

Evaluation Study Report of GRSE Corporate Social Responsibility (CSR) projects for FY 2011 - 12 and FY 2012 - 13

Conducted By
National Corporate Social Responsibility Hub
Tata Institute of Social Sciences
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Abbreviations

CSR	Corporate Social Responsibility
GRSE	Garden Reach Shipbuilders' & Engineers Limited
NCSR Hub	National Corporate Social Responsibility Hub
DPE	Department of Public Enterprises
TISS	Tata Institute of Social Sciences
GRSD	Garden Reach Slum Development
NEC	National Eye Care
IICP	Indian Institute of Cerebral Palsy
BESU	Bengal Engineering and Science University
MGE	Manipal Global Education
MYS	Manthan Yuva Sansthan
SC	Scheduled Caste
ST	Scheduled Tribe
OBC	Other Backward Classes
CMO	Chief Medical Officer

Table of Contents

Acknowledgements.....	1
NCSR Hub Team	2
Abbreviations	3
Chapter 1: GRSE CSR Project Evaluation	9
1.1 New DPE Guidelines for CSR Projects	9
1.2 Need for Evaluation of CSR Projects	10
1.3 Companies Act 2013	10
1.4 Collaboration with the NCSR Hub	11
1.5 Garden Reach Shipbuilders' and Engineers Ltd.	12
1.6 Mission and Vision for CSR.....	12
1.7 CSR Projects for FY 2011 – 12 and 2012 – 13.....	12
Table 1: Brief Description of CSR Projects	12
1.8 Research Methodology and Documentation.....	13
Table 2: Research Methodology used for different projects.....	13
Chapter 2: Project 1: Supply and installation of Inverter and Battery towards power backup at schools and colleges of Metiabruz, Kolkata.....	15
2.1 Background of Project Formulation.....	15
2.2 Governance Statement	15
2.3 Stakeholder Mapping.....	15
2.4 Internal Stakeholder: GRSE	15
2.4.1 Perception.....	15
2.4.2 Roles and Responsibilities.....	15
2.4.3 Expectation	16
2.5 External Stakeholder I: GRSD	16
2.5.1 Perception.....	16
2.5.2 Roles and Responsibilities.....	16

2.5.3 Channelization of Funds.....	16
2.5.4 Outreach of the Programme	16
Table 3: List of Schools covered under this Project	16
2.5.4.1 Perception of Beneficiaries	17
2.6 Scope for further Intervention/Improvement	18
2.7 Recommendation.....	18
Chapter 3: Project 2: Supply and Installation of Water Purifier-cum-Coolers in schools and colleges of Metiabruz, Kolkata.....	19
3.1 Background of Project Formulation	19
3.2 Governance Statement	19
3.3 Stakeholder Mapping.....	19
3.4 Internal Stakeholder: GRSE	20
3.4.1 Perception.....	20
3.4.2 Roles and Responsibilities.....	20
3.4.3 Expectation	20
3.5 External Stakeholder I: M/s Weather Makers Private Limited	20
3.5.1 Perception.....	20
3.5.2 Roles and Responsibilities.....	20
3.5.3 Channelization of Funds.....	20
3.5.4 Outreach of Programme	22
Table 4: Water Cooler-cum-purifier Information Table.....	22
3.5.4.1 Perception of Beneficiaries	24
Table 5: Observations and School's Responses	24
3.6 Scope of Further Intervention/Improvement.....	25
3.7 Recommendation.....	25
Chapter 4: Project 3: Cataract surgery for the poor and needy people of Metiabruz, Kolkata.....	27
4.1 Background of Project Formulation	27
4.2 Governance Statement	27

4.3 Stakeholder Mapping.....	27
4.4 Internal Stakeholder: GRSE	27
4.4.1 Perception.....	27
4.4.2 Roles and Responsibilities.....	28
4.4.3 Expectation	28
4.5 External Stakeholder: National Eye Care	28
4.5.1 Perception.....	28
4.5.2 Roles and Responsibilities.....	28
4.5.3 Channelization of Funds.....	29
4.5.4 Outreach of Programme	30
4.6 Scope of Further Intervention/Improvement.....	30
4.7. Recommendation.....	30
Chapter 5: Project 4: Adoption of classes of differently-abled children of IICP	31
5.1 Background of Project Formulation.....	31
5.2 Governance Statement	31
5.3 Stakeholder Mapping.....	32
5.4 Internal Stakeholder: GRSE	32
5.4.1 Perception.....	32
5.4.2 Roles and Responsibilities.....	32
5.4.3 Expectation	32
5.5 External Stakeholder: IICP.....	32
5.5.1 Perception.....	32
5.5.2 Implementation	33
5.5.3 Channelization of Funds.....	33
Table 6: Channelization of Funds for CSR Project in FY 2011 – 12 and 2012 - 13	33
5.5.4 Outreach of the Programme	34
5.5.4.1 Perception of Beneficiaries	34

5.5.4.2 Evaluation	34
Table 7: Student Profiles and Guardians' Feedback	35
5.6 Scope for Further Intervention/Improvement.....	37
5.7 Recommendation.....	37
Chapter 6: Project 5: Monthly Health Camps	38
6.1 Background of Project Formulation	38
6.2 Governance Statement	38
6.3 Stakeholder Mapping.....	38
6.3.1 Perception.....	38
6.3.2 Expectation	38
6.4 Channelization of Funds.....	39
Table 8: Statement of Expenditure for GRSE Monthly Health Camp from April 2011 to March 2012	39
Table 9: Statement of Expenditure for GRSE Monthly Health Camp from April 2012 to March 2013	40
6.5 Outreach of the Programme	40
6.5.1 Outreach of Monthly Health Camp.....	40
6.6 Scope for further Intervention/Improvement	40
6.7 Recommendation.....	41
Chapter 7: Project 6: Skill Development / Vocational training programme for unemployed youth of the locality in Metiabruz, Kolkata and Ranchi.....	42
7.1 Background of Project Formulation.....	42
7.2 Governance Statement	42
7.3 Stakeholder Mapping.....	43
7.4 Internal Stakeholder: GRSE	43
7.4.1 Perception	43
7.4.2 Roles and Responsibilities.....	43
7.4.3 Expectation	43
7.5 External Stakeholders	45

Table 10: Training Delivery Process	45
7.5.1 Roles and Responsibilities of External Stakeholders	47
Table 11: Candidate Details	48
7.5.2 Targeting and Mobilization of Candidates.....	49
7.5.3 Perception of Beneficiaries	50
7.6 Gaps Identified/Scope of Further Intervention/Improvement.....	52
7.7 Recommendation.....	53
Chapter 8: Project 7: Infrastructural Development to rehabilitate victims of cloud burst at Leh-Ladakh	54
8.1 Background of Project Formulation	54
8.2 Governance Statement	54
8.3 Internal Stakeholder: GRSE	54
8.3.1 Perception	54
8.3.2 Roles and Responsibilities.....	54
8.4 External Stakeholder: Hindustan Prefab Limited.....	54
8.4.1 Perception	54
8.4.2 Roles and Responsibilities.....	55
8.4.3 Channelization of Funds.....	55
8.5 Perception of Beneficiaries	55
8.6 Recommendations	56

Chapter 1: GRSE CSR Project Evaluation

1.1 New DPE Guidelines for CSR Projects

In order to move towards more responsible business by Central Public Sector Enterprises (CPSEs) under the new regime of Corporate Governance system with the help of Result Documentation Framework, Department of Public Enterprises (DPE), Ministry of Heavy Industries and Public Enterprises, Government of India, has circulated the “Guidelines on Corporate Social Responsibility for Central Public Sector Enterprises” vide F.No.15 (3)/2007 -DPE (GM) - GL-99, 9th April, 2010 for all CPSEs concern. According to this guideline, it is ensured that, CSR activities should not be limited to charity or done on donation basis, rather it should be visible and make social changes via creating sustainable resource base. The CSR activities should be based on short term, medium term and long term goals. DPE has since revised its CSR guidelines which are effective from 1st April 2013. There is infusion of policy content in a large measure in the revised guidelines.

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 Evaluation of CSR Projects

According to the new CSR guideline, it is clearly mentioned that,

“Where the planned CSR and Sustainability activity is closely aligned with the business strategy and the company possesses core competence to do it, a Public Sector company may take up the implementation of CSR activity with its manpower and resources if it feels confident of its organizational capability to execute such projects. In such a case it is advisable that monitoring is done by an external agency even though the staff of the CPSE may be associated with it. In any case, evaluation must always be assigned to an independent external agency for the sake of objectivity and transparency.” [Clause 1.6.7]

Evaluation of the short term policy will help locate the existing lacuna of the projects at the project implementation stage. Evaluation will also help GRSE to reformulate their projects for long term sustainability and visibility.

1.3 Companies Act 2013

The ministry of Corporate Affairs (MCA) has notified Section 135 and Schedule VII of the Companies Act, 2013, which relate to corporate social responsibility (CSR) that will be effective from April 1, 2014 as part of the new Companies Act. Section 135 of the 2013 Act, seeks to provide that every company having a net worth of 500 crores INR, or more or a turnover of 1000 crore INR or more, or a net profit of five crore INR or more, during any financial year shall constitute the corporate social responsibility committee of the board. This committee needs to comprise of three or more directors, out of which, at least one director should be an independent director. The composition of the committee shall be included in the board’s report. The committee shall formulate the policy, including activities specified in Schedule VII, which are as follows:

- ❖ Eradicating extreme hunger and poverty
- ❖ Promotion of education
- ❖ Promoting gender equality and empowering women
- ❖ Reducing child mortality and improving maternal health

- ❖ Combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases
- ❖ Ensuring environmental sustainability
- ❖ Employment enhancing vocational skills
- ❖ Social business projects
- ❖ Contribution to the Prime Minister's National Relief Fund or any other fund set-up by the central government or the state governments for socio-economic development and relief, and funds for the welfare of the scheduled castes and Tribes, other backward classes, minorities and women
- ❖ Such other matters as may be prescribed

The committee will also need to recommend the amount of expenditure to be incurred and monitor the policy from a time-to-time. The board shall disclose the contents of the policy in its report, and place it on the website, if any, of the company. The 2013 Act mandates that these companies would be required to spend at least 2% of the average net-profits of the immediately preceding three years on CSR activities, and if not spent, explanation for the reasons thereof would need to be given in the director's report (section 135 of the 2013).

1.4 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.

In fulfillment of the DPE guideline, GRSE has signed a MOU with National CSR Hub on 22nd August 2011 with specific terms and conditions for the next 5 financial years from FY 2011- 2012 to 2015-2016.

1.5 Garden Reach Shipbuilders' and Engineers Ltd.

The Garden Reach Shipbuilders' and Engineers Ltd. (GRSE), a reputed Public Sector Enterprise functioning under the administrative control of the Department of Defense Production, Ministry of Defence, Govt. of India, is engaged in the business of manufacturing a wide range of high-tech modern warships, general engineering activities etc. In September 2009, GRSE was accorded the status of Mini Ratna Category – I. The Company has also been a recipient of the prestigious Raksha Mantri's Award in various categories for 2 years consecutively.

1.6 Mission and Vision for CSR

Based on new DPE Guidelines GRSE's CSR Policy was formulated vide Ref. No: SSO/HR&A/HR/0297/, dated 11th November 2010. It states that "As a responsible Corporate Citizen, GRSE utilizes a part of the Company's profit as per Guidelines issued by the Government of India, from time to time, for undertaking various developmental initiatives and projects for inclusive growth of the community and society. As a Company, GRSE strives to go beyond statutory requirements towards making reasonable social, economic and environmental impact."

1.7 CSR Projects for FY 2011 – 12 and 2012 – 13

Table 1: Brief Description of CSR Projects

Project	Objective	Support provided by GRSE
1 Supply and installation of Inverter and Battery towards power backup at schools and colleges of Metiabruz, Kolkata.	To facilitate continuous electricity in the local schools by providing power back-up systems.	Facilitated power back up systems in local schools having student strength of more than 1500.
2 Supply and Installation of Water Purifier-cum-Coolers in schools and colleges of Metiabruz, Kolkata	To provide clean drinking water to children of local high schools.	Facilitated provisioning of purified drinking systems in local schools having student strength of more than 1500.
3 Cataract surgery for the poor and needy people of Metiabruz, Kolkata	To facilitate cataract surgery for the elderly and needy people of the locality.	Financial support to conduct cataract surgeries.
4 Adoption of classes of differently-abled children of IICP	To adopt classes at Indian Institute of Cerebral Palsy (IICP) comprising of children suffering from acute degrees of cerebral palsy.	Financial support.
5 Monthly Health Check-up Camps	To provide basic healthcare facility to the poor people of the locality.	Health check-up and provide medicines and subsidized rates for investigations for 150 poor patients per month.

6	Skill Development / Vocational training programme for unemployed youth of the locality in Metiabruz, Kolkata and Ranchi.	To impart skill development / vocational training to unemployed youth of the locality.	Financial support.
7	Infrastructure development to rehabilitate victims of cloud burst at Leh-Ladakh.	M/s. Hindustan Prefab Ltd. has been carrying out infrastructure development project at Leh-Ladakh Region (J&K) to rehabilitate the people affected by cloudburst on 05 and 06 Aug 2010.	GRSE has facilitated construction of 50 toilet-cum-bathrooms at Solar Colony of Leh.

1.8 Research Methodology and Documentation

Table 2: Research Methodology used for different projects

Sl. No	Project	Support provided by GRSE	Research Methodology
1	Supply and installation of Inverter and Battery towards power backup at schools and colleges of Metiabruz, Kolkata	Facilitated power back up systems in local schools having student strength of more than 1500.	<ul style="list-style-type: none"> Meeting with GRSE about their perception and expectation from the project Surprise visits made on 23.12.2013 and 8.1.14 to interact with the schools and seek their feedback Conducted primary survey with Implementing agency (GRSD)
2	Supply and Installation of Water Purifier-cum-Coolers in schools and colleges of Metiabruz, Kolkata	Facilitated provisioning of drinking water systems in local schools having student strength of more than 1500.	<ul style="list-style-type: none"> Meeting with GRSE about their perception and expectation from the project Surprise visits made on 23.12.2013 and 8.1.14 to interact with the schools and seek their feedback Conducted primary survey with Implementing agency (Weather Makers Private Limited)
3	Cataract surgery for the poor and needy people of Metiabruz, Kolkata	Financial support to conduct cataract surgeries.	<ul style="list-style-type: none"> Meeting with GRSE about their perception and expectation from the project Visited NEC on 25.12.2013 to interact with the staff and see facilities. Conducted primary survey with NEC
4	Adoption of classes of differently-abled children of IICP	Financial support.	<ul style="list-style-type: none"> Meeting with GRSE about their perception and expectation from the project Conducted Primary survey with external stakeholder (IICP) Analyzed Secondary information Analyzed Student profile Organized open house meeting with parents of the benefited students about different aspects of the programme
5	Monthly Health Check-up Camps	Provided health checkup and medicines and subsidized rates for investigations for 150 poor patients per month.	<ul style="list-style-type: none"> Conducted Primary Survey with Internal stakeholder (GRSE) Organized meeting with CMO to discuss operational issues to upgrade this

		programme
6	Skill Development / Vocational training programme for unemployed youth of the locality in Metiabruz, Kolkata and Ranchi.	<ul style="list-style-type: none"> Facilitated provisioning of vocational training and employment assistance to unemployed youth. Meeting with GRSE about their perception and expectation from the project Conducted primary survey with external stakeholders – BESU, MGE and MYS Ranchi Conducted personal and telephonic interviews with candidates. This was an evaluation research as it <i>“is designed so that the findings will provide information useful for decisions about public policy or private issues.”</i>¹

The NCSR Hub research team has documented each project based on ‘background of project formulation’, ‘governance statement’, ‘stakeholder mapping’, ‘roles and responsibility of both internal and external stakeholders’, ‘channelization of funds’, and ‘outreach of the project’. Secondly, primary surveys with structured questionnaires have been conducted with both the internal and external stakeholders. Supported secondary information has also been collected from the concerned stakeholders.

Since the nature of each project was different and in most of the projects GRSE has acted as a fund provider; very limited provisions were reserved to ensure the impact of those projects. Therefore, different methodologies have been used depending on the nature of the project (Table 2).

The project titled *“Infrastructure development to rehabilitate victims of cloud burst at Leh-Ladakh”* will be evaluated in the next financial year due to the area being inaccessible during the course of this study.

¹ Online: <http://www.rci.rutgers.edu/~judithjf/kinds%20of%20research.htm>

Chapter 2: Project 1: Supply and installation of Inverter and Battery towards power backup at schools and colleges of Metiabruz, Kolkata

2.1 Background of Project Formulation

Based on the needs assessment survey conducted by two agencies, 'supply and installation of inverter and battery towards power backup at school and colleges of Metiabruz' was identified to be taken up by GRSE. Through a web tender floated by GRSE, only one bid was received from a local NGO – Garden Reach Slum Development (GRSD). The bid was technically evaluated and found to be acceptable. The PNC was conducted on 23rd September, 2011 with GRSD. A total of 14 schools and 1 college were covered under this project in FY 2011 – 12 and FY 2012 – 13.

2.2 Governance Statement

GRSD has received LOA and PO for this project. There has been no evaluation by GRSE for this project. Purchase order number 4700003304/HR1 for FY 2011 – 12 was issued on 24th November, 2011 which was subsequently amended on 27th March, 2012 and covered 6 schools and 1 college. Purchase order number 4800001767/HR1 for FY 2012 – 13 was issued on 19th November, 2012 and covered 8 schools.

2.3 Stakeholder Mapping

GRSE is the internal stakeholder while GRSD being the implementing agency is the external stakeholder in this project. However, their role is limited only to supplying and installation of power back up systems in the selected institutions. Once the systems have been set up, all the guarantee bills and contact details of the service provider are provided to the school authorities. Henceforth, maintenance and monitoring of the systems is the responsibility of the school authorities. So, external stakeholder II will be the authorities of the selected institutions.

2.4 Internal Stakeholder: GRSE

2.4.1 Perception

The local schools face acute power shortage. In order to improve the school infrastructure and prevent disruption of classes, GRSE has provided power backup systems in local high schools. Most of the schools have student strength of more than 1500.

2.4.2 Roles and Responsibilities

GRSE via a web tender availed the services of GRSD as an implementer for this project. The following support was provided to the organization:

- (i) The organization procured
 - a. 248 Exide battery inverter grade tubular type;
 - b. 31 Microtek inverter 5.5 KVA Capacity;
 - c. Havells 4 square mm roll @ Rs. 2516.80/- inclusive of all taxes and duties;
 - d. Anchor switch @ Rs. 22 per piece inclusive of all taxes and duties;
 - e. Havells distribution board @ Rs. 500/- per piece inclusive of all taxes and duties;
 - f. Standard MCB @ Rs. 250 per piece inclusive of all taxes and duties.

(ii) The payment was released online in favor of the supplier subject to physical verification and reimbursement of bills.

2.4.3 Expectation

GRSE expects to facilitate power back-up systems in 06 High Schools and 01 college of the locality for FY 2011 – 12 and in 08 High Schools of the locality for FY 2012 – 13.

2.5 External Stakeholder I: GRSD

2.5.1 Perception

GRSD feels that with the installation of this programme, the community will benefit. They will no longer face load shedding. Classes will not be hampered. This is a good opportunity for institution development.

2.5.2 Roles and Responsibilities

GRSD's role is supervisory in nature. The agency is responsible for overseeing the installation of the inverters in all the schools.

2.5.3 Channelization of Funds

The total cost of the project in FY 2011 – 12 and FY 2012 – 13 was Rs. 5,701,744.28/- respectively. Payment is made on receipt of a 'successfully completed certificate' from each school.

2.5.4 Outreach of the Programme

Table 3: List of Schools covered under this Project

Sl. No	School	Date of Completion of Activity	Present Status
1	Maulana Azad Girls Higher Secondary School	17.1.2012	Smoothly running
2	Bengali Bazaar High School	28.3.2012	Smoothly running
3	Metiabruz High School	29.3.2012	Smoothly running
4	Garden Reach Keshoram Cotton Mill Higher Secondary	29.3.2012	Smoothly running

	School		
5	Dhankheti High Secondary School	30.3.2012	Smoothly running
6	Maulana Hasrat Mohani Girls High School	9.1.2012	Smoothly running
7	Metiabruz College	6.1.2012	Smoothly running
8	Garden Reach Nut Behari Boys High School	8.12.2012	Smoothly running
9	Matiaburj Girls High School	27.02.2013	Smoothly running
10	Fatehpur Hindi Nagari Pracharak Vidyalaya	4.01.2013	Smoothly running
11	Garden Reach Madhyamik Vidyalaya	5.01.2013	Smoothly running
12	Judge Abdul Bari Girls High School	7.12.2012	Smoothly running
13	Badartala High School	7.3.2013	Smoothly running
14	Bartala Madhyamik Vidyalaya	7.01.2013	Smoothly running
15	Badartala Madhyamik Balika Vidya Mandir	28.02.2013	Smoothly running

2.5.4.1 Perception of Beneficiaries

The schools are extremely happy to have received such support from GRSE in the face of acute power shortages in the area. The power back up has not only eased their work load but has acted as an incentive for children to attend classes. However, most schools are finding it difficult to maintain these systems. They claim that electricity bills have risen drastically since the installation of these systems. They are hoping to receive further support from GRSE towards the same.

Below are a few pictures taken during the research team's visit to the schools where this programme has been conducted.



2.6 Scope for further Intervention/Improvement

GRSE provides for the inverter and battery backup along with salaries for supervisors of GRSD. However, as has been mentioned in 'Provisional Assessment Report and Documentation of CSR projects for FY 2011 – 12' section 4.6, no provisions have been made for prevention of fire mishaps. Nothing is mentioned in the PO issued to GRSD. Consequently, GRSD is not responsible for maintenance of the installed power back up systems.

2.7 Recommendation

This project has helped to address the issues of power shortages in GRSE's vicinity along with capacity building of the schools' infrastructure.

While support to these projects may be continued, it is important to note that these projects greatly limit the scope of GRSE's involvement and are often seen as fulfilling the 'last mile gap'.

Chapter 3: Project 2: Supply and Installation of Water Purifier-cum-Coolers in schools and colleges of Metiabruz, Kolkata

3.1 Background of Project Formulation

The baseline survey conducted for GRSE by M/s. AC Nielsen Org-Marg Private Limited in Metiabruz identified 'poor quality of drinking water' as a problem for the local community and recommended for installing water purification facilities in schools. The baseline survey report of all the 9 wards conducted by National CSR Hub, TISS also recommended the same. Further, this project is a MoU target of the Company for FY 2011 – 12 and FY 2012 – 13. A limited tender number HR/WEL/CSR/280/11/2012(WP) dated 14th January 2012 was floated inviting bids from 5 agencies empanelled by NCSR Hub to implement this project in 6 schools and 1 college in Metiabruz, Kolkata. However, no bids were received till the scheduled date. Since this was a MoU target project, it was clarified by NCSR Hub Director that GRSE could install the purifiers without engaging any NGO.

Based on the request received from schools, an inspection was carried out at 7 local institutions on 12th and 13th March 2012 to ascertain the requirement. A tender was issued vide no. HR/WEL/CSR/WP/12 dated 23rd March 2012 to M/s. Eureka Forbes on single vendor nomination basis for supply and installation of Aquaguard water cooler-cum-purifier at 7 local schools. A letter received from Eureka Forbes vide no. EFL/BG/CCD/234/11-12 dated 26th March 2012 stated that they have authorized their distributor Weather Makers Private Limited to submit the tender papers on their behalf. They also submitted that after sales service in warranty/under AMC period will be provided by Eureka Forbes Limited. Weather Makers Private Limited submitted their sealed tender on 27th March 2012. An allocation of 33 Aquaguard water purifiers via purchase order dated 30th March 2012 was placed. A repeat order based on approximate student strength and space available dated 19th September 2012 was placed for 33 purifiers in 10 out of 13 schools who submitted their request.

3.2 Governance Statement

Weather Makers Private Limited received 2 purchase orders for this project. No evaluation has been conducted by GRSE for the project. Purchase order number 4800001247/HR1 dated 30th March 2012 provided for supply and installation of water cooler-cum-purifiers in 6 schools and 1 college in Metiabruz area while purchase order number 4800001653/HR1 dated 19th September 2012 provided for the same in 10 schools of Metiabruz area.

3.3 Stakeholder Mapping

GRSE is the internal stakeholder while Weather Makers Private Limited being the implementing partner is the external stakeholder. Since their role is also limited to supplying and installation of the machines, the selected institutions are responsible for regular maintenance and monitoring of the items; thereby making them the external stakeholder II.

3.4 Internal Stakeholder: GRSE

3.4.1 Perception

The local area faces acute crisis of clean drinking water, especially the children studying in local schools and college. In order to improve the provision of drinking water in the educational institutions of the locality, Aquaguard water purifier-cum-coolers have been facilitated by GRSE in local High Schools. Most of the schools have student strength of more than 1500 and are covered under this project.

3.4.2 Roles and Responsibilities

GRSE has facilitated the provisioning of these systems.

3.4.3 Expectation

GRSE expected to facilitate the provisioning of purified drinking water in 03 High Schools of the locality in FY 2011 – 12 and in 14 High Schools and 01 college of the locality in FY 2012 – 13.

3.5 External Stakeholder I: M/s Weather Makers Private Limited

3.5.1 Perception

Eureka Forbes is the OEM for supply of purifier-cum-cooler and GRSE has procured the same products in the past from them. Also, in spite of extension of the tender, no bids were received. Since this project is also a MoU target for FY 2011 – 12, GRSE, after seeking clarification from NCSR Hub, decided to implement the project directly.

3.5.2 Roles and Responsibilities

Weather Makers Private Limited is responsible for supply and installation of Aquaguard water coolers-cum-purifiers in 16 schools and 1 college. The details of the make of the item are given below:

Model	Capacity
Aquaguard Storage Cooler-cum-Purifier	120 Litres
Aquaguard Storage Cooler-cum-Purifier	80 Litres
Aquaguard Storage Cooler-cum-Purifier	40 Litres

3.5.3 Channelization of Funds

The total cost of this project is Rs. 2, 29,747.91/- for PO dated 30th March 2012 and 19th September 2012 respectively. Payment has been made through Electric Clearance System against submission of 10% Performance Bank Guarantee, within 30 days of submission of bill with receipted challan and satisfactory installation and commissioning certificate from

Head/Authorized personnel of each institution and certification from GRSE's electrical department.

3.5.4 Outreach of Programme

Table 4 provides a detailed list of the schools covered along with the kind and number of machines installed under this project.

Table 4: Water Cooler-cum-purifier Information Table

Sl. No.	Name of the School	FY in which school was covered	No. of Aquaguard Machines installed	No. of Water Coolers installed		Date of installation	Has School done AMC?	Whether in warranty period?
			40 Ltrs.	80 Ltrs.	120 Ltrs.			
1	Garden Reach Nut Behari Das Girls H.S. School	2012-2013	2	1	6	8.10.2012	No	No
2	Garden Reach Mudiali High School	2012-2013		1	2	9.10.2012	No	No
3	Garden Reach Mudiali Girls High School	2012-2013	1			9.10.2012	No	No
4	Judge Abdul Bari Girls High School	2012-2013	1		4	11.10.2012	No	No
5	Fatepur Hindi Nagori Prachaarak Vidyalaya (H.S.)	2012-2013	1	1	3	9.10.2012	No	No
6	Metiabruz Girls High School	2012-2013		2	1	10.10.2012	No	No
7	Bartala Madhyamik Vidyalaya (H.S.)	2012-2013	1	1	3	10.10.2012	No	No
8	Bartala Girls High School (Morning Session)	2012-2013						

9	Badartala Madhyamik Balika Vidyamandir	2012-2013	1		1	10.10.2012	No	No
10	Metiabruz High School	2012-2013	2		3	25.5.2012	No	No
11	Metiabruz College High School	2012-2013	2		2	25.5.2012	No	No
12	Bengali Bazar High School	2012-2013		4	2	30.3.2012 & 31.3.2012	No	No
13	G.R. Maulana Azad Girls H.S. School	2012-2013	1		8	27.5.2012	No	No
14	Dhankheti High Secondary School	2012-2013		1	1	30.3.2012	No	No
15	Maulana Hasrat Mohani Girl's High School	2012-2013		1	2	30.3.2012	No	No
16	Garden Reach Keshoram Cotton Mills H.S. School	2012-2013	2		2	26.5.2012	No	No
	Grand Total		14	12	40			

3.5.4.1 Perception of Beneficiaries

The NCSR Hub research team visited all the schools covered under this programme. The table below documents responses of the school staff where available and observations of the research team as recorded during visits.

Table 5: Observations and School's Responses

Sl. No	Name of School	Observations and Responses
1	Garden Reach Nut Behari Das Girls H.S. School	Saw only 1 WP which was broken and had no taps. School staff unavailable for response.
2	Garden Reach Nut Behari Das Boys High School	3 WCs and 2 WPs installed. Taps of all WCs have been stolen. 1 WP is not working. School has put new taps twice but these too have been stolen. They have now placed orders for grills.
3	Garden Reach Mudiali High School	3 WCs and 1 WP have been installed. 1 WC is not working. Technician had visited the school but couldn't repair it. The filters of neither of the machines have been changed since installation.
4	Garden Reach Mudiali Girls High School	
5	Judge Abdul Bari Girls High School	All WPs are in working conditions. School is satisfied with support received.
6	Fatepur Hindi Nagori Pracharak Vidyalaya (H.S.)	4 WCs and 1 WP have been installed. Machines work sometimes. Taps are broken and where working, water flow is less. School staff said that it was after complaining from February – July 2013 regularly that the technician came. Also, they had requested for 10 WCs keeping in mind their student strength of 1600 but received only 5 WCs.
7	Metiabruz Girls High School	3 WCs installed. Taps of all the WCs are stolen and none of them are working. 1 WP does not work. School has not lodged complaint.
8	Bartala Madhyamik Vidyalaya (H.S.)	4 WPs and 1 WP installed. None in working condition. Taps are defective. School staff feels that while this programme has benefitted 2 schools (primary and secondary wing); they require more machines.
9	Bartala Girls High School (Morning Session)	School was closed.
10	Badartala Madhyamik Balika Vidyamandir	1 WC and 1 WP have been installed. WC is working but overflows. WP was working well. School cannot afford to do AMC due to budgetary constraints.
11	Metiabruz High School	3 WCs and 2 WPs installed. All machines are in working condition. School had called for service only once in 2 years.
12	Metiabruz College	2 WPs and 2 WCs installed. All in working condition.

		College staff feels that the WP gives more output and is used more often. The WC sometimes doesn't work.
13	Bengali Bazar High School	Saw only 1 WP which was not working. School staff unavailable for response.
14	Maulana Azad Girls H.S. School	Couldn't see the machines as the concerned person was not available.
15	Dhankheti Higher Secondary School	School was closed.
16	Maulana Hasrat Mohani Girl's High School	3 WCs have been installed. All in working condition. School is satisfied with support received.
17	Garden Reach Keshoram Cotton Mills H.S. School	The WPs installed are not working. Complaints have been made thrice, over a year ago. Agency response unknown.

*WP – Water Purifier

**WC – Water Cooler

The following pictures illustrate the conditions of the machines at the time of the research team's visit along with complaint details made by one of the schools.



3.6 Scope of Further Intervention/Improvement

Keeping in mind the poor health and hygienic conditions of the locality, this project has greatly benefitted the schools that have been covered under it. However, maintenance of the machines is extremely essential as is clear from table 5.

3.7 Recommendation

While GRSE has borne all costs, the maintenance of the machines is the schools' responsibility. As is clear from table 4, none of the schools have done the annual

maintenance contact with the implementing agency. While visiting the schools, the research team observed that most schools were not aware of the AMC and had not attempted to contact technicians even during the warranty period in case of the machines not working.

While providing drinking water facilities is one of the possible areas of activities under CSR, such issues reduce the impact that this project has created. It is recommended that GRSE may not fund projects that require one time support and limit the company's involvement.

Chapter 4: Project 3: Cataract surgery for the poor and needy people of Metiabruz, Kolkata

4.1 Background of Project Formulation

Based on the needs assessment survey conducted by two agencies, the project 'cataract surgery for 500 poor and needy people of Metiabruz, Kolkata' was taken up as a CSR project. Web tender number HR/WEL/CSR/280/11 dated 3rd June, 2011 was floated seeking bids from specialized agencies. In response to the tender, 6 bids were received out of which 4 bids were rendered ineligible for having submitted combined bids. The 2 remaining bids from M/s National Eye Care (NEC) and NIP (NGO) were evaluated by the CSR committee. The agencies were further advised to submit clarifications for technical evaluation. NIP was non responsive and did not submit the required documents even after reminders resulting in single vendor situation in respect of National Eye Care. Consequently, PNC was conducted with NEC on 23rd September 2011.

4.2 Governance Statement

NEC was engaged as an implementer for the project through open tender. Purchase order number HR1-4800001181 dated 25th February 2012 was placed on NEC to conduct cataract surgeries for 500 people in wards 134, 135, 137 and 138 of KMC borough XV. A repeat order dated 3rd March 2013 for surgeries for 500 people in all the 9 wards of KMC borough XV was placed via purchase order number 4800001887/HR1.

4.3 Stakeholder Mapping

GRSE is the internal stakeholder while NEC being the implementing agency is the external stakeholder.

4.4 Internal Stakeholder: GRSE

4.4.1 Perception

There is an acute dearth of specialized healthcare facilities in the locality. Cataract has been identified as a major health problem and the local people in the higher age group suffer the most. GRSE is facilitating cataract surgery along with pre and post operative checkup of patients and providing spectacles to local poor elderly people. By this initiative, the quality of life of the local senior citizens has vastly improved.

4.4.2 Roles and Responsibilities

GRSE facilitates the conduct of cataract surgeries for the elderly and needy people of the locality.

4.4.3 Expectation

GRSE expected to conduct 114 cataract surgeries in FY 2012 – 13 and provide spectacles and 886 cataract surgeries and provide spectacles in FY 2012 – 13.

4.5 External Stakeholder: National Eye Care

4.5.1 Perception

NEC, founded by Mr. Qaiser Alam, is a specialized hospital that works in the area of ophthalmology. Mr. Alam is a devout Muslim and believes in the concept of 'zakat' - the practice of charitable giving by Muslims based on accumulated wealth and obligatory for all who are able to do so. It is out of this devotion to his religion that he decided to do something for the welfare of the underprivileged. Since the need for cataract surgeries was established and since he is a trained optometrist, he filled the tender floated by GRSE and was selected as the implementing partner after satisfying all criterions.

4.5.2 Roles and Responsibilities

NEC's scope of work is described below:

1. Conducting cataract surgeries for poor and needy people of KMC borough XV, Maheshtala Municipality ward numbers 1 – 10 and KMC ward numbers 76 – 80. Preference to be given to people above 50 years of age.
2. Income certificate regarding minimum family monthly income below Rs. 5,000/- to be furnished from local councilor, MLA, MP etc.
3. The cataract surgery including pre and post-operative check-up must conform to the All India Ophthalmology Society (AIOS) Guidelines.
4. The agency/organization would have to give wide publicity and create awareness in for mobilizing patients for undergoing cataract surgery.
5. The screening of patients for selection of cataract surgeries has to be done by an eye specialist with post graduate degree/diploma in ophthalmology.
6. Pre-operative check-up with following investigations:
 - a) Blood exams for Hb%, TC, DC, ESR, Sugar fasting and PP, Sr. creatinine
 - b) Urine for RE (specially sugar)
 - c) ECG computerized in all leads
 - d) Biometry
 - e) Eye Test: Visual acuity test, refraction, fundus exams and tonometry

- f) Fitness certificate of the patient for cataract surgery by the qualified physician with pg degree/diploma.
7. Written consent should be obtained from the patient/near relatives undergoing surgery.
8. Clearance/fitness certificate of the patient.
9. High standard of sterility to be maintained in the operation theatre.
10. Operation will be undertaken by a qualified and experienced eye surgeon with PG or PG diploma in ophthalmology having at least 5 years' experience in conducting at least 500 cataract surgeries independently.
11. Admission and cataract operation on day care or one day stay basis in organizations with adequate, hygienic and permanent facilities.
12. Implantation of non-foldable Indian lens (Auro lens) through the following procedure as applicable:
 - a) SICS+IOL
 - b) ECCE+IOL
13. Diet after Operation: warm toned/cow milk (250ml), nutritious snack containing 1 standard size cake, 1 chocolate, 1 sweet etc. and 1 litre mineral water.
14. Complication during operation and post operation to be treated as per AIOS guidelines.
15. Supply of goggles and medicines as per requirement.
16. Post-operative check up with medicines, consumables and investigations as per the following schedule:
 - 1st checkup: on the day after operation
 - 2nd checkup: within 3 days after 1st checkup
 - 3rd checkup: within 7 days after 1st checkup
 - 4th checkup: within 3 weeks after 1st checkup
17. In case requiring cataract surgery of both eyes a gap of 2- 3 weeks must be maintained.
18. Spectacles to be provided after proper binocular refractive correction as per the following specifications:
 - a) Spectacles full frame (without rimless) cellulide material (Make: Sillotti/CH Dior/Paa)
 - b) Super quality glass: white kryptoc bi-focal without scratching, dazzling and waving in the glass. (Make: Corning/Croochis)
19. Agency shall provide necessary medicines and treatment for post-operative complications up to 6 weeks.
20. Proper documentation along with photographs of the CSR project for each batch of patients operated upon.

4.5.3 Channelization of Funds

The cost of the activity was Rs. 28, 00,000/- per 500 surgeries. 60% payment was made within 30 days after successful completion of cataract surgeries duly certified by CMO, GRSE or his authorized agency, representative. The remaining 40% payment was made

within 30 days after post-operative check-up, supply of standard glass spectacles and medicines as per requirement along with certificate of satisfactory operation from the patients/relatives which was further vetted by CMO, GRSE or his authorized representative.

4.5.4 Outreach of Programme

This activity has covered 1000 persons. Operations are carried out on three days – Monday, Wednesday and Saturday. It takes approximately half an hour for each operation. A maximum of 30 cases are handled per day. NEC also has its own pathology center for eye tests of the patients. Each patient is given 100 grams milk, cake, sweet and fruit after their operation along with oral antibiotic, painkillers, eye drops, one black spectacles and eye guard. Follow up on each patient is done thrice – on the 2nd, 7th, 15th and 21st day. No complications had been reported during the course of the study.

4.6 Scope of Further Intervention/Improvement

According to Mr. Qaiser Alam, since this a time bound project, the work load is huge. A minimum of six months should be given so as to maintain the efficiency of the activity. Mr. Alam also suggested that this project could be conducted all year round as the need for cataract surgeries is immense.

4.7. Recommendation

This activity is benefitting the local population as there are no other established public or private facilities for cataract surgeries in this area. Moreover, NEC's reputation and credibility as an eye hospital has been satisfactorily assessed by CMO, GRSE.

GRSE may continue supporting this activity while incorporating Mr. Alam's suggestions.

Chapter 5: Project 4: Adoption of classes of differently-abled children of IICP

5.1 Background of Project Formulation

IICP is a renowned institute catering to the special needs of the disabled children. GRSE has been supporting few classes in IICP's Centre for Special Education since 2009. From 2010 – 11 onwards, GRSE is supporting 3 classes viz. EDU – 1V, EDU – V and Life Skills Training Unit. Education Development Units comprise of those children who have severe multiple impairments. These children do not have functional speech and use augmented communication methods. Therefore, they are unable to follow the academic classes and subject to their ability join the vocational skills. Deputy Director (Communications), IICP vide letter number IICP/CLASS/FD3B/2013 dated 6th March 2013 has requested for continuation of financial support for three classes for the ensuing year. GRSE has been allocated the following classes in FY 2012 – 13:

1. Education Development Unit – IV comprising of 12 children
2. Education Development Unit – V comprising of 14 children
3. Life Skills Training Unit – comprising of 15 children.

The EDU IV and V comprise of children in the age group of 12 – 16 years. They are trained in non-formal and life oriented skills and environmentally relevant learning. The Life Skills Training Unit have children up to 18 years of age, who are mostly trained in various steps of block printing, making paper bags etc. The above 3 classes were being supported by GRSE from 2010 – 11 for an expenditure @Rs. 7.24 lakh per class i.e. total amount of Rs. 21.72 lakh per annum. IICP has requested to enhance the annual adoption amount from Rs. 7.24 lakh to 8 lakh for each class, as the honorarium for all the staff engaged by the Institution has been enhanced since April 2012. Sponsorship includes direct (child related) and indirect (overheads and staff) costs.

5.2 Governance Statement

IICP has signed MOUs with other PSEs for CLASS programme. However, they haven't signed any MoU with GRSE. There is no guiding principle which ensures successful completion of the project. GRSE believes that IICP as a partner organization is capable of implementing the programme and hence, they have not kept any provisions for post monitoring processes. On the other hand, IICP provides GRSE with student profiles along with their progress reports regularly.

5.3 Stakeholder Mapping

There are two stakeholders in this project: GRSE as an internal stakeholder and IICP as an external stakeholder.

5.4 Internal Stakeholder: GRSE

5.4.1 Perception

GRSE partners Indian Institute of Cerebral Palsy by adopting classes in their special school consisting of differently-abled children with various degrees of disability. During the year, GRSE has adopted the following classes:

- (a) Education Development Unit – IV comprising of 12 children.
- (b) Education Development Unit – V comprising of 14 children.
- (c) Life Skills Training Unit – comprising of 15 children.

5.4.2 Roles and Responsibilities

GRSE has funded 3 classes of IICP. Different officials from GRSE have visited IICP time to time.

5.4.3 Expectation

Since the students attending these classes are the beneficiaries, it is expected that these students would be able to attend classes regularly and through learning bring about change in their lives.

5.5 External Stakeholder: IICP

5.5.1 Perception

This project comprises sponsorship of a class or classes in the Centre for Special Education, an inclusive day school for children with cerebral palsy and non-disabled children from underprivileged homes. Almost 30% of the school is from the below poverty line income category and avail of completely free services; a further 20% (approximately) avail of concessions according to monthly family income; the rest pay nominal fees.

Since Mrs Tara Shekhar, the wife of Rear Admiral Shekhar, ex-CMD, GRSE (during whose tenure the link between GRSE and IICP was established) was closely involved in the Life Skills Training Unit as the person who introduced block printing in this class' pre-

vocational curriculum; this class is one of the 3 classes sponsored by GRSE. Sponsorship of a class implies a donation of Rs. 8 lakhs annually that takes care of all direct and indirect costs of the class.

5.5.2 Implementation

There are 165 children in 11 classes. Each class has between 10-14 children and 2 full time teachers. Besides teachers, each class has designated inputs from social workers, therapists, care staff and administrators. The classes are organized according to age and ability of the children in two major units (after a generic pre-primary and primary class): Academic Unit and Education and Development Unit. There are two mediums of instruction – Bengali and Hindi. A few children are studying in English. The curriculum aims at holistic development and provides opportunities for learning to ALL including those with very severe disabilities. Physiotherapy, occupational therapy, speech therapy, hydrotherapy are available to all; there are 3 hired buses and two buses owned by IICP providing transport facilities to the majority of children. Camps, outings, co-curricular events in house and with other schools are all a part of the school experience. Students from the Academic Unit who can follow a fully academic syllabus appear for school leaving examinations through the National Open School and Rabindra Mukta Vidyalaya, West Bengal.

5.5.3 Channelization of Funds

We have evaluated CSR fund provided for adoption of 3 classes for FY 2012 – 11. Timely disbursement and proper channelization of funds play a major role in determining the outcome. The mode of payments has been cheques in favor of IICP. There has never been any delay in the process of fund delivery.

Table 6: Channelization of Funds for CSR Project in FY 2011 – 12 and 2012 - 13

CSR Projects	Date of Approval	Approved Budget	Phase wise Allocation	Actual Expenses Incurred	Total Expenses Incurred
For FY 2011 – 12					
Adoption of 3 classes at IICP	11.2.11	7,24,000	Phase I: 1,81,000	Phase I: 1,15,628	4,44,087
			Phase II: 1,81,000	Phase II: 1,41,468	
			Phase III: 1,81,000	Phase III: 1,18,386	
			Phase IV: 1,81,000	Phase IV: 68,605	
		7,24,000	7,24,000	4,44,087	
For FY 2012 – 13					
Education & Development Unit – IV	29.3.12	7,24,000	Phase I: 1,81,000	Phase I: 1,39,949	5,90,090
			Phase II: 1,81,000	Phase II: 1,67,048	
			Phase III: 1,81,000	Phase III: 1,60,127	
			Phase IV: 1,81,000	Phase IV: 1,22,966	
Education & Development	29.3.12	7,24,000	Phase I: 1,81,000 Phase II: 1,81,000	Phase I: 1,36,817 Phase II: 1,67,712	5,88,804

Unit – IV				Phase III: 1,81,000	Phase III: 1,60,827	
				Phase IV: 1,81,000	Phase IV: 1,23,448	
Skill Training Unit	29.3.12	7,24,000		Phase I: 1,81,000	Phase I: 1,46,314	6,12,709
				Phase II: 1,81,000	Phase II: 1,75,474	
				Phase III: 1,81,000	Phase III: 1,68,702	
				Phase IV: 1,81,000	Phase IV: 1,22,219	
		2,172,000	2,172,000		1,791,603	1,791,603

*Sponsorship amounts are estimated taking into account the delay in receiving the Government Grants often exceeding a year or more and the uncertainty of individual sponsors who pay on a monthly basis usually, continuing their support.

5.5.4 Outreach of the Programme

5.5.4.1 Perception of Beneficiaries

The participants of the project feel that irrespective of the severity of the disability, they should have access to basic human rights and equal opportunities as persons without disabilities. IICP wishes for continued support from GRSE that will enable it to give high quality services to a marginalized group.

5.5.4.2 Evaluation

The NCSR Hub research team conducted an open house meeting with guardians on 13.01.2014. The motive behind this was not to evaluate the project critically, rather, to improve the programme subject to existing challenges and difficulties faced by students, teachers and their guardians. The operational issues of the programme, guardians' perception of the programme and their future concerns in connection with the improvement of the programme were some of the key areas of this discussion. In this meeting, guardians from different classes have been covered in a participatory way so as to share their experiences and validate those issues in the presence of the Principal, Ms. Susruta Pradhan. Their responses have been accordingly recorded. The lists of students participating in these 3 classes and their guardians' responses have been summarized below.

Table 7: Student Profiles and Guardians' Feedback

Sl. No	Name	Age	Gender	Diagnosis	Association with IICP		Class	Guardian's Name	Monthly Family Income	Guardian Response
1	Munjima Mukherjee	12	F	CP	Admitted 2005	in	EDU IV	Romi Mukherjee	20,000	Facilities are good. Fans are less; children are more so summer time is difficult for the child.
2	Borshona Ray	12	F	CP	Admitted 2013	in	EDU IV	Nilshonkar Ray	40-50,000	Child can talk but words don't form. She can sit and walk but is dependent for most activities. Has become more social – talks to people and has learnt to be alone in school.
3	Shoaib Ali	14	M	CP	Admitted in 2004		EDU IV	Razia Bibi	1300-1400	Child cannot talk or sit. Likes coming to school.
4	Shoibal Pandey	14	M	CP	Admitted 2007	in	EDU IV	Milati Pandey	20,000+	Child can walk with the help of walls. Can explain things but can't talk. After coming here, has learnt to say 'toilet' and 'potty'. He can also walk a little by himself now.
5	Devangshu Biswas	11	M	Severe CP	Admitted 2002	in	EDU IV	Nibha Biswas	15,000+	Child can now explain more. Likes coming to school. There are 4 helpers for 4-5 classes. Considering the children's conditions, more helpers are needed. Also, if classes can be decorated – more light and sound used, eye contact of child will be better.
6	Sayantan Jana	13	M	CP	Admitted 2001	in	EDU IV	Dipti Jana	25,000+	Child is very stiff. His head control is not good. Communication has increased. A regular doctor is required for children of this class.
7	Tuhin Pramanik	13	M	CP	Admitted in 2002		EDU IV	Sonamuni Pramanik	2000+	Child can't walk or speak. Keeps lying down. After coming here, has improved considerably.
8	Samadrita Sen	14	F	CP	Admitted in 2002		EDU IV	Siddhartha Sen	70,000+	Child can't walk/sit/stand. Uses a wheelchair. Physically has improved. Communication is better – can say sentences in syllables. Loves coming to school.
9	Shraddha Nair	17	F	Severe CP	Admitted in 1996		EDU V	Veronica Nair	20,000+	Facilities here are good. Devices like 'gupshup' and 'kothamala' are few and should be made available for every child as these are very useful in improving their speech.
10	Shreya Baiti	15	F	CP+Delayed	Admitted in		EDU V	Jayashree Nair	1 lakh+	Child can speak but not clearly. Left hand not

				Milestone	2009				
11	Aritro Bhoshal	16	M	CP+MR	Admitted in 2005	EDU V	Maitreyi Bhoshal	50,000+	working so is dependent. Easily distracted. Child is hyperactive. Can't walk. Can sit and crawl. Can't explain anything. Classroom is small but number of children is more.
12	Sangeeta Naskar	16	F	CP	Admitted in 2005 - 06	EDU V	Shobha Naskar	3,000+	Can walk. Can't speak. Earlier child used to be very angry; now, has become calmer.
13	Rimi Bhoumik	15	F	CP	Admitted in 2001	EDU V	Panchali Bhoumik	1500+	Can't talk/understand. Has an eye problem. Walks with help. Can do toilet on her own. Loves coming to school.
14	Shubho Natua	18	M	HI		LSTU	Khogen Natua	-	Child can work independently. Communicates using sign language. Can do block printing all on his own.
15	Nathan Fonesca	16	M	Mild CP	Admitted in 2013	LSTU	Anthea Fonesca	40,000+	Child speaks very fluently. Reasoning, vocabulary intact. Cognitive ability good. Movement is a bit problematic. Has to be coerced to do work. However, very obedient and independent physically.
15	Crystal Fell	16	F	CP	Admitted in 1996	LSTU	Elizabeth Fell	3,000+	Communicates well. Doesn't like to come to school. Doesn't express. Can't walk, talks but not clearly. Can't use her right hand but has improved considerably.
16	Indranil Adhikari	15	M	CP	Admitted in 2008	LSTU	Shwetashree Adhikari	1500+	Can't eat himself. Bends and walks but has no sense. School should have sessions on children wearing their own clothes.

5.6 Scope for Further Intervention/Improvement

IICP is very satisfied with the support they receive from GRSE. Suggestions to strengthen the existing relationship between IICP and GRSE as informed by Dr. Reena Sen, Executive Director, IICP include:

1. Renovation and re-modelling of the interior building as per requirement every year. For that, IICP needs Rs. 10-15 lakhs annually.
2. IICP would also like GRSE's support for water harvesting and introducing solar power to cut costs.

The research team feels that an effort to organize the parents in the form of Parents' support groups and reinforcing existing efforts on community sensitization can be considered. Insensitivity of the society inhibits the development of persons' with disability and demoralizes their parent's. Parents' support groups could meet regularly and have focused discussions and share thoughts/ideas on challenges experienced by them and their children. The group can collectively arrive at solutions/mechanisms of overcoming these challenges. While IICP team can facilitate and guide these efforts, parents can lead such initiatives. The outcome (successes, failures and successes after failure stories) can be documented and shared with concerned stakeholders especially organizations working on similar issues.

Scholarships and financial assistance for treatments of children whose families are not economically sound is another possible area of intervention.

5.7 Recommendation

The IICP programme has been designed considering the minutest details of the needs of persons with cerebral palsy and people whether parents' or guardians or IICP's team whose lives are closely linked or affected by them. Preventive as well as curative measures are taken to make lives of each beneficiary; each stakeholder easier and every effort is driven towards making persons with cerebral palsy independent and the society we live in more inclusive.

Parents are very concerned about access to social benefits and social security for their children. Some parents have tried to enroll their children in public schools but have faced issues. Even after the government making rules, public or private schools do not take in disabled children. While the Disabilities Bill is being debated, these children have to go through a lot of procedural delays. GRSE may continue supporting the institute in its endeavour by following up on the suggestions of Dr. Sen.

Chapter 6: Project 5: Monthly Health Camps

6.1 Background of Project Formulation

The baseline report documented the lack of basic health care facility in the locality. Thereafter it was decided to start the monthly HC at 61 park unit. The purpose of health checkup clinic on regular basis is to provide minimum possible medical care and services to poor patients of the local community who are unable to purchase medicines and undertake investigations for the treatment of their ailments. The medical services cover general health checkup, some routine investigations as prescribed by the Company's doctor, supply of some medicines, immunization etc. Patients are examined on first cum first serve basis. Medicines are given for the entire month. Local pathological centers/labs have been advised to conduct the tests at subsidized rates for the patients attending the clinic. The camps are held on the last Saturday of every month.

6.2 Governance Statement

Note sheets have been maintained as official documents. No internal evaluation has been done by GRSE.

6.3 Stakeholder Mapping

This has been implemented by the GRSE authority under the supervision of Chief Medical Officer (CMO). The camps are organized by GRSE's in-house resources and GRSE's doctors, compounders and other staff conduct the camp. Medicines are provided by GRSE with maintenance of register and proper documentations.

6.3.1 Perception

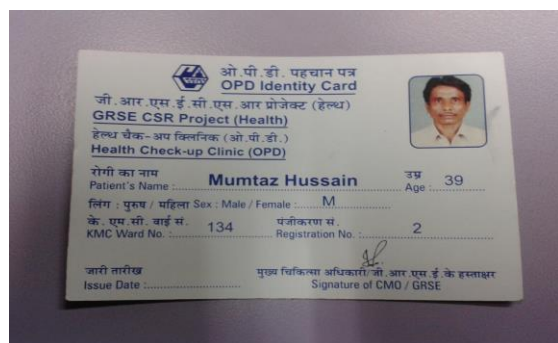
Metiabruz area of Kolkata has inadequate healthcare infrastructure and facilities. GRSE is working towards providing basic healthcare facilities to the local community who are unable to bear medical expenses. Monthly health check-up camps/ clinics are held in our 61 Park unit on the last Saturday of every month in which more than 150 patients are treated and provided medicines and subsidized rates for investigations.

6.3.2 Expectation

GRSE hopes to continue facilitating health check-ups and provide medicines and subsidized rates for investigations for 150 poor patients per month.

6.4 Channelization of Funds

The entire programme has been formulated by GRSE. The beneficiaries are notified. Medical examinations are carried out and medicines are dispensed and served by GRSE staff. GRSE is responsible for providing financial support, execution and overall monitoring. GRSE has not formally evaluated the project. GRSE is satisfied with the programme in terms of beneficiaries' reaction during interaction in several camps. From 2013 – 14, identity cards have been issued (picture given below); registrations done and documents for each patient have been maintained by CMO's office. The cost of these has been borne by GRSE.



Till, 7.1.14, 145 patients have received their ID cards.

Below mentioned table 8 and 9 illustrate the statement of expenditure for the monthly health camp for FY 2011 – 12 and FY 2012 – 13.

Table 8: Statement of Expenditure for GRSE Monthly Health Camp from April 2011 to March 2012

Camp Date	No. of Patients	Medicine Cost	Tiffin Cost	Instruments	Others	Consumables & Disposables	Total
30.04.11	190	1965	2900	0	2277.60	0	7142.60
28.05.11	182	17267	2900	0	66	0	20233
25.06.11	94	10114	2940	0	0	0	13054
30.07.11	166	1668	2150	0	0	0	3818
27.08.11	130	23498	2090	0	0	0	25588
24.09.11	156	8881	2650	0	70	0	11601
29.10.11	213	9279	2650	0	0	0	11929
26.11.11	162	5980	2900	0	24	0	8904
31.12.11	238	9558	2785	0	50	0	12393
21.1.12	200	30578	2900	0	80	0	33558
25.2.12	212	35289	3285	0	110	0	38684
31.3.12	190	1579	3240	0	0	0	4819
Total	1731	118788	26865	0	2567.60	0	191723.60

Table 9: Statement of Expenditure for GRSE Monthly Health Camp from April 2012 to March 2013

Camp Date	No. of Patients	Medicine Cost	Tiffin Cost	Instruments	Others	Consumables & Disposables	Total
28.4.12	213	9878	2890	0	0	0	12768
26.5.12	141	35019	2990	0	64	0	38073
30.6.12	192	3612	2550	0	28	0	6190
28.7.12	173	14277	2940	0	60	0	17277
25.8.12	199	23280	2980	0	115	0	26375
29.9.12	222	18377	3075	0	120	0	21572
20.10.12	200	12268	3112	0	0	0	15380
24.11.12	179	5688	3075	0	115	0	8878
29.12.12	231	11757	2940	0	30	0	14727
19.1.13	161	14924	3070	0	78	0	18072
23.2.13	184	16037	3075	0	1664	0	20776
30.3.13	219	18429	3075	0	35	0	21539
Total	2314	165117	32697	0	2274	0	221627

6.5 Outreach of the Programme

6.5.1 Outreach of Monthly Health Camp

It is very clear from Table 7 that on an average, 114 patients visit the camp every month during FY 2011 – 12 and Table 8 shows that on an average 192 patients have visiting the camp every month in FY 2012 - 13 marking a significant increase from 2011- 12.

On an average 144 patients are being examined and treated per month at the health camp. A total of 1731 patients have been examined and treated at the camp from April 2011 to March 2012; 2314 patients have been treated between April 2012 to March 2013 and 1312 patients have been treated from April 2013 to November 2013.

6.6 Scope for further Intervention/Improvement

A discussion with CMO, GRSE revealed that they have been considering starting a specialized treatment for women to address their health concerns. However, location is a problem. They had thought of using some unused rooms in the 61 park unit office but the Jadavpur Civil Engineering Department informed them that these rooms cannot be used.

CMO, GRSE also informed that they are looking at the creation of a separate diagnostic center with an X-ray unit and pathology lab where people can come for routine tests. However, space and manpower are concerns. A separate space would entail procuring approvals from KMC which are time consuming and hiring manpower - technicians for the pathology lab-.

6.7 Recommendation

GRSE may increase the scope of this project with the help of the suggestions given by CMO.

Chapter 7: Project 6: Skill Development / Vocational training programme for unemployed youth of the locality in Metiabruz, Kolkata and Ranchi

7.1 Background of Project Formulation

The baseline survey conducted by National CSR Hub observed that “GRSE can contribute their CSR fund to provide vocational training subject to satisfaction of legal validation of certification and creating employability scope at least for next 5 years.” In this regard, GRSE decided to continue their ongoing vocational training programme with BESU.

In response to web tender number HR/WEL/CSR/280/11 dated 3rd June, 2011 for skill development/vocational training to local youth, a total of 9 bids were received. After technical evaluation, SOCSAT of BESU and MGE of Kolkata and MYS of Ranchi were engaged as implementers for this activity. The tender also proposed for providing tiffin/lunch @ Rs. 50 per day and travelling allowance @ Rs. 40 per day to the participants. Below mentioned are the various modules for which an order was placed on each of these agencies.

BESU	Kolkata	Air Conditioner Repair and Maintenance, Food and beverage services, Plumbing, Electrical, Carpentry, Media and Entertainment and Automobile Service and Technician
Manipal Global Education	Kolkata	Retail Skills, Front Office Operations and Housekeeping Operations and Services
Manthan Yuva Sansthan	Ranchi	Retail Skills, Housekeeping Operations and Services, Beautician, Media and Entertainment

7.2 Governance Statement

Purchase order dated 19th June 2011 amended on 15th June 2012 and repeat order on 8th March 2013 was placed to engage BESU. Purchase order dated 23rd February 2012 amended on 24th July 2012 was placed to engage MGE and purchase order dated 27th March 2012 was placed to engage MYS, Ranchi. Several note sheets have been maintained towards the same. GRSE has not evaluated any of these agencies.

7.3 Stakeholder Mapping

This activity is one of the flagship programmes of GRSE. Since GRSE is the funding agency it is the internal stakeholder. This project has been carried out in Kolkata and Ranchi. In Kolkata, this programme has been implemented by two agencies – SOCSAT of BESU and MGE while in Ranchi, it has been implemented by MYS. They are external stakeholders I, II and III respectively.

7.4 Internal Stakeholder: GRSE

7.4.1 Perception

A growing economy like India needs a large number of skilled workforces. Skill shortage is evident in every sector of the economy. Skill Development helps an individual improve the quality of life through gainful employment and earn a decent livelihood, thereby uplifting the society as well. In this project, apart from vocational training the following are also provided:

- (a) During the training period the trainees are given an amount of `70/- for each day of attendance to defray their travelling and tiffin expenses.
- (b) Certificates are awarded to successful candidates.
- (c) Placement assistance is provided to trainees on completion of training.

7.4.2 Roles and Responsibilities

GRSE financially supports the provisioning of vocational training and employment assistance to unemployed youth in Metiabruz area and Ranchi.

7.4.3 Expectation

For FY 2011 – 12, GRSE will provide vocational training and employment assistance to unemployed youth as under:

Kolkata

- (a) AC Repair & Maintenance - 40
- (b) Food & Beverage - 80
- (c) Electrical – 80

For FY 2012 – 13, GRSE will provide vocational training and employment assistance to unemployed youth as under:

Kolkata

- (a) AC Repair & Maintenance - 40
- (b) Food & Beverage - 40
- (c) Plumbing - 80
- (d) Electrical - 40
- (e) Carpentry - 80
- (f) Media & Entertainment - 80
- (g) Automobile Service Technician - 80
- (h) Retail Skills - 38
- (i) Housekeeping Operations & Services - 9
- (j) Front Office Operations - 32

Ranchi

- (a) Retail Skills - 23
- (b) Housekeeping Operations & Services - 21
- (c) Media & Entertainment - 30
- (d) Beautician Course - 25

7.5 External Stakeholders

Table 10: Training Delivery Process

	External Stakeholder I: BESU, Kolkata	External Stakeholder II: MGE, Kolkata	External Stakeholder III: MYS, Ranchi
Target Areas	All 9 wards of KMC Borough XV.	KMC Borough XV Ward numbers 134, 135, 137, and 138.	7 villages across the catchment area of GRSE, DEP, Ranchi namely, Nayasarai, Nayanachyatu, Sithiyo, Nayalatma, Rugri toli, Patra toli, Tangtang toli.
Module/Number of Candidates/Duration	640 candidates in 7 modules: Air Conditioner Repair and Maintenance for 120 hours; Food and beverage services for 180 hours; Plumbing for 300 hours; Electrical for 120 hours; Carpentry for 300 hours; Media and Entertainment for 450 hours and Automobile service and technician for 180 hours.	Retails Skills Training for 55 candidates for 180 hours; Housekeeping Operations Training for 50 candidates for 120 hours; Front office operations trainings for 50 candidates for 150 hours.	Retail Skills Training for 40 candidates for 180 hours; Housekeeping Operations & Services for 40 candidates
Outreach	Information not provided.	98 students have successfully completed the training program while only 77 have been certified. 2 batches in Retail Skills comprising of 30 learners and 25 learners respectively. 2 batches were conducted for Front Office Operations with 17 and 13 learners respectively. A single batch of housekeeping was executed with 13 learners.	Retail Skills - 23 trainees Housekeeping Operation and Services - 21 trainees Beautician - 25 trainees Media and Entertainment - 30 trainees
Selection Criterion	Eligibility criterion varies from one module to another. It generally follows the NCVT guideline.	The eligibility criterion was that the candidate/s should be 12 th pass for retail and front office and 8 th pass for housekeeping.	Student must be unemployed and belong to the 7 specified villages. Student must possess the age of 18. Minimum education qualification was 10 th pass for all the modules. Students must have their residential certificate, or any other certificate as proof of residence.
Selection Process	Students are mainly selected through personal interviews and emphasis on individual eagerness is given.	The selection process consisted of personal interview and a pre-screening English test.	Candidates who satisfied the selection criterion were called for a personal interview taken by GRSE Ranchi.
Evaluation	Written Examination Practical Exam Project	The students undergo extensive assessment procedure where in written and practical tests are conducted.	Pre and post training assessments conducted to determine skill levels. For the evaluation process, initial assessments were conducted in the 1 st week of training to see progress. Final assessments were made based on oral

		examinations, attendance records and class performance.	
Channelization of Funds (in Lakhs)	56,75,487.60/-	15,67,372/-	14,49,250/-
Objective	BESU is an academic institute and with its enriched experience in education, research & training it would like to create productive skilled force among the underprivileged community and to link them with mainstream industry thus help them to pull to better society.	The objective of the project was to acquire financially poor candidates from nearby slums around GRSE. The candidates underwent training. Certification and placement opportunities were also provided to them. This was a social outreach program where MGE wanted to partner with GRSE for social development of these candidates to make them financially independent.	The objective of the project was three fold: <ul style="list-style-type: none"> ✓ To uplift the skills of unemployed youth in the locality of Ranchi through specific trainings. ✓ To train and educate them in the specific modules so that they are ready to become good entrepreneurs. ✓ To provide them with placement assistance.
Perception	GRSE under its CSR activity planned to provide skill development vocational training among the unemployed youth of Metiabruz locality. As funding agency GRSE requested BESU to take care of the proposed training program and on the other hand BESU started a department namely "School of Community Science & Technology" in the year 2004 with an aim to create awareness among the common people on different issues and provide training to unemployed youth to make them self-sustainable. Since the objective matched with the proposal laid by GRSE so BESU entered into the project.	Based on their initial discussion with GRSE and the skill gap report by NSDC, MGE had arrived at the conclusion that the most potent skills to impart will be Retail and Hospitality as these 2 sectors have maximum placement opportunities. Also, the market indicators suggested that Retail and Hospitality sectors have very high attrition rates at entry level and thus are continuously looking for fresh faces.	MYS identified the needs and requirement for selected skills on the basis of base line preliminary survey analysis. Before the skill development program was conducted, a base line survey in the intervention area among the available unemployed youth in the locality was conducted by them; the key findings of which were: <ul style="list-style-type: none"> ✓ Most of the youth in the intervention area were unemployed as they did not possess any technical or professional skills. ✓ Lack of opportunities amongst female youth even though they were willing to work.
Expectation	Include more number of productive skilled forces from the underprivileged community.	Their expectations from this project was that they be recognized as a potent player in re defining lives of these candidates and thereby come out as a serious participant in the skill development initiatives.	MYS expected that 100% of the enrolled and trained youth would be engaged in appropriate jobs or become entrepreneurs.

7.5.1 Roles and Responsibilities of External Stakeholders

The terms and conditions for all the implementing agencies are common and enumerated below:

1. Number of trainees in each batch should not be more than 40.
2. Training infrastructure including classroom, practical/simulated labs as per training requirement.
3. Publicity, distribution of application forms to interested candidates for identification of candidates.
4. Receiving applications, counseling, screening, short listing and enrolment of trainees for each module.
5. Intimation of training for all selected candidates.
Conducting training with qualified faculty and provide course material as per syllabus.
6. Conducting assessment during training and final assessment on completion of training.
7. Issue certificates indicating trade etc. to the successful trainees within 7 days of completion of training.
8. Provide placement assistance to the passed out candidates.

Below mentioned are the payment terms and conditions:

1. 25% payment made for the number of the trainees enrolled in said batch in different modules.
2. 60% payment made for each module in the said batch after conducting training, final assessment and issue of certificate for each trainee.
3. 15% payment made after providing placement assistance for passed out candidates.

It is important to mention here that an order was placed on BESU on 19th December 2011 for imparting vocational training to 640 local youth. Training was to be imparted in 8 modules and total 16 batches i.e., 2 batches for each module. The terms and conditions of the order also provide at clause 1 (c) that “the number of trainees in various modules may vary within the target of 640 heads.” Before starting of training, a series of pre-training activities like publicity, distribution of application forms, screening application, counseling and interview were to be conducted. The order specified completion date of training as 28th February 2012 for 4 modules – AC repair, electrical, food and beverage and automobile. For 3 modules – plumbing, carpentry and masonry completion date was 31st March 2012. For media and entertainment, the completion date was 4 months from the date of order i.e., 18th April 2012. While preparing this schedule, it was expected that the pre-training activities would take about 15 days to complete. However, BESU conveyed that it had encountered difficulty in receiving applications in the 1st phase of pre-training activities and so, batches were started as and when enough applications were received. In January 2012, 4 batches and in February 2012, 3 batches were started respectively. Another round of pre-training activities was started in March 2012 where BESU received massive response for electrical and AC repair and maintenance modules and almost no response

from candidates in masonry module. Hence, BESU proposed that to fulfill the target of 640 candidates, the masonry module may be replaced by one extra batch of electrical and AC repair and maintenance modules and sought approval for the same. Similarly, due to lack of sufficient applications, the second batches of the automobile service and technician, carpentry and plumbing modules were not started. Hence, BESU requested for approval to allow the start of the 2nd batches of food and beverage services, automobile service and technician, carpentry and plumbing by April 2012.

The stakeholders considered for the purposes of this study included:

- i. Candidates
- ii. Implementing Partner Teams
- iii. GRSE

The candidates were asked certain questions based on the following parameters:

- i. Training delivery process
- ii. Post-training Delivery Process
- iii. Post-Course Completion

It is important to mention here that candidates were contacted based on details provided by the training partners; which did not include all the candidates who completed the training. Most of the candidates were unavailable on the numbers provided.

Following are the details of the candidates who were interviewed:

Table 11: Candidate Details

Training Partner	Course	Name of Candidate	No. of Students		Currently Working With/As
			Male	Female	
BESU	AC Repair & Maintenance	Jayant Kumar Gupta	Y		Self-employed – AC Repairing
		Md. Shahbaz Ali	Y		Dildar Electricals
		Md. Atif Ansari	Y		RA Bakery/Accountant
		Abdul Karim	Y		King Art/ Computer Embroidery
	Media & Entertainment	Aditya Kumar Shaw	Y		Running own Photography Studio
		Shajia Ilias		Y	-
		Rehana Khatoon		Y	-
		Tayaba Khatoon		Y	Bluebird/Computer operator
	Electrical	Tushar Mondal	Y		Editor
		Rajesh Pandey	Y		Electrician
		Md. Saghir	Y		Electrician

		Abdullah Ansari	Y	Electrician
		Ashok Das	Y	Electrician
		Amjad Ali	Y	Electrician
	Plumbing	Aftab Alam	Y	Plumber
		Rustam Khan	Y	Plumber
		Prem Mahatao	Y	Plumber
		Dilshad Khan	Y	Plumber
		Md. Mahatab	Y	Plumber
MGE	Front Office	Md. Irshad Alam	Y	-
		Azhar Ali	Y	-
		Imtiaz Nayeem	Y	T.M. Brothers Shipping Private Limited/Back office
		Shahbaz Mahmood	Y	DG Call Tele Services
		Furkan Ali	Y	Own shop
		Salma Maqsood	Y	IO Softech
		Rehana Khatoon	Y	IO Softech
	Retail Skills	Bipin Shukla	Y	-
		Ashfaq Ahmed	Y	-
		Md. Azharuddin	Y	-
		Mukesh Kr. Das	Y	-
		Pankaj Singh	Y	-
	Housekeeping	Faraz Mahmood	Y	-
		Sharique Ansari	Y	-
MYS, Ranchi	Housekeeping	Asrita Tirkey	Y	-
		Sarita Mohali	Y	-
		Lalita Devi	Y	-
		Majid Ahamd	Y	-
	Retail Skills	Ravi Kumar	Y	-
		Renu Tirkey	Y	Set up own grocery store in village
	Media & Entertainment	Madan Kashyap	Y	-
		Seema Tigga	Y	-

7.5.2 Targeting and Mobilization of Candidates

The targeting is based on economic and social criteria which are aimed at providing opportunities to those in need. Candidates who were otherwise not able to pursue vocational training due to financial constraints were selected for the training. Most

candidates were SC/ST/OBCs. Details of modules and number of candidates and outreach have already been provided in table 10.

The focus of targeting was on socially and economically underprivileged candidates with all the partners. Candidates who dropped out of school or college education due to financial or social constraints as well as candidates who lacked requisite educational qualifications for suitable employment were targeted for the trainings.

Door to door targeting strategy helped the teams to mobilize candidates who matched the socio-economic and educational criteria of the project's target group and assess the need for each candidate thoroughly. According to candidates in Kolkata, MGE and BESU teams had visited Borough XV of KMC and conducted meetings in mohallas while distributing handbills. Candidates were acquired based on personal interview and basic screening was done to acquire the students. The MYS Ranchi team visited the target areas to talk with the local youth and oriented them about the programmes and its importance for their careers. Interested youth filled the form and attached the necessary credentials as proof of birth place, nationality, family income and unemployment declaration etc.

7.5.3 Perception of Beneficiaries

BESU

i. AC Repair/Electrical/Plumbing

- Study material easy to understand. Faculty also good.
- Given live training on how to interact with customer.
- Candidates feel that course duration should be increased to a minimum of 6 months as their technical skills are not very sound. This will benefit them in the long run.
- Course has given them the confidence to set up their own shops and become self-sustainable.

ii. Media and Entertainment

- Study material easy to understand. Faculty approachable and good.
- Candidates felt that this course gave them a strong foundation. It touches upon most concepts but does not go into detail. They were introduced to new concepts related to video editing, video and still photography, outdoor photography, sound mixing but limited practical training sessions curtail the application of these concepts. This, they feel is not good enough to last in the industry.
- Course duration should be increased as a 3 month certificate course has no value according to the Exchange Information.

MGE

i. Front Office:

- No stationery provided. They were given 2 books but were not taught from those. Faculty used personal notes to teach.

- Classes were conducted for 2 months but faculty was changed twice leading to irregularity in classes and course. Syllabus had not been completed, yet candidates gave exams. Faculty for Housekeeping and Front office were same and classes for both courses taken together.
- No practical trainings conducted. No store visits. No trainings on customer/client interaction. No mock placement interviews.
- Placement arrangements inadequate. Placements offered were all from the BPO sector.
- Course duration should be extended to a minimum of 3-4 months so as to complete the syllabus and receive adequate practical trainings.
- Candidates joined the course expecting that they would learn something new and would receive placements which would enable them to support their families. However, they received their certificates after a year of completing the course.

ii. Housekeeping

- No stationery provided.
- Faculty for Housekeeping and Front office were same and classes for both courses taken together.
- No practical trainings conducted. No store visits. No trainings on customer/client interaction. No mock placement interviews.
- Placement arrangements inadequate. Placements offered were all from the BPO sector.
- Course duration should be extended to a minimum of 3-4 months so as to complete the syllabus and receive adequate practical trainings.
- Out of all the candidates who underwent the training, only 1 was certified. All the others failed in their assessment.

iii. Retail Skills

- No stationery provided. Faculty good.
- Practical trainings along with store visits were conducted. Also trained on how to interact with customer.
- Course duration could be extended to 3 - 4 months.

MYS Ranchi

i. Housekeeping

- Study material easy to understand. No stationery given.
- Given practical trainings which included store visits and also given live trainings on how to interact with customers.
- Placement arrangements inadequate.
- Course duration should be increased to 6 months as a lot of concepts were left untouched.

ii. Retail Skills

- Study material easy to understand. Faculty very good.
- No sessions on how to interact with customers.
- Very less use of English in class. Focus should also be given on spoken English. This is industry requirement.
- Placement arrangements inadequate.
- Course duration should be increased to 6 months so that practical trainings and placements can be accommodated comfortably.

iii. Media and Entertainment

- Study material easy to understand. No stationery given. Practical training conducted but not sufficient.
- Candidates said that they attended classes for 1 – 1.5 months post which classes were discontinued as some boys got into an argument with the faculty.

7.6 Gaps Identified/Scope of Further Intervention/Improvement

I. BESU

- a) The courses and trainings are designed to make the candidates self-sustainable. However, the duration of these courses can be increased. According to the responses received from the candidates, adequate weightage should be given to theory and practical classes.
- b) Even though BESU focuses on candidates becoming self-employable, placement assistance should be provided as not everyone has the potential or capacity to venture out on their own.

II. MGE

- a) Keeping in mind the courses that were offered, it is essential that skills like personality development, spoken English etc. are provided to the candidates. This is an industry requirement and will give them an extra edge during placements.
- b) During interaction with the beneficiaries, the team observed that some of them were not able to answer why they had joined the training programme and what would be its benefits. They simply responded that they were spending their time idle and then they came to know about the course and so they had joined the training programme.
- c) The implementing partner feels that candidates are not interested in placements rather they are keener on entrepreneurship. Beneficiaries however feel that the implementing partner did not arrange for adequate placements. Moreover, the certificates were given to the candidates after a year. The reason for the same is not known. This clearly points towards a lack of transparency in communication between both parties. Such issues greatly reduce the scope of future partnerships.

III. MYS, Ranchi

- a) One of the aims of the project is to reach out to candidates who are in need of jobs and help them enter the mainstream job market by making them employable. It was

observed that many candidates who were selected for the hospitality or retail courses by MYS were not interested in jobs immediately and had joined the course just for learning purposes only and to get a certificate.

- b) During interactions with the partner and beneficiaries, it was observed that most candidates had scored well in their final assessments. However, when interviewed, hardly any candidate could remember what they had been taught in the training or their job prospects.
- c) MYS offered retail and housekeeping courses because these provide more employment opportunities in Ranchi. Interestingly, the candidates who were interviewed could barely speak Hindi. Their basic communication skills were very poor. This reinforces the idea that trainings in such courses must include acquiring of additional skills like personality development and spoken English.

7.7 Recommendation

The recommendations suggested below are common for all the implementing partners.

1. Courses should be designed in a framework that gives adequate, if not equal weightage to practical and theory sessions. The duration of the courses is a common concern across all partners. Most candidates said that the courses should be conducted for a minimum of 6 months. Certifications of trainings received for less than 6 months are not well recognized in the respected industries and pose difficulties while applying for jobs.
2. Comprehensive approach in imparting the training and covering curriculum in alignment with the industry requirements of skills sets is desirable. Additional courses such as basic spoken English, personality development, anger management which are crucial to service industry should be covered in the training. Scope for cross-learning among partners as a part of capacity building efforts of teams should be encouraged.
3. Innovative teaching methods such as use of multi-media, role plays etc. should be incorporated in the training methods for enhanced learning.
4. Strong network of employers and providing necessary support to the ground staff in developing the same is necessary to achieve the goal of economic empowerment. The creation of a placement cell will make the project more accountable.
5. Feasibility analysis is essential to understand which skills should be taught in which area.

Chapter 8: Project 7: Infrastructural Development to rehabilitate victims of cloud burst at Leh-Ladakh

8.1 Background of Project Formulation

HPL has constructed 450 one room prefab expendable houses at Leh-Ladakh region to rehabilitate the people affected by cloudburst on 5th and 6th August 2010. CMD (HPL) offered project management services to GRSE in order to undertake infrastructure development project at Leh-Ladakh region as a part of CSR activities. The proposed project was for construction of toilet-cum-bathrooms measuring 6' x 8' x 8.5' each.

8.2 Governance Statement

Note sheets have been maintained as official documents. No evaluation has been conducted for this project.

8.3 Internal Stakeholder: GRSE

8.3.1 Perception

M/s. Hindustan Prefab Ltd. has been carrying out infrastructure development project at Leh-Ladakh Region (J&K) to rehabilitate the people affected by cloudburst on 05 and 06 Aug 2010. GRSE has facilitated construction of 50 toilet-cum-bathrooms at Solar Colony of Leh.

8.3.2 Roles and Responsibilities

GRSE has facilitated construction of 50 toilet-cum-bathroom blocks with septic tank for the cloudburst victims at Leh-Ladakh region.

8.4 External Stakeholder: Hindustan Prefab Limited

8.4.1 Perception

HPL was incorporated in 1953 and during last 59 years, the company has built a wide spectrum of civil engineering structures using both conventional as well as prefab techniques. It has also taken the lead for the on-the-spot assessment of infrastructural need of Leh-Ladakh region. The toilet-cum-bathrooms to houses in the Solar Colony Leh-Ladakh constructed by HPL are a step further in that direction.

8.4.2 Roles and Responsibilities

HPL has facilitated construction of 50 toilet-cum-bathroom blocks with septic tank for the cloudburst victims at Solar Colony, Leh.

8.4.3 Channelization of Funds

The cost of each toilet including administrative charges of HPL @10% of the project cost is 2 lakhs. The cost of the total project is 1 crore.

8.5 Perception of Beneficiaries

The NCSR Hub investigator visited the site of reconstruction at Solar Colony, Leh, where the flash flood victims from most devastated area, Choglamsar, were being rehabilitated. The beneficiaries are extremely satisfied and thankful to GRSE for these toilets-cum-bathrooms. They consider this a life-saving act especially in the aftermath of the natural disaster that took away everything from them. Given the extreme temperatures during winters, they are unable to use these structures as these are located outside their house premises and hence these double up as store rooms. Some families have managed to construct houses big enough to include these structures within the premises of the house and are consequently able to use them even during winters.



8.6 Recommendations

The DPE guidelines provide that ‘disaster management activities including those related to mitigation/amelioration can be undertaken as CSR activities.’ Hence, GRSE may continue providing support to such projects.