

**Concurrent Evaluation Report**  
**For Corporate Social Responsibility (CSR) Projects for FY 2012 – 13**

**Commissioned By: Goa Shipyard Limited, Vasco, Goa**



**National Corporate Social Responsibility (NCSR) Hub**

**Tata Institute of Social Sciences**

**Mumbai**

**June 2013**

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## Acknowledgements

We have undertaken this first Concurrent Impact Assessment Study of GSL's CSR activities for FY 2012 – 13 in partial fulfillment of the TISS-GSL collaboration.

We would like to express gratitude towards the staff of GSL for their support since the beginning till the completion of this study. We thank them for coordinating the study with the Hub's team.



B. Venkatesh Kumar

Director, NCSR Hub

Tata Institute of Social Sciences

## **RESEARCH TEAM AT NCSR HUB**

### **Project Director**

Dr. B. Venkatesh Kumar

### **Project Coordinators**

Sharvari Joshi

Rashmi Chordiya

### **Documentation**

Sharvari Joshi

Rashmi Chordiya

### **Data Collection, Analysis and Report Writing**

Sharvari Joshi

Rashmi Chordiya

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# Chapter 1

## Need for Impact Assessment

### 1.1 Fulfilment of DPE Guideline

#### 1.1.1 Revised DPE Guidelines on CSR

DPE has since revised its CSR guidelines which are effective from 1<sup>st</sup> April 2013. There is infusion of policy content in a large measure in the revised guidelines. The expectations of the key stakeholders, including the government, constitute the policy decision on CSR and Sustainability. Under the revised guidelines, major changes are highlighted below:

- CPSEs are expected to formulate their policies with a balanced emphasis on all aspects of CSR and Sustainability – equally with regards to their internal operations, activities and processes, as well as in their response to externalities. The earlier guidelines focused mainly on CSR activities for external stakeholders. As has been mentioned in clause 1.3.18, *“Central Public Sector Enterprises should formulate policies which meet the expectations of the stakeholders, within their organizational resource capability.”*
- The thrust of CSR and Sustainability is on capacity building, empowerment of communities, inclusive socio-economic growth, environment protection, promotion of green and energy efficient technologies, development of backward regions, and upliftment of the marginalized and under-privileged sections of the society. In the revised guidelines, CPSEs are to take up at least one major project mandatorily for development of a backward district. This will go a long way in the socio-economic development of the country. Clause 1.4.9 states *“Although CPSEs may select their CSR and Sustainability projects from a vast range of available options, priority should be accorded to activities pertaining to: i) inclusive growth of society, with special attention to the development of weaker sections of society and the backward districts of the country, and ii) environment sustainability. Hence, it will be mandatory for all CPSEs to select one project in each of the two categories of CSR and Sustainability activities mentioned above.”*

- CPSEs are expected to act in a socially responsible manner at all times. Even in their normal business activities, CPSEs should try to conduct business in a manner that is beneficial to both, business and society.
- The two tier structure, comprising of Board level committee and a group of officials headed by a senior executive of not less than one rank below the Board level – which the CPSEs are mandated to create, is expected to have the authority and influence to be able to steer the CSR and sustainability agenda of the CPSE. Other key stakeholders like central/state governments, district administration, village level leaders should also be consulted while assessing needs of the intended beneficiaries. CPSEs should also conduct a study to realistically assess the requirements at the grass root level.
- CPSEs will have to disclose the reasons for not fully utilizing the budget allocated for CSR and Sustainability activities for a year.
- Emphasis is now placed on the scalability of CSR and Sustainability projects, in terms of their size and impact, rather than on their numbers.
- The revised guidelines allow the employees to avail the infrastructure facilities created by the Company from its CSR and Sustainability budget, provided the facilities are originally created essentially for the external stakeholders, and the use of these facilities by the CPSEs employees (internal stakeholders) is only incidental and confined to less than 25% of the total number of beneficiaries.
- For all CPSEs, having Profit after Tax (PAT) above 500 crores in the previous year, the range of budgetary allocation for CSR and Sustainability activities has been raised to 1%-2% from the earlier range of 0.5%-2%. Further, for CPSEs having PAT of 100 to 500 crores in the previous year, the minimum budget requirement of 3 crores for CSR has been removed.



## **1.2 Need for Impact Assessment**

According to the revised guidelines,

*“The ultimate test of the success of any CSR and Sustainability activity / project is the social, economic or environmental impact thereof. Every such activity is planned and implemented with some anticipated impact on society or environment. It is against such perception and expectation of impact that the completed activity / project should be measured to ascertain the degree of its success, or failure.” [Clause 1.8.1]*

*“While achievement of targets and expected outcomes can be a source of satisfaction, public sector companies should get an assessment done of the social / economic / environmental impact of their CSR and Sustainability activities after the same are completed.” [Clause 1.8.3]*

## **1.3 Collaboration with the NCSR Hub**

National Corporate Social Responsibility Hub (NCSRH) was created by the DPE under the guidelines for CSR in Tata Institute of Social Sciences (TISS), Mumbai. TISS, a pioneer educational institution in social sciences, was chosen to establish NCSRH by the DPE for its 75 years of experience and expertise of teaching, research, advocacy, capacity building, publications, documentation, and field interventions. The Hub is created to carry out the following tasks:

- Preparation of panels of Agencies for CSR Activity
- Nation-wide compilation, documentation, and creation of database;
- Training and Competency building
- Advocacy; and Research;
- Think Tank; Conferences and Seminars
- Promotional Activities and Dissemination

The NCSRH comprises of a dedicated team working closely and dealing with CPSEs approaching the Hub for the shelf of activities as per the DPE Guidelines on CSR. The major activities are related to Research in which the Hub conducts Need Assessment Studies and recommends the possible areas of interventions to the CPSEs based on the findings thereof. After receiving recommendations from the Hub, the CPSEs choose from the possible areas of interventions and implement those activities in accordance with their CSR policy and CSR budget allotted for the year. For implementation of the activities, the CPSEs require credible partners in the form of Non-governmental Organizations (NGOs), Trusts, Community-based Organizations etc. For this task, the hub is engaged in a continuous process of empanelling organizations from different states spread across the country. For the purpose, the Hub has an independent team consisting of the faculty from TISS, engaged in scrutinizing the applications of these implementing organizations and shortlist credible organizations on the basis of designed parameters. The Hub also undertakes the Impact Assessment and Evaluation studies for the CPSEs' CSR activities that are undergoing or have been completed even prior to the DPE Guidelines being implemented. The Hub then scrutinizes on-field implementation, effect, benefits and gaps in the programmes and recommends improvements thereof for effectively achieving the programme objectives.

GSL has signed a MoU with National CSR Hub on with specific terms and conditions. As part of the deliverables, it is clearly mentioned in the MoU that impact assessment will be carried out for 5 flagship projects of GSL – Mobile Healthcare Project, Skills Development Institute Project, Watershed Development Project, Agriculture Cooperative Project, Dairy Cooperative Project.

#### **1.4. Goa Shipyard Limited**

Goa Shipyard Limited (GSL) established in 1957, is a leading ISO 9001-2008 certified shipyard on the West Coast of India, functioning under the administrative control of Ministry of Defence, Govt. of India.

GSL is strategically located on the banks of river Zuari in Goa, a major international tourist destination well connected by its international airport and major port enroute all important shipping lines.

Beginning as a small barge building yard, GSL has garnered reputation as one of the most sophisticated ship builders in the Country. For over four decades, GSL has designed, built and commissioned a wide range of sophisticated vessels for varied applications in the defence and commercial sectors with special expertise in building modern patrol vessels of Steel and Aluminium hull structure.

### **GSL'S inherent strengths are**

An ISO 9001:2008 Certified Company

World class CAD/CAM facility for basic design, simulation and advanced outfitting

State –of-art manufacturing facilities which includes four Slipways with a maximum weight of 3000 tonnes and 180m long Outfitting Jetty

Unique distinction of implementing ERP for all functions

Steel Preparation Shop for priming and cutting of steel, aluminium & non ferrous plates

A work force of over 1600 skilled personnel and over 200 qualified engineers and naval architects

### **Services Offered**

GSL offers a wide spectrum of services to its valued customers which include:

- ❖ Designing and building of variety of vessels
- ❖ Repair and modernization of vessels
- ❖ Technology transfer

#### 1.4.1 GSL's CSR Implementation Policy

GSL is committed to continuously improving its social responsibilities as a good corporate citizen, to make positive impact on the society. It believes that the company plays an important role in strengthening the fabric of society, by generating employment and business opportunities for the benefit and welfare of the community at large.

The objectives of GSL CSR Policy are

- To take up programmes that benefit the communities where it operates and results, over a period of time, in enhancing the quality of life & economic well-being of the local populace.
- To serve the socially and economically weak, disadvantaged, underprivileged, & destitute sections of the Society regardless of age, class, colour, culture, disability, ethnicity, family structure, gender, marital status, nationality origin, race or religion with intention to make the group or individual self dependent and live life more meaningfully.
- To extend humanitarian services in the community to further enhance the quality of life like health facilities, education, basic infrastructure facilities to areas, that have so far not been attended to.
- To generate, through its CSR initiatives, a community goodwill for GSL and help reinforce a positive & socially responsible image of GSL as a corporate entity.

For achieving its CSR objectives through implementation of meaningful & sustainable programmes, the CSR budget of GSL will be created in line with the guidelines on Corporate Social Responsibility issued by the Department of Public Enterprises as a percentage of net profit. The board of directors accords approval for the funds to be spent in a particular financial year under the various categories. In case of partial utilization this funding will not lapse. It will be transferred to a CSR Fund, which will accumulate.

## Chapter 2

### Research Methodology

#### 2.1 Broad Objectives

- To evaluate the CSR projects of GSL

Based on the secondary information available through project reports, MoUs and status reports; the research team set following specific objectives for the evaluation study of the projects.

##### 2.1.1 Specific Objectives-project wise

- To evaluate the project implementation strategy
- To evaluate the approach in planning and execution of the projects with respect to fulfillment of short-term and long term goals of the projects
- To evaluate whether the engagement with all stakeholders as envisaged in the project plan/proposal has translated in the implementation of the project.
- To understand strengths and weaknesses of the projects and suggest project specific recommendations if any

Following table provides details of the research questions investigated with multiple stakeholders' project wise

**Table 1: Research questions, methods, tools and stakeholders - project wise**

Research Questions	Research methods applied	Tools used for investigation	Stakeholders
I. Skill Development Project			
Rationale for selection of welding course.	Qualitative	In-depth Interview	SITEG AND GSL

Rationale of target setting in terms of number of beneficiaries.			
Mobilization strategies-strengths and weakness			
Selection criteria.	Qualitative and Quantitative	In-depth Interview with GSL and SITEG  FGDs, and surveys with the trainees	SITEG; GSL; Trainees from First and Second (Current) Batch; Employer
Syllabus and coursework and relevance in terms of industry requirement.			SITEG, GSL, Placed students from first batch, students with past experience from current batch, employer.
Evaluation of students and credibility of certificate in terms recognition from the Industry and government.			SITEG, GSL, Placed students from first batch, students with past experience from current batch, employer.
Satisfaction of the trainees with training methods in terms of knowledge/skill attainment and job relevance.	Qualitative and Quantitative	FGDs, and surveys with the trainees	Students of both First and Second batch.

<p>Evaluate Understanding of the project by various stakeholders.</p> <p>To understand the roles and responsibilities (if any) of various stakeholders in the implementation of the project.</p>	Qualitative	In-depth Interview	SITEG and GSL
Road map envisioned for alliance period of 5 years and post exit of GSL with respect to sustainability and impact of the project	Qualitative	In-depth Interview	SITEG and GSL
II. Mobile Health Care Project			
<p>To understand the roles and responsibilities (if any) of various stakeholders in the implementation of the project.</p> <p>Rationale for selection of proposed activities to achieve project goal.</p> <p>Rationale of target setting in terms of number of locations (villages) and beneficiaries.</p>	Qualitative	In-depth interview	GSL and VHAG
			VHAG
			GSL and VHAG
<p>Mobilization and outreach strategies</p> <p>Project implementation strategy vis-à-vis project objectives</p>	Qualitative	In-depth interviews and informal discussions	VHAG, PRIs, beneficiaries from community, Arogya Mitra, GSL

Capacity building of the stakeholders			
Understanding of Long term project plan from sustainability perspective.			VHAG, PRIs, beneficiaries from community, Arogya Mitra, GSL.
Understanding of the project by various stakeholders	Qualitative	In-depth interview	VHAG, beneficiaries from community, Arogya Mitra, GSL.
Roles and responsibilities of various stakeholders in implementation of project.			
III. Watershed Development			
Community participation in project implementation.	Qualitative	In-depth interviews, FGDs	Watershed Association, Self Help Groups, User Groups, Mineral Foundation of Goa
To evaluate the indicators proposed from the point of view of assessing the outcome and impact of the project			
Entry activities			
Baseline data			Watershed Association, Self Help Groups, User Groups, Mineral Foundation of Goa,
SHG,UG,WA activities & responsibilities			
Capacity building of various stakeholders			



Responsibilities of SHG, UG, WA			GSL
Activities done by various stakeholders			Watershed Association, Self Help Groups, User Groups, Mineral Foundation of Goa
Target setting for various activities undertaken by SHG			Watershed Association, Self Help Groups, User Groups, Mineral Foundation of Goa
Monitoring and evaluation of target achievement			Mineral Foundation Goa, GSL
IV. Agriculture Cooperative			
Awareness creation and community organization	Qualitative	FGDs, In-depth interviews	Members of Cooperative Panchayat members Staff of cooperative societies
Building of technical, managerial, social capacity of various stakeholders Understanding of the project by various stakeholders			Members of Cooperative Panchayat members Staff of cooperative societies
V. Dairy Cooperative			

<p>Entry point activities for organizing community</p> <p>Awareness creation about concept &amp; benefits of collective farming</p>	Qualitative	FGDs, In-depth interviews	<p>Members of Cooperative Panchayat members</p> <p>Staff of cooperative societies, GSL, Project Consultant</p>
<p>Formation of cooperative societies</p> <p>Capacity building of members of cooperative societies</p> <p>Allied activities undertaken by members</p>			
<p>Entry point activities for organizing community</p> <p>Awareness generation about benefits of collective dairy farming</p>			
<p>Formation of cooperative societies</p> <p>Capacity building of members of cooperative societies</p> <p>Allied activities undertaken by members</p>			

## Chapter 3

### Key Observations and Findings

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#### I. Skill Development Project

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##### 1. About the Project

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The Skill Development Project was launched by GSL in 2012 in association with SITEG, Goa. The Institute was established under the management of Society for Industrial and Technical Education of Goa (SITEG) in 1997 on the existing premises of Institute of Shipbuilding Technology (ISBT) under SITEG. The Institute is headed by a Director, who is a Senior Marine Engineer having vast experience on board as well as senior positions ashore in shipping related organizations.

The project aims to target interested youth from Goa state. The **project aims** to fulfill twin objectives as per GSL and SITEG:

1. Increasing employability, social and economic empowerment of the youth in Goa through Skill training
2. Filling the gaps demand-supply with respect to the skill requirement of the industry

The vision is to help candidates get employment abroad.

##### 1.1 Current targets and plan ahead

Currently welding course is being implemented with a target of 50 students per year. Two batches have been completed so far and 10 candidates have been trained. The first batch included total four candidates who were sponsored by the employers and the second batch included ten candidates with a mix of both experienced and inexperienced candidates. GSL-SITEG plans to expand the scope of the project by introduction of additional trades especially engineering trades such as fitter, electrician etcetera.

## 1.2 Rationale for welding course

The welding course was introduced based on discussions held with the Goa Chambers of Commerce. Welding is an important activity in ship-building industry and Goa is a major hub for shipping building. There are many small, medium and large size companies within this industry in Goa. Therefore demand for welding will continue to exist in the industry. The newly trained candidates are expected to get easily placed within the industry -though the **centre's focus is on building employability and not placements**. Also **companies** employing welders were expected to show interest in sponsoring their candidates for skill up gradation especially at the subsidized rates offered at GSL-SITEG Skill Centre. The centre offers training and **3G-IRS certification examination** at Rs. 5000 per candidate, the market price for the same training and certification being Rs. 35000-70,000 per candidate.<sup>1</sup> Candidates who are unemployed or without sponsorship from the employer are facilitated with a loan from Canara Bank.

## 2. Targeting and mobilization of beneficiaries

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### 2.1 Targeting of beneficiaries

The proposed target location for the project has been the entire state of Goa so that individuals from any area can take benefit from this initiative. Following criteria were established for selection of the candidates.

Criteria	Rationale and remarks from GSL-SITEG
Candidates have to be from Goa	Target area is Goa. However, there are non-Goan candidates selected for the programme as very few Goan candidates could be mobilized for the programme.
Candidates have to be minimum 8 <sup>th</sup> pass or drop out	As per minimum industry requirement

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<sup>1</sup> Based on information shared by GSL-SITEG and candidates

Candidates have to know either one of the languages: Hindi, English, Marathi, Konkani	Due to on job requirement and for ease in communication during the training.
Medical certificate	To be able to perform the physical work on job.

In the past two batches there has been a mix of both fresher and experienced candidates in the course. While inexperienced candidates joined the course on their own, the experienced candidates are mostly the ones sponsored by their companies. The **companies** shared that the cost of training is very reasonable and much below market price. There is a requirement for 3G-IRS certified candidates and therefore they were happy to sponsor a few of their current employees.

#### 2.1.1 GSL-SITEG perspective on targeted number of beneficiaries

<b>SITEG</b>	<b>GSL</b>
SITEG informed the team that number of beneficiaries to be targeted in a year-which is 50 for 2012-13- were decided based on market requirement.	GSL team informed that mobilizing the candidates was a major challenge and therefore the target was limited to number 50. However, if more candidates are interested, GSL would be happy to offer them training through the centre.

## 2.2 Mobilization

Following methods were adopted to mobilize candidates:

- a. Word of mouth
- b. News paper ads
- c. Distribution of pamphlets in churches, temples, markets, hotels etc.

The SITEG team informed to have communicated with 10 gram panchayat functionaries to mobilize candidates.

### 2.2.1 Multi-stakeholder feedback on mobilization

Stakeholder	Feedback
Candidates	Candidates came to know about the training through word of mouth from their friends and the medium of newspaper ads
SITEG	<p>SITEG could mobilize 4 students in the first batch and 10 students in second batch. Mobilizing the candidates was a challenge shared by SITEG but the team expressed confidence to achieve the target of 50 candidates in remaining batches.</p> <p>There is also slump in the ship-building industry at Goa due to court's order to stop the mining activity. This has led to decline in industrial welding.</p>
GSL	GSL team informed that mobilizing the candidates is a challenge and therefore the number of targeted beneficiaries was limited to 50.

### 2.3 Gaps identified in the targeting and mobilization process

- There is contradiction in perspectives of GSL and SITEG on number of targeted beneficiaries. While SITEG gave a feedback that the target of 50 for 2012-13 is based on industry requirement; GSL team informed that there exists scope to expand the number of targeted beneficiary for welding course. The target as per GSL team is limited to number 50 for year 2012-13 due to challenge in mobilizing the desired number of candidates.
- SITEG team informed that they faced a challenge in mobilizing the candidates. The centre currently could attract candidates based on word of mouth publicity and does not have any focused strategy of outreach to potential beneficiaries. The centre could not attract sufficient domiciled candidates from Goa.

### 3. Training, Coursework and Certification

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#### 3.1 Training

Duration of course: Initial training was decided to be of six month duration. However, given the long duration; and challenge for candidates (especially the ones supporting their families) to remain without salary for 6 months made GSL-SITEG reconsider duration of the course. Currently the course is offered for 3 months.

#### 3.2 Syllabus and coursework

The training comprises of both practical and theoretical components. The syllabus is developed by SITEG and GSL's production unit. The syllabus is designed based on IRS standards as informed by SITEG. Each candidate is provided with booths to practice under the supervision of the trainer. The training comprises of **six hours of theoretical training** which is given at the beginning of the course. The concentration of the training is on practical aspect.

#### 3.3 Evaluation and Certification

SITEG-GSL has collaborated with IRS to provide evaluation and IRS 3G certification at subsidized costs for this CSR initiative. The final examination is conducted by IRS. The SITEG team informed that IRS 3G certification requires rigorous preparations. The quality of training can be assessed from number of candidates qualifying the exam out of total trained candidates. If not trained adequately the candidates will be unable to qualify the exam.

#### 3.4 Multi-stakeholder perspective on certification, training and coursework

Stakeholder	Feedback
Candidates	<b>Training and coursework</b> With respect to the training and coursework, candidates shared need for more training on theoretical aspects. Both inexperienced and experienced candidates gave a feedback that theory would give them insights into the concepts, terms and terminology and better understanding on the application of particular process. Weekly sessions

	on theoretical aspects of practical training imparted was suggested by the candidate.
	<p><b>Certification</b></p> <p><b>The experienced</b> candidates were aware of the importance of the certificate due to their experience on job and shared that they would not have been able to afford otherwise due high fees involved ranging from Rs. 35000-70000 depending on certifying agency and location. They exhibited high optimism that the certificate will give them a professional boost.</p>
	<p><b>The inexperienced</b> candidates who were currently not employed joined the course as they were interested in welding and wanted to either work with the industry or start their own enterprise, for example, a workshop. The certificate is expected to increase their employability.</p>
Employer	<p>IRS does certificate evaluation for workers at all levels engaged in ship building activity. Therefore the welders on job are required to possess 3G-IRS certificate. The employers therefore have to provide training and certification to the employees. The training is ordinarily provided on job for few months and the candidates are expected to undergo IRS exam. The initiative of GSL with SITEG has facilitated training at subsidized costs and also the candidates can avail training in an academic environment with proper infrastructural facilities. For eg., candidates are provided with separate booths to practice. On the other hand in on-job training booths are available for candidates only during the exams. IRS certification is not provided at the Industrial Training Institutes (ITIs).</p> <p>The certificate obtained in such manner from the employer is relevant and therefore recognized for the existing job profile. In other words, if the candidate opts to change employer, he is expected to undergo certification with the new employer anew. The IRS 3G certificate offered by the centre will enable the candidate to work with any employer.</p> <p>Some of the other advantages mentioned by the employers are that they</p>



	are confident that SITEG is suitable expert Institute to provide such a training; increase in confidence levels of the employees; increase in daily wages from Rs. 200 to Rs. 300/day for first three months after training and Rs. 400/day subsequently.
IMS	<b>Training and coursework</b> SITEG informed that while shortening the course from six months to three months, the theoretical part of the training was reduced while maintaining the focus on practical aspects.

### 3.5 Gaps identified in the training, coursework and certification

- Candidates felt need for more training on theoretical aspects which as per feedback from the candidates is not covered sufficiently in the coursework.
- Engagement with the stakeholders such as employers, candidates etc. can be strengthened to enhance their participation in the project implementation.

## 4. Sustainability

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The MoA between GSL-SITEG makes a provision for developing a “*detailed methodology for long term project sustainability post exit of GSL on completion of the project period of five years as stipulated in the MoA*”<sup>2</sup>

### SITEG perspective on Sustainability

SITEG shared following propositions for sustainability of project:

- To obtain funds from other agency
- To increase the fees of the course

No defined perspective however could be obtained from GSL on sustainability of the project; its role and plan with regards to utilization of infrastructure developed on SITEG’s campus post exit after 5 years.

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<sup>2</sup> Clause iii, Part B, MoA between GSL-SITEG

## II. Mobile Health Care Project

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### 1. About the Project

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The Mobile Health Care Project was initiated by GSL on 17<sup>th</sup> August 2012 in association with Voluntary Health Association of Goa. Quepem Taluka was selected by GSL for project implementation with an aim of reaching out to the inaccessible areas of the Taluka for provision of health care services.

#### 1.1 Macro-Micro Vision of the project<sup>3</sup>

The **project vision** is to contribute in providing **early diagnosis and timely treatment** to the children and adults of Quepem Taluka and **increase cure rate by 2017**.

The **main aim** of the project is to conduct health promotion activities in order to make Quepem Taluka a “Healthy Taluka”. The project implementation strategy envisages conducting **regular health check-ups** and **awareness sessions** amongst the students and the communities. Preference will be given to those villages, which are hard to reach and the underprivileged to whom availing health care facilities remains a distant dream.

The specific objectives of the project are:

- To create awareness amongst the community and bring about a change about the various aspects of health and hygiene through Behaviour Change Communication (BCC)
- To screen the children and adults for illness, and provide early diagnosis and timely treatment.

### 2. Need Assessment and Targeting of Beneficiaries

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The project was launched based on the TISS Needs Assessment study for GSL which underscored lack of medical facilities in Quepem Taluka. The findings of the study also

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<sup>3</sup> Based on Mobile Health Care Project Status Report for 2012-13 shared by GSL with the TISS team on 9<sup>th</sup> April 2013

highlighted several health problems of the people from Quepem Taluka as a result of the unhealthy habits- such as under nutrition, use of pan or gutka, poor hygiene, open defecation, etc.

## 2.1 GSL and VHAG perspective on target for selection of beneficiaries

GSL had selected Quepem Taluka for implementation of the project and targeting of beneficiaries based on the TISS Needs Assessment report. At the beginning of the project entire Quepem Taluka was selected for targeting beneficiaries. In the course of the project implementation GSL decided to narrow down the project's focus on the villages in South Quepem Taluka. The rationale was to give priority to the remote villages located far from the city area as compared to villages in North Quepem located closer to city and therefore relatively advantaged in terms of access to medical facilities.

The target was decided in terms of numbers of adults and students to be covered spread across villages and schools of South Quepem. Thus a targeted number of 2000 villagers and 4000 students were covered for regular health camps and 400 villagers were covered under dental and eye camp, till March 2013. In all 9 Village Panchayats were covered till March 2013 for regular health camps and one village panchayat covered only for dental camp.

Following status with respect to achievement of targets was shared by GSL-VHAG with the team:

**Table 2: Achievement of targets with respect to health camps**

<b>Sr. No.</b>	<b>Area of Interest</b>	<b>Targets of FY 2012-2013 as per the MOU</b>	<b>Targets Completed (17<sup>th</sup> Aug 12- March 2013)</b>
1	General Village Health camps	10,000	2,052
2	General School Health Camps	4,000	4,085

3	Dental Camps for School	400	425
4	Dental camps for community	400	400
5	Eye camp for Schools	400	419
6	Eye camp for community	400	478
7	Diabetes camp for community	200	200

## 2.2 Multi-stakeholder feedback on targeting

The village community, panchayat leaders and school officials shared positive feedback about the initiative of GSL-VHAG and were satisfied as their respective villages and schools was selected for conducting the health camps.

**Table 3: Multi-stakeholder feedback on targeting**

Village Community and Panchayat leaders	VHAG visited the Panchayats and informed them about their interest to set up health camps. The VPs then provide necessary support in terms of mobilization and providing infrastructure facilities to conduct the health camp in the village. Majority of villages had one health camp in 2012-13. In some villages' dental and eye camps were also conducted.
School officials	VHAG approached selected schools with official letters of interest in conducting health camps and awareness session with the students. Schools in turn suggested suitable dates and provided infrastructural and logistical support to organize the health camps and awareness sessions. Majority of schools had regular health camps and in some schools special eye and dental camps were conducted.

### 2.3 Gaps identified in the targeting process

- Parameters for assessing achievement of targets: The objectives of the project comprises of three main components-
  - a. awareness about health and hygiene through BCC,
  - b. early diagnosis and
  - b. Timely treatment inorder to increase the cure rate by 2012.

However, the current approach of targeting covers entire South Quepem Taluka and targets are set by number of persons screened. The assessment of achievement is inadequate as it comprises of parameters with respect to only number of health camps conducted. The **parameters** for assessing achievements with respect to **awareness and timely treatment components** of the project are **lacking**.

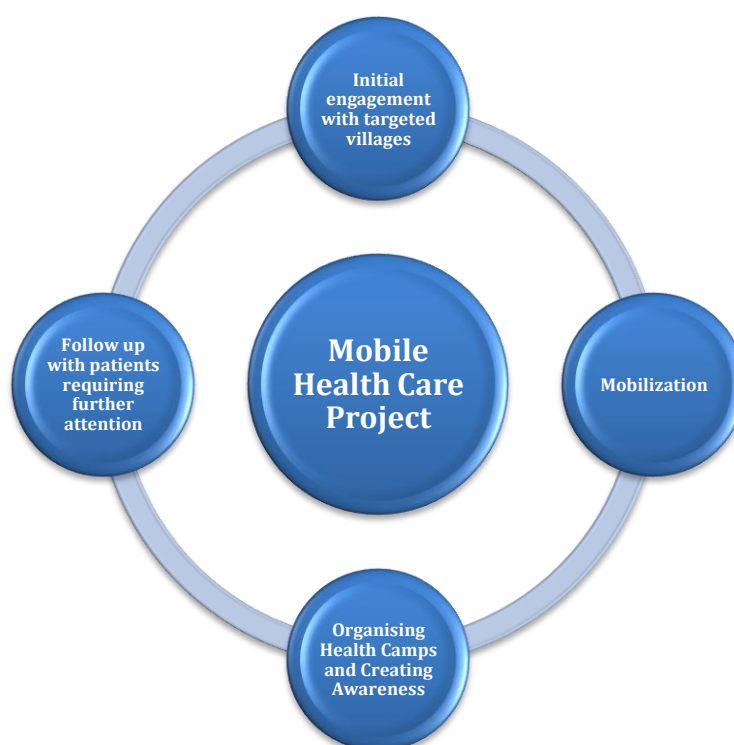
- Locations for targeting: The approach of targeting villages or Village Panchayats needs to be streamlined. Current approach of VHAG involves adhoc selection of schools and villages while keeping quantitative targets set by GSL in mind. The focus is on conducting health camps while the awareness building and facilitation of timely treatments **do not receive adequate attention**.

### 3. Project Implementation Cycle

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The project implementation was observed to have following main components- selection of villages; mobilization of the village community; organizing the health camps and creating awareness parallelly; follow up and support to patients requiring further attention as identified in the health camps.

Below is the diagrammatical representation of the project cycle. Each of the components is discussed in detail in the following sections.



The project implementation **team** comprises of-a doctor; a nurse; a pharmacist; a mobilizer and a driver<sup>4</sup>. The team is supervised and guided by the Executive Director and President who report to VHAG board. The team of nurse, mobilizer, and pharmacist work together as a team to plan on weekly targets with respect to villages and schools to be covered. The targets are decided based on the ongoing communications with the schools and village panchayat authorities in Quepem Taluka. Official letters of interest are given to schools as well as to seek their cooperation in organizing the health camps and awareness sessions. Similarly discussions are held with the Village Panchayats. The camps are organized in the villages based on availability of the space to organize the camps and on dates suggested by the village panchayat functionaries.

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<sup>4</sup> The available vehicle is used for transportation purposes only.

### 3.1 Initial engagement with targeted villages and schools

The team of nurse, mobilizer cum office administrator, and pharmacist work together, to plan weekly targets with respect to villages and schools to be covered. The villages and schools are selected based on the ongoing communications with the schools and village panchayat authorities in Quepem Taluka. Official letters of interest are given to schools as well as to seek their cooperation in organizing the health camps and awareness sessions. Similarly, discussions are held with the Village Panchayats. The camps are organized in the villages based on availability of the space to organize the camps and on dates suggested by the village panchayat functionaries. The team is expected to perform these functions under the supervision and guidance executive secretary.

#### 3.1.1 Feedback from village panchayat

The village panchayat officials shared a feedback that in their communications with the VHAG team, they are informed about the purpose of the camp and are involved in the organizing the camp. They also play a major role in deciding the dates for the camp. However, their **understanding about the** vision-mission and objectives of the **project was limited**. They showed inclination to get even more closely involved in the project implementation but lacked understanding of the project. Engagement with most village panchs has been mostly one time during the camps after which there was no further involvement with the village panchs or the community except in case of follow ups with certain patients.

#### 3.1.2 Feedback from Schools

The schools were not well informed about the project, and implementation process. The communication from VHAG only gave schools information on organizing health camps and requesting for their support. However, the schools were did not have in depth understanding of the project.

### 3.1.3 Challenges/gaps in the initial engagement

**Table 4: Challenges/gaps in the initial engagement**

Challenges/gaps identified	Remarks if any
<p>The van is an integral part of the project implementation strategy. There has been delay in purchase of van from GSL. The project however was implemented without the van since August 2012. <b>Absence of mobile medical van</b> was found to be a major inhibition in outreach process. It caused total dependence on the village panchayat authorities with respect to space and infrastructure. Therefore for every camp, village authorities have to be consulted and local political dynamics also influenced the dates of organizing the camps. These were major factors causing delays in organizing camps and the <b>outreach potential cannot be fully exploited.</b></p>	<p>The GSL-VHAG team informed that the van has been purchased and will be put to use at the earliest.</p>
<p>The research team was informed that there were instances when camps had to be cancelled in a particular village due to unavoidable circumstances. The execution team took decisions to visit some other village with good intention of making use of the day. There were instances that such <b>decisions were made without consultation with the executive secretary.</b> However, there was a lukewarm response from the village selected at last minute, due inadequate mobilization. Thus due to lack of fixed time schedule and inadequate planning in selection of villages the entire <b>community cannot take benefit</b> of the health camp.</p>	
<p>The village leaders and community members and school staff were not aware of the programme goals, vision-mission. Larger involvement of the village community and schools is desirable including with respect to access to information concerning them and participation in decision making.</p>	



### 3.2 Mobilization

**Villages:** The mobilization team comprises of the nurse and the mobilizer cum office administrator. After selecting a particular village, the mobilization team visits households within the village and informs them about the date and time and purpose of the medical camp. The village panchayat is also involved in mobilization process. There is however **no fixed time period** for mobilization in advance of the health camps.

**Schools:** With respect to schools, the school authorities took efforts to ensure maximum attendance on the days of health camps.

#### 3.2.1 Feedback from community and village panchs'

While some members of the community were well informed and could make themselves available for the health check up, many were either not aware or could not avail benefit due to unsuitable times or work requirements.

#### 3.2.2 Challenges/Gaps identified in the mobilization process

- The time available for mobilization was found to be dependent on response of panchayat leaders with respect to dates and space availability. This left the team with insufficient time for mobilization.

### 3.3. Health Camps, Awareness building, Follow ups and Support in availing timely treatment

**Health Camps:** Three types of health camps were organized by VHAG in the villages and schools-regular health camps, dental and eye camps. These health camps are mostly **half day-full day in duration depending on the turnout of beneficiaries.**

**Identification of patients requiring medical attention:** Some of the patients requiring further medical attention are either given medication immediately by the doctor while some are referred to specialists or government hospitals.

**Follow up and support provided in availing timely treatment:** The stated objective of the project is to increase the cure rate and provide timely treatment to the patients. To achieve these above mentioned goals a systematic follow up and facilitation process is envisaged in the project framework.

### 3.3.1 Multi-stakeholder feedback on health camps, awareness building, follow up and support for timely treatment

**Table 5: Multi-stakeholder perspectives on health camps, awareness building, follow up and support for timely treatment**

Stakeholder	Feedback
Village panchs' and village community	<p><b>Health Camps and Awareness building</b></p> <p>The health camps addressed the need for health check ups in the village. Villagers do not have easy access or knowledge and most cannot afford health check ups. This leads to neglect of many minor diseases leading to complications many times. Therefore health camps organized by GSL and VHAG were welcomed by the village leaders.</p> <p>The villagers who benefited from eye camps shared, that the promise of spectacles was not fulfilled in several months. This caused some amount of dissatisfaction.</p> <p>There was no awareness building campaigns in the villages. Need for such campaign was felt to bring about behavioural change with respect to health and hygiene.</p> <hr/> <p><b>Follow up</b></p> <p>The patients informed that VHAG team was in touch with them about the developments in their health.</p> <hr/> <p><b>Support in availing timely treatment</b></p> <p>The village leaders and community members however felt the need for systematic process of facilitating treatment of the patients diagnosed with illness at the government hospitals.</p> <p>The Panchs' and community informed that after diagnosis of a particular</p>

	<p>medical problem, some patients were given medications at the camps itself, while some were referred to specialists or government hospitals. However, the patients after reaching the government hospitals with great difficulty often return without being attended due to long queues or unavailability of the concerned doctor. This not only causes waste of time, effort and money for the poor villagers but also demotivates them from visiting the hospital again.</p>
<p>School principals and teachers involved</p>	<p><b>Health Camps and Awareness Sessions</b></p> <p>Some schools received both regular health and eye camps.</p> <p>In general all schools <b>expressed satisfaction</b> with programme as in their opinions there is a strong need for such initiative given the poor health habits in this part of Goa.</p> <p>In some schools camps were organized for several days while in some schools they were organized for half or one day.</p> <p>Schools where camps were organized for half or one day shared that the <b>camps could be organized for longer duration</b> and sufficient time could be allotted per child for check up. <i>(Refer to VHAG team's feedback for clarifications)</i></p> <p>The schools where both regular and eye check up camps were organized were relatively more happy with programme. The schools with <b>only eye camps shared disappointment</b> as promise of providing spectacles was not fulfilled. Such schools were <b>not informed</b> of the reasons.</p> <p>Schools where health camps were conducted only once informed that, there was <b>no further communication</b> between VHAG and them.</p> <hr/> <p><b>Follow up</b></p> <p>There was mixed response on follow up by VHAG team. One out of three schools visited by the team, informed that VHAG team remained in touch</p>

	<p>with the school teachers after health camp to get an update on the health of students diagnosed with health problems.</p> <p>Other schools informed that they were not in touch with the VHAG team.</p> <hr/> <p><b>Support in availing timely treatment</b></p> <p>The schools also shared the need for systematic process of facilitating treatment of the students diagnosed with illness at the government hospitals.</p>
Students	<p><b>Health camps and awareness building</b></p> <p>The students were informed in advance about the camps and their parents were also in-turn informed by the students. They had received sufficient communication about the health camps and maximum students were present on the scheduled dates. They were satisfied with the experience of health check up. Many students were diagnosed with medical issues including were referred to doctors for further treatment. Some of the dental problems such as dental fillings etc. were done during the camp itself.</p> <p>Students from classes 9<sup>th</sup> – 10<sup>th</sup> were covered for the awareness sessions. They were informed about health and hygiene related issues.</p>
VHAG team	<p><b>Health Camps and awareness building</b></p> <p><b>Awareness building</b></p> <p><b>Schools:</b> The team informed that awareness building sessions in school were undertaken for class 8<sup>th</sup> to 10<sup>th</sup> by the Nurse.</p> <p><b>Villages:</b> The Nurse from the team had a good rapport with the villagers and after health camps she informed to visit the villages with the mobilizer and discuss on issues of health and hygiene.</p> <p>The team informed to use charts and posters to create awareness on ill-</p>

	<p>effects of tobacco etc.</p> <p>The team also informed they had planned to introduce some innovative techniques of snakes and ladder games etc. to create awareness on health and hygiene.</p> <hr/> <p><b>Health Camps</b></p> <p><b>Duration of health camp in schools:</b> VHAG clarified that camps organized in schools spanned over half day to several days (2-3 days). The camps spanned for several days where the camps were organized at school for both adults from village as well as school students.</p> <p><b>Regular Health camps:</b> The major limitation in taking benefits of the health camps to maximum villagers and schools was shared to be absence of van which limited the movement of the team to different parts of the villages.</p> <p><b>Eye Camps:</b> VHAG informed the team that eye camps were organized and provision of spectacles was promised. The district administration functionary had offered help in provision of spectacles. However, VHAG was later informed that no funds were available for the same and help from district administration could not be realized. Therefore GSL was requested to bear the cost of provision of the spectacles. The provision of same is in pipeline for the enlisted beneficiaries.</p> <p><b>Dental camps:</b> Dental camps were <b>successful in schools</b> but villagers were <b>not forthcoming</b> for dental check up. The major reason shared was due to embarrassment of showing stained teeth to the doctors- villagers' chewed tobacco excessively. Therefore there was <b>limited success in dental camps</b> for villages. The team expressed need to begin with awareness campaigns about ill-effects of tobacco and behavioural change.</p> <p>With respect to awareness building the current efforts of the team included identification of Arogya Mitras (young and motivated persons) to facilitate</p>
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	<p>in the process of implementation at village level. <i>(Also refer to feedback from Arogya Mitra)</i></p> <hr/> <p><b>Follow up and support for timely treatment</b></p> <p>The VHAG team comprising of the nurse and the mobilizer visited villages post-camp at intervals. These visits are used to follow up with the patients identified from the village on developments in their health conditions. Sometimes the nurse takes patients with critical cases to hospital herself. Follow up usually takes after one-month in case of village patients and 2-3 months for schools.</p> <p>The team remains in touch with the teachers from the school on developments of students diagnosed with medical problems.</p>
Arogya Mitras	<p>One Arogya Mitras identified by the VHAG team was interviewed by the research team. She informed to have volunteered to support the programme for the service of her community and has been associated with the team for past two months. Up till now, she was provided with the first aid kit to be used in case of emergency for the community. However, she had <b>not received any formal training or orientation</b> and did not know how to use it. For using first aid kit, she was <b>advised to call the VHAG team for guidance</b>.</p>

### 3.2.2 Gaps Identified in process of organizing the health camps and awareness building

- **Awareness building:** There is no institutional mechanism for mobilizing and campaigning to create awareness on health and hygiene within the village.
  - ❖ The awareness building mechanism in schools are also limited to talks. There is need to address these topics in a more creative and innovative approach.
  - ❖ The Nurse who is responsible for awareness building has not undergone any formal training from VHAG. Despite her competence and due to her past experience in health sector in addition to her own talent; the current

programme lacks systematic approach from VHAG. It can be speculated that awareness building is largely driven by the nurse and more support and streamlining is desired to make it effective.

- **Streamlining of follow up process:** In the current approach the responsibility of visiting the hospital and availing treatment lies with the patients. The team is expected to follow up with such patients. However the approach of follow up is adhoc and needs streamlining. There is **no systematic process of tracking** the developments of the patients.
- **Lack of support in availing treatment** especially from the government hospitals after diagnosis of illness. Providing timely treatment and increasing cure rate are key objectives of the project. However, no systematic process of achieving these objectives is in place.
- Engagement with beneficiary groups is limited to conducting health camps but there is **no** systematic mechanism of maintaining **post-health camp communication channels** with schools and village community.
- Neither the village leaders nor the community or schools was informed or taken into confidence about the reasons for delay in distribution of the spectacles.
- **The potential of youth leader was underutilized-** the youth leader was provided with first aid kit but was not trained to use the same. She was expected to depend on the team for guidance in every situation which is impractical.
- The support promised by district administration was accepted only based on verbal commitment of the district functionary.

### III. Watershed Development Project

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#### 1. About the project

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The Watershed Development project was initiated by GSL in June 2012 to be implemented in Balli and Padi villages of Quepem taluka of South Goa district. Mineral Foundation of Goa has been chosen as the project implementing agency for watershed development as it has both expertise and experience of implementing such projects.

##### 1.1 Macro-Micro vision of the project

The **project vision** is to **arrest soil erosion** and **enhance availability of water** through **locally adaptable participatory soil and water conservation practices** providing livelihood opportunity to landed, landless, small and marginal farmers. Through such initiatives, the project also aims at improving **land productivity**, developing alternative farm and non-farm based sources of income which are sustainable in the long run.

The specific objectives of the project are:

- Create awareness and organise community in the watershed development area through Self Help Group (SHG), User Group (UG) and Watershed Association (WA) to undertake water conservation work, diversification of land use and to sustainably maintain the asset created.
- To build technical, social and managerial capacity of the SHG, UG and WA for participatory planning and undertaking integrated soil and water conservation activities to provide livelihood within village and promote natural resource conservation.
- Establish appropriate withdrawal strategy to ensure sustainable natural resource conservation model in the villages through public participation.

The above objectives will be achieved through the development of strategic and annual action plan for five years.



## 2. Targeting and Mobilization

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### 2.1 Selection of Location

The purpose of initiating a watershed development project was to support the villages facing water shortage for drinking and irrigation purposes. It was also highlighted in the baseline survey conducted by TISS and the Balli and Padi villages were identified for this purpose. However since there is already a watershed project being implemented in Padi through the National Watershed Development Program for Rainfed Areas (NWDPA), another village was identified, namely, Adnem.

#### 2.1.1 Feedback from village community on the selection of location

The village community was approached by the team from MFG for the implementation of the watershed project after the identification of the location. Since the villagers were already facing water shortage problems, the project was more than welcomed.

### 2.2 Targeting of beneficiaries

The larger benefit from the watershed development project will be available to each and every member of the village irrespective of whether he/she participates in the project activities. However the direct beneficiaries of the project are to include small and marginal farmers and most importantly the landless people of the village. In order to better identify the target beneficiaries, MFG channeled its activities through already existing SHGs in the village, since it readily made available group of individuals from homogenous economic and social background. Thus the project was able to reach out to those needy of such support.

### 2.3 Mobilization

#### 2.3.1 Initial engagement with villages

The process of mobilization started with the MFG team conducting awareness sessions about natural resource conservation in villages. The concept of water and soil conservation, watershed development and management was communicated to the villagers in simple language to ensure that people understand its importance. This was further followed by provision of water tanks, booster pumps and such other inputs for

agriculture. This has helped create a confidence among the people of the village and thereby participate more willingly in the project activities. Further the members of the village Panchayat have also been involved since the conception of the project which has also helped to assure the people of the ingenuity of the project.

### 2.3.2 Actual mobilization

Since MFG had already been implementing similar projects in the adjoining villages it was not difficult to approach and convince the people regarding the benefits that would be realized out of such a project. The process of mobilization was channelized through SHGs, which included either reviving already existing SHGs or forming new SHGs. Each SHGs consists of 8 to 10 members, of which all are women. This has enabled the wide outreach of the project in the entire area of the village. Indirectly many more individuals, the families of the members have also benefitted and are willing to participate in the activities. Live fencing of fields with crop production was also carried out to engage more people in the project activities. Various kinds of training programs like stitching, grafting have also been provided in order to mobilize more people and increase the coverage of the project activities.

## **3. Project Implementation**

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The project implementation of the project has taken place in several stages. The first stage was the mobilization of the village community which was carried out in various ways as discussed above. 8 such SHGs were formed in order to carry out the project activities. Out of these SHG members, few members have been chosen to form the Watershed Association. These are representatives nominated from each SHG. The Watershed Association is the apex association to implement the watershed activities in the area. It is registered under the Societies Registration Act, 1860 as a non-profit organization. While all SHG members by default become the members of the Watershed Association, individual farmers can also become members of the same. Such people then become a part of the User Group under the project.

The Watershed Development Team (WDT) which is appointed by MFG helps the

community in the watershed area with conceptualization, planning and execution of different works. The main task taken up by the groups is that of digging trenches, sunken ponds, constructing gully plugs, LBCDs and such other watershed structures. Training on digging trenches, construction of sunken pond have been provided by MFG to SHG members. A total of 13800 trenches out of 20000 trenches have been dug upto March 2013. Few sunken ponds and LBCDs have also been constructed depending on the availability and identification of location. The project is progressively moves from the ridge towards the valley.

Exposure visits to other watershed projects were conducted. Training on grafting, System of Rice Intensification (SRI) and cutting, stitching and tailoring have also been provided in due course for creation of employment opportunities. Such other training and skill development programs are also being conducted.

With the help of the watershed project the SHGs have also started functioning in a regular and efficient manner. They contribute Rs. 100 per month which is further deposited in bank accounts of each SHG. The accumulated money is lent out to the members in times of need. The SHGs are also encouraged to use the money for setting up of small businesses which can help them to generate some additional income.

#### **4. Sustainability**

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The biggest strength of the Watershed Development Project is that all the responsibilities of the various project activities are on the members of the SHGs, UGs and WA. The managerial responsibilities have also been handed over to the community since the commencement of the project. As each member is also provided training on various technical aspects of the watershed, the community will have sufficient knowledge of carrying out the project even after the exit of MFG. The members of the WA are already contributing a part of their income received as labour cost towards the building of a corpus fund which can be used later to expand the watershed area. The end goal of MFG is to build the social, technical and managerial capacities of the WA to such an extent that it can become a Project Implementing Agency (PIA) for other

watershed development projects funded by the Government. They will also be able to benefit from various Government schemes as they become more aware of their entitlements.

## IV. Agriculture Cooperative Project

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### 1. About the Project

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The Agriculture Cooperative Project commenced in August, 2012 in two villages Khotigao and Gaondongari, of Canacona taluka in South Goa. The project is initiated by GSL and implemented by the National Corporate Social Responsibility Hub, Tata Institute of Social Sciences, Mumbai. The project aims to change the nature of agriculture from a subsistence activity to a profitable venture by increasing the agricultural productivity and making agriculture a profitable venture.

#### 1.1 Macro-Micro Vision of the project

The **project vision** is to **enhance livelihood opportunities** in South Goa **through increasing agricultural productivity**.

The **main aim** of the project is to make agriculture **viable, sustainable and marketable** through collective organization and coordination of all aspects from production to post-harvest processing. The project execution strategy is to provide appropriate training and other agriculture extension services to communities who are willing to engage themselves in agricultural productivity enhancing activities. The project activities will be facilitated through the formation of cooperative societies in each of the two villages comprising of SHGs who will then be able to secure various kinds of support from the cooperative society.

The specific objectives of the project are:

- Community Organisation through collective activities
- Nurturing agriculture and allied activities
- Empowering community for employment generation
- Resource mobilisation and fund raising for entrepreneurial initiatives

## 2. Need Assessment and Targeting of Beneficiaries

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The project was launched based on the TISS Needs Assessment study for GSL which highlighted the need for a targeted approach with a long term vision to improve agricultural productivity in Goa. The findings of the study also emphasized on the several problems like inadequate irrigation facility, small land holding and absence of agriculture extension services as some of the major gaps in the system.

### *a. GSL and TISS perspective on target for selection of beneficiaries*

The Canacona taluka of South Goa was selected by GSL for the implementation of the agriculture cooperative project after consulting the TISS Needs Assessment Study Report. The TISS team surveyed the taluka and initially planned to implement the project in Balli and Padi villages. But it did not find a welcoming response from the communities in these villages. Later the two villages of Khotigao and Gaondongari in the interiors of Canacona were finalized which required the assistance of such a project and were also welcomed by the villagers.

The target was decided in terms of numbers of individual farmers across the two villages of Khotigao and Gaodongari. Thus a targeted number of 1000 farmers were intended to be covered by March, 2013. However, a total of 524 individual farmers and in turn 2500 villagers were covered through the formation of one cooperative society in each village.

Following status with respect to achievement of targets was shared by GSL-TISS with the team:

**Table 6: Achievement of targets with respect to formation of cooperative society**

Sr. No.	Name of Cooperative Society	Targets of FY 2012-2013 as per the MOU	Targets Completed (17 <sup>th</sup> Aug 12- March 2013)
1	Khotigao Collective Farming Cooperative Society	500	156

2	Gaondongari Collective Farming Cooperative Society	500	368
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*b. Multi-stakeholder feedback on targeting*

The village community and panchayat leaders shared positive feedback about the initiative of GSL-TISS and were satisfied with the way the project was started and the community was involved through various entry-point activities. The TISS team approached the political leadership in the state with the project proposal who were convinced of the benefits that the project could bring to the people. They willingly offered to help with persuading the village communities to participate in the project in large numbers by making them understand the positive returns that they would fetch from the project. Subsequently, the team directly contacted the villagers with the help of the Panchayat officials who played a significant role in reaching out to the target beneficiaries.

Village Community	When the TISS team approached the villagers, enough confidence building measures were undertaken to convince them of the benefits from the project. Both small farmers and landless villagers were collectively integrated in the project.
Panchayat leaders	The Panchayat leaders were a vital and indispensable component of the project. They have been involved since the commencement of the process of targeting of beneficiaries as they are in a better position to identify the appropriate individuals.

### 3. Project Implementation Cycle

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The project implementation was observed to have following main components - selection of villages; mobilization of the village community; organizing training programs through ICAR on agriculture and allied activities; providing to the beneficiary farmers infrastructural, technical and all other kinds of support, through the cooperative societies.

Below is the diagrammatical representation of the project cycle. Each of the components is discussed in detail in the following sections.



The project implementation **team** comprises of - a project coordinator, agriculture extension officers and other support staff. The team is supervised and guided by the project manager who reports to NCSR Hub, TISS and also to GSL. The main actors are the farmers who carry out agricultural and allied activities in their own lands or those of others. These farmers are organized as Self Help Groups (SHGs) of 10-12 farmers each. Each group decides on their own what is it that they want to cultivate. The project implementation team assists them in different ways like providing vegetable seeds, training and skill building programs to increase agricultural productivity and reduce



wastage and risk, infrastructure like pump sets and irrigation equipment etc.

### 3.1 Initial engagement with targeted villages

The TISS team along with the Panchayat officials conducted several rounds of interactions with the villagers to communicate to them the short term purpose and long term plan of the project. A number of focused group discussions were also conducted to identify the exact beneficiaries and those who most needy and could benefit immensely from the project activities. The coverage of the project is not only limited to agricultural activities but more over to the overall development of the villages through enhanced livelihood opportunities. All such details of the project were discussed with the villagers to give them clarity about the vision and mission of the project. Again, instead of only meetings and formal discussions, the community was engaged in various practical demonstrations as well as actual farming tasks. After being able to see the change on ground, the villagers were fully convinced of the rationale of the project and willingly participated in each and every program organized for them.

### Feedback from community and village Panchayat on initial engagement

Both the village Panchayats and the communities are extremely content with the way in which they were approached and taken into confidence regarding the functioning of this project. There was no communication gap from either side, ensuring perfect understanding of each and every aspect of the project.

### 3.2 Mobilization

The mobilization team mainly consists of the project staff and the Panchayat members. The office bearers of the two cooperative societies are themselves also Panchayat members or closely associated with them. Thus the initial mobilization was done by them. In the course of time, the villagers have come to witness the positive impact of this project on agriculture and hence are themselves keen to participate, contribute and in turn benefit.

### Feedback from community and village Panchs'

Since both the community and the village Panchs have engaged with the project implementation at each and every stage, mobilization has never been difficult. The community has been enthusiastic and participative since the initiation of the project.

### 4.3 Training programs and related activities

Under the Agriculture Cooperative society in each of the two villages, namely Khotigao and Gaodongari, several training and skill development programs related to agriculture and allied activities have been undertaken. The first task taken up was to revive old SHGs already existing in the village. Most villagers were a part of some or the other SHG. In the absence of such a case, new SHGs were also formed. The size of the SHG varies, comprising of 8 to 12 members. These SHGs were then incorporated in the respective agriculture cooperative. Thus, there are 24 SHGs in the Khotigao cooperative society and 36 SHGs in the Gaodongari cooperative society. Some of the members of these SHGs possess their own land. They have already been practicing agriculture either by themselves or getting their land tilled from someone else. However most of this has been for subsistence purposes. The society has also helped to institutionalize the formation of SHGs and the members contribute some pre-decided amount of money every month. This amount is then deposited in a bank account and the money is lent out in times of need or is used by the groups for buying the required goods.

After becoming a part of the cooperative society, the groups were encouraged to carry out collective farming. By this the individual could reduce his/her single handed efforts and yet improve productivity. The group members share the various responsibilities of agricultural work and also equally distribute the profits that are generated from selling the produce. Through the cooperative, these groups receive the raw materials required for farming like vegetable seeds, fertilizers, equipments etcetera. Subsequently where there was found to be water shortage, appropriate irrigation infrastructure was also created. Thus so far 50 acres of land has been cultivated and the vegetable produce has been sold in the nearby markets giving the SHG members a reasonable amount of profit.

This cultivation has given the villagers an opportunity to earn additional income as they engage in only single cropping which is paddy cultivation or cultivation of cashew. Through this project the community has learnt the skill of multiple cropping using their lands in the rabi season, to cultivate various vegetables. Thus the fallow lands are now being put to gainful use and also generate employment for the community outside the kharif season.

The members have also benefitted through various training programs that have been conducted through the cooperative. Farmers have been taught which fertilizers to use for which crops, in what quantity and also the proper way of spraying them. They are also shown the right technique for each stage from sowing to harvesting. Knowledge sharing on crop diversification and crop management also helps the farmers to acquire information on the new methods of reducing wastage, risk and improving productivity by following efficient agricultural practices. Training programs for various allied activities like bee-keeping, vermi composting are also conducted to provide farmers with the ability to develop their own small businesses and generate some extra income. Members are also encouraged to take up poultry, dairy and rearing of goats.

Moreover since the members are directly involved in managing the project, their managerial and administrative capacities are being built in due course which will help them to run the project even after the exit of GSL from their villages. The village community through the cooperative is being able to directly be in contact with such Government departments like State Agriculture Dept, Tribal welfare, Irrigation, ICAR, NABARD and so on. They are being able to identify Government schemes and in turn it is also easy for the Government departments to identify beneficiaries.

#### **4. Sustainability**

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The agriculture cooperative project is self-sustainable since the major part in the project is played by the farmers themselves. The funding provided by GSL is mainly used for bringing resource persons for various training programs, providing infrastructure like agricultural equipments, tools and machines, creating irrigation infrastructure like pump sets and digging borewells etcetra. Within the first three years when the project is managed by TISS, the community will learn the skills required to run such a project and also make all the required contacts with Government Depts and other relevant agencies enabling them to manage the cooperative society by themselves the fourth onwards.

The project also promotes ecological sustainability by educating the farmers about crop rotation which is better compared to only cereal cropping also improving soil health and giving better remuneration in the long run. Also the model can be easily replicated in other villages.

## V. Dairy Cooperative Project

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### 1. About the project

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The Dairy Cooperative Project was initiated by the GSL with TISS as the implementing agency in August, 2012. Pernem taluka of North Goa district was selected as the location for the project after several rounds of negotiations with villagers of Sattari taluka, where the TISS team faced resistance. The two villages of Korgaoa and Ibrampur were narrowed down as the exact locations, as these villages were willing to participate in the project.

#### 1.1 Macro-Micro Vision of the project

The broad objective of this project is to work in the selected villages to **enhance their existing practices of income generation** through **dairy skill development** programs and to **develop alternative sources of income** which are sustainable in long run.

The specific objectives of the project are:

- Organizing community through group activities and identifying mutual benefits
- To build capacity for enterprise development in Dairy Farming, as an allied activity for income generation
- Establish a sustainable dairy farming model in the villages through resource mobilization

The Dairy Cooperative project is an important structured intervention in the area of entrepreneurship development for enhancing entrepreneurial skills through training and development so that people can start, support, and sustain income generating activities. It is also an urgent need of the hour as milk production is low in Goa and there is huge scope for the dairy farming business.

## **2. Targeting and Mobilization**

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### **2.1 Selection of location**

Initially the Sattari taluka was selected by the TISS team for the implementation of the Dairy Cooperative Project. But the group dairy farming model that was proposed did not find support among the villagers. The proposed model required some wasteland for the common shed for all animals. Finally after several rounds of negotiations, the TISS team decided to shift the location of the project. Subsequent investigations helped in identifying Pernem taluka as the new location for the project. The area has fulfilled the criteria of underdeveloped region as highlighted in the Need Assessment Survey conducted by TISS. Furthermore in Pernem taluka, Korgao and Ibrampur have been selected for implementation of dairy cooperative.

### **2.2 Targeting of beneficiaries**

The target beneficiaries of the project are individuals who are seriously interested in the dairy farming and development business. Most of these individuals are already engaged in the dairy business. They are also a part of already existing dairy cooperatives in their respective villages. There is also a committed involvement of the village Panchayats in the formation and running of the cooperative. Thus identification of beneficiaries has become easily possible.

### **2.3 Initial engagement and Mobilization**

The TISS team approached the political leadership from these areas initially to discuss the details of the project. They were convinced with the purpose and the benefits of the project. They then helped in introducing the TISS team to the village community. Most of them already being in the dairy business has helped the TISS team to create a base for introducing the project. Thus convincing the village community has not been a difficult task. Also the involvement of Panchayat leaders directly in the various project activities has also been a great support.

### **2.4 Mobilization**

The process of mobilization started with the rounds of interactions and negotiations among the project implementation team and the village community in the presence of

the Panchayat members. Focussed Group Discussions helped in clarifying the doubts that the villagers had about the operation of the project. It also gave a clear idea to community as to how the project would be implemented. Though most members of the cooperative already practice dairying, there are many new entrants who are equally enthusiastic and serious about the business.

### **3. Project Implementation**

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The Dairy Cooperative project has been implemented through two dairy cooperative societies, one registered in each village with 20 farmers in each society. The basic infrastructure for the office in each location has been created.

As most of the farmers already possess animals, they practice dairy farming but on a small scale. They supply the milk produced to the Goa Dudh Sangh and Satteri Dudh Utpadak Sanstha in Korgao and Ibrampur respectively. The dairy cooperative has helped them to access the various Government schemes related to Dairy Farming. The farmers are provided with two animals each through GSL funds in combination with the Kamdhenu Yojana of the State Government of Goa. The milk so produced is also supplied to the same societies for further distribution to the market.

The farmers have been provided training in dairy farming methods, taking care of animals, cultivation of fodder etc by technical experts from State agriculture and veterinary department as well as ICAR. This will help farmers in practicing the dairy farming business efficiently, enhancing the productivity of milk which is the urgent need of the situation as milk production is low in the State of Goa.

### **4. Sustainability**

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The project is run by local villagers as employees. Their technical and managerial capacities will be built in due course during the first three years the when the project will be managed by TISS. The project will be handed over completely to the cooperative society and thus will be sustainable in the long run.

## Chapter 4

### Conclusion and Project-Wise Recommendations

In conclusion, it can be noted that the implementation of CSR initiatives of GSL are in adherence to the DPE guidelines. Following are the strengths of the GSL CSR initiatives:

- ❖ Selection of the projects based on needs assessment
- ❖ Selection of suitable locations based on needs for the project implementation
- ❖ Selection of expert implementing agencies
- ❖ Involvement with the community
- ❖ Regular monitoring of the projects

There is following scope for improvement with respect to GSL's role in the planning and implementation process

- ❖ Creation of a CSR cell
- ❖ Streamlining the process of releasing funds to ensure smooth and uninterrupted implementation of the projects to create maximum impact and create community good will
- ❖ Creating and communicating a checklist of requirements to the implementing agencies in terms of deliverables and for monitoring mechanisms in advance at the beginning of financial year, is important for streamlining the CSR project cycle. Such a checklist is expected to streamline the funding and monitoring mechanism.

Project specific recommendations are discussed in the following section.

#### 1. Skill Development Project

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##### 1. Targeting and mobilization process

- ❖ There is a need to build internal agreement on feasible target as well as a justifiable rationale for deciding the target.

- ❖ GSL team informed about the plans to expand the scope of project and introduce new trades. Therefore from long term perspective, it is important to streamline the mobilization process. Streamlining of the process should consider following aspects:
  - a. Creating a separate mobilization team.
  - b. Having a planned and focused approach on target areas within the state of Goa, in terms of radius and number of villages to be covered for outreach.
  - c. Having a rationale for determining the eligibility criteria for selection of the candidates. It is desired that empowerment and development of the targeted community are guiding factors while determining the rationale.

## **2. Training and coursework**

- ❖ Increasing the focus on theoretical training within the coursework can be considered.
- ❖ Feedback mechanism with all stakeholders such as employers, current batch and passed out candidates should be developed and institutionalized to make the course dynamic and incorporate relevant suggestions from the stakeholders

## **3. Sustainability**

It is important to develop more internal clarity on plan and approach for making the project sustainable and utilization of infrastructure developed as part of CSR initiative of GSL, post GSL exit in 5 years from commencement of the project. Following parameters should kept in mind for sustainability of the project:

- ❖ Having clear goals, vision-mission for the project
- ❖ Determining areas of development to create impact. For eg., social, economic, skills, employability, placements etc.
- ❖ Identifying a defined target community as well as criteria for selection of target beneficiaries
- ❖ Having a focused and planned outreach programme for mobilization of target beneficiaries



- ❖ Defining the components of the programme or project cycle in alignment with the vision of the project.
- ❖ Suitable parameters for monitoring and internal assessment of the impact created by the project as well as feedback mechanism
- ❖ A suitable exit strategy only after fulfilling the objectives, vision-mission of the project.

## 2. Mobile Health Care Project

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### 1. Targeting, Initial engagement and mobilization approach

- ❖ Parameters for assessing achievement of targets: Currently targets are limited to number of health camps and number of persons benefiting from the health camps. Mechanism to assess developments and benefits in terms of awareness building about health and hygiene through BCC, early diagnosis and facilitation of timely treatment are crucial to judge the success of the project and should be incorporated within the project framework.
- ❖ Locations for targeting: It is crucial to adopt a systematic and holistic approach in outreach strategy. Streamlining of targeted area and narrowing the focus to select group of villages instead of entire South Quepem is desired. It should be done after taking into account feasibility with respect to implementation. The project should be piloted into feasible number of villages to ensure that all aspects envisaged in the vision-mission of the programme are covered adequately. Only after success in piloted villages, the programme should be expanded to other villages. *Any expansion in the scope of programme implementation should take into accounts expansion in human and financial resources*
- ❖ Approach at the time of initial engagement with schools and villages: The village panchayat and community as well as the schools needs to be adequately informed about the short term and long term goals of the project, implementation strategy at the time of selection/identification. For the long

term sustainability of the project and to empower the beneficiaries with respect to health and hygiene issues there is need for more focused approach and sufficient time period to enhance engagement with the villages and schools.

- ❖ Mobilization: Streamlining the targeting approach is expected to in turn improve the strategy of selecting villages and consequent mobilization process. This is expected to enhance the outreach of the programme to entire village. Strategies for mobilization can be also improved and there will be increased scope for sharing the responsibility with the Village Panchayats.

## **2. Health Camps, Awareness building, Follow ups and Support in availing timely treatment**

- Awareness building: There is need to concentrate special efforts on awareness building on health and hygiene.
  - ❖ Use of multi-media, short films and discussions with experts on health and hygiene issues should be organized in both schools and villages. The discussions with experts should be organized village-wise and separately for different groups within the community, such as women, adolescent girls, boys, men, students, and teachers.
  - ❖ Separate sensitization, trainings and orientations for all teachers within the schools on health and hygiene issues should be organized for sustainable impact of the project.
  - ❖ At village level, young and motivated girls and boys as well as health workers, anganwadi workers should be trained on health and hygiene. Such group of villagers who can influence people and remain in contact with them can be selected to disseminate such information and from sustainability point of view.
- Follow up with patients

- ❖ *Short term:* There is need for formalization and streamlining the post-health camp follow-up mechanism. Process of tracking and recording the follow up cases can be introduced. A check-list can or standard reporting format can be developed for the same. These records can be used as in-built baseline information to assess the outcome and impact of the project.
  - ❖ *Long term:* The follow up process at both school and village level has greater relevance if there exists institutionalized mechanism to facilitate and support beneficiaries in availing timely treatment. It is therefore important to revisit the entire implementation process in long term from targeting to facilitating timely treatment for sustainable impact.
- Support for timely treatment: Mechanism should be developed to ensure that the patients referred by VHAG doctors receive attention at the government hospitals.
    - ❖ VHAG can check availability of the doctors at the government hospitals as well as facilitate provision of medical attention to referred patients on fixed dates. A dedicated VHAG team member can be stationed at the hospital on given dates to facilitate the process. An understanding/ options for collaboration with the government hospitals in this regard without disturbing the existing system at the hospital can be explored by GSL/VHAG.
- 3. Capacity building of the Arogya Mitras**
- ❖ Arogya Mitras should be formally and sufficiently oriented to ensure their involvement and empowerment. They are expected to help the community after withdrawal of VHAG-GSL and ensure sustainability of the project.
- 4. Engagement with District Administration**
- ❖ It is important that any communication or promised support from the district or state administration be official. Verbal promises of administrative functionaries should not be basis for making promises to the community. It can lead to disappointment and loss of goodwill.
- 5. Distribution of spectacles**

- ❖ While distributing the spectacles at this stage it is important to check the eyes of patients again, as the results from the earlier check-up could be redundant and can cause failure of the entire exercise or create adverse impact.

### **3. Watershed Development Project**

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#### **1. Funding**

- ❖ In the first year of implementation of the project, the release of funds was delayed from GSL which has adversely affected the implementation schedule of the core activities for watershed development. The community was not able to tap the right period for digging trenches, sunken ponds and LBCDs for better water conservation. Thus the benefits will be realized in the second year of the project implementation. Therefore the most urgent requirement is the timely disbursement of funds to ensure timely carrying out of project activities.

#### **2. Team**

- ❖ GSL has partnered with the proper implementation agency for the project requires technical expertise. But MFG requires to strengthen its internal team to be able to implement the project more efficiently. The roles and responsibilities of each team member have to be defined and divided in such a way that no one is over-burdened. The team also needs few members with technical expertise like an agricultural engineer and also a team leader.
- ❖ The villagers also need to be provided with regular training and skills development programs for allied activities, which will help them to start and sustain small business ventures for additional income generation.

### **4. Agriculture Cooperative Project**

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#### **1. Market Linkages**

- ❖ The major requirement of the small farmers is institutionalized market linkages to ensure that the agricultural produce receives the right market and they continue agriculture as a commercially viable activity. The cooperative society can register with the Horticulture Mission or such other agencies where the farmers are able to get an assured market for their produce. It is important to

create a support system for such farmers building their capacities for the long run.

## **2. Infrastructure Requirements**

- ❖ The farmers require appropriate transport facilities to take their produce to the market in a stipulated period since all the vegetables have a small shelf life. There has to be a proper arrangement for the same.
- ❖ Being faced by problems like water shortage, the farmers need more support with respect to irrigation facilities which will ease their difficulties specially during peak summer season.

## **5. Dairy Cooperative Project**

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### **1. Funding**

- ❖ The project for being implemented in a proper manner requires the timely release of funds. Delay in the release of funds creates undesirable delays. Thus farmers received the animals late delaying dairy production and affecting the achievement of targets.

### **2. Infrastructure**

- ❖ Farmers engaged in dairy production business require infrastructural support to keep the produce from spoiling till it reaches the market. A proper arrangement has to be made for the same.