



Evaluation Report for NHDC Ltd's Corporate Social Responsibility (CSR) and Sustainable Development (SD) Projects for FY 2012-13

By

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Abbreviations

NCSR Hub	National Corporate Social Responsibility Hub
CSR	Corporate Social Responsibility
SD	Sustainable Development
ISP	Indira Sagar Project
OSP	Omkareshwar Project
R&R	Resettlement and Rehabilitation
ANM	Auxiliary Nurse and Midwife
NVDA	Narmada Valley Development Authority
IMC	Institute Management Committee
ITI	Industrial Training Institute
CDTP	Community Development through Polytechnic
MIS	Management Information System

Evaluation Study for CSR and SD Projects of FY 2012-13

1 Introduction

NHDC Ltd (A Joint Venture of NHPC Ltd & Govt. of M.P.) and formerly known as Narmada Hydroelectric Development Corporation Ltd., was set up on 1st August 2000 with its Corporate Office at Bhopal with the objective and commitment of development of hydropower and other renewal energy potential in the state of Madhya Pradesh. NHDC Ltd was entrusted with the construction of Indira Sagar Project (1000 MW) and Omkareshwar Project (520 MW) in Narmada basin on ownership basis. Both the projects have been completed ahead of schedule in the FY 2004-05 and 2007-08 respectively and presently these two projects are under operation and supplying power to the state of Madhya Pradesh.

Indira Sagar Power Station is situated at 10 Km from the village Punasa in Khandwa District of Madhya Pradesh. Omkareshwar Power Station is a multipurpose project, which offers opportunity of power generation & irrigation on both the banks of river Narmada in districts Khandwa, Khargone & Dhar of Madhya Pradesh.

Hundreds of villages have been resettled and rehabilitated due to these projects. Despite rehabilitation of these villages under the R&R policy of the company, there is a need to address the issues affecting the community which linger on after rehabilitation. The predominating issues that continue to affect lives and standards of living of the rehabilitated village communities include- livelihood, health, water supply, electricity supply, sanitation, education and other infrastructural support etc. Based on the need assessment conducted by TISS in April 2012 for select villages, NHDC Ltd has undertaken CSR and Sustainable Development (SD) projects during FY 2012-13 to make a social and environmental change in the affected villages. The CSR and SD projects of NHDC Ltd have been largely targeted at the Project Affected Families and other village communities in the vicinity of the project units namely ISP, OSP and R&R Khandwa. The CSR and SD projects can be broadly divided into following areas of intervention- education, health, vocational training, infrastructural support and plantation.

2. Research Methodology

2.1 Objectives

The objectives of the evaluation study are:

- a. To assess if the project objectives meet the need of the beneficiaries
- b. If the need is not being met, to assess the need of the targeted beneficiaries
- c. To evaluate the project implementation with respect to vision-mission alignment, objectives, implementation strategy and approach. To evaluate initiatives which are under tendering process in their existing status and to verify if the projects objectives and envisaged plan match the needs of the community.
- d. To understand effectiveness of the project in terms of its outcomes and impact
- e. To make recommendations to strengthen the project wherever required

2.2. Research Design

The study was qualitative research and exploratory in nature. No hypothesis was developed before data collection. This is also evaluative research as it is designed so that the findings will provide information useful for decisions on the company's CSR policy.

2.3 Methodology

Qualitative research methodology was used for collecting data. Random Sampling technique was used to identify beneficiaries. Focused group discussions and unstructured interviews were the tools used for data collection. The stakeholders considered for the purposes of the study included

- Primary beneficiaries-included direct beneficiaries from the community
- Secondary beneficiaries-included Gram Panchayat
- Respective Implementing agencies
- NHDC Ltd's team

3. Key Observations and Findings of Evaluation Study

In this section, the key observations and findings for specific projects undertaken in ISP, OSP and R&R Khandwa have been discussed. Each of the projects is classified based on the sector of intervention. Specific recommendations for each of the project activities have been included in this section for easy readability and reference.

Section-I Education

1. Scholarship to meritorious students of ISP and R&R Khandwa

The **major objective** of the scholarship project as per the NHDC Ltd's officials is to encourage students to **excel in academics and provide support to eligible candidates to continue their education**. Students from government schools are selected based on following criteria for an annual scholarship award.

- a. Merit
- b. Social background of SC/ST category
- c. Economic status-Belonging to Below Poverty Line category
- d. Belonging to project affected family (PAF)

1.1 Multi-stakeholder perspective on Scholarship project

Stakeholder	Viewpoint/Feedback
NHDC Ltd	ISP officials: It was reported that the Block Education Officer of Punasa Block helped NDHC Ltd in identification of the schools and 3 students each from class 9 th to 12 th have been selected from the identified schools for the award of scholarship. In all 66 students have been awarded scholarship from 10 schools in Punasa Block. R&R Khandwa officials: The students from both rural and urban areas were identified for scholarship.
School Authorities from schools near ISP and R&R Khandwa office	The school authorities were aware of the project. The authorities expressed satisfaction about NHDC Ltd's support to the meritorious students and encouraged the continuation of the project.
Students who are awarded scholarship from schools near ISP and R&R Khandwa Office	Students who were awarded the scholarship were aware of the initiative by the virtue of receiving the award. They informed to have saved or used the amount for education purposes.
Other students who did not receive scholarship from schools near ISP and R&R	Non-award winning students were not aware of the scholarship with a few

Khandwa office.	exceptions. Announcement was the only medium of information in Punasa school where they were actually informed few days ahead of the award which did not serve as a motivational factor to win the award. The NHDC scholarship was not known separately from the government scholarships.
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1.2 Observations

1. The objective of providing financial assistance to meritorious students is being met as the students were using or saving the award money for educational purposes. However the objective of motivating all students to compete for the award was not fulfilled due to lack of awareness among targeted beneficiaries about the scholarship.
2. The implementation was not well planned and even in schools where announcements of the scholarship was made, it was few days ahead of the award which gave little time to students to prepare themselves for the competition.
3. The objective of the project and target in terms of actual beneficiaries- which is maximum three per class does not match with the need of the students. Students from all classes and all schools that were studied by the team as well as the teaching staff shared a stronger need for English coaching and other infrastructural support to the school.
4. The initiative also ignores the socio-economic status and other factors such as family backgrounds of the target beneficiaries while adding the merit criteria. It is therefore desirable to design an educational project more comprehensively to maximise the impact in terms of quality as well as the targeted and actual beneficiaries-which is not currently being addressed.

1.3 Recommendations

Awarding scholarship based on merit is desired to encourage competition. However, as the targeted beneficiaries are also students who are underprivileged and from project affected families a holistic approach to educational initiative is desired. It is therefore recommended to undertake an educational initiative that aims to directly benefit all students of the school and address the gaps in the existing system based on their needs. For instance, coaching in English, exposure visits through study tours to students from rural parts, infrastructural support etcetera. Students, parents, teaching staff and principals of the schools or colleges should be engagement at every level of planning and implementation.

2. Infrastructural support for educational purposes

2.1 Support to Anganwadis around ISP

Support has been provided to 16 Anganwadis in Punasa block based on their infrastructural requirements. The requirements were submitted by headquarter (HQ) of the Anganwadis in Punasa block. Need for infrastructural support was felt by the Anganwadis to keep up the interest of the children and to create and learning and playful environment for them. 16 items were selected by NHDC Ltd from the list of requirements submitted by the Punasa HQ. These items include- modern paintings, necessary items such as utensils, weighing machines, PVC charts, and black board, and indoor games equipment, water tank of 20 litres, toys, outdoor game equipments and slides to improvise the learning environment for the children. All of the

above mentioned material has been purchased by NHDC Ltd and was planned to be distributed in month of August 2013 to the Anganwadis.

The Anganwadi workers of the respective anganwadis, village panchayat functionaries, Punasa HQ officials expressed satisfaction with the support extended by NHDC Ltd as it matched their need to improve the functioning and impact of the Anganwadis in meeting its objectives under ICDS scheme of GOI.

2.2 Construction of boundary wall for Girls' school near R&R Khandwa

The boundary wall of the Government Girls' Higher Secondary School in Harsud is being repaired as a CSR activity by NHDC Ltd. The objective of this activity is to provide protection to the girls studying in the school by repairing the existing boundary wall which is broken on one side. On the other side the boundary wall is too low to ensure safety and comfort for girls. The school authorities have requested the NHDC Ltd to help them repair the existing boundary wall. The need for the wall was felt during the evaluation study.

2.3 Library cum reading room in villages near OSP

NHDC Ltd is constructing a library-cum-reading room in the village Nayapura Talab to enable the children to study in the evenings. The library will have solar lighting to enable the students to study after dusk. NHDC Ltd also plans to keep books other than textbooks for children to cultivate a habit of reading. Since this village is un-electrified, children face difficulty in studying in the light of the kerosene lamp. This library will be useful for them from this point of view as well.

2.4 Renovation of Saraswati Shishu Mandir at Omkareshwar near OSP

The Saraswati Shishu Mandir provides education to about 400 students from nursery upto class 8th. The school however did not have enough classrooms and students from different classes were accommodated in a single classroom. This not only caused inconvenience but also poor study and teaching environment for both students and teachers. The renovation of Saraswati Shishu Mandir included construction of additional three classrooms, painting, flooring, renovation of staircase and construction of boundary wall. The students of 6th-8th Classes have been accommodated in the new classrooms. It was informed by the students and teachers that the renovation of the school had helped them to overcome challenges and inconvenience caused by poor infrastructure.

2.5 Recommendations for Infrastructural projects for Educational purposes

The projects fulfilling the infrastructural needs of the community for educational or other purposes need to be implemented with a more structured approach, wherein a detailed need assessment of infrastructural needs of the schools, colleges, Anganwadis in the area should be done to prioritize schools so that there is a systematic approach to address the need. A strategic approach to address these needs should include annual planning which considers institutions from villages within a pre-defined targeted radius. The scope of the project can be expanded annually to cover newer institutions.

3. Sponsoring Students of Narmada Valley International School

The **major objective** of the project as per the NHDC Ltd's officials is to encourage students to **excel in academics and provide support to eligible candidates to continue their education in Narmada Valley International School** (an English medium Boarding School). In 2007 Class

V students from government schools were selected based on the following criteria and their full annual fees (Approx.Rs.75000/- per student per annum) is being covered :

- a. Merit
- b. Social background of SC/ ST category
- c. Economic status-Belonging to Below Poverty Line (BPL)category
- d. Belonging to project affected family (PAF)

3.1 Multi-stakeholder perspective on Scholarship project

Stakeholder	Viewpoint/Feedback
NHDC Ltd	On the basis of merit officials called for the admission in class 6 th in the year 2007 with the help of teachers and principals of local government schools. Started with 5 students however 4 students were successful to clear class 10 th exam in FY 2012-2013. Presently 3 students are registered for class 11 th out of which one student registered only for day school and rest two for boarding school.
School Authorities	The school authorities were aware of the project. The authorities expressed satisfaction about NHDC Ltd's support to the meritorious students and encouraged the continuation of the project.
Students who are awarded fees	Students who were awarded the fees were aware of the initiative by the virtue of receiving the award. They informed that the project has transformed their lives. One of the students was confident in communicating in English and expressed his interest of becoming a doctor in future.
Other students who are not awarded fees	Students are aware of the project and help. They cooperate with the students who are awarded fees in academics and sports.

3.2 Observations

- The objective of providing financial assistance to meritorious students is being met as the students. However the objective of motivating all 5 students to complete their education in this institution was not fulfilled due to lack of additional support to level them up from Hindi medium background to top class English medium school of the town.
- The initiative also ignores the socio-economic status and other factors such as family backgrounds of the students by adding the merit criteria. It is therefore desirable to design an educational project more comprehensively to maximise the impact in terms of quality as well as the targeted and actual beneficiaries-which is not currently being addressed.

3.3 Recommendations

Awarding such financial assistance based on merit is desired to encourage competition. However, as the targeted beneficiaries are also students who are underprivileged and from

project affected families a holistic approach to educational initiative is desired. It is therefore recommended to undertake an educational initiative that aims to directly benefit all students of the local school and address the gaps in the existing system based on their needs. For instance, coaching in English, exposure visits through study tours to students from rural parts, infrastructural support etcetera. Students, parents, teaching staff and principals of the schools or colleges should be engagement at every level of planning and implementation.

4. Honorarium for School Teacher

A school at Sidwarkoot village near OSP faced challenge with respect to shortage of teachers. This school was supported by payment of honorarium to the teacher hired through organisation namely Manav Ashray Samiti. The rationale for the initiative was to fill the gap of teacher in the school for ensuring that classes were conducted. However such initiatives though important, are standalone and ad-hoc in nature as they are not carried out from a long term project vision. Therefore such activities are discouraged to be undertaken under CSR unless there is a holistic plan to create a larger impact on the beneficiaries.

5. Painting Competition

The painting competition was held in March 2013 and had sixty participants from around fifteen schools. The teachers felt that this was important for promoting art and craft amongst the children. NHDC Ltd. had sponsored trophies to the winning candidates.

Such extra-curricular activities are good and should be promoted in schools in general. However such activities are discouraged under CSR due to their ad-hoc nature.

Section-II Vocational Training

1. Financial Support to Industrial Training Institute Narmada Nagar near ISP

1.1 Background of the initiative

The Industrial Training Institute (ITI) Narmada Nagar was created for Project Affected Families by Narmada Valley Development Authority (NVDA), Govt of M.P.. Establishment of NHDC Ltd in August 2000 led to NHDC Ltd's involvement as an important stakeholder in the functioning of ITI. Therefore at the formation stage, NHDC Ltd was made responsible for the functioning of ITI. Since then, NHDC Ltd has continued to support ITI for its recurring expenditures through NVDA. The funds for ITI were allotted under Operation and Maintenance Budget head which have been transferred under CSR since 2008-09/ 2009-10. ITI Narmada Nagar has been selected as a Centre for Excellence Institute by the World Bank and GOI and therefore awarded a grant of Rs.3.5 Crores. NHDC Ltd had proposed in the past to adopt the ITI, however the discussions between Govt of M.P. and NHDC Ltd were stalled after the World Bank initiative. Currently NHDC Ltd is represented in the Institute Management Committee (IMC) of the ITI. The IMC comprises of up to 15 members with representation from Central Government, State and Industrial Associations namely CII/FICCI/Assocham and NHDC. NHDC is being represented by 5 members including Chairman of the Institute Management Committee (IMC) of the ITI.

The IMC has following role and responsibilities:

1. Generation of revenue through various means such as projects and financial contribution from industry including donation of equipment and using such funds/equipment as decided by them.
2. Forecasting of new emerging training areas
3. Development of curriculum
4. Selection of trainees
5. Training of faculty
6. Appointment of contract faculty/guest faculty
7. Facilitating on job training to the trainees
8. Testing and certification
9. Facilitating placement of passing out trainees

1.2 Multi-stakeholder perspective on support to ITI, Narmada Nagar project

Stakeholder	Viewpoint/Feedback
NHDC Ltd	The ITI supports PAF of villages which have been got submerged (either completely or partially) by various projects. The projects include ISP and OSP of NHDC Ltd as well as other projects of NVDA, Govt of M. P. . However, majority of the PAF benefiting from ITI are affected by the submergence of NHDC Ltd's project and therefore the ITI is being supported by NHDC Ltd. Apart from NHDC Ltd, ITI has only received the grant under World Bank and GoI initiative under Centre for Excellence Scheme. NHDC Ltd had proposed in the past for adoption of ITI

	<p>which was not accepted by Govt of M.P. in the light of World Bank support. However, with the World Bank grant being limited, the discussions for adoption of ITI are expected to gain ground. Currently, NHDC Ltd has representation in IMC of the ITI and continues to provide support to incur the recurring expenditure; however, the functioning of the ITI is under the control of the Directorate of Training, Govt of M.P. This existing system causes limitations for NHDC Ltd to make any non-infrastructural developments/improvements in ITI. Decision making authority in ITI has continued to be the bone of contention between NHDC Ltd and Directorate of Training, Govt of M.P..</p> <p>NHDC Ltd continues to be interested in taking full responsibility of the ITI by adopting it. Adoption of ITI would make NHDC Ltd's responsible for purchase of equipment, audio-visual aids, building renovation, augmenting strength, expenses on training of faculty, on-job training of students, up-gradation of lab, workshop, procuring faculty, launching new trades etc.¹</p>
ITI, Narmada Nagar Authorities	<p>The above mentioned feedback of NHDC Ltd was confirmed by the ITI authorities. The ITI authorities also informed that the existing support from NHDC Ltd is inadequate and there was need for additional support in terms of training, capacity building, infrastructure and overall development of ITI. Though need of operational support to ITI has increased including for repair and maintenance hostel, classrooms, laboratories and other infrastructural facilities, the support from NHDC Ltd has not been proportionately increased. NHDC Ltd is the only source of financial support to ITI and therefore limited funds have led to neglect of ITI and hampered its development.</p> <p>With respect to decision making for ITI in terms of changes, improvements; ITI is directly accountable and responsible to Directorate of Training. Therefore any developments recommended by NHDC Ltd will have to be directed through Directorate of Training.</p>

¹ www.nhdcindia.com/Pdf/ITI_Prof.pdf accessed on 11th August 2013

	<p>With respect to the issue of lack of faculties, the Principal, ITI informed that there was vacancy in the faculty positions especially in case of newly introduced trades. Even when guest faculties are appointed, the process of appointment is time consuming and classes cannot be conducted until the position of the guest faculty is filled. He informed the team that the Directorate of Training has assured the Institute that the positions of the permanent faculties will be filled shortly. The principal expected results within a month's time.</p>
Students	<p>Students informed that there is an overall satisfaction with the ITI. The major challenges faced by the students included:</p> <ol style="list-style-type: none"> Lack of proper hostel facility: the hostel building needs repair and maintenance including for rooms, toilet, electricity, water and other facilities. The students mentioned that the toilets and bathrooms were in a dilapidated state and the plumbing system was out of order-which compelled them to defecate in the open. The cleaning of the hostel including maintenance of the electric wires, cables etc. was done by the students as it was neglected by the authorities. They shared that this not only caused inconvenience and discomfort to students but also negatively affected their study environment. Lack of faculties: Most of the existing ITI faculties were appointed as guest faculties. Some of the courses did not have faculties and therefore the classes were not being conducted for a long period. Lack of proper classroom facilities: There is need for infrastructural support including roofs for the classrooms.

1.3 Recommendations

- There is a need to address the infrastructural and training requirements of the ITI. Some of the visible needs of ITI were found to be with respect to the hostel facilities, training rooms, faculties, training of faculties etc.
- There is a need for a more proactive role of the IMC to improve the standards of the ITI. Feedback from all stakeholders including the beneficiaries and employers of the ITI pass

outs, faculties, ITI administrators etc. need to be considered while making decisions about development of ITI.

- Regular monitoring and interaction with the ITI by NHDC Ltd with respect to optimum utilisation of the funds allotted to the ITI and its impact on direct and indirect beneficiaries is desired.

2. Providing employment generation training to youth and women in and around projectsites

2.1 Background

The **major objectives** of the vocational training programme were to impart skills to the targeted beneficiaries and enable them to be self-employed. The project has been implemented at all three project locations viz.,- ISP, OSP and R&R Khandwa. The beneficiaries are targeted from PAF and additional course specific eligibility criteria are also applied. While the sewing/tailoring, basic computer training and the beautician courses have been designed and implemented through private implementing partners the carpentry and motor winding trainings are implemented through the Polytechnic Institute.

The carpentry/motor winding training in the OSP villages is being implemented in association with the Polytechnic, Sanawad. The implementation model for the project is based on the model of Community Development through Polytechnic (CDTP) funded by the Government of India. Short term courses of three month duration in carpentry and motor winding were conducted in the villages by the trainers of polytechnic. The syllabus, examination and certification were designed as per the CDTP model. A centre has been set up in village Inpun. Candidates in carpentry course received training in theory at the village centre while practical classes were conducted at the Polytechnic institute. For candidates of motor winding course both theory and practical classes are conducted at village centre due to feasibility as they were made to practice on motors of farm equipment.

The locations of the training centres and list of villages which benefited from the initiative are given in the below table.

NHDC Ltd's Project site	Location of training centre	Beneficiary Villages	Trainings offered	Implementing Agencies	Number of Beneficiaries
ISP	Punasa, Mundi and Narmada Nagar	Punasa, Mundi and Narmada Nagar	Sewing/tailoring and basic computer education	Lions Club at Mundi; Ladies Welfare Association Club of NHDC Ltd at Punasa and Narmada Nagar	60
OSP	Urja Vihar	Sidwarkoot and Nayapura Talab Inpun, Bhogama, Kothi,	Sewing/tailoring, carpentry and Motor winding	Usha Company for Sewing/tailoring & Polytechnic college at Sanawad for	60

				Carpentry and Motor Winding	
R&R	New Harsud	New Harsud	Sewing/ tailoring and basic computer education and beautician	Samarpan in association M.P Jan Sevi Sangathan	60

2.2 [Multi-stakeholder perspective on vocational training project](#)

Stakeholder	Viewpoint/feedback
NHDC Ltd	The ISP, OSP and R&R officials stated that the project aims at imparting the skills and enabling self-employment among beneficiaries. They expressed interest in scaling up of the project in terms of number of beneficiaries based on feedback from the NHDC Ltd's corporate office.
Targeted beneficiaries	<p>ISP: The beneficiaries were satisfied with the project and shared that the skill received through training made them self-dependent with respect to their own needs. In addition beneficiaries were also interested in starting an enterprise of own or in a group if provided necessary support.</p> <p>OSP: The trainees from the sewing and tailoring course did not express much satisfaction with the course as many could not attend it on all days due to clash with school timings. The trainees of the motor winding course were confident about their learning. However, they expressed a greater interest in jobs / regular employment than towards self-employment.</p> <p>R&R Khandwa: The trainees from each of the three courses expressed a satisfaction from the course and seemed confident about their learning. However, most of them had taken the course with an objective of skill development for personal utility and not entrepreneurship.</p>
Implementing agency	Government Polytechnic College, Sanawad –The course coordinator expressed that the number of trainees in each trade should not be high and instead of training more individuals from one village in the same trade, training fewer individuals from more villages in a variety of trades could be more effective as the objective is self-employment.

2.3 Observations

2.3.1 Vocational training initiatives at ISP

1. The initiative lacks well defined vision and mission. There is no long term or medium term vision of the project.
2. The official representing NHDC Ltd and involved in direct monitoring of the project lacked clarity on the objectives of the project.
3. The syllabus, examination and certification process was defined by the Implementing agency and does not have any industry or government recognition.
4. The training methodology and topics for the computer education initiative are decided by the trainer.
5. There is lack of expertise in the overall implementation of the project.
6. The existing sewing machines at the centre did not function well at times and could not be used for stitching thicker materials as per the trainers.
7. There is lack of support to enable candidates to undertake self-employment
8. All candidates participating in the training belong to the same village and therefore the scope for starting and sustaining self-enterprises is largely limited as the supply would be higher than the demand. The supply is expected to increase further if the training is provided in the same courses for subsequent years as the demand may not increase proportionately. This may negate the objective of the project to enable self-employment.

2.3.2 Vocational training initiatives at OSP

- **Sewing/Tailoring:** This 3 months' course, conducted on three days in a week, had attendees from NayapuraTalaab and Sidhwarkoot villages. Upon interaction with trainees and their families in both the villages, it was observed that -
 1. While twenty young girls had enrolled for the course, most of them had discontinued attending it much before the completion or were irregular since the school timings clashed with the course timings on two out of the three days.
 2. The trainer lacked expertise and effectiveness in training.
 3. Trainees did not get enough opportunity to practice as there were only two machines in working conditions and therefore, they were not very confident about their skill and learning.
 4. Some of them were interested in taking it up as an income generating activity but need further training as they were not confident.
 5. Scope for creating small local livelihood opportunities as sewing and tailoring services are not available in either of the villages and people go to Omkareshwar to avail these.
- **Carpentry and Motor Winding**
 1. While a preliminary survey was conducted to select courses of interest to the community youth, courses that the polytechnic was more comfortable in offering were given a priority.
 2. Eleven out of the twenty students in the carpentry course could not complete the course due to other commitments, as explained by some of their classmates.
 3. The trainees were free to practice at the labs in the institute even after the training hours.
 4. There is not enough financial incentive for the trainers to go to the village centres to conduct the training.

5. The training had been effectively imparted and the trainees that had cleared the examination expressed confidence about their learning. However, they were not confident about starting something on their own as they felt a need for longer duration training.
6. All candidates participating in the training belong to the same village and therefore the scope for starting and sustaining self-enterprises is largely limited as the supply would be higher than the demand.
7. An overall mismatch between the objective of the course from the implementation point-of-view and the individual objective, aspirations and expectations of the trainees was noticed. While the courses were started with self-employment as the prime objective, almost all trainees had regular employment or skill development for personal utility in mind.

2.3.3 Vocational training initiatives at R&R Khandwa

1. The training centre is being run by implementing NGOs Samarpan and Madhya Pradesh Jan Sevi Sangathan.
2. All the three courses, namely tailoring, computer education and beautician had been conducted well.
3. A few trainees had started self-employment activities after the training. Many others expressed an interest in starting something of their own and seemed confident.
4. Around ten trainees from the sewing course had bought sewing machines by making a partial contribution, the rest of which was contributed by NHDC Ltd. In the beautician course, the trainees had been provided with an initial kit to enable them to start a small enterprise on their own. The computer trainees were provided with a pen drive and a laptop bag.
5. By providing the successful trainees with an initial start-up kit, the gap between capacity building and self-employment has been bridged to a large extent and this is expected to increase the impact of the project manifold in the coming months.
6. The vocational training centre at R&R Khandwa has implemented the training courses with a more planned approach than its counterparts at ISP and OSP projects.

2.4 Recommendations

Vocation training for skill development for both self as well as regular employment is an important aspect of CSR with myriad possibilities, particularly in the context of NHDC Ltd, since majority of the community faces livelihood challenges as a result of relocation. These projects therefore assume a high importance and should be carried out in a more structured manner. The following recommendations are being given to enhance the impact of these projects:

1. Engaging an expert agency on rural livelihoods and entrepreneurship to strategise and implement the project across all NHDC Ltd units is strongly suggested to address the need more holistically. Relevance of curriculum and recognition for the course needs to be kept in mind while designing the programme.
2. There needs to be balance in the objective of the courses; both self-employment and regular employment need to be promoted since the communities currently do not have a strong entrepreneurial bent of mind and a capacity to absorb financial risks and therefore may prefer regular jobs to self-employment. At the same time, self-

employment is equally important in order to create income generating opportunities for maximum individuals. Apart from creating livelihood opportunities, such small enterprises also cater to community demands for these services which are otherwise not met locally.

3. For promoting self-employment through the courses that have a scope for it, a component of basic entrepreneurship must be included in the course structure. Further, if any initial investment is required for the start-up, either providing them with the start-up inventory/ kit or linking them with financial/ micro-finance agencies is required to bridge the gap between skill development and self-employment.
4. For courses that have a greater scope in employment in industry/ companies, understanding the requirements of the hiring agency while designing the courses is extremely important. Tie-ups with organisations that are interested in hiring successful trainees from these courses will be helpful in placing some students immediately after the course.
5. Selection of courses should be more need based and offering a range of vocational courses. Smaller centres catering to fewer villages should have batches with fewer students per course rather than covering large batches in one course or trade since most of the trainees come from the same area and the scope for self-employment for all will be limited. Different courses may be planned for alternate years so that trainees trained in one year in a particular course get enough time, opportunity and exclusivity to start small enterprises on their own.
6. Course planning needs to include an overall alignment between type of course {tailoring, computers, motor winding etc}, course objective {whether for self-employment or regular employment or both}, community aspirations and needs, market demands and course design in order to make each training effective in terms of livelihood generation.

Section-III Health facilities

1. Mobile Medical Van

1.1 Background

The project was initiated in February 2012 with an objective to **address primary health care needs** of the villagers. The project started with one Mobile Medical Unit (MMU-1). It has expanded in terms of coverage and new Mobile medical unit (MMU-2) has been engaged since October 2012. The MMU-1 caters to group of 19 villages and MMU-2 caters to a group of 16 villages.²

The implementation approach includes providing diagnostic and curative services for minor illness. Services are provided at minimal cost of Rs. 5. However, free services are also given to patients who cannot afford the cost of service. The van visits every village once a week according to a pre-designed fixed schedule. The team comprises of a doctor, a pharmacist and a driver. The driver also takes care of registration; the pharmacist maintains medicine inventory and record and assists the doctor while the doctor treats the patients. The local team also comprises of two members who maintain the MIS and coordinate and monitor the project locally. Following records are maintained on a daily basis:

- a. Patient registration
- b. Disease affecting the patients
- c. Medicines provided to each patient
- d. Stock of the medicine
- e. Money collected

1.2 Need for the Mobile Medical Unit

In case of minor illness, the existing medical facilities included government PHCs, private clinics as well as quacks. The challenges with the existing medical facilities included accessibility for villages which did not have a medical facility; availability of medicines especially in case of PHCs and quacks and consultation charges especially in case of quacks and private clinics. In case of major illness, patients travel to Indore, Khandwa, Sanawad and Punasa. The high frequency health issues included gastritis, skin infection and allergy, fever, malaria, joint pains, body pain, back ache, eye infection, typhoid, diabetes, headache, injuries etcetera. The Mobile Medical Unit initiative has been effective in addressing the minor health issues at a location convenient to villager at a negligible cost. A stronger need for MMU was felt in the villages catered by MMU-2 as none of the villages had access to medical facility.

1.3 Awareness

All people in the villages were aware of the MMU facility, its schedule, and location of its halt as well as the services provided by MMU. However, not all people were aware about the initiative being funded by NHDC Ltd. Innovative methods to create awareness about the facility included ringing of siren on arrival of the MMU in a village, wall paintings in the

²Annexure-X List of villages for MMU-1 and MMU-2

village, distribution of pamphlets and door to door visits made by the team. This also helped in building rapport with the community.

1.4 Impact of project

Each van covers approximately 1500 villagers per month-these included beneficiaries from all groups such as men, women, children, elderly as well as persons with disability. The villagers reported that the treatment provided by doctor was effective and provided them with cure. The introduction of MMU has also led to substantial decline in expenses with respect to travel, medicines as well as consultation fees. The time-effort and inconvenience caused while availing medical facilities far off the village was saved due to MMU. Many of the villagers who are currently being served by the MMU have to travel between 7-25 Kms for the nearest health care facility. The impact of the initiative is enhanced due to the excellent rapport that the team has built with the community.

1.5 Suggestions from the community

Provision of additional services such as injections and blood testing facilities were demanded by the villagers. Women expressed need for a female staff which would help increase their comfort in discussing gynaecological problems.

1.6 Challenges shared by Help Age India:

- It was shared by the Help Age India team that the injection facility cannot be provided in the van due to challenges with respect to storage and safe disposal as per government norms.
- With respect to having a female team member, the remoteness of the locations and challenges posed by the difficult terrains of the villages is a discouraging factor in engaging a female staff member.

The villagers from villages covered by MMU-1 are habituated to use tooth powder with tobacco for brushing teeth. The doctor could influence many of villagers to give up the habit of using this tooth powder to avoid its ill-effects on health.

1.7 Recommendations

- Increasing the frequency of MMU: It was observed that the demand for MMU exists also on the days when it does not visit the village. Additional MMUs can be introduced to share the responsibility of existing MMUs. This will enable in increasing the frequency of the MMU and fulfil the demand of the villagers for the health facility.
- Focus on awareness generation to prevent diseases: The MMU team can also counsel the villagers on preventive measures including cleanliness and hygiene to limit the spread of infectious diseases. Such counselling can be done during the period when the van halts in the particular village.
- In absence of female staff, an ASHA worker can be engaged to make women more comfortable in discussing their gynaecological problems.
- Female doctors can be engaged for one visit per month per village. However, effective steps for mobilization and awareness should be undertaken prior to such visit to ensure maximum outreach within the women..

2. Medical Camps

2.1 Background

The following types of medical camps were organised by NHDC Ltd in the FY 2012-13 in and around their CSR villages to provide medical support to the communities as a part of their CSR activities –

Type of camp	Villages where the camp was organised	Villages that benefitted from the camp
General health	ISP - Punasa (damkheda), Pamakhedi, Chikhdaliya, , Richhi, Sarlya,	Punasa, PamakhediChikhdaliya, Richchi-Bedhani, Sarlya, and other nearby villages
	OSP –Bhogawa	Bhogawa and other nearby villages
	R&R – New Harsud / Chhannera	New Harsud / Chhannera and nearby villages
Eye testing and cataract	OSP – Sanawad	Sanawad and near by villages
	R&R- New Harsud / Chhannera	New Harsud / Chhannera and nearby villages
Orthopaedic	OSP – Sanawad	Sanawad and nearby villages within the radius of 20-25 km
Dental	R&R- New Harsud / Chhannera	New Harsud / Chhannera and nearby villages

The **major objective** of the medical camps organised by NHDC Ltd is to provide diagnostic and curative services to villagers who would otherwise not undergo a check-up and might end up ignoring critical health issues. The camps involve carrying out general body check-up of the community and patients identified with illnesses are either provided with immediate medication or referred to hospitals or specialized doctors for further testing and treatment, based on the severity of illness. One-day general body check-up medical camps are directly organised by NHDC Ltd's doctors as well as some hired doctors and some of these camps are also organised in collaboration with HelpAge India. The eye testing camp was organised in partnership with the Shri Digamber Jain Mahaveer BalMandir, Sanawad and focussed on treatment of cataract. For the orthopaedic camps, financial support was provided to Manav Seva Sangh Samiti, a volunteer organisation that has been organising these camps since 1981.

In the FY 2012-13, the camps were organised in total eight villages.

2.2 Multi-stakeholder perspective on medical camps:

Stakeholder	Viewpoint/feedback
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NHDC Ltd	<p>The camps offer a platform for the villagers to get a general body check-up. Patients who are otherwise unaware of their illness have an opportunity to avail diagnostic services free of cost and can get timely treatment.</p> <p>After diagnosis some patients are provided on-spot medication. Many are referred to hospitals and for expert advice, such as to the NHDC Ltd's hospital. Patients who visit the NHDC Ltd's hospital receive free of cost treatment under CSR.</p> <p>There is no follow-up strategy for the patients as a part of the implementation plan.</p>
Targeted beneficiaries	<p>General medical camp: While the beneficiary feedback on the effectiveness of the camp at each of the three project sites was good, people in the R&R and OSP project areas said that they either did not know about the camp or got to know about it on the day of the camp.</p> <p>Eye testing and cataract camp: People were the most satisfied with the eye camps and said that they were happy that they were also provided with the glasses after the surgery.</p> <p>Dental Camp: Out of around fifty beneficiaries that were spoken to in New Harsud no one knew about the dental camp.</p>

2.3 [Observations](#)

1. A large number of people had attended the health camps in each of the villages where they were organised; and a high need for medical facilities and such camps was felt in the absence of other affordable medical facilities in the vicinity.
2. However, large crowds were drawn to the camps also because attendees were provided snacks, fruits etc. This makes it difficult to understand how many people had actually attended the camps for addressing genuine health problems.
3. The communities were not well aware of the medical camps that had been organised in their villages and information had not been effectively circulated about the upcoming camps. Most of the people who were aware about the camp had also learnt about it while it was going on by noticing the crowd assembling there.

4. Eye camps, orthopaedic camps and diagnostic camps³ were observed to be more desirable than a general camp because of their nature and need. A general health camp can only be impactful when they are frequently organised as these health issues are frequent and there is a need for them all through the year as they do not get addressed by a once-a-year- camp. Diagnostic, orthopaedic and eye testing camps, on the other hand, address long-term health issues and are therefore, more effective in terms of impacts.
5. Any such camp should not be conducted as an isolated activity as it only highlights the need and the problem identified in these camps need to be connected to treatment and any other conclusive support required. In this respect, initiatives such as providing **glasses after cataract treatment** in village Inpun under the OSP project in association with Shri Digamber Jain Mahaveer Bal Mandir, Sanawad and providing support for **medicine, tricycles and callipers for orthopaedic patients** in collaboration with Manav Seva Sangh Samiti, Sanawad are effective CSR projects as they are addressing the need in totality.

2.4 Recommendations

- More awareness needs to be created about these camps for greater outreach well before the camps are organised. Dependence on the gram Panchayat for the communication of information is not a very effective idea.
- Providing snacks etc. to all attendees should be avoided as it also draws crowds with no genuine medical issues and dilutes the purpose. This way more attention and effective treatment can be given to those in genuine need.
- The coverage of eye and orthopaedic camps may be increased as they have a high impact. However, the respective implementing agencies for these camps expressed an inability to increase their capacity within their current design and finances.
- In order to make the general check-up camps more impactful, their frequency needs to be increased as they treat frequently occurring diseases and a year's span is too long for this. Any medical facility or arrangement to cure such diseases needs to have at least a weekly frequency.

3 Spray of anti-malarial chemicals and medicines

3.1 Background

The area has a very high incidence of malaria and the communities, especially those close to the dam reservoirs face a severe threat from the disease, especially in the monsoon months. Many villages reported an average of one person per family to be suffering from the disease. In the light of this situation the need for preventive solutions becomes very high. The ISP and R& R project units of NHDC

Over a 50 villagers spoken to in the village New Harsud were not aware of the medical camp that had recently been organised in their village. This highlights the need for greater outreach before and on the day of the camp.

³The observations on these camps have been drawn on the basis of interaction with the implementing agencies and evaluation of documents. One limitation of this study is that the beneficiaries of these projects could not be interviewed for understanding the impacts and issues because of paucity of time and logistic consideration as individual beneficiaries came from different villages and scattered locations.

Ltd have appropriately chosen carrying out anti-malarial sprays as one of their CSR activities. The objective of this project is to prevent the occurrence and spread of malaria in the area. The project at ISP was at the tendering stage and therefore could only be assessed from the point of view of need, which was observed to be high.

3.2 Observations

The project was evaluated in the villages under the R&R project and the following observations were made:

- The project plans to do one round of spray of anti-malarial chemicals during monsoon.
- In the six OSP villages under the R&R unit, the communities reported that the spray had not been done.
- In the ISP villages, spray had been done; however, during interaction with the communities it was found that the chemicals were sprayed only inside the houses whereas drains, pits, puddles etc. were ignored. Neglecting these has impaired the prevention efforts majorly.
- Monitoring by the implementing agency, which is the district hospital, was found to be lacking. The representative from the hospital who supervised the villages that were visited was also not aware of this.
- Since treatment of malaria requires hospitalization in the severe cases, high expenditure on travel and treatment is incurred by the patients and their families. Further, it also translates into loss of work days and income.

3.3 Recommendations

- Prevention from malaria is a critical aspect of ensuring good health in this area and thus this project needs to be planned and implemented in a more structured way in all the villages.
- The frequency of spray needs to be increased manifold from the current pattern of once a year in order to make this exercise effective.
- Spray activities should also be complemented with awareness generation on prevention measures to be adopted by the communities.

4. Distribution of nutritive supplements through the community health centre among malnourished children near R&R Khandwa

4.1 Background

Under this project, NHDC Ltd is providing nutritive supplements to the community centre for children suffering from severe and moderate malnutrition. NHDC Ltd has provided 300 boxes of protein supplement and 300 bottles each of multi-vitamins and haemoglobin supplements to the hospital for this year. Two hundred and thirty malnutrition children were admitted last year and a similar number is expected to benefit from the initiative this year as well. *Aanganwadi* and ASHA workers identify and bring malnutrition kids to the hospital / centre and these children are usually admitted for 14 days during which they are provided a special diet.

4.2 Multi-stakeholder perspective

Before NHDC Ltd's intervention, the families of these children had to buy these supplements after being discharged to maintain the nutrition levels. As these supplements are all expensive and the parents of these children were mostly daily wage labourers, these families would sometimes end up not buying these and therefore the health of these children would dwindle again. This year these families have been given these supplements free of cost. The ANM staff at the children's ward reported that they had observed an increase in the children's weight by 1-1.5 kg on the follow up visit. These supplements are also distributed in the villages by *Aanganwadi* and ASHA workers to families that do not get their children to the hospital.

4.3 Observations

This project is meeting its objective and it does have an impact on the beneficiaries. The implementing hospital is playing its role very effectively.

4.4 Recommendations

To increase the impact, this project needs to be scaled up to cover more beneficiaries.

5. Medical treatment in the OPD of ISP Hospital

Medical treatment & distribution of free medicines to villagers of nearby villages is provided in the OPD of the ISP project hospital. These beneficiaries are over and above the employees who are treated at the hospital and are classified as non-entitled beneficiaries. The cost of medication of non-entitled beneficiaries is covered under CSR and separate records are maintained.

5.1 Observations

1. Lack of awareness: The villagers considered for the purpose of the study did not largely avail the OPD facility of the project hospital. There was also lack of awareness about existence of such a facility among the villagers. The villagers therefore continued to avail private medical facilities, MMU facility of NHDC Ltd or the government facilities instead of the OPD facility.
2. Targeting of beneficiaries: Besides village community, the non-entitled beneficiaries include relatives and family members of the project employees and people outside the village community residing in the vicinity of the project site.

5.2 Recommendations

1. While **targeting the beneficiaries** it is desired that preference is given to the village community that is directly/indirectly impacted by the project and such communities are not identified with the families or relatives of the project staff for the purposes of CSR. This will help in utilization of limited resources to the maximum village communities which are most in need of these facilities.
2. There is a need for **outreach strategy** to ensure that there is 100 percent awareness amongst the villagers about the existence of OPD facility. Additional efforts may be required to build consciousness amongst the villagers that the facility is their entitlement under CSR as the facility is located in the project hospital.

6. Emergency Medical Service (Ambulance)

Emergency Medical Service is available for the village community. However, the target beneficiary for this service is anyone in need of the facility in general. Villagers considered for the purpose of the study were not aware of the facility and continued to use their own means or

depended on neighbours in case of emergency. The facility was not found to be effective as it had disproportionately wide coverage area for a single ambulance van.

7. Medical camps in Harda district

One time medical facility was provided in the villages of Harda district by R&R Khandwa office. Though villagers were aware of such facility being provided by NHDC Ltd annually and villagers suffering from illness on specific day of its visit did avail the facility; the camps were not found to be effective in its impact. The villagers informed that only medicines were distributed in the facility however, no other facilities were available. There was mixed response on the utility of the facility and effectiveness of the treatment. As the medical unit addressed minor illnesses which occur more frequently, the villagers shared need for a more frequent facility such as visit of Mobile Medical Unit per week.

8. Support to Madhya Pradesh Thalassemia Welfare Society Indore

8.1 About the initiative

Thalassemia Welfare Society, Indore is working towards to cause of prevention and cure of Thalassemia patients. The patients of Thalassemia have a shorter life span and require consistent medication for survival. There are currently 150 patients covering their own expenses. In addition the society has an outreach programme through which it identifies patients from underprivileged backgrounds who are not able to afford the high costs of medicines from Indore. The medicines and blood of such patients are supported by corporate donors such as NHDC Ltd. as well as individual donors. The society provides free consultation and testing facilities to the patients.

It was informed by the Society representatives that only the Society Hospital has testing facilities in Indore. They therefore encourage pregnant women to undergo testing as a preventive measure. The Society is driving efforts to create more awareness about Thalassemia by targeting especially youth from colleges of Indore and also provides free testing-while maintaining complete confidentiality.

The Society provides medicines⁴ at regular intervals of every three months for 50 underprivileged children and the cost of medicines is borne with support of corporates' such as NHDC Ltd. and other funders. Medicines provided in each camp helps the patient to survive for following 3 months. The Society takes responsibility of supporting the 50 identified patients throughout their lifetime. Currently NHDC Ltd. is supporting medicines of 50 patients for one time in a year by way of funding Rs. 2lakhs. Additional Rs.50,000 for medicines of the identified 50 patients is garnered from other supporters. This year these families have been given these supplements free of cost.

The Society representatives informed that they plan to expand the coverage of support to 100 children and have submitted proposals to that end to NHDC Ltd.

8.1 Recommendations

- NHDC Ltd. can consider supporting the awareness campaign of the Thalassemia Welfare Society. A long term strategic approach through engagement of various stakeholders is required. A preventive campaign with support of NHDC Ltd. can be organised and

⁴ The cost of single medicine packet provided in the camps is Rs. 5000 per patient.

implemented. The other stakeholders that need to be sensitized and engaged with desired roles and responsibilities are:

Stakeholder	Role and responsibility
Thalassemia Welfare Society	<ul style="list-style-type: none"> • Creation of separate Outreach, Awareness and Sensitization Team. • Approach all key stakeholders and implement the awareness campaign for prevention. The key stakeholders can include all government and private hospitals at Indore, all colleges and other educational institutions in Indore etc. • Connect the individuals interested in testing to the Society Hospital
NHDC Ltd.	<ul style="list-style-type: none"> • Provide financial support to the society • Create awareness by engagement of employees and other stakeholders in supply chain of the company • Provide all necessary support to the implementing partner to reach out to and sensitize the different stakeholders. NHDC Ltd. can support the Society to ensure maximum cooperation and innovative approaches to create awareness and sensitization of general public.
Hospitals, colleges and other institutions	<ul style="list-style-type: none"> • Need to cooperate fully to mobilize maximum persons during the awareness campaign and ensure maximum testing for Thalassemia.

It is important to keep the desired outcome and impact in mind while driving the prevention measures. The state, district and local body administration should be engaged with defined roles and responsibilities.

Additional efforts need to be mobilized to increase the support to the cause. These may include:

- a. Scaling up the resources to support the curative efforts of the Society for the underprivileged children affected by Thalassemia.
- b. Employee engagement
 - Organizing employee blood donation camps for Thalassemia patients
 - Encouraging employees to make individual monetary contributions
- c. Engaging stakeholders across supply-chain for example clients, contractors etc. to support the cause.
- d. Beneficiaries selected should be prioritized based on their economic conditions to ensure support to the most disadvantaged.

9. Providing financial aid for Indoor treatment at Choithram Hospital, Indore and Bombay Hospital, Indore

9.1 Background

Under this initiative, NHDC Ltd has provided financial support to the patients who are from project affected areas and are diagnosed as critical in terms of health (Cancer, tumour or major surgery). Patients are referred to these hospitals by the medical practitioner from NHDC Ltd's Hospitals located at ISP, OSP and R&R Khandwa.

9.2 Observations

For the FY 2012-13 there are three patients who underwent for the treatment in these multi speciality hospitals.

Patients approached NHDC Ltd. for their treatment as they can't afford go for these services.

NHDC Ltd has a limit of Rs 50000/- for the treatment, if the limit exceeds patients have to bear the amount.

9.3 Recommendations

In the current model patients approach NHDC Ltd. for treatment which was found to be a limitation in the implementation approach. It is desirable that such initiatives are linked to other health interventions of the company such as medical camps/mobile medical units to ensure that outreach efforts are made through NHDC Ltd. and target beneficiaries can be easily supported.

10. Blood Donation Camps

The blood donation camp was organised by the company's hospital at ISP wherein the employees participated. 40 units of blood with each unit comprising of 300 ml was donated to Blood Bank in Khandwa as an outcome of the camp. More such camps can be organised to increase employee engagement under CSR and such camps should have a more focused targeting of beneficiary. As mentioned above, this initiative can be linked to initiative supporting Thalasemia Welfare Society.

11. Weekly visit of OSP project hospital's Doctor at Kothi-2 village

NHDC doctor visits Kothi-2 village every week on a pre-decided date for treatment of minor illness. Nearby villagers are also expected to avail services of the doctor. However, this initiative lacks vision-mission and project approach. The villagers informed that the doctor visited the village on scheduled date however the times were not always fixed. The doctor is not supported by a mobilization or outreach team and therefore villagers from neighbouring villages were not aware of the facility. They expressed willingness to avail the facility if they were informed.

11.1 Recommendations

Such initiatives limit themselves to specific group of people. There is a need for targeted intervention to address the health issues at large for targeted area. Provision of a mobile medical service in remote villages facing issues of accessibility to medical facility can be considered to make a focused intervention to address medical issues. Prevention measures such as awareness about health and hygiene, prevention of malaria and behavioural change component are desirable in any such initiatives to make them sustainable.

Section-IV Other Infrastructural Support

1. Water facilities (Hand pumps, water tanks and piped water supply) and streetlights

Hand-pumps have been installed and water tanks have been constructed at several locations in the villages under each of the three NHDC Ltd's units. In addition to these piped water facility has been provided in 12 villages under R&R Khandwa unit. In the ISP villages, the hand-pumps have been planned to be installed in the month of February since the ground water level will be the lowest at that time which will help in ensuring that the pumps do not dry even in the lean period. Likewise, water tanks have been constructed but their pumps to draw water will be installed during the lean season. In case of OSP villages the hand pumps were installed and well functional.

The electricity bill for the street lights in 12 villages under R&R Khandwa office is funded by NHDC.

1.1 Multi-stakeholder perspective on provision of water facilities

Stakeholder	Viewpoint/feedback
NHDC Ltd	The hand pumps and water tanks are expected to cater to the water needs of the villagers. The electricity bill for the street lights in 12 villages under R&R Khandwa office is funded under CSR by NHDC to ensure ease in mobility of villagers.
Village communities	<p>Water tanks: The location of the water tanks in some villages, such as the one in Punasa villages under the ISP project could become an issue as the village is spread out and the tank is far from most of the housing clusters. The villagers informed the team that the new water tank is expected to largely cater to needs of the shop keeper and general public visiting the market. The communities located close to the water tank informed that they already had a provision of water supply and would use the water tank facility in case of unavailability of water from existing sources.</p> <p>Handpumps: ISP: With respect to handpumps, the people were aware of the planned location for the installation of handpump. It was informed that the new handpump will be installed in place of the existing handpump which was dysfunctional. There the location of the handpump was informed to be suitable for use by the communities residing close to the handpump.</p> <p>OSP and R&R Khandwa office: The handpumps were installed by NHDC Ltd and had impacted the villagers by addressing the</p>

	<p>issues related to accessibility especially in rains and in case of breakdowns of existing handpumps. Provision of handpumps by NHDC Ltd. has saved time and effort of the villagers in accessing water and therefore community especially women and children are able to focus on productive work and studies respectively. The problem caused by long queues and distance have also been addressed. The village community was involved in deciding the locations of the hand-pump and are also aware that NHDC will take care of its maintenance.</p> <p>Pipe water supply and street lights: Villages under the R&R office, Khandwa are being provided with water for drinking and domestic purposes through pipeline to each and every household after filtering it through the filtration plant. The beneficiaries were happy with the water supply but pointed out that the quality of water was not good or consumption in the monsoon month.</p> <p>With respect to street lights the beneficiaries informed that not all the street lights provided in the villages were functioning. The village community considered for the purpose of the study shared that around half of them were not working. In terms of impacts the mobility within the village had been positively impacted. The impacts were however restricted because of the non-functionality of many of the installed street lights.</p>
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1.2 Observations

- Since most villages do not have many water sources in their villages, this initiative is meeting an important need of the communities directly. The interaction with the beneficiaries highlighted the strong need and the utility of the project.
- In case of installation of handpumps the beneficiary community was engaged in the process of planning.
- The handpumps have benefited villagers by addressing the water related issues faced earlier.
- The maintenance of the handpumps is undertaken by NHDC Ltd.

1.3 Recommendations

- The current system of maintenance of handpumps in OSP and R&R villages requires villagers to inform NHDC Ltd's officials through a NHDC Ltd. employee/contract worker or whenever officials visit the village. However an easier channel of communication between the direct beneficiaries and NHDC Ltd. is required taking into account feasibility from both villagers and NHDC Ltd's point of view. Providing villagers with a

NHDC Ltd's concerned officials' phone number where they can reach in case of problem or ensuring visit to site every week/ two weeks to monitor the project is recommended.

- Similarly for street lights effective maintenance and monitoring of the installed street lights is desired to ensure their utility to the villagers.

2. Public toilets

Public toilets have been constructed in some villages to meet the sanitation needs of the communities. In the ISP villages, the toilets are not in use as of now as water connection is yet to be provided. The project was therefore evaluated more from the need point-of-view. It was observed that the communities residing in the villages are undergoing a behavioural change and more and more people are constructing individual household toilets with partial financial support from the government under the Total Sanitation Campaign. However, some families that are unable to contribute their part of the funding to construct a toilet for their household are still defecating in the open. These public toilets will therefore be useful to such families, particularly to women who otherwise have to defecate before dawn. People without a toilet facility expressed a strong interest in using these once they are ready. In Punasa village under the ISP project, since the toilet complex is close to the local market, shopkeepers and buyers visiting the market can also use the facility. However, since these toilet complexes are in one part of the village and some of the villages such as Punasa are large and spread out, the impact will be restricted to clusters in the proximity. Women from the parts of the village that were not close to the toilet location expressed no interest in using this facility. In case of similar project planned in any large village in future, the toilet complex may be split into smaller units that could be constructed at different locations in the village in order to cater to maximum people.

3. Community centre at NayapuraTalab near OSP

A community centre has been constructed in the NayapuraTalab village with an objective to provide a common place for organising events, functions and meetings in the village. The community centre will play an important role in enriching the social and cultural lives of the communities residing in the village. Therefore, this project has an important potential impact. However, it should be ensured that the centre is not only used by communities from this village and people from other nearby villages should feel free to use it as well. Also, as has been recommended in the case of the school boundary infrastructure project, a more structured approach towards these civil construction projects is required to make them effective. They otherwise stand out as isolated project activities and may not be as impactful as they have the potential to be. Also, the choice of locations – villages as well as the sites within the villages must be done carefully to avoid any social tension between villages that get easy access to such facilities and those that do not.

4. Renovation of Bus Stops near ISP

The major objective of the project is to provide an infrastructure to be used by the villagers to wait for the Bus. Since the villages are located in remote areas and have no public transportation from these Villages. These villagers have to come to the main roads which are connected to the nearest villages to take a bus. In a day 15-20 buses passes by from these roads. Presently there are 7 bus stops. These bus stops are planned to undergo renovation

4.1 Multi-Stakeholder Perspective on Renovation Of Bus Stops

Stakeholder	Viewpoint/feedback
NHDC Ltd	The bus stops are expected to cater to the

	convenience (Halting/waiting) needs of the villagers. The locations are Punasa, Pamakhedi, Richchi and Bidhani (need to check other locations)
Village : Beneficiaries	<p>Richchi and Bidhani: The villagers informed that they are aware of the bus stops however the need of transportation to the villagers is not very high. The bus stop is located on newly constructed Khandwa – Sanawad Road, On the opposite side of the road another bus stop is constructed by the agency maintaining the toll road. Availability of new bus stop leading the villagers not to use the bus stop constructed by NHDC Ltd.</p> <p>Pamakhedi: Most of the villagers informed that they are not aware of the Bus Stop constructed by NHDC Ltd. Their mode of transport is generally by shared Bolero run privately by the villagers and the frequency is higher than the Bus services. Further they expressed its very convenient for them.</p> <p>Conclusion: The Bus Stop is expected to serve the purpose of shelter during extreme weather conditions. Its location is on the main roads and due to the low frequency of Bus services restrict the use of bus stops.</p>

4.2 Observations

- New bus stops have been constructed in the road development scheme and therefore the use of NHDC Ltd's bus stops has been further limited
- Location of the Bus Stops in Richchi, Bidhani, Punasa and Pamakheri is too far from the villages.
- Availability of private transporters in the village is restricting the use of Bus Stops.

5. Implementation of Solar Street Light System in and around Project area under CSR and SD initiatives

30 LED solar street light poles have been installed under the OSP project in the village Nayapura Talab. These solar street lights charge during the day and provide lighting for 3- 6 hours after dusk, depending on the season.

5.1 Multi-stakeholder perspective on solar street lighting project

Stakeholder	Viewpoint/Feedback
NHDC Ltd	It was reported that the lights lit up an area of around 10 feet. The street lights have been installed within the premises of the households so that there is greater ownership and responsibility to ensure sustainability.

Beneficiaries	The beneficiaries were unsatisfied with the street lights as they thought it had no impact at all on their lives. They preferred household lighting over street lighting. Another cause of lack of acceptance from the community was the location of these street lights within some houses which resulted into the feeling of being left out for the others.
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The following observations were made upon interaction with the villagers and by a random visit at night:

1. There has been no reduction in kerosene consumption after the installation of the street lights as the domestic lighting need has not been met. Households are consuming 4-5 litres of kerosene per month, just as they did before the installation of the lights.
2. No impacts were observed on livelihood and education.
3. There has been no noticeable change in the lifestyle or daily routine either.
4. Only impact was observed on mobility within the village, which has been made a little easier at night. However, people still need to use torches etc. to walk around at night and there is no impact at all on mobility or safety beyond the village boundary since the lights have not been installed on the road connecting the village to outside.
5. User sensitization had been carried out before and at the time of installation.
6. Dissatisfaction and social tension because of the feeling of being discriminated against in those whose houses or nearby houses did not have an installation was negatively impacting the perspective of the villagers on the project.
7. The project showed a clear gap between the community needs and project objectives since domestic / individual household lighting solution or mobile lighting solutions such as the solar lantern would have been impactful in this case and would have met the community needs as well.

5.2 Recommendations

Any lighting intervention in an un-electrified has the potential to have a very high impact on various aspects of the lives of the communities. This project however was not found to be having any significant impact on the beneficiaries and therefore, the following suggestions are made to make this project as well as similar projects in future more effective.

1. Beneficiary consultation before implementation of a project of this nature to customise the solution to community needs is an important aspect that should not be overlooked for effective utilization of the resources.
2. Domestic home lighting through solar power should be considered for this village and mobile lighting through solar could be a better option for other un-electrified villages. A mobile lighting source such as a solar lantern fulfils the need for both domestic as well as street lighting and can have greater impacts on education, domestic chores, livelihoods etc. that need focus / task light.

6 Construction of road from Devziri to Dharadi

A concrete road from Devziri to Dharadi has been constructed to facilitate conveyance of the villagers rehabilitated and resettled. It was informed by the NHDC Ltd's officials that a 9Km long road has been constructed under the R&R policy of the company. However to facilitate

accessibility of the villagers resettled in these villages additional 3 Km concrete road was constructed under CSR which went beyond the statutory requirements under R&R as per NHDC Ltd's officials. The villagers informed the team they have benefited from construction of the road. The passage where the road has been constructed used to be difficult to commute especially in the rains. The constructed road has helped villagers to travel not only in rains but also at nights in case of emergency and for their other daily needs. The road was said to have a positive impact on the lives of the villagers.

7. Facilities to Panchkosi parikrama pilgrims at Sidhwarkut

Food, water, sanitation, emergency medical facilities including shelter during the night are provided to Panchkosi parikrama pilgrims (approximately 40,000 persons) at Sidhwarkut to prevent potential damage to the nearby forest area which might have been caused in search of fuel wood for cooking meals and significant damage to nearby environment in absence of proper sanitation arrangements to such a large number of people staying at Sidhwarkut during their night halt.

8. Repair, maintenance and illumination of the Mamleshwar Suspension bridge

The Mamleshwar Suspension bridge was constructed in FY 2003-04. The need for repair, maintenance and proper illumination during night of the Mamleshwar JhulaPul was identified to ensure safe passage of its users. It was informed by the NHDC Ltd's officials that neither the district administration nor other local bodies are willing to undertake the responsibility for maintenance. Therefore it was decided by NHDC Ltd to undertake the work of its repair, maintenance and proper illumination during night. The work is currently under tendering process.

9. Solid waste management at Omkareshwar temple to prevent environmental degradation under SD initiatives

Construction of garbage collection tank on the left bank of Omkareshwar near to footbridge & suspension bridge has been envisaged to manage the waste of the Omkareshwar temple. It is aimed to prevent environmental damage due to the waste reaching into the Narmada River. The project is currently under tendering process.

Section-V Plantation under CSR and SD initiatives

1. Plantation of fruit bearing trees in and around Project(s) area

The objective of the project is to plant 500 fruit bearing trees on the R&R areas. Locations include Chikdhalia, RichchiBidhani and Sarlya. These plants will help in making the surroundings green and provide shade to the locations. In long term perspective it will cater to the need of food supplement to the villagers.

1.1 Multi-stakeholder perspective on fruit bearing tree plantation:

Stakeholder	Viewpoint/feedback
NHDC Ltd	This project will cater to add beauty and greenery to the location. Plantation of fruit bearing trees meets the purpose of supplement food in long term perspective. No follow up plan is in place to maintain or taking care of plants.
Targeted beneficiaries	Richchi – Bidhani – 200 saplings on the campus of Aanganwadi, Primary and middle School. Each plant is protected by a metallic tree gaurd. Plants are not been taken care of, due to which most of the plants are damaged or theft by the localities. Sarlya: Planted 250 trees in a temple compound. Community participation is visible in taking care of the plants. Villagers are optimistic to see them growing. Chikhdalia: Saplings of 50 fruit bearing trees were planted in the campus Panchayat office in July 2013, however during the project evaluation not a single plant was found at the location.

1.2 Observations

- Locations of tree plantation is isolated it is affecting the growth and survival of plant.
- There is no action plan for the maintenance of plants.

2. Plantation of 300 trees in village Devziri

The objective of planting 300 trees in village was to add to the greenery of the village. However, the trees were planted far off from the residential parts of the village community. The villagers therefore informed that the plantation of trees did not affect them directly and there was no major feedback about the initiative from the beneficiaries.

Section VI Training on Sustainable Development

One day training workshops on Sustainable Development was conducted through Institute of Social Research and Development, Bhopal during March 2013 for 25 NHDC Ltd's employees (contract labour) at NHDC Ltd Corporate Office, Bhopal and for 25 No. villagers from Uljhawan Village at Uljhawan Village, district Sehore, Madhya Pradesh. During the workshop NHDC Ltd's Employees (contract labour) were appraised about vision and mission of NHDC Ltd about its role as a CPSE towards fulfilling its obligations towards Sustainable Development Initiatives as well as Corporate Social Responsibility. Uljhawan Village is situated near Kolans river, which is a major tributary for Upper lake (large water body) of Bhopal. Major portion of chemical fertilizer/ pesticides applied in the agricultural field get washed off along with rain water and ultimately reaches into upper lake through tributaries like Kolans river. Villagers at Uljhawan Village were informed about various activities planned by NHDC Ltd for upkeep of upper lake of Bhopal which is a major source of drinking water for Bhopal.

Villagers were informed and motivated about how they can play a significant role in conservation of natural water bodies like upper lake of Bhopal by minimizing use of chemical fertilizers and pesticides/ promoting bio- fertilizers/ organic farming and emphasizing over soil conservation techniques like bund formation along the boundary of agriculture fields to prevent soil erosion by run-off water which will ultimately lead to silt deposition in water bodies thus significantly reducing their storage capacity.

Chapter 5 Conclusion

The current CSR initiatives of NHDC are being implemented by the ISP, OSP and R&R Units. The initiatives have a positive impact on the villagers. Almost all the initiatives have been selected based on the needs of the communities. The attempt to fill the gaps in the existing community infrastructure and institutional set up is appreciable. However the impact of these initiatives is largely short term and gets limited by the nature of its planning, objectives and implementation since they have been treated as isolated activities. Specific recommendations on each of the project activities have been included under the respective activity in Chapter 3 for maintaining the flow and to enable easy referencing.

From a broader perspective, the initiatives need to be designed, strategized and integrated in a project mode for creating better quality, long term and sustainable impact. It is important that there be a synergy and collaborative approach within the three units while deciding, planning, implementing and monitoring etc. the project activities. NHDC's corporate office assumes significant role in realising this. A long term vision-mission and aligned goals for each project needs to be envisioned. Existing initiatives especially in vocational training, health and infrastructure creation for educational, lighting and other projects have a significant need in the lives of the target beneficiaries which largely includes PAFs. These initiatives need to be redesigned or improvised for strategic and sustainable intervention.

A holistic approach to address the developmental challenges in totality, while also customising the projects to respond to specific local needs, will be the key to make these projects more effective. Partnering with organisations specialising in each of these themes can also prove to be useful for giving these projects a sturdier platform. **Employee engagement** and engagement of multiple **stakeholders in the entire supply chain** of the company should be encouraged. CSR and SD initiatives of the company need to be looked at as a whole and interlinking the projects to bring about a **convergence** in approach and impact will help in making projects holistic and sustainable.