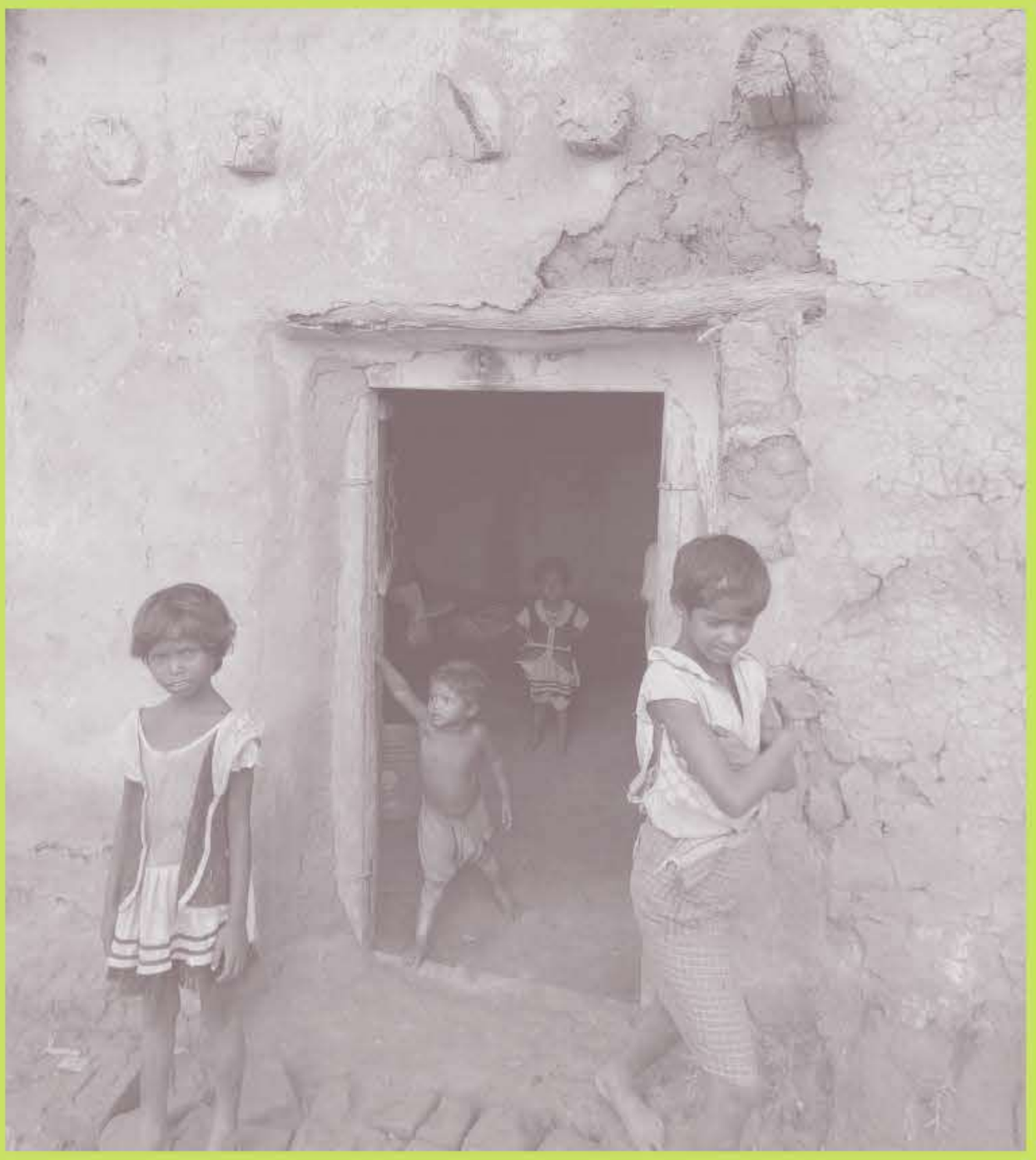
ASPIRATIONAL CHATRA

INTERVENTIONS REPORT



भविष्य की पुनर्कल्पना RE-IMAGINING FUTURES

TISS

Tata Institute of Social Sciences, Mumbai

2020

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NOTE FROM THE PROJECT DIRECTOR

We started work on the Aspirational Chatra Project with the aim of helping the district design and implement efficient welfare interventions for its population. This attempt at improving the preparedness of the district for implementing policy interventions needs to accommodate one of the biggest challenges ever faced by humankind- the COVID 19 pandemic. COVID 19 has thrown up a host of challenges in every sphere of life, with public administration and effective governance among the most affected. The need for a systemized response led us to the rationalization that creating prior preparedness in the district's healthcare systems should be a priority for the administration. COVID 19's impact has probably been felt the most by migrants returning from urban areas. Their temporary loss of livelihood as well as the subdued economic scenario leaves them at the periphery of what Nobel laureate Abhijit Banerjee calls the 'poverty trap', a zone of income levels which does not allow for improvements in living standards in the present and the future.

The interventions suggested in this report are an attempt to address these issues, while retaining the ability to contribute to the district's development after COVID 19 subsides. COVID 19 is especially harmful for those with compromised immune systems. Our data from the 'Aspirational Chatra Survey Report' suggests the existence of high levels of malnutrition in the district, especially among women and children. Deficient nutritional intake can compromise immune systems and therefore, Chatra's local population is likely to be more susceptible to the effects of the pandemic. Keeping this in mind, this report suggests an intervention that specifically addresses this by using local SHGs to popularize the indigenously sourced and manufactured nutritional supplements. The creation of the ecosystem that sustains this activity, including growing the crop or plant, harvesting, processing, manufacturing, and marketing, has the potential of improving the livelihoods of the local population, especially farmers and women.

Similarly, addressing the pandemic's ongoing effects require concentrated efforts that improve the capacity of the district's healthcare delivery systems. This objective led us to suggest an intervention that improves the capacity of ASHA workers- probably the most important nodal point in rural India's public healthcare systems. This intervention seeks to improve their capacity by training them and updating their knowledge and skills.

COVID 19 has also greatly affected the delivery of another extremely important social good- education. Around us, we see most of our rural educational institutions struggling to restart their activities, considering the challenges of social distancing, erratic internet, lack of finances, etc. This requires us to re-envision our approach to delivering education. In pursuance of the same, we have suggested the adoption of a digital education platform that has successful in numerous other states. Digital education has the potential to not only sustain education delivery in these troubling times, but also enhances state capacity to impact the learning outcomes of previously neglected sections of society.

We have also suggested an intervention that seeks to improve the quality of the Early Childhood Care and Education ("**ECCE**") delivered through the district's Anganwadis. ECCE is a focus point in the National Education Policy ("**NEP**"), 2020 as it specifically seeks to improve the state of affair at in Anganwadis. The training of Anganwadi workers, especially in the pedagogical tools employed by them, and the upgradation of infrastructure and equipment at Anganwadis, are important objective of the NEP, 2020. The intervention suggested by us builds on this policy impetus by involving an entity which has successfully and specifically worked on these aspects of ECCE.

I am confident that the suggested interventions have the potential to positively impact the lives of Chatra district's population. They have been suggested after careful research and discussions. I hope that the district administration also shares the same enthusiasm and sees the merit in continuing our association. I look forward to working with the district administration in its attempts to make Chatra one of the best districts in the country.

Prof. Ritambhara Hebbar,
Project Director,
Aspirational Chatra Project &
Dean, School of Development Studies, TISS,
Mumbai.

EXECUTIVE SUMMARY

The Aspirational Chatra Project is run by the School of Development Studies (SDS), Tata Institute of Social Sciences (TISS), Mumbai. It seeks to implement a structured and data-driven approach to implementing socio-economic policy interventions in Jharkhand's Chatra district. In the first year of the project (June 2019 – May 2020), socio-economic data was from nearly 7500 households was collected, analyzed and presented to the district administration as 'The Aspirational Chatra Survey Report, 2020'.

In the same vein, the project had also implemented numerous interventions that improved the lives of the local population. This report, 'The Aspirational Chatra Interventions Report' seeks to build on the groundwork done in the first year.

This report aims to present an intervention framework that allows for the efficient deployment of public resources. To this extent, our data and analysis from the previous report suggested that farmers, women, and children are among those with the least access to social goods and welfare entitlements. Further, most of the destitution faced by them can be traced to their unsustainable livelihoods and poor access to good quality health care and educational facilities. Our approach to this report has been informed by the undeniable inter-connectedness between these issues. Therefore, the intervention framework seeks to prioritize interventions which are multi-pronged in their ability to counteract the problems in the district's developmental scenario. To this extent, the report is divided into three parts.

Part I details the interventions already undertaken by SDS, TISS in the first year of this project. The purpose of the same is to set the context for the way forward and use the learnings from the past year to reduce the foreseeable impediments in the district's rural development scenario. Part II uses the data and analysis from the previous report to succinctly highlight the most gaping gaps in the socio-economic status of the local population. Further, it describes the interventions or kinds of interventions which could address these gaps and are within the scope of the district administration's governance mandate. The last part, Part III, profiles some entities which have previously implemented similar interventions in other parts of the country. It presents some insights into their previous work and also lays down their plans for operationalization.

PART I

In its first year, the Aspirational Chatra Project implemented seven different interventions. Their primary objective was to conduct the research and collect the data required to drive the interventions of the subsequent years. A brief description of each of the first year interventions has been provided below:-

Internship with TISS- The students of Chatra College have been an extremely important part of this project. Following a detailed interview process, around 65 students of the project were chosen to be project interns. Their primary role was the collection of the data across nearly 7500 households in the district. An active effort was taken to recruit as many students as possible from the district's traditionally marginalized communities. These project interns underwent a week-long training programme in Research Methodology, Cartography, Communication Skills, Behavioural Approaches, and Development Administration. This training was conducted by faculty from the School of Development Studies, TISS Mumbai). The best performing interns were involved also involved in the qualitative data collection. The internship created a local pool of individuals who can conduct field research and helped in the exchange of ideas between the TISS team and the interns. It also built a sense of solidarity among the interns as it gave them a chance to visit the remotest parts of the district and interact with the local communities.

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Creating Awareness of Welfare Entitlements - As part of the survey process, the interviewed households were also provided information on nearly 50 central and state government schemes. Special efforts were also taken to popularize the district administration's initiatives like the Aarogya Kunji, Bike Ambulance, Model Anganwadi, etc. The outcome was an improvement in the ability of the local population to improve the state support received by them.

Knowledge Sharing Visit to TISS, Mumbai – Some of the interns was invited to attend a three-day workshop-cum-seminar at the TISS campus in Mumbai. The survey findings were presented to them, and the interns were given an opportunity to provide their inputs and comments. They were

also taken on a one day visit to places of social, cultural and historical significance in Mumbai to help them understand the differences in rural and urban development. The visit helped create a network among those interested in development policy and helped the students obtain a more holistic perspective on the same.

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Workshop for Building Capacities & Strengthening Development Practices of the District Administration –The two-day workshop was conducted on 16th and 17th October 2019 as a part of TISS' efforts to build the capacity of the district administration. The speakers had a wealth of experience across different kinds of stakeholders in a developmental framework. Besides improving the knowledge, efficiency, and problem-solving capabilities of the participants, it created a platform for district officials to provide their insights on Chatra's developmental scenario.

Workshop for Capacity Building of Frontline Workers in the District – This two-day workshop was conducted on 14th and 15th February 2020 for the frontline staff of various government departments and the block administration. A separate session was conducted for different departmental staff. The maximum effort was taken to make it an interactive, engaging, and egalitarian platform.

Initiation of the CSR Internship Programme – The School of Development Studies (SDS), TISS, Mumbai created a dedicated cell for handling projects on Aspirational District, the TISS Observatory for Knowledge Partnerships and Aspirational Districts (TOKPAD). TOKPAD has initiated the Aspirational Districts CSR Internship Programme to involve students in developmental work relating to the Aspirational Districts. The primary purpose is to provide training and experience to individuals in implementing CSR interventions.

Support for COVID 19 Relief Efforts – The project provided panchayat level data on the district's food security status to help the district administration prioritize their relief efforts. Data reflecting holders of pink ration cards, underweight children, frequency of meals, and absence of income was obtained from the Aspirational Chatra survey data and secondary sources. It was helpful in determining ration distribution, setting up community kitchens, and aiding economically weaker communities.

PART II

In this part, the most gaping gaps in the district's access to basic infrastructure, health and nutrition, education, skill development, livelihoods, and the problems with agriculture have been discussed. Further, possible interventions or types of interventions have also been detailed:

Basic Infrastructure

- Reduction of Open Defecation- The district has a significant problem of open defecation due to lack of access to toilets, and lack of awareness. Further, the constructed toilets are often of low quality or do not have water availability. The suggested interventions include the construction of toilets, repairing and reconstruction of disused toilets, and conducting awareness and social pressure campaigns.

- Electrification of Households- There is significant scope for improving access to electricity in the district. In many blocks, the supply infrastructure has stopped working and there have hardly been any attempts to repair them. Further, the erratic and low level of electricity supply in the district reduces the benefits of electricity access. The suggested interventions include improving the district administration's M&E processes and prioritizing off-grid solutions in the blocks with difficult terrain and accessibility.

- Conversions of Kutcha and Semi-Pucca Houses into Pucca Houses- A significant proportion of the district's houses are still kutcha houses. Ideally, the implementation of government housing assistance schemes like the PM-Awaz should have led to a greater increase in the level of pucca houses. The reasons include inefficiencies in the scheme's implementation and lack of awareness regarding entitlements. The suggested interventions include improving the process for making claims by increasing the number of nodal points and strengthening the district's M&E processes in this regard. Further, a prolonged awareness campaign regarding entitlements needs to be organized.

- Maintaining Multiple Sources of Drinking Water- There has been a notable decrease in the use of wells for sourcing drinking water due to lack of maintenance and lack of water in non-monsoon seasons. This has reduced access to drinking water in the district. The suggested interventions include preparation of a multi-pronged plan to improve groundwater levels, increasing the use of the MGNREGA to construct water conservation structures, and repairing old wells.

Health & Nutrition

- Significant Diseases and Illness Levels - High blood pressure, diabetes and cataract are the major long-term health issues experienced by the population. The major short-term health issues experienced by the population are fever, cough and cold. The lack of access to public healthcare services and their poor quality are the main reasons for the same. The interventions suggested included the reorienting the training of ASHA workers and focusing on building their capacity.

- Poor Nutritional Status of Children – In Chatra district, two-thirds of the children are stunted, more than half of them are underweight, and more than one-fourth of being wasted. Low food security and lack of awareness of balances diets seem to be the main reasons for the same. The suggested interventions include using convergence to provide nutritional supplements to children attending Anganwadis, and through ASHA workers.

- Poor Transportation to Healthcare Facilities – Due to the poor condition of the roads and lack of public transportation facilities, people are forced to rely on erratic transportation

like auto rickshaws. The suggested interventions include commissioning Mobile Medical Units and establishing efficient M&E processes for them.

Agriculture and Livelihood

- Poor Access to Irrigation – In the district, most of the agricultural activities are restricted to the monsoon. This significantly contributes to the predominance of subsistence agriculture. The main reasons are the poor irrigational facilities, hilly topography, and the erratic rainfall. The suggested interventions include reducing monsoon dependency by improving groundwater levels[1]; creating water retention and transportation structures for increasing the use of surface water; and improving water use efficiency through drip irrigation and increasing funding for the agricultural department.

- Low Market Access and Use– The district has a dysfunctional APMC system and the farmers hardly have market access for selling their produce. The main reasons are state-level legislative amendments, the lack of a policy framework that facilitates market access, and low awareness of the benefits of market access. The suggested interventions include the creation and implementation of a district-level agricultural policy and conducting a prolonged campaign to spread awareness of this policy.

- Low Awareness of Sustainable Agricultural Practices and Government Support – One of the main reasons for the predominance of subsistence agriculture is the low levels of agricultural productivity and maintaining soil fertility. This situation is aggravated by the district's low awareness and utilization of schemes like the KCC and PM Kisan. The main reasons are the low access to physical distribution points, delays in processing, and onerous documentation requirements. The suggested interventions include using the network of Krishi Mitras to implement prolonged awareness programmes on sustainable agriculture and farmer welfare schemes, besides improving the efficiency of the scheme processes.

- Low-Income Levels – The district's population does not have significant alternate livelihoods to supplement their income, despite significant levels of migrations. The low levels of economic and industrial activities, low monthly remittances per migrant, and the

[1] Specific methods for this have already been explained under the heading 'Maintaining Multiple Sources Of Drinking Water' within the Executive Summary.

seasonality of the migration are the main reasons for the same. The suggested interventions include formulating and implementing a District Level Policy for Forest Products and providing greater support to the activities of the JSLPS.

Education and Skill Development

- Erratic Quality of ECCE – Early Childhood Care and Education ("ECCE") are important for lifelong development and maximizing the benefits of further education. Currently, the Anganwadis which deliver ECCE is of erratic quality. The main reason for the same is the varying skills and knowledge of Anganwadi workers. The suggested interventions include conducting training and capacity building activities for the Anganwadi workers.

- Low Levels of Employable Skills – Most of the district's population engages in agriculture. Even among those engaged in migration, most individuals are daily wage labourers. The main reason for the lack of skill development facilities and high dropout rates. The suggested interventions include implementing a Skills Development Programme aimed at providing industry relevant skills training.

- High Dropout Rates in Secondary Level Education – The district has high dropout rates at the secondary level of education. The main reasons include traditional gender norms, low awareness of the benefits of education, and lack of economic resources. The suggested interventions include implementing mechanisms for identifying students dropping out, introducing accelerated learning opportunities, improving gender sensitivity, infrastructure levels, and creating awareness among parents.

PART III

In this part, the various organization that can implement interventions in the district have been profiled, along with their plans for operationalizing these interventions. Before proceeding to the same, a brief explanation of the relevance of these interventions to COVID 19 response efforts will be provided.

Relevance to Addressing the Impact of COVID 19– The COVID 19 pandemic has thrown up numerous challenges in the context of rural development. This report suggests interventions that seek to address some of the fundamental challenges posed by COVID 19 while retaining the ability

to contribute to the district's development after it subsides. In this regard, one of the main interventions will be Rural Caravans' efforts to address the significant malnutrition in the district, especially among women and children. COVID 19 is especially harmful to those with compromised immune systems. Ensuring adequate nutritional intake through this intervention will only improve the local population's chances of sustaining immune systems that can mitigate the effects of the pandemic.

Improving the delivery of public healthcare systems should be another top priority in these troubling times. To this effect, AAA Healthcare's planned intervention for capacity building of ASHA workers will be particularly useful. The preparedness created by the training will be crucial in ensuring that the pandemic does not snowball into a complete disaster for the local population.

The COVID 19 pandemic has also greatly impacted the activities of most rural educational institutions. The lack of accessibility and infrastructure make it hard for these institutions to reliably switch to remote learning systems. The implementation of the Centre for Education Innovation and Action Research's CLIx programme can address these challenges as it revolves around the creation of digital education resources. This can ensure the continuation of educational activities besides providing an impetus to the improvement of the pedagogical tools employed for education in the district.

Rural Caravan - Rural Caravan is a social enterprise which has been working on empowering rural communities by introducing them to various livelihood opportunities. These opportunities are such that they also significantly improve rural access to social goods like health and education. Their work has been recognized by the Maharashtra State Innovation Society, IIM-B's NSRCEL, Scotland: India Impact Link, and the Atal Incubation Centre. Previously, they have successfully worked on improving the supplementary income and nutritional levels in Wanganpada, a village in Maharashtra's Palghar district. In Chatra district, they will be working on a solution for the district's acute malnutrition problem. Their work will happen in five phases, starting with engaging SHGs and ending with empowering ASHAs, ANMs, and AWWs with technology and skills.

Navnirmiti Eduquality Foundation - Navnirmiti is a not for profit social organization working in the educational space for almost 25 years. They focus on developing 'high quality, low or no cost' learning methods in ECCE, mathematics, and science. Their methods revolve around creativity

and innovation to make learning as enjoyable as possible. Previously, they have successfully worked on improving the quality of ECCE in the Anganwadis of Shahpur Taluka, Thane District. Their work has been given great reviews in independent evaluation studies conducted by TISS, besides having numerous testimonials. In Chatra, they will be working on improving the ECCE provided by the Anganwadis. They are looking to improve the quality of 30 Anganwadis, besides setting up 5 Model Anganwadis. These objectives are in pursuance of the National Education Policy, 2020.

Abhinav Gram Foundation (AGF) – AGF is a charitable foundation that works on the inclusive growth and sustainable development of rural areas. It has been founded by Mr. R.P. Singh, a retired Indian Forest Service Officer with over 36 years of experience in natural resources management, environmental conservation and public governance. The AGF works on rural development across nearly 40 villages in three districts of Jharkhand. Previously, they have successfully supplemented the COVID 19 relief efforts of various places across Jharkhand, including Chatra district. In Chatra, they will be implementing an expanded version of their Ek Pad Ek Ped Programme, which focuses on improving menstrual hygiene and environmental conservation.

Centre for Education Innovation and Action Research (CEIAR) –The CEIAR is an independent centre at TISS, Mumbai.It incubates and helps initiatives that use technology and media to improve pedagogical innovations, teacher education, and school and higher education curriculums. Previously, the CEIAR has successfully implemented its CLIx programme [2] in government secondary schools across Rajasthan, Chattisgarh, Telangana, and Mizoram. CLIx offers a sustainable and scalable model of open education that uses technology to incorporate improvements in pedagogical design, especially in Digital Literacy, Mathematics, Communicative English, and Science. CLIx has won the UNESCO's prestigious King Hamad Bin Isa Al-Khalifa Prize for the Use of ICT in the field of Education,as well as the Open Collaboration Award for Excellence awarded by the Open Education Consortium. The CEIAR hopes to implement its flagship CLIx programme in the high schools of Chatra district.

AAA Healthcare -AAA Healthcare ("**AAA**") is a company that aims to improve the quality of healthcare services by focusing on being updated with the latest global developments in clinical

[2]Run in partnership with Massachusetts Institute of Technology, USA.

science, technology, and best practises.Skilling, training, and recruitment of medical professionals is one of the main services provided by them. They are affiliated with the Healthcare Sector Skill Council ("**HSSC**"). Previously, they have succesffully used the Recognition of Prior Learning (RPL) model to upskill healthcare workers in Karjat district's Kotwalwadi region. Their work has been the subject of significant media coverage and innumerbale positive testimonials. In Chatra, AAA will be looking to implement a mixed format training programme for ASHA workers, thereby improving the community healthcare systems.

Yusuf Meherally Centre - The YMC is a non-profit, non-governmental organization that works on rural development. Since the early 1990s, YMC has been actively working on creating a replicable model of rural development in India that revolves around natural resource management (NRM). Previously, it has successfully implemented an NRM initiative in Raigad district's Tara. Currently, they are involved in around 9 separate projects handled by the National Bank for Agriculture and Rural Development (NABARD) spread across Uttar Pradesh, Jammu & Kashmir, Jharkhand, and Uttarakhand. They have been given around eight different awards for their work thus far. In Chatra, they will be looking to implement a Permaculture (Permanent Agriculture) project that uses indigenous knowledge and modern technology to create reliable livelihoods for farmers and sustainable development for the community.

PART I
TISS INTERVENTIONS IN CHATRA

INTRODUCTION

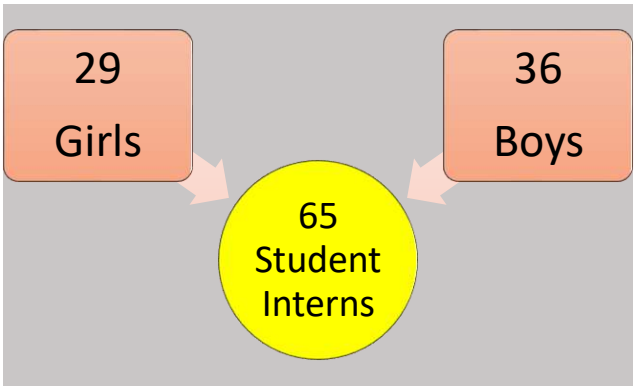
This Part explains the interventions already implemented by the SDS, TISS (Mumbai), in the first year of the Aspirational Chatra Project. One of the primary objectives of these interventions was to understand the nuances of the district's rural development scenario. This was sought to be done by implementing interventions that aimed at gathering insightful data by interacting directly with the communities as well as the various rungs of the district administration. Improving the ability of the local population to participate in such research driven policy projects was another important objective. They are another source of vital inputs as their experiences can better inform the project's work, besides creating a sense of solidarity in the local community.

The Aspirational Chatra Project Team

Transforming the most impoverished and a challenge-ridden district of the country into centres of growth and development is one of the major goals of the Aspirational District programme. It seeks to improve the living standards of its citizens by facilitating inclusive growth, which is a major policy priority for the Government of India. The Tata Institute of Social Sciences (TISS) engagement as knowledge partners for the 'Aspirational Chatra Project', is propelled by the belief that a detailed analysis of developmental issues and expert consultations can help the district to

achieve its future potential. The committed and devoted Chatra District Administration was a major source of support for TISS to formulate its interventions in the first year.

INTERNSHIP WITH TISS



The Aspirational Chatra Project was evolved with a view to build the capabilities of the people of Chatra. Chatra College was a major part of this project since its planning stage, as building local knowledge pool to carry out the research and field activities was essential to build a socially inclusive developmental process. It also created a technically skilled resource pool with local field knowledge, for future initiatives within this project and otherwise. In the long-term, this approach will strengthen the Project's ability to sustain its vision of driving structured and data driven policy design.

After a detailed interview process a total of sixty-five student interns (29 girls and 36 boys) from Chatra College, across graduate and post-graduate programmes, were selected to participate in the Student Internship Programme. An active effort was undertaken to recruit as many students from traditionally marginalized communities in Chatra. This was done to ensure the utilization of local knowledge and also facilitate a robust exchange of ideas between the team from TISS and the youth of Chatra.

The selected students attend a week long training programme in Chatra from 18th July, 2019 to 25th July, 2019. The training was conducted by faculty members from the School of Development Studies, TISS (Mumbai), supported by senior members of the Project Team. The major focus of the training programme was to familiarize to student interns with subjects like Research Methodology, Cartography, Communication Skills, Behavioral Approaches and Development Administration. They were also encouraged to collect notes and photographs relating to their field observations. Some of the best performing interns were also involved in the qualitative data collection visits.

Selection and Mentorship Process

External subject experts were also invited to interact with the students and guide them in understanding the local communities in an in-depth manner. The training materials and manuals used therein were compiled based on extensive research and deliberation, and have served as a valuable resource for the investigators. Field simulation exercises were also conducted to address operational difficulties that could be experienced by the investigators. The internship also provided the students an opportunity to visit remotest parts of the district and interact with the local communities and build a sense of solidarity among the community.

Chatra College student interns participating in the Field Work Training

CREATING AWARENESS ABOUT GOVERNMENT PROGRAMMES AND SCHEMES

After successful completion of the training programme, the student interns got an opportunity to participate in the district level household survey for two months (29th July 2019 to 24th September 2019). The massive village level household survey was spread across all twelve blocks of Chatra District covering more than 7500 households from 360 villages. The student interns interacted with head of the household and briefed them about district administrations ongoing efforts towards brining change through Aspirational Chatra Project. As part of the interview process, the households were also provided information about more than 50 government programme and schemes of both State and Central Government. To raise awareness and improve acceptability, special focus was given to innovative programmes like Aarogya Kunji, Bike Ambulance, Model Anganwadi among others. The interviews also helped the community members to reassert themselves with aspects like agricultural initiatives, health infrastructure and aspects related to financial inclusion available in their region.

Project Team interacting with community members




KNOWLEDGE SHARING VISIT TO TISS, MUMBAI

Under the internship program, the engagement with student interns was taken a step further, wherein select students were brought to Mumbai for a three day workshop-cum-seminar. In this interaction, the preliminary results of the survey were presented and the invited student interns presented their views on the developmental scenario in Chatra district.

Chatra College Interns on their visit to the TISS campus in Mumbai

This exchange also allowed for the creation of a common network of expertise in developmental policy as it connected local youth, professors, and researchers who are committed to the cause of social development. By inducting local voices in the process of development, the interaction helped in providing a holistic perspective on the needs and aspirations of the district's population. The student interns were taken on a one day visit to places of social, cultural and historical significance in the city of Mumbai to help them to understand the difference in process of

development in urban and rural context. This strengthened the Project's endeavor to be inclusive as it identified new avenues of improvement for the district. Equipping the local youth with a scientific attitude for comprehending the district's developmental issues has been one of the key accomplishments of the Project.

WORKSHOP I- BUILDING CAPACITIES & STRENGTHENING DEVELOPMENT PRACTICES

The two-day workshop (16th and 17th October 2019) was a part of TISS efforts to provide capacity building support to Chatra's district administration. The workshop had multiple sessions focusing on the themes of development most relevant to Chatra, including governance practices, livelihood enhancement, education, and health. The resource persons for these sessions had a wealth of experience across different kinds of stakeholders in a developmental framework. Some of the eminent resource persons were Mr. Manoj Srivastava (Retd.IAS), Mr. R.P.Singh (Retd.IFS), Prof. Hemnath Rao, (DMI, Patna), Dr. Nilay Ranjan (Head CSR, Vodafone Idea Ltd.), Prof. Arvind Tiwari (School of Law, Rights and Constitutional Governance, TISS). Through this convergence of experts, the workshop aimed to improve the knowledge, efficiency, and problem-solving capabilities of the participating administrative functionaries. Further, it created a platform for interacting with district officials and gain insights from their experiences of working on welfare interventions. Consequently, it will prove as a vital cog in TISS' efforts to fulfill its mandate of assessing and improving the government's welfare interventions in Chatra.

Prof. P.M. Sandhya Rani interacting with the district administration

WORKSHOP II- CAPACITY FOR FRONTLINE STAFF

The focus of the second workshop (14th and 15th February 2020) was the frontline workers for various government departments and the block administration. Separate sessions were organized across three venues to maximize the coverage of administrative departments.

Participants of the Second Workshop

Forest Department staff	Grampanchayat and Block officials	MGNREGA related staff
Agriculture and allied Department staff	Health Department staff	ASHA workers
ICDS staff	Anganwadi Sevikas	SHOs & Inspectors

Capacity building sessions for block level officials and police personnel

For the benefit of everyone involved, we sought make it an interactive and engaging platform, where each session encourages egalitarian discussions. This acquainted the participants with the vast trove of experience and knowledge that the speakers had amassed in their respective fields. We encouraged the resource persons to draw upon their real-life field experiences to connect better with the participants.

INITIATION OF THE CSR INTERNSHIP PROGRAMME

The TISS Observatory for Knowledge Partnerships and Aspirational Districts (TOKPAD) is a dedicated cell created in the SDS, TISS (Mumbai) for handling projects on Aspirational Districts like Chatra. The cell has initiated the Aspirational Districts CSR Internship Programme to involve students in developmental work relating to the Aspirational Districts. The Internship Programme will be supported by the CSR allocations of various corporate entities. The primary purpose is to train youth in implementing CSR interventions and to provide hands-on experience relating to the same. In doing so, it builds their confidence and motivates them to participate in solving rural developmental issues. As a consequence, the ability of CSR initiatives to address rural developmental challenges would also improve. The Internship Programme is unique as it is an independent initiative that will not be affected by possible uncertainties in the Aspirational Chatra project. It furthers TOKPAD's larger vision of building local capacities and creating an environment that facilitates effective welfare interventions.

SUPPORT FOR COVID19 RELIEF EFFORTS

TISS provided panchayat level data on the status of food security in Chatra District given Covid-19 Pandemic to prioritize the interventions of district administration. The data reflects on the most vulnerable panchayats in the district of Chatra through tabulating households holding pink ration cards and underweight children, households having pink ration card but not receiving any ration commodities. Village level data from aahar.jharkhand.gov.in has been used as a base to calculate the households. The data reflecting on the self-reported frequency of meals had by a household in a day was obtained from the Aspirational Chatra survey data. The economic indicator depicting individuals who receive no monetary income despite possessing a job was also used to assess the vulnerability of a panchayat as this data represents a higher probability of households falling in the poverty cycle. With the help of this data, the district administration was able to assess the needs of the villages in terms of ration distribution, setting up community kitchens and aiding economically weaker sections of the community.

WAY FORWARD

The Aspirational Chatra Project has hopes to bring a paradigm shift in the development process of Chatra District by involving the School of Development Studies (SDS), TISS as a knowledge

partner. The presence of a mandatory and defined framework, coupled with greater accountability, will greatly increase the legitimacy of the policy practices in development interventions. The project in its second year will support and contribute to Chatra's development across all stages of the development process, from the initial phases of need-based planning to the implementation of welfare interventions. The Project's vision is to ensure that socio-economic policy decisions in Chatra are the result of a structured and data-driven approach

PART II
PRIORITY INTERVENTIONS

INTRODUCTION

This Part uses the data and analysis from the Aspirational Chatra Survey Report to succinctly highlight the most gaping gaps in the socio-economic status of the district. Utmost care has been taken to keep as lucid as possible without any repetitions. Further, this Part also suggests the interventions or types of interventions that could specifically address these gaps.

BASIC INFRASTRUCTURE

Reduction of Open Defecation- The district of Chatra has a significant problem of open defecation.[3] A significant portion of the households engaging in open defecation does so due to the absence of access to toilets. Lack of awareness regarding the harms of open defecation is also an important reason for its prevalence.[4] Further, infrastructural issues like low quality of construction and the unavailability of water reduce the use of toilets among those who have access to them.[5]

Disused toilets observed during the field work

[3] At least 38% of the households engage in open defecation.
[4] Around 56.6% of households engaging in open defecation do not want toilet access in the future.
[5] Around 45.6% of the households have independent toilets. Around 17.9% of these households never use these toilets or only use them sometimes.

This presents the need for the following interventions: -

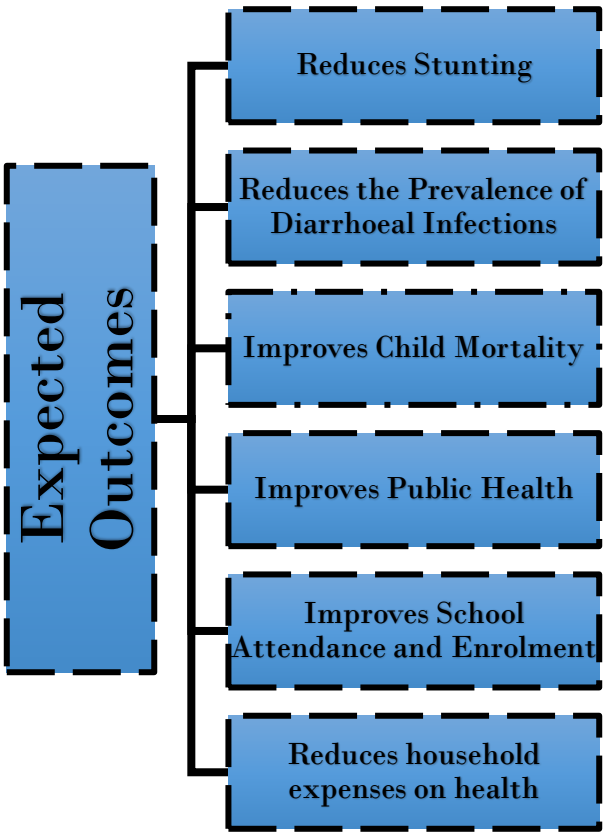
- *Improving Physical Access to Toilets*- This refers primarily to the construction of toilets where access to them is unavailable. The construction of toilets can be prioritized as per the block-level primary data on open defecation.[6]

  Improving access to toilets also includes the identification, and repairing or reconstruction of toilets which have fallen into disuse due to their poor quality or non-proximity to water sources. This exercise can be prioritized as per block-level data for households which do not use toilets despite having access to them.[7]

- *Improving Awareness Regarding Toilet Use*- This refers to implementing extended awareness and social pressure campaigns relating to the importance of toilet use and the harms of open defecation. They can be prioritized as per the block-level data of households engaging in open defecation who do not want toilet access in the future.[8]

  Reducing the prevalence of open defecation in the district can lead to the following outcomes.

[6] Available in the Aspirational Chatra Survey Report, 2020.
[7] Available in the Aspirational Chatra Survey Report, 2020.
[8] Available in the Aspirational Chatra Survey Report, 2020.



Electrification of Households- The main sources of lighting in the district are electricity[9] and solar energy[10]. Despite dedicated government schemes, there is significant scope for improving access to electricity in the district. The setting up of supply infrastructure is particularly difficult in some blocks of the district due to their difficult terrain, heavy forestation, and low accessibility. In most other blocks, in the immediate aftermath of the setting up of supply infrastructure, there were higher levels of access to electricity. This infrastructure stopped working subsequently and there have hardly been any attempts to repair them. Further, the erratic and low levels of electricity supply reduce the benefits of electricity access even where there is functioning infrastructure.[11]

[9] Around 58.5% of the households have access to electricity.
[10] Around 15.2% of the households have access to solar energy.
[11] Households in the district receive an average of 7.1 hours of electricity every day.

Instances of the Field Team facing severe accessibility issues

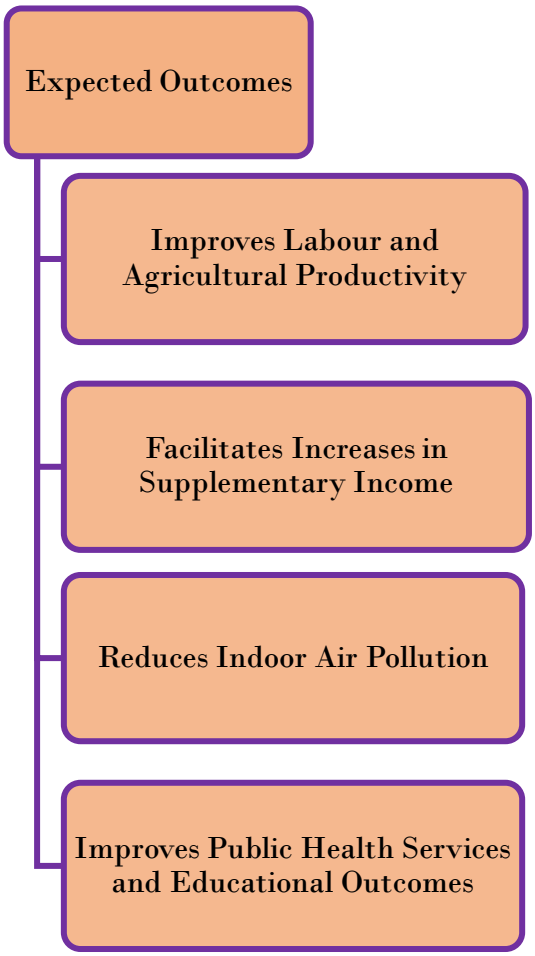
This presents the need for the following interventions: -

- *Improving Monitoring & Evaluation Processes for Supply Infrastructure*: The district administration needs to improve its oversight of M&E processes to ensure efficient implementation. Approaching third parties for the technical training of M&E staff using district funds can also be considered. The implementation of this intervention can be prioritized as per the block level data on the access to electricity, including solar energy.[12]

- *Optimization of Energy Mix:* The terrain and accessibility make it more difficult and expensive to install traditional supply infrastructure in some blocks. In these blocks, the installation of off-grid or localized renewable energy solutions like solar energy should be prioritized. The installation of the same can be prioritized in Kunda, Pratappur and Lawalong- the three blocks where it is most difficult to install traditional supply infrastructure due to the above factors.

Improving access to electricity can lead to the following outcomes in the district.

[12] Available in the Aspirational Chatra Survey Report, 2020.



Conversion of Kutcha and Semi-Pucca Houses into Pucca Houses- There has been a notable decrease in the proportion of kutcha houses over the last decade.[13] However, in absolute terms, a significant proportion of the district's houses are still kutcha houses.[14] Further, the decrease in kutcha houses has been accompanied by a greater increase in semi-pucca houses than pucca houses.[15] The implementation of government housing assistance schemes like the PM-Awaz should have led to a greater increase in the level of pucca houses. The main reasons for the absence of the same are the inefficiencies in the functioning of scheme intermediaries like the Panchayat Mukya, and the lack of awareness of the population regarding their entitlements.

[13] In comparison to the 2011 SECC data, kutcha houses have decreased by 19.4% in the district.
[14] Around 57.3% of the houses are kutcha houses.
[15] Semi-pucca houses have increased by 14% and pucca houses have been increased by 6%.

Instances of Non-pucca houses requiring upgrades seen during field work

This presents the need for the following interventions.

- *Process Improvements in Claims and Disbursals*: The process of claiming assistance needs to be more accessible to he local population. Authorizing multiple individuals other than the Panchayat Mukya across religious, caste, and economic backgrounds to receive claims for assistance reduces the impediments posed by the biases in a few individuals. This needs to be accompanied by strengthening the M&E processes of the district administration, including setting strict timelines, enabling SMS notification to the claimants at every stage of the process, and setting up of an independent grievance redressal system.

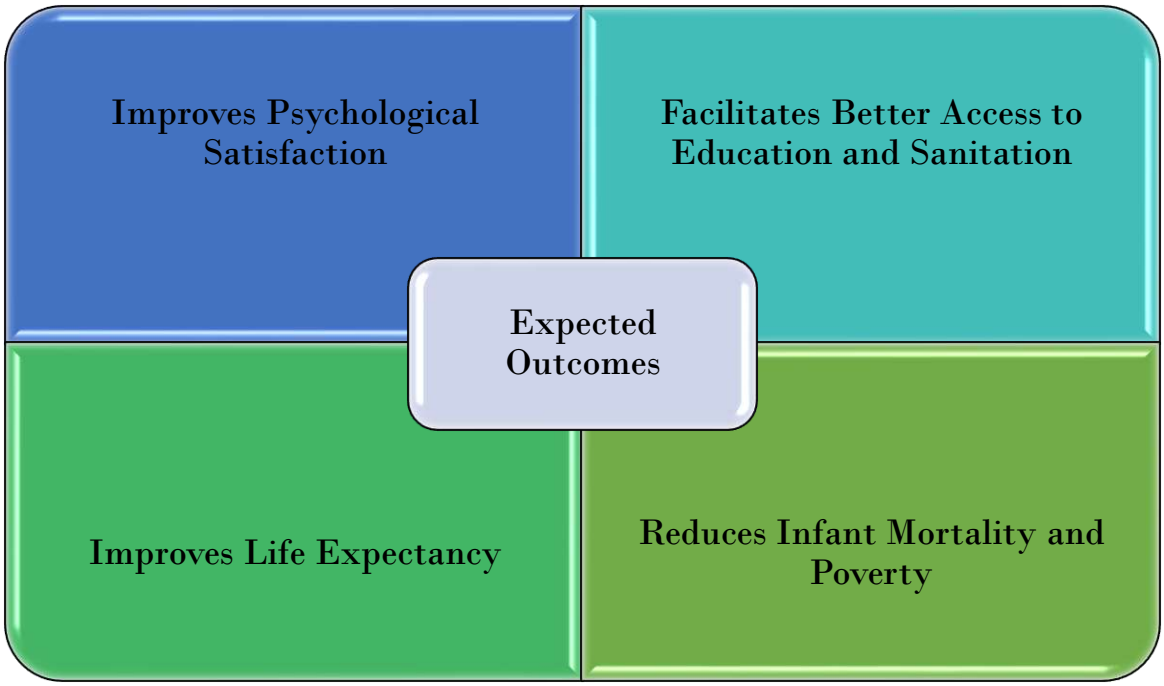
- *Improving Awareness regarding Entitlements*: A prolonged awareness campaign relating to the benefits and entitlements of various housing assistance programs needs to be implemented by the district administration.

Possible focus areas for the awareness campaigns

As both the identified interventions relate to maximizing the conversion of kutcha houses into pucca houses, their implementation can be prioritized as per the block level primary data on kutcha houses.[16]

[16] Available in the Aspirational Chatra Survey Report, 2020.

Increasing the proportion of pucca houses in the district can lead to the following outcomes.



Maintaining Multiple Sources of Drinking Water- Over the last decade, there has been a notable decrease in the use of wells for sourcing drinking water.[17] This is due to most of them running dry during the non-monsoon seasons, and due to lack of maintenance of old wells. The decrease in well usage is has been accompanied by an almost identical increase in the use of taps for sourcing drinking water.[18] This increase in the use of taps is appreciable. However, maintaining plurality in the sources of drinking water can contribute to the greater security of access, especially in the rural context. Further, it reduces the costs of facilitating access to drinking water as the creation of taps and related infrastructure can be de-prioritized in areas which already have a significant number of wells.

[17] Households using wells for sourcing drinking water have decreased by 20.6%.
[18] Households using taps for sourcing drinking water have increased by 18.6%.

Instances of disused/unmaintained wells witnessed during the field work

This presents the need for the following interventions: -

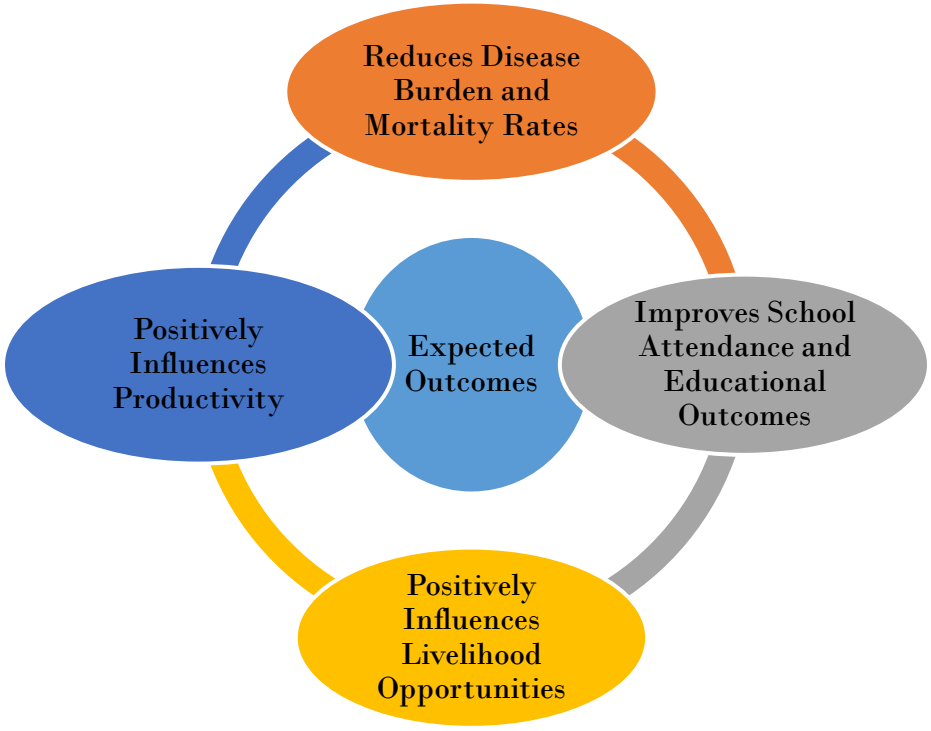
- *Improving Groundwater Levels*: This is a long-term intervention which requires the preparation of a multi-pronged plan with detailed technical inputs, and convergence of multiple government departments. The plan should involve the preparation of permanent water harvesting and water conservation structures; reducing wastage of groundwater, especially in irrigation; improving forest conservation strategies, etc. Increasing the use of the MGNREGA to facilitate the construction of such structures can be considered as a cost saving measure.

Use of the MGNREGA to fund Water Conservation structures in the Model Ara Keram Village, Ranchi District

- *Repairing of Old Wells*: This refers to the conduction of a periodic audit to identify wells which have fallen into disuse and repairing them.

As both these interventions relate to improving the use of wells, their implementation can be prioritized as per the block level primary data on the currents levels of well usage.[19]

Maintaining and improving access to safe drinking water can lead to the following outcomes in the district.



HEALTH & NUTRITION

Facilitating universal access to healthcare for rural populations is particularly difficult, while the demand side struggles with affordability and lack of awareness, the supply side is often restricted by the limited funding for the health sector. In rural areas, poor living conditions, the consumption of alcohol and other substances and the lack of a fiber rich diet contribute to people being susceptible to various health issues. In Chatra district, high blood pressure, diabetes and cataract are the major long-term health issues experienced by the population. The major short-term health issues experienced by the population are fever, cough and cold. The data underlines the need for

[19] Available in the Aspirational Chatra Survey Report, 2020.

immediate improvement of the quality of healthcare in the district. Hence the following aspects of healthcare need to be prioritized, creating awareness about nutrition and health issues at a grassroots level; ensuring access and utilization of various government interventions, especially among the impoverished and marginalized section of the population.

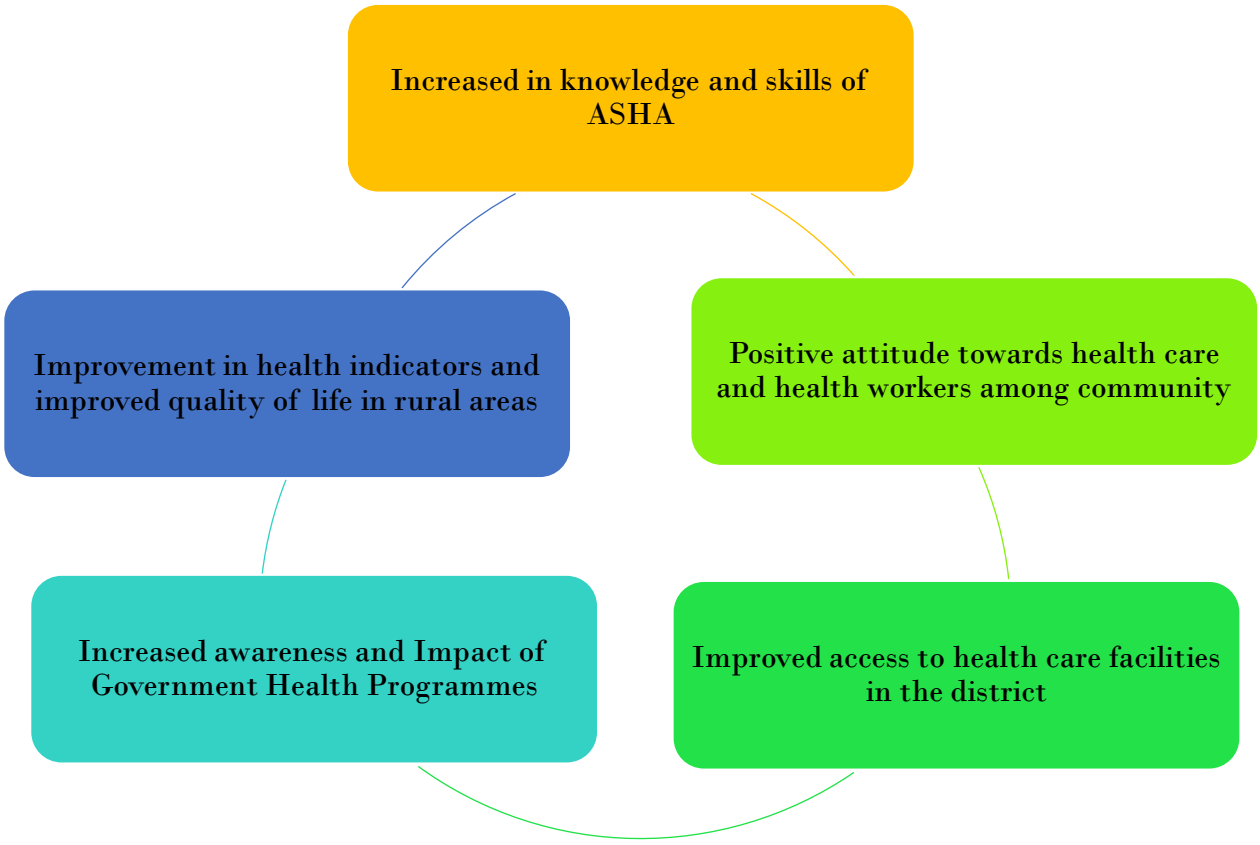
Capacity Building of ASHA workers through reorientation training- Accredited Social Health Activist (ASHA) workers have been identified as an effective link between the community and health system irrespective of the economic status of community members. They provide health-related services at the community level and are working as grassroots-level health workers. The ASHA is also expected to work with the Anganwadi Workers (AWW) to conduct various health activities within the village, as they mobilize the community and facilitate them in accessing health-related services such as medical care for minor ailments, newborn care, maintenance of birth and death statistics.

ASHA workers interacting with people in Chatra district

The district administration has provided, "***Arogya Kunji"*** a health kit, to every ASHA worker or Sahiya. However, as per the Aspirational Chatra survey data, most of the households prefer to visit a private doctor (Short Term Morbidities: 76%, Long Term Morbidities: 71%) though they have to travel to another town or the district headquarters for the same. The average health expenditure amounts to Rs.1666, which nearly half the households felt are high. This highlights the need that, to perform the various assigned activities successfully ASHA workers should be competent. Hence there is a need to build the capacity of ASHA workers in terms of knowledge, skills and attitudes regularly. A reorientation training in this regard will help to increase the effectiveness of ASHA

workers in facilitating rural populace, women and children especially, to avail healthcare services and to fill the gaps in specific areas of their knowledge and skills related to health care.

The expected long-term outcomes have been represented below: -

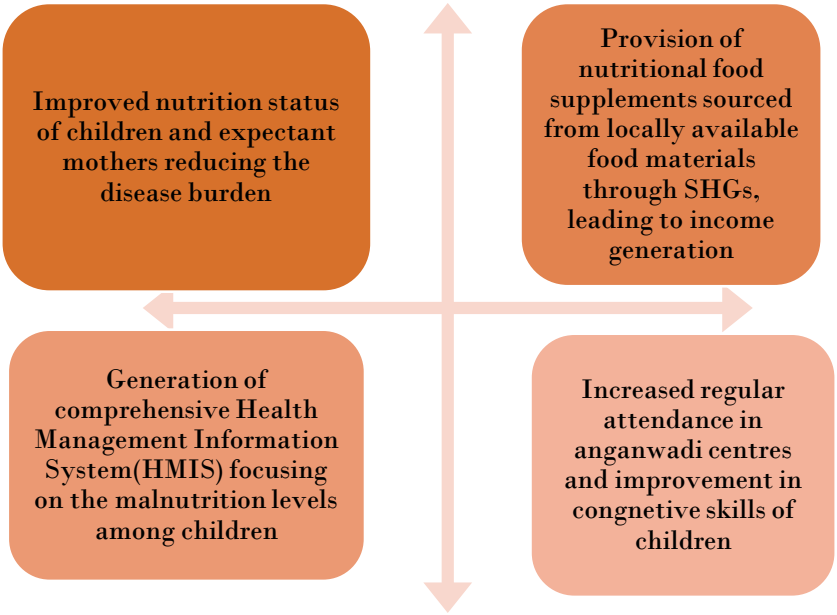


Improving the nutritional status of the children - The nutritional status of children, their health, and their holistic development are closely linked to each other. Child development is also affected by maternal nutrition and the extent of prenatal and postnatal nutrition. In Chatra district, two-thirds of the children are stunted (66%) and more than half of them are underweight (51%), more than one-fourth of them are wasted (27%). All these conditions are bound to compromise the immunity and cognitive abilities of our future citizens. The district's efforts through Project Aangan to focus on children's overall development and child-friendly learning environment are appreciable. Buts since malnutrition is not evenly distributed, it must be challenged and fought at many different levels and structures, engaging the active participation and ownership of the community. There is a need to promote convergent approaches that reflect the multidimensional nature of food and nutrition insecurity through the provision of nutritional supplements to the

children attending Anganwadi centre. The ownership of the programme should lie with a community organization like Self Help Groups, which will help build a better relationship among the community, ASHA and Anganwadi centre personnel in improving the nutritional status of children and expectant mothers in the rural areas.

Students benefitting from the Mid-Day Meal Scheme in Chatra district

The expected long-term outcomes have been represented below.



Improved access to health care through Mobile Medical Unit - The Aspirational Chatra survey data underlines the need for immediate improvement of the quality of healthcare in the district. Most of the households reported that they travel to another town or the district headquarters for accessing health services. Due to good condition roads and lack of public bus transport, they have to rely on auto rickshaws (69%) to reach the health service provider. The depleting conditions of available government healthcare facilities have created a largely negative sentiment about the district's healthcare services, resulting in dependence on private health services. It is noteworthy that the district administration had recently launched the bike ambulance service and health cube diagnostic service to reduce the gap between the accessibility and availability of healthcare. But the substantive effort in ensuring access and utilization of health services through interventions like Mobile Medical Unit is crucial, especially for the impoverished and marginalized sections of the rural population. This will also reduce the absenteeism and scope of private practice among government health workers, through regular monitoring and evaluation of the Mobile Medical Units.

A Mobile Medical Unit at a CHC in the district

The expected long-term outcomes have been represented below.

- Improved access to free of cost quality government health care services
- Access to diagnostic services and aids & equipment
- Increased awareness about health practices and government programmes/schemes
- Creation of Village level Health Management Information System
- Reduction in substance abuse; especially consumption of Gutkha and Alcohol
- Seamless referral services among ASHA, MMU, PHC/CHC and District Hospital

Way Forward **-** India's healthcare system has gradually improved over the past few decades. However, it is still deficient in terms of accessibility, affordability, and quality. Improving the quality of healthcare will result in a healthier population. Hence it is important to reduce the occurrence of several long-term diseases which have significant incidence rates in the district. Improving government health services can reduce the economic burden on poor households who are forced to seek expensive private healthcare services. It will also create healthcare access for the most impoverished households. In this regard, there is a need to undertake the interventions in health and nutrition on a priority basis.

Health Sub-Centre at Madhaniya village, Lawalaong block, Chatra

AGRICULTURE AND LIVELIHOOD

Improving Access to Irrigation- In Chatra district, most of the agricultural activities are restricted to the monsoon season. As per the primary data, the main source of irrigation for around half the

farming households is rainwater.[20] The restriction of agricultural activities to the monsoon also significantly contributes to the predominance of subsistence agriculture in the district. The main reason for the same is the poor state of the district's irrigation facilities. The generally hilly topography of the district and erratic level of rainfall also reduce the water available for irrigation.

These reasons present the need for implementing the following interventions in the district:-

- *Improving Groundwater Levels*- The massive dependency on the monsoon is due to the non-availability of other water sources during the rest of the year. Reducing this dependency requires recharging groundwater levels, and the creation and maintenance of more structures that facilitate the usage of the groundwater. Kindly refer to the identified interventions for 'Maintaining Multiple Sources of Drinking Water' for more information regarding the same.

- *Improving Surface Water Use*- A crucial aspect of the long term plan required for the 'Improving Groundwater Levels' is the creation of water retention and transportation structures. Water retention structures like bunds, embankments, artificial ponds, etc. will help reduce the wastage of rainwater while also recharging groundwater. Water transportation structure like canals, lift irrigation systems, etc. allow for greater access to the retained water.

Water retention strucutures used for irrigation in the Model Ara Keram Village, Ranchi District

[20] Main sources of rainwater in the district- Rainwater (49%), open wells (28%), ponds (11%), rivers (9%), and tube wells (28%).

- *Improving Water Use Efficiency*- This refers to the adoption of more efficient irrigation practices like drip irrigation. The district administration should consider increasing the scale of deployment and subsidy for such practices. More funding and other resources for the agricultural department can facilitate more scientific water use methods among farmers. For example, testing of the soil and the crop characteristics can help ascertain the appropriate level of water required for irrigation in specific areas.

Drip Irrigation Observed in Ara Keram Village

These interventions collectively seek to reduce the dependence of the district's agricultural outputs on the monsoon. Therefore, their implementation can be prioritized as per the block level primary data on the use of rainwater for irrigation.[21]

[21] Available in the Aspirational Chatra Survey Report, 2020.

Improving access to irrigation for farming households in the district can lead to the following outcomes.

Ensuring Market Access for Farmers- The farmers of the district hardly have access to markets for selling their produce.[22] Currently, the district has a dysfunctional APMC system. Most of the dysfunctionality is due to the dilution of the APMCs' regulatory powers through state-level legislative amendments. The void is filled by private contractors and unregulated and informal markets. Consequently, there is no policy structure or framework that facilitates market access or fair pricing for farmers. This lack of market access inhibits the district's farmers from moving beyond subsistence agriculture as it reduces their ability to improve their income.

Informal Weekly Haats in Chatra District

This situation presents the need for the following interventions: -

[22] Only 34.3% of the farming households have any connectivity to a market. Among these households, only 21.7% use the markets to sell their produce.

- *Implementation of a District-Level Agricultural Policy*: The district administration should focus on creating a district-level system of regulated markets like the APMC system.[23]

Possible focus areas for the policy

Additionally, the policy should focus on securing greater physical access to the markets themselves. This allows farmers to reach the markets without having to travel long distances, or avail expensive and infrequent transportation. Until the permanent infrastructure is created, periodical and temporary markets (similar to the informal weekly *haats*) with appropriate regulation can be facilitated.

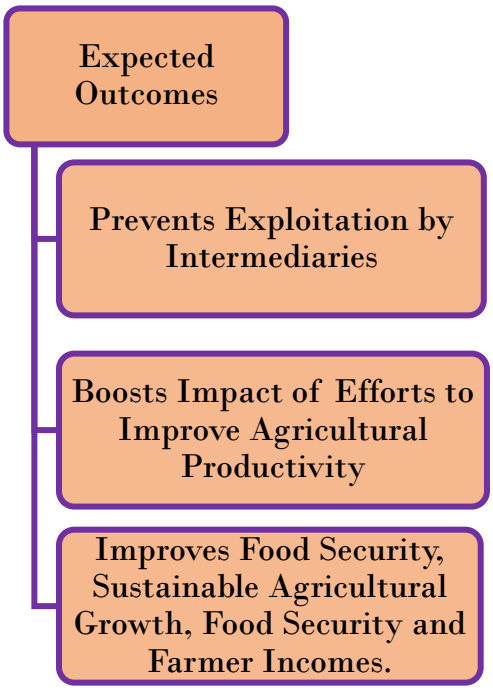
The implementation of this intervention can be prioritized as per the block-level primary data on the connectivity of farming households to markets.[24]

- *Increasing Awareness Relating to Market Use*: The low use of existing markets for selling produce indicates that farmers are unaware of the benefits of a regulated market or they find intermediaries more beneficial. A prolonged campaign to spread awareness of the above policy should be implemented in conjunction with its implementation. It should include ICT based notifications to inform farmers about market prices, periodicity and locations of temporary markets (if applicable), etc.

  The implementation of this intervention can be prioritized as per the block level primary data on the use of markets to sell produce by farming households connected to them.[25]

  Securing market access for the district's farmer can lead to the following outcomes: -

[23] Changing the state of the APMC system requires state level legislative changes. This would be an unviable target for the district administration.
[24] Available in the Aspirational Chatra Survey Report, 2020.
[25] Available in the Aspirational Chatra Survey Report, 2020.



Improving Awareness of Sustainable Agricultural Practices and Government Support- In Chatra district, there is an urgent need to improve agricultural productivity while minimizing water use and maintaining soil fertility. These issues reduce the ability of farmers to improve their incomes and break through the cycle of subsistence agriculture. The unsustainability of the district's agricultural practices is evidenced by the universality of pesticide and fertilizer spending,[26] and predominance of water-intensive crops.[27] This indicates low levels of soil fertility and water use efficiency, besides reducing resilience to climatic variations.

This situation is aggravated by the district's really low awareness and utilization of flagship government schemes like the Kisan Credit Card[28] (KCC) scheme and the Pradhan Mantri Kisan Samman Nidhi[29] (PM Kisan) scheme. These schemes play a crucial role in the adoption of sustainable farming practices as they improve farmer incomes and access to credit. The main

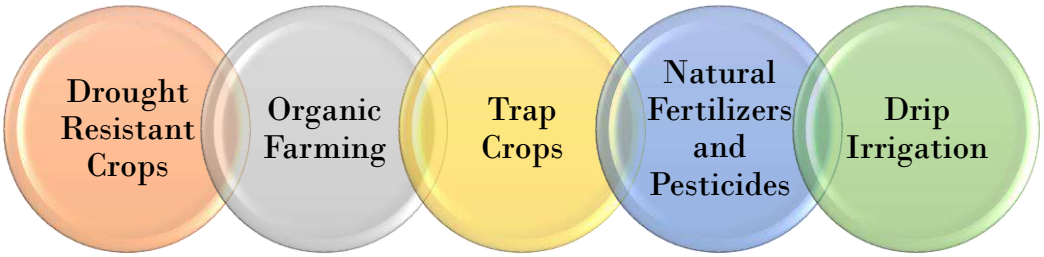
[26] Despite the predominance of subsistence agriculture, 89.7% and 98.9% of all farming households have spent some money on pesticides and fertilizers respectively.
[27] Around 51% of the farming households grow paddy during the main farming season- the monsoon.
[28] Around 50.3% of the district's farming households have awareness of the KCC and 73% of those with awareness do not have the KCC card required to utilize it.
[29] Only 6.8% of the farming households have utilized the PM Kisan scheme.

reasons for the low awareness and utilization are the low accessibility to physical distribution points, delays in processing, onerous documentation requirements, and the unhelpful bank staff.

These issues present the need for the following interventions: -

- *Improving Adoption of Sustainable Agricultural Practices*: The district administration should use its network of Krishi Mitras as well as launch prolonged awareness programmes to improve the adoption of sustainable agricultural practices.

Possible focus areas for the awareness programmes



Promotion of sustainability by reducing run-off in Ara Keram village

This intervention should be equally prioritized in all the blocks to maximize adoption through the impact of social pressure mechanisms.

- *Improving Awareness of Government Support Schemes:* The district administration should implement large scale awareness drives on farmer welfare schemes.

Possible focus areas for the awareness campaigns

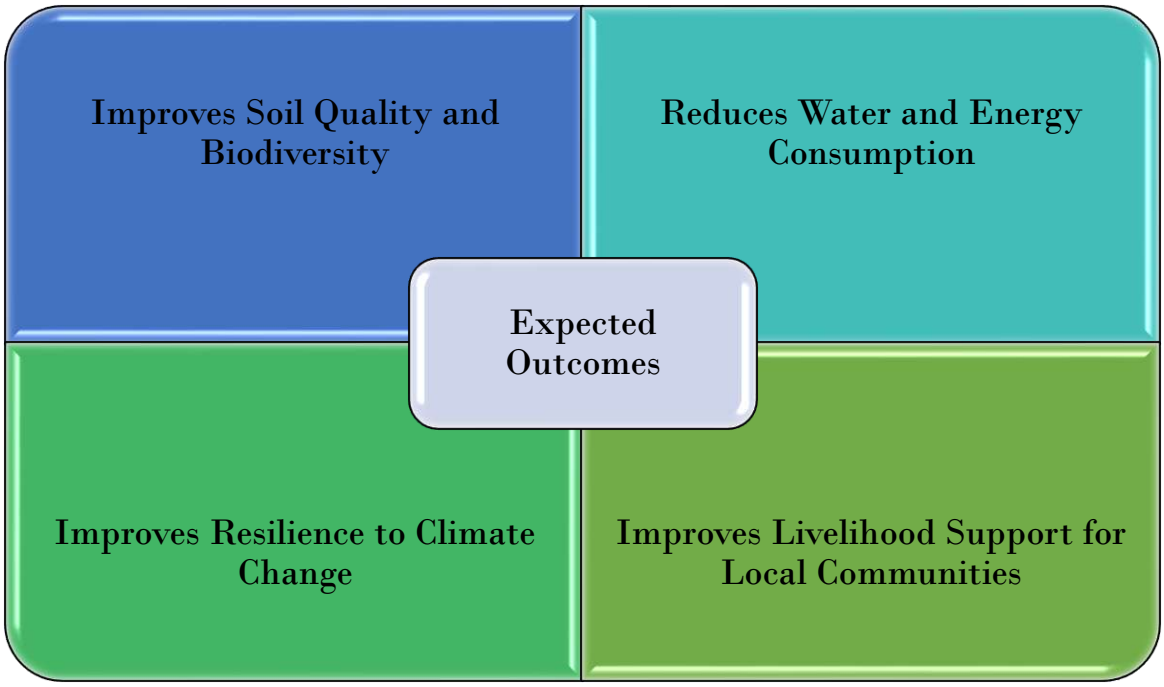
The KCC is among the most important farmer welfare schemes. Awareness of the same could be considered as a proxy for the efficiency of the district administration's mechanisms for spreading scheme awareness. On this assumption, the implementation of this intervention can be prioritized based on the block level primary data on the awareness of the KCC scheme.[30]

- *Process Improvements in Scheme related Claims and Disbursals*- Please refer to the identified interventions under the heading 'Conversion of Kutcha and Semi-Pucca Houses into Pucca Houses' for more details. While specific schemes concentrate authority in different entities/ individuals[31], the point about de-concentrating authority into multiple individuals/entities remains valid in this context.

The implementation of this intervention can be per prioritized as per the average of the block level primary data on the utilization of the KCC and the PM Kisan by farming households.[32]

Improving awareness of sustainable agricultural practices in the among the district's farmers can lead to the following outcomes.

[30] Available in the Aspirational Chatra Survey Report, 2020.
[31] For the KCC, this refers brank branches/ Krishak Mitras. For PM-Awaz, this refers to the Panchayat Mukya.
[32]



Promoting Alternate Livelihoods- Alternate livelihoods are not a significant source of income for the district's population due to the low levels of economic and industrial activities. In conjunction with subsistence agriculture and low income levels, it has led to high levels of migration in the district.[33] The low average monthly remittance per migrant,[34] the seasonality of the migration,[35] and the absence of support systems during migration mean that most of the migration is distress migration. Consequently, it has not improved the standard of living of the population.

This presents the need for the following interventions: -

- *District Level Policy for Forest Products*: The large forest cover of the district has led to many communities, especially the traditionally marginalized STs, supplementing their income with forest products. Some of the important forest products collected in the district include sal leaves and seeds, tendu leaves, mahua flowers, other local leaves and vegetables, dry wood, etc.

[33] Around 29.5% of the households in the district have at least one member who engages in migration.
[34] Rs. 3898
[35] Most migrants still need to return home during the monsoon to grow paddy for the subsistence of the family.

Sal Leaves being collected in Chatra District

The policy should focus on ensuring market access and price controls for these products as the current system of middlemen often do not result in fair prices for the sellers.

Possible additional focus areas for the policy

- *Greater Support for the JSLPS*: The district's arm of the Jharkhand State Livelihood Promotion Society (JSLPS) has piloted several initiatives that have great potential to improve supplementary household income.

Examples of JSLPS activities in Chatra district

These efforts need to be scaled up to have a tangible impact on the district's population. Increasing the financial and administrative support for these efforts can facilitate this expansion. It will also have the long-term effect of creating a more self-sustaining model of economic development.

JSLPS Activities in Simaria Block, Chatra District

Full Jeera rice farming

Vermicomposting

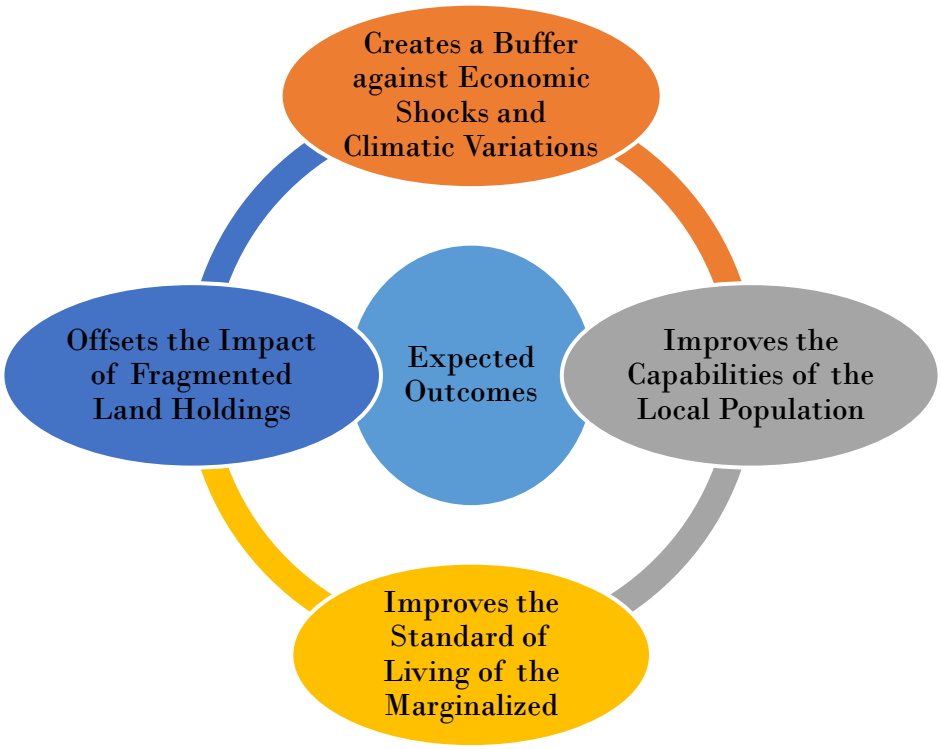
Organic marigold farming

SHG supported sewing activities

These interventions seek to increase supplementary income and reduce migration levels. Therefore, their implementation can be prioritized as per the block level primary data on the migration levels in the district.[36]

[36] Available in the Aspirational Chatra Survey Report, 2020.

Promoting the adoption of alternate livelihoods among the district's population can lead to the following outcomes: -



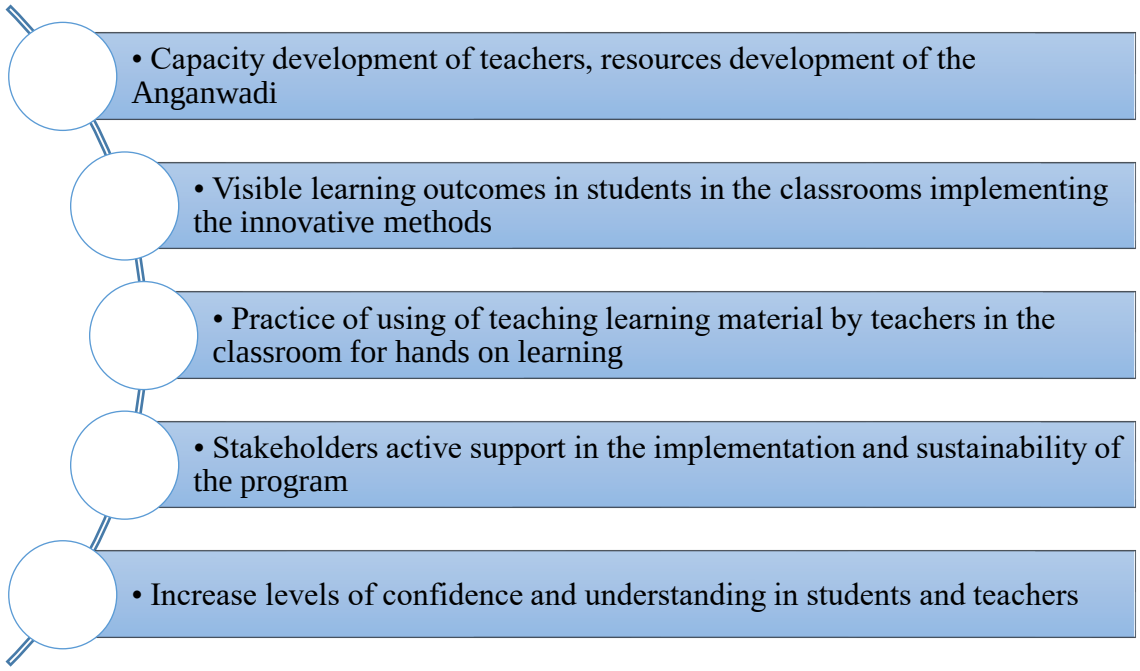
EDUCATION AND SKILL DEVELOPMENT

The causes of the poor quality of education and learning outcomes in Chatra district include the low Pupil-Teacher Ratios, especially among the higher sections of schooling; inadequate infrastructural facilities like the lack of boundary walls and the erratic supply of water and electricity, among others; and the scope for improvement in the functioning of the mid-day meal scheme. In order to improve the quality of education among various age groups of students, concentrated efforts are required at each level. The household survey revealed that more than one-third of the surveyed population (34.6%) has never attended school. the highest percentage of boys (38.3%) and girls (40.1%) drop out after the completion of middle school (Class VI-VIII). The most popular reason for dropping out among the boys is the need to work and supplement the household income (42.5%), while among girls are the expensiveness of education (27.9%) and the belief that further education is unnecessary (27.9%).

Children seen at an Anganwadi Centre in the district

Quality Improvement Programme for Rural Anganwadi Centres - The early childhood stage is the most critical period when the foundations are laid for life-long development and the realization of full potential; research shows that there are 'critical periods' at this stage for the full development of the brain's potential. The formation of later attitudes and values, as well as the desire to learn, are also influenced at this stage, while lack of support or neglect can lead to negative consequences, sometimes irreversible. The Integrated Child Development Services (ICDS) was conceived as a comprehensive early childhood intervention, but it faces a number of challenges in its delivery. The quality of provision is largely dependent on the skills and commitment of community Anganwadi Workers who, along with the Anganwadi helper, are responsible for most aspects of management, enrollment of children and the daily program held at the Anganwadi Centre. Hence there is a dire need to improve the service delivery of the ICDS programme through capacity building of Anganwadi sevikas and helpers.

The expected long-term outcomes have been represented below.



Skill Development of Youth **–** Skills development Training is important for leading competitive advantage. The world is moving fast and rapidly changing. New technologies keep restructuring most industries, transforming work processes and consumer expectations. Skills development is the process of (1) identifying skill gaps, and (2) developing and honing these skills. Finally, because more people are migrating across national borders seeking work, youth from developing countries are increasingly exposed to global labor markets, competing even with workers outside their own countries who offer more knowledge, skills, qualifications, or competencies, or for lower wages. At the same time, the skills development systems in most developing countries are poorly equipped to meet these challenges and prepare youth with the work skills they need. Trades like auto mechanic, electrician, plumber, carpenter, mobile repairing, air conditioning technician among others will provide income generation opportunities locally as well as outside the district. The main objective of this Skill Development programme is to enable a large number of youth in Chatra to take up industry-relevant skill training that will help them in securing a better livelihood.

The expected long-term outcomes have been represented below:

Dropout Reduction in Secondary Level Education **–** Due to various reasons, the dropout rate among girls as well as boys is higher after completion of secondary level (Std. VII). At this stage, traditional gender norms push girls into helping with household chores and sibling care, leading to irregular attendance that eventually results in dropouts. Early marriage, lack of safety in schools, distance to school and low aspirations related to girls' education also lead to them dropping out. The dropouts among the children belonging to illiterate parents are also higher than that of the literate parents. In some of the instances, it was observed that the possibility of dropout among boys was relatively high, if the parents are not working, as there are many economic constraints. As the district has a migration rate of nearly 30 per cent, such drop out builds upon the pool of untrained and less educated workforce which then is not able to improve their earning capacity as

they lack basic education and skill training when they migrate. Hence it is important to reduce the dropout rate in the schools, which will, in turn, lead to more educated and skilled manpower for the development of the state.

Students at a secondary school in Chatra district

The expected long-term outcomes have been represented on the next page.

- Mechanism for identifying students at risk of dropping out and bringing back dropped out children
- Accelerated learning opportunities for out of school children
- Deployment of necessary infrastructure and learning materials
- Improved gender sensitivity of school environment and teachers
- Change in parental and societal attitude regarding education
- Improves the confidence of girls and strengthens their ability to challenge gender bias and leadership barriers

Way Forward - Providing accessible and inclusive education and skill development opportunities to Chatra district's population requires an understanding of the context and background of its education system. Traditionally, many sections of the district's population like the SCs, STs, women, and other minorities have been marginalized in the access to quality education and skill training. The numerous problems with the district's government schools like the quality of education and the reasons for dropping out among students have also contributed to significant gender gaps and block-level variations in many education indicators. Consequently, the interventions will help in increasing the inclusiveness of the district's education system and prevent distressed communities from being further pushed into marginalization.

PART III
THE INTERVENING ENTITIES

INTRODUCTION

This Part profiles six entities that are interested in implementing interventions in Chatra district. Their inclusion as an intervention entity has been the consequence of extensive research and discussions regarding the nuances of the district's developmental scenario. The interventions primarily focus on health, education, and livelihoods, considering the impact of the COVID 19 pandemic and the need to accommodate the challenges posed by it. They specifically seek to improve the lives of women, children, and farmers, who are among the sections of the local population with low access to social goods. Each profile has been structured into general details about the intervening organization, insights into their previous successful interventions in similar spaces, and an explanation of their plans to operationalize their intervention for Chatra district.

RURAL CARAVAN PRIVATE LIMITED

About the Organization

Rural Caravan is a social enterprise which has been working on empowering rural communities by introducing them to various livelihood opportunities. They seek to connect rural India with the rest of the world and facilitate socio-economic development by utilizing the strengths of a rural space. Their services include providing rural technological advice and capacity building for rural entrepreneurs.

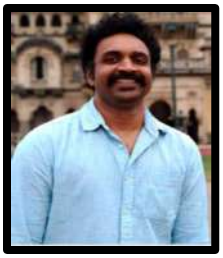
In numerous instances, their work has also significantly improved human development indicators like health and education. This is because the entrepreneurial activities supported by them often address deficiencies in rural access to these social goods.

Their work has been recognized by the Maharashtra State Innovation Society, IIM-B's NSRCEL, Scotland: India Impact Link, and the Atal Incubation Centre.

The founding team of Rural Caravan consists of:-

- *Rohit Pillai*- Rohit is a metallurgical engineer from NIT Trichy and has completed his M.Tech in Technology and Development from IIT-Bombay. He has had brief stints in the corporate sector, and academia as a researcher.

He has published over 10 research publications, most of them regarding renewable energy.



- *Manish Nair*- Manish has been a marketing professional throughout his career and has completed his MBA in Marketing. He has worked with manufacturing organizations and consultancies, including playing important roles in key account management, distribution channel management, and international business with a global MNC.

- *Liju George*- Liju has completed his graduation from NIT Trichy and his Masters from TU Berlin. His interest in the social sector motivated him to be an SBI Youth for India Fellow. He has worked for over 5 years in operations, technology development, and strategy roles in India and Europe.

- *Nikesh Ingle*- Nikesh graduated as an electrical engineer and has completed his M.Tech in Technology and Development from IIT-Bombay. He has been working in the rural development space for over 9 years, including as a policy fellow for the Ministry of Rural Development.

More details of Rural Caravan can be found on their website- https://www.ruralcaravan.com/index.php

Success Stories

Millet Ladoos in Wanganpada: Wanganpada is a village in Maharashtra's Palghar district. The villagers did not have a sustainable source of supplementary income and were largely dependent on agriculture. Therefore, improvement in their income levels was slow. Another problem was that the nutritional supplements provided in the village Anganwadi, i.e., millet porridge, were hardly consumed by the children due to its unappealing taste and blandness.

The Rural Caravan Team ("Team") identified that the nearby cities of Mumbai and Nashik had a market for healthy snacks, including millets. In October 2018, a pilot was started with a group of 5 women from the village's Kokna tribal community in the form of the Khushi Nagli Snack Making Women's Group ("Group").

Members of the Khushi Nagli Snack Making Womens Group

It aimed at creating a community business engaging women that produced tasty and nutritious millet snacks. With the help of the Team, different millet products were extensively created and tested before millet ladoos were identified as the most viable option.

Processing of millets by the Group or making snacks

Packaged Nutritional Ladoos made by the Group



The Group was also provided training in secondary processes like packaging, storage, and delivery, besides financial skills like bookkeeping, accounting, price determination and negotiation. They were also assisted in the exploration of urban market linkages, brand creation, addition of new products, and direct sales activities.

The Group receiving training from the Rural Caravan team in secondary processes.


The ladoos made by the Group were also freely provided to the local Anganwadi in an attempt to improve the nutritional intake of the attending students. The response from the children was so good that it led to the group supplying the ladoos to 14 Zila Parishad schools on a pilot basis.

Children excited about eating the ladoo in a school (left) and Anganwadi (right)


Eventually, the group was successful in procuring enough funds for establishing an exclusive snack making unit, registering with the State Rural Livelihood Mission and the FSSAI. They have expanded their brand 'Millet treats' to include value-added products like sprouted millet flour and millet grains.

Impact- The measurable performance and impact of the Group's intervention have been listed below: -

Total Sales in the First Year	Rs. 2,50,000
Increase in Weekly Income of the Group Members	25%
Supplementary Income per Beneficiary (P.A.)	Rs.16,500
Total Quantity of Millets Processed	500 kgs

Additionally, the feedback was gathered from almost two-thirds of the school related supply. The teachers in these schools stated there was almost *no wastage* of ladoo as opposed to *less than 20%* of the students finishing the millet porridge supplement.

Apart from these measurable impacts, the intervention also contributed to the following: -

- Improving the confidence and like skills of the involved women.
- Reducing distress migration.
- Understanding the importance of value addition for realizing better prices for farm produce.
- Identification of an easily storable and well-liked nutritional supplement for the children of Wanganpada and nearby villages.

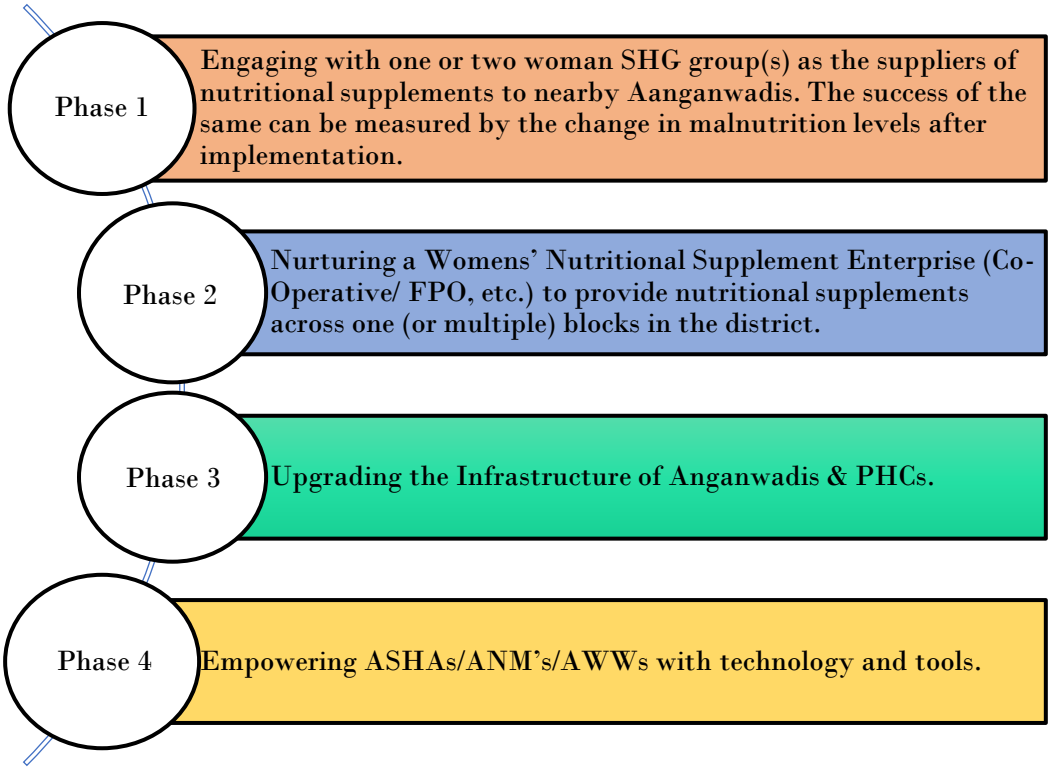
Media Coverage and Awards

The intervention model was a finalist in the Tribal Category at the Pune International Centre 's National Conference for Social Innovation, 2019. It has also been the subject of coverage in the following forums: -

- News Central- https://newscentral24x7.com/maharashtra-laddoo-model-five-women-in-vanganpada-village-found-new-vocation-natiya-vashantakumar/
- Your Story- https://yourstory.com/2019/09/5-powerful-sbis-youth-for-india

Operationalization in Chatra District

In Chatra district, Rural Caravan will be working on a solution for the district's acute malnutrition problem.[37] The roadmap for change proposed by Rural Caravan will have five phases.



The primary beneficiaries of the intervention would be:-

- **Anganwadi Children**- Improvements in nutrition levels and balance of nutritional intake.

[37] Around 66% of the children are stunted, 51% are under weight, and 27% are underweight.

- **Local Women SHGs-** Improvements in the supplementary income of SHG members, thereby improving livelihood security of women.

The secondary beneficiaries of the intervention will be the farmers and vendors of the ingredients of the nutritional supplement, as well as the parents of the child beneficiaries. The functions of the key stakeholders in the intervention have been explained below: -

AWW	CRP	PMT	SHG
• Providing timely delivery of nutritional supplement to the children. • Periodic measurement of growth indicators in the children (weekly/biweekl	• Periodic information gathering and reporting on SAM/MAM. • Co-ordinate with SHG on the weekly plan for production of nutritional supplements. • Co-ordinate with the PMT regarding field level progress and	• Capacity building of the SHGs chosen to manufacture the nutritional supplement. • Identification of locally feasible ingredients for the nutritional supplement. • Overall project monitoring. • Timely release of funds to the SHG against generated	• Production of the nutritional supplement. • Delivery of nutritional supplement at the AWCs as per the stipulated process. • Timely raising of invoices for producing the nutritional supplement. • Maintaining internal documentation

AWW- Anganwadi/ ASHA Worker

CRP- Community Resource Person

PMT- Project Management Team

SHG- Self Help Group

The first phase of this intervention is expected to be completed in around 8 months. A detailed break-up of the timeline is appended as **Annexure A**. The timeline for the subsequent phases will be dependent on the success and learning from the first phase.

NAVNIRMITI EDUQUALITY FOUNDATION

About the Organization

Navnirmiti is a not for profit social organization which has been working in the educational space for almost 25 years. They focus on developing 'high quality, low or no cost' learning methods for early childhood education, mathematics and science. These methods revolve around the principles of creativity and innovation to make learning as enjoyable as possible. Their methods aim to promote the inquisitiveness, rational thinking, and problem-solving abilities of children through alternative activity-based pedagogy.

More details about the organization can be found on their website-

http://www.navnirmitieduquality.org/

Success Stories

Project Kilbil- The Project was an effort to develop the Anganwadis of Shahpur Taluka, Thane District as centres of pre-primary education for children by improving their pre-reading, pre-writing, and pre-number skills. It started in October 2012 through the conduction of a sample survey to understand the state of the Anganwadis.

Distribution of educational materials during the project

From 2013-14 to 2017-18, the Project had sought to improve the capacity of the Anganwadi workers as early childhood educators through a series of planned training sessions and workshops. Further, educational material that can be used for experiential and fun pedagogies was also provided as part of the Project.

The Project was a collaborative effort between Navnirmiti, the Dept. of Women and Child Development, and JSW.

The first batch of trained Anganwadi Sevikas (2013-14)

As Anganwadis are run under the government's ICDS and Anganwadi workers are usually local residents, the local community is actively involved in the Project. The Project has taken extra efforts to invite parents to the Anganwadi to witness the changes and benefits resulting from it. Its continuity is sustained on the ability to continuously upskill through the Sevika Trainers[38] created by the Project, and the relevance of the involved curriculum.

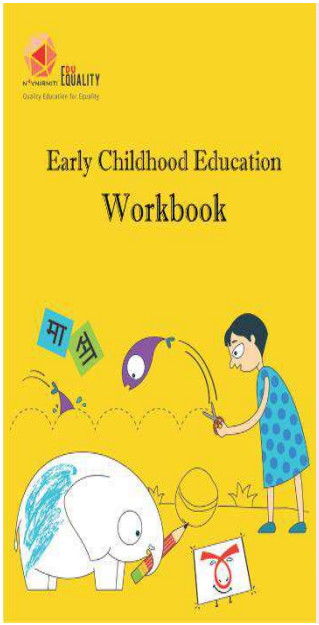
Impact- The Project covered 551 Anganwadis by training their Sevikas and benefitted approximately 13,568 children. It has also created nearly 60 Trainers among the Sevikas who can conduct future training programmes. Their learning outcomes were also monitored by the Project.

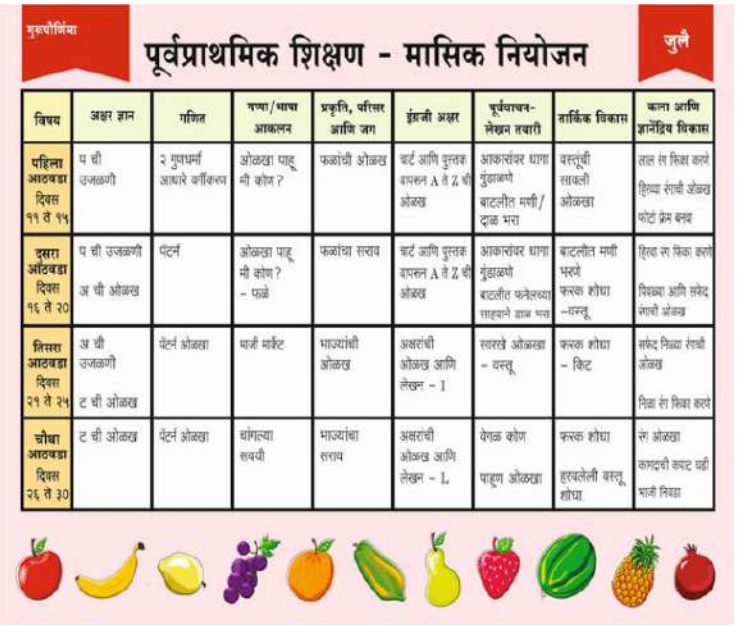
One of the training sessions conducted for the last batch of 551 Sevikas (2017-18)

[38] The Sevika Trainers are chosen from among the best performing Sevikas.

All the Anganwadis have been provided educational kits, and handbooks for their workers. Around 268 Anganwadis were also provided additional handbooks for their workers, and workbooks for the children.

Sample Workbooks and Planning Sheets used in the Project





विषय	अक्षर ज्ञान	गणित	भाषा/भाषा आकलन	प्रकृति, परिसर आणि जग	इंग्रजी अक्षर	पूर्वलेखन-लेखन तयारी	तार्किक विकास	कला आणि ज्ञानेंद्रिय विकास
पहिला आठवडा दिवस १९ ते १५	प ची उजळणी	२ गुणधर्मा आधारे वर्गीकरण	ओळखा पाहू मी कोण ?	फळांची ओळख	चार्ट आणि पुस्तक वापरुन A ते Z ची ओळख	आकारांवर धागा गुंडाळणे बाटलीत मणी / दाळ भरा	वस्तूंची सावली ओळखा	ताल रंग किस करणे हिरव्या रंगाची ओळख फोटो फ्रेम बनवा
दुसरा आठवडा दिवस १६ ते २०	प ची उजळणी अ ची ओळख	पॅटर्न	ओळखा पाहू मी कोण ? - फळे	फळांचा सराव	चार्ट आणि पुस्तक वापरुन A ते Z ची ओळख	आकारांवर धागा गुंडाळणे बाटलीत मणी भरणे कस्क शोधा -वस्तू	बाटलीत मणी भरणे कस्क शोधा -वस्तू	हिरव्या रंग किंवा करणे पिवळ्या आणि संबंध रंगाची ओळख
तिसरा आठवडा दिवस २१ ते २५	अ ची उजळणी ट ची ओळख	पॅटर्न ओळखा	भाजी मार्केट	भाज्यांची ओळख	अक्षरांची ओळख आणि लेखन - I	स्वरांचे ओळखा - वस्तू	कस्क शोधा - किट	संबंध निळ्या रंगाची ओळख निळा रंग किंवा करणे
चौथा आठवडा दिवस २६ ते ३०	ट ची ओळख	पॅटर्न ओळखा	सांगितल्या सत्यची	भाज्यांचा सराव	अक्षरांची ओळख आणि लेखन - L	वेगळ कोण पाहुण ओळखा	कस्क शोधा हरवलेली वस्तू शोधा	रंग ओळखा कागदची कपट घडी भाजी निवडा

Further, around 15 Anganwadis were developed as Model Anganwadis. The aim was to maximize their attractiveness and colorfulness in order to make it as inviting as possible for children. The corners are filled with interesting toys, materials, instruments, and props for activities that contribute to the holistic development of the child while being enjoyable.

Snippets of a Model Anganwadi developed through the Project

Testimonials and Third-Party Coverage

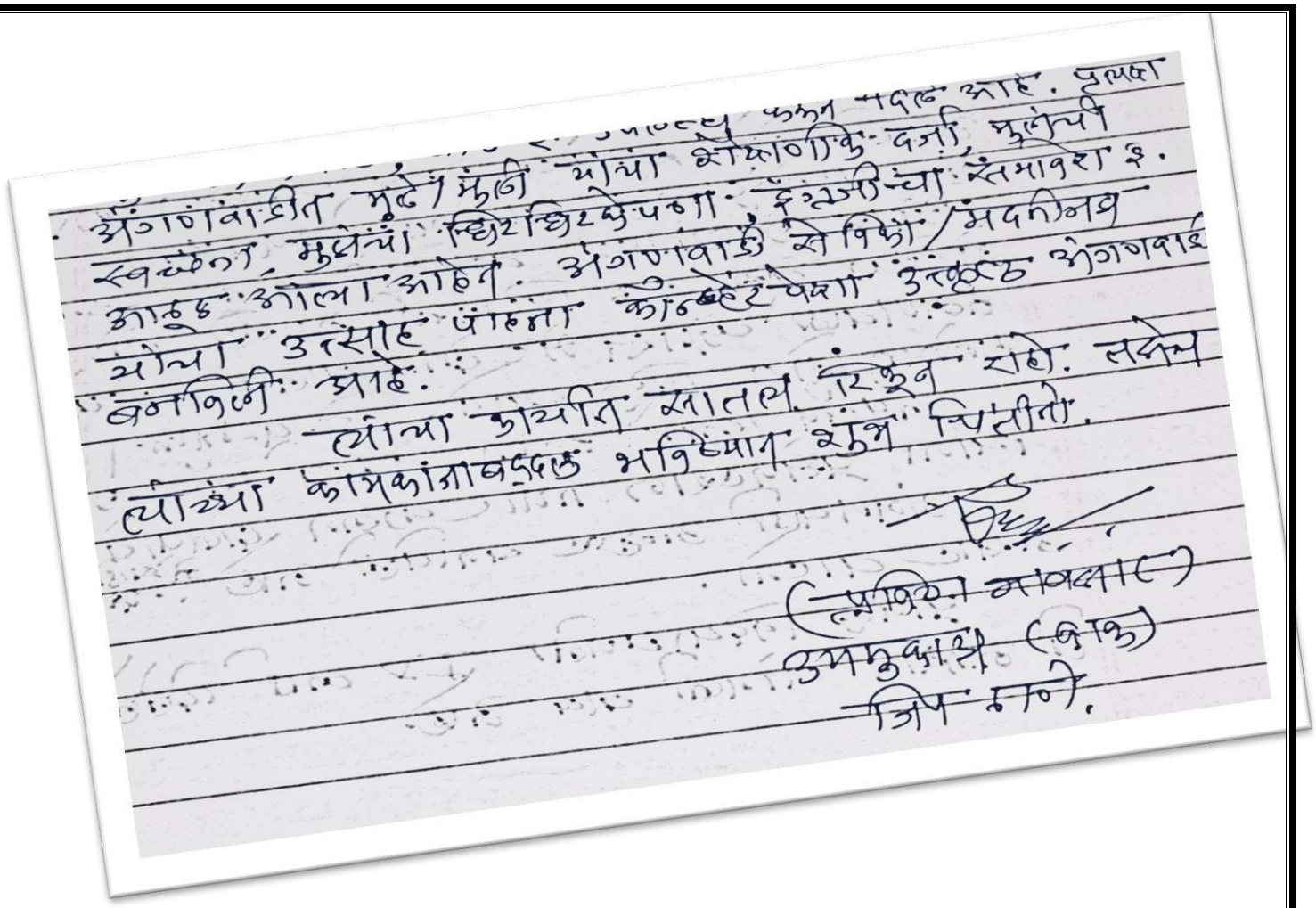
The Tata Institute of Social Sciences conducted an evaluation study by surveying 262 Anganwadi workers and 142 mothers of children covered by the Project. There was nearly universal acknowledgement among the surveyed workers that the Project had positively impacted the children (99.6%). and that it had improved their capacity (99.6%). Most of them (99.2%) also said that the Project motivated them to reach out to parents for enrolling their children at the Anganwadi.

Among the mothers, all of them (100%) had observed the changes in the functioning of the Anganwadis and it motivated most of them (89.4%) to enroll their children or keep them enrolled. A similar percentage of mothers (87.3%) felt that the training provided through the Project had positively influenced the relationship between teachers and children. The study noted that the training for the Sevikas had improved their knowledge and skills and that the children seemed excited about learning new things.

Some testimonials from various stakeholders in the Project have been provided below: -

Savita Bhoire, Anganwadi Worker, Deslepada Anganwadi says, "During this programme we have learnt many things. Using small cards, we can teach children using play way methods, and letters using picture cards. With the help of simple ball games, we can introduce the name of the child in the class. Creativity sessions have improved. During the program we have realized the importance of free play, picture talk, preparation, activities for fine motor development, as well as connecting games and activities with concepts. The programme has also helped us(Sevika and Helper) conduct age appropriate activities with the children. More importantly, our behavior towards the children has changed.

Kavita, parentof an Anganwadi going child says, "We are happy with this programme. Our children are learning many things in the Anganwadi. The children are asking questions as well. Many parents from Deslepada are supportive and encouraging the Anganwadi and its developments, which has helped the Anganwadi Sevika and the supporting teacher provide good quality educational experiences through activities. The sessions are more effective even in comparison to private schools/ centers around the vicinity.

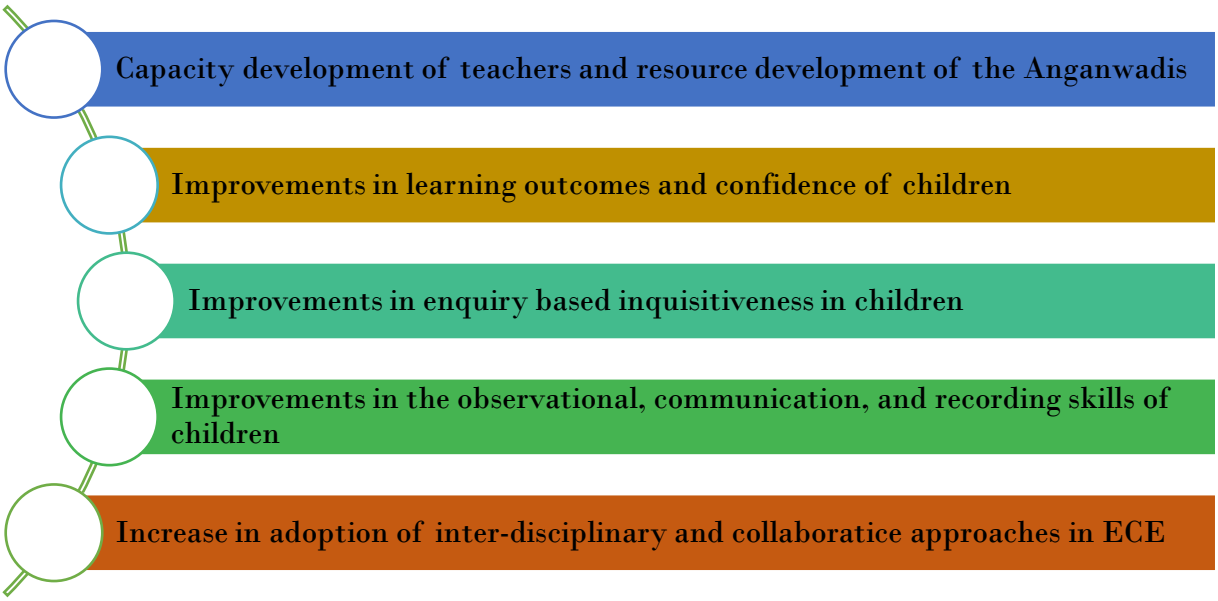


Operationalization in Chatra

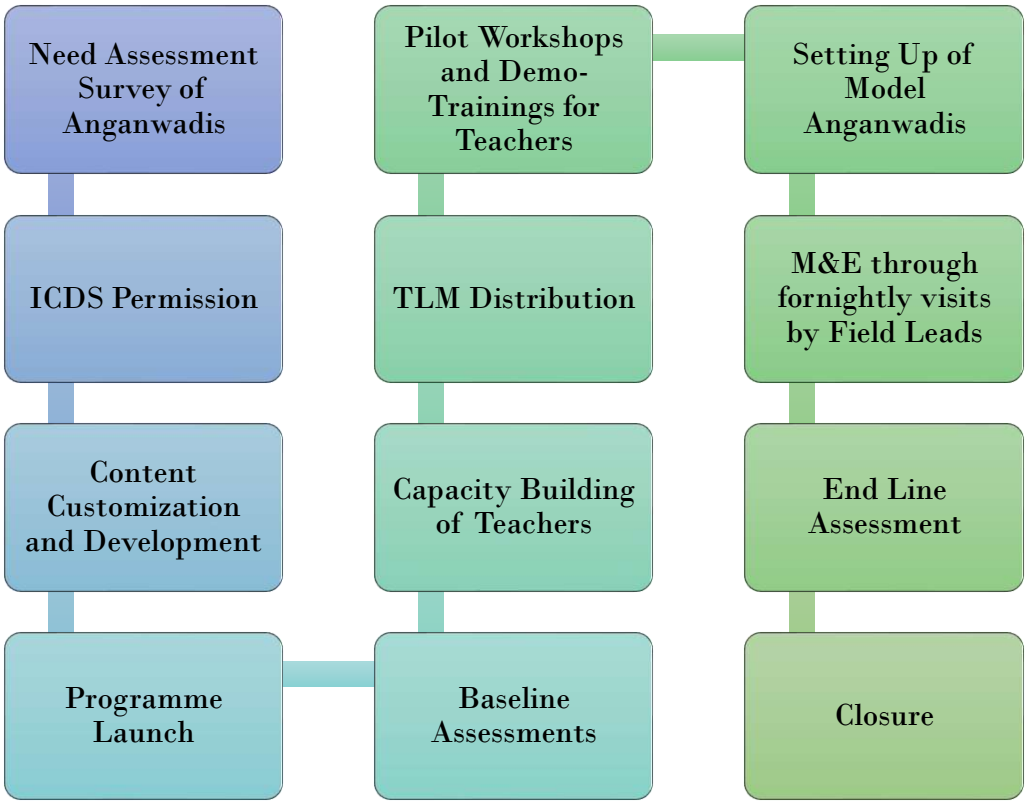
In Chatra district, Navnirmiti will be working on improving the early childhood education (ECE) services provided by the Anganwadis under the ICDS scheme. Currently, the ECE component in these Anganwadis is mostly neglected due to lack of training and resources. Navnirmiti's scope of work will include: -

- Development of around 30 such Anganwadis by building the capacity of their workers. Their focus will be on the use of innovative and activity-based pedagogy to improve the impact of the ECE component in these Anganwadis.
- Setting up of 5 Model Anganwadis among existing Anganwadis through an intensive programme.

The expected outcomes of the entire project include: -



The programme is expected to span across three years. The implementation strategy of its first year will be as follows: -



The implementation strategy of the subsequent years will be dependent on the outcomes of the first year. Nevertheless, tentative plan for the same has been appended as **Annexure B**.

Relevance to the National Education policy, 2020

The intervention to be implemented by Navnirmiti is specifically relevant to one of the most important focus areas of the National Education Policy ("**NEP**"), 2020. The NEP has highlighted the importance of foundational learning through Early Childhood Care and Education ("**ECCE**") by providing an impetus to the improvement of the Anganwadis. It states that Anganwadis would be strengthened with "high-quality infrastructure, play equipment, and well trained Anganwadi workers/ teachers". Further, the NEP it seeks to accommodate this focus on ECCE within the larger educational regulatory framework governed by the NCERT. This recognition would facilitate one of the most important aspects of improving the status of ECCE in the country, the urgent upgradation of pedagogical tools employed at Anganwadis. To this extent, Navnirmiti's proposed intervention would hit the nail on the mark as the capacity building of Anganwadi workers is its predominant objective.

ABHINAV GRAM FOUNDATION

About the Organization

The Abhinav Gram Foundation ("**AGF**") is a charitable foundation based in Ranchi and founded in September 2016. It works on the inclusive growth and sustainable development of rural areas. It has been founded by Mr. R.P. Singh, a retired Indian Forest Service Officer with over 36 years of experience in natural resources management, environmental conservation and public governance. He was the MD and CEO of the Jharkhand Skill Mission, besides serving as the director of SIRD, Ranchi.

Further details regarding the organization can be procured by emailing abhinavgram.jhar@gmail.com.

The AGF works in around 40 villages in the districts of Ranchi, West Singhum, and East Singhum. Most of the villages are tribal areas with significant forestation. In these villages, they have worked in the following areas: -

1. Environmental Conservation
    a. Promoting the dense planting of native trees (Miyawaki Forests)
    b. Creating Awareness on protecting natural forests through drives, workshops, seminars, and related activities.

2. Education
    a. Creating infrastructural facilities and facilitating extra-curricular activities at Gyan Niketan, Khatanga and Jharkhand Public High School, Manatu, Oramanjhi, Ranchi.
    b. Started the D.A.V. Global School at Nischintpur, Sundernagar, Jamshedpur. It is meant for tribal and economically weaker communities and has been established under the Rural Affordable Education Initiative.

3. Agriculture
    a. Introducing affordable and easy cattle proof nylon nets for fencing agricultural fields, which facilitates the growth of multiple crops in a year.
    b. Promoting the creation of organic compost through the waste decomposer developed by the National Centre for Organic Farming, Ghaziabad.

4. Health and Sanitation
    a. Increasing the availability of safe drinking water by promoting the use of the Terafil Water filters developed by the National Institute of Water Management, Bhubaneshwar- CSIR Unit.
    b. Creating awareness of menstrual hygiene among rural women and distributing sanitary pads to them.

5. Other Initiatives
    a. Skilling widows and deprived women through the 'USHA Sewing and Design School' at Khatanga, Oramanjhi.
    b. Distribution of clothes, blankets, caps, sports materials, and similar materials to the underprivileged.

Success Stories

COVID- 19 Response Initiatives- The AGF has been actively involved in COVID related welfare activities in various rural areas of Jharkhand. Some of them include

1. Providing 15 kgs. of dry rations, including rice, dal, flour, oil, and potatoes to 55 families in Nayak Basti, Jagaarnathpur, Ranchi which were dependent on daily wage labour.
2. Providing 2500 kgs of rice and flour, along with 1000 packages of sanitary napkins to the Chatra District Administration's Chatra College Quarantine Centre.

AGF Founder, Mr. R.P. Singh (IFS, Retd.) handing over cheques for COVID relief efforts to Dy. Collector, Chatra

3. Operating Community Kitchens at Khatanga, Ranchi and Thalkobad, West Singhum for feeding migrant and daily wage workers who have lost their livelihoods. Till date, more than 9000 meals have been served.

Distribution of meals as part of AGF's COVID welfare efforts

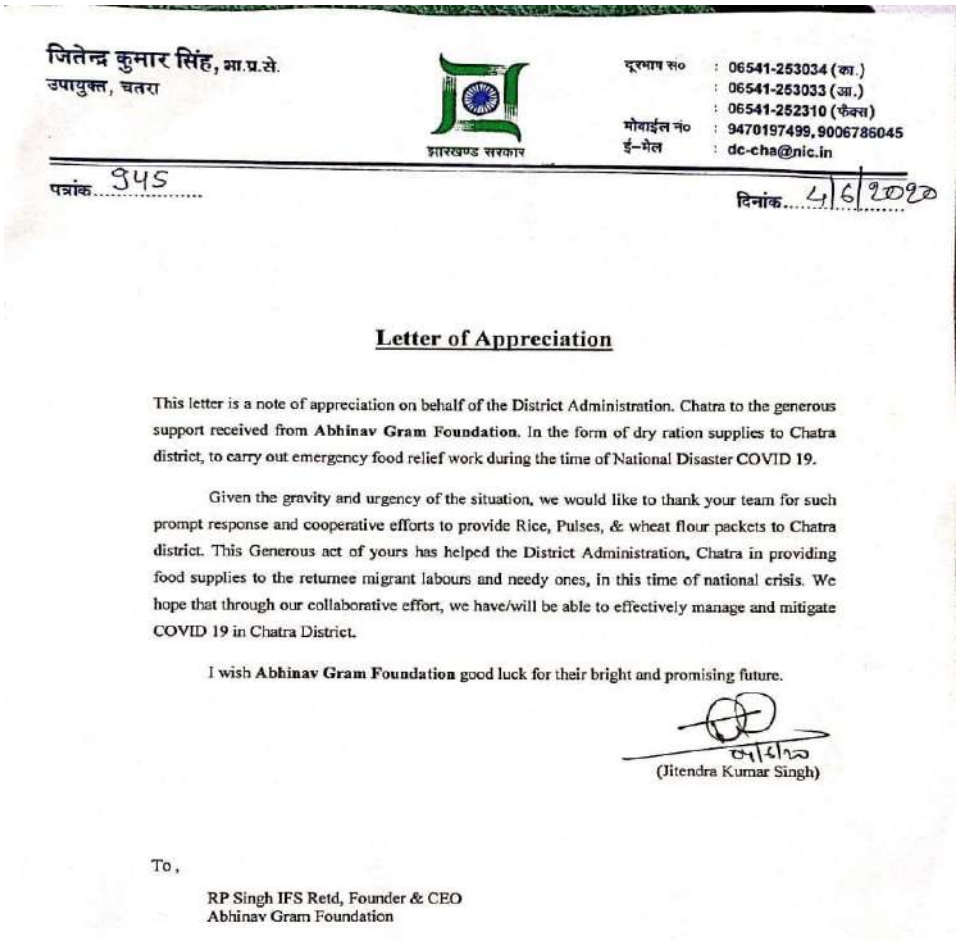
4. Ek Pad Ek Ped (One Pad One Tree) Programme- Procured and distributed 2500 packets of sanitary napkins to migrant workers along with a seedling.

The launch of the Ek Pad Ek Ped Programmed on 5th June 2020, which is World Environment Day

5. Running COVID related awareness campaigns for rural people on safety measures like using face masks, sanitizers, hand washing, social distancing, etc.

Conduction of COVID related awareness campaigns by the AGF

Recognition- Acknowledging the impact of the work being done by the AGF, the District Administration of Chatra provided the following letter of appreciation.



जितेन्द्र कुमार सिंह, भा.प्र.से.
उपायुक्त, चतरा

झारखण्ड सरकार

दूरभाष सं० : 06541-253034 (का.)
: 06541-253033 (आ.)
: 06541-252310 (फैक्स)
मोबाईल नं० : 9470197499, 9006786045
ई-मेल : dc-cha@nic.in

पत्रांक 345

दिनांक 4/6/2020

Letter of Appreciation

This letter is a note of appreciation on behalf of the District Administration. Chatra to the generous support received from **Abhinav Gram Foundation**. In the form of dry ration supplies to Chatra district, to carry out emergency food relief work during the time of National Disaster COVID 19.

Given the gravity and urgency of the situation, we would like to thank your team for such prompt response and cooperative efforts to provide Rice, Pulses, & wheat flour packets to Chatra district. This Generous act of yours has helped the District Administration, Chatra in providing food supplies to the returnee migrant labours and needy ones, in this time of national crisis. We hope that through our collaborative effort, we have/will be able to effectively manage and mitigate COVID 19 in Chatra District.

I wish **Abhinav Gram Foundation** good luck for their bright and promising future.

04/6/20
(Jitendra Kumar Singh)

To,

RP Singh IFS Retd, Founder & CEO
Abhinav Gram Foundation

Operationalization in Chatra

In Chatra District, the AGF intends to implement an expanded version of their Ek Pad Ek Ped Programme. The plan is to distribute sanitary napkins for 2000 beneficiaries at subsidized rates. The sanitary napkins are manufactured by a women's Self Help Group in West Bengal. This distribution will be done alongside an awareness campaign aimed at improving menstrual hygiene, safe disposal of sanitary pads, and environmental conservation. A nursery-cum-godown will also be developed for the nurturing of 30,000 fruit bearing/ medicinal seedlings. These nurtured plants will be subsequently distributed to the local population.

The programme is intended to be implemented initially in one of the gram panchayats in Itkhori block. The same will be finalized after consultation with the local administration.

CENTRE FOR EDUCATION INNOVATION AND ACTION RESEARCH

About the Organization

The Centre for Education Innovation and Action Research ("**CEIAR**") is an independent centre at the Tata Institute of Social Sciences ("**TISS**"), Mumbai. It was founded in 2015 with the aims of promoting innovations in pedagogy, teacher education, school and higher education curriculums. It incubates and promotes initiatives that use technology and media to solve the problems of quality and relevance in the Indian educational landscape. Field action, research, development, and teaching are important functions of its activities.

In pursuance of its aims, the CEIAR actively collaborates with numerous organizations. Some of its international partners include Trinity College, Dublin and Massachusetts Institute of Technology ("**MIT**"), Cambridge. Some of its Indian partners include Homi Bhabha Centre for Science Education, TIFR, Mumbai; State Council of Education and Research and Training (SCERT), Chhattisgarh; Inter-University Centre for Astronomy and Astrophysics, Pune; National Institute of Advanced Studies, Bengaluru; Eklavya, Bhopal; Center for Education Research and Practice, Jaipur; Department of Education, Mizoram University, Aizawl; Tata Class Edge; Govt. of Chhattisgarh; Govt. of Mizoram; Govt. of Rajasthan, and Govt. of Telangana.

More details about the organization can be found on their website- https://tiss.edu/view/6/mumbai-campus/centre-for-education-innovation-and-action-researc/about-us-11/

Success Stories

Connected Learning Initiative (CLIx) - The CLIx is a technological initiative that seeks to meet the educational needs of high school students and teachers. It is seeded by Tata Trusts, Mumbai and is headed by TISS, Mumbai, and MIT, USA. It offers a sustainable and scalable model of open education that uses technology and online capabilities to incorporate improvements in pedagogical design.

The resources are primarily related to Digital Literacy, Mathematics, Communicative English, and Science. They are designed to be interactive and foster collaboration among the participants. The resources have been released as Open Educational Resources (OERs), and are available to the students of government secondary schools in Rajasthan, Chattisgarh, Telangana, and Mizoram. The focus on improving learning skills helps improves the educational outcomes of the beneficiaries.The initiative also has a specific component for helping teachers use the information and technology to effectively teach the various modules. Many of the CEIAR's partners are development and implementation partners for CLIx as well.

Students from Government Schools using the CLIx tools in Telangana

Students of a Government School in Dhamtari, Chattisgarh using the CLIx tool

Impact

As per the key research findings on the impact of CLIx[39], CLIx students were found to be significantly better in English; Information and Communication Technology (ICT) skills; basic and intermediate digital application and skills. Importantly, in all states where the use of CLIx was studied, students from marginalized communities in CLIx schools performed better than comparable communities in schools not using CLIx.

A detailed numerical breakdown of these results can be found at https://clix.tiss.edu/wp-content/uploads/2015/09/Key-Research-Findings-CLIx-2019.pdf

The findings of older reports and assessment studies,[40] including those conducted byexternal organizations can be found at https://clix.tiss.edu/research/publications/

Awards, Media Coverage, and Testimonials

In 2017, the CLIx won the United Nations Educational, Scientific and Cultural Organization's (UNESCO) prestigious King Hamad Bin Isa Al-Khalifa Prize for the Use of ICT in the field of Education. In 2019, it won the Open Collaboration Award for Excellence awarded by the Open Education Consortium, a global, non-profit network of open education institutions and organizations.

CLIx winning the 2019 Open Collaboration Award

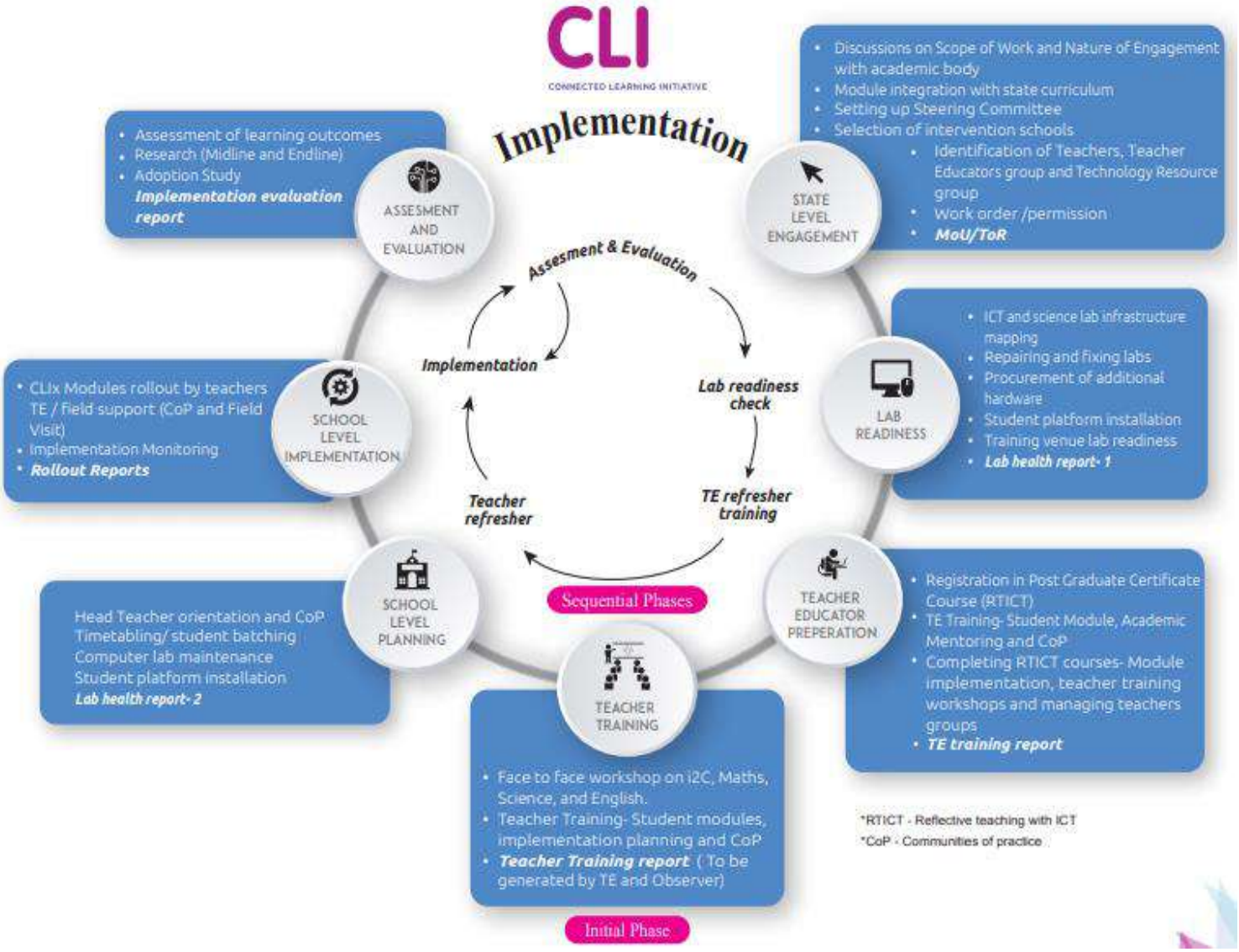
[39] Published in 2019.
[40] Includes reports and studies on specific modules of CLIx, and the impact of CLIx in specific states.

The CLIx has been covered more than forty times by renowned regional, national, and international media. A detailed list of such instances along with appropriate webpage links have been provided at https://clix.tiss.edu/press-room/

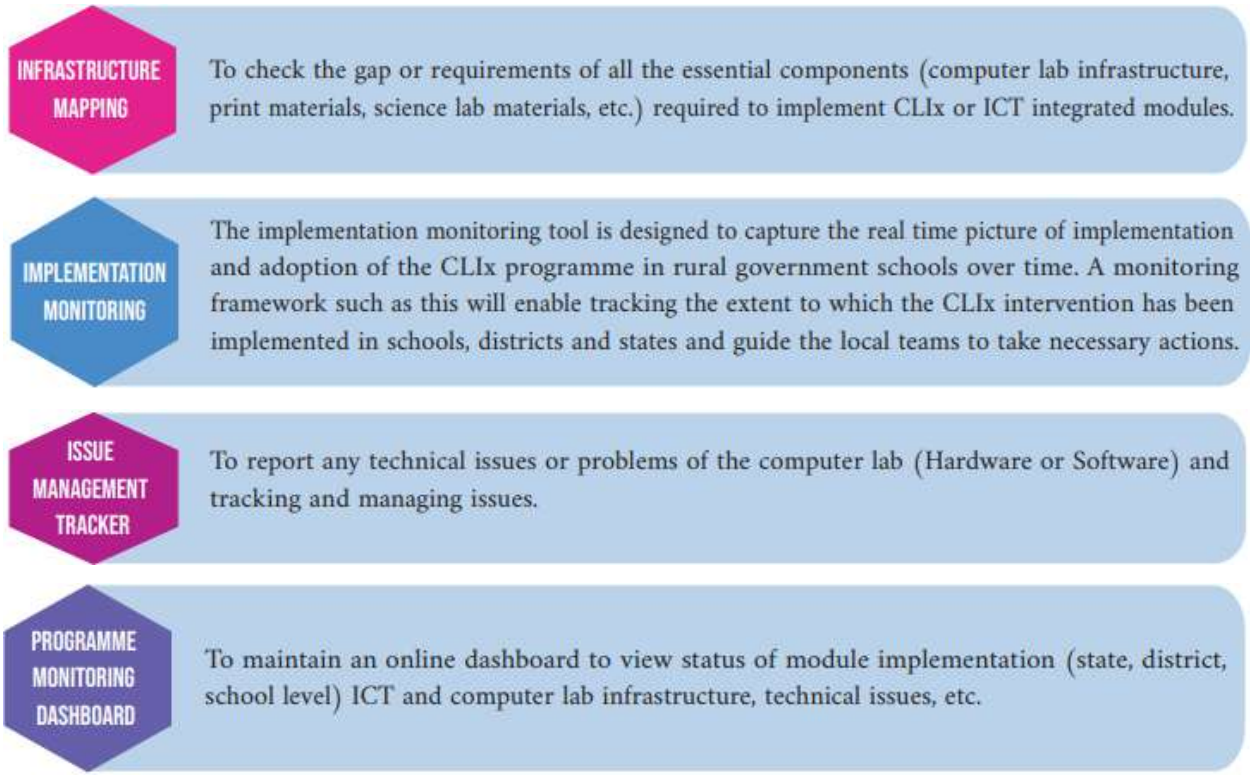
Some testimonials from the collaboration between CLIx and MPower can be found at https://www.youtube.com/watch?v=NDdX1VZxTRI

Operationalization in Chatra

The CEIAR hopes to expand the CLIx by implementing it in the high schools of Chatra district. The general implementation strategy of CLIx has been detailed below: -



To systematically pursue the above implementation strategy, CLIx will be using the following to+ols designed by it. The data generated through these tools can be aggregated, analyzed, and reported on a dashboard. Consequently, reports on its implementation can be easily prepared.



AAA HEALTHCARE

About the Organization

AAA Healthcare ("**AAA**") is a company that aims to improve the quality of healthcare services across the world. They focus on being updated with the latest global developments in clinical science, technology, and best practises. The services provided by them include:-

- Consulting and management in relation to planning, designing and running hospitals.
- Skilling, training, and recruitment of medical professionals.
- Quality accreditation by providing tool and methodologies.

In the last 5 years, AAA has designed more than 8000 greenfield hospital beds which is equivalent to approximately 2 million sq. ft. It has also been involved in advisory roles for the setting up of more than 1500 brownfield hospital beds, led quality accreditation programmes at more than 100 hospitals, and trained more than 500 health workers.

AAA is affiliated with the Healthcare Sector Skill Council("**HSSC**") and their approach to training generally rests on skills assessment, providing comprehensive training modules, certifications, along with mentoring and placement support. More details about the organization can be found at http://www.aaahealthcare.com/

Success Stories

Healthcare Upskilling by Recognition of Prior Learning- In partnership with the Larsen & Toubro Public Charitable Trust ("**LTPCT**"), AAA has been upskilling healthcare workers in Karjat district's Kotwalwadi region. The project is being primarily implemented using the Recognition of Prior Learning ("**RPL**") model. RPL models recognize competencies by evaluating skills and knowledge acquired outside classrooms against pre-decided standards or learning outcomes.

A bonding session among the trainers and trainees

The project also works with the Kotwalwadi Trust, which has already trained more than 500 women in the region in a bedside assistant course. The project has aimed to cater to the growing technical needs of upskilling these individuals and facilitating a recognized certification for them. The methodology adopted for the project includes classrooms based interactions and clinical

classrooms using audio-visual aids and equipment in compliance with appropriate HSSC standards.

One of the Project's classroom sessions

A demonstration session conducted as part of the training

Impact- The trainees of the project can be certified as GDA Level 4 Allied health workers, a programmed approved by the National Accreditation Board of Hospitals. This facilitates access to job opportunities with the possibility of higher wages and makes them eligible for higher level certifications . Around 90% of the trainees targetted through the project participated in it.

Trainees from one of the Project batches

The enthusiasm and involvement of the family and the community is reflective of the benefits of the project's impact as well. Trainees, including breastfeeding mothers, mounted several personal obstacles in recognition of the positive impact of the project in their lives.

Snippets from clinical and demonstration sessions

Most importantly, all the trainees were either tribal or rural women from the regions, among the most marginalized sections of society. The project also empowered several youth as around 67% of the trainees were between 20 and 25 years of age.

Media Coverage and Testimonials

While not specifically related to this project, some of the testimonials received by AAA from its consulting and management operations have been provided below:-

"AAA HealthCare has put in tremendous effort towards rendering efficient layouts by economizing spaces"

-Midas Multispeciality Hospital

"We appreciate the thoughtful and systematic approach towards hospital planning and design and efficient hospital operations"

-General Rana, Chief of Nepal Army, Nepal Veteran and Civil Hospital

"Tremendous value and significant achievement of the team to have created the hospital configuration, speciality,facility planning, building & architectural plans, the financial feasibility review and finally the budget, which stood the test of rigorous review by Mr. A. M. Naik."

-Larsen & Toubro Limited

"Our team are extremely satisfied with the choice of AAA HealthCare as an operational partner with the level of service and professionalism. AAA HealthCare has delivered and exceeded our expectations fully and we strongly recommend AAA HealthCare to anyone and happy to provide references."

-Promoter AG Healthcare, Mauritius

Letter of Appreciation from the Alamelu Charitable Foundation

ALAMELU CHARITABLE FOUNDATION
(Supported by **TATA TRUSTS**)

30th January, 2020

TO WHOMSOEVER IT MAY CONCERN

This is to state and certify that AAA+ HealthCare Consultancy Services Pvt. Ltd. was associated with Tata Trusts from July 2015 to March 2019 as a retainer Healthcare Consultant and Knowledge Partner for various projects related to setting up Oncology Hospitals (including detailed project reports), Health services, Cancer Mapping and Strengthening of Infrastructure for State Governments, Mapping and Evaluating the State Cancer Institute (SCI) and Tertiary Cancer Care Centres (TCCC) program implementation in India being implemented by a special purpose vehicle of the Tata Trusts called Alamelu Charitable Foundation.

The final reports submitted by AAA+ HealthCare Consultancy Services Pvt. Ltd. were accurate, detailed and genuine. These reports assisted us to take important decisions for all our hospital projects involving investments and implementation of projects.

We are extremely satisfied with their professional approach, knowledge, and capability shown by the team during their tenure and their support extended to Tata Trusts in the Cancer Care Program it envisioned.

For ALAMEULU CHARITABLE FOUNDATION

LAKSHMAN SETHURAMAN
CHIEF PROGRAM OFFICER

ALAMELU CHARITABLE FOUNDATION

'कोतवालवाडी ट्रस्ट'चा मदतीचा हात

१० एप्रिल, १९४७ साली स्वातंत्र्यसैनिक हरिभाऊ भडसावळे यांनी पुढाकार घेऊन, कर्जत येथे 'कोतवालवाडी ट्रस्ट'ची स्थापना केली. कोरोना काळात संस्थेने महत्त्वाचे समाजकार्य केले, त्याविषयी...

'कोतवालवाडी ट्रस्ट' हे हुतात्मा भाई कोतवाल यांना अभिप्रेत असलेली ग्रामविकासाची कामे करणारी सामाजिक संस्था कर्जत तालुक्यात कार्यरत आहे. संस्थेला ७५ वर्षे पूर्ण झाली असून, आजही ही संस्था नेरळमध्ये माथेरानच्या पायथ्याशी व आजुबाजूच्या परिसरात ग्रामीण जीवनाशी निगडित शैक्षणिक कार्यात व महिला सबलीकरणाचे आधाडीचे कार्य करत आहे. या संस्थेच्या साहाय्यामुळे २५०० हून अधिक ग्रामीण महिला स्वावलंबी झाल्या. घर-संसार सांभाळत रोजीरोटी मिळवत आहेत. वसतिगृहातील वनवासी विद्यार्थी शालेय शिक्षण पूर्ण करुन पुढील प्रगतीचे मार्ग मिळवत आहेत. 'कोतवालवाडी ट्रस्ट'च्या साहाय्याने अनेक जणांनी व्यावसायिक शिक्षण घेतले. ते डॉक्टर, शिक्षक, आयटीआय, पॉलिटेक्निक व मॅनेजर अशी प्रगती करत ते 'कोतवालवाडी ट्रस्ट'चे नाव स्यांनी उंचावले आहे.

कोरोना व्हायरसच्या महामारी संकटाला नेस्तनाबूत करण्यासाठी सरकारचे नियम पाळत महिला विकास केंद्र कामाला लागले आहे. कोरोना व्हायरसचा प्रादुर्भाव रोखण्यासाठी सरकारने जाहीर केलेल्या 'लॉकडाऊन'मध्ये

संध्या देवस्थळे

अनेकांना नोकऱ्या गमवाव्या लागल्या, तर अनेकांवर पगार कपातीची आपत्ती ओढवली. परंतु, या काळातही 'कोतवालवाडी ट्रस्ट'च्या हरिभाऊ भडसावळे महिला विकास केंद्राने अनेक महिला, विशेषतः आपल्या केंद्रातून प्रशिक्षित रुग्णसेविकांना नोकरीच्या संधी देऊन खऱ्या अर्थाने आधार दिला आहे. लार्सन ॲण्ड टुब्रो ट्रस्टच्या संपूर्ण आर्थिक साहाय्याने हे प्रशिक्षण केंद्र माणील सात वर्षे कार्यशील आहे व २५०० ग्रामीण महिलांचे सबलीकरण या संस्थेने केले आहे. कोरोना विषाणूचा संसर्ग दूर ठेवण्याच्या तरणोपायामुळे सरकारला लोकल ट्रेन व बस बंदच कराव्या लागल्या. ट्रेन बंद असल्यामुळे कल्याण, उल्हासनगर व अंबरनाथ हॉस्पिटलस येथे ये-जा करणाऱ्या कितीतरी मुलींच्या नोकऱ्या गेल्या. तेव्हा संस्थेने शक्य आहे त्या मुलींना नोकऱ्या शोधून दिल्या.

जनाई हॉस्पिटलमध्ये आपल्या मुलींना नोकऱ्या मिळाल्या. नेरळ आसपासच्या पुढील हॉस्पिटल्समध्ये मुलींना नोकऱ्या मिळाल्या.

१.साई-श्रद्धा हॉस्पिटल-कडाव
२.सुविधा हॉस्पिटल-नेरळ
३.जनाई हॉस्पिटल- शिवपुरी
४.साई-श्रद्धा हॉस्पिटल -कळंब
५ डॉ. राकेश पाटील यांचे साई-श्रद्धा हॉस्पिटल

२०-२५ कुटुंबांमध्ये, वयोवृद्ध व रुग्णांकडे २४ तासांकरिता मदत यासाठी उत्तम रुग्णसाह्यक्या पुरवता केंद्राने केला. 'लॉकडाऊन'मध्ये कितीतरी मुलींनी कामे करुन आपली घरे सांभाळली आहेत. वडील मोलमजुरीसाठी उल्हासनगर व अंबरनाथ शहरांकडे जाऊ शकले नाहीत, पण या रुग्णसेविकांना कामे मिळाल्याने घरांचा उदरनिर्वाह चालला. वाड्या-पाड्यात दोन घरांमध्ये पसाकोटीचे नैराश्य होते. एका घरातल्या कर्त्या पुरुषाने 'लॉकडाऊन', कोरोना आणि गरिबीमुळे आत्महत्या केली. कारण, 'लॉकडाऊन'मुळे त्यांनी अर्धार्जनाचे साधन गमावले. घर कसे चालणार? घूल कशी पेटणार? मुलाबाळांना काय खायला घालणार? या निराशेतून त्या व्यक्तीने आत्महत्या केली. पण, त्यानंतर त्या कुटुंबाचे काय? तर या कुटुंबातल्या दोन मुलींचे समुपदेशन करून त्यांनाही स्वयंरोजगाराचे प्रशिक्षण संस्था देत आहेत.

या सर्व काळात लार्सन व टुब्रो कंपनीने खूप मदत केली. कंपनीच्या आर्थिक साहाय्याने गेल्या सात वर्षांत तीसावी बॅच चालू आहे. येथील महिला विकास केंद्राने कोरोना काळात पूर्ण खबरदारी घेऊन 'फिजिकल डिस्टन्सिंग'चे पालन करून आपले प्रशिक्षण वर्ग सुरू ठेवले. शहापूर, दिवा, उल्हासनगर, लोणावळा, बदलापूर, पनवेल अशा खूप दूरवरच्या ठिकाणी राहणाऱ्या मुली आहेत. आता ऑनलाईन ट्रेनिंग सुरु केले आहे. सर्व मुलींना रोज तीन तास लेक्चर घेतले जातात. व्हिडिओमार्फतही विषय समजावले जातात. मुख्यत: प्रथमोपचार व कोरोना महामारीचे उपचार समजावून सांगितले जातात. जेणेकरुन अज्ञानाची भीती जाऊन लक्षणे व इलाज करता आले पाहिजेत. मोठ्या दवाखान्यात बेड मिळेपर्यंत न डगमगता कोरोनाचा सामना करता आला पाहिजे. नोकरी करत असलेल्या आमच्या तीन रुग्णसेविका कोविड 'पॉझिटिव्ह' झाल्या. याबद्दल त्या म्हणतात, ''आपण रुग्णसेवेचे काम पत्करले आहे, तर हा आजारही स्वीकारावा लागेल.'' प्रभागातील रुग्णांनाही प्राणायाम शिकवत या विषयी ऊर्जेचा स्रोत बनल्या. आमच्या संस्थेतील प्रत्येक शिक्षिकेचे हे यश आहे. भारती शिंगोळे, अर्पणा कर्वे, अमिता पाईकराव व अश्विनी बांबळे, अंजू पारधी व पॅरपेत फर्नांडिस यांच्या अविरत मेहनतीने योगदान लाभले राहील.

९८२२३३०८७८

Operationalization in Chatra

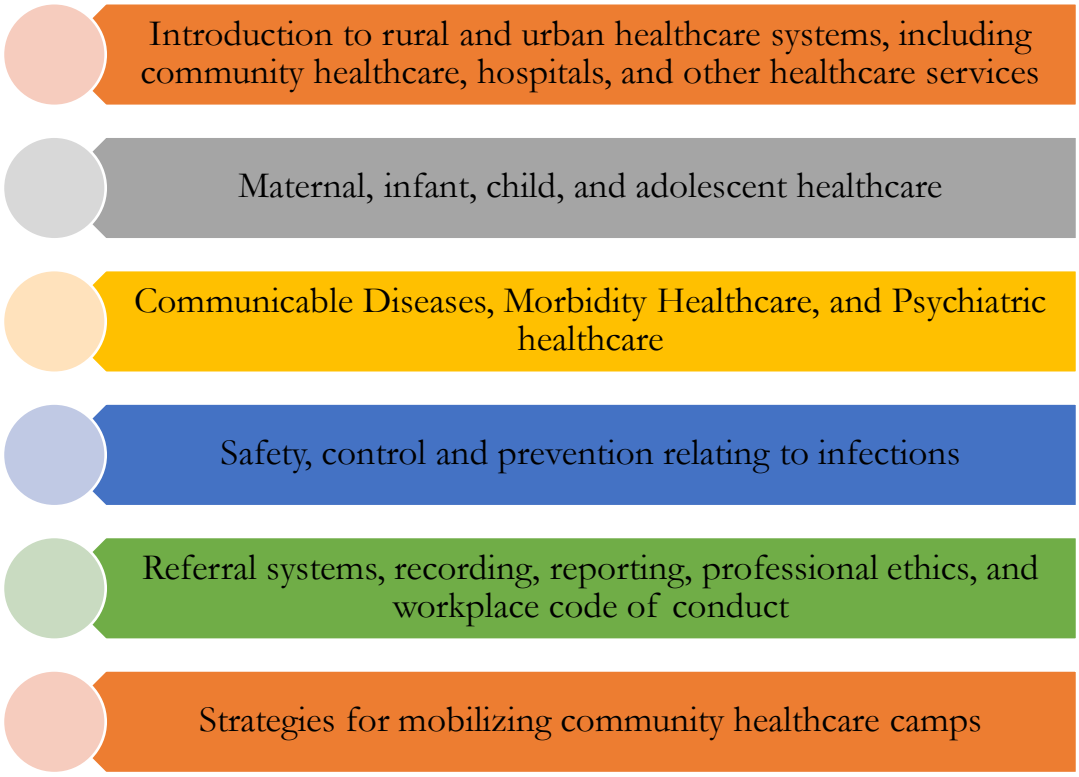
In Chatra district, AAA will be seeking to implement a training programme for ASHA workers. The aim is to improve the community healthcare system by providing effective care, including preventive, curative, and palliative care.

The duration of the programme will be 6 months and will include demonstrations and simulations. In order to minimize disruption, the approach will be to concentrate the case the training hours in a fewer day.

Considering the ongoing pandemic and the consequent impediments, the methodology employed will have multiple formats, including-

- Theoretical classes for small groups of ASHA workers at the block level.
- Supplementary content in interactive digital formats like videos and slide shows.
- Transfer of content to the mobile phones of the participants.
- Assessments to track module wise learning.

The expected outcomes of the programme will be upgradation of skills and knowledge in the following aspects of healthcare:-



YUSUF MEHERALLY CENTRE

About the Organization

The Yusuf Meherally Centre ("**YMC**") is a non-profit, non-governmental organization that works on rural development. It was started in 1961 in memory of Yusuf Meherally, the Indian freedom fighter and socialist. Since the early 1990s, YMC has been actively working on creating a replicable model of rural development in India. This model has been based on defining such development as "micro-watershed development plus organic farming, including vermiculture, and

vermicompost plus non-conventional energy plus village industries" and marketing the products of such endeavours in nearby villages, semi-urban, and urban areas.

During the current pandemic, YMC has been actively involved in addressing the food security needs of the most vulnerable sections of society in at least 7 different states. It has been trying its best to help the families of daily wagers, construction workers, tribals, among others. More details about the organization can be found at http://yusufmeherally.org/

Success Stories

Natural Resource Management Initiative- YMC has been experimenting with an organic farm and a dairy at Raigad district's Tara. It is based on principles that aim at allowing a family of five to live above the poverty line using a quarter an acre of land by following specific agricultural practices. It does not utilize tilling, or fertilizers, or pesticides. The agriculture done here has low external inputs as YMC converts the cow dung and urine from the dairy and other biomass into vermicompost. YMC is attempting to replicate this experiment on twelve different farms. To support these activities, YMC is also preparing a manual and conducting training classes for these marginal farmers.

The YMC Centre at Tara

YMC is currently involved on or was recently involved in at least 9 separate projects handled by the National Bank for Agriculture and Rural Development (NABARD). These projects relate to watershed development, development of producer organizations, integrated farming, and integrated tribal development. These are spread across Uttar Pradesh, Jammu & Kashmir, Jharkhand, and Uttarakhand. Their largest project, the Integrated Tribal Development Program at Uttar Pradesh's Sonebhadra district, has a financial outlay of nearly 2.5 crores.

Awards and Recognition

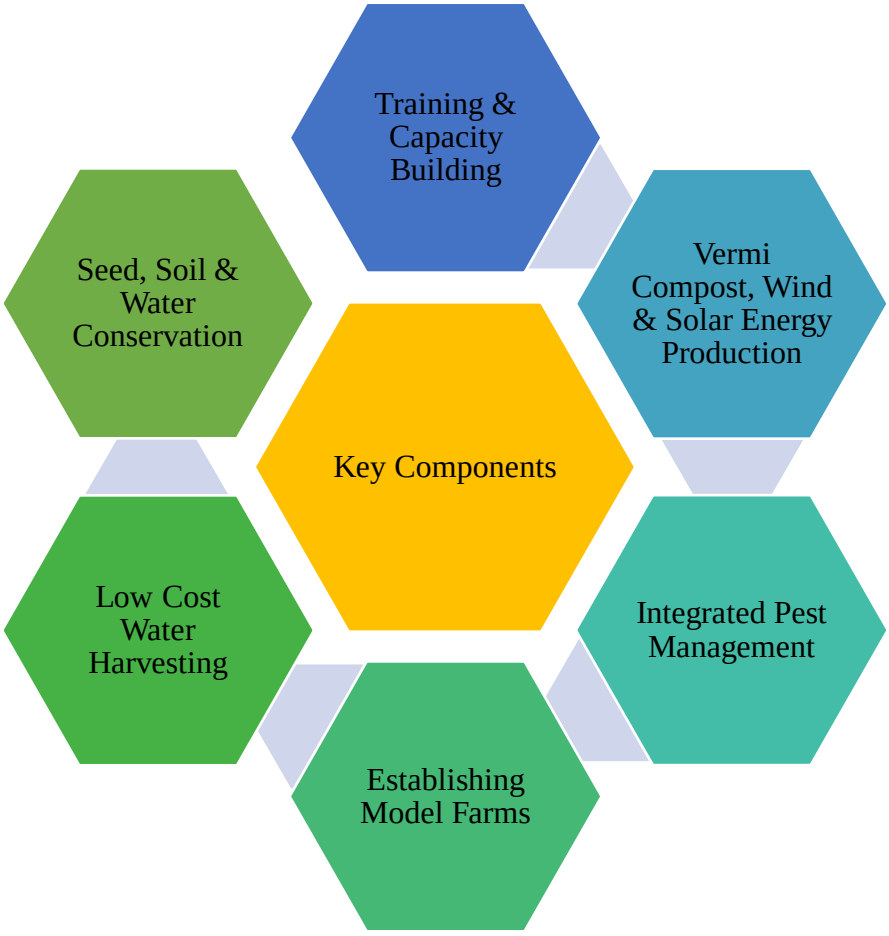
The YMC has been recognized for its work by being given the following awards and accolades:-

- Awarded the Indian Merchants Chamber's IMC Award in 1976 for its work in rural development.
- Awarded the 'Adivasi Sevak Sanstha Sevak Puraskar 1988-89' by the Govt. of Maharashtra for its work in Adivasi welfare development.
- In 1995, the Friends of the United Nations, a New York NGO gave the YMC the "We the Peoples: 50 Communities Award".
- The 'Adivasi Sevak Puraskar, 1996-97' was awarded by the Maharashtra Government to YMC's Shri Madhu Patil for the exemplary work on Adivasi welfare.
- The Young Men Gandhian Association of Rajkot awarded YMC its' 'Ashok Gonghia Award' in 2004.
- The YMC was awarded the 'Vasantarao Naik(Samayik) Puraskar, 2005' by the Vasantrao Krishi Samshodak and the Gramin Vikas Pratisthan for improving the lives of Adivasis and small landholders through its work on of organic farming, ten guntha prayog, and vermiculture.
- The YMC was given the National Excellence Award, 2005 by the Khadi and Village Industries Commission (Ministry of Small Scale, Agricultural, & Rural Industries, GoI) for excellence in the field of khadi and village industries.
- The Karnala Sports Academy awarded the 'Panvel Ratna Puraskar' to YMC in December, 2005.

Operationalization in Chatra

In Chatra district, YMC seeks to implement a Permaculture (Permanent Agriculture) project that will benefit around 30-40 farmers in Itkhori block. The current project plan is for a year and the farmers will be spread across around 10 villages in the block. The results and success of the first year can be used to expand the project in subsequent years.

The project will implement an integrated Natural Resource Management strategy that consists of the following important aspects:-



YMC's permaculture model will utilize indigenous knowledge and modern technology to create reliable livelihoods for the farmers and sustainable development for the community. The project will employ the following process map:

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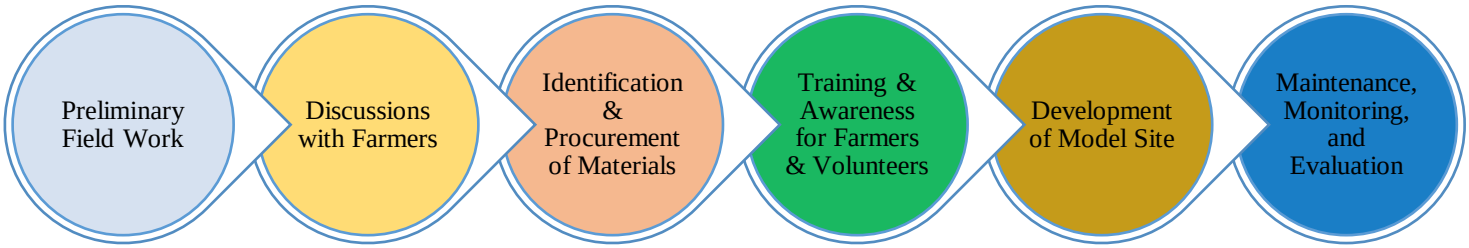
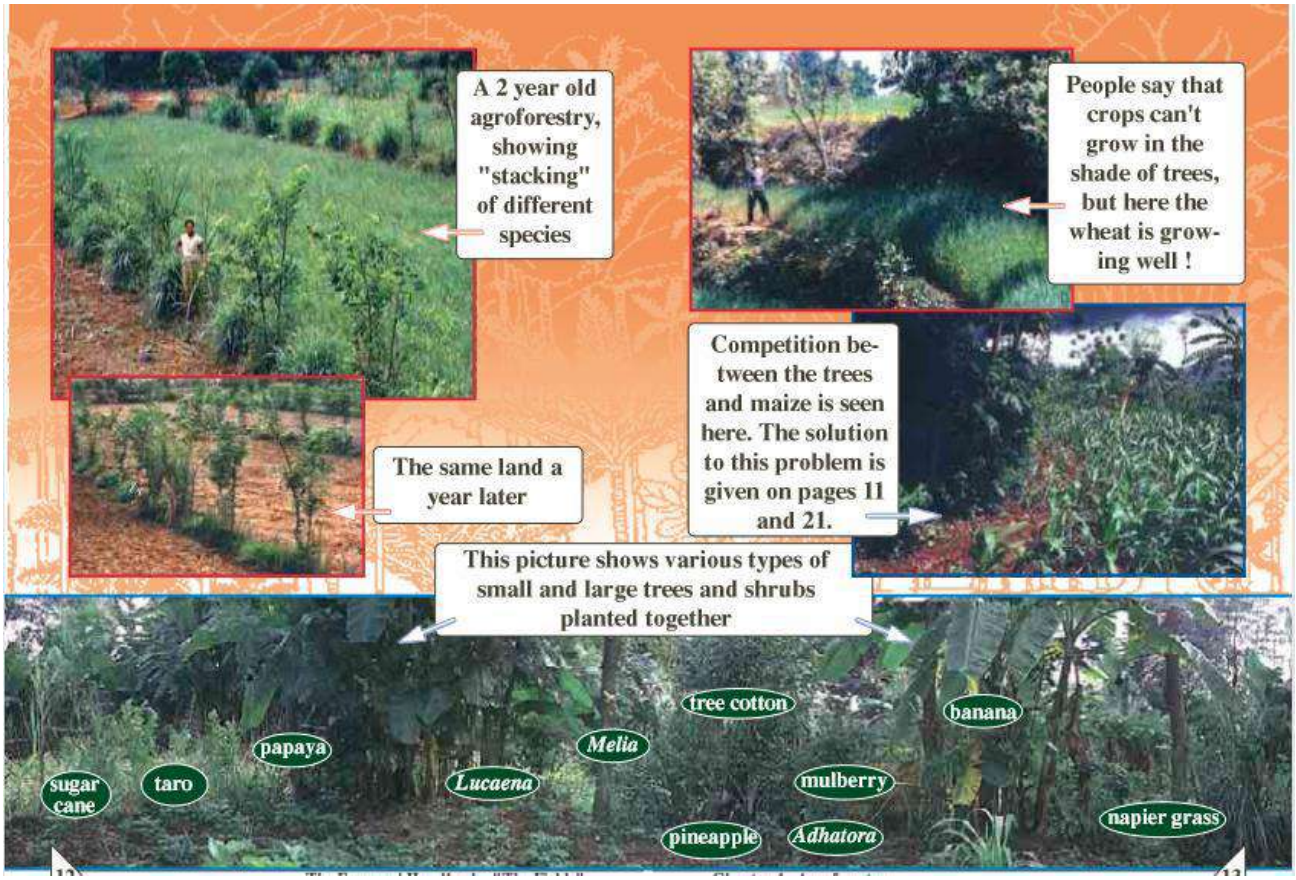


As part of the project, YMC also hopes to organize two field visits to existing permaculture farms, besides facilitating the creation of four Model Farms.

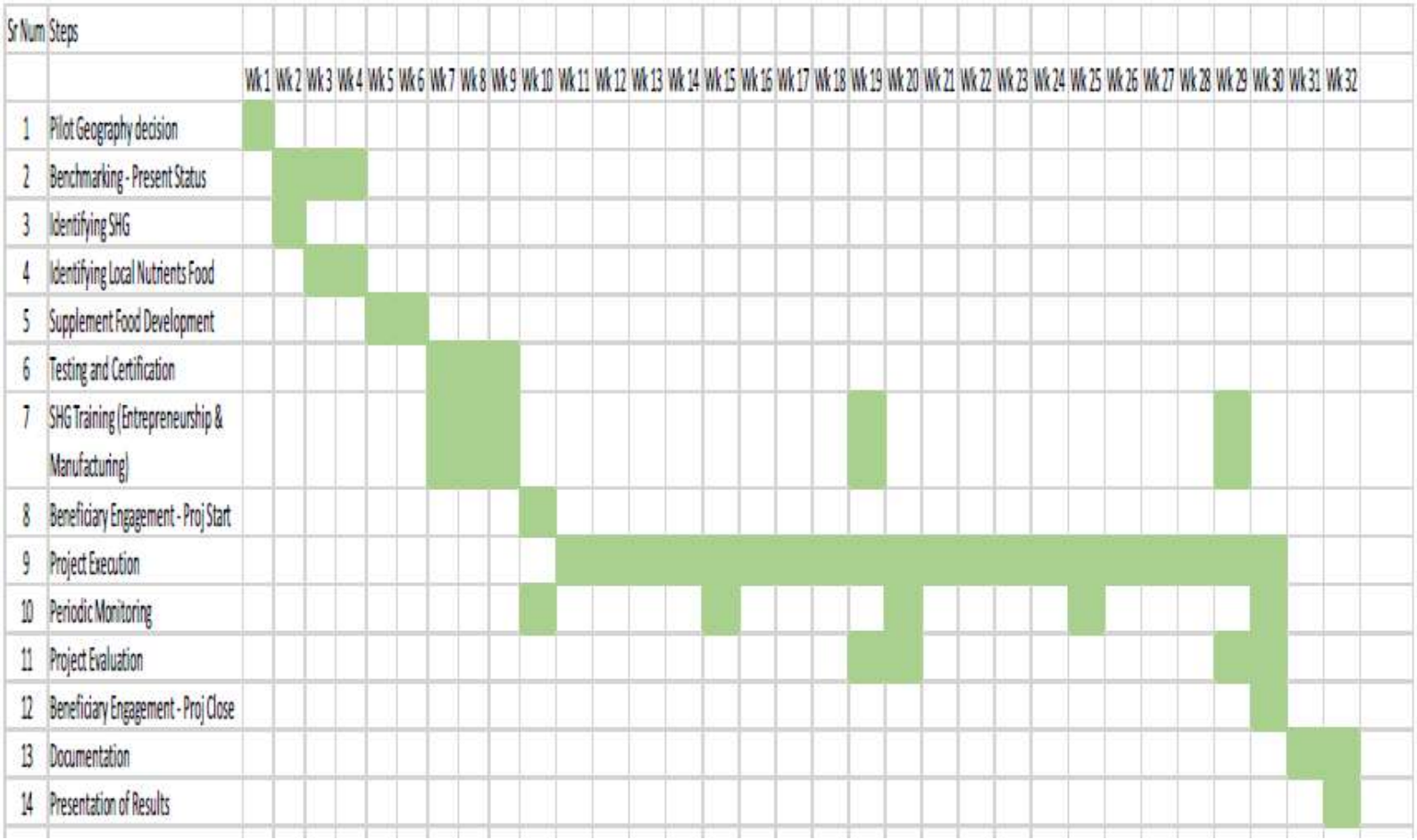
Snippets of a Model Permaculture Farm



A detailed breakdown of the activities and the timeline for the project have been attached as **Annexure C**.

ANNEXURE A

BREAK-UP OF THE TIMELINE FOR RURAL CARAVAN'S INTERVENTION



ANNEXURE B

NAVNIRMITI'S THREE YEAR PLAN FOR ITS INTERVENTION

Year 1 May - Jun 2020	Jul - Sep 2020	Oct 20 – Dec 20	Jan– March 21
• MOU/PO Signing • ICDS Department permission - TISS • Team formation • Need Assessment • Back ground work for project • Anganvadi Survey	• Students will be selected from each Anganwadi for base line • Project Orientation • 1 st Module Training with ICDS teachers • Distribution of Teaching learning material • Model Anganwadi Set up	• 2 nd Module Training with ICDS teachers • Department participation • Class Support Visit • Teachers Training – Demo • Distribution of Workbooks • 3rd Module Training with ICDS teachers	• Teachers Training - Demo • Class Support Visit • Active classrooms with hands on learning • students will be selected from each Anganwadi for End line • Program closure

Year 2 Apr – June 2021	Jul – Sep 2021	Oct – Dec 2021	Jan – March 2021
• Project review • MOU Signing – Sep 19 • ICDS Department permission • Team formation process – NE • Program upgradation	• students will be selected from each Anganwadi for base line • 4th Module Training with ICDS teachers • Class Support Visit • Training – Demo • 5 th Module Training with ICDS teachers • Class Support Visit	• 6th Module Training with ICDS teachers • Department participation • Community Participation • Class Support Visit • 7 th Module Training with ICDS teachers • Class support Visit • Training - Demo	• Training – Demo • 8th and 9 Module Training with ICDS teachers • Class Support Visit • students will be selected from each Anganwadi for End line

Year 3			
Exit Strategy System integration planning	Sustainability of the program	System driven program	Self-sustainable / Systemic integration

ANNEXURE C

YMC'S WORK PLAN FOR ITS INTERVENTION

SN	Interventions	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12
1	Program Orientation Workshop	✓											
2	Selection of Participants and Orientation	✓											
3	Activity to Identifying the common day to day problems faced by farmers and their Requirements	✓											
4	Training for Vermi Compost Production		✓										
5	Integrated Pest Management		✓										
6	Training to Identified Indigenous Seeds, Cultivation Best Practices, Importance of mulching.		✓	✓									
7	Workshop for Chemical Fertilizers Vs Home Made Organic Enhancers.			✓									
8	Exposure Visit of Farmers				✓		✓						
9	Training on Soil and Water conservation				✓	✓							
10	Celebration : the blessings of seeds, diversity and tradition						✓						
11	Preparation of Model Farm				✓	✓	✓	✓	✓	✓	✓	✓	
12	Preparation of WHS					✓	✓	✓	✓	✓			
13	Training on Wind and Solar Energy						✓	✓	✓				
14	Monitoring and Follow-up		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	Project Completion Report and Documentation											✓	✓