MPLADS COMPENDIUM

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CII FOUNDATION

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Samagra Development Associates

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Presents

Compedium of Successful Development Initiatives by Members of Parliament under MPLAD Scheme

Research Partner

SAMAGRA

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Foreword

Ajay S Shriram

Member of Parliament Local Area Development Scheme (MPLADS) is an important program through which a Parliamentarian can directly contribute towards meeting the development demands of his/her constituency or state.

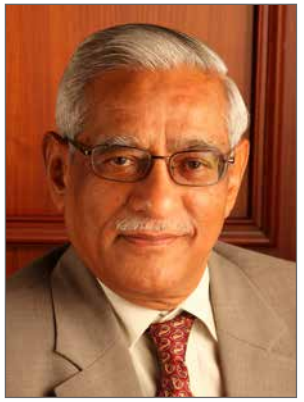
The program also found mention in the Hon'ble Prime Minister's address to the nation on 15 August 2014, as one of the levers to achieve the vision articulated by him.

This compendium documents, in the form of case studies, the most innovative and impactful initiatives undertaken by Members of Parliament from both Lok Sabha and Rajya Sabha over the last 5 years under MPLADS. It also compiles best practices which can be used by Members of Parliament to maximize impact of the program.

I congratulate the CII Foundation and the Public Policy team at CII for having taken the initiative to come up with this Compendium based on extensive on-ground research spread over more than three months. It can go a long way supporting the endeavors of our elected representatives to create lasting impact in their respective constituencies and states.

Ajay S Shriram
President, Confederation of Indian Industry (CII)
Chairman, CII Foundation

Foreword



Subodh Bhargave

The Public Policy team at CII interacts frequently with elected representatives on various issues pertaining to national policy. Most of these interactions involve sharing expectations of industry from policy makers and understanding their views on the same. We decided to move a step forward and make a small contribution towards the other responsibility of the legislatures i.e., effectively utilizing the local area development funds allocated to them.

CII commissioned an extensive on-ground research through a professional organisation which has experience of working with Members of Parliament for constituency development work, to ensure that the compendium reflects reality and identifies the practical constraints faced by elected representatives while utilizing their development funds.

The compendium covers projects from 12 states, 8 development domains, and from Members of Parliament across political parties. Care has been taken not to reveal the identity of the Member or the location while documenting the project.

While the compendium focuses on development initiatives under MPLADS, most of these are equally relevant for MLALADS, given the significant similarity in the two programs. I expect that the compendium will serve as a useful guide for all our MPs and MLAs.

Subodh Bhargava
Chairman, CII Public Policy Council

Foreword

Chandrajit Banerjee

There have been several quantitative studies on MPLADS over the years focused on percentage utilization of the fund etc. We, at CII Foundation, have commissioned a first of its kind qualitative study focusing on successful examples of initiatives implemented under MPLADS and observed best practices.

The CII Foundation, has been set up as a charitable trust, to undertake a wide range of developmental and charitable activities and initiatives pan India by enabling Industry for infusing inclusive development.

The compendium leverages the best from the past and provides ideas for making the future better. While for most of its part the compendium focuses on success stories, a small section towards the end also talks about some well-intentioned initiatives which could not serve the desired purpose for a variety of reasons. This is followed by recommendations on making the MPLAD program more effective. The spirit behind the compendium is to enable our elected representatives to make the most of the development funds allocated to them in the best interest of the people.

This is also the best time for such a compendium to be published. With the 16th Lok Sabha comprising of a large number of first time Members of Parliament, the compendium has the potential to serve as a reference guide for elected representatives looking for innovative solutions to address issues in their respective constituencies and states.

Chandrajit Banerjee
Director General, Confederation of Indian Industry (CII)
Managing Trustee, CII Foundation

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RESEARCH METHODOLOGY

The research for the compendium was conducted between 1st January 2014 and 31st March 2014. All sitting Members of Parliament as of 31st December 2013 were sent an official communication by Chairman, Public Policy Council, CII, requesting them to nominate initiatives for the compendium. Several nominations were received through this process. Further, CII Foundation's research partner for the compendium, Samagra Development Associates, conducted secondary research to identify more initiatives for consideration.

An initial list of around 60 initiatives was drawn. Offices of corresponding Members of Parliament (and in some cases, the implementing agencies) were contacted to understand details of these initiatives. Based on the information obtained, around 40 initiatives were short-listed. The selection criteria were:

- The initiative must have an MPLADS contribution
- The initiative must have made some progress on ground
- The initiative must not be a common practice amongst MPs

The research team made field visits to see each of these 40 initiatives in action and gather first hand information from various stakeholders. Based on these visits, the final set of initiatives were selected and documented for the compendium. Priority was given to:

- Initiatives which were seen to be impactful on ground
- Initiatives with strong demonstration or multiplier effects
- Initiatives representing diverse geographies and work disciplines

The compendium comprises of initiatives from 12 states and 8 different disciplines – health, education, sports, rural and urban infrastructure, renewable energy, research and development, livelihood generation, and social empowerment. The objective of the compendium is to demonstrate the realm of possibilities under the MPLAD scheme.

MASTI KI PAATHSHALA
MAKING SCHOOLS FUN!

Three small interventions in municipal schools of the city make a big difference in improving attendance, fostering interest amongst students, and making schools a sought after place

Background

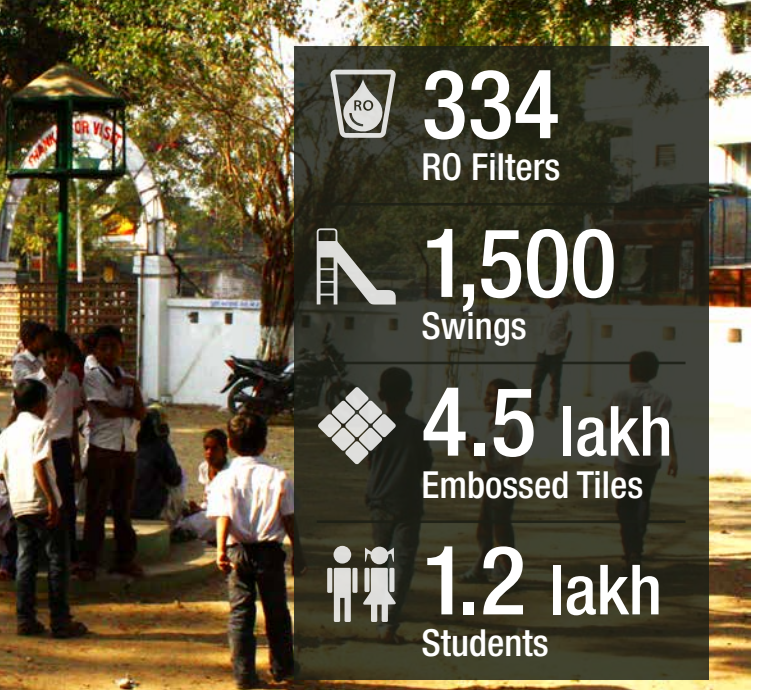
Municipal schools in the city have long been the poor cousins of the more affluent private schools. However, for the families of socio economically deprived communities, they are the only accessible place for meeting their aspirations for a better future for their children. Recognizing this fact, the local MP attempted to supplement the Municipal School Boards efforts in bringing quality of municipal schools closer to private schools in the city. The project focused on improving infrastructural facilities in the schools and making the classroom environment more vibrant, while improving health and education outcomes.

Operational Details

The project comprised of three specific interventions in all the 333 schools run by the Municipal School Board in the constituency. These interventions tried to address different aspects of the school experience, with the ultimate objective of reducing dropouts, improving attendance and tackling unpunctuality. The three interventions were as follows:

Educational Embossed Tiles were installed in all classrooms of the schools. There were a total of 14 sets (varieties) of embossed tiles depicting educational content ranging from alphabets, fruits, leaves and flowers to historical figures. 8-10 relevant sets were installed in every classroom based on the class standard. All tiles contain names of objects/figures in both English and the local language, while the pronunciation is in the local language. They make the classrooms colourful, act as teaching aids for the school teacher, and help foster student interest in education.

A **Jal Dhara Unit (RO Filter Plant)** was installed in each school to provide clean and safe drinking water to students and teachers. The idea was to focus on health and reduce instances of illness amongst students. It has paid rich dividends with parents now being more assured about their child's health while sending them to schools, and students not having to carry heavy water bottles along with their already heavy bags!



A **Bal Kreedangan (Student Play Area)** was established in each school with good quality colourful swings (slides, climbers, merry-go-rounds etc.). This intervention has made the school a more attractive place for students, with several of them reporting well in advance of the school timings to enjoy the swings

These three interventions, targeting different aspects of the student and parent psyche, delivered the desired outcomes from the program.

Role of Various Stakeholders

Member of Parliament

1. Zeroing in on the nature of interventions
2. Changing the type of tiles based on feedback
3. Providing 100% of the project cost (₹ 12 crores)

Municipal School Board

1. Timely roll out of all project components
2. Monitoring and collecting of feedback

School Monitoring Committees (SMCs)

1. Proactive inputs to make the program successful

MP Speaks

"The embossed tiles in the classrooms have a life of 20 years without maintenance. The swings are durable and of high quality. Good arrangements have been made for maintenance of the RO filters. All in all, the initiative will benefit students for a long time to come"

COSTING

- Embossed Tiles: ₹ 2.0–2.5 lakhs per school
- Jal Dhara Unit: ₹ 1.0–1.2 lakhs per school
- Bal Kreedangan: ₹ 0.3–0.5 lakh per school
- Total: ₹ 3.4–4.0 lakhs per school

Case Study

"These interventions have had immense multiplier effects in schools. Attendance rates have shot up to almost 100%, children are coming in an hour early to play in the Kreedangan, and our annual health check-ups have shown fewer incidents of water borne diseases. The embossed tiles project has been enthusiastically received by the parents and teachers, and the kids are enjoying learning from the colourful tiles in a cheerful classroom environment. Even the state government is exploring the possibility of extending it on a larger scale. As a pilot project, it has been a great success"

– Coordinator, School Board

"RO filters have been installed even in the past, but this initiative has done this systematically and uniformly across all Municipal Schools, benefiting close to 1 lakh students of the city

– School Board Official

The children love the colourful and bright tiles in the classrooms and learning continues even when there is no teacher in the room

– School Principal

The municipal schools service mostly children from very poor, disadvantaged households. Funding for upgrading the infrastructure and supporting teachers by promoting innovations is thus imperative

– PS to MP

THE BLOOD PURIFIERS

SAVING LIVES 24X7

Once gathering dust for approval, this project now provides top quality low cost dialysis services to those who cannot afford the otherwise expensive treatment

Background

Acute renal failure is in some ways worse than death – a particularly malicious death sentence held in abeyance. For a patient it means having to undergo 5 hour long dialysis procedures twice or thrice every week for the rest of his life. Considering that each such procedure costs ₹ 1,000–2,000, most are unable to afford it and they go off dialysis cycles, quietly succumbing to their fate. The Regional Dialysis Centre (RDC) at the Taluk Hospital has thus emerged as a boon, providing state-of-the-art treatment at highly subsidized costs to those who can ill afford the repeated expenditure. The initiative was championed by the MP from conception till implementation.

TIMES OF INDIA

Tuesday, November 26, 2013

The Supreme Court on Monday sought responses from the Centre and the States on a PIL which highlighted a much neglected health issue – lack of dialysis facilities for persons with Chronic Kidney Disease (CKD)

Operational Details

The RDC at the Taluk Hospital boasts of a state-of-the-art facility with 23 fully equipped Dialysis Units, a 1,000 litre/hr capacity RO Water Treatment Plant, and a 82.5 KVA back-up generator. It is serviced by a team of well qualified nephrologists, technicians and nurses. The two storey CCTV covered centre operates 24x7 unlike most other facilities in the state. It has separate processing areas and equipment to service Hepatitis and HIV positive patients to ensure non-transmission. Owned by the Department of Health Services of the State Government, and operating under the Medical Superintendent's direct administrative control, its management is overseen by a Management Committee that includes the MP, the local MLA, the Zila Panchayat President, representatives from the Indian Medical Association and Health Department, and some donors.

Besides dialysis, the RDC also supports patients in getting back to mainstream life through counselling. It facilitates kidney donation for needy patients and arranges for costly drugs at low rates through direct arrangement with manufactures. Convergence of various Government schemes and voluntary contributions ensure a highly subsidized hassle free treatment.

MP Speaks

"Opening up of the RDC has been such a success that it has started affecting the private market rates for dialysis. Earlier private players used to charge anywhere between ₹ 1,000 to 2,000. Now they have high quality competition and are forced to bring down rates"

COSTING

- **Capital Cost:** ₹ 1.5 crore, Source: MPLADS (₹ 25 lakhs) and contribution from 4 companies/societies
- **Operational Cost:** ₹ 400 per dialysis (excluding fixed monthly costs), Source: CSR (1st year) and Karunya Benevolent Scheme (2nd year onwards)
- **Cost for patients:** ₹ 250–750, based on recommendations of the 'Pain and Palliative Care Unit', District Hospital

> *Everybody at every level had declined approval for this project earlier. And yet now this RDC is a model project for other districts to emulate*
>
> – Medical Officer, RDC

There are patients who travel for 5 hours, twice a week, to the centre for dialysis because this is the only place they can afford. Hopefully, with similar centres opening in other districts, we will see a more systemic change in removing the debilitating aspects of dialysis

– District Medical Superintendent

Role of the MP

This project highlights the crucial role of a MP in getting innovative, multi-stakeholder projects like these off the ground. The proposal for the RDC had been rejected long back by the district authorities on account of specialised nephrologists not being available to man the centre. However, the MP rejuvenated the proposal by roping in the state's Health Minister in this vision. At the forefront of getting sponsorship from public, private and philanthropic enterprises, the MP used the MPLADS only as a seed fund for multiplying the scale of the project. He constantly reviewed (and continues to do so) the progress of the project through a monitoring committee chaired by him. After the project came to be recognized as a huge success, he now facilitates visits of other MPs wanting to replicate the experiment in their constituencies.

Associated initiative

A similar gap in public health care was felt at the District Hospital with regards to MRI. In this case, the joint contributions of ₹ 4.5 crore from the MP and 2 other private/social enterprises roped in by him, has enabled access to MRI at an affordable ₹ 700 to ₹ 4,200 (private MRI centres charge anywhere between ₹ 5,000 to 15,000). Besides impacting the counter-productive 'commission' system, it has provided a 24×7 facility for the patients. The facility is not just benefitting the district, but several patients from neighbouring districts come specially for getting their MRIs done at this facility

SOLAR PUMPS
UPHOLDING 'RIGHT TO WATER'

A pilot project uses a solar water pump to provide piped water supply in a socially discriminated hamlet of 120 people, and in the process, sows the seed for a state level roll-out

Background

Ballav Harijan Sahi is a small hamlet of 30 families on the outskirts of Ballav village. Long back, these 'lower caste' families were forced to move out of the village and live separately. This also meant that they couldn't access the water resources of the village which were reserved for the 'upper castes', and had to walk miles every day to fetch water for domestic use. Moving a step ahead of traditional solutions like hand-pumps (which often break down) and bore-wells (which are dependent on electricity), the local MP sought to provide a solution which was both eco-friendly and self sustainable.

Operational Details

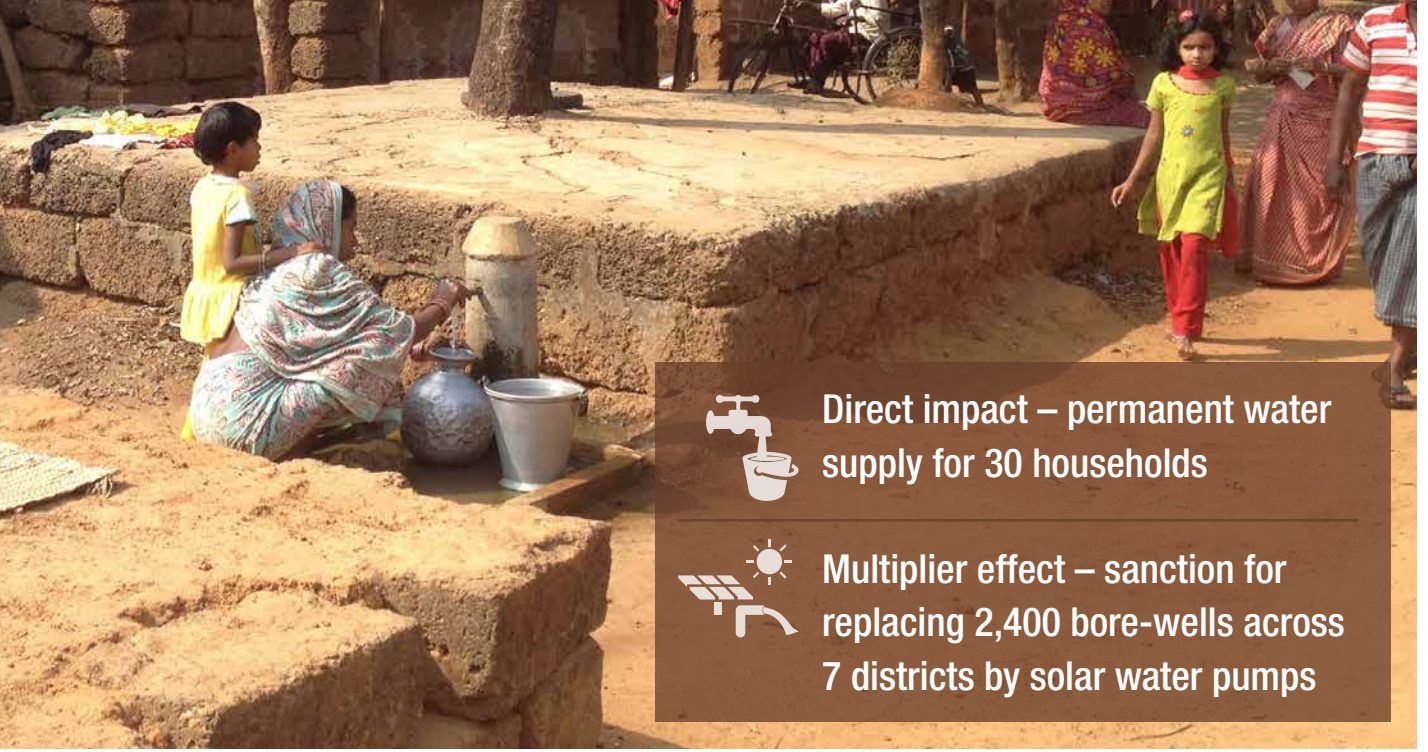
An integrated water supply system using a solar water pump was installed in the hamlet. At the heart of this system is an 1,800 W SPV module comprising of 24 solar panels of 75 W each. This solar module supplies power to a submersible DC pump which draws water from a 250 feet deep boring and stores it in a 10,000 litre concrete tank. This water is then supplied to the hamlet through a simple network of pipes and 7 taps, each catering to a cluster of 4–5 houses. The system is completely automated and the pump switches on and off based on the level of water in the storage tank.

The project was implemented by the state's renewable energy development authority (OREDA) with complete involvement of villagers. The labor, masons and material used for civil work were all based on the recommendations of the villagers. This ensured complete ownership of the project by the beneficiaries, which have even started collecting ₹ 10 per household per month to create a corpus which they intend to use for maintenance once the 5 year warranty of the set-up expires.

The system has immensely benefitted the hamlet in more ways than one. Quality of water is extremely good, water can be drunk directly unlike before when it had to be filtered and boiled. Time spent on fetching water has drastically reduced and the risks of the journey have been completely eliminated. Hygiene levels have also improved significantly with kids taking regular bath and clothes being washed more often.

Challenge(s) Overcome

Earlier there was a plan to have a single water collection station with 4–5 taps. This led to disputes amongst the villagers on the exact location of the station, which would have determined the distance each household would have had to travel to fetch water. The implementing agency resolved this by deciding to have 7 equidistant stations in a straight line each catering to the nearby 4–5 households. This did not increase the cost significantly and at the same time satisfied all the beneficiaries.



Direct impact – permanent water supply for 30 households

Multiplier effect – sanction for replacing 2,400 bore-wells across 7 districts by solar water pumps

Role of Various Stakeholders

Member of Parliament

1. Conceptualizing the renewable energy based solution
2. Providing 100% of the cost through MPLADS funds
3. Aligning the villagers towards the solution

State Renewable Energy Development Authority (OREDA)

1. Drawing technical specification
2. Overseeing project implementation
3. Involving villagers at every step of the process

Beneficiaries

1. Identifying land and passing a resolution for the same
2. Taking ownership of the project for the long run

MP Speaks

"We have been able to demonstrate that this is a viable solution and can be implemented successfully. I am told that now the concept is being picked up at the state level for replication. This is the real impact of undertaking innovative pilot initiatives"

COSTING

Capital Cost

- ₹ 5.36 lakhs of equipment – SPV module, DC pump
- ₹ 1.64 lakhs of other work – tank, supply network

Operational Cost

- 5 year warranty of equipment supplier
- Contributions by villagers for subsequent need

Case Study

"My name is Joyanti Patra. We are a family of five – I, my husband, my two daughters and one son-in-law. Earlier I used to go and fetch water from a *chua* (water source inside an agricultural field) 2 Km away with my daughters. I used to go thrice a day and always used to be wary of elephants on the way which are very dangerous. Now life has become easy. I can take water from the tap outside my house any time of the day. Even my husband does not hesitate to fill water! This water is also much cleaner and I do not need to filter it before drinking. I use 10-15 buckets in a day and make sure that both my daughters take bath every day. The new system has ensured that I have lot of time during the day to focus on other chores"

MP wants to install a rain water harvesting system near the pump. He says we must replenish what we draw, otherwise the water table will deplete

– MP's District Coordinator

The key reason for the success of this project is that we involved the community from day one

– Assistant Director, OREDA

Though there is no need for money right now but villagers are still coming forward to contribute

– Hamlet's Ward Member

CITY VISION

REBUILDING CITYSCAPES

A unique project in one of our largest metropolis aims to enhance open public spaces and redevelop the beachfront, in collaboration with various civil society groups of the area

Background

Deteriorating quality of life, growth of the informal sector, degradation and deprivation of open spaces, destruction of environment, and abuse of ecological assets including waterfronts had rendered the city into a regrettable state. Real estate turnover was (and still remains) the single biggest thrust of city's development at the cost of social amenities, basic infrastructure and civic spaces. Various governing bodies worked independently of each other and no collective effort was visible. This also led to large scale slumming of the metropolis. There was a need for comprehensive planning with the thrust on protecting and enhancing public spaces.

Operational Details

City Vision (name changed) is a pragmatic program developed in consultation with several resident groups, elected representatives, government officials and eminent citizens. It includes conserving reserved open spaces and creating new ones, pedestrianization, solutions to flooding in the area, opening up of several accesses to the beach, improvement in the standard of living in slums, provision of space and security to hawkers, and redevelopment of the local *Nala*. The *Nala*, which dominates the geography of the area and runs for approx. 7.5 kms before meeting the sea, has been the focus of the latest round of MPLADS funding (₹ 15 crore) for City Vision. The project proposes to create 10 feet of porous greenbelt around it which will serve as a flood plain during monsoon, and to develop cycling and walking tracks along the *nala*.

The residents of the area have been very active in the entire initiative. A number of Advanced Locality Management Groups have been formed by residents, undertaking the responsibility of providing civic and social amenities at the local level. They also elected an independent candidate as their Corporator through collective consensus who works with a network of Area Sabha Representatives to address local issues in the ward.

The program has been completed in parts. For example, the redeveloped park in the locality has become a thriving playground, and site for an annual festival, while another adjoining park is being cleared and developed. The entire redevelopment is expected to take another 3 years.

MP Speaks

"We want to have cycling and walking tracks along the 10 Km stretch, dotted with benches and cafeterias, like you see in European countries. It will give people an incentive to step out of their homes and breathe in fresh air. These green spaces are the lungs of our city and we must reclaim them"

Role of Various Stakeholders

Member of Parliament

1. Envisioning the path breaking initiative
2. Committing 100% of his MPLADS funds for this initiative
3. Spearheading the campaign and aligning various stakeholders towards the redevelopment plan

Redevelopment Firm

1. Creating the master plan for redevelopment
2. Overseeing implementation work on-ground
3. Fighting the court case to get encroachment removed

Residence Welfare Associations

1. Mobilising residents for being active agents of change
2. Providing regular feedback on project implementation
3. Taking ownership to maintain the redeveloped area with financial support from the municipal council

Challenge(s) Overcome

The citizen organizations and the architect, who had prepared the beach redevelopment plan, had to fight a long and hard battle in the courts to free the area from encroachments. The individuals who had encroached the land were not in favour of the redevelopment plan. However with constant dialogues and support from the administration it was made possible to get everyone on board and create a common vision for the area.

"With City Vision, we aim to bring about a social change. By achieving intensive levels of citizens' participation we wish to influence Governments to devise comprehensive plans and integrate disparate developments

– Architect

It took us years to get the Government to pay heed to this area. It is an example of how a dump yard can be converted into a green haven

– Resident

A firm partnership between the people of the area and the Government can help bring about simple, pragmatic solutions to complex problems

– President, RWA

WATERSHED-ING

WHERE EVERY DROP MATTERS

Integrated watershed management through a series of check dams revives groundwater levels and the spirits of rural community in this drought prone region

Background

A severe drought in this area, where the rainfall had been below 200 mm for 3 continuous years, had left the farmers with no work in the field. The farmers stayed in the villages for 4 months and for the rest of the year either migrated to the nearby cities to work as daily wage labourer, or worked in sugarcane factories where a couple earned ₹ 350 per day. The ground water had seeped very low. Though the land was very good for crops, due to virtual absence of water, farmers could utilise only 30% of it for agriculture. Debt and usury were rampant as villagers sold off their land. The villagers didn't even have water to drink and were at the mercy of tankers that would come intermittently.

MP Speaks

"With large scale irrigation projects becoming increasingly unviable, both socially and environmentally, micro level interventions such as these offer a way to arrest the rapidly declining ground water level in these drought prone areas"

Operational Details

Before starting the work, a detailed survey was conducted by the implementing agency, MP's on-ground team, and the local people to select appropriate sites with healthy adjacent walls and a strong foundation. Based on the survey, 17 check dams were built on seasonal water streams to break the flow of water during the monsoons and allow it to seep in the soil. This strategy, known as the 'Shirpur model' consists of 1) well recharging using canal water, 2) cement structures (small dams without gates) on seasonal water streams, and 3) widening and deepening of these streams. Well recharge using canal water involves digging a 2×2×2 metres recharge pit and constructing a cemented silt filtration pit inside it. Small check dams are built across streams to prevent rain water from flowing away. They serve the dual purpose of providing direct irrigation when rain fails and recharging of surrounding wells.

The positive effects are very palpable. Water level has gone up in the wells and bore wells in the vicinity of check dams. Also, farmers now routinely grow the second round of crops.

Role of Various Stakeholders

Member of Parliament

1. Identifying solution through a technical agency
2. Sponsoring the program through MPLADS funds

District Administrations

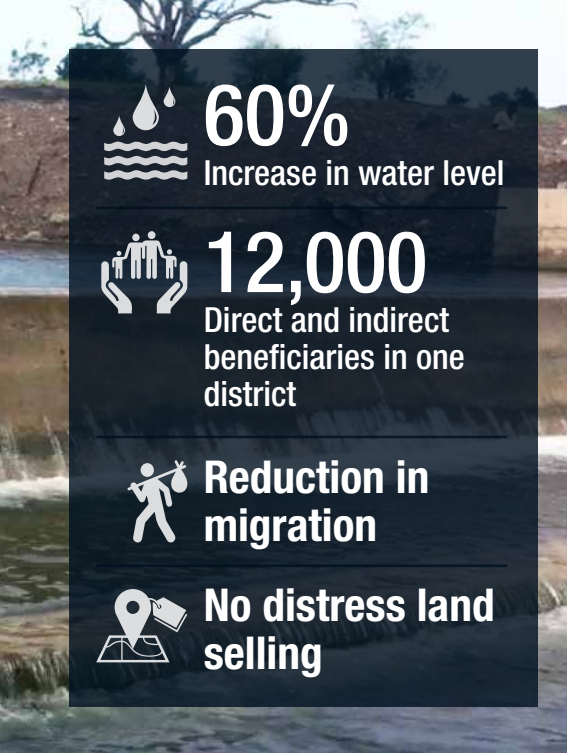
1. Aligning various stakeholders
2. Engaging villager in the construction

Local Panchayat

1. Providing water for construction
2. Monitoring the work of sub-contractors

Department of Irrigation

1. Identifying dam sites
2. Providing technical inputs
3. Awarding construction contracts



Challenge(s) Overcome

Initially the farmers did not understand the importance of check dams and at few places would not even provide water for their construction. District administration used village elders to convince the farmers and tried to make them partners in the initiative. In each village, a local person was identified who would actively monitor the progress of the construction of check dams and report to the authorities if the work was not progressing as per plan or the use of material was not up to the standard. Though the work was skill based involving use of machines, the initial digging was done by the villagers under NREGA.

Costing

The capital cost for the entire project of constructing 17 check dams spread in the region was ₹ 2.38 crores. Cost of each dam varied depending on the height and the width of construction. Once constructed, the dams do not require any maintenance for years.

Angioplasty in Water Conservation

Suresh Khanapurkar, a retired officer with the Groundwater Survey and Development Agency (GSDA) is the man behind the 'Shirpur model'. He loves describing it as an 'Angioplasty in Water Conservation'. The analogy is not too complicated. The three components of the model: construction of cement bunds on small streams, their broadening and deepening, and artificial recharge of dry dug wells, is akin to a surgeon widening blood vessels for adequate blood supply. It removes the impervious layer of yellow soil and the hard massive trap of basalt, allowing the stored water in the check dams to percolate into the underground aquifers.

Case Study

I, Baban Bandu Pawar, 58 year old farmer have been staying in my ancestral village since childhood. Currently I own 3 acres of land. Due to the severe drought for last three years, I could not grow much in my fields and had to look for alternate work. Whenever it rained, the water used to vanish leaving the land dry in 2-3 days. Since the check dam has been constructed, the water stays at the dam instead of flowing away. Due to the way the dam is designed, the water automatically percolates and recharges the nearby wells. I have been benefitted a lot, like many other farmers in my village. Now we are able to grow a second crop which was not possible earlier. You can see the green farm around you, which is a result of this intervention.

> *"There is a chain reaction. The check dams store surface water. This helps to recharge ground water and raise the water table in the area. Availability of underground water leads to increase in agricultural yield by multi-cropping*
>
> **– Engineer, Irrigation Department**

Now people do not need to migrate to other place. They can stay in their village and earn much more than before

– MP's Team Member

For 3 continuous years due to drought there was no water at all. We had to fetch water from the tanker for drinking and other domestic purpose. Now all that has changed

– Farmer

OOTTUPURA
THE THERAPEUTIC KITCHEN

A district hospital breaks new ground by providing free food for all in-patients based on their dietary requirements prescribed by in-house experts. Medical care never tasted so good!

Background

The District General Hospital is a 783 bedded NABH (National Accreditation Board for Hospitals) accredited facility providing quality medical care at low costs to the poor of the region and beyond. However, doctors here had often seen their best efforts unravel due to the unregulated nature of diet intake by patients, which prolonged their recuperation and in turn caused medical complications. The Medical Superintendent, in collaboration with the MP, decided to address this of ignored but crucial gap in providing holistic medical care. After considerable deliberations, they decided to embark on an ambitious first-of-its-kind project of starting a Therapeutic Dietary Kitchen within the hospital premises to provide nutritious food to all in admitted patients.

Operational Details

The physical infrastructure comprises of a fully equipped kitchen with modern appliances like automated rice maker, dough grinder and roti maker, capable of catering to more than 800 patients in every meal. It is staffed by a team of 5 nutritionists, 3 supervisors and 8 cooks. The team is led by the Head Nutritionist who monitors the menu, ingredient quality and hygiene standards in the kitchen. The kitchen serves food to all in-patients free of cost. The food carts are loaded with hot, nourishing food and served to patients according to their respective diet charts prescribed by the nutritionists. The diet types include Normal Meal, Diabetic Diet, Liquid Diet, Semi-solid Diet, Soft Diet, High Protein Diet as well as Ryles Tube Feed. To ensure diet adherence, outside food is complete forbidden.

The kitchen has been established under the Dietary Department of the hospital and is managed by the Hospital Development Society. It is a first-of-its-kind service across the entire state. A significant part of its mandate also includes providing the diet counselling to out-patients and families of all patients treated in the hospital.

MP Speaks

"There is no reason why Government hospitals should not be at par with their private counter-parts. Our aim is to provide all facilities that the best private establishments provide, while at the same time remain accessible to the poor"

COSTING

Capital Cost

- Kitchen equipment, utensils – ₹ 30 lakhs

Operational Cost

- Salaries, ingredients and utilities – ₹ 6 lakhs p.m.

BREAKFAST
₹10 x 500 = 5000 per day
₹ 5000 x 365 = 18,25,000 per year
LUNCH
₹15 x 500 = 7500 per day
₹ 7500 x 365 = 27,37,500 per year
EVENING TEA
₹ 5 x 500 = 2500 per day
₹ 2250 x 365 = 9,12,500 per year
DINNER
₹ 10 x 500 = 5000 per day
Rs 5000 x 365 = 18,25,000 per year
Total = ₹ 20,000 per day
₹20000 x 365 = ₹ 73,00,000 per year

Role of Various Stakeholders

Member of Parliament

1. Recognizing the importance of diet therapy
2. Spearheading the initiative to set-up the kitchen
3. Providing 50% of the capital cost through MPLADS
4. Raising 50% of the capital cost through CSR contributions
5. Regular monitoring through the Management Committee

Hospital and District Administration

1. Recruiting and maintaining the manpower
2. Procuring and installing the kitchen equipment
3. Sourcing the running costs from voluntary organizations

DIET CHART - SUNDAY

Diet type	Breakfast	Lunch	Tea	Dinner
Normal	Tea/Milk Dosa Sambar	Rice Amarapayyam Thoran Tomato Curry	Tea/Milk Bread	Chapathi Kadala Curry
Semi-Solid	Tea/Milk Oats	Kanji Parippu	Tea/Milk Biscuits	Kanji Kadala
Liquid	Tea/Milk Oats	Rice Soup	Milk with Protein Powder	Broken Wheat Soup
RT Feed	Egg Flip Oats Milk	Rice Curd	Veg Soup Dhal (3 PM) Milk with Protein Powder (5 PM)	Rice Bengal Gram

Challenge(s) Overcome

Originally, the intervention in the form of a Dietary Kitchen was considered to be a luxury that a government hospital could not or need not afford. It was felt that the focus should be elsewhere on more 'visible' areas. However, a consensus emerged between the Dietician Team and the Medical Superintendent after analyzing data which clearly highlighted the importance of dietary control as a crucial aspect of inpatient care. The cause was also supported by the MP.

> *Dietary requirements of all patients admitted to the hospital are specifically catered to. This is especially important for those suffering from cardiological, renal or gastro-enterological ailments*
>
> **– Head Nutritionist, Dietary Kitchen**

> *The project has tapped into not just the MPLADS but also the philanthropic spirit of the people of the state. The continued operation of this kitchen bears testimony to the willingness of the community to contribute for a good cause*
>
> **– Medical Superintendent**

COW
COMPUTER ON WHEELS

Mobiles Computer Labs go around the city providing computer literacy to children and technology averse adults at their doorsteps through a specially designed 15 day course

Background

The fast moving information highway of today has left a significant proportion of people untouched, placing them at a distinct disadvantage when it comes to pursuing opportunities or accessing various services. Financial constraints, lack of access to professional guidance, and poor infrastructure, have all played a role in this. In an urban setting, particularly left behind are slum dwellers, people living in inner city ghettos, and even adults from relatively affluent households. The Computer on Wheels initiative started in this upcoming metropolis, has tried to address this problem, opening up new vistas and possibilities.

Operational Details

Three buses were reconfigured and retrofitted to function as fully self-sufficient, air conditioned mobile computer laboratories. Each of them have 17 desktop units (monitor, mouse and keypad) connected through a wired LAN system to a Central Processing Unit. The buses are equipped with a LED TV to show instructional videos to the classes. A projector as well as a public address system is provided to allow the trainer to conduct larger classes in the open, and a generator set ensures that the classes can be delivered in areas without electricity as well.

Each CoW is managed by a separate university/college in the city. The sites for classes are decided based on demand from people expressed through Ward Councillors, MLAs and Non-Governmental Organizations. Once a batch of students is created in an area, a CoW is assigned there and is usually stationed at a public place to increase visibility and incite curiosity. Each batch has 15 days of classes inside the CoW on basics of computers – understanding of computer operations, proficiency in in-built programs like paint, basic proficiency in MS Office suite, use of internet etc. Successful completion of 15 days of training gives the students a certificate for the same from the corresponding university/college. The CoW is out on her rounds from 7 a.m. to 7 p.m., and to service poorer areas with daily wage working adults, sometimes holds night classes as well.

Challenge(s) Overcome

Though the people in the housing societies and slum areas were generally curious, it was initially difficult to get them to enrol due to their inhibitions and fear of technology. This was overcome by using CoWs to screen social films/cartoons/ short films on projectors in open spaces, as well as showcase a unique pedagogy that channelizes the inherent curiosity to allow trainees to experiment with their computer sets. The role of the local chapter of National Service Scheme (NSS) in mobilizing the grassroots NGO network and eminent citizens to build trust among people was also crucial.

Building the CoW

Making a mobile computer lab came with its own manufacturing challenges especially for rugged roads. The movable components like hard-drives were susceptible to jerks and shocks, and the hardware could collide against each other. But a team of computer specialists and bus bodybuilders put together by the MP made sure that the CoW was safe from vibrations. Most of the electronic equipment, including desktop units and LCD TV, were nailed and padded, while the mouse and keyboard compartments were fitted into a recess. It was also ensured that the bus was fire proof with adequate fire safety measures and use of fire retardant material.

Role of Various Stakeholders

Member of Parliament

1. Conceptualizing CoW based on 'ICU on Wheels'
2. Funding 100% of capital cost for three CoWs
3. Coordinating with all stake-holders for implementation

State Universities/Colleges

1. Developing content for the sessions
2. Appointing trainers and drivers for the CoWs
3. Operating the CoWs and bearing their expenses

Other Stakeholders

1. Councillors, MLAs: Publicity, demand collation
2. NGOs, Schools: Short-listing and batch creation

MP Speaks

"It is satisfying to see CoWs go on their rounds, teaching computers to people of the constituency. Now, other MPs also want CoWs in their areas. We are happy to have shown the way by creating a replicable model"

COSTING

Capital Cost

- Bus, LCD, computers, furniture, fabrication
- ₹ 25 lakh per CoW (₹ 75 lakhs in total)

Operational Cost

- Salaries, bus and generator fuel, maintenance
- Borne by colleges/universities running the CoW

"We were pleasantly surprised to see the enthusiasm with which the housewives have taken to this initiative

– PS to the MP

This is a very popular initiative for the university. We have given training to hundreds of people who would otherwise have never been able to learn how to operate a computer in today's world!

– Section Officer, State University

Our main aim is to make sure that the deprived young children of slum areas are given basic functional computer literacy at zero cost

– Officer In Charge, NSS

ANDHERE TALE CHIRAAG

ELECTRIFYING VILLAGES

In a remote village, deep inside the naxal affected zone, a self-sustaining experiment in solar based 'power grid' lights up the night, and the hopes of 47 households

Background

With a substantial but scattered tribal population, and the naxal movement threatening development infrastructure, ensuring 100% power grid connectivity in the region is particularly challenging. The extremely high levels of poverty and deprivation also make any such projects financially unviable. However, off grid solar energy seems to have provided a way out. With convergence of assistance from Ministry of Renewable Energy, CSR support, MPLADS funds, and efforts by a private solar power company, an experiment in a remote village in the area is offering a sustainable solution for electrification of remote villages.

Operational Details

About 100 SPV modules over a 100 ft. by 100 ft. area and a 4,000 AH 48 V battery system accretes solar energy on an average of 338 sunny days in an year. This completely off-grid 20 KWp solar power plant supplies 440V III-phase power to 47 houses – two light points and one 80W socket each. The price is benchmarked to grid supply rates for domestic use while power to irrigation pumps, community buildings, schools and local enterprises is charged at commercial rates. The households end up paying a monthly tariff of ₹ 60–80 while the commercial/community entities pay around ₹ 100 per month. The Village Energy Committee (VEC) created by the local panchayat is responsible for revenue collection. The revenue is used to pay the salary of the Control Room Operator (trained by the implementing agency, Bergen Associates, to run the facility), and to create a corpus for future replacement needs of the plant.

The multiplier effects have stimulated entrepreneurship – a rice mill and a flour mill have come up in the village. Social benefits have accrued through establishment of a water filter plant in the area and a fridge to store medicines at the local charitable dispensary.

Role of Various Stakeholders

Member of Parliament

1. Proactive engagement to build trust amongst stakeholders
2. Contribution of 22.5% of project cost through MPLADS
3. Detailed on-ground monitoring and progress tracking

Bergen Associates

1. Contribution of 27% of project cost in form of execution
2. Quick implementation of the project within 2 months

Holy Cross Society

1. Information dissemination about project benefits
2. Interfacing between tribals and the project team

Panchayati Raj Bodies

1. Creating the VEC to oversee metering and tariff
2. Ensuring timely and complete tariff collection

New Mechanization

RICE MILL

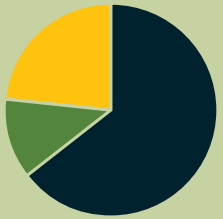
FLOUR MILL

IRRIGATION PUMPS

WATER FILTRATION SYSTEM

COSTING

Project Cost (₹ 1.11 crore)



- Capital – 72 lakhs
- DPR + Outreach – 13.5 lakhs
- Soft costs – 26 lakhs

Contributions

- MNRE – 28%
- Bergen Group – 27%
- CSR – 22.5%
- MPLADS – 22.5%

Operation and Maintenance Cost

₹3 lakhs per annum (estimated)

Tariff Structure – per unit

₹5 Households ₹10 Community/ commercial

Challenge(s) Overcome

The logistics of working in a remote village 3 km away from the closest transmission lines, deep inside naxal dominated area, had significant safety concerns. These were addressed through assurances given and active safety measures taken by the District Administration.

There were initial stray incidents of stone pelting and sabotage of modules by local miscreants. However, these significantly reduced once the sense of ownership and responsibility grew with the villagers, and now they take care of the facility assiduously.

MP Speaks

"This project is only a precursor for a much larger project to be implemented in the Albert Ekka Block which has around 50 villages. Several other MPs have come forward to contribute for it which demonstrates the potential of up-scaling successful pilot projects under MPLADS"

Case Study

"Earlier I had to travel outside for our needs but now we are self-sufficient within our village. My household income is also increasing. Earlier, we could barely get a single crop and often the men had to migrate in the lean months. With the lift irrigation pumps, we can now manage to grow two crops in a year. With the water filter machine, incidents of diarrhoea have also reduced drastically. On the whole, the project has been a big relief."

– Mangala Lata, Village Resident

Building trust is important. The tribals understand what you are doing is for their betterment

– Executive Director, Bergen Associates

Earlier, we used to spend a lot on kerosene oil. Now, with solar energy, the expenses on energy is much less

– Sister, Holy Cross Convent Society

The most important aspect of this project is that the community has been deeply involved

– District Commissioner

LICENCE TO SKILL

KUSHALTA VIKAS KENDRAS

Multi-skill development centers at the block level provide short duration training to rural youth with the objective of improving their employability and enabling self employment for them

Background

Being an agriculturally prosperous region, traditionally the focus on education has been very limited in the constituency. Over the years, the ability of agriculture to absorb more labor has decreased significantly, leading to a large number of unemployed youth with limited skills outside of agriculture. As the development team of the MP traveled through the constituency they saw a desire amongst the youth to improve their skill sets, increase their employability and become productive either through jobs or through small businesses of their own. In response to this demand from the grass-root, the idea of establishing 8 *Kushalta Vikas Kendras* at the block level emerged.

Operational Details

A *Kushlta Vikas Kendra* (KVK) is typically situated in a big village of the block. It is usually a defunct *Panchayat* building which has been renovated with contribution from MPLADS funds. It has 10–15 computers and 10–15 sewing machines installed in two separate rooms, in addition to basic furniture and white boards. The computers have been donated by Infosys and the stitching machines have been provided by Orient Craft, a big garment manufacturer. Three activities take place at the KVKs:

Basic Computer Literacy is provided through a beginner's course in computer operations, offered by a state-level charitable computer training institute. The course has a token fee of ₹ 100 per month which is incomparable to the prevailing market rates. 4–6 batches of one hour each run for six days a week at each KVK. The revenue generated is sufficient to compensate the computer instructors, trained and managed by the charitable institute

Workplace English Course is offered in 2 of the KVKs by British Council under one of their projects. It is a specially designed 2.5 month course which focuses on improving spoken English of the youth through an innovative, activity based pedagogy. The objective of the course is to improve employability of the youth. It is offered totally free of cost and is conducted under the direct supervision of certified British Council trainers. Encouraged by the results, the District Administration is considering expanding the initiative to all 8 KVKs.

3

Stitching Work is undertaken by women Self Help Groups of the villages which use the KVKs' 'sewing machine room' as their common workshed. They devote a few hours every day at the KVKs catering to the demands of the village locals and in the process earn a supplementary income for their households. Some enterprising young girls have gone a step further and set up their own boutiques after working for a few months at the KVKs.

Challenge(s) Overcome

Initially some families were not comfortable sending their children, especially daughters, to the KVKs if they happened to be more than 2 Km away. Understanding this genuine concern, the MP's team mobilized 1–2 key women opinion leaders from the corresponding villages and requested them to convince such families. Once these girls went to the KVKs for a few days, word of mouth spread very quickly and KVKs acquired an image of being women friendly places.

Role of Various Stakeholders

Member of Parliament

1. Building renovation (approx. ₹ 40 lakh) through MPLADS
2. Convincing panchayats about the benefits of the initiative
3. Roping in and coordinating with the two skill providers
4. Arranging for donated computers and sewing machines

Panchayats

1. Providing rent free space for the KVKs
2. Mobilizing youth towards the initiative
3. Monitoring delivery of the courses

MP Speaks

"Establishing KVKs at the village level instead of the district headquarters, and involving the community from the very beginning, have been the biggest strengths of the initiative. The response so far has been very encouraging"

Case Study

Sixteen year old Suman is an 8th class dropout. She used to spend her days looking after her younger brother and helping her mother in daily household chores. Her father Sumangal Singh had been looking for a groom for her for about a year. Once a KVK opened in her neighboring village, she convinced her mother to let her learn stitching by supporting the women who had started working at the KVK. Her father did not object as the KVK was less than a km away. 5 months after Suman first went to the KVK, she started earning ₹ 3,000 a month by making garments for around 30 households in her neighborhood. A side effect of this was that her father got reassured about her marriage prospects!

"The KVK came like a boon in my life. A small thing has transformed me completely"

– Suman, KVK Trainee

"I spend a lot of time at the KVK. I feel really happy to see young girls and boys of my village utilize their time productively

– Village *Sarpanch*

It is only a 2.5 month course but the improvement in the confidence level of students is very palpable

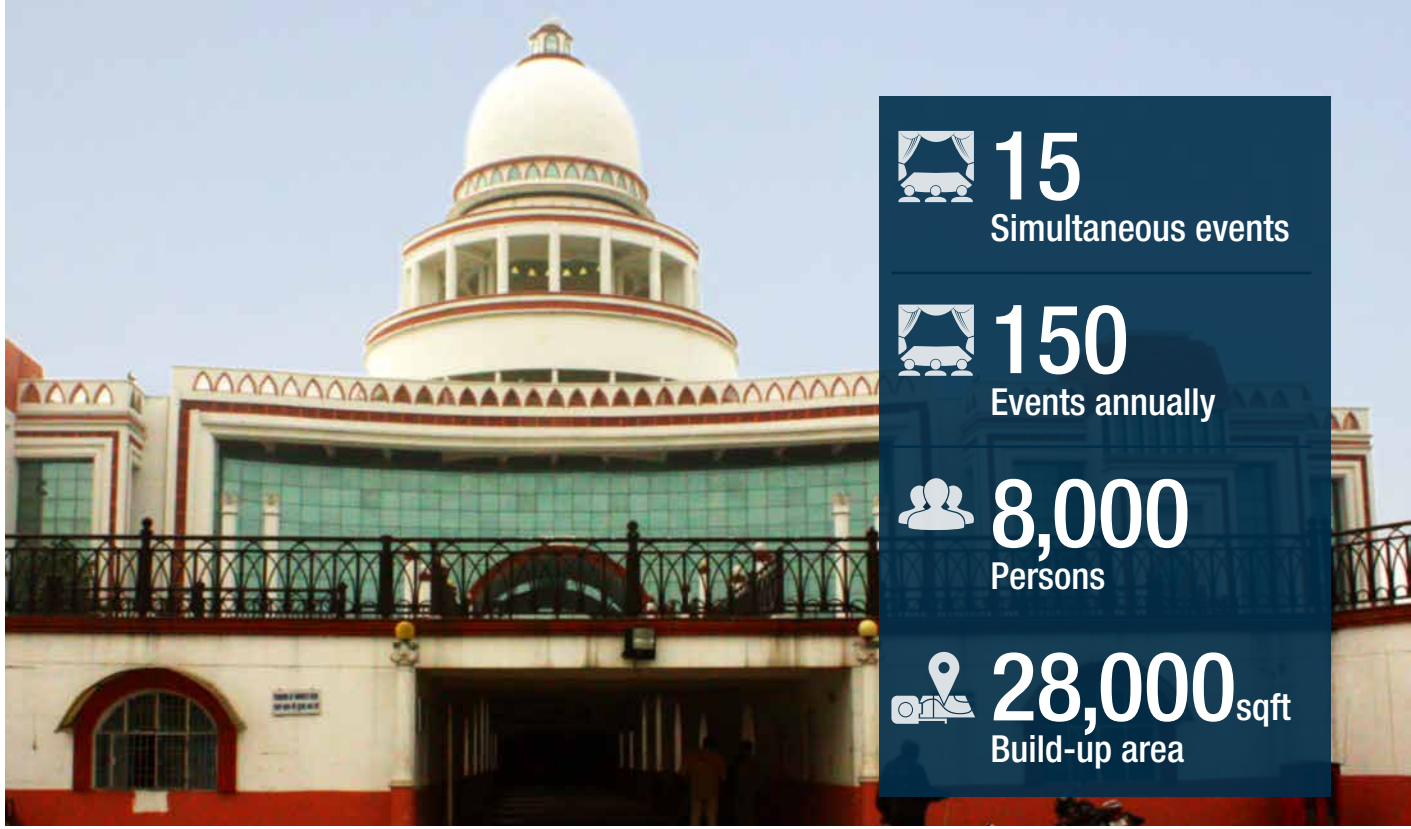
– Project Manager, British Council

This initiative has been a great success. Now we wish to include more courses like 'beautician training' in our KVKs

–MP's Social Development Advisor

CONVENTION CENTRE
FOR MEETING OF MINDS

A state-of-the-art facility capable of hosting scientific and educational conferences, provides a conducive environment to brainstorm on ideas for the future



Background

Even in the best of times, Scientific Convention Centres would not be the electorates' keenest of demands from their elected representatives. And yet, a society needs public facilities for the academic community to get together to discuss and present cutting edge research to create potential for continuous advancement. This unique project, based completely on multiple MPLADS contributions over a decade, exemplifies the ability of MPs to cater to not-much-demanded yet crucial aspects of development.

Operational Details

The Scientific Convention Centre in this populous North Indian city has a floor area of 200,000 sq feet. It comprises of three Auditoriums (with seating capacities of 200, 400 and 1,050 respectively), two Banquet Halls, two Exhibition Galleries, an Open Air Theatre (equipped with modern audio visual facilities) and an iconic Central Dome that has become a symbol of the city. The centre facilitates organization of numerous national and international educational, literary, medical and scientific events annually, often in collaboration professional associations and various universities. This fills an important gap in the city's infrastructure which traditionally offered little options for seminars, conference, conventions etc., the ones available being out of bounds in terms of cost.

Its day-to-day operations and maintenance are overseen by the Scientific Convention Centre (SCC) Management Society – comprising of representatives of the District Administration and the State Medical College which provided the land for the centre. The Management Society operates on a cross subsidization model. It focuses on its core mandate of facilitating academic events, for which rents are extremely nominal. The financial sustainability of the centre is ensured by renting out the open grounds and banquet halls for social and civic functions with an enhanced tariff structure.

MP Speaks

"This is the first multi-purpose scientific convention centre in the city with auditoriums, banquets, open air theatres, and several other facilities. Its imposing yet beautiful facade is reminescent of the past grandeur of this historical city"

International Literary Festival, 2014

The centre played host to the annual flagship literary and cultural event of the state. While 30 events including book launches, panel discussions, book reading sessions, *kavi sammelan*, *dastangoi* and *mushairas* spread over two days, kept the auditoriums buzzing with connoisseurs, the amphitheatre area showcased interactive activities, a *kathputli* show and a cartoon exhibition. Attended by delegates from 14 countries and featuring six languages, the festival found the perfect setting to manage this mega-event in the sprawling Convention Centre, attended by thousands of literature lovers from across the world

Role of Various Stakeholders

Member of Parliament

1. 4 Lok Sabha and 2 Rajya Sabha MPs contributed funds
2. Local Lok Sabha MP led the program management

State Jal Nigam

1. Implemented the vision, from blueprint to constructions
2. Undertook landscaping and beautification of the campus

SCC Management Society

1. Made provision of land for the convention centre
2. Manages day-to-day operations and maintenance
3. Manages scheduling of conferences and other events

Challenge(s) Overcome

The funding stream was intermittently held up due to political exigencies, cost escalations, changes in the original plan, and untimely death of one of the contributors. However, across the board support, fostered by a strong belief in the original vision provided by a well respected MP, took the project to completion. To overcome the funding constraints, the project was broken down into two phases and several sub-phases.

COSTING

- **Capital cost:** ₹ 35 crore for the two phases
- **Operational expense:** ₹ 0.8–1.0 crore p.a.
- **Tariff**
  - ₹ 9,600 –1,00,000 for conferences
  - ₹ 55,000–1,32,000 for social functions

> *Our priority is to promote and facilitate activities that further research through this convention centre. Our policies, tariffs and facilities are all aimed towards that*
>
> – Caretaker, SCC

What is unique about this facility is that it relies on its own revenues for meeting expenses, cross subsidizing conferences with social functions

– Secretary, Management Society

The awe inspiring façade and the iconic dome have added a new feature to the city's skyline

– Project Manager, State Jal Nigam

BHARAT NIRMAN
INVESTING IN THE FUTURE

A low cost delivery model developed by the Bharti Foundation provides high quality school education to underprivileged children in this remote area of a BIMARU state

Background

The state faces several education related challenges like lack of quality teachers, poor infrastructure, first generation learners, low learning outcomes and a vast geographical spread. The region also has an adverser male-female enrolment ratio and lack of linkages to the mainstream education for drop-outs or out-of-school children. By setting up a few low cost but high quality schools in the state, a model has been demonstrated which can be replicated on a large scale by other like-minded organizations working in the field of education.

Operational Details

An extensive survey was conducted in 100 villages of the state by the Bharti Foundation to understand the education needs and the level of commitment of the community for setting up schools for the children of their villages. Around 28 villages were short-listed for setting up of Satya Bharti Schools in the state. The MP proposed to contribute to the construction of schools through MPLADS funds, which ensured that 3 schools were finalized for this part of the state. The gram panchayats provided the land for the construction of schools. While the building was under construction, someone from the community offered his house to run a make-shift school to generate interest amongst children towards education. Now that the schools are complete, good quality free education is provided by the foundation with all required facilities – school uniforms, stationery, books, mid-day meals etc.

Focus is on age- and class-appropriate learning outcomes, holistic development of children, teacher motivation, as well as parent and community engagement in the learning process. The schools attempt to overcome the challenges that prevent girl children form coming to school. Specially designed girl-child policy, separate toilets for girls, one female teacher in each shift and special sensitization campaigns have been put in place to encourage parents to send their daughters to school. Also, since the land belongs to the community, they are the natural owners of the schools and the school administration is accountable to them.

MP Speaks

"The schools are not only providing education to children but are an active agent of social change. Various programs are undertaken by the schools to address specific social issues. For example, a recent campaign aimed at village elders led to cancellation of about 10-12 child marriages"

Role of Various Stakeholders

Member of Parliament

1. 50% (25 lakhs) of construction cost for schools

Bharti Foundation

1. Extensive survey and need assessment
2. 50% (25 lakhs) of the construction cost for schools
3. School operations – management, content, pedagogy
4. 100% of operational expenses for the schools

Community

1. Panchayat land for school construction
2. Regular involvement including monitoring
3. Makeshift school during construction phase

Challenge(s) Overcome

In the beginning, the nearby government schools considered the Satya Bharti Schools as a threat, since a large number of their students dropped out and came to the new schools which offered a better quality of education.

Proactive initiative by the Satya Bharti Schools by constantly engaging with the government school teachers, inviting them to their school along with students for various discussions, competitions, and activities, ensured that the government school teachers finally come around. In fact, overtime they have picked up a lot of innovative methods of teaching on these visits and have even started applying them in their respective schools. And thus, instead of being seen as a threat, the SB Schools are looked up to as guides and mentors, leading to a mutually enriching interaction within the local teaching community.

Innovative Classroom Practices

Teaching Learning Material (TLM)

- Teachers involve students in making learning material
- Visual aids, drawings, charts, wall papers in classes

BALA (Building as Learning Aid)

- 3 ft. high black strips in classrooms as activity space
- Educational content painted on classroom walls
- Abacus grills and height markers on wall

IBM Kid Smart Computers

- Specially designed computer units with colourful furniture
- Loaded with age-appropriate software and learning games
- 30 minute computer session for every student, twice a week

Case Study

My name is Kailash and I am 15 years old, studying in VII standard at the Satya Bharti School. My father works at the stone mines and I have 4 siblings. When this school was set up, I joined in class V. Since then I am regular with my studies. It is fun to learn here as the teachers are very nice and there are a number of extra-curricular activities which keep us constantly engaged. We get to spend time on the computer also. There is a lesson diary to understand experiments in science. I love to study science and I want to become a pilot once I grow up.

"The government school teachers are regular visitors at our school. They see our teaching methodology and try to incorporate the same at their schools. This has helped in building the capacity of the government schools indirectly

– District Coordinator, Satya Bharti Schools

The students from our school who have moved to higher classes and gone the other schools still come back to us and ask us to teach them difficult concepts

– Class VIII Teacher

Last Sunday of every month, there is a parent-teacher meeting which helps us to understand the progress of the children. We are active stakeholders in the education of our children

– Parent of a Class V Student

SANJEEVANI
DOCTOR AT YOUR DOOR

Mobile Medical Units travel from village to village and provide primary healthcare facilities, both diagnostic services and doctor consultation, at the doorsteps of people

Background

Owing to a large geographical spread, the state has traditionally faced the issue of last mile reach of health services. This has been further compounded by scarcity of MBBS doctors and their unwillingness to be stationed in remote villages. Leveraging a recent flexibility in the MPLADS guideline, the MP decided to address this issue by starting 8 Mobile Medical Units (MMUs) in the constituency on a PPP mode, involving multiple stakeholders – capital cost of the MMUs was borne by the MP under MPLADS, operational expenses as well as medicines and testing kits are provided through NRHM, and operations are managed by a private operator (EMRI).

Operational Details

A Mobile Medical Unit from the inside is fabricated like a small dispensary with areas demarcated for consultation, patient examination, laboratory tests, pharmacy etc. The staff comprises of one doctor, one nurse, one lab technician, one pharmacist and one pilot (driver). One MMU covers two villages in a day with an average OPD of 80–100. It runs for 25 days in a month before repeating its route.

Once a MMU goes to a village, it is usually parked either outside a school building or near an *Anganwadi*. Since date and venue is fixed and communicated in advance, patients are usually waiting for the MMU to come. After initial registration, consultation is provided by the MBBS doctor. If required, diagnostic tests like anemia, sugar, blood pressure, pregnancy, malaria etc. are conducted on the spot by the lab technician. Examination of women is done by the nurse in a private area inside the van. Finally on the prescription of the doctor, medicines are distributed by the pharmacist. In case of any emergency, 108 Ambulance (run state-wide by EMRI in collaboration with the State Government) is contacted to take the patient to the nearest hospital.

MP Speaks

"Earlier patients had to come to Primary Health Center or a Community Health Center to get consultation from a qualified doctor. By starting 8 Sanjeevanis in my constituency, I have now ensured that doctors go to the patients and provide healthcare service at their doorstep"

Role of Various Stakeholders

Member of Parliament

1. Stakeholder management to get the initiative started
2. Providing capital cost of the MMUs through MPLADS
3. Monitoring the initiative on a monthly basis

National Rural Health Mission

1. Bearing monthly operational cost of the MMUs
2. Providing consumables for diganostic tests
3. Providing medicines for free distribution

GVK EMRI

1. Taking the initiative from concept to implementation
2. Managing day-to-day operations of the initiative

MMU COSTING

Capital Cost

- Cost of van, fabrication and equipment
- Approx. ₹ 15 lakh per MMU

Operational Cost

- Salary, fuel and administration expenses
- ₹ 1.2–1.5 lakhs per MMU per month

Medicine Cost

- Cost of drugs and other consumables
- Varies as per consumption

Challenge(s) Overcome

Initially some resistance was faced from the district health departments. The initiative was perceived as privatization of medical services and hence a threat to the existing government set-up.

A series of meetings were conducted by the MP and it was reinforced that while a private party would manage operations, the ownership of the MMUs would lie with the district administrations. Also, the MMU route maps were created in close coordination with the district health department, focusing on areas where the existing health infrastructure was weak. The district administrations finally came on board as the initiative only led to an increase in their OPD numbers.

Case Study

"For the last 3 years I was facing breathlessness and dizziness while tilling the land. This impacted my productivity and I was reprimanded multiple times by my landlord. People suggested that I visit the District Hospital. But that would have meant one day's wage loss every time I went to the hospital.

As they say *'bhagwan ke ghar main der hai andher nahin'*. One day I heard from our village *Sarpanch* that now a mobile hospital will be coming to our village on the second Tuesday of every month. I waited for the Tuesday and on that day saw a big vehicle with MP's photo come to our *Panchayat Ghar*. The team registered me and the doctor did my examination. He diagnosed me with hypertension. The team also provided me with one month dose for the disorder with a promise to come back next month. It has been 6 months since that day and I regularly get myself examined by the Doctor in the van."

– Charan, Agricultural labourer

"We used to regularly organise outreach camps to help people in the interiors but always fell short owing to limited manpower and large geographic spread. However, through these MMUs we have been able to extend medical aid to the remotest corners of the district

– District CMHO

We maintain proper record of all patients and submit it to our office every week. Documentation is an inherent part of our job profile

– Lab Technician, MMU

HELPAGE HOME
AGEING WITH DIGNITY

An Elderly Care Facility, set up in the middle of lush green fields provides food, shelter and most importantly, a dignified life to the disowned senior citizens of the state

Background

A study by the Centre for Research in Rural and Industrial Development (CRRID) on behalf of UNFPA revealed that 11% of the elderly in the state suffered neglect, abuse (physical or economic) and disrespect in their families. With an increasing trend of nuclear families, the society is undergoing a churn, leading to uncertainty in the roles and positions of the elderly in the household. To add to this are issues related to maintenance and healthcare. These are problems that were sought to be addressed by the Member of Parliament through this project in collaboration with HelpAge India.

Operational Details

The facility is spread over a 17 acres campus and comprises of living quarters, a library-cum-entertainment room, a physiotherapy unit, a fully equipped kitchen and a common dining area. It can host 66 residents in 16 rooms (3 residents each) and 3 dormitories (6 residents each). Further, there are plans to construct a landscaped walking track, an open air theatre and a horticultural area. The facility is managed by a dedicated and experienced Project Manager who has been with HelpAge India for the past 12 years. He supervises a 9 member staff comprising of a doctor (on call), couple of physiotherapists, a pharmacist, a nurse, two attendants, a driver and a cook.

Most crucially, the design of the facility (walking promenades, sitting areas, common recreational areas and shared rooms), and the personnel involved – through individual attention, community involvement, and celebration of festivals – facilitate recreating a sense of togetherness, a new family for those who have been shunned by their old one.

The facility has been designed by HelpAge India as part of their HelpAge Homes initiative, and is run by it on behalf of the District Red Cross Society and the State Government. While the land was allotted by the Red Cross, the cost of construction and fixed infrastructure was met from the MPLADS funds and the interior furnishings from the State Government and public contribution. The monthly operational expenses are borne by HelpAge India itself.

MP Speaks

"Initially we believed that only the elderly from the nearby villages will come to the facility. However, as the word spreads, we have inmates coming from all over the state. This shows that there is need of such facilities not just here, but in other parts of the state as well"

Role of Various Stakeholders

Member of Parliament

1. Cost of construction and fixed infrastructure from MPLADS
2. Coordination with HelpAge India and the State Government

Help Age India

1. Complete responsibility for operations and maintenance
2. Complete ownership of the MMU service including costs

State Government

1. Financial aid for purchase of interior furnishings
2. Awareness generation through public outreach program

Challenge(s) Overcome

Due to the restrictive nature of MPLADS guidelines, the substantial cost of interior furnishings (₹ 40 lakhs) was difficult to cobble together. Even though the state government was willing to help, it could only give ₹ 10 lakhs due to limiting norms prescribed for grants to Non-Government Organisations.

This was addressed through a good outreach program (supported by the MMU service). Over time, public assistance for the old age home picked-up pace and people started coming forward to donate in kind – television sets, DTH, carrom boards, chess sets, books etc. for equipping the library and the entertainment room.

> *"We get pension and we can survive on very little, all we wanted at our homes was someone to come and ask us "kya haal chaal hai?". When even that much is denied to us, we have to come here to feel valued again*
>
> **– Resident**

> *Our main intention is to recreate the sense of community living that has been denied to the elderly and to give them facilities that all of us enjoy at our homes*
>
> **– Project Manager**

Associated Initiative

Attached to the facility are 2 Mobile Medicare Units. They go to pre-decided locations in nearby villages, 5 days a week for medical check-ups of senior citizens. They charge a token amount of ₹ 5 per patient and provide free consultation and medicines. Medical histories of all patients are recorded and tracked by a unique ID allotted to them. The complete operational cost of this service is borne by HelpAge India.

A Lohri to Remember

On a cold chilly morning, 5 elderly figures sat huddled over their newspapers, trying to come to terms with their first Lohri in their new home, forsaken by their own families. But thanks to the Project Manager's initiative, the campus slowly started buzzing with men coming in with *mufali*, *gud*, *til*, *rewari*, *chikki* and *kinno*. Someone carried in a massive old stump to the area marked for the ceremonial bonfire. By late afternoon, the entourage of DCs from neighbouring districts streamed in, bearing gifts to mark the occasion. As the flames of the huge bonfire leapt higher, and as the offerings of puffed rice and popcorn streamed in, the men had started to believe once again.

SWEET ELIXIR

MAKING WATER PURE

This project brings an off grid powered water purification plant in a village and leaves a 'good taste' amongst its residents

Background

The 567 households of this village had always known their drinking water to be brackish, given that the bore wells run deep in this area close to the coast. There were extremely high levels of fluoride in the groundwater, and direct use of this water for drinking made fluorosis an endemic problem in the region. With receding groundwater levels and silting of deeper bore-wells, water quality deteriorated further during summer months. The local MP decided to address the situation through a small but important intervention in collaboration with the organisation SANA (Social Awareness for Newer Alternatives).

Operational Details

Testing revealed that the underground water in the village had extremely high levels of salinity, hardness, chemical presence (calcium, magnesium, chlorides), electrical conductivity as well as presence of fecal coliforms. Due to unreliable power supply, any water treatment solution had to depend on off grid technological solutions. On request of the MP, SANA designed & implemented the project that uses solar panels to power a micro ionising water purification process that can convert 1.8 million litres of water annually to purity standards prescribed by WHO.

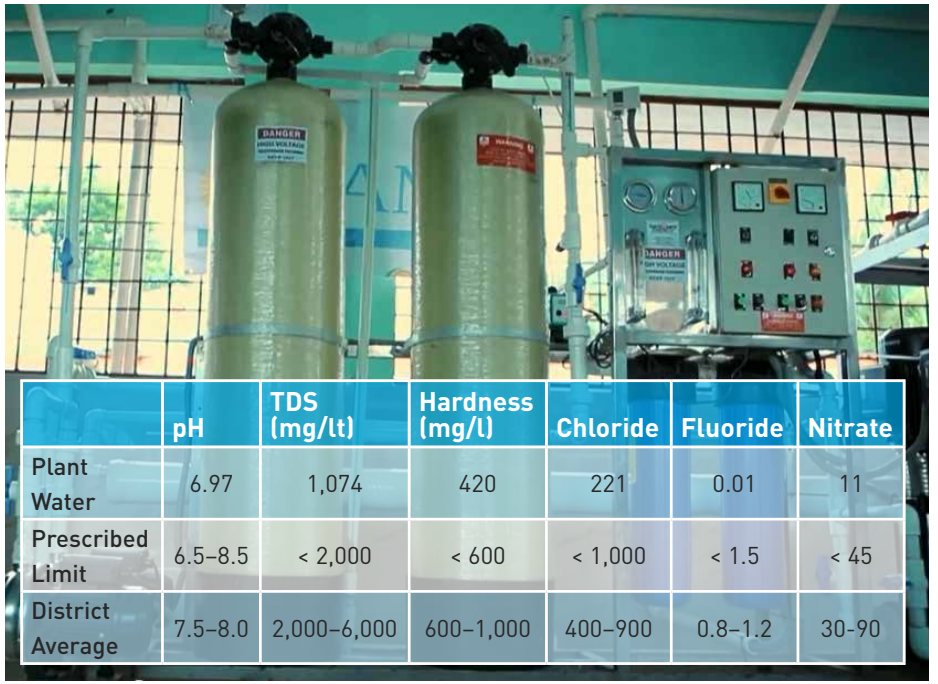
The multi-stage purification process includes storing the bore well water in a 5,000 litre tank which is then passed through a pressure sand filter, an activated carbon filter, a micron filter and finally a reverse osmosis module to remove any chemical and biological contaminants. The purified water is then stored in a 1,000 litre tank and villagers are allowed to take water in their 5, 10 and 20 litre jerry cans in two shifts, morning and evening.

To meet the running expenses of the facility, a nominal charge of ₹ 1 per 5 litres of drinking water is charged from the users. This is used to meet the cost of procuring chemicals, maintenance work of the facility etc. Most of the plant processes are automated including cleaning. The plant is manned by an operator who is an employee of the panchayat and has been trained by SANA in basic operations and troubleshooting.

Past and the Future

The village has come a long way from the days when a booming drinking water business was operating in the area. Traders bought locally branded drinking water from the nearby district headquarter and sold it at prices of more than ₹ 20 per 15 litres. With the water purification station, the village now has access to WHO standards drinking water at nominal prices.

However, the coverage is still not complete as the facility is very centralized. Carrying the jerry cans is also difficult for the physically disabled and the elderly. The plan is to start an extensive door-to-door service wherein a hired rickshaw will go around selling water (at a marginally higher price) to families which are unable to come to the plant itself. With this, the catchment area of the plant will increase substantially and it will be able to bring more households under its ambit.



	pH	TDS (mg/lt)	Hardness (mg/l)	Chloride	Fluoride	Nitrate
Plant Water	6.97	1,074	420	221	0.01	11
Prescribed Limit	6.5–8.5	< 2,000	< 600	< 1,000	< 1.5	< 45
District Average	7.5–8.0	2,000–6,000	600–1,000	400–900	0.8–1.2	30-90

Jerry Cans

In the idyllic scenes of a farmer walking down to his farms early morning or the daily wage labourer coming back from a hard day's work at sundown, the bright blue of the jerry cans stand out. Sold by the water filtration plant for a one-time payment of ₹ 4, these jerry cans, available in 5, 10 and 20 litres capacity, help villagers carry the purified drinking water from the plant to their homes or fields. These cans have become a symbol of change in the village which has come a long way in the last few months. The water had never tasted so good!

SANA was awarded the Google Global Impact Award, 2013 for this project. The award money of ₹ 3 crore is planned to be used for setting up similar drinking water plants in 10 villages in the region.

MP Speaks

"Earlier, the villagers had to buy water from the nearby town and also suffer from inadequate supply. Now, they have access to the best water in the whole district at a very low cost. The start of door-to-door delivery system will further improve satisfaction levels"

Role of Various Stakeholders

Member of Parliament

1. Providing 100% cost (₹ 16 lakhs) through MPLADS
2. Identifying the need and encouraging project pilot

SANA

1. Designing the off-grid water purification solution
2. Driving project implementation with all stake-holders
3. Training the plant operator and overseeing O&M

Rural Water Supply Department

1. Monitoring of water quality through regular testing
2. Raw water supply to the plant through a bore-well

"I ensure that I fill my jerry can every day on my way to and from the fields. It feels good to drink this sweet and tasty water after a hard day's work

– Farmer, Village Resident

The difference between the water from the plant and the one from the normal bore wells is stupendous. We are very happy to see projects of this kind come up in this area

– Project Engineer, RWS&S

We wish to re-invest the award money we have received for further benefit of the community

– Project Manager, SANA

MORNING SIRENS
TAKING THE TRASH OUT

Small sized motorized vans go on rounds to collect garbage from households and clean the narrow by-lanes of 8 municipal wards in this tier–II city in central India

Background

This tier-II city in the heart of India, like all other burgeoning urban centres, is grappling with a problem of solid waste collection and management. The Municipal Area is divided into 69 wards, several of which have very narrow by-lanes. The urban local body or the Nagar Nigam had 61 vehicles for garbage collection, including big motorized vans/trucks and small hand-driven cycle carts. Since big vehicles could not go into narrow lanes of some wards, hand-driven cycle carts were used in these areas to collect garbage from every household. However, this made the entire process extremely labour intensive, slow and difficult to monitor. This meant frequent complaints from households of cycle carts not reaching them for several days in a row.

Operational Details

When some of the citizens approached the MP with this issue, the MP decided to provide small sized garbage collections vans which could enter the narrow by-lanes of these localities but were motorized and had bigger capacity as compared to the cycle carts. The vans were Mahindra Maximos, small four wheel light loading motor vehicles with hydraulic loading decks. Initially 6 such vans were provided and subsequently 2 more were added, each catering to one ward of the Nagar Nigam.

Each van is manned by a driver and two helpers. Vans start at 7 a.m. in the morning and follow a pre-defined route. They have a siren which alerts people to come out of their households and dump the garbage in the garbage carrier. The helpers also clean up the divider and collect the roadside dump. The capacity of each van's garbage carrier is 2.5 cubic meters. Once the carrier is full, the vans dump the garbage at a common collection point after which they go on another collection round. Each van is able to cover around 800 households per day. Big dumpers transfer the garbage from the collection point to the trenching grounds on the outskirts of the city where the garbage it treated.

MP Speaks

"Citizens are satisfied with the new arrangement and it is working well. Now I wish to make it safe for the drivers and helpers by ensuring they regularly use masks and gloves. It is not about cost but about proper enforcement"

Role of Various Stakeholders

Member of Parliament

1. Responding to the need and providing a solution
2. Funding 8 garbage vans (₹ 4.5 lakhs per van)

Nagar Nigam

1. Deploying the vans and monitoring operations
2. Bearing salary and fuel expenses of the vans

Challenge(s) Overcome

Initially the manually driven cycle carts used to collect garbage from households. Once it was decided to deploy motorised vans, the cart drivers opposed the plan feeling that they would be but out of work. A middle ground was reached when it was decided to appoint these cart drivers as helpers with the vans, to assist residents in dumping garbage in the van's garbage carrier and also to collect the accumulated garbage on the roadsides. This pacified the cart drivers while saving the time spent on recruitment.

Future Potential

Garbage collection is just one step in the process of solid waste management in urban areas. Though the advantages of mechanization through use of tipper vans are increasingly apparent in up-scaling operations, there are holistic solutions that require changes throughout the process chain. For example, inculcating the habit of waste segregation at the source would facilitate processing at the treatment plants, yielding useful by-products and reducing pollution. Such cross cutting initiatives could be appropriate for elected representatives to champion, as they can effectively organize public awareness campaigns towards such endeavours.

Case Study

Sita Pande, a 33 year old housewife recalls "Earlier, though the cycle cart used to ring a bell, I used to miss it on several occasions as I live on the first floor. There were days when garbage used to be accumulated at home and we had to walk quite some distance to dump it at an open plot. In the rainy season, garbage used to pile up, and due to water stagnation the area used to smell bad. Now things have changed. The small van comes at a fixed time and its siren is loud enough for me to know when it is approaching. It even collects the dumps on the street making the area more clean and healthy."

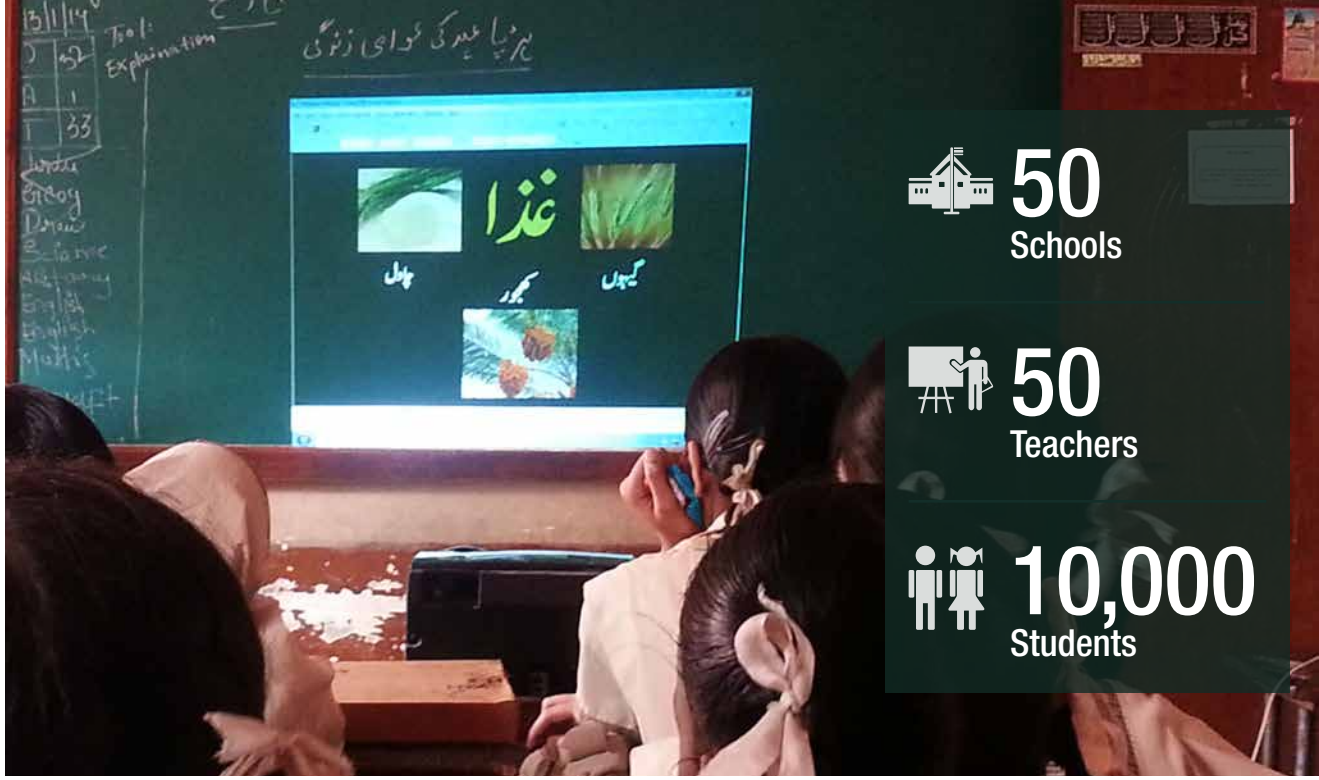
> *"As the vans are now motorised, they can quickly make several round trips and collect garbage from greater number of households*
>
> **– Chief Health Officer, Nagar Nigam**

> *The vans do not require much manual work. It is also easier to monitor them as they are able to stick to a fixed schedule*
>
> **– Municipal Councillor**

> *Every time the van comes to collect the garbage, it rings a siren which alerts us to come out of the house. It is very regular and comes on time unlike the cycle carts*
>
> **– Housewife**

K-YANS
TEACHING WITH TECHNOLOGY

Introduction of ICT-enabled Knowledge-Yantras in classrooms yields rich dividends, as teachers and students take to the innovative pedagogy, leading to enhanced education outcomes



Background

Due to extensive focus on universalization of primary education through the *Sarva Shiksha Abhiyan* under the Right to Education Act, there had been a significant increase in the number of children in schools across the country. However, the learning outcomes remain extremely poor (as highlighted by the Annual State of Education Reports (ASER)) and a large number of children cannot read, write or perform basic arithmetic. There are multiple reasons for this anomaly including acute shortage of teachers, poor quality of teacher training, and lack of new age pedagogy. It has been the need of the hour to improvise new methods of teaching in our schools.

It is in this back-drop that 15 MPs across 6 states have contributed around 450 K-Yans, an ICT enabled teaching aide, to Government schools in their respective constituencies with the objective of improving the quality of school education. Details of one such instance are provided here.

Operational Details

The K-Yan (Knowledge Yantra) has been developed by IL&FS Education in collaboration with Indian Institute of Technology, Bombay. It is an integrated device, which can work as a computer, speaker, projector and television, and can be also used for internet browsing. It facilitates the work of a teacher in a classroom and improves the learning process through pre-loaded multimedia content for Classes I to X. The multi-media content is customized as per the state curriculum requirement and the local medium (language) of communication.

Typically, in schools where K-Yan has been provided, one room, with a capacity of 60–70 students, is converted to an 'audio-visual room'. Students from different classes come to this room according to a timetable and learn topics selected by their teachers. 5–7 classes are able to use the K-Yan every day, with students eagerly look forward to its enticing, colourful and interactive content used to teach the most humdrum of topics.

Role of Various Stakeholders

Member of Parliament

1. Recognizing the learning gap and resolving to address it
2. Providing K-Yans (₹ 1.5 lakhs per unit) through MPLADS

IL&FS

1. Designing the solution and supplying the devices
2. Developing multi-media content in the local language
3. Undertaking teacher training for effective use of the device
4. Taking feedback from teachers for improving K-Yans

Teachers and Principals

1. Integrating the technology with the teaching process
2. Monitoring and maximizing 'K-Yan time' for the students

Challenge(s) Overcome

One of the challenges faced in the initial phase was convincing the school principals about the benefits of using technology – they thought it would be an additional burden on the teachers to plan ahead for the classes and to maintain the K-Yan.

A joint meeting of the principals, teachers, school management committee, the MP's team and IL&FS was conducted in which the decision was left on the teachers. This was followed by a one day workshop for the teachers on the usage and benefits of K-Yan. At the end of the workshop, teachers were bought into the idea of at least 'giving it a try', especially after listening to feedback of teachers from other parts of the country who were already using K-Yans. Over time, these teachers have become so accustomed to the device that they regularly prefer it over chalk and blackboard.

Evolution of the Knowledge Yantra

The K-Yan has undergone multiple development cycles over the years. The objective has been to increase its utility and make it even more user friendly for teachers. Its current fifth generation variant comprises of a PC, a hi-tech projector, a DVD writer, a TV tuner, in-built speakers, a 500 GB hard disk, 3G-internet, a wireless keyboard and a mouse. The unique interactive feature of the new unit allows teachers and students to actively engage with the projections, using hand gestures to highlight, write, draw and move images on a wall. The K-Content supports classroom teaching using 'Exploriments' – which explains science concepts through interactive simulations, videos, educational games, digital mindmaps, and MYOL (Make Your Own Lessons).

MP Speaks

"I have provided 1-2 K-Yans to each school. This has been a successful pilot. However, if we wish to bring about a fundamental change in the quality of education, we will need to have technology intervention in each and every class. For this we need a comprehensive technology plan for schools"

It is a win-win. The schools are happy to have this technology and the children are excited to learn through K-Yans

– MP's Team Member

We have planned to use K-Yans to teach the dropout students & the youth from the neighbouring areas to re-generate their interest in studies

– Principal, Islam Society School

After using K-Yans, the teachers in my school have become technology friendly. They now want a software which would help in administrative work as well

– Principal, Govt. Primary School

The use of this technology saves time to draw diagrams in class and it makes teaching science concepts easy

– Science Teacher, Vidya Mandir

STEM CELLS
'BUILDING' LIVERS

A cutting edge stem-cell research facility explores the possibility of making expensive liver transplants redundant!

Background

The Department of Surgical Gastroenterology in this Government Medical College was the first public facility to perform successful liver transplants in the country. It achieved an overall 80% success rate, reduced infection rates drastically, and gave the poor access to one of the most expensive surgical procedures at a pittance. However, the department did not rest on these laurels. Envisioning a future where donor based transplants would become redundant, a Centre for Stem Cell Research was conceptualized. This unique idea became a reality with contributions from the Indian Council of Medical Research (ICMR), MPLADS and MLALADS.

Operational Details

The Centre for Stem Cell Research (CSCR) is the premier facility for liver based stem cell research in India. In terms of infrastructure, it has clearly demarcated sections – 'General Access Area' comprising of Reception, Stores, Training Lab and Seminar Lab; 'Limited Access Area' for Characterization Laboratories (Chemical, Serological, Microscopy, Tissue Culture etc.), Media Preparation Room and Scientist Cabins; and 'Strict Access Zone' for Clean Room, Cryopreservation Unit and Gowning Area.

The facility boasts of several cutting edge equipment like a Flow Cytometer, a Thermal Cycler, Microscopy System, and 10 Bio-safety Cabinets. In addition there are 6 Air Handling Units with backup power and a centralized temperature and humidity control system. Strict standards of safety, quality and operational protocols are followed at the centre. The centre is manned by a combination of research associates, research fellows, and laboratory technicians.

The focus of research at the centre is characterization of stem cells and understanding the process of their differentiation into liver-like cells. The centre expects to start clinical trials in about a year's time with the long term objective of simulating conditions in the lab for creating a fully functional liver.

Role of Various Stakeholders

MPs/MLAs

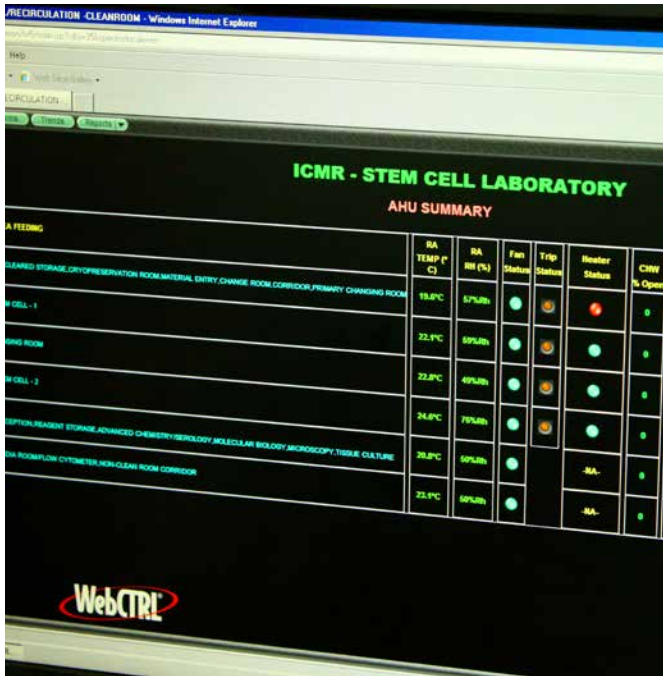
1. Coming together to support the project
2. Contributing funds through MPLADS/MLALADS
3. Appreciating long term need of this niche initiative

Government Medical College

1. Providing floor space for the research centre
2. Involving college students in CSCR activities
3. Spearheading the research initiatives at the centre

ICMR

1. Providing funds for research equipment and staff
2. Research dissemination through seminars & workshops



The Research

Being a new facility, a lot of basic groundwork needed to be done in terms of experiential learning. Rapidly crossing that frontier, the centre recently published its findings in a ground-breaking paper, presented in an academic conference in Japan, which talks about evolution of liver-like cells by differentiating stem cells derived from umbilical cord blood and adult bone marrow. This is a major step in achieving the long term aim of growing a liver from adult-derived stem cells. After ensuring replicability, the centre can expect to move on to animal testing and clinical trials on terminally ill patients, while addressing the complex ethico-legal issues associated with it.

Challenge(s) Overcome

The original ICMR funds of ₹ 14.7 crore for research equipment and staff were lying unutilized for more than a couple of years on account of unavailability of proper infrastructure for the research centre. Realising the need to support this delayed initiative, two MPs and one MLA pitched in with a total contribution of ₹ 3.8 crore from their respective funds for creation of the required infrastructure for the research centre inside the Government Medical College. This ensured that in spite of delays, the ICMR grants did not lapse and could be utilized within the stipulated five year grant period.

The Outreach

The centre constantly facilitates academic exchanges through seminars and workshops of which it has held 8 until now. These are well attended by researchers from various institutes like Centre for Cellular and Molecular Biology, Hyderabad, IIT Chennai, BD Biosciences, Department of Stem Cell at *Shankara Nethralaya,* etc. Such events provide an opportunity for mutual learning as well as hands-on experience on cutting edge equipment. The idea is also to spread awareness about the state-of-the-art facilities and attract the best minds to the centre who can contribute to and benefit from a vibrant research atmosphere.

MP Speaks

"Such important initiatives often get de-prioritised as they do not appear to be urgent. But I am glad that we had the foresight to invest in this long term initiative which will be hugely beneficial for the people of our country in the decades to come"

"Our focus is on capacity building for stem cell research in India. We wanted to show that in future it is possible to use stem cells to treat patients with liver problems instead of waiting for donors. Using a person's own stem cells also means lower chances of transplant rejection and post-operative complications. Although it may take another 10 years before lab-grown livers could be used to treat patients, our study has proved that it is indeed a possibility. Of course, given the sensitive nature of this research, proper ethical, safety, and technical protocols will have to be strictly and continuously adhered to

– Head, CSCR

MINI-STADIUMS

A SPORTING CULTURE

A constituency level Sports infrastructure project helps channelize the energies of rural youth and cultivate a vibrant sporting culture at the grassroots level

Background

The culture of sports is not deeply entrenched in our society. Historically, few states have monopolised supply of sportspersons for specific sports – a Punjab for hockey, a Maharashtra for cricket, a West Bengal for football and so on. Availability of sports infrastructure can play an important role in cultivating a sporting culture, specifically in the rural areas. The MP of this coastal eastern state decided to do exactly this by earmarking a significant proportion of his MPLADS funds for developing a series of 24 mini-stadiums dotting the landscape of his constituency. The idea was to develop facilities which could be used to host sports and other related events.

Operational Details

Each stadium comprises of a levelled play ground of 1.5 acres and a pavilion-cum-stand. The stand can accommodate 250 spectators and the pavilion comprises of one central hall, a gymnasium, 3-4 multi-purpose rooms under the sloping stand, and a set of toilets. Construction of more than half of the mini-stadiums is complete and the remaining ones are on their way to completion. The stadiums which have been completed are being actively used by the community for conducting block and district level cricket/football tournaments, mega fairs, big community events etc.

Feedback was collected from local bodies based on which 24 suitable locations for mini-stadiums were identified. After funds were sanctioned, the MP's team actively pursued the projects with the district administration. The Member of Parliament himself conducted regular progress reviews and personally inspected the project sites on several occasions.

In time, these stadiums are expected to not just act as incubators for grassroots level sporting talents who could go on to perform at the state and national levels, but also cultivate a spirit of sportsmanship amongst rural youth, and that of healthy competition between the *mandals*.

Role of Various Stakeholders

Member of Parliament

1. Conceptualizing the project
2. Site identification through his team
3. Regular review and inspection of projects

District Administrations

1. Land allocation and mutation (if required)
2. Designing and construction of stadiums

Community/Schools

1. Requests for mini-stadiums and site suggestions
2. Extensive use of the facilities after construction
3. Maintenance of the mini-stadiums

Challenge(s) Overcome

Identification of land for the mini-stadiums by the district administration was taking longer than expected. The MP's team decided to aid the process. The team procured a list of all big schoolgrounds from the education department. Further it collected feedback from its on-ground network about the availability and ownership of big pieces of land in each block. Based on this, a set of prospective sites was submitted to the district administration which subsequently decided which amongst them could be earmarked for the desired purpose. This ensured that the construction of several mini stadiums could begin in time.

MP Speaks

"Mini-stadiums are just the first step to help the youth of my constituency explore and realise their true potential. A lot more needs to be done. I am hopeful that these stadiums will be a good start in that direction"

COSTING

Capital Cost

- Construction of pavilion-cum-stand
- ₹ 20-30 lakhs per stadium (depending on size)

Operational Cost

- Whitewash and other routine work
- ₹ 25,000 p.a. per stadium (estimated)
- Responsibility – SMCs and *Panchayat Samitis*

Sportswomen

One would tend to believe that producing national sporting talent requires state-of-the-art infrastructure. However, given the state of sporting infrastructure in the country, and the raw talent of our youth, this is not necessarily true. A testimony to this is that this remote part of the country could boast of two representatives in the National Women's Football Team in 2013. In addition, this area has produced women volleyball players of repute. All this even without minimal sport facilities! One can imagine the huge potential if even basic facilities were to be provided. It is this potential that the local MP tried to tap through this initiative.

Case Study

Mini-stadium at M.N. High school – The high school was chosen for multiple reasons, the foremost being the legacy of the school in giving the district many sportspersons, especially in football. The school is also located in an urban area and centrally positioned in terms of access from three neighbouring blocks. Moreover, the academic record of the school had been consistently good. Initially, the site identified for this project was not suitable for construction due to poor soil quality. Experts and consultants were brought in who redesigned the pavilion structure as per the soil specifications. Based on their recommendations, the financials were reworked and requisite approvals taken. It subsequently turned out to be one of the first mini-stadiums to be inaugurated.

"The construction of mini-stadiums has helped spread sports infrastructure to different parts of the district which earlier lacked such facilities. Additionally, they can also serve as a nodal sports centre which can be used by schools in the periphery

– District Planning Officer

Initially we used to play cricket in the lanes or in parks where the other people used to get disturbed. But now we have the stadium where we have regular tournaments

– 17 year old youth

100%
DIGNIFIED LIVING FOR ALL

A project in the tribal belt mobilizes communities to build a sustainable water and sanitation framework

Background

Open defecation and bathing in community water resources was a common practice in this tribal belt of one of the most backward states of the country. Gram Vikas, a three decade old organisation working in the region, sought to alter this situation and improve standards of sanitation and hygiene of the community. The core of their work resolves around providing 24 hour piped water supply and sanitation facilities to 'all' households in the villages they work. The emphasis on 100% inclusion is important as Gram Vikas believes that unhygienic practices by even one family can lead to contamination of water in the entire village. The MP learnt about the Gram Vikas model and decided to collaborate with them to extend the service to 35 more villages through MPLADS contribution.

Operational Details

Gram Vikas decides to work with a village only if 100% of households in that village express their desire to join the program. Each household has to make an upfront contribution of ₹ 1,000 towards a village corpus even before the start of the program. As part of the project, construction of a 4'×3' bathroom and a 3'×3' toilet is undertaken in each household. A community level overhead water storage tank is constructed and a network of pipes and taps is laid down in the village. Three taps, one each in the bathroom, the toilet and the kitchen, are provided to each household. Gram Vikas also develops the requisite water source according to local conditions – bore well, open well, or gravity flow based supply, to fill the overhead water tank on a daily basis.

60% of the construction cost is borne by Gram Vikas through MPLADS or other sources. 40% of the cost comes from the villagers for which Gram Vikas facilitates a loan from the local bank. The operation and maintenance of the facilities are overseen by the 12 member Village Water Committees (*Gram Jal aur Parimala* Committees) which are also responsible for collection of tariffs of ₹ 50 per household per month (or per unit charges in case of metered supply). The tariff takes care of the maintenance cost and the salary of the operator. The corpus created initially is used to extend the facility to new households created in the village, through descendant families or newly married, thus ensuring sustained 100% inclusion.

This specific project with MPLADS contribution will cover 1738 families in 35 villages over a couple of years. Collection of corpus fund, feasibility study of water sources, and creation of the *Gram Jal and Parimala* Committees has already been completed. Construction work is in advanced stages of execution.

MP Speaks

"Making 100% inclusion a pre-requisite for construction of toilets, not only improves the effectiveness of program outcomes, but also ensures that the entire community benefits from it regardless of class, caste and gender"

Role of Various Stakeholders

Member of Parliament

1. Identifying the Gram Vikas model of sanitation
2. MPLADS funds for the project in 35 villages

Village Water Committees (VWC)

1. Building consensus for taking up the project
2. Maintenance work, metering and tariff collection
3. Reducing project cost burden for poor households

Gram Vikas

1. Awareness generation and constituting VWCs
2. Arranging financing options for the project
3. Bulk procurement of construction material
4. Technical support and training of operator
5. Review and monitoring for three years

COSTING

For a village of 150 households

- Corpus Fund: ₹ 15 lakhs
- Bathrooms and toilets: ₹ 13 lakhs
- Water tank and piping: ₹ 15 lakhs
- Tariff collection: ₹ 7,500 per month

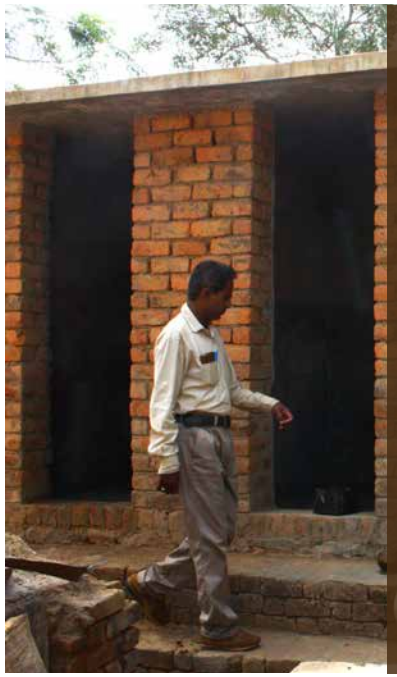
> *We have demonstrated that if the villagers are brought in as equal stakeholders with a sense of ownership, rather than just passive recipients, the projects can be sustainable in the long run*
>
> **– Project Director, Gram Vikas**

Our engagement with the community is multi-dimensional We not only help them build the infrastructure, we also help train them in water management and teach them how to use waste water in kitchen gardens.

– Gram Vikas Member

We first approached Gram Vikas when we saw evidence of better quality of living in our surrounding villages. We wanted to transform our lives as well

– VWC Member



Cost efficiency

The construction as part of the project is designed to be low cost and focus is on using locally available material. Bricks are taken from the local village kilns and broken tiles are used as opposed to complete RCC roofing. Even the underground dual leach pits for sewage disposal are lined with cement rings made in-house or with shaped stones quarried locally. Further, the tribal community's traditional expertise with masonry means that labour costs are significantly reduced and corruption of middlemen and contractors is completely eliminated.

Building consensus

One of the *Gram Sabhas* proposed to be covered under the project was actively deliberating on the two competing models – the Total Sanitation Campaign which provided free-of-cost sanitation 'coverage' to BPL households through a one-time assistance, and the *Gram Vikas* model which asked the villagers to bear both cost and responsibility and develop 100% consensus Due to the non-committal stands of many households, a public mobilization campaign started in which people were informed of the details and outcomes of the two models and asked to vote. Vested interests which sought to profit from contractor privileges were caught on the wrong side of general sentiment when the villagers voted in favour of the Gram Vikas model.

GLOWING CHAUPALS

A LIGHT IN EVERY VILLAGE

An ambitious project provides a solar light to every village in the constituency, and lights up the night as the day goes on long after sunset

Background

During the previous elections, the MP used to face significant challenges in campaigning after sunset as it used to become pitch dark in the villages due to absence of electricity. Upon examining further it became amply clear that the villages which had even a rudimentary supply of electricity were significantly better off economically in comparison to those which did not. This was due to the simple fact that presence of electricity provided those few additional productive hours to the villagers which were otherwise wasted. Since grid electrification is a long drawn process, the MP resolved to address the issue at his level by providing 3,200 solar street lights across the 1,600 villages and another 480 in urban slums in the constituency.

Operational Details

In the first phase, few villages were identified and the implementing agency was asked to install solar light at the *chaupals* in these villages. Installing the lights at the *chaupals* meant that maximum people benefited from it. Once the word spread, demands started coming in from various villages for installation of solar lights. The MP's team developed a system of collating this demand, finalizing locations in consultation with the villagers, and recommending the same to the administration which got the lights installed in phases. The work has moved at a swift pace and so far 1,700 solar lights have been installed across 850 villages in the constituency. The lights come with a 5 year maintenance contract.

The solar light project has transformed the way of life in villages wherever it has reached. Apart from increasing time for income generating activities for men, it has also benefited women and children immensely. Women are able to work as wage labourers in the day and then do household activities like grinding of rice, weaving cloth, etc. in the evenings. Children are often seen playing under the light or completing their homework. Consumption of kerosene has also reduced significantly due to the project.

Role of Various Stakeholders

Member of Parliament

1. Conceptualising the project based on need
2. Raising significant contribution from TSRDS
3. Covering partial project cost through MPLADS funds
4. Managing demand collation and location identification

Tata BP Solar

1. Installation of the solar lights in the village
2. Maintenance of the solar lights

Community

1. Putting up request to the MP's team for solar lights
2. Identifying the location for installation of the solar light

Challenge(s) Overcome

In the beginning, the cost of the program was significant and the available MPLADS funds limited. This meant that the program had to be scaled down to fit the budget. But the MP decided to give it his best shot by working on two fronts – convergence and cost effectiveness. He got a significant number of solar lights sponsored through the Tata Steel Rural Development Society (TSRDS), and at the same time convinced Tata BP Solar to provide light at subsidized rates. This ensured that the ambitious plan of reaching out to all villages and urban slums in the constituency did not have to be scaled down.

MP Speaks

"There are a few other instances where solar street lights have been provided at the village level, but we have tried to do it in an extremely systematic manner and at scale. We have also ensured full community participation in the process."

COSTING

Capital Cost

- Total project cost: ₹ 9.2 crore
  - ₹ 8.0 crore from TSRDS
  - ₹ 1.2 crore from MPLADS
- Cost per Solar Light: ₹ 25,000

Operational Expense

- Re-filling battery water, changing wire etc.
- Covered as part of the maintenance contract

Case Study

"I, Sunita Kumari, am a 33 year old housewife. My husband is a daily wage labourer and my two children, aged 8 years and 10 years, go to the nearby government school. I used to finish my work before it got dark as there was no source of electricity in our village. After the provision of solar street light at the *chaupal*, I do not need to worry about the limited time to finish my household chores. I can clean the *dals* or do sewing even in the evenings under the street light. The children also sit here and study together. It has significantly increased the social bonding in our village."

"While conventional electricity is yet to reach the village, the solar light posts in the village have become the hot spot for children to pursue their studies

– Teacher, Village School

Solar power lights not only save energy but are also environment friendly, and economically viable. They have brought a palpable change in the lives of thousands of people

– TSRDS Representative

GIRIPRAGATHI
ALLEVIATING POVERTY

A comprehensive program based on a multi-pronged approach aimed to reduce poverty amongst the extremely backward tribal communities

Background

In some of the most backward districts of this coastal state, the primarily tribal population, classified as 'Particularly Vulnerable Tribal Group' (PVTG), suffered from rampant malnutrition, illiteracy, poverty and dismally inadequate access to credit. They were largely dependent on primitive *podu* agriculture and collection of non-timber forest produce (NTFP) but due to lack of systematic procurement, poor financing, and geographical inaccessibility, these income generating activities were unable to provide sustenance to the tribal families.

Operational Details

The Giripragathi program envisaged development of 8 *mandals* across 3 districts of the state with interventions in health, education, community managed marketing systems, skill development and livelihood generation. The interventions were designed to add strength to the ongoing 'Indira Kranthi Patham' (IKP) initiative of the Government that aims to reduce poverty by holistically addressing issues of the disadvantaged sections. In addition to IKP, the Giripragathi program extensively leveraged MPLADS and contribution from Department For International Development (DFID). The interventions under each component of the Giripragathi program were as follows:

1. MPLADS

Health: Drinking water and sanitation facilities were created in tribal schools leading to increased attendance. Procurement of ambulances was undertaken for providing emergency services in hard to reach areas, especially for institutional deliveries and critical accidents. Further, purchase of equipment for the government health set-up (PHCs and CHCs) led to increase in use of these facilities and lower out-of-pocket expenses for patients.

Education: Self-managed hostels for tribal students (some exclusively for girls) were built in urban areas for improving access to education and addressing the issue of availability of senior secondary schools in remote areas. The 'Giri Unnatha Vidya' programme was started for providing higher education to tribal youth through financial support from Village Organisations and Self Help Groups.

Livelihood: Construction of marketing godowns was undertaken which provided storage space, processing unit, drying platform, quality control lab etc. This significantly reduced instances of tribals being cheated by middlemen in weekly *bazaars* (NTFP exchange markets). It further led to value enhancement of produce, preservation of perishables, and increased bargaining power of the tribal sellers.

2. DFID

Health: Nutrition centres were established to provide services to lactating/pregnant women, and young children. Focus of these centres was to ensure nutritious meals, undertake regular check-ups, and distribute supplements (vitamins, vaccines, ORS etc.). A Health Risk Fund was created through a micro credit plan to meet emergency health expenses of tribals, dovetailed with government schemes.

Education: Special residential training centres were constructed for out-of-school children. Dropout youths and child labourers were identified through door-to-door surveys and their enrolment in schools and residential bridge courses was done by mobilisation teams.

3. Indira Kranthi Patham

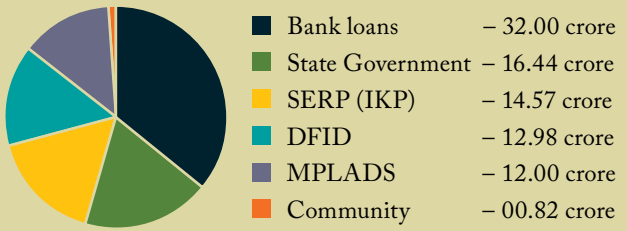
Community Mobilization: Institutional capacity building of Community Based Organizations was done through creation of Self Help Groups, Village Organizations, Cluster Federations and *Mandal Samakhyas*.

Financing: Community Investment Fund (CIF) was created to invest corpus surplus into productive income generating activities and social infrastructure e.g., basket making, tailoring units, dairy, transport, NTFP marketing etc. Provisions were made for microfinance through bank linkage, SGSY and creation of a micro-credit plan.

Operation and Maintenance: *Mandal Samakhyas* were made responsible for operation and maintenance of facilities created under MPLADS and using DFID grants. With time, they were overseeing nutrition centres, ambulance services, personnel management of schools and hostels, and sanctioning of education loans from CIF interest earnings.

COSTING

Total Project Cost (₹ 88.8 crore)



MP Speaks

"Giri Nyayam was an important intervention under Giripragathi. We raised a para-legal army of NGOs, students and civil society to help tribals reclaim their land. Increasingly, more and more pending cases were settled in favour of the tribals"

"The key initiatives under Giripragathi have been development of agricultural lands of the tribal poor, establishment of a food security system, and community managed intervention in health, and education

– Project Officer, ITDA

The MP came up with the idea of blending his entire MPLADS entitlement for a much bigger project. The contribution from the MP gave boost to generation of remaining funds for the project

– Senior Official, MOSPI

Giri Nyayam

Despite having stringent provisions to protect the lands of the tribals in the scheduled areas, most verdicts went against the tribals due to lack of written contracts and tribals not being party to the legal proceedings. In one such case, it took 37 years for a local Gond tribal to get back her father's land from a non-tribal money lender. To address the imbalance in handling legal redress of land related litigation, the Giri Nyayam program was started. It involved organizing legal awareness camps, sensitizing revenue officials on tribal rights, providing legal aid to tribals, and reducing pendency of cases in court. Law students were actively involved in the program. Moreover, *Mandal Samakhyas* trained tribal youth as para-legal functionaries to support with on-ground fact collection and paperwork related to the cases

SUCHI@ SCHOOLS

ENLISTING THE GREEN ARMY

Multiple stakeholders come together to spread the message of hygienic sanitation by installing e-toilets in Government schools and treating kids as change agents for a larger impact in society

Background

Providing clean hygienic sanitation facilities in schools have immense multiplier effects in health, educational and gender equality. Though this state is at the forefront in this respect, gaps still remain in some rural pockets in Government and aided schools. Recognizing the need for universal coverage and special focus on girl students, Suchi@School (Sustainable Comprehensive Hygiene Initiative), through a combination of technical and behavioural interventions, seeks to provide government and aided schools in the district an easy to implement and effective way forward.

Operational Details

The e-toilets, a product of Eram Scientific Solutions, are fully automatic standalone units that can be placed anywhere in the school premises. The green/red LED indicates the availability of the unit at any point of time. After the user exits, the toilet flushes automatically, and after every 10 flushes, an automated floor wash takes place which keeps the unit clean. 3-4 e-toilets units each have been installed in 35 Government and aided schools (total of 135 units) in the district. One of the units in every school has been provided with a Napkin Incinerator System keeping in mind the needs of girl students, while plans for integrating an automated napkin vending machine are in the works.

Though the e-toilets require little maintenance for now, based on the contract, representatives of Eram Scientific Solutions visit all installed units every 6 months and are always available on call. It is envisaged that in the long run the maintenance cost would be passed on to the Parents Teacher Associations of the respective schools. Convergence with schemes like ***Sarva Shiksha Abhiyan*** or ***Rashtriya Madhyamik Shiksha Abhiyaan*** for O&M is also being explored.

Role of Various Stakeholders

Member of Parliament

1. Championing the initiative from the beginning
2. Providing 100% cost (₹ 2.7 crores) through MPLADS
3. Coordinating with supplier to ensure low per unit cost
4. Chairing the monitoring committee of all stake-holders

School Administrations

1. Proactively applying for the initiative
2. Introducing special classes on hygiene and sanitation
3. Training children to be change agents at their homes
4. Leveraging PTA to arrange for long term O&M cost
5. Focusing on specific needs of adolescent girl students

State Innovation Award, 2011

35 Schools

10,000 Students

135 E-toilets

MP Speaks

"This is a great example of convergence of MPLADS and the CSR corpus of Industry. Efforts are being made to tap the Nirmal Bharat Abhiyan, local body funds and individual contributions for continued expansion of the program"

Involving various stakeholders

Once the program was envisaged by the MP, allocation was made through a systematic request based model. Each school that wished to have e-toilets in their premises, had to fill a detailed request form, providing information about the existing sanitation facilities and maintenance mechanism they would put in place for the new units. The local elected representatives (councillors and MLAs) played an important role in spreading the message around and collating forms. This ensured active involvement of various stake-holders in the entire process. The district administration scrutinized the applications and the MP personally reviewed progress.

"The e-toilets are so much more colourful and bright than the normal toilets. They don't even smell! I always prefer to use them if they are not already occupied

– Student

Unlike the conventional toilets, these units are less of a hassle to maintain as they do not require much manual intervention. They also teach the children hygienic practices in an engaging manner

– Principal, High School

The Green Army

Toonz Academy, associated with the initiative, has created a "Green Army" of cartoon characters – '*Haari*' crow which clears up organic waste, '*Marmmu*' earthworm which ploughs the soil, '*Thoothan*' frog which eats up the insects, '*Pupu*' mushroom which recycles organic wastes etc. Stories and messages from these cartoon characters displayed on the exteriors of e-toilet units spread awareness about hygiene, proper sanitation, waste disposal and recycling. In addition, two human cartoons – Suchi and Joy, explain how to use the toilets in the local language. All this has been done because the initiative sees students not just as beneficiaries but as important change-agents in improving hygiene standards in their households. Some schools have even introduced special classes on sanitation and hygiene for this purpose!

Associated initiative

To supplement the effort to improve attendance to schools, a Reach2School (**R**ender **A**ccess for **Ch**ildren) initiative has been undertaken. As part of this initiative 17 GPS enabled buses have been provided to as many rural schools in the district. These buses are deployed for those students who live beyond walking distance of their schools. This initiative has particularly been helpful for Senior Secondary Schools which tend to be a bit far in the rural areas

Observations from the Research

Convergence with Government schemes

Members of Parliament no longer restrict the scope of their MPLADS work to those initiatives that do not require significant recurring expenses. In fact, they seek active convergence with various central and state Government schemes, for initiatives that require sustained operational expenses, after the initial capital cost has been borne through MPLADS

MPLADS contributions as seed money

There are increasing instances of Members of Parliament using their MPLADS contributions as seed money to raise funds from companies under CSR and donations from other sources. This helps them significantly scale-up the initiative and ensure benefits for a larger number of people, while at the same time not exhausting their MPLADS kitty for a single initiative

MPLADS initiative as demonstration project

Some Members of Parliament have begun to use their MPLADS initiatives as 'demonstration projects' hoping to make bigger impact through multiplier effects. These MPs undertake innovative initiatives under MPLADS with the objective of establishing a strong proof of concept, which can subsequently be taken up by the Government for replication in other areas

Pooling of MPLADS contributions

There are examples of multiple Members of Parliament coming together to contribute towards a common initiative, and of MPs taking forward an initiative started by other MPs. This trend, which was earlier restricted to rehabilitation efforts after natural calamities, can now be seen for other projects as well. Pooling involving Rajya Sabha MPs is observed to be more common

MPLADS to revive pending projects

There is evidence of Members of Parliament using MPLADS to rejuvenate long pending projects, stuck either because of inadequate funds or because of funds 'tied' for specific purposes. This ensures that sizeable funds sanctioned for these projects are un-blocked and utilized to meet long standing needs, with the MPLADS contribution acting as a catalyst for the same

WHEN THINGS DID NOT WORK ...

The primary objective of the program was to identify success stories. However, it was observed during the course of the research that some well intentioned MPLADS initiatives could not produce the intended outcomes for a variety of reasons. Some of these initiatives could not even reach the implementation stage, while others which were implemented could not deliver the desired results. Here we present three such initiatives with the objective of highlighting the kind of issues faced by MPLADS projects. It is important to note that while all these three initiatives were undertaken with the noblest of intentions, they couldn't have the envisioned impact due to different reasons.

KONKAN EXPRESS

THE VERNACULAR BUS

A path breaking mobile library initiative is undone by a debilitating oversight – it's too big for the rural roads, and there is no one to drive it!

Background

The Konkani language is one of the national languages in our constitution spoken by around 3 million native speakers spread across the states of Maharashtra, Goa and Karnataka. However, in past few decades, it has increasingly come under threat from the spreading dominance of English and other languages. The intangible cultural heritage that this incredibly diverse language represents is one that is worth preserving.

It was with this noble intention that the MP in collaboration with the Konkani Academy of the state, decided to deploy a mobile library which would carry books in Konkani for sale to the rural areas of the constituency. The idea was to address the issue of 'availability' of books in Konkani which was considered to be the prime reason for the language's decreasing popularity.

Plan and Expected Outcomes

A bus was retrofitted to include a well lit compartment with 4 rows of book shelves that could display up to 500 titles at once. In addition it contained cupboards which could store another 1,000 books. It was designed to allow the visitors to enter, walk around the exhibition and exit through an attached collapsible staircase. In addition to a driver, it was to be staffed by a salesperson to be contracted and paid by the Konkani Academy.

The Konkani Academy was set-up in 1983 with the mandate of promoting the language through both publications and outreach. Before the launch, the Academy established a good system to ensure smooth supply of books to the proposed mobile library at subsidized prices. The mobile library was to go to 2–3 different villages every day and provide affordable literature in Konkani to the readers. It was also to visit rural schools, college campuses, small exhibitions, fairs etc. after giving prior notice to the authorities and due publicity. The expectation was that once books in Konkani are made available to the native population, readership will automatically pick-up because of the inherent connect that people have with this rich language.

MP Speaks

"When the initiative was first envisaged, Mobile Libraries were not permitted as per the MPLADS guidelines. I reached out to the Ministry to ensure that such a provision was made in the guidelines. After all the sincere efforts, it pains to see the Mobile Library gathering dust"

The Undoing

Though inaugurated amidst much fanfare and optimism, the unit was unable to live up to its potential, having been taken out on only a dozen occasions in almost two years of operations. This has been due to a lack of initial foresight in terms of its final utility and situational context, as well as some basic issues of financial sustainability.

- While actually conducting its operations, the Mobile Library vehicle was found to be too big and not manoeuvrable enough to navigate the narrow lanes and by lanes of the villages. This robbed the initiative of its basic intent and purpose
- Initially it was planned that one of the existing drivers of the Konkani Academy would be deputed to drive the Mobile Library. However, the size of the vehicle and the difficult terrain required services of a skilled heavy duty commercial vehicle driver. The small vehicle drivers that are available on the rolls of the Academy were both ill-equipped and unwilling to do so
- The cost of maintaining a separate contracted driver for the vehicle was a stretch given the tight budgets of the Academy. Even if that were to be arranged, the issue of lack of insurance for Government vehicles in the region meant that even contracted drivers were unwilling to drive the Mobile Library at their own risk
- Insufficient attention was paid to the sustainability of the initiative even at the conception stage by the Konkani Academy. The annual operational expense of the Mobile Library would have been ₹ 8 lakhs at the minimum. The sales were never expected to be commensurate and with the heavily subsidized books, the losses had to be considerable. This was not budgeted in the annual fiscal plans of the Academy

Member of Parliament Local Area Development Scheme

भारत सरकार
सांख्यिकी एवं कार्यक्रम कार्यान्वयन
सरदार पटेल भवन, नई दिल्ली -
GOVERNMENT OF INDIA
MINISTRY OF STATISTICS & PROGRAMME IM
SARDAR PATEL BHAVAN, NEW DELH
FAX : 23364197
E-mail : mplads@nic.in

No.R-5/1/2005-MPLADS Dated **20.5.2011**

To

The Commissioner,
Municipal Corporation of Kolkata/Delhi/Chennai/Mumbai
District Collector/District Magistrate/Deputy Commissioner,
All Districts.

Subject: Clarification regarding purchase of Mobile Library from MPLADS fund.

Sir/Madam,

Attention is drawn to the demands, received from various sourc regarding purchase of mobile libraries, under the Member of Parliament Lo Area Development Scheme (MPLADS). It is stated that the objective of t scheme is to create durable community assets, based on the locally felt nee Keeping in view the objective of the scheme, it has been decided to allow mob library, for educational institutes belonging to Central, State, UT and Local S Governments. However, the recurring expenses/other expenditure fo runni

Potential Way Forward

Given the inability to manoeuvre the narrow by-lanes, the Mobile Library can potentially focus on visiting crowed public areas (popular markets etc.) and open grounds (fairs, exhibitions etc.). A public address system can be installed to improve outreach and publicity. This would help generate good sales, sufficient enough to bear the operational expenses at least in part. The rest will have to be sanctioned as part of the Academy's annual budgets. However, it would be important to carefully work out the expected cost and revenue before exercising this option, to avoid future challenges.

> *"The mobile library unit was expected to be a game changer in decentralizing how the Academy promoted Konkani by taking books to people's doorstep. Although it has failed to meet expectations, we remain committed to our vision and will take some steps to ensure the optimal utilization of the unit*
>
> – Officer, Konkani Academy

SUN FOOD
SOLAR COOKING

An innovative initiative to provide eco friendly solar cookers in large residential facilities, gathers dust in government files even 15 months since conception

Background

Solar cooking is not new to Indians. From ancient Vedic literatures to cutting edge modern research, there is consensus on the immense benefits of solar cooked food. Food cooked in sun improves cellular health and longevity. It strengthens the mind and helps in the well being of three important body systems – the digestive system, the respiratory system and blood circulation.

This Rajya Sabha MP, with his keen interest in renewable energy solutions, read an internet post requesting for solar cookers at two different residential institutions, one an orphanage for young girls, and the other an old age home, both in a remote district of his state. The MP's team enquired further and, after being convinced about the authenticity of the request, decided to support the institutes by providing 6 solar cookers and 2 solar heaters through MPLADS funds.

Plan and Expected Outcomes

The orphanage is home for 300 girl children below the age of 16 years and is managed by a dedicated full time staff. The girls stay within the premises and go to the nearby schools for completing their education. For such a large number of residents, around 1,015 gas cylinders are consumed every month. In addition, wood is also used for cooking. This not only adds to the cost of operations but also pollutes the environment leading to health problems among the cooks and the residents.

Similarly, the old age home is a huge facility with a capacity of 200 inmates, in which 70 elderly people are currently staying. It is being run by a trust without any support from the Government or a dedicated funding agency. The organization has to meet its expenditure from public donations and incomes of the beneficiaries, making it extremely vulnerable from a sustainability point of view. One of the major monthly expenses is that of gas cylinders used for cooking food for the residents.

The plan was to provide three Scheffler community cookers and one 2000 LPD solar water heater to the orphanage. Similarly one Scheffler community cooker, two parabolic community cookers, and one 1500 LPD solar water heater were to be provided to the old age home. A Scheffler community cooker can cook for more than 100 people whereas a parabolic one cooks for 30–50 people in an hour. The life of solar cookers is around 20 years during which they require little maintenance except 5 yearly replacement of the mirror. User training is provided by the manufacturer at the time of installation.

MP Speaks

"This is extremely unfortunate. Everything is in place – the need, the technology, and the funds. Still we are unable to get the initiative on-ground because of unwarranted and unending delays in execution. A straight forward thing is being made to seem like a complex project"

The Undoing

The project has been marred in delays since its conception. Here is a brief timeline:

- The Rajya Sabha MP recommended the project to his nodal district in December 2012 and proposed to allocate approximately ₹ 12 lakhs for the same. In January 2013, the nodal district wrote to the implementing district, requesting it to examine and sanction the project, so that it could release the required funds
- Since this was a first of its kind project for the implementing district, it did not have an approved Rate Contract (RC) for solar cookers. RC was required by the administration to know a base price for the proposed cookers before awarding the contract for equipment supply. The request for the RC to the concerned central authority went unanswered putting the matter in cold storage
- The facilitating agency, which had initially put up the internet post requesting for the required equipment, sent repeated reminders and met the district authorities multiple times through 2013
- Realizing that the matter was stuck in administrative hurdles, towards the end of 2013, the agency decided to itself procure the Rate Contract for the administration. It procured a RC from the state energy authority and got it recognized from the concerned central authority before submitting it to the district administration in February 2014, with the objective of fast tracking the entire process

The ball is in the district administration's court. Several steps need to be undertaken, including getting funds released from the nodal district and awarding the contract for equipment supply, before on-ground implementation can start. Given the history, it is difficult to estimate any concrete timeline for the completion of the project.

The residents at the orphanage and the old age home will need to wait a 'little bit' longer, before they can enjoy the sun cooked food!

> *"Our kitchen walls have become completely black due to the soot from burning firewood. Had the solar cooker come in time, this would not have happened. Further, we could have saved lakhs in fuel cost*
>
> **– Superintendent, Orphanage**

Once we put up the request for support on our website, the MP's team proactively approached us. But, inspite of MP's full backing, the district administration has not been able to implement the project. In such a scenario, we don't even know whom to approach for redressal

– Co-founder, Facilitating Agency

Benefits of Solar Cooking

- Greater retention of vitamins, minerals and anti-oxidants due to less extreme cooking temperatures
- Eco-friendly cooking with no release of harmful gases like carbon dioxide and carbon monoxide
- Preservation of firewood and reduced consumption of non-renewable sources of energy
- Improved taste due to preservation of flavors
- Significant saving on electricity and fuel cost

KUTHU-KALARI
PRESERVING CULTURE

An attempt to revive dying folk art and theatre forms runs into doldrums as the newly built Centre for Performing Arts looks for its students

Background

The 2,000 year old art forms in this southern part of the country are slowly on the decline with traditional artistes' families no longer taking up their lineal professions. Faced with neglect by popular culture, declining public enthusiasm in favour of mainstream entertainment, few sources of regular income, and no institutionalized mechanisms to preserve the unbroken *guru-shishya parampara*, the multifarious folk art forms are under threat of extinction. It was with the good intention of preserving these art forms that the MP, in collaboration with the local university, decided to establish a Centre for Performing Arts inside the university campus.

Plan and Expected Outcomes

The Centre for Performing Arts (CPA) was to be built in phases. The first phase, for which ₹ 1 crore was provided under MPLADS, saw the construction of the office building, lecture rooms, performing studios and the promenades. The construction came along really well giving a good aesthetic appeal to the centre. The second phase includes a puppetry theatre, guest cottages, an open air theatre, a library and several recording rooms.

The centre represents 'Muthamizh' – *Iyal, Isai* and *Natakam*, or prose/poetry, music and stage/drama respectively. It offers theory as well as practical training in performing arts. With a planned intake of 15 undergraduate students, who could later also opt for an integrated five year post graduate program, the centre hoped to revive the declining traditions of practising folk arts in the state. A provision for stipend of ₹ 1,000 per month was made, with preference to students from families of folk artistes.

The faculty was appointed from both within the University as well as from amongst the practising folk artistes who could train the students in various art forms. The 'Gurukulam' method of teaching was adopted where the students live with their teachers in the art village in close communion to imbibe the historic legacy that has been passed down the generations. By employing the traditional artistes, the centre also aimed to provide them financial sustenance and an opportunity to hone their talents in a vibrant, natural environment that is scarce in urban settings.

MP Speaks

"It was believed that the CPA will create its own demand. That has not been the case in spite of offering the best possible environment for learning performing arts. The beautiful facility is lying idle for want of those for whom it was meant – the aspiring artistes"

The Undoing

Starting in 2010, only 5 students have finished the undergraduate course (B.A. in Performing Arts) and no student is currently enrolled for the same. The integrated M.A. course which spans five years has seen no takers yet. This has had its own repercussions for the centre:

- In the absence of students, the traditional artistes hired on contract as teachers have had to look for other opportunities. The centre does not offer them the much needed job security.
- The total cost of the complete project is ₹ 5 crore and with some essential elements being lined up for construction in the second phase, it is imperative that new sources be mobilized. With little to show in terms of enrolment, mobilizing resources is proving to be a tall order.

Though the centre continues to host events occasionally, showcasing the best of theatre at the university, it is certainly utilized much below its optimum capacity.

Potential Way Forward

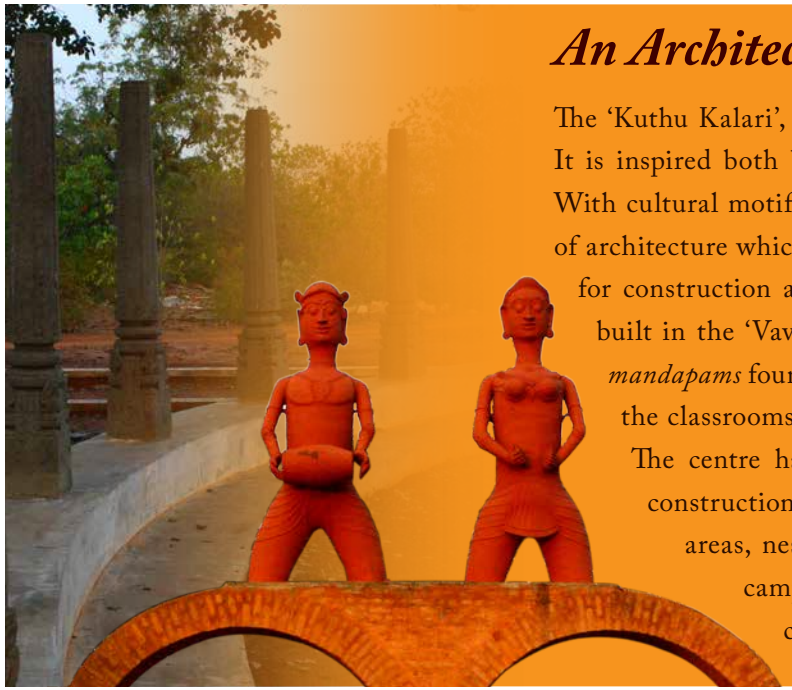
While the Centre for Performing Arts has its heart in the right place, it can ground itself more strongly by building strong ties with the professional art and theatre circuits and cultural centres in India and abroad. Public interest and involvement needs to be cultivated through periodic cultural festivals, theatre performances, and folk art demonstrations. Such events can also provide a platform for trained graduates to enrich and contribute to their art forms while ensuring their own financial sustenance.

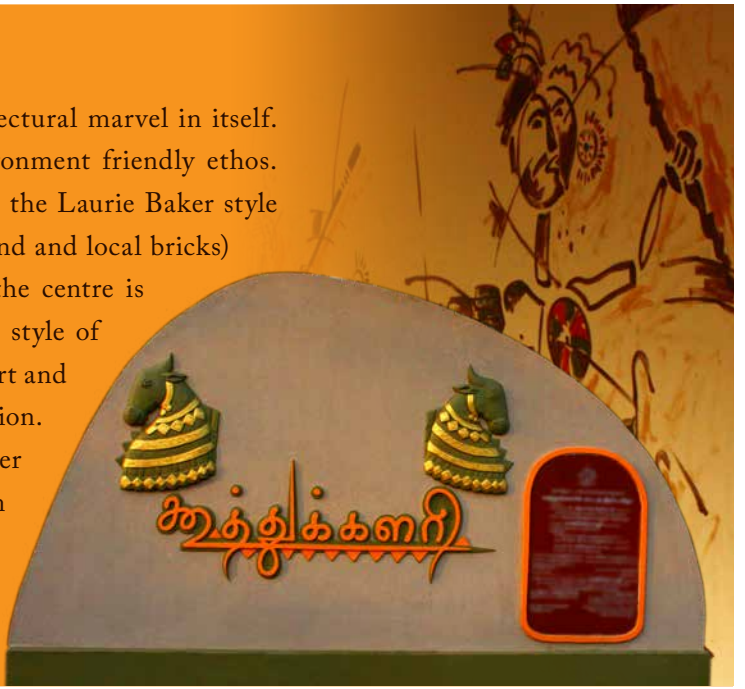
Further, an on-ground demand for the program has to be generated among the folk artistes of rural areas by demonstrating how an academic degree can aid and enhance their art. This will have to be backed up through substantial scholarships. Once the program reaches critical size, the university itself will be able to absorb its own graduates productively, setting a positive cycle in motion.

> *"Most traditional arts are today performed in temples. However, there must have been a time when the arts existed for people and were not constrained by religion or caste. We are trying to rediscover that spirit here at the CPA*
>
> **– Dean, School of Theatre**

An Architectural Marvel

The 'Kuthu Kalari', or the Centre for Performing Arts, is an architectural marvel in itself. It is inspired both by traditional cultural heritage as well as environment friendly ethos. With cultural motifs spread across its landscape, the centre exhibits the Laurie Baker style of architecture which uses locally available material (mortar, clay, sand and local bricks) for construction and retains natural finishing. The reception of the centre is built in the 'Vavva Neththa' (a place where bats cannot survive) style of *mandapams* found in temples. The walls are decorated with folk art and the classrooms are serviced by ample natural light and ventilation. The centre has also preserved the local tree-cover even after construction. The facility, dotted with promenades and open areas, nestled in one corner of the 1,000 acre university campus, provides a great environment for cultural creativity to flourish.





Making MPLADS

What Members of Parliament can do

Ensuring sufficient demand for initiatives

Most MPLADS initiatives are demand driven i.e. they are recommended by MPs based on demands of their constituents. However, there are instances where MPs feel that a particular program is important even if there is no urgent demand for the same. There is merit in taking up such programs as they can be impactful in the long run. While embarking on such projects it is imperative to ensure that there are enough takers for the same. If that is not the case, appropriate mechanisms need to be worked out to stimulate demand well in advance of actual implementation. Looking at initiatives through a 'demand lens' ensures that capital assets created through MPLADS are optimally utilized.

Pre-planning operations before launch

While planning any MPLADS initiative it is important to work out its operational sustainability, since the guidelines do not allow any operational expense to be incurred through the MPLADS funds. One way is to arrange for operational expenses through convergence with a Government program. Alternatively, recurring expenditure can be supported by NGOs or CSR of companies. Charging a user fee is another option if the situation so merits. Whatever may be the preferred solution, it is imperative to work it out in advance to pre-empt any potential operational bottle-necks. This goes a long way in ensuring that well intentioned initiatives actually end up delivering the desired impact.

Conducting regular progress reviews

Several well intentioned MPLADS initiatives never see the light of day due to various administrative hurdles. It is important for MPs to review projects they recommend under MPLADS and constantly monitor their progress. This not only helps de-bottleneck issues, but also sends a strong message to all stakeholders. Further it ensures that resources are freed up from initiatives which cannot be implemented for a variety of reasons, and are productively deployed elsewhere. Compendium research has shown that the quality of initiatives, where the MPs have taken personal interest through institutionalized review mechanisms, have been better in comparison to others.

more effective

What the Government can do

Knowledge sharing at multiple levels

While there are several instances of successful MPLADS projects, there are not enough mechanisms through which success stories and best practices can be identified and disseminated. The MPLADS compendium is an effort in this direction but similar exercises needs to be undertaken more frequently. There is scope for instituting an annual MPLADS Workshop where MPs can discuss issues pertaining to the program and present impactful projects undertaken by them. This could also be a forum to award best-in-class initiatives. Further, select projects can be documented and circulated amongst MPs for replication. Such knowledge sharing is important to maximize the impact from the program.

Providing maximum possible flexibility

In spite of conscious efforts to expand scope, the MPLADS guidelines remain largely restrictive and provide little flexibility to MPs to push frontiers and undertake innovative projects. There are good reasons why several types of projects and expenses are not allowed as part of the program. However, there is a need to have a comprehensive re-look at the guidelines with the objective of allowing maximum possible flexibility. A potential lens could be to list expenses prohibited under the program, with everything else being allowed. This will not only address specific concerns related to skill development through MPLADS, but will also enhance the ability of the program to throw up replicable development models.

Empowering MPLADS Facilitation Centre

There is a provision in the guidelines for setting up a MPLADS Facilitation Centre at the level of Nodal District. The role envisioned for the centre is primarily one of data collection with regards to projects recommended under MPLADS. While this is extremely important, there is scope to expand the mandate of the centre to include field visits to project sites, follow-up with implementing agencies, progress reporting, and structured reviews in presence of the MP at a pre-defined frequency. The centre can accordingly be equipped to discharge these duties. The associated issue of enforcement needs to be addressed by holding District Authorities accountable for the functioning of these centres.

ABOUT CII FOUNDATION

The CII Foundation was set up by CII in 2011 to undertake a wide range of developmental and charitable activities and initiatives pan India by enabling Industry for infusing inclusive development.

CII Foundation works towards inclusive development by providing a meaningful bridge between marginalised communities and donors, specially corporates by providing strategic guidance on CSR and developing and managing high impact programmes.

The focus areas of the Foundation include: Gender Equality and Women Empowerment & Safety; Education; Skilling, Employment and Livelihoods; Environment Sustainability, including water; Public Health & Sanitation; Disaster Management.

In this effort, the Foundation works together with corporates, governments, communities, and civil society institutions to channelise their collective resources towards social and community development.

Over the last three years, the CII Foundation has undertaken various projects with corporate sector support in the areas of skill development, child development and maternal health, water conservation, disaster relief and rehabilitation etc.

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Sharing A TATA ENTERPRISE

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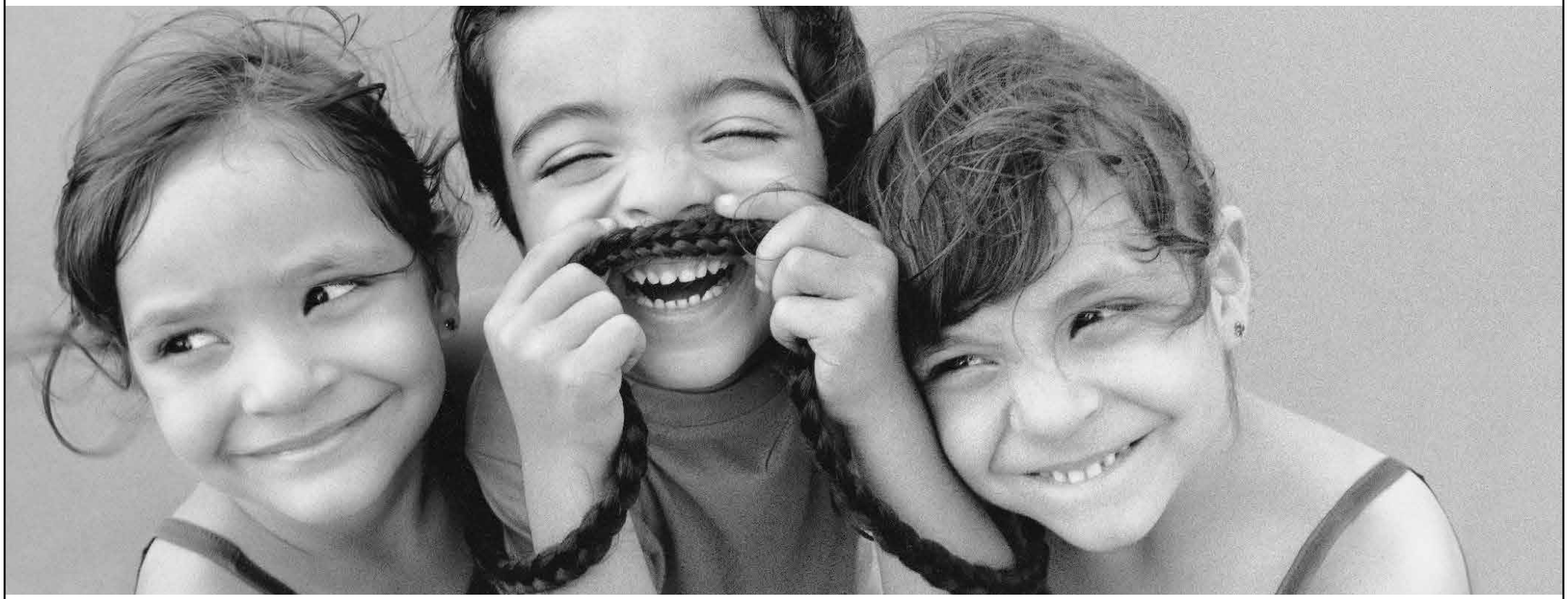

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bajaj group

KAMALNAYAN JAMNALAL BAJAJ FOUNDATION

Almost a hundred years ago, a single man, Jamnalal Bajaj, took upon himself the mission of serving people through business and the Bajaj Group was born. Today the Group stands amongst the top business houses of India, holding nearly 45 companies together under it with over 35,000 employees. The market capitalization of the Group at present is nearly US 18 billion Dollars. But the Bajaj Group is not just about making and delivering products and services and it is not even profits and turnovers. Bajaj is about touching every Indian, one way or the other every day of his life.

The Jamnalal Bajaj Foundation and other Bajaj Group Charitable Trusts were established for promoting Gandhian constructive programmes and rural development programmes besides extending financial assistance to institutions and individuals engaged in social and welfare programmes.

Jamnalal Bajaj valued honesty over profit, actions over words and common good over individual gain. He was a veteran freedom fighter and the adopted 'fifth son' of Mahatma Gandhi.

Mahatma Gandhi wrote "Jamnalal surrendered himself and his all without reservation. There is hardly any activity of mine in which I did not receive his full hearted co-operation and in which it did not prove to be of the greatest value.... whenever I wrote of wealthy men becoming trustees of their wealth for the common good, I always had this ' Merchant Prince ' principally in mind."

The relevance of Jamnalal Bajaj's principles and practices has and can only grow over time. In his footsteps, his elder son, Kamalnayan Bajaj devoted his time, resources and energy for promoting Gandhian activities. Jamnalal's younger son, Ramkrishna Bajaj actively participated in the freedom struggle of the country. All along, he furthered the cause of business ethics and practices.

Its philanthropic activities are being carried forward by the present generation under the stewardship of Rahul Bajaj and supported by Shekhar Bajaj, Madhur Bajaj and Niraj Bajaj.

The social and welfare objectives of the Bajaj Group are being fulfilled through the Jamnalal Bajaj Foundation and the many Trusts the Group has established. The assets of these charitable trusts are at present nearly US 1 Billion dollars.

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