rungta so the demarcation is not possible. He was interested to demarcate few lands but the villagers demanded to measure all the lands applied for IFR.

**1st Oct 2014:**

The villagers informed the Secretary, SC/ST development department (Nodal FRA) of Odisha about the illegal dumping and mining work of Rungta through a resolution passed in the Gram Sabha of 23.09.2014.

**28th Oct 2014:**

Rungta villagers put up a stone declaring their village as a PESA village and installed a check gate on the lone road that leads to their village. They started to put a vigil to keep away the people of the mining company and other unknown persons entering into their village.

**10th Nov 2014:**

The representatives from the community appeared before the Human Rights Commission and shared their grievances related to illegal dumping and mining work, involvement of police in harassing them and the use of Sarkunda villagers to cause violence in their village by the company.

**04th Feb 2015:**

Villagers submitted CFRR claim to the SDLC.

**11th Feb 2015:**

The Human Rights Commission (HRC) directed the DSP, Rourkela and Collector, Sundargarh to enquiry into the complaint. The Officer in Charge (OIC) Tensa police station made an enquiry about the facts of the complaint





made by the villagers to HRC. The villagers forced the OIC to read before them the investigation report that he had prepared.

After a long-drawn fight, the company has withdrawn its project from the Randa village. However, the villagers are still keeping a strict vigil to protect their lives and livelihoods. The Gram Sabha of Randa village is now engaging with the District administration to get various development programs like education, health, livelihood promotion etc for their village.

## KNOWLEDGE LED TO THEIR CONFIDENCE

These tribals of Randa understood their positions, vulnerabilities and asserted their rightful and legitimate authorities. The beginning of this was founded in 2011 when Jivan Vikas, a local tribal organization supported by Action Aid, began its work with the community. It initiated a village development committee in that village. Villagers gained knowledge and capacity through regular engagement with the community people, helping them in identification of the issues related to their lives and livelihood, and finding out solutions to the problems. Different trainings and meetings on various government programmes increased their knowledge. Such acquired capacity led the villagers to assert their entitlements under the Forest Rights Act. Community claim over their forest land and forest resources (CFRR) has already been submitted to the SDLC, submission of 35 individual forest rights (IFR) claims that are already under process, and 35 families have submitted claims for homestead lands.

During the struggle, the villagers had a great deal of realization of how significant are the provisions of PESA Act, 1996. The villagers displayed their maturity in prudently exercising the authorities of 'Gram Sabha' as enshrined in the PESA Act. The villagers attempted to protect their identity, livelihood sources and cultural practices by following the mandates of the PESA Act, 1996. Many other tribal villages in Sundargarh district are now drawing inspiration from Randa villagers, they have also started organizing Gram Sabha for proper implementation of the PESA Act, 1996.

## IMPLEMENTATION OF PESA ACT IN ODISHA

The 73rd Constitution amendment Act and the subsequent state level Panchayat Raj Amendment Acts in India had brought to frontline the significance of grassroots democratic process. In June 1994, Government of India appointed a Committee of parliamentarians and experts under the Chairmanship of Dillip Singh Bhuria to suggest modifications and exceptions required for the application of 73rd Constitution Amendment to the Scheduled Areas. Based upon the Committee's recommendations, the PESA Act, that is, Panchayats Extension to Scheduled Areas Act, 1996 was enacted by the Parliament. After the amendment, following the guidelines of PESA, the states having Scheduled Areas, including Odisha, brought amendments

in their respective Panchayat laws. The government of Odisha made certain amendments in its three Panchayat laws such as Odisha Gram Panchayat Act, 1964; the Panchayat Samiti Act 1959; and Odisha Zilla Parishad Act, 1991 claiming that all the amendments were in the line with PESA Act. However, it has been observed that most of the so-called amendments in the Odisha Gram Panchayat Act, 1964 and other Panchayat related laws were not in conformity with the mandates of the Central PESA Act, 1996. Besides, there are umpteen questions and confusions prevailing among both officials and civil society circles as to where the state of Odisha stands vis-a-vis the PESA Act 1996. Moreover, as the nomenclatures of three principal Panchayat laws of Odisha - namely the OGP Act, 1964; OPS Act, 1959; and OZP Act, 1991 - suggest, these laws though formally amended in 1994 in compliance with the 73rd Constitution Amendment, are still cast in an archaic mode characteristic of pre 73rd Amendment era. For instance, each of Odisha's three principal Panchayat laws continues to have a chapter titled 'Control', which endows powers to bureaucrats from the lowest to the highest level to exercise control of various types and in various degrees over the Panchayats at each level. These provisions which allow exercise of over-lordship, either explicit or implied, by the hierarchy of bureaucrats over the Panchayats in Odisha is contrary to the letter and spirit of the 73rd Amendment. Thus, the Odisha's Panchayat laws are doubly anachronistic, i.e. they fall short of basic mandates of both the 73rd Constitution Amendment that came to effect in 1992 and the PESA Act, 1996. Under the circumstances, any effort for bringing about PESA Rules in Odisha needs to be preceded by appropriate conformity amendments to the Panchayat laws of Odisha for compliance, belated though, to the two fundamental central legislations, i.e., the 73rd Constitution Amendment and the PESA Act. Otherwise, the so-called PESA Rules, if at all framed and enforced, would merely reinforce the existing bureaucratic control over Panchayats including those in the Scheduled Areas of Odisha.

The Government of Odisha issued two successive notifications in 1966 and 1967, whereby a large panel of officers were authorized "to exercise general powers of inspection, supervision and control over the exercise of powers, discharge of duties and performance of functions by the Gram Panchayats under the provisions of the OGP Act.

There are also several provisions whereby the Executives have the authority to exercise their power to control the Panchayat bodies, which undermine the very essence of the 73rd Constitution amendment and the PESA Act. The PRIs in the scheduled areas are treated on the same footing as in the non-PESA areas except in the matter of reservation of seats and posts for the STs as provided in the PESA Act. As a result, the role of political leadership, bureaucracy and even the higher levels of PRIs continue to dominate the Panchayati Raj scenario in Odisha as it was used to be in the pre-73rd Constitution amendment era. The irony is that till now the government has made no such attempt to amend the provisions of the OGP Act, 1964 and other Panchayat laws to bring those in conformity with the 73rd Constitutional Amendment and the PESA Act.

## STATUS OF GRAM SABHA IN THE SCHEDULED AREAS OF ODISHA

PESA is the first law that empowered traditional communities to redefine the administrative boundaries of their own village. PESA has declared Gram Sabha to be the only competent authority to safeguard and preserve the traditions and customs of the people, their cultural identity, community resources, the customary mode of dispute resolution and also the customary way of conservation of natural resources. Though the central PESA Act defined the entire matter clearly, the State Acts are not able to reflect those properly. The definition of the word “Village” in the Central PESA Act is very clear, but it is very ambiguous in the Odisha Gram Panchayat Act. For instance, 'Gram' is not a Village and vice versa. From this ambiguity emanates the confusion around the term “Gram Sabha” which is the nucleus of the PESA Act, 1996.

The Gram Sabha is the pivot of decentralized governance. But in reality, it has not yet emerged as a vibrant and key institution at the grassroots level in Odisha. The institution of Gram Sabha remains dysfunctional for all practical purposes. It has been evident that the Gram Sabha meetings are called mostly without prior and proper notice. In most places, only a formality is observed. It is certain that unless they have a vibrant Gram Sabha, they cannot have any empowered and accountable Panchayat. Mr. Rabi Tete, hailing from Sundargarh district of Odisha and representing Chanabahal Gram Sabha of Raibagha, of Odisha understands it. He says, 'the concept of Scheduled Areas stems from cultural and traditional structures which are embedded in our cultures and traditions'. He further said that 'Scheduled Areas' is about the sovereignty of the Adivasi from the mainstream governance system. It is about enabling the decision-making processes. He said that the objective of 'Scheduled Areas' can be realized only when the concept of 'our village, our government' is established fully.

### INSTALLATION OF STONE DECLARING PESA VILLAGE : A SYMBOL OF SELF-ASSERTION

The village of Paudi Bhuyan like Randa belongs to the 5th Schedule of the Constitution. The PESA Act, probably the most progressive law for tribal people after Independence, empowers the Gram Sabha (the council of village adults) and the Gram Panchayat to take charge of village administration. It empowers them to protect community resources, control social sector functionaries, own minor forest produce, manage water bodies, give recommendations for mining lease, be consulted for land acquisition, enforce prohibition, identify beneficiaries for poverty alleviation and other government programs and have a decisive say in all development projects in the village.

The installation of token stone declaring their village as a PESA village was an innovative attempt to assert the provision of the PESA Act and establish sovereignty of the

villages for the first time. This triggered the villagers of Sundargarh district to start a process of self-declaration of villages and make a campaign for the effective implementation of provisions of PESA in Sundargarh district.

The Gram Sabhas of the Lanjiberna, Raibaga, Betalotoli, Ritotoli Tantabahal, Kamanda villages have already declared their villages as PESA village and have started exercising the salient features of the PESA Act, 1996. They have accordingly sent resolutions to the President of India and Governor of Odisha. This process of self-declaration by the villages is now happening across the Sundargarh district.

They are trying to regularly communicate with the government. They are maintaining proper registers to document discussions and decisions so that they can also be adopted at the higher levels. Mr. Bibal Toppo of Sundargarh district said that they are keeping records and maintaining appropriate registers. He said that unlike the government Gram Sabha meetings, in their meetings the resolutions are noted down in registers and read out to the participants before getting their signatures. Such kind of practices is adding to the confidence of the people and leading to a belief that they can have their government in their villages. They are also keeping record of community funding, expenditure etc. for social expenditure monitoring and use, Says Toppo. He informed that even in Tribal areas people divided on party line is the first hindrance to overcome. It takes some effort to unite people. He said that they are discussing about NTFP, marketing, pricing, village development process in the Gram Sabha meetings. Mr. Toppo also happily informed how women participation is high in their Gram Sabha meetings.

However, Mr Toppo said, “in spite of improving our age-old self-governance practices with rigors of formal record keeping, government have agreed to our decisions and plans in some cases only while in most cases our decisions have been overruled”. He cited some good success stories like the checking of mining in Betlotoli area through proper resolution by the Gram Sabha. He also cited examples where the police are not accepting the decisions of the Gram Sabhas to illustrate how the government mainstream has not accepted decisions of the Gram Sabhas which contravenes the essence of the PESA Act. He said that such kind of obstacles and non-recognition of rights and duties mandated by PESA Act is a big area of concern. Mr Toppo said that, they have made a good beginning and have achieved some success. But there is still a long way to go.

The villagers have developed some posters for better understanding of the community members. In 2015, not only the traditional council leaders such as Deheri, Naik, Gauni, Pidha Sardar, Maha Sardar of Paudi Bhuyan community were involved but also other tribal leaders from Munda, Munday, Kolha, Gond were involved in the PESA campaign. A PESA coordination committee has been formed in the community area taking sole responsibilities to take the campaign to its target. Mr. Kedarnath Munday

(39 years), a young leader from Tantabahal village of Talbahali Gram Panchayat expresses the process of campaign in his words that are as follows:

*“The provision under the 5th schedule of the constitution has highlighted the sense about our glorious tribal history and with that not only me but also the representatives of other tribal communities have understood the salient features in the PESA Act. We declared our village as PESA Gram in 2014 and since then I have been working with other leaders to declare their respective villages as PESA Gram. We are organising several meetings in different villages and have formed a coordination committee. We share our experiences and learning through communication with the Honourable Governor of our state through letter. The more we are getting involved in the process, our knowledge about our rights is getting that clearer. In the present day with our understanding we are ready to safeguard our minor minerals and community resources. In December 2015 in a grand meeting held at Barchuyan village of Daleisara Gram Panchayat, the tribal leaders representing different tribal communities have taken oath to declare their villages as PESA village”.*

In the villages like Randa, Kamjhada, villagers have installed Sila lekha (Stone writing) and have declared their villages as PESA villages as per provisions of the PESA Act. They hold quarterly discussions on PESA and issues with larger community leaders.

Mr. Bilua Nayak, the maha sardar of Paudi Buyan samaj, shares, “there are significant changes in the perception of power among the authorities. Earlier the forest department officials were cutting forests arbitrarily and were paying no heed to the decision of our villagers. After strengthening the movement and declaration of PESA village, there is a significant change. Now the foresters are asking for our permission to cut the trees of our village. I have cautioned that if the wood will be used for the village development process like school building then we will allow otherwise not”.

They are demanding the establishment of “Villages Re-organization Commission” to identify, demarcate and declare Villages in the Scheduled Areas of the State as per the definition of PESA Village. Such a Commission has the mandate to find out if there are persisting disharmony and conflicts of serious nature among the villagers due to multiple communities living in a single village. The PESA Act clearly mentions that single community inhabitation should be the ideal basis to identify and declare a village. While the Commission will be able to identify such villages, such an action will also pave the ground for self-governance of the concerned villages in a genuine manner. This Commission may have to redefine the boundaries of each such village, so that frequent and serious intra and inter village conflicts could be reduced to a minimum.



## ACTIVATING THE GOVERNOR'S OFFICE IN ODISHA :

The Governor has a constitutional mandate for maintaining peace and good governance in the 5th scheduled areas. But it is quite noticeable that the Governors have not exercised powers conferred on that office for the protection and development of these tribals. The tribals have used an innovative and legitimate method to send their grievances directly to the Governor of Odisha. There are instances

where the Governor office has responded to the grievances. Mr. Kedar Mundari, leader of the Munda Samaj of Tantabahal village is an example of that. "I had sent letters to the Office of the Governor for injustice done to me by the forest and police department. The Office of the Governor responded to my petition and forwarded that letter to the district level officer. This exercise empowered me and our tribal villagers to connect with the Governor's office and assert our rights as enshrined in the 5th schedule of the constitution", says a now confident Mundari.

### *Conclusion:*

*The participatory development process through proper implementation of PESA, FRA and TSP can improve the governance and development in Tribal areas. The government should implement the PESA Act in the State in letter and spirit to empower Gram Sabha to take decisions about minor forest produce, minor minerals, liquor policy and other related aspects of the Scheduled Areas. Besides, the cultural preservation, empowerment and awareness among tribals are also other areas which we need to emphasize.*

*While further amendments of the Odisha Panchayat laws are necessary to bring those in true conformity with the 73rd Constitution Amendment and the PESA Act; adequate safeguards need to be maintained not to dilute the pre-eminent position of Gram Sabha. Moreover, to address the growing sense of alienation of tribals and to fight against their exploitation, it's high time the government of Odisha framed state specific ST policy. Besides, the Government of India should invite public opinion / suggestions on the Draft National Tribal Policy prepared by the Ministry of Tribal Affairs, Government of India in the year 2006 and thereafter finalize the policy before its adoption. A new paradigm for the tribal development can be envisaged where formulation of programmes/schemes, implementation, monitoring and evaluation be made in consonance with the felt needs and involvement of tribal people in support of responsive, transparent, accountable public service delivery system as enshrined in the part IX of the Indian Constitution. Developing an alternate path, however, needs a paradigm shift, both in thinking and in implementation.*

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# DISASTER RISK REDUCTION

# CHILD PROTECTION IN EMERGENCY SITUATIONS: CYSD'S POST- PHAILIN EXPERIENCE

## Children Usually Get Neglected by Their Parents During Post-Emergency Situations

*It is generally accepted that children are the worst affected by a natural disaster, especially in its aftermath. They are usually neglected by their parents who are busy trying to get their lives back on the rails - repairing houses, salvaging items, getting food, etc. This often has a negative impact on their health and education. In some cases, they are orphaned or separated from their families, and fall prey to anti-social elements. This is why there is an urgent need to provide special care and protection and counseling in the post-disaster scenario to traumatized children which are aptly met by the Child Friendly Spaces (CFSs) promoted by Center for Youth and Social Development (CYSD).*

Post-Phailin, a new approach was introduced by the Centre for Youth and Social Development (CYSD) to create Child Friendly Spaces (CFSs) to reduce fear, mitigate the risk of migration and prepare children to go to Anganwadis and schools.

## OBJECTIVES:

- Mobilize communities for protection and wellbeing of all vulnerable children
- Provide scope for children to play, engage in joyful learning, and receive social support
- Provide counseling support and psycho-social care to the vulnerable children
- Build confidence in them for relief from stress and fear

## THE PROGRAMME

Post-Phailin, 40 CFSs contributed towards providing care and protection to the affected children in their village environment. The children (below 14 years of age) were assembled in a community place and provided ample opportunity to be together, play with toys and games and were told stories to lessen their trauma. It was a unique programme designed to make the children happy and enable learning.

23 CFSs were set up in Polasara block, 12 in Ganjam block and 5 in Badasahi block. The process started with village sensitization meetings conducted by the project team with the help of Village Disaster Management Committees (VDMCs) about the concept of CFSs and their objectives etc. Next, community buildings or spaces were selected for the CFSs and their operating time fixed (6 a.m. to 9 a.m.). It was decided to use local languages, such as Odia, Sabara and Telegu, for better communication in the CFSs.

Forty female CFS facilitators, drawn from local communities, were selected by VDMCs and appointed by CYSD. As part of their capacity building, a five-day intensive training programme was held in Gopalpur, Ganjam in December 2013 by CYSD with the support of Plan-India.

Experts from Plan-India oriented the facilitators on issues that affect children, such as migration, early marriage, child



trafficking, child abuse etc. Training was also provided on child psychology, how to engage children in various creative activities and the process of reporting. Stress was laid on the fact that their main responsibility was to create a favourable environment for children to enable them to share openly, explore, think and read.

## KEY COMPONENTS OF THE PROGRAMME

The CFSs were in operation for three months, i.e., January to March 2014. During this period the children were engaged in a variety of activities, which included playing, drawing painting and storytelling from different story books like Kasturi, Jhulu re hattijhul etc. produced by CYSD.

There were also confidence building activities to reduce stress among children and activities for parents, group discussions on parenting skills, effective hygiene and waste management, children's rights, child participation etc.



All activities were designed in harmony with the local culture and discussions on child rights, child education, child marriage, maintenance of health and hygiene were held regularly. Parents as well as community members were sensitized on child protection issues. Full community participation at all stages was ensured through CFS program design and implementation. Local people (boys, girls and women) helped maintain, monitor and manage the CFSs regularly.

## EXIT AND PROCESS OF HANDING OVER OF MATERIALS

Prior to closing down of the CFSs, several meetings were held and 'Handing Over Agreement' signed between CYSD, Child Development Project Officers (CDPOs) and VDMCs. This was done to sustain the protective and child friendly environment in the communities, admitting non-starters/dropouts back to formal schools, including

Anganwadis, and handing over of the CFSs' playing and learning items to nearby schools and Anganwadi centers for furtherance of quality learning.

## KEY OUTCOMES AND IMPACT

- Facilitators drawn from villages, especially girls, for the programme
- Orientation programme held for facilitators to make the CFSs more productive in rural areas
- Places provided by the community
- Children happy with toys and other playing materials provided to them
- Timing decided by the community
- CFSs - a source of encouragement for Anganwadis
- 1322 children mainstreamed
- Migration of children reduced
- Anganwadi centres activated through demonstration effect of CFSs
- Children, especially girls, got an opportunity to learn and share freely
- The CFSs considered centres for exploring innate potentialities of children
- Children could come together to share openly

## LESSONS LEARNT:

- Children from poor families can discover their latent talents if they are provided with appropriate platforms.
- CFSs made functional immediately after a disaster will be more effective in fulfilling their objectives.
- There is a need for an intensive programme in the context of child protection, life skill development and maintaining personal as well as community hygiene.

### *Conclusion:*

*The CFS experience was well received by children, their parents and the community. The children were productively engaged and their despair and sorrows lessened. The experiment has provided valuable experience based learning and is recommended to be used for all disaster mitigation and rehabilitation processes. This successful experience has tremendous scope for replication.*





# RCDC'S MANGROVE NURSERY FOR COASTAL PROTECTION

## **Mangroves are vital for coastal ecosystems**

*Coastal Odisha is highly vulnerable to climate change. In recent past the coasts of Odisha have witnessed three devastating cyclones; the Super Cyclone, and Cyclones Phailin and HudHud. Mangroves are vital for coastal ecosystems. Mangrove forests protect freshwater resources against salt water intrusion; protect land from eroding waves and wind; and stabilize the coastal land. Mangrove forests can be considered as natural barriers protecting the life and property of coastal communities from storms and cyclones. The case study captures the initiatives of RCDC towards climate change adaptation and disaster risk reduction and building climate resilient communities in the coastal districts of Kendrapara and Jagatsinghpur of Odisha.*

## BACKGROUND

Coastal Odisha is highly vulnerable to climate change. As per a baseline study conducted by RCDC and Concern Worldwide the impacts are observed in the form of sea level rise, increase in temperatures, increased salinity and soil erosion, tidal inundations and increase in frequency of natural disasters like floods, cyclones and sea surges. In recent past the coasts of Odisha have witnessed three devastating cyclones; the Super Cyclone, and Cyclones Phailin and Hudhud.

Mangroves are vital for coastal ecosystems. Mangrove forests protect freshwater resources against salt water intrusion; protect land from eroding waves and wind; and stabilize the coastal land. Mangrove forests can be considered as natural barriers protecting the life and property of coastal communities from storms and cyclones.

## THE PROGRAMME

RCDC with support from Concern Worldwide and European Union has worked on a climate change adaptation and disaster risk reduction project for 5 years, starting from February 2011 and ending in January 2016, to build climate resilient communities as well as reduce extreme poverty in 84 villages of 2 blocks in the coastal districts of Kendrapara and Jagatsinghpur in Odisha.

The Paribartan project was designed to increase mangrove cover in the target area. As a part of the Community Risk and Vulnerability Analysis (CRVA) exercise conducted by the villagers, lack of or depleted mangrove cover was cited as a major vulnerability, particularly for villages very close to the sea. This was also pointed out by the baseline study. Consequently it was decided to procure mangrove saplings and plant them along the coast.

## KEY COMPONENTS OF THE PROGRAMME

Initially 4,500 mangrove saplings were procured from an NGO in the nearby district of Kendrapara and planted at the Naupal village of Kusupur Panchayat at Balikuda block of Jagatsinghpur district. Unfortunately the saplings were adversely affected by Cyclone Phailin that occurred within a few months of the plantation activity. The saplings that survived did not grow well. The varieties planted were Sinduka and Bani.

Careful consideration was given to the next phase of mangrove plantation. This time it was decided to plant more trees. The failure of the first phase could not be attributed entirely to the Cyclone as the saplings that survived failed to grow satisfactorily. The way out, it was felt, was to grow





saplings locally. The idea also appealed because setting up of a mangrove nursery would also provide a new set of skills for the target community.

The Gram Paribartan Committees (GPCs) in the coastal villages were a part of the consultation process and the idea was greeted positively. The GPC identified 5 households in the hamlet of Naupal in Tentulibelari village and a resolution was passed to enable them to participate in the venture. The prime reason for selecting these families was that they have experience with mangrove nurseries having worked on two projects of the MSSRF and the Forest Department in the past.

A suitable patch of land by the side of the river was identified. Mangrove saplings can grow only if the tide carrying water from the sea floods the land twice a day. The land should be such that the tidewater should pass over without stagnating for a long time. The particular patch of land selected was ideal for the purpose.

The five families selected to participate in the venture were represented by their female members.

The selection of a site for mangrove nursery is the first important step in nursery establishment. The location of the nursery influences the survival rate of saplings. Some important criteria to considered are as below.

- Relatively flat land;
- Closeness to fresh water sources;
- Easy transportation access;
- Good drainage (not waterlogged);
- Mechanisms to allow periodic inundation;
- Access to good quality salt and fresh water;
- Shade regulation
- Good quality propagation
- Close proximity to planting site.

Accordingly 25 decimals of land were utilized for the

nursery. A total of 27,500 saplings were planted against the target of 25,000 to insure against probable losses. The five households maintained five beds each and therefore there were 25 beds. Each bed contained 5500 saplings.

Work on the mangrove nursery continued for 9 months since October 2014. It required three months for setting up the nursery and then six months of supervision. The plantation work began in July 2015 and ended in August.

### Costs Incurred

Sl	Component	Amount	Remarks
1	Land clearing, earth work, seedling collection, drain work	11,400	---
2	Fencing (bamboo & wires, labour)	15729	---
3	Polythene for seedlings (100 kg)	22500	---
4	Daily wages for supervision	131040	Rs. 168/- per day for 26 days in month, to 5 families for 6 months
5	Transport for plantation	3,500	---
	<b>Total Cost</b>	<b>184169</b>	
	<b>Cost per sapling (27,500)</b>	<b>6.70</b>	

### KEY OUTCOMES:

The entire procedure was also simultaneously carried out in the Rajnagar block of Jagatsinghpur district which has resulted in the raising of 37,500 saplings. The process followed was the same. Here 6 households were in charge that took care of the entire operations. In all, 65,000 saplings were planted in the project site and preliminary assessment shows a survival rate of 70% which is very encouraging.



# GOVERNANCE & FISCAL MANAGEMENT

# MINORITIES FOCUSSED MULTI SECTORAL DEVELOPMENT PROGRAMME: ALLOCATION AND SPENDING

## Increased Provisioning for and Effective Implementation of Programmes meant for Muslim Minorities: CBGA'S Experience

*There were no concrete policies for the minority communities till about 2005, when the Government of India initiated specific measures for improving the socio-economic status of minorities, more specifically Muslims. Multi Sectoral Development Programme (MSDP) - a programme for building infrastructure for socio-economic development and basic amenities in 90 minority concentration districts or MCDs) was one such initiative. However, when CBGA realized that problems of inadequate spending priority and subsequent poor fund utilization are related to the bottlenecks in implementation of these scheme and that only 2 percent of all plan funds are earmarked for minorities although they constitute 19 percent of the population, it along with other CSOs engaged in evidence-based and multi-pronged advocacy with the policy makers, not only successfully bringing about policy and practice level changes in the programme, but also in persuading the budget planners to increase the allocation for Ministry of Minority Affairs in the Union Budget 2012-13 – an increase of Rs. 2900 crore during the 12th Plan period as compared to the 11th Plan.*

## BACKGROUND

There were no concrete policies for the minority communities till about 2005, when the Government of India initiated specific measures for improving the socio-economic status of minorities, more specifically the Muslims. Multi Sectoral Development Programme (MSDP)- a programme for building infrastructure for socio-economic development and basic amenities in 90 minority concentration districts or (MCDs) was one such initiative.

MSDP launched in 2007-08 in 90 Minority Concentrated Districts (MCDs) is a scheme of the Ministry of Minority Affairs (MoMA), Government of India. It adopted an area development approach with a bouquet of schemes to address deficits in terms of building infrastructure for socio-economic development and basic amenities related to a number of issues like male-female literacy and male-female work participation, housing, drinking water and electricity. MSDP was also seen as a gap-filling measure or top up approach to expedite the development deficits in

## PROCESS

CBGA has been conducting research focusing on allocations and subsequent fund utilization as well as questions related to policy design of government schemes for Muslims. Findings have revealed that problems of inadequate spending priority and subsequent poor fund utilization are related to the bottlenecks in implementation of these schemes. With regard to government outlays, only 2 percent of all plan funds are earmarked for minorities although they constitute 19 percent of the population. In 2010-11, CBGA along with Centre for Equity Studies, analyzed the implementation of Sachar Committee recommendations at the sub-state level and found that many of the commitments remained unaddressed and there are gaps in policy provisions and concomitant budgets, utilization of funds, and fine-tuning the design of government programmes specific to the development of minorities. It is also observed that only minuscule proportions of benefits of the initiatives have gone to the Muslims owing to continued discrimination, inadequate targeting, electoral considerations and weak implementing apparatus. A major share of benefits is diverted to non-Muslims and non-minority areas due to ambiguity in policy provisions and unclear guidelines.

CBGA strategized to meet with the key players. It took up all possible subsequent opportunities that came its way to influence the policy makers on the need for bringing about a modification in the scheme. CBGA engaged with the Ministry of Minority Affairs, the Planning Commission, the National Advisory Council and the 12th Plan Steering Committee on Empowerment of Minorities in 2011. Another set of key stakeholders tapped by the organization were Parliamentarians. CBGA took part in two meetings of Muslim MPs where concerns relating to policy priorities for the community were discussed. Based on research, an

un-starred question was raised in Parliament (in Rajya Sabha) in May 2012 that cited CBGA's analysis of fund utilization in MSDP and sought reasons for under-spending. CBGA representatives then met with select MPs at an MP's residence to brief them on recommendations that could be sought for in Parliament in 2012. All this coalesced into a meeting with the Prime Minister of Muslim MPs (23 MPs from Lok Sabha and 22 MPs from Rajya Sabha) cutting across political affiliations in May 2012. The MPs presented to the Prime Minister a memorandum that was prepared by CBGA. The strategy adopted was framing evidence-based concrete suggestions for changes to be made in the specific interventions for development of the Muslims.

## RELEVANCE

CBGA cited an illustration of the flawed policy design identified under MSDP of counting only those districts that have over 25 percent of Muslim population as MCDs, which led to the exclusion of significant proportion of Muslims in other districts. Due to this limited coverage, only 30 percent of the Muslim population in 90 MCDs got covered through the programme. Further, as the programme identified 'district' as the unit of planning and implementation and not the 'village', many development benefits did not go to non-minority pockets.

In addition to this, the focus under MSDP has been more on infrastructure development rather than on livelihood security, skill improvement, creation of employment opportunities, and provision of water supply and quality education. The guidelines do not reflect specific provisions to ensure the participation of the community in the planning and implementation process of the provision of services.

## EFFECTIVENESS:

Both the 12th Plan Steering Committee and the departmentally related parliamentary standing committee on MSDP were receptive to CBGA's recommendations and, as a result, the Union Budget 2012-13 announced a scheme for the development of villages that fall outside the ambit of MCDs and another one focusing on small towns. There was also an increase in the allocation for Ministry of Minority Affairs in Union Budget 2012-13.

## SCALABILITY

As a follow up to the memorandum submitted to the Prime Minister, the government intends to change the criteria to Minority Concentrated Blocks (MCBs) based on 15 percent of minority population for planning purposes and consider the 'ward' in the minority concentrated villages as the unit of implementation. During the reshuffle of the Union Cabinet in October 2012, the Hon. MP who spearheaded this initiative was made the Union Minister of Minority Affairs.

The fact that some important recommendations made by CBGA got accepted at the highest level could be attributed to the receptivity of the key stakeholders and CBGA's engagement with them at appropriate intervals adopting novel formats. Most of the meetings with the policymakers were informal as these were opportunities that CBGA tapped into and created spaces to share its findings with policymakers. These were backed by evidence-based concrete policy recommendations. It is true that policy engagement is not always about organized meetings and formal petitions but finding creative ways to negotiate with the policy actors.

## FINANCIAL IMPLICATION

Earlier, MSDP was being implemented in 90 Minority Concentrated Districts (MCDs) that covered 30 percent of the total Muslim population. Under the 12th Plan, the implementation and planning unit was changed from 'Minority Concentrated district' to 'Minority Concentrated Blocks'. As a result of the threshold lowering, it brought 710 blocks and 66 minority concentrated towns (with a minimum of 25 percent minority population) across 196 in its fold. Thus with the adoption of blocks and towns approach in implementation and planning, the coverage of minorities including Muslim population was increased up to 60-70 percent of the total population. As a result of CBGA's efforts, MSDP saw an increase of Rs. 2900 crore during the 12th Plan period as compared to the 11th Plan. As against the actual expenditure of Rs. 2600 crore reported in 11th FYP, the proposed allocation in the 12th Plan increased to Rs. 5650 Crore.

# IMPROVING COMMUNITY MONITORING

## **Improving Consumer Voices, Service Delivery, and Accountability in Swachh Bharat Mission through Use of Citizen Report Cards in Odisha by PAC**

*When realized that communities in Odisha lack access to adequate and complete information regarding their entitlements from the Swachh Bharat Mission--Gramin, the application process, and the proper usage and maintenance of toilets, Public Affairs Centre, Bangalore not only trained people in the use of Community Score Cards (CSC) to score the quality of services delivered and the performance of service providers of the Swachh Bharat Mission – Gramin (SBM-G), it also initiated a media advocacy initiative, thereby empowering the locals to demand accountability from service providers, and resolve issues related to the implementation of the SBM-G programme.*



## INTRODUCTION

Public Affairs Centre(PAC) implemented the Community Score Card (CSC)1 tool and 'Extended Media Mix', an advocacy initiative for the Bill and Melinda Gates Foundation project “Improving Consumer Voices and Accountability in the Swachh Bharat Mission” to evaluate Government of India's flagship programme “Swachh Bharat Mission--Gramin” (formerly known as Nirmal Bharat Abhiyan (NBA) in Odisha. The Centre is globally known for pioneering Citizen Report Cards, and conducting benchmarking studies used to improve public services. The centre is also known for working on electoral transparency and developing public works quality monitoring tools. The project was undertaken in 2016 and is still in progress in six districts of Odisha. The CSC exercise with its bottoms up model where citizens, villages and Gram Panchayats (GPs) have a larger role in implementation, was conducted to gauge if such an approach would increase the rural toilet coverage and usage.

## DESCRIPTION OF THE INITIATIVE /IMPLEMENTATION STRATEGY

PAC, in consultation with WaterAid, chose six districts of Odisha namely Angul, Balasore, Cuttack, Dhenkanal, Ganjam and Sambalpur. Broadly, the districts represent a mix of high performers, medium and low performers in the NBA program of the state. Three blocks were chosen for the study with the help of the District Coordinator and/or the Block Development Officers. Further, three Gram Panchayats (GP) within each block were selected for the study. Public Affairs Centre acted as the knowledge partner and collaborated with community based organizations in each of the six districts in Odisha. The Centre conducted two--day trainings for the NGO partners to enable them to learn and implement the CSC effectively. Based on the guidelines of SBM--G, the Centre developed the following indicators on which the community and service providers scored the programme:

Indicator	Sub--Indicators
Information, Education, Communication	Simplicity of Messages Comprehensiveness of Messages
Selection Process	Mode of Selection of Beneficiaries Intimation to the Head of Household
Application Procedure	Experience of filling the application form Attaching of supporting documents Submission of completed application form
Construction of Individual Household Toilet	Process of getting approval and starting work Initiation of Construction Work Process of Toilet Construction Completion of Toilet Construction

The scores given by the community and the service providers and the interface meetings held between these parties indicated that the beneficiaries do not possess adequate and complete information regarding the usage and maintenance of toilets as well as the application process. Each indicator is scored out of 5, with zero being the lowest score and 5 being the highest score.

The two indicators, Information Education Communication and Incentive and Upkeep of Toilets received the lowest scores from the community, at 2.4 and 2.2 respectively. Clearly, the scores indicate that communities lack access to adequate and complete information regarding their entitlements as per the Swachh Bharat Mission--Gramin, the application process, and the usage and maintenance of toilets. To fill this information gap and to comprehensively address the concerns of the users, PAC initiated a demand driven Information, Communication and Education programme called 'Extended Media Mix'. The 'Extended Media Mix' is an advocacy initiative undertaken to ensure that the disseminated information percolates to the grassroots level the description of which is as follows:

### a. Community Needs Assessment Drive

Facilitators from PAC undertook a community needs assessment (CNA) exercise to understand the kind of information the community needs, in which form (pamphlet, wall painting, pictures, audio), the place where the information ought to be displayed, and whether the IEC material should be distributed from house to house. The CNA exercise drew out the real demand of communities, unlike programs where the flow of information is controlled and decided by experts, without taking into account the actual requirements of the community. The exercise revealed that the community needs information regarding application forms, faecal sludge management, technical aspects of toilet construction in the form of wall paintings, pictures and pamphlets.

### b. Communication Design

Drawing from the community inputs, PAC collated sanitation related information disseminated by the DWSM, UNICEF and IEC material used by SBM--Tamil Nadu and designed two wall paintings and one pamphlet based on it. The wall paints were displayed in the places of people's choice, and the leaflets were distributed among all eligible households.

### c. Demonstrations explaining the IEC Material

Facilitators from local NGOs and PAC undertook multiple public demonstrations arranged at the Gram Panchayat level. The aim of these demonstrations was to ensure that all members of the community have comprehended the information depicted in the wall paintings and leaflets. In this session, the IEC material was explained in detail. The facilitators also addressed the doubts and questions of the community members present there.

### d. Closing the Loop: Consumption Evaluation

To understand whether this advocacy strategy was effective in communicating information at the grassroots level and whether a mid--course correction is required, Public Affairs

Centre undertook a survey. This survey aimed at evaluating the extent to which communities were able to use the information disseminated as a part of the intervention to change their sanitation behaviors and practices. As a part of this survey, individuals across all age groups were interviewed to assess the universality of the reach of the intervention.

## INNOVATION

a) The usage of Community Score Cards(CSCs) brought out perceptions of communities and service providers(government officials) about the quality of services delivered and performance of service providers.

b) The interface meetings between service providers and communities, conducted as a part of the CSC, provided a platform of interaction where both parties could express their concerns and issues.

c) A Joint Action Committee(JAC) was formed at the end of each Community Score Card exercise. The JAC is composed of facilitators from the local NGO, Gram Panchayat members, beneficiaries, Block Coordinators, Cluster Coordinators and consultants from the District Water and Sanitation Mission (DWSM). Thus, adequate representation was provided to all stakeholders in the sanitation chain. The function of the JAC is to monitor the progress of the implementation of the SBM--G . The JAC forms a Joint Action Plan to resolve issues that arise during the implementation of the SBM--G. Following is an example of the Joint Action Plan:

Joint Action Agenda	Current Status	Work Plan	Persons Responsible
Increase awareness among the communities regarding the usage, benefits and maintenance of toilets	Delayed due to agricultural season	Awareness meetings will be organized in all 4 villages – within one week	Motivators, Committee Members, GP/ Block/ NGO/ PAC
Movement of sanitation chariot (Parimala Rath) throughout the GP	Partly covered	Uncovered areas will be covered next time after November, 2016.	Motivators, Committee Members, GP/Block/ DWSM
Making provision for redressal of complaints at the GP level	Partly covered	Uncovered areas will be covered next time after November, 2016.	Motivators, Committee Members, GP/Block/ DWSM

d) The advocacy initiative 'Extended Media Mix' was undertaken based on the findings of the CSC exercise. The CSCs indicated that communities did not have access to adequate and comprehensive information regarding the benefits of toilet usage, their entitlements as per Mission, technicalities of toilet construction and faecal sludge management. The information disseminated in the Media Mix strategy was thus demand-driven; knowledge gaps existing in the communities were adequately addressed.

e) It emerged from discussions that Odisha lacks a strong base of community based organizations (CBOs). Herein, PAC decided on reaching out to the communities in Odisha directly in the form of wall paintings and pamphlets. Thus, PAC was successful in contextualised implementation of intervention strategies.

## BENEFITS DERIVED FROM THE IMPLEMENTATION STRATEGY

The usage of Community Score Cards (CSCs) brought out perceptions of communities and service providers (government officials) about the quality of services delivered and performance of service providers of the Swachh Bharat Mission – Gramin. Interface meetings resulted in a two way dialogue, where citizens conveyed the issues they face in constructing a toilet and service providers conveyed the difficulties they experience in implementing the Mission. Community representatives and service providers formed a joint action plan to resolve issues. This allowed citizens to participate in decision making processes and also instilled a sense of accountability in the service providers.

Given the socio-economic, political and cultural dissimilarities in a country, a 'one size fits all' approach of development programs cannot bring about changes they envisage. Thus, the Media Mix approach was tailored to fit the needs of the community.

## SUSTAINABILITY

The knowledge generated during the course of the project, including the Information, Education, Communication material was disseminated amongst the community members, local government bodies and NGOs. Both the initiatives, the CSC and the Media Mix were community based. As long as the knowledge generated is circulated amongst the community, the programme can be taken forward.

## TRANSFERABILITY

The initiatives undertaken as part of the project were community based which led to empowerment of the locals through knowledge generation and sharing. The community score cards that were conducted as part of the program led to the formation of multi-- stakeholder Joint Action Committees (JAC) consisting of community

members, CBO representatives, Block level coordinators and Gram Panchayat members at the block level. The goal of the JAC in addition to resolving issues related to implementation of SBM--G is to spread awareness among local communities, empowering them to demand accountability from service providers. Further to the JAC, the programme has used an innovative panache in terms of adopting a media mix (wall paintings and leaflets).

The JAC is also tasked to share the knowledge among their neighbours and help spread awareness and scale up the use of toilets.



Wall Painting describing the Application Process in the Regional Language (Oriya)



Joint Action Committee in Phulta Gram Panchayat, Ganjam District



Wall Painting depicting usage and maintenance



Pamphlet describing Technical Aspects of Toilet Construction

# **BWSSB** **BEST PRACTICE** **CATALOGUE** **2016-17**

**Benchmarking Study by PAC to Ascertain the Quality of Services and Outcomes Provided by the Bangalore Water Supply and Sewerage Board (BWSSB), and Improve the Responsiveness of the Service Providers through use of Citizen's Report Cards (CRCs)**

*With a view to identifying the key constraints that the citizens, especially the poor and the underserved face in the public services provided by the BWSSB, capturing people's perceptions of the quality and adequacy of the services, generating a better understanding of the problems and constraints being faced by the BWSSB staff in their role as service providers, and providing them with use feedback, PAC makes use of the Citizen's Report Card (CRC) and empowers people to offer recommendations on sector policies, strategies and programmes to address these constraints and improve service delivery.*

## INTRODUCTION

The Bangalore Water Supply and Sewerage Board (BWSSB) invited Public Affairs Centre Bangalore, to conduct 'AN ASSESSMENT OF BWSSB's SERVICES' in its jurisdictional area in Bangalore. PAC carried out this study based on the Citizen Report Card approach pioneered by it. The study was based on user feedback generated through a scientific random survey of users, service providers and case studies of Treatment plants, Kaveri Headwork's and Plumbers. The purpose of the study was to systematically assess the quality, responsiveness and outcomes of the basic services provided by the Divisional, Sub-divisional and Service Stations to the public and generate a better understanding of the problems and constraints being faced by the BWSSB staff in their role as service providers to the community; and to assist the BWSSB to use the information and knowledge generated through the study so that actionable policies and remedies can be formulated.

## PROBLEM FACED

- As far as PAC is concerned, it did not face any major problems during the study. There was good support from staff and users. But, there were a few concerns related to the data collection from users and service providers. The database received from the BWSSB did not have the users' complete address like door number, main road, cross road, area and nearby landmark and contact details. In the absence of these details, it was difficult to identify the beneficiaries. This led to some delay in the survey work. Another point to note was that the application for fresh connections do not have sufficient space to document the full address.
- **Prolonged field survey:**  
Due to staff shortage in few service stations, the available staff were busy and could not spare time for the schedule of interviews which took more time to complete staff survey.

## DISTINGUISHING

### CHARACTERISTICS OF THE SYSTEMS:

This study is based on the Citizen Report Card approach, a social accountability tool. The steps followed are as follows:

- a. Initial discussions with BWSSB officials to understand the BWSSB service.
- b. Development of data collection instruments (Interview schedules were developed for BWSSB users, service providers( technical and non technical staff) plumbers and check list for case studies (Treatment plant and Kaveri Head works).
- c. Development of sampling design; the user samples were selected from all divisions of BWSSB based on random sampling method from the database of the list of

users provided by BWSSB. The service provider sample size covered all levels of BWSSB staff sitting in various divisional and sub-divisional offices, service stations, Head Works and treatment plants.

- d. Field work and Quality Assurance: To collect accurate information and ensure total geographical coverage, PAC used the 'Open Desk Kit' (in Tablets) using the CAPI (Computer Assisted Personal Interview) method of data collection.
- e. Data entry, analysis and report writing

## SITUATION BEFORE THE INITIATIVE:

The present study can be considered as a benchmark survey and if BWSSB can repeat this exercise after 2 to 3 years, then the impact can be measured.

## DESCRIPTION OF THE INITIATIVE/ IMPLEMENTATION STRATEGY

The Citizen Report Card (CRC) is a simple and credible tool to provide systematic feedback to public agencies about various quantitative and qualitative aspects of their performance. CRCs elicit information about users' awareness, access, usage and satisfaction with public services. CRC identifies the key constraints that the citizens, especially the poor and the underserved face in accessing public services, their appraisals of the quality, adequacy of public services and the quality of interactions they have with the providers of the services. CRC offers several recommendations on sector policies, strategies and programmes to address these constraints and improve service delivery. In this context PAC gave suggestions to BWSSB to improve the service delivery.

## BENEFITS DERIVED FROM IMPLEMENTING THE INITIATIVE:

One of the main objectives of the study was to assist the BWSSB, to use the information and knowledge generated through the study so that actionable policies and remedies can be formulated.

- To streamline the BWSSB database system, the new water connection application format should have a sufficient space to fill the full address. It will help to store a useful database that BWSSB can use for future communications.
- To streamline the new water connection process BWSSB should create awareness among the public about the easy way of getting the new connection from BWSSB without using a plumber. Separate teams should be assigned for this work and simplify the process of application with minimum supporting documents.
- BWSSB should put in place a proper grievance redress

mechanism and transmit it to the public through different media so as to gain confidence of the people in resolving their problems

- BWSSB should setup a separate wing to monitor water thefts and illegal water connections in the city.
- The field staff should carry out regular checks on water thefts and plug leakages in supply lines in their respective areas and report it to the higher authorities or take appropriate action on the spot to prevent thefts.
- Water theft punishments should be advertised in TV, Radio, Newspapers, and announced in Water Adalats
- Increase staff strength, capacity building and upgradation of technology
- Marketing the treated waste water
- Interdepartmental (BBMP, BDA and Pollution Control Board) coordination is very much required. Separate lines should be made for drainage and sewerage. If both lines are separated, the drainage water can be easily left to the lakes and sewerage water can be treated. It will save the money and time cost of the Board.
- Dissemination of water saving methods to be carried out more aggressively

## INNOVATIVE CHARACTERISTIC ABOUT THIS INITIATIVE:

An important aspect of CRC is the credibility that it has earned. The conclusions in a CRC are not the opinions of a few persons who think in a particular manner, nor the complaints of a few aggrieved citizens. The methodology involves systematic sampling across all subsections or segments of citizens - including those who are satisfied as well as the aggrieved - and presents a picture that includes all opinions. This is possible because the methodology makes use of advanced techniques of social science research, for selecting samples, designing questionnaires, conducting interviews, and interpreting results. As a result, the CRCs provide reliable and comprehensive representation of citizens' feedback.

### Outcomes of Citizen Report Cards:

The responses to CRCs indicate impact at four levels as given below:

#### I. Stimulating reforms:

CRC studies clearly brought to light a wide canopy of issues, both quantitative and qualitative that send strong signals to the public service providers. The use of a rating scale permitted the consumers to quantify the extent of their satisfaction or dissatisfaction with the service of an agency, as well as different dimensions of its service. The inter-agency comparisons that a report card permits make it possible quantification and rankings, which demand attention in a way that anecdotes do not.

#### II. Activating stakeholder responsiveness:

Many agencies used the CRC findings as a diagnostic tool to trigger further studies and internal reforms. These findings help senior leadership to monitor the effectiveness of administration across wide areas, in a simple and direct

manner, free of technical details. For administrators and planners, it provides insights into those aspects of service delivery where greater care, supervision and investment may be required.

### III. Raising Public Awareness

The CRC findings are always placed in public domain and disseminated widely through the media. Needless to say, specific findings and the novelty of the method used, make it useful and attractive to the media. Since issues of poor public service come up from time to time, the media as well as researchers link it to CRC findings, and use the valid and reliable base for raising issues and proposing change.

### IV. Mobilization of State - Public Partnerships

Seminars and meetings are an integral part of disseminating the CRC findings, and involve both government officials and representatives of civil society organizations and NGOs. CRCs give this critical segment a handy tool to focus on the issues of concern and stimulate them to move from anecdotal and subjective issues to facts and figures while requesting the public service agencies for specific improvements in priority areas. It also provides these groups with an opportunity to understand the constraints under which the service providers function and explore options for community initiatives for problem solving.

In short, the insights derived from CRCs can shed light on the degree to which services are reaching the target groups, the extent of gaps in service delivery, and the factors that contribute to any misdirection of resources and services. They help identify issues that constrain effective access and usage of services, like availability, ease of access, quality, reliability and costs. CRCs also help to identify possible ways to improve service delivery by actively seeking suggestions from citizens.

## SUSTAINABILITY

**The Bangalore Water Supply and Sewerage Board (BWSSB)** provides two of the most critical services that the city needs – potable water of 'unquestionable quality in sufficient quantity', and underground sewerage connections, along with treatment of sewage generated. To be able to achieve these objectives, it is important that the process of service delivery is continuously assessed, and improvements made accordingly.

**Need for Continuous Benchmarking** through the development of Service Delivery Improvement Plans (SDIPs) in addition to the existence reference points under Service Level Benchmarks (SLM). It has been observed that various cities are also developing what are known as SDIPs to ensure that there is improvement in the efficiency of service delivery across various services. Relevant indicators can be developed that can then be monitored to ensure that current users are getting the best services while the remaining users can also be brought under the service. BWSSB can also look at options to develop these indicators for monitoring of its performance and take strategic measures accordingly.

## TRANSFERABILITY

This is the benchmarking exercise to BWSSB for assessing its services to its consumers. A distinctive feature of this intervention is the innovation of analysing and interpreting user/citizen feedback to specific policy domains. The depth of the information collected facilitates a move beyond aggregate indices and scores on citizen satisfaction to pointers on specific service parameters that can provide useful leads to BWSSB management.



Study findings presentation with BWSSB Chairman and his team



Interview with Waste water treatment plant officer



Safety tools for treatment plant staff



Field investigators mock call session



IEC materials at Challaghatta treatment plant



Field investigators training





# FINANCIAL INCLUSION

# TAKING PRUDENT FINANCIAL DECISIONS

## **Adhikar Helped Basanti Devi of Barang Attain Financial Independence**

*The case study captures how careful financial planning and productive use of loan can change the fate of an individual. Adhikar helped Basanti Devi of Barang to maintain a financial diary that helped her in taking prudent decisions with respect to her income and expenditure and made her financially independent.*

Forty-seven-year-old Basanti Devi from Barang has now been associated with Adhikar for the last three years. She still recalls the days when she was asked to join an SHG but opted out due to her reservations against microfinance practices that she had heard about from the male members of her family.

Her family has seven members, including her five children. Her husband primarily cultivated paddy, and they had two cows that added to their small income. They were leading a strained life as the income generated was not sufficient to meet the growing demands of the family.

In 2013, Basanti enrolled with Adhikar and received a loan of Rs. 15,000. It was not enough to bring about any revolutionary change in her family income. However, what changed was financial discipline that was brought by Adhikar employees.

She invested the entire loan amount on vegetable cultivation and started selling the produce directly in the market. This fetched her good money.

She also cultivated paddy and pulses for household consumption.

Following a suggestion from Adhikar's branch manager she started maintaining a financial diary where she noted down her monthly expenses and income, so as to better work out her saving possibilities.

This also helped her in planning events such as marriages and paying the school admission fees of her son. She has also opened a bank account and started depositing her savings in it. Earlier, Basanti used to be sceptical that she could ever save anything.

Recently she got a loan of Rs 30,000 from Adhikar and bought two more cows. Now, she proudly claims that she is financially aware and takes decisions prudently with the help of her 'financial diary'.



# WHERE THERE IS A WILL, THERE IS A WAY

## The Path of Success for Mahaveer

*The leadership quality of Susama Paramanik, a resident of VSS Nagar, Bhubaneswar has paved the path of success for Mahaveer (B) SHG. Starting with a loan of Rs.5000 and a phenyl manufacturing unit, the members have now diversified their activities to include tailoring, grocery and stationary business. Swayamshree Micro-Credit Services (SMCS) helped the group with financial support.*



Mahaveer (B) SHG, Mahaveer Basti, VSS Nagar, Bhubaneswar was formed in 2008 and has grown over the years with the support of Swayamshree Micro Credit Services (SMCS).

Its members were trained by Susama Paramanik, who was a trainee at the SHG convention in 2008. The SHG started its operations with a loan Rs 5000 from her husband and started manufacturing and selling phenyl. It has not looked back since then.

Later, the group took another loan of Rs 60,000 from SMCS for expanding their activities. Now, they are one of the best SHGs in the field of phenyl preparation.

The members prepare phenyl and collect it from other individual producers as well. Susama Paramanik has purchased a vehicle for supplying phenyl to different places like Balasore, Berhampur, Khurda, Banki and Cuttack.

The members have diversified their activities beyond phenyl preparation. Some have taken up tailoring activities while others are engaged in grocery and stationary business.

Susama Paramanik has ensured that her sons are well educated. One of them has completed B.tech and is working while the other is at college.

The SHG group which started out with a loan of 5000 has now taken a loan for Rs 5,00,000 from SMCS. This success story is the result of the hard work put in by the group members to make their dreams come true.

# CASE STUDY OF BHAGYABATI SAHOO

**An SHG Entrepreneur  
from Choudwar Area of Cuttack**

*The case study talks about the entrepreneurial activities of SMSSL, a cooperative society, that provides saving, loan and insurance services to its members. It was formed in Choudwar area of Cuttack in early 2007 with 13 members. Bhagyabati Sahoo, one of its members, represents the entrepreneurial spirit that underpins the functioning of the society.*

SMSSL, a cooperative society, provides saving, loan and insurance services to its members. It was formed in Choudwar area of Cuttack in early 2007 with 13 members. Bhagyabati Sahoo, one of its members, represents the entrepreneurial spirit that underpins the functioning of the society.

Bhagyabati was one of the most active members in the group. After some days of joining she took a loan of Rs. 5000 to buy a small grinder. Earlier, she was grinding her spices on stone. She put in more effort in her work and started making a reasonable income.

However, there was a setback when her husband, who was working for OTM, lost his job following a strike when the company stopped production indefinitely.

Bhagyabati Sahoo worked harder, from night 4 a.m. to 9 p.m. every day, bought more grinders and gradually increased her to income to about Rs. 25,000 per month.

She gained confidence and ventured into catering and generator hiring business. She took more loans from SMSSL and bought generators. Currently, she and her husband own eight generators, two jersey cows, a catering business and four spice churning machines. She has also bought two motorcycles for the business and has built a two storey building.

Her husband supports her in running the business. Her son did his B.tech from CV Raman Engineering College, BBSR and works for a private company. He earns Rs. 20,000, which is additional income for the family. Today, Bhagyabati Sahoo's monthly income, after all expenses, is Rs. 40,000.





# FOOD SECURITY, SOCIAL SECURITY AND WELL BEING



# PROMOTING QUALITY EDUCATION IN A TRIBAL REGION- TATA SPONGE IRON LTD (TSIL)

## Initiatives by TSIL to promote Quality Education

*The case study covers three initiatives by TSIL to promote quality education in the tribal region. It includes VIDYARTHI' – A integrated approach towards quality education and child rights where TSIL organize a series of sessions with students and teachers in various schools on child rights focusing on participation, protection and developmental issues. The second initiative is GURU DIKSHYA – an endeavour to reach out to over five thousand students through strengthening Computer Aided Learning and Teaching process in 50 schools. The initiative PRARAMBH promotes preschool education and child centric joyful learning in 67 child-friendly Anganwadi centres.*

## BACKGROUND

Tata Sponge Iron Limited (TSIL) has been implementing multi-dimensional projects under its broad Corporate Social Responsibility (CSR) spectrum in 38 villages of five Gram Panchayats namely Birikala, Chamakpur, Deojhar, Anseikla and Kandara in Joda block of Keonjhar district in Odisha.

About 69% of the total population is scheduled tribe and 3% is scheduled caste in these Gram Panchayats. It is a backward region and lags behind as far as the Human Development Index (HDI) is concerned.

## THE PROGRAMME

To bring lasting changes in the lives of people, Tata Sponge has given priority to promoting quality education in its operational villages apart from focusing on mother and child healthcare, livelihood enhancement, environment protection, sports & cultural promotion, etc.

Despite various schemes and Government programmes, the quality of education particularly in tribal areas has not improved to the desired level.

A range of issues has resulted in this situation. They include the lack of adequate number of subject teachers, poor quality TLM (Teaching & Learning Materials), language barrier, absenteeism during festivals and agriculture seasons, lack of adequate infrastructure like classrooms, furniture, toilet, water facility, boundary wall etc. In addition, poor follow-up and motivation among parents, lack of coordination between teachers and parents and the engagement of teachers in various non-teaching activities has worsened the situation.

TSIL has undertaken various initiatives to promote quality education.

They include:

- I) Capacity building of teachers,
- II) Child-friendly infrastructure development and mobilization of parents, PRI members and children to realize the 'Right to Education'.

## Some activities at a glance

- 67 Anganwadi workers trained in preschool education
- 7 model Anganwadi centres constructed
- 467 teachers trained
- Smokeless chulla provided in all 67 Anganwadi centres in 5 GPs of Joda block and in three schools
- 5000 students in standard VI & VII reached through CAL program with Education Dept. & AIFT
- 1100 dual bench-desks provided to 25 schools for more than 3300 students
- Boundary walls constructed in 8 schools
- Toilets constructed in 4 schools
- School buildings / Classrooms constructed in 8 schools
- Kitchen-cum-dinning constructed in 6 schools

## KEY COMPONENTS AND OUTCOMES OF THE PROGRAMME

**PRARAMBH – An initiative to promote preschool education in child-friendly Anganwadi centres**

The initiative Prarambh aims to promote child centric joyful learning among children in the age group of 3-5 years in 67 Anganwadi centres.

In villages/hamlets where Anganwadi centres were not there or in a dilapidated condition, Tata Sponge constructed seven model Anganwadi centres, with spacious classrooms, kitchen-cum-store room, office room, toilet and bathroom facilities, boundary wall, water sources, etc. The inside and outside walls were painted with various pictures based on preschool syllabus to promote a conducive learning environment and supplement faster learning among the young kids.

Considering the difficulties in preparation of Mid-Day Meal (MDM) due to huge fuel wood requirements and to avoid the traditional process of cooking that produces a lot of smoke around, smokeless chullas were provided to all 67 Anganwadi centres.



Model Anganwadi centre constructed by Tata Sponge



Preschool education in an Anganwadi centre

To promote quality learning, training programmes on preschool teaching methodology, development of teaching and learning materials and community mobilization aspects were organized for Anganwadi workers teaching in TSIL operational Gram Panchayats in coordination with ICDS staff at block and district level.

According to ICDS staff, schoolteachers and parents, these have augmented integrated interventions and have resulted in steady improvement of quality preschool education in the region.



Anganwadi workers during a Preschool training session Campus

## GURU DIKSHYA

- An endeavour to reach out over five thousand students strengthening CAL teaching process.

TSIL is trying to address the factors affecting the quality of education by extending its support to the CAL (Computer Aided Learning) education process being implemented by the Education department, Govt. of Odisha.

To take it forward, in January 2015 TSIL forged a partnership with SSA and AIFT (America India Foundation Trust) an international NGO working on quality education.

Fifty schools were covered under this intervention, out of which the education department provided desktops in 36 schools, while TSIL extended the CAL process to another 14 schools.

In this process, trainers from AIFT organized a series of training programmes for more than 200 teachers. The



Teachers training at L&D Centre at TSIL Township

centralized trainings were followed-up by on-the-job trainings at respective schools by the project cluster coordinators. Further, centralized refresher training programmes, reviews and periodic evaluations were undertaken against the baseline indicators generated at the beginning of the project during 2015.



Laptops & projectors provided by Tata Sponge to schools

According to teachers this audio-visual teaching methodology has enabled them to teach effectively in the classes, and it has also helped most Munda speaking students overcome the language barrier.

The students say that it makes it easier for them to understand even the most difficult topics. Moreover, it enables them to visualize and internalize the learning. Also, they find it to be better than the lecture method.

Most parents and teachers say that this endeavour of TSIL, SSA and AIFT has resulted in higher enrolment and retention of students.

## VIDYARTHI'

- An integrated approach towards quality education and child rights.

Through this initiative, TSIL has organized a series of sessions with students and teachers in various schools on child rights focusing on participation, protection and developmental issues. It has also undertaken an enrolment and retention drive, a campaign against eradication of child labour, and a drive for clean schools and inclusive education.

Classrooms, boundary walls and toilet blocks were constructed and hand pumps were installed to ensure

required facilities in the schools to address learning, child protection and sanitation issues.

Teachers training programmes were organized on language and everyday science by engaging external trainers.

Apart from advocacy with the education department, employee volunteering class room teachings were

organized on long-term basis to minimize adverse impact on the students due to teacher's vacancy. Also, parents counselling, community mobilization and PRI activation process were taken-up from time to time. Sports and cultural activities were supported in schools as part of co-curricular activities.



# MU BI PADHIBI

**Campaign “I’ll learn too” by  
the District Administration of  
Mayurbhanj to Create A  
Child Labour Free District.**

*In Odisha, which stands at the second lowest position of human development index in the country, the vulnerability of children dropping out of school and getting engaged in child labour is high. In Mayurbhanj, the third most populated district of Odisha and one of the country's 250 most backward districts (according a report of the Ministry of Panchayati Raj 2006), the risk increases further. The case study is a narration of the movement Mu Bi Padhibi (I will learn too), by the district administration of Mayurbhanj to create a child labour free district with no out of school children.*

## BACKGROUND

Despite laws against the use of child labour and making of school education mandatory, it has been a struggle for the government to restrict involvement of children in the workforce. The 2011 national census of India found the total number of child labour, aged 5–14, to be at 4.35 million, and the total child population to be 259.64 million in that age group. Although poverty is one of the primary causes, other reasons such as low perceived benefits of education and social acceptance of child labour further aggravate the issue.

In Odisha, which stands at the second lowest position of human development index in the country, the vulnerability of children dropping out of school and getting engaged in child labour is high. In Mayurbhanj, the third most populated district of Odisha and one of the country's 250 most backward districts (according a report of the Ministry of Panchayati Raj 2006), the risk increases further.

## THE PROGRAMME

With the intention of bringing an immediate change in the lives of children, the district administration of Mayurbhanj initiated a movement *Mu Bi Padhibi* (I will learn too). The programme was launched on Utkal Divas on April 1, 2013, to end child labour and curb the extent of out of school children in the district.

### Target Group for *Mu Bi Padhibi*:

- Children in the age group 6-14 years
- Never enrolled
- Dropout
- Orphan/Single parent/Children of destitute and migrant families
- Children from access less habitation/Interior pockets
- Working children (hotel/ dhaba/ brick kiln/garage/domestic child labour)
- Rag pickers
- Long absentee children

The programme is led by Sarva Shiksha Abhiyan (SSA), Mayurbhanj under the Right to Education Act (RTE), in coordination with other Departments like Scheduled Caste/Scheduled Tribe Development Department, Women & Child Development Department, Labour Department, Panchayat Raj and Police Department.

### Key Components of the Programme:

It follows a two-tier approach - mainstreaming the out of school children and rescuing the children engaged in labour.

### Mainstreaming Out of School Children:

To begin with, Headmasters, Cluster Resource Coordinators, Block Resource Coordinators, Ward Education Officers and Child Development Programme Officers were brought on board. This was done by

organizing Sub-Divisional Level Conference for sharing of objectives and sensitization.

Three more steps were followed to achieve the goals:

### Identification:

- Household survey by teachers, School Management Committees (SMC) and Anganwadi workers
- Special survey of out of school and migrant children in urban areas and brick kilns
- Counselling of parents of out of school children

### Admission:

- Facilitating admissions in age appropriate classes
- Block level convergence for admission of all identified children in appropriate school (Formal schools/ Residential Special Training (RST)/ Kasturba Gandhi Balika Vidyalaya (KGBV)/Special Rescue Centre/Residential schools under Special School District (SSD)
- Activating education cell at SSA and District Programme Office (DPO) to track the admitted students
- Mass awareness for admission procedures - Sikhya Rath, TV and Radio

### Retention:

- Development of retention plan at schools
- Physical verification of school attendance - follow up with absent students
- Cross monitoring of student attendance
- Inclusion of parents/guardians of vulnerable children in different social security schemes after need assessment

### Rescuing Child Labour:

In 2015, emphasis was given to rescuing child labour and curbing migration. Special teams were formed for raiding, rescuing and counselling of children. They undertook the following strategies for rescuing children:

### Data Collection:

- Government departments and civil society members brought together for the mission
- Hotel/dhaba/garage /brick kilns surveyed for indentifying children engaged in labour
- Data of migrating children collected at Gram Panchayat (GP) level
- Local newspapers, radio, TV channels roped in to create awareness
- Hoardings, posters, leaflets printed to make people aware about the ill effects of child labour

**Raid and rescue:**

- Special teams formed for rescue of children engaged in labour, migrating children
- Oriented on legal provisions
- Raids conducted at establishments at different hours and legal action taken
- Ossification tests performed to indentify age of children

**Rehabilitation:**

- Rescued children counselled and made to feel secure at special rescue centres
- Rescued children provided with basic amenities, involved in cultural programmes
- Parents and children supported with counselling and provided social security schemes after need assessment

**Key outcomes:**

- 70646 children admitted back to school
- 1133 child labour, migrants and long absent children rescued
- Percentage increase of attendance: 67% (Nov. 2012) to 92% (Nov. 2015)
- Zero funding initiative
- Effective involvement and commitment of staff and community
- Nominated for best innovative practice at the conference of district collectors in New Delhi

# CHILD CENTERED COMMUNITY DEVELOPMENT (CCCD)

**CYSD's Experience in Ensuring the Wellbeing of Children (Especially Girls) and Women in Thakurmunda and Saharapada Blocks of Mayurbhanj and Keonjhar Districts of Odisha.**

*CYSD's 'Child Centered Community Development' (CCCD) programme focuses on ensuring the wellbeing of children (especially girls) and women. It includes building community institutions, upgrading skills, providing basic services (health, education, water, sanitation), institutionalizing value-based community governance where children, youth, families and communities are active and leading participants in their own development. It aims at enhancing the capacity and opportunity to work together with others to address structural causes and consequences of child poverty at all levels. The key objectives of this project are to build a partnership amongst children, communities and civil societies to promote child rights and participation in most marginalized communities to end child poverty and injustice.*



## BACKGROUND

CYSD, with the support of Plan International (India), is working in 95 interior tribal villages under 17 Gram Panchayats of Thakurmunda and Saharapada blocks in Mayurbhanj and Keonjhar districts of Odisha. Inhabitants of the project villages mostly belong to Adivasi (tribal) communities like Santhals, Bathudi, Munda, Saunti, etc.

## THE PROGRAMME

The project on Child Centered Community Development (CCCD) focuses on the wellbeing of children (especially girls) and women. It includes building community institutions, upgrading skills, providing basic services (health, education, water, sanitation), and institutionalizing value-based community governance where children, youth, families and communities are active and leading participants in their own development. It aims at enhancing the capacity and opportunity to work together with others to address structural causes and consequences of child poverty at all levels. The key objectives of this project are to build a partnership amongst children, communities and civil societies, promote child rights and participation in most marginalized communities, and end child poverty and injustice.

### Demographic Information of Operational Areas

Total HHs	-	10,349
Total Population	-	51,100
Scheduled Tribe (ST) - Ethnic and tribal groups called Adivasi (Santhals, Bathudi, Munda, Saunti)	-	66.71 %
Scheduled Caste (SC) - Oppressed or low status of certain social groups	-	6.05 %
Other Backward Class (OBC)	-	25.01 %
General Caste (Gen)	-	02.23 %

The critical element of CCCD initiatives is CYSD's work with Civil Society Organizations (CSOs). Partnerships are key to these initiatives and CYSD pursues and promotes partnerships and alliances at local, national and international levels with a wide range of organizations. CYSD facilitates the development processes to bridge the work of CSOs and government agencies to improve the lives of people. It provides a platform for rights-holders to develop and to speak with a collective voice, and to build dialogue between rights-holders and duty-bearers. Processes of social mobilization are integral to these initiatives. The project supports duty bearers, primarily the State Departments but also parents/care givers and communities to fulfil their obligations to deliver on child

rights. The project envisages that all children (especially girls) become healthy, educated and have the freedom to express themselves while making decisions in a protective and enabling environment. The project is committed to promoting both child rights and gender equality in programmes, policies, partnerships and operations.

## KEY COMPONENTS OF THE PROGRAMME

- Institutional strengthening of Community Based Organizations or CBOs (especially School Management Committees (SMCs), Gram Kalyan Samitis (GKS), Women Self Help Groups (SHGs)/ Federation, Children/Youth groups with special emphasis on women, adolescent girls for informed participation in community governance with focus on human development needs and basic services where they will analyze their own situation, understand and access their rights and entitlements.
- Evidence based lobby and advocacy initiatives through effective community interfaces with duty bearers for transparent implementation of government programs to ensure access to rights based entitlements. (Greater emphasis on national level advocacy campaigns like Learn Without Fear, Universal Birth Registration, Right To Education, Because I Am A Girl, etc.)
- Proactive implementation of Right to Education (RTE), Integrated Child Protection Scheme (ICPS), National Rural Health Mission (NRHM), Janani Suraksha Yojana (JSY), Integrated Child Development Services (ICDS) and other flagship programs for addressing the needs of children and vulnerable groups.
- Promoting gender equity and engagement (with both women and men with greater attention to the rights of girls and women in community development and advocacy initiatives).
- Need-based special assistance for most unreached and deprived children/communities not adequately supported by official mainstream programs.
- Promotion of community partnerships and contributions in creation, operation and maintenance of child friendly services.

## KEY OUTCOMES AND BEST PRACTICES

### Community Based Child Protection Mechanism:

People at the village level are now taking responsibility in protecting the rights of the children. Child Protection Committees have been formed and strengthened in all 95 villages as per government guidelines. They play an active role in identifying and reporting different child protection issues. They have also been successful in establishing good working relationship with the local and district administration.

These Child Protection Committees are also responsible for making the people in their villages aware of children's rights and about child protection. As a result of their efforts, people in the programme areas have started supporting child protection awareness campaigns in schools and villages.

Although child marriage is prohibited by law in India, according to the National Family Health Survey of India, about one third of child marriages in the world occur in India.

The girls in the programme area face various kinds of discrimination in the areas of education and health.

CYSD, in collaboration with partner organizations, celebrated the International Day of the Girl Child in all the programme areas to create awareness and influence people on child rights, especially the rights of the girl child.

Child protection training programmes were organized in secondary schools to educate girls on their rights and about the consequences of early child marriage.

“We learned about the consequences of early child marriage and now we can share this with our friends and parents to end the practice in our village,” said 15 years old Nandini G. from Thakurmunda, Mayurbhanj district.

Through various events, around 6,000 people were oriented on child rights (especially on issues of child protection such as early child marriage, child labour, child trafficking, child abuse, and violence in school). More than 1,700 adolescents were oriented on their own rights and equipped with different life skills to protect themselves from any adverse situations.

As a result of these interventions, 20 child protection cases (child labour-5, child marriage-1, abandoned and orphan-8 and neglected-6) were taken up and resolved by the local child protection committee members with support from the district and block administration. 1,017 new born babies were registered at birth after an extensive campaign to create awareness on the importance of birth registration.



*Celebrating International Day of the Girl Child*



*Children's rally on child rights*

# COMMUNITY MONITORING OF PUBLIC DISTRIBUTION SYSTEM (PDS) IN ODISHA

**CYSD's Experience in Ensuring Food Security  
for the Poorest of the Poor in Koraput and  
Kandhamal Districts of Odisha**

*Participation of community in the planning, implementation as well as monitoring of services is increasingly being recognized as an effective process of ensuring quality services to the poor. Community monitoring is supposed to offer effective ways of assessing and learning approaches that are more inclusive and more responsive to the needs and aspirations of those who are most directly affected. The process is supposed to not only measure and enhance the effectiveness of a programme, but also help build ownership and empower beneficiaries; build accountability and transparency; and suggest corrective actions to improve performance and outcomes. The case study captures the initiatives of "Centre for Youth and Social Development" (CYSD) for enhancing community involvement and community monitoring of the Public Distribution System(PDS) in Koraput and Kandhamal districts of Odisha.*

## BACKGROUND

Community-led processes require civil society groups, community representatives or traditional leaders to watch, evaluate and examine the quality of implementation of programmes. Monitoring of programmes by the community led organizations is expected to unearth many implementation deficits, provide suggestions to the government on actions to be initiated at the ground as well as provide inputs for the macro level policy environment. This requires gathering of evidence and information on the whole range of entitlements. Thus, monitoring of services becomes more relevant in the present scenario where huge resources are being pumped into a range of poverty alleviation and flagship programmes of the government.

India's Targeted Public Distribution System (TPDS), created in 1997 is one such flagship programme of the government. It is one of the world's largest food security schemes to improve the targeting of subsidies to people that most need them. The TPDS in Odisha, the 11th most populous state in India, currently covers around 93.2% of total population of the state. In a bid to reform TPDS, the Government rolled-out supply chain management software to automate grain movements from storage facilities to the Fair Price Shops (FPS). A common grievance redressal helpline that serves a number of government departments is operational across the state, and procedures are in place to address complaints received in relation to the TPDS. Pilots have also been conducted to digitize beneficiary lists, automate FPS transactions and authenticate beneficiaries via biometrics at the point of sale etc.

Despite such efforts, effective implementation of TPDS in the state is still a big question mark. The monitoring mechanisms built into the design of PDS programme have not been effective and a delivery-deficit matrix exists on the ground.

## THE PROGRAMME

In response to the perceived weak public distribution system at the primary level, a pilot programme aimed at enhancing community involvement and community monitoring of the PDS was initiated by Centre for Youth and Social Development (CYSD) in Koraput and Kandhamal districts of Odisha. While the overall objective of the programme was to improve the quality of governance processes and service delivery practices of the PDS in the state, the specific objectives included,

- I) Experimenting and institutionalizing the community owned monitoring system
- II) Establishing a dialogue between the community and the implementing stakeholders for effective public delivery system and
- III) Creating an enabling environment for policy discourses.

The programme covered 85 villages, 6 Gram Panchayats, and 2 Blocks of Koraput and Kandhamal.

## KEY COMPONENTS OF THE PROGRAMME

The main components of the programme included development of individuals and community owned institutions for monitoring the PDS such as community monitors, food security committees at the village level and pressure groups at the G.P, Block and District levels. These individuals and institutions were first capacitated by making them aware on the provisions in PDS, how and where to access information, where to lodge complaints in case of any grievance etc. Various IEC materials were used to capacitate them and they were provided with a simple pictorial monitoring tool to capture information as well as to orient them regarding the use of traditional measuring tools to record the quantity, quality, price and timeliness of commodities.

The ration cardholders monitored the quality and quantity of PDS items they received at the household level using the pictorial tool and provided the information to the village Food Security Committee (FSC) at the end of the month. The members of the village FSC collated the information from the pictorial tools and compiled the aggregated data into a Citizen Report Card. They shared these cards with the Panchayat level pressure groups as well as with the PDS officials. At the Panchayat level, two more dimensions were added to the monitoring, a community score card on the functioning of fair price shops and tracking of information on the requirement, allotment, lifting and distribution of PDS items, also monitored at the Block and District levels.

Based on the findings of the community-led monitoring of PDS, the GP and Block level pressure groups organized a series of multi-stakeholder meetings with an aim to apprise the government officials on the issues and challenges faced by the cardholders. A core advocacy group drawing representation from Civil Society Leaders, Senior Media Personnel, and Representatives from various issue- based networks was formed with the mandate of advocating with the PDS policy makers on the macro level issues.

## KEY OUTCOMES

The community-monitoring model resulted in enhancing the efficacy of the PDS programme and activation of the service delivery system. It showed the benefit of collective reflection, action and advocacy towards improving the quality of the programme. The effectiveness of the process is visible in its replication in another 20 villages of the two districts-Koraput and Kandhamal.





## WOMEN ENGAGE WITH PDS OFFICIALS TO GET RATION CARDS IN THEIR NAME

*Six families from Pakhnaguda and Ganthiaguda village of Ghumar Panchayat, Koraput had ration cards in the names of the male members of their family. In the event of their passing away, their wives were no longer entitled to the benefits associated with the ration cards. In November 2014, the Panchayat initiated a verification process of ration cards. Despite all attempts by these excluded women, Panchayat PDS officials refused to transfer the cards in their name. Extremely disappointed, the women brought the issue to the notice of the Panchayat level pressure group. The members of the group organized a meeting between the six women and the PDS Supply Inspector at the Block level and guided the women in preparing affidavits to submit to the Block office. These efforts resulted in the women being granted ration cards in their names and receiving their associated entitlements.*

# **LEARNINGS** **FROM** **EXEMPLAR** **COUNTRIES** **AND** **INDIAN STATE**

**Learnings from Other Countries and States  
in Improving Food and Nutrition Security,  
Maternal and Child Health and WASH Practices**



**COALITION**  
**Food & Nutrition**  
**SECURITY**

**GLOBAL INSTITUTIONAL ARRANGEMENT**  
 Growing Political Leadership



# EXEMPLAR COUNTRIES AND INDIAN STATE

With both obesity and under nutrition; the Double Burden - The food system is almost broken in India

Key Indicators (All figures in %)	India-(Rank)	Best Performers		India (NFHS-IV)	Odisha
Stunting	114/132	Germany	1.3	38.4	34.1
Wasting	120/130	Australia	0	21.0	20.4
Anemia in women of reproductive age	170/185	U.S.A.	11.9	53.0	51.04
Exclusive Breastfeeding for 6 months	48/141	Rwanda	87	46.4	65.6
Adult overweight and obesity prevalence	21/190	Timor Leste	14.5	Men - 18.6, Women - 20.7	Men - 17.2, Women - 16.4
IQ	25/113	Singapore	108	82	NA



# KEY INDICATORS

(ALL FIGURES IN %)

- Stunting
- Wasting
- Anemia in women of reproductive age
- Exclusive Breast feeding for 6 months
- Adult overweight and obesity prevalence

## SOUTH ASIA

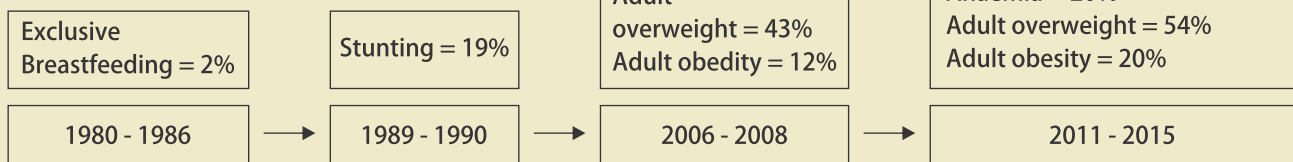
India	38.4	21.0	53.0	54.9	M -18.6, W-20.7
Chhattisgarh	37.6	23.1	47	77.2	10.2
Sri Lanka	14.7	21.4	25.7	75.8	25.2
Bangladesh	36.1	14.3	43.5	55.3	18.1
Bhutan	33.6	5.9	43.7	51.4	
China	9.4	2.3	19.5	27.6	34.4

## OTHER GEOGRAPHIES

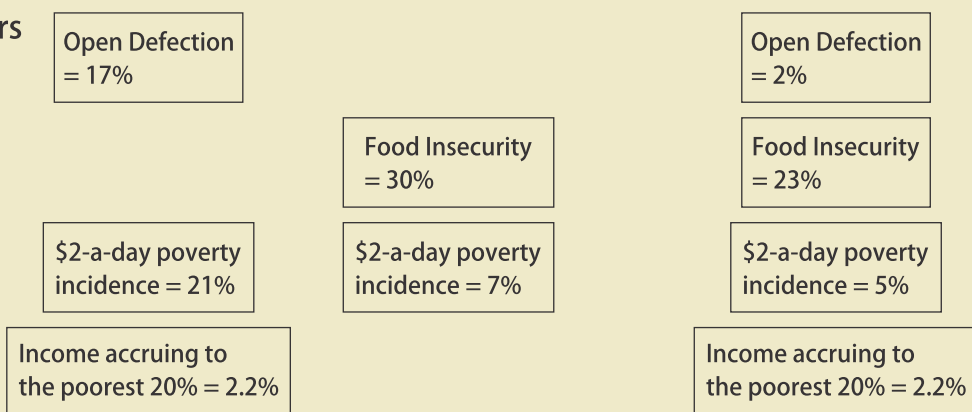
South Korea	2.5	1.2	19.4	NA	20.4
Brazil	7.1	1.6	19.6	38.6	54.1
Seychelles	7.9	4.3	21.2	NA	55.3
Mongolia	10.8	1.0	20.2	47.1	50.4
Thailand	16.3	6.1	23.3	12.3	29.7
South Africa	23.9	4.7	27.6	8.3	53.9
Cambodia	32.4	9.6	43.8	65	17.6
Lao-PDR	43.8	6.4	31.3	40.4	19

## Changes in Brazil's nutrition status and drivers 1980-2015

### Nutritional Outcomes



### Malnutrition Drivers



Adapted from GNR, 2016

# KEY STRATEGIES AND PUBLIC POLICIES AND REFORMS: BRAZIL

Year	Strategy/Policy
1981	National Breastfeeding Programme
1988	National Code of Marketing of Breastmilk Substitutes; maternity leave increased to 4 months
1993	National Strategy to Combat Hunger and Poverty
1999	National Policy on Food and Nutrition
2003	Launching of Zero Hunger strategy
2003	Food acquisition program (PAA)
2004	Cash transfer program (Bolsa Família)
2006	National Law on Food and Nutrition Security (LOSAN), establishing the National System for Food and Nutrition Security (SISAN)
2009	Law revising the school meal program (PNAE)
2010	Human right to adequate and healthy food incorporated into the Brazilian constitution
2010	National Food and Nutritional Security Policy (PNSAN)
2014	Publication of Brazilian Food Guide; Intersectoral Strategy for the Prevention and Control of Obesity
2015	Decree to enable implementation of National Code of Marketing of Breastmilk Substitutes

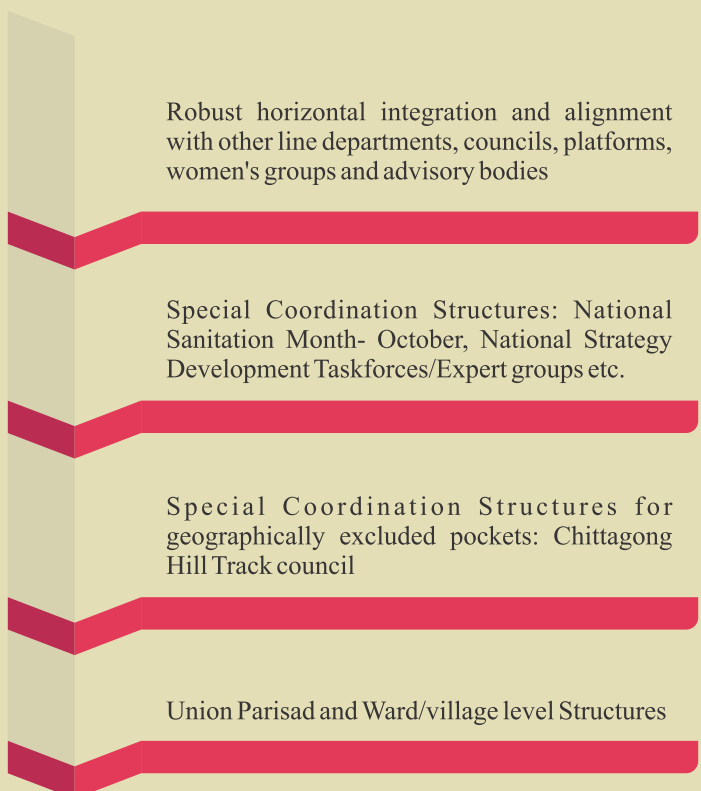
## AN INSPIRING STORY OF BANGLADESH: FREE FROM OPEN DEFECTION

Bangladesh Coordination mechanisms: locally grounded but globally connected.

Bangladesh	Sanitation coverage estimates	
	1990	2015
Improved facilities	34	61
Open defecation	34	1

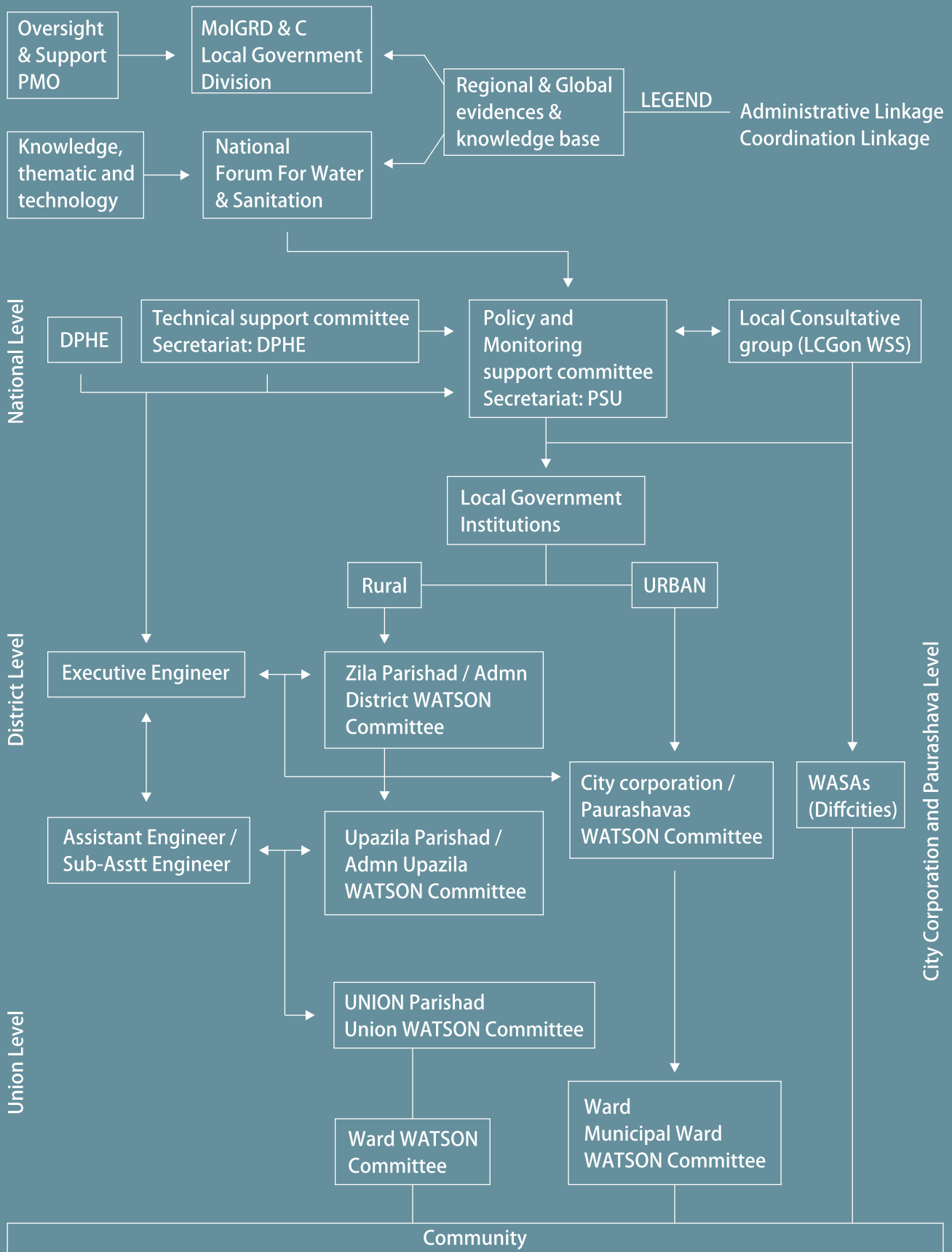
- Started through a social movement with community led social sanitation mapping, the WATSAN program in the year 2000
- Revitalised with a strong political will in the advent of UNMDG campaign.

- Success Factors: A bottom up and people centred coordination mechanism with integration of knowledge assimilation and transfer across clientele: WATSAN committee at the village level, community level volunteers, participation of youth and mother's clubs, coordination structure at Union Parisad level and greater involvement of Civil society organisations, women volunteers and mother's clubs.



Source: WHO/UNICEF JMP, 201

# BANGLADESH WATSON STRUCTURE



# THE STORY OF CHHATTISGARH (INDIA)

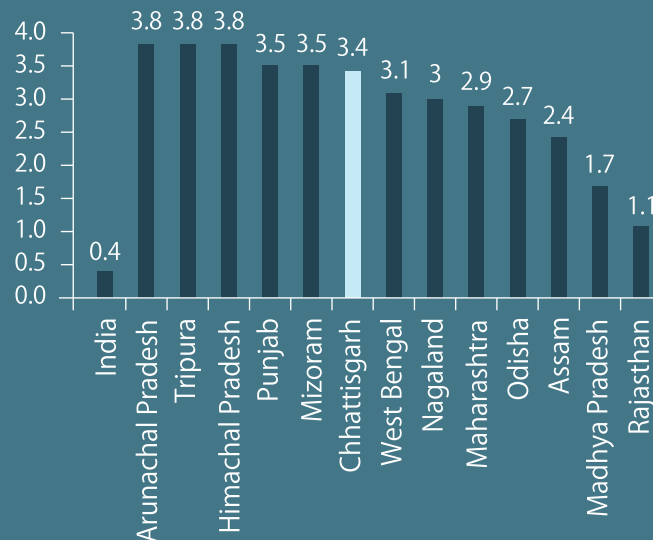
	1998-99	2005-6	2015-16
Stunting	57.9	52.9	37.6
Wasting	18.5	19.5	23.1
Anemia-Women	68.7	57.5	47
Exclusive breast feeding (0-3months)	81.7	82	77.2

With 87.5% RURAL children under age 6 months of age exclusively breastfed, Serguja (Chhattisgarh) surpassed Rwanda which tops in the world. Rajnandgaon (84.6%) and Kabirdham (84.9%) also exemplary in the state.

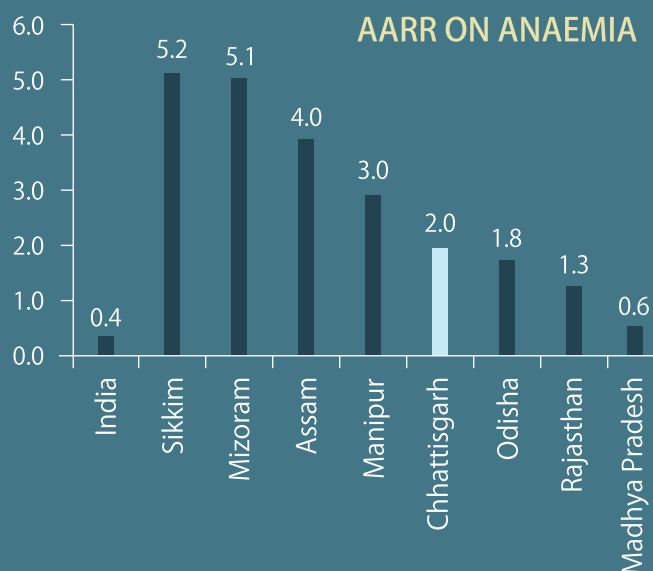
Source: NFHS

Annual Average Rate of Reduction (AARR): is the average relative percent decrease per year in prevalence or rate. Thus, a positive sign indicates reduction or downward trend, while a negative sign indicates increase, or upward trend.

## AARR ON STUNTING



## AARR ON ANAEMIA



# NUTRITION SPENDING: CHHATTISGARH

Chhattisgarh spends the most amount of money on its social sector per capita. The state is also one of the highest proportionate spenders on the social sector.

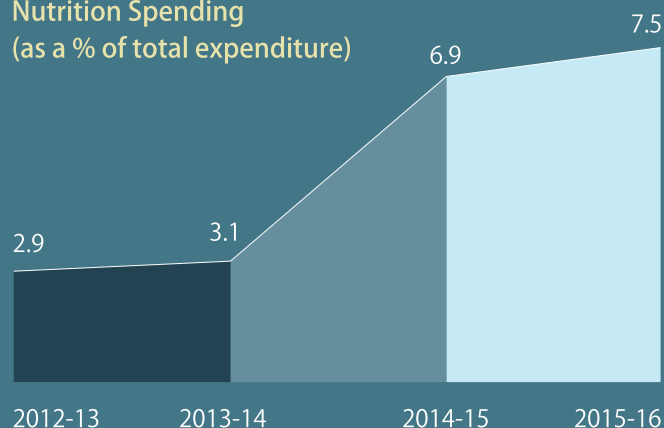
-Paissa Study

Social Sector Expenditure (as% of GSDP)			
	2013-14	2014-15	2015-16
All-India	6.0	7.6	7.4
Chhattisgarh	11.3	14.7	15.0

Source: A Study of State Budgets 2015-16, Reserve Bank of India

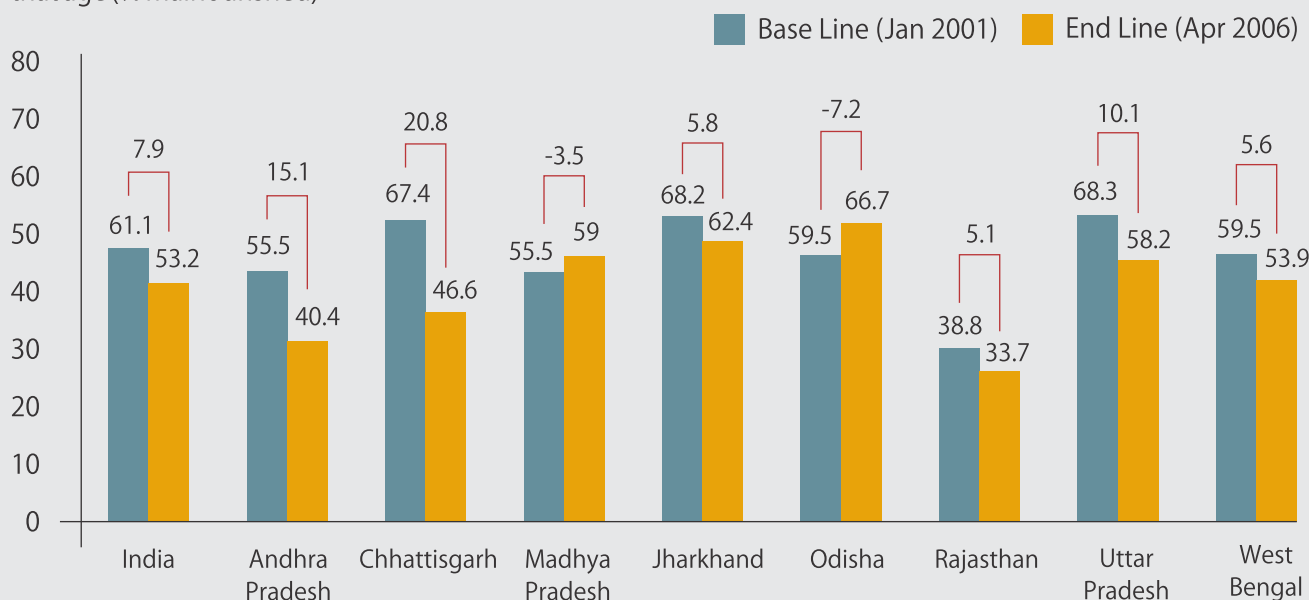
## Nutrition Spending

(as a % of total expenditure)



# FINAL EVALUATION RESULT 2006

% of children age 12-23 months whose weight is < two SD below the median weight achieved by children of that age (% malnourished)



Source: Care INHP Evaluation

## KEY STRATEGIES AND REFORMS IN FOOD AND NUTRITION: CHHATTISGARH

Year	Strategy/Policy
2002	State Advisory Body on Nutrition formed with Minister as Chair and a reputed NGO as Member Secretary
2002-06	Gram Sabha integrates nutrition agenda with the message from CM; Continues till 2006-07. District and Block Advisory Bodies formed
2002	Hamlet-level change agents (women and girls)/ 'Mitaniins' selected to spread nutrition message and address exclusion
2003-07	Naya Pradesh ki Naya Prayash-Innovations: Dharam dai, Bahu Sas Pati Sameelan, Godh Bharai, Annaprashan, Healthy Baby show, MELA, SAMANWYA-ICDS Sector level convergence, VHND and Self Monitoring Tools scaled up, Senistiation of sira, baiga and gunia, special program in Salwa Judum camps
2004-07	Suposhan Abhiyaan- Prevent normal children falling into SAM and MAM category
2005	Suposhan Neeti : The first ever Multi-sectoral State Nutrition Policy developed by CARE
2005	Contest of Community level change leaders in the first ever local body election; >10000 got elected- Setting agenda in local government
2005-06	De-privatization of Fair Price Shops and supplementary nutrition programs and allocation to non-private agencies, e.g., Panchayats, Cooperative societies, Women SHGs, JFMCs etc. to manage supplementary nutrition and TPDS
2007-16	Nutrition spending highest: social sector expenditure-6.9% in 2014-15 and 7.5% in 2015-16
2008-12	Computerisation of TPDS, use of technology
2012	Universal Health Insurance Scheme introduced; Rural employment guarantee (MGNREGA) expanded to 150 days per household; Maternity benefit for female MGNREGA job card holders (equal to 1 month's wage)
2012-14	Phulwari program (community run feeding and day care centres for children <3yrs of age)started in 2012 and scaled up to all tribal blocks in 2013-14
2013	Chhattisgarh Right to Food Act (nearly universal –close to 90%) and Right to Skill Upgradation Act, 2013

## THE STORY OF RWANDA: GLOBAL LEADER IN BREASTFEEDING

With 87% exclusive breast feeding, Rwanda stands at the top. Stunting -37.9 %, Wasting 2.2% and, anaemia among women 17.4% and adult overweight 19.8 (GNR-2016). Key strategies and public policies Highest political will :

- An inter-ministerial, coordinated and district-based approach led by the President. Zero tolerance policy on corruption strengthened accountability.

Focus on Gender, equity and empowerment:

- Women hold 64% seats in the lower house and 40% seats in the Senate. Policy and Strategy Against Gender Based Violence implemented in 2011.
- The First Lady, a key champion in prevention of gender-based violence.
- Focus on security and combating crime contributed to the health and safety.



## KEY STRATEGIES : RWANDA

Improving access:

- Universal health care, prioritized access to clean water and sanitation as well as expansion of its rural roads. Supply- and demand-side interventions have enabled coverage and equity. Legal and financial entitlements, especially for underserved populations in the Vision 2020 Strategy

Setting institutional arrangement right

- The Ministry of Gender and Family Promotion. Created the Social Affairs Cluster of Ministries which includes number of Ministries. The District Council

brings together all these sectors and convergence mechanism. Monthly Joint Action Development Forum- to improve convergence and monitoring

Social Behaviour change communication

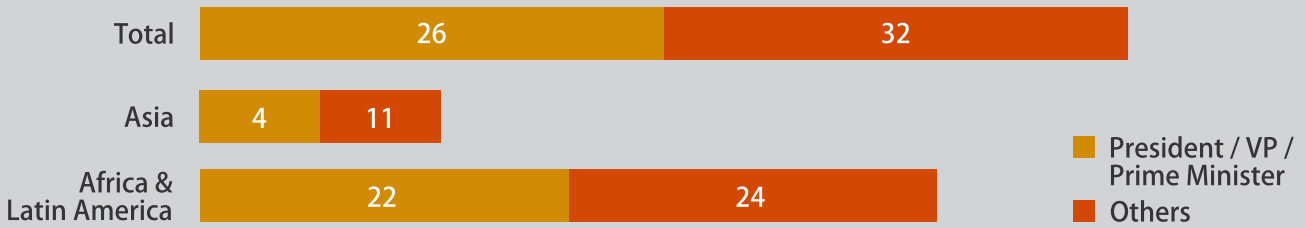
- Knowledge and positive attitude towards EBF in the health facilities in urban setting, Use of innovation and mobile technology: Rapid SMS programme which links community health workers to pregnant women-enabling monitoring of antenatal care and referrals in an emergency. Several other homegrown solutions for SBCC, additional safety net and support for poor.

## KEY PUBLIC POLICIES: RWANDA

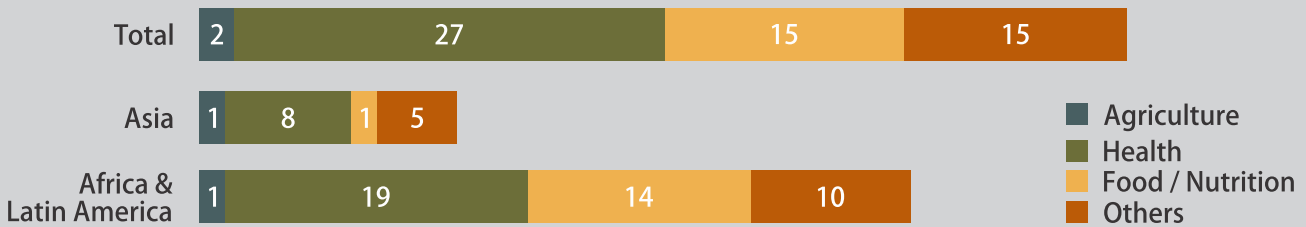
<b>Year</b>	<b>Strategy / Policy</b>
2009	National Policy on Child Health
2010	Education Sector Strategic Plan
2010	National Policy and Strategy for Water Supply and Sanitation Services
2011	Gender-Based Violence Policy
2011	Neonatal and child death review instituted
2008-2012	Strategic Plan for Acceleration of Child Survival
2008-2012	National Strategic Plan to Accelerate the Reduction of Maternal and Neonatal Morbidity and Mortality
2008-2012	Economic Development and Poverty Reduction Strategy of Rwanda
2009-2012	National Health Sector Strategic Plan II (HSSPII)
2011	Pro-poor adaptation of CBHI scheme; Human Resource Strategic Plan
2011	Home-based Management of Mother and Newborn
2012	Rwanda Family Planning Policy; Rwanda Family Planning Strategic Plan
2012-2016	Policy on Reproductive Health
2012	Strategy on Adolescent Sexual and Reproductive Health and Rights
2013	Moving to Maternal Death Surveillance and Response approach
2013-2018	National Health Sector Strategic Plan III
2013-2018	National Strategic Plan to Accelerate Progress towards Reducing Maternal and Neonatal Morbidity and Mortality
2013-2018	National Child Survival Strategic Plan

# INSTITUTIONAL ARRANGEMENT AND POSITIONING OF NUTRITION IN 58 COUNTRIES

## Oversight by head of state/government

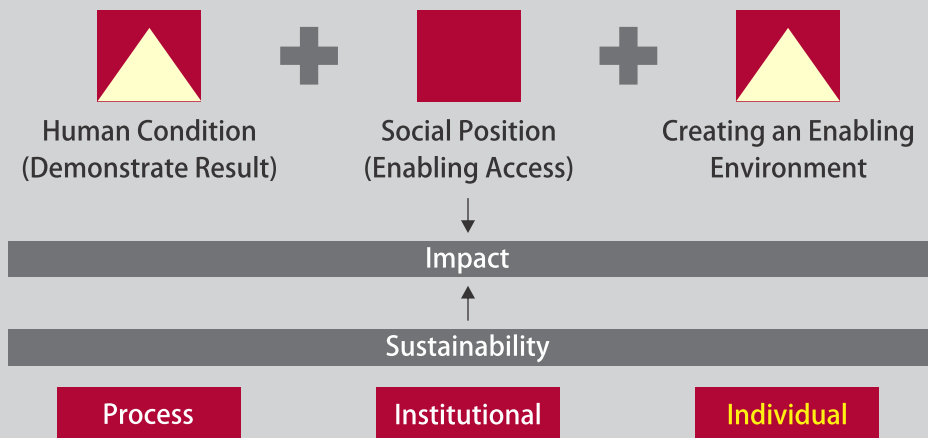


## Nodal Ministry

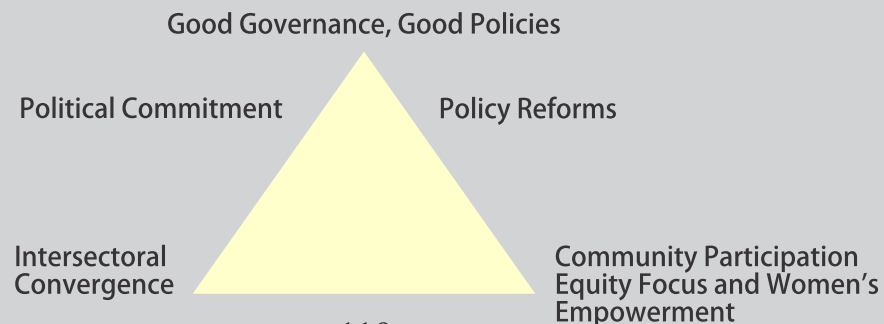


Source: SUN Movement Team

## THEORY OF CHANGE



## LESSONS LEARNT







# RAINFED AGRICULTURE

# **WATER SCARCE VILLAGE WORKS TOGETHER TO SET UP DIVERSION-BASED DRINKING WATER PROJECT**

**Kalaspur Village of Balikuma Panchayat  
in Kankadahad Block of Dhenkanal  
District, Odisha**

*To provide critical irrigation to around 15 hectares of agricultural land as well as assured drinking water to members of all the five hamlets of Kalaspur village, a diversion based drinking water project amidst a difficult undulating terrain was undertaken in the village with the help of Foundation for Ecological Security and support from NABARD's Rural Innovation Fund of Rs.9,96,000, to tap into a perennial stream.*

*The project has today reduced the drudgery of women who had to move miles to fetch drinking. Not only this, it has seen a massive growth in agriculture.*



Kalaspur, a village along the fringes of Ranjagada Reserve forest in Balikuma Gram Panchayat, Kankadahad block, Dhenkanal district in Odisha has a population of 756 people among which are 135 Santhal families and most of the families are categorized as below poverty line. This is largely because agriculture here was limited to Kharif paddy, with no second crop possible due to the severe water scarcity. In fact, the severity of water scarcity can be gauged from the fact that both human and livestock populations would face acute drinking water problems during summer months.

With the help of Foundation for Ecological Security (FFS) and support from NABARD's Rural Innovation Fund of Rs.9,96,000, a diversion based drinking water project was undertaken in the village to tap into a perennial stream. It was, however, 2 to 3 km from the habitation amidst a difficult undulating terrain. This necessitated planning the project in a way that would allow the water to flow through pipes on contour lines. To maintain pressure in the pipes, chambers were created at some locations.

The project design included shramdan by the villagers to ensure the community ownership over the project, and meetings with the community members were organized at regular intervals for proper implementation. The aim was to provide critical irrigation to around 15 hectares of agricultural land as well as assured drinking water to members of all the five hamlets of Kalaspur village. It was also hoped to reduce the drudgery of women who had to fetch drinking water from a distance of 2 to 5 km.

After completion of the structure, hamlet-level committees and an apex village-level committee were formed to ensure proper distribution of water between all five hamlets, manage any conflicts and proper maintenance of the structure. Rules and systems for maintenance of the structure were discussed and agreed upon by the villagers. It was decided that every family would contribute Rs.10 per month to meet the incidental expenses.



The project has now been providing safe drinking water to 135 households of all five hamlets, and irrigation facility to almost 100 households, who have been able to take up vegetable cultivation on about 42 acres of land, which has earned them more than Rs. 10 lakh over the last four years (2012 to 2016). With improved farming opportunities,

several youths who had left the village in search of work to neighbouring towns and far off places have now returned. With the surplus water from the structure, 52 households have started rearing ducks and adding to their family income from the sale of eggs and birds.



“

*Now that water flows right to our habitation, our lives have changed drastically. Earlier we would cultivate paddy on a few plots but returns were never assured as we were mostly dependent on rain. But now with constant water flowing into our hamlet, we are not only assured of the paddy crop but all 45 households of this hamlet are now also cultivating vegetables. In the last 2-3 years, we have sold brinjal, tomato, chilly etc. at the market nearby, and now traders are coming to our village in small vans to buy brinjal from us. Earlier we never existed for the outside world but now we are very much present.*

- Bramhananda Dehury (Farmer), Balisahi hamlet

”

# EXPLORING LIVELIHOOD OPPORTUNITIES THROUGH WATERSHED AND WITH WOMEN SHGS

## **FES's Experience in Watershed-based Livelihood Opportunities in Nuapada District of Odisha**

*In a predominantly rain-fed district like Nuapada, Foundation for Ecological Security (FES) mobilizes villagers to contribute labour and build a watershed for productive use of land, better soil deposition, and a widening of livelihood choices through increased vegetable cultivation, production and marketing with the help of women SHGs.*

Kantabeda watershed is located 55k.m. away from the district headquarter towards south-west in Angul district of Odisha. The watershed is adjacent to Satkosia Gorge Wild Life Sanctuary. The watershed covers four revenue villages namely Kantabeda, Nuapada, Laimunda and Olaberi. The Nuapada village which is situated in the ridge area consists of 124 households with a total population of 529. Around 20% of the total population belong to schedule caste and approximately 50% people are literate. Agriculture is predominantly rain fed in this area. The village is connected to the main road through a kuccha road.

The process of each village taking the initiative to create a formal body of rules and regulations to govern itself by, with regard to a common property resource, is a critical step towards the act of self-governance. But it is essential to have in place institutional mechanisms that would aim to include all the users in the management and governance of the resource. With creation of resources in a watershed project mode, one could foresee the gamut of issues that it might create specially while sharing the resources.

In the initial phase of FES' involvement with the Nuapada village, the villagers were not united as there was discontent among the villagers on the issue of management of village common properties namely common land, gram deity, village fund management, irregular meetings and decision making. Three hamlets in the village were not coming together for any village developmental work.

In this situation when FES intervened in the village, several attempts were made to convene the village general body meeting to discuss about the pending issues and build the institutional process there. Initially three hamlets in the village were approached by FES separately to discuss about their issues and later all the hamlets were called to a common platform to discuss the issue. The issues were resolved and after then only the qualifying shramdan activities could be taken up. While organizing the village watershed committee, proportionate representation from all the hamlets was ensured. Since then regular village meetings were conducted where people laid down the rules and regulations to govern the village resources and prepared a perspective plan of the village. The villagers have also succeeded in ensuring the electrification in their village with funds getting from collective work for the wage labor activity in watershed work.

Presently Nuapada village has a strong governance mechanism in place with a 15-member executive committee looking after the affairs of village management and has made provision for inclusion of women, landless, ST and SC members in it. The village general body has taken the responsibility of monitoring and evaluating the work of the executive committee periodically.

During the initial phase of watershed work various types of physical activities were initiated in Nuapada village including WAT of around 870-meter length, around 75 loose boulder gully plugging structure in two gullies in Dimbiri nala, 1 earthen-cum-stone gully plugging

structure, 2122 cu meter farm bunding, 1 farm well and plantation of forestry species in common land and horticulture species in private toila land.

As a result of the physical intervention 65 households got benefited in farm bunding activities. 1.5 acre of upland was brought under agriculture activities due to the WAT in the upper region, 7 acres of land put to productive use like paddy, red gram and green gram with the use of water stored in one earthen cum stone gully plugging structure. 6 acres of land which was otherwise left barren was put into cultivation this year due to farm bunding in the up land. A study conducted by FES showed that 184 Cum of soil got deposited in the gully plugging structures in the first year of its construction.

## IMPACT OF LIVELIHOOD INITIATIVES



In Nuapada FES has also initiated some livelihood initiatives with 2 SHGs. One of the SHGs named Laxmi Narayan SHG with 13 members has been supported with inputs like 100 tissue culture banana and 27 kg of ginger. The group has taken 0.08 acre of land on rent for banana cultivation in which they have been growing ginger as an inter crop. Till now they have got 40 banana bunches and harvested about 1 quintal of ginger.

The other SHG named Sibasakti with 12 women members in the group has started ginger cultivation with 27 kg of ginger seed support from FES in 0.04 acre of land. Further they did inter cropping with the okhra (ladies finger) in the same plot for intensive use of the land. The same group has shown interest in honey bee rearing. With a cost sharing basis, they were supported with 11 bee boxes from FES and bee colony collection by the group. They also took up potato and yam bean cultivation as a group endeavor, but did not get a good return due to fungal attack.

They displayed some of their products in the Angul



mahotsav (the district function). This was the first time they participated in any fair for which they had brought less products for sale. But their experience in the mahotsav enhanced their confidence and now they are looking for more such opportunities in near future.

Apart from these initiatives representatives from both the groups were taken for the exposure to Central Tuber Crop Research Institute, Central Horticulture Experiment Station and Regional Plant Resource Centre, Bhubaneswar.

With the motivation and knowledge from the exposure, the Sivasakti SHG went for cultivation of yam bean (tuber crop) in 0.04 acre of land as demo plot.

The exposure on different agricultural practices and FES' direct involvement in production and marketing of different horticulture produces has brought a significant change the social and economical front. It has also had an impact by boosting the group behavior., says Sulochana Behera, President of Sibashakti SHG.

Sl. No	Activities undertaken	Year	Production	Quantity Consumed	Sold	Income(Rs)
1	Honey Bee Box(11)	2010	3kg	3kg	0	As it is their first attempt, there was less production, bee colonies flew away from the boxes.
2	Potato	2010	5 qntl	5qntl	0	0
3	Ginger	2010	50 kg	50 kg	0	0
4	Yam Bean	2010	55 kg	22	30	460.00
5.	Products sold in Angul mahotsav*	2010	-	-	-	1850.00*
	Dry Mango	-	-	-	6 kg	180.00
	Black gram	-	-	-	26 kg	1170.00
	Yam	-	-	-	15 kg	225.00
	Papaya	-	-	-	55 kg.	275.00



# WATER SANITATION & HYGIENE



# WATER SANITATION AND HYGIENE

## They Came, They Saw and They Conquered

*To bring proper sanitation and drinking water to the community, few local women joined hands to form various local community help groups and marched ahead in favour of development by installing overhead water tanks & piped water connection to home along with community toilets at some slums in Bhubaneswar. The women with the help of Practical Action and European Commission, who funded the facilities, made this initiative possible. Today, they themselves manage the facilities in the slums by collecting certain minimal monthly maintenance fees from the dwellers.*



Community Toilet in Birsa Munda Slum, Bhubaneswar

The local sanitation group 'Amar Sanchaya Samiti', led by Ms Ranjulata Mohapatra, united the women in the community and despite many hurdles they mobilised around 26,000 and gathered more support from organisations like Practical Action and European Commission and built a community toilet with facilities for both men and women. Today, these toilets have served the community for over two years. Looking at this gesture, the local authorities have constructed another community toilet at a nearby community which is also serving the people.

Talking about the management of the toilets, Ranjulata adds,

“We have a sanitation committee which takes care of the daily operation of the toilet. Every family in the community has been provided with two duplicate keys, one each for the male and female members respectively. The members can use the toilets at any point of time by using their own keys. For the maintenance of the toilets, an amount of Rs. 20 is collected per month from each household which is used to pay for the electricity, staff fees and other maintenance. The left out amount is kept for contingencies. The toilets are connected with piped-water supply, which reduces the burden of carrying water from point to point.

Ultimately, the toilets today have reduced the percentage of open defecation to a great extent. Senior citizens, children and especially women have been highly helped with the

facility. “We are highly aware of the open defecation that is currently continuing in other slums in the city, but all that it needs is a strong determination and cooperation to make life easier, which we did and we are very much thankful to Practical Action for their extended support financially and advocating our fight for a respectful life” says one of the community members.

It is noted that this project was a collaboration of Practical Action and European Commission who provided the financial assistance for the developmental works.

Similarly in the Dumduma Satya Nagar slum, even after the existence of community toilets in the area, people still preferred for open defecation. However, few local women from the Amar Sanchaya Samiti, with much persuasion and agitation took the lead in renovating the community toilet. Today the toilet is up and running successfully, serving over 60 families in the locality every day.

Notably, the community toilet has been there for over 6 years, but in a defunct and unused condition for a considerable period. The Amar Sanchaya Samiti after taking charge have put their best efforts in running it back again for the people. Today the Samiti members themselves manage the toilets by meeting the regular needs like electricity, Staff fees and other maintenance.

## THE TEAM

In order to bring proper sanitation to the community, few local women joined hands to form the Amar Sanchaya Samiti. The group led by Ranjulata, today has 14 members, who take care of the community toilet in the Dumduma Satya Nagar Slum. Two women from the 14-member group take care of the regular maintenance of the toilets including the collection of an user fee of Rs 4 per person per use. The women take care of the toilet on a rotation basis, that is, every two months new members take charge. The amount collected from the toilet users is again reused or reinvested by giving loans to members which generates interest and additional returns to the group.

However, the members admit that people still defecate in the open and they are continuing their efforts in mobilizing them by giving them an understanding of the perils of open defecation. This community toilet was transformed into operation under the guidance of Practical Action, who have set up a solar panel to light the toilet and have provided basic support to revamp the defunct one with social mobilisation.

In a similar scenario, another group of women led by Swayamprabha Sahoo in Satya Kali Slum have become an agent of change by bringing safe drinking water to the doorstep. Calling themselves the 'Slum Committee', the group has reduced the burden on many women of fetching water from a distance or using the unsafe well water for cooking.



Located centrally in Bhubaneswar, the capital city of Odisha, the people of Satya Kali Basti live in the shadow of urbanization. The slum has 13 personal wells and one stand post provided by the Municipal Corporation for water supply. Now with the installation of two overhead tanks being run by the motor boring which runs through electricity, there are 30 stand posts catering to around 300 households.

Practical Action in collaboration with the European Commission has supported the community to build these water points. During inauguration there were only 21 stand posts. Now the community have installed 9 more with their own efforts and resources. While remembering the days, Swayamprabha says, “we used to depend on the unsafe wells mostly for the water, while now we have it available at our doorsteps”.

Today, the women from the slum have formed a committee and collect Rs 20 per household per month for managing the running water supply system. Apart from paying the electricity bills and staff salary, the balance money collected is saved and is very thoughtfully spent on other developmental activities.

There are difficulties to live in such unhealthy living conditions in a slum; however, one may see the glimpse of a smile on the sparkling faces of the residents as they talk about the issue of drinking water or open defecation, they have been a winner in their own struggles. They came, they saw their problems and they conquered them.

## 'SUNOLO SAKHI', LET'S DO THE #PERIODTALK

'Sunolo Sakhi', (literally meaning 'Sisters, please listen') was a radio programme which was broadcast for the first time on 6th February 2016 from a community radio station in Bhubaneswar.

Aiming to spread awareness and bust taboos, especially in the slum areas, the radio show was designed by Practical Action to take the first step in educating the people about menstrual hygiene. Currently the show is being aired from an FM radio station with live conversation between the community people and experts.

Now running through a city based FM station, the initiative that was launched in January 2016 in 60 slums in the city of Bhubaneswar is having an extensive community outreach and sharing of knowledge using radio and mobile technology. Girls and young women in the slums are encouraged to discuss their issues during 'Live Phone-in discussions' and dispel all the myths that have been associated with menstruation with the help of an Adolescent Hygiene Expert Dr Chayanika Mishra.



## 'MOST FAMILIES ARE SHY DISCUSSING MENSTRUATION MATTERS'

“When it comes to menstrual hygiene very few women and girls know about the proper hygiene practices. In a city like Bhubaneswar, a handful of urban girls are aware about it,” explains Ananta Prasad, Communications Officer. “In such a situation, we were more concerned about our slum communities. So, we designed this programme for adolescent girls and young women in the slums, who are mostly daily wage workers or students.”

Speaking about the importance of such a programme in slum areas, Adolescent Expert Dr. Chayanika Mishra further adds, “most families are shy discussing menstruation issues. So, they tend to practice wrong and baseless customs. In rural or slum areas, people do not view menstruation as a normal bodily phenomenon and hence girls are looked down upon.”

Explaining further she adds, “Male counterparts, many a time, make fun of periods or do not realise the difficulties that a girl goes through during this time of the month. Besides, girls or young women in these areas are seen to be following unhygienic practices that lead to infection and other diseases. Hence, the need for such a programme arises.”

## 'SAKHI CLUBS HAVE BEEN FORMED TO ENABLE CHANGE'

Within a span of five months, the programme has gained a lot of popularity in the slums and has been receiving calls from young girls and ladies in the age group of 18 years to 35 years.

At present, the NGO has been able to socially mobilise 15 slums in Bhubaneswar via audio podcasting, mobile film screenings, and focused group discussions and through knowledge materials. To enable a change in the mind-set, Sakhi-Radio clubs have been formed where young girls and women are encouraged to listen to the aired talk during the weekend and discuss on the same.

Regular film screenings, focused group discussions, individual counselling, audio pod casting, radio listeners club are the medium of interaction and knowledge sharing means adopted under this project.

## INNOVATION

Interestingly, the programme intends to reach the visually impaired, hearing and speech impaired as well through audio and visual books. The audio books socially mobilise the visually impaired while the visual books which make use of sign language educate the differently abled girls with knowledge on menstrual hygiene.

# **POND SAND FILTER: AN ALTERNATIVE DRINKING WATER SOLUTION FOR COASTAL COMMUNITIES**

**CYSD's Experience in Ensuring Disaster-Resilient  
Community Managed Safe Drinking Water  
Facilities for the Disadvantaged Communities  
in Kanas and Brahmagiri Blocks of Puri District**

*CYSD in collaboration WaterAid has been implementing 'SAMBHAV - a Disaster Resilient WASH Secured Community' project in Kanas and Brahmagiri blocks of Puri district since 2014. The project focuses on Water Sanitation and Hygiene (WASH) issues by ensuring community managed safe drinking water facilities for the disadvantaged communities and trying to institutionalize community led processes to manage such disaster situations collectively. The introduction of Pond Sand Filter has been found to be one of the best solutions for the community where the ground water is saline affected and surface water is highly contaminated.*

## BACKGROUND

During disasters drinking water and sanitation infrastructure suffer massive damage. Owing to long periods of waterlogging, latrines create major water contamination and drinking water sources become unsafe. The problem is further complicated by ever-increasing threats to water quality and bacteriological contamination taking heavy toll in the form of diarrhoea, cholera, typhoid etc. Salinity is emerging as another major concern in the coastal region. With climate change related factors, salination of the ground aquifers is on the rise.

CYSD in collaboration with WaterAid has been implementing “SAMBHAV - a Disaster Resilient WASH Secured Community” project in Kanas and Brahmagiri blocks of Puri district since 2014. The project focuses on Water Sanitation and Hygiene (WASH) issues by ensuring community managed safe drinking water facilities for the disadvantaged communities and trying to institutionalize community led processes to manage such disaster situations collectively. The introduction of Pond Sand Filter has been found to be one of the best solutions for the community where the ground water is saline affected and the surface water is highly contaminated.

## WHY POND SAND FILTER ( PSF )

The tapping of ground water for drinking purposes has put enormous pressure on existing water sources, and resulted

in the gradual lowering of the groundwater table. Additionally, there have not been many efforts for meaningful use of rainwater as drinking water. Hence, in the broader perspective of addressing the issue of improved access to drinking water, Pond Sand Filter is an alternative that would provide meaningful use of surface water. The technology involves filtering of pond water by straining it through small granite stones, gravels, sand and charcoal bed under drainage channels. The filter media help in straining suspended particles like clay, silt and removing large proportion of pathogens present in water which cause waterborne diseases. Therefore, Pond Sand Filter is quite appropriate and helpful in those regions, which receive adequate amount of rainwater.

A Pond Sand Filter unit has been set up at Kotakana village under Gadasahi GP, Kanas Block, Puri district. Right from the beginning, the community has been involved in the process of owning the unit and taking care of it. A common place (non-controversial) duly selected by the villagers was provided for setting up the unit. During its construction the community provided physical and financial contribution (18%). The unit now caters to the drinking water needs of 161 households of the village at low cost and no cost basis. A management committee comprising 12 members (7 females and 5 males) has been formed for day-to-day management including the operation and maintenance of the unit.



## TECHNOLOGY

### The entire unit is divided in 6 chambers:

First chamber - Filled with 3"x 2" granite stones

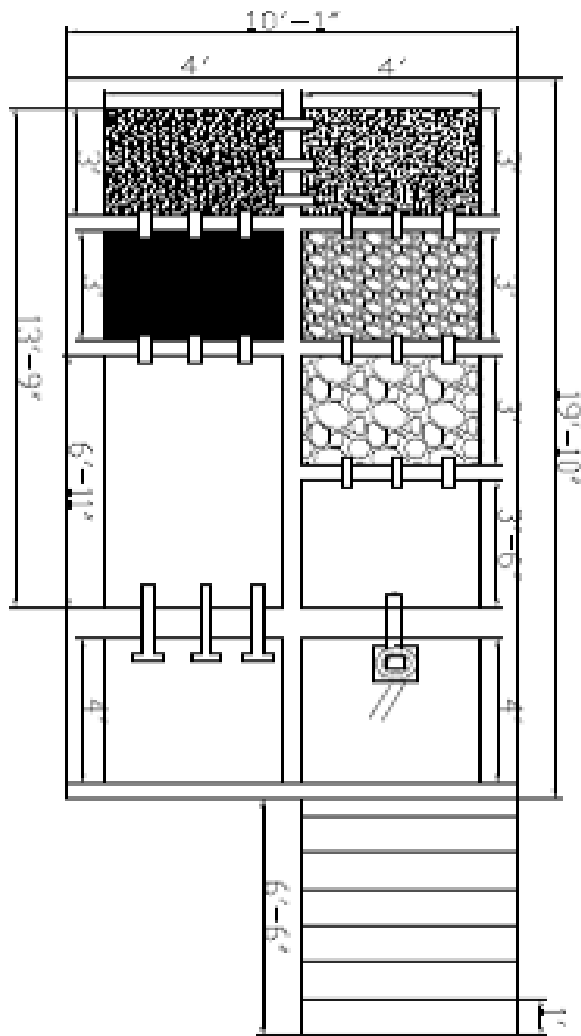
Second chamber - Filled with 1/4" granite stones

Third chamber - Filled with gravel and rough granite stone

Fourth chamber - Filled with rough sand

Fifth chamber - Filled with charcoal

Sixth chamber - Filled with treated safe drinking water



The top portion of the unit is covered with flexible tin/fibre door frame sheets to enable cleaning operations and prevent other materials (dry leaves, dust etc.) from entering the container. For back washing there are cleaning valves in the lower part of the container. The containers can be constructed in a combined manner to avoid any operational difficulties.

## PROCESS

At the outset the raw water drawn from the pond is tested in the laboratory and allowed to travel (pathogenic travel) through different particles (1st to 5th container). The water

stored in the 6th container is also tested further to check the percentage of bacteriological contamination. However, experience says that after processing the pond water is hygienically appropriate, pure, odourless and safe to drink. The unit can provide safe drinking water to each individual of the community throughout the year if managed properly.

## COST

It is estimated that the overall cost of the unit ranges from Rs. 1,34,500/- to Rs. 2,42,000/- depending upon the soil condition, materials and workmanship. However, the cost of the existing unit is Rs. 2, 12,500/-, excluding the community contribution. There is great scope of convergence with GPs to mobilize partial resources if strategically planned. The cost of boundary, cleanliness and beautification of the pond as well as the unit may be done in convergence with other departments.

## SUSTAINABILITY AND REPLICABILITY

The unit has been designed to provide safe drinking water to the community round the (24x7) year. At present, the community population is 850. If a person consumes 30 liters of water (drinking + cooking) daily the total requirement is 25500 liters per day. The unit is quite capable of providing the required quantity.

The unit will last for a period of 25 to 30 years, if maintained properly. On the other hand, the cost per litre of drinking water is less than a paisa. Therefore, it has tremendous potential for replication in other places as well.

# MOVEMENT AND ACTION NETWORK FOR TRANSFORMATION IN RURAL AREAS (MANTRA)

## Gram Vikash's Experience in Community - based Sanitation and Water Supply Programme

*Over 80% of the cases of morbidity and mortality in rural Odisha could be traced to poor quality of drinking water. The case study captures the community-based sanitation and water supply programme being implemented by MANTRA. MANTRA (Movement and Action Network for Transformation in Rural Areas) is the overarching framework of Gram Vikas' habitat development initiatives. In this programme, each family builds its own toilet and bathing room, with piped water supply from a common overhead water tank, ensuring 24X7 access to protected piped water supply to all families throughout the year. The programme has had a positive impact on the quality of life of all participating villages through reduction of water-borne diseases and hence, a marked improvement in the health situation.*



## BACKGROUND

*“Our village is better than the town. We have 24X7 piped water supplies to all families, without exception. Every family has its own toilet and bathing room as well. When we seek marriage alliances, our daughters ask us – ‘would there be similar facilities there as well?’”* says Lalita Malik of Tamana village in Ganjam district of Odisha excitedly when asked what changes they see in their lives in the recent years.

More than 69,000 families across 1206 villages in Odisha, Madhya Pradesh, Jharkhand, and Andhra Pradesh, today echo similar sentiments. These are people, who have participated in and, subsequently taken ownership of the water and sanitation programme promoted by Gram Vikas. Gram Vikas is a rural development organization working with poor and marginalized communities of Odisha since 1979. Presently, it is operational in 25 districts of the State. The programme has also been piloted in 9 villages in Jharkhand, Madhya Pradesh and Andhra Pradesh in collaboration with other NGOs.

## THE PROGRAMME

Since 1992, Gram Vikas has been implementing its community-based sanitation and water supply programme, in which each family builds its own toilet and bathing room, with piped water supply from a common overhead water tank, ensuring 24X7 access to protected piped water supply to all families throughout the year. MANTRA (Movement and Action Network for Transformation in Rural Areas) is the overarching framework of Gram Vikas' habitat development initiatives.

### Impact on Health and Women:

In the early 1990s, Gram Vikas conducted studies and found that over 80% of the cases of morbidity and mortality in

rural Orissa could be traced to poor quality of drinking water. This was to a great extent, a consequence of the callous attitude towards human waste disposal. In the absence of proper mechanisms for sanitation, women have to bear the terrible indignity of defecating in the open. They also spend a better part of their day fetching water for household needs. This drudgery is more acute during summers, when women have to spend hours together, traversing nearly four to five kilometers to fetch water. Also, in the absence of a protected enclosure, women are forced to bathe hurriedly in the common village pond.

### Social Exclusion:

The experience in Odisha showed that exclusion – of dalits, adivasis backward castes, widows, and women in general – is the bane of rural society. Gram Vikas realized that water and sanitation might be the way where the entire community could come together to have their first experiential learning of inclusion. It also realized that institutional mechanisms could be developed around this programme, which would be the first experience for a community managing its own village institution and financial resources.

### The Mechanism:

Under MANTRA, every household in the village constructs for itself, a toilet and bathing room, with 24-hour piped water supply. The water is supplied from an overhead water tank constructed on the basis of estimates of per capita consumption of water (of 70 liters per day), projected for the population twenty years hence. This is done so that every household can have 24-hour running water supply from their taps. The water is pumped up using electric pumps where available, and in the hilly areas the water is sourced from perennial springs using the gravity flow system.



People contribute at least 50% of the cost of toilets and bathing rooms (costing a total of Rs. 26,000) and up to 20% of the cost of establishing water supply system. The idea is to make people contribute substantially, since, that is critical in bringing a strong sense of ownership for the assets created. People construct their own toilets and bathing rooms. Gram Vikas facilitates families to access Rs. 12,000 under the Swachh Bharat Mission towards construction of an individual toilet and bathing room. In some cases, Gram Vikas provides a nominal contribution of Rs.1000 while people generate the rest through local materials (sand, stones, boulders, aggregates etc), physical labour as well as cash contributions. In case of piped water supply system, Gram Vikas also facilitates access to resources under the National Rural Drinking Water Project (NRDWP), wherein the government contribution is to the tune of 90%. Again, people bear the remainder of the costs.

The initiation of the programme is subject to the generation of a 'corpus fund' by the village, to which every single household contributes Rs.1,000 on an average (the poor give less and the better off more, but the poorest widow also contributes at least Rs.100). The corpus fund ensures that 100% coverage is maintained at all times in villages and when new households are added to the village, the interest accruals from the corpus is used to extend the same subsidy to them so that they may be able to construct their own toilets and bathing rooms.

Before the construction young men and women, working as unskilled labourers, are trained in masonry. On completion of the training, they construct the toilets, bathing rooms, overhead water tanks and later on, houses, under the supervision of master masons and technical personnel.

#### **Sustainability of the Water Source:**

Gram Vikas is of the view that an open sanitary well is the best for water supply primarily because an open well can be recharged. It believes that one has a right to extract water from the earth only to the extent that one can recharge the aquifer. Sanitary dug wells are tested for water quality at regular intervals and villagers organize themselves to clean these wells whenever required. To ensure that the dug wells do not run dry, appropriate water recharge and water harvesting mechanisms are undertaken. These follow best practices of watershed management based on the 'ridge to valley' approach. Specific activities include pond excavation, gully plugging, continuous contour trenches and water absorption trenches to reduce the velocity of runoff water and to further harvest rainwater.

In addition to pumping ground water, Gram Vikas has also been able to bring about technological innovations to beat the obstacles that certain villages face in remote hilly areas. In the past, it has had great success with sourcing water from springs/streams on higher hill slopes. This water, once tapped at a higher altitude, easily fills up an overhead water tank located at a lower altitude using the gravity flow principle. More recently, it has also been successful in innovative experiments like sourcing water for a village from the bottom of a sanitary dug well located at a much

higher altitude, thus, reducing the dependence on perennial springs/streams.

#### **Programme Sustainability:**

The most prominent determinant of the success of the behaviour change process initiated by Gram Vikas is whether 100% people in the village are regularly using toilets and bathing rooms and also keeping them clean. Once the toilets and bathing rooms are constructed and water supply systems established, the village committee lays down several codes of behaviour for every one. Any deviation from these is met with rather heavy fines. Because of these social pressure tactics, people get used to toilets and the villages have 100% toilet usage and most importantly, the toilets are kept clean.

In the MANTRA villages, once all toilets and bathing rooms are constructed and the piped water supply is in place, all families are expected to pay a monthly fee (less for the poorer people) as fixed by respective village committees which are sufficient to cover the salary of the pump operator and maintenance costs of water supply systems. The monthly collections contribute to a maintenance fund established in every village. One or two village youth receive training in plumbing and in handling electrical equipment and are able to service the infrastructure, reducing the village's dependence on external support.

#### **Emphasis on Personal Hygiene:**

Gram Vikas staffs engage with women self-help groups to impress upon them the importance of personal hygiene. Messages on handwashing with soap at critical times, bathing regularly and wearing clean clothes are passed on during the regular meetings. Due to the availability of a bathing room, women find it easier to take care of their personal cleanliness and hygiene. In addition, children are repeatedly guided in schools on personal hygiene.

#### **Strengthening Local Governance Structures:**

The programme involves each and every family in the village without exception. 100% consensus ensures that even the poorest and most marginalized benefit from the same level of service and has an equal say in deciding how the project should be implemented. This minimizes the chances of the systems established falling into disrepair or disuse. The village committees have proportionate representation of all caste and class groups in the community. Each village forms a village society with the elected representatives to the Executive Committee as members, which is registered as a legal body. The legally recognised status enables villages to leverage development resources in a more effective manner.

#### **Replication:**

The first 6 years of the programme (1992-1998) were characterized by the 'push' factor. From 1999, the 'pull' factor has been gradually emerging. The demonstration effect is clear as neighbouring villages are tempted to undertake the programme. Old villages often play a key role in motivating new villages. People perceive the enhanced

social capital in villages, which are a part of the programme. The visible reduction in the incidence of water-borne diseases, reduction in the drudgery of women and the comfort of privacy they now enjoy are also powerful motivating factors for adjoining villages. An interesting development has been that girls from MANTRA villages are now reluctant and often refuse to be married in villages where there are no toilets, bathing room and piped water.

### Impact:

Studies have shown an 85% reduction in the incidence of water-borne diseases in these villages. Over 90% eligible children in all these villages are in school and regular immunization camps are conducted covering all eligible children. The programme has had a positive impact on the quality of life of all participating villages through reduction of water-borne diseases and hence, a marked improvement in the health situation. Due to the importance given to personal and environmental hygiene, people have cleaner habits.

As on 31<sup>st</sup> March 2016, Gram Vikas has covered 69,219 households in 1,206 villages. In all villages where water supply has been established, it is heartening to observe that communities have ensured that the systems are functional. Communities have put together corpus funds worth over Indian Rupees (INR) 90.05 million. It is a validation of the principle behind the corpus fund that 475 'new' families have constructed toilets and bathing rooms with assistance from the respective Village Water & Sanitation Committees, without any assistance from Gram Vikas. There have been occasional technical failures, but people have organised themselves every time to successfully address the problems.

It is planned that 100,000 families (500,000 people) bound in clusters will be covered by this intervention by 2019, spearheaded by community-based organisations, like-minded NGOs and Gram Vikas' direct outreach programmes. There are some key points that have guided Gram Vikas in this journey. Gram Vikas has always believed that any malady in rural areas can be cured if the community is treated first. In treating the community, total inclusion should be a non-negotiable principle. In spite of all the perceived difficulties in achieving 100% inclusion, it has remained the basic tenet of Gram Vikas' MANTRA programme. That this could be achieved with 1206 communities is a vindication of this belief. Finally, MANTRA is also about sustainable systems. Unless institutional mechanisms are established and social capital is created at the community level, no programme can have a lasting impact.

## STEP-BY-STEP IMPLEMENTATION OF MANTRA

1. Select a village/s (initially small) where the organization has good local contacts.
2. Call a meeting of leaders (men & women) to explain the principles of MANTRA.
3. A General Body meeting - where every male and female head of each family participate – records the consent of the members. This is the General Body of the Village Society which is to be registered later.
4. Every family contributes Rs. 1000 (on an average) to a corpus fund, which is deposited in a bank in the name of the village society which will be registered.
5. The Society is registered, where at least 50% of the Governing Body and office bearers are women.
6. Each family collects building materials like rubble for the foundation, sand aggregates, bricks etc for building their toilets and bathing rooms.
7. Adequate numbers of masons are contacted to construct toilets and bathrooms within a period of 2 months from the start of construction.
8. Each family undertakes the construction of a toilet/bathing room for every family without a single family being excluded.
9. Supervisors and technicians of the implementing NGO supervise the construction.
10. The implementing NGO ensures that the govt./other subsidy is used only for purchase of external materials like cement, roofing sheets, doors, toilet pan etc.
11. Once all the toilet/bathrooms reach roof level, work on elevated water reservoir and water source start. Here too people contribute through materials and labour.
12. After all toilets/ bathroom are completed the water tower and the laying of the main pipe lines are completed. The distribution pipe lines to each house are established from the main pipe line. Each individual family pays for pipes, 3 taps and a water meter.
13. Water is pumped to the water tower and distributed to each household through 3 taps – one each in the toilet, bath and kitchen.
14. While the Governing Board or the Executive Committee meets once in a month, the General Body meets once in 3 months. Meetings can be called more often if needed.
15. A second bank account is opened and made functional, where the monthly collection of water charges as measured by the water meter is deposited. From this amount, all operation and maintenance costs are met.
16. All funds of the village society are kept in the name of the Society. All transactions in the bank are to be done by the President, Vice-President, Secretary and Treasurer. Out of these 4 office bearers at least two have to be women.

# ABBREVIATIONS

AIFT	America India Foundation Trust
APC	Agriculture Production Cluster
ASID	Asian Institute of Development
ATM	Automated Teller Machine
ATMA	Agricultural Technology Management Agency
BDA	Bangalore Development Authority
BPO	Business Process Outsourcing
BWSSB	Bangalore Water Supply and Sewerage Board
BYP	Back Yard Poultry
CAHW	Community Animal Health Worker
CAL	Computer-Aided Learning
CAN	Community Needs Assessment
CBGA	Centre for Budget and Governance Accountability
CBO	Community-Based Organisation
CCCD	Child Centred Community Development
CFRR	Community Forest Resource Right
CFS	Child Friendly Space
CFT	Cluster Facilitating Team
CRP	Community Resource Person
CSC	Community Score Card
CSO	Civil Society Organisation
CYSD	Centre for Youth and Social Development
DBI	Diversion Based Irrigation
DDA	Deen Dayal Antyodaya
DIC	District Industries Centre
DSP	Deputy Superintendent of Police
DWSM	District Water and Sanitation Mission
FES	Foundation for Ecological Security
FIDR	Forum for Integrated Development and Research
FRA	Forest Rights Act
FSC	Food Security Committee
FVTRS	Functional Vocational Training and Research Society
FYP	Financial Year Plan
GKS	Gaon Kalyan Samiti
GP	Gram Panchayat
GPC	Gram Paribartan Committee
GPLF	Gram Panchayat Level Federation
GPs	Gram Panchayats
HH	House Hold
IEC	Information Education Communication
IGA	Income Generation Activity
INRM	Integrated Natural Resources Management
JAC	Joint Action Committee
JSPL	Jindal Steel and Power Limited
LLIN	Long Lasting Insecticide- Treated Net
MCD	Minority Concentrated Districts

MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MSSRF	M S (Mankombu Sambasivan)Swaminathan Research Foundation
MWH	Maternity Waiting Home
NGO	Non-Government Organisation
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
NTFP	Non-Timber Forest Produce
OGP	Odisha Gram Panchayat
OLM	Odisha Livelihoods Mission
OPS (Act)	Odisha Panchayat Samiti Act
OSMCL	Odisha State Medical Corporation Limited
OTM	Odisha Textile Mill
OZP (Act)	Odisha Zilla Parishad Act
PAC	Public Accounts Committee
PAC	Public Affairs Centre
PDS	Public Distribution System
PIA	Project Implementing Agency
PPP	Public Private Partnership
PRI	Panchayati Raj Institution
PS	Police Station
PTG	Primitive Tribal Group
PVTG	Particularly Vulnerable Tribal Group
RBPO	Rural Business Process Outsourcing
RWSS	Rural Water Supply and Sanitation
SBM	Swaccha Bharat Mission
SBM-G	Swaccha Bharat Mission - Gramin
SC	Scheduled Caste
SDGs	Sustainable Development Goals
SDLC	Sub-Divisional Level Committee
SECC	Socio-Economic Caste Census
SHG	Self Help Group
SMC	School Management Committee
SMCS	Swayamshree Micro-Credit Services
SMSSL	Swayamshree Mahila Samabaya Samiti Limited
SRI	System of Rice Intensification
SSA	Sarva Shiksha Abhiyan
ST	Scheduled Tribe
TLM	Teaching Learning Material
ToT	Training of Trainers
TPDS	Targeted Public Distribution System
TSIL	Tata Sponge and Iron Limited
TSP	Tribal Sub-Plan
VHV	Village Health Volunteer
VMC	Village level Vigilance and Monitoring Committee
YPK	Yuva Pragati Kendra



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