

— Raah —

Envisioning India's First Development Corridor

A Joint Initiative of Tata Steel Foundation and Tata Trusts



TATA STEEL FOUNDATION

TATA TRUSTS

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PROCESS FLOW



Route Plan:

Route plan by
Tata Steel Foundation



Partnership Creation:

Partner engagement, hiring and on
boarding of volunteers



Capacity Building:

Cascading model of training at
two levels



Dashboard Creation:

Development of dashboards to
enable easy access to qualitative
and quantitative datasets



Data Collection:

PRA and Household surveys
through GPS enabled
mobile app



Community Mobilisation:

Community mobilisation through
local games, village meetings,
Participatory Rural Appraisal (PRA)
and Street Plays



Real time Monitoring:

Real time data quality monitoring
by Quality Assurance team using in-
house mobile app and local team



Village Development Plan (VDP):

Development of VDPs, vetting at
Gram Sabhas and handing over to
District Administrations

DELTA⁺

DELTA Plus:

Establishing last mile linkages through
scheme-based convergences with VDP
requirements and intensive capacity
building support to communities

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Abbreviations

AKIC	Amritsar-Kolkata Industrial Corridor
ANM	Auxiliary Nurse Midwife
App	Application
ASHA	Accredited Social Health Activist
AWC	<i>Anganwadi</i> Centre
AWW	<i>Anganwadi</i> Worker
BDO	Block Development Officer
BGVS	Bharat Gyan Vigyan Samiti
BMEC	Bengaluru-Mumbai Economic Corridor
CBIC	Chennai-Bengaluru Industrial Corridor
CDPO	Child Development Project Officer
CC	Cluster Coordinator
CBO	Community-Based Organisation
CInI	Collectives for Integrated Livelihood Initiatives
DA	District Administration
DC	District Coordinator
DDG	Data Driven Governance
DELTA	Data, Evaluation, Learning, Technology and Analysis
DI	DevInsights Private Limited
DM	District Magistrate
DMF	District Mineral Fund
DMIC	Delhi Mumbai Industrial Corridor
FC	Field Coordinator
FGD	Focus Group Discussion
GKS	<i>Gram</i> Kalyan Samiti
GNP	Gross National Product
GP	<i>Gram Panchayat</i>
GPDP	<i>Gram Panchayat</i> Development Plan
HH	Household
ICDS	Integrated Child Development Services
JKC	Jamshedpur-Kalinga Nagar Corridor
MP	Member of Parliament
MT	Master Trainer
NNP	Net National Product
NGO	Non-government Organisation
OBC	Other Backward Caste
PRA	Participatory Rural Appraisal
PRI	<i>Panchayati</i> Raj Institution
PHC	Primary Health Centre
SC	Schedule Caste
SHG	Self Help Group
SMC	School Management Committee
ST	Schedule Tribe
ToT	Training of Trainers
VDP	Village Development Plan

TATA STEEL

TATA STEEL KALINGANAGAR



Background:

Building a Data-Driven Corridor of Development using Participatory Planning Frameworks

1.1 Introduction

Social development is about improving the socio-economic lot of people by putting them at the centre of development. However, for decades a top-down approach has dominated India's social development planning process with policymakers being at the helm. The strength of people's voices in the development planning process has only been of symbolic value. Further, the available data sets, which are used to shape these plans, have proved inadequate for current needs, which impede the fulfillment of planned objectives. For social development planning to be robust, two things need consideration. The first is to adopt a bottom-up approach and invest in the participation of people at every step such as the initial planning process of a programme, its implementation and finally its effective monitoring. The second important aspect is the use of efficient, evidence-based design and monitoring processes with a focus on programmatic datasets, which are factually accurate, complete and real-time.

The Jamshedpur-Kalinga Nagar Corridor (JKC) Project jointly initiated by Tata Steel Foundation and Tata Trusts in 2018, took these considerations into account. It developed as a people-centric intervention, where people participated in planning, data collection, and setting and prioritization of their demands. The Project used Data, Evaluation, Learning, Technology and Analysis (DELTA) and micro-planning tools to create a sustainable corridor in the intervention area, which was instrumental in ensuring targeted service delivery for the communities in the region through data-based forms of governance.

Tata Trusts' commitment to decentralised planning and the usage of relevant data triggered the creation of the Data Driven Governance (DDG) portfolio in 2015-16 with the mandate to catalyse data-reliant decision-making to support state and district administrations in planning and monitoring the implementation of central and state sponsored government schemes.

It is against this background that Tata Trusts developed the DELTA framework, which integrated new age technology with traditional PRA approaches. One of the key features of the DELTA framework is its bottom-up approach, which engages both the development players and stakeholders, thereby ensuring innovation that is based on expectations, ideas, projects and initiatives of the local communities.

DELTA was chosen for JKC because of its significant role in bringing about decentralisation in the real sense by enabling rural communities to identify, prioritise and plan their local development

needs. It also allowed policymakers to make plans that were relevant to people's needs, as well as to optimise resources and ensure effective governance and service delivery.

Tata Trusts in collaboration with the respective district administrations first piloted DELTA in four districts of India in 2015, to develop Village Development Plans (VDPs). Building on its successful implementation and the learning derived from it, Tata Trusts launched the DELTA Plus programme to drive mobilisation of rural communities and connecting them with block and district level administration to ensure that the development plans were implemented in a collaborative and sustained manner.

A social development project involves complex processes of social change and institutional transformation however due to the sheer diversity of people and geographies, the path followed is often not direct or straight as is intended in the initial intervention design. Considering that the project experiences can potentially enrich similar future initiatives or support the idea of replication it was essential to document the course of the JKC Project starting from its conceptualisation, strategic approach, challenges faced and steps taken thereof to overcome them within the overarching framework of DELTA. This process document will create a blueprint for future corridor project planning while the knowledge and experience gained will serve as a repository for a range of professionals such as project designers, managers and field staff involved in data-driven micro-targeted project planning.

1.2 Genesis of the Jamshedpur-Kalinga Nagar Corridor

The need for developing the JKC emerged due to its strategic location in the zone of National Highway 20, which is believed to have impacted people's lives and the development of the area both in terms of bringing positive changes and in throwing up challenges. Tata Steel, having a large industrial set up in the region had its activities concentrated around these areas. Tata Trusts and Tata Steel Foundation conceptualised JKC as a first-of-its-kind initiative, with the socio-economic development of the region as central by using DELTA as a tool.

Tata Steel Foundation and Tata Trusts decided to jointly map the Corridor to understand the current socio-economic, political, demographic, cultural and environmental status of the area and facilitate sectoral interventions in partnership with government, non-government and corporate bodies for its holistic development. It was envisaged that the facts, figures, maps, charts/diagrams emerging from the participatory processes would be digitized for effective planning, decision making and governance at the village/*Gram Panchayat* (GP) level.

The project was rolled out formally on 15th May 2018, jointly by Tata Steel Foundation and Tata Trusts.

Why JKC is a Unique Project

The JKC Project is unique as it focuses on the holistic development of 450 villages in 72 GPs along the Corridor between the two Tata Steel plants - starting from Duburi, Jajpur district in Odisha to Jamshedpur in Jharkhand. Covering a stretch of 280 km across two districts of Odisha and three districts of Jharkhand, the JKC is distinctive because of its longitudinal and contiguous project model with a focus on the holistic development of communities/population excluded thus far.

Its unique features include

- Vision to address issues related to socio-cultural-economic and natural capital.
- Focus on holistic development by adhering to the principle of inclusive growth and collective effort.
- Evidence-based advocacy for system strengthening and enhancing effectiveness in service delivery.
- A bottom-up development approach to ensure micro-planning and community involvement for facilitating long-term planning of the Corridor. It would enable the community to take ownership of participatory planning and build confidence to make democratic platforms like *Palli Sabha* and *Gram Sabha/Aam Sabha* effective.
- An opportunity to bring synergy between a traditional governance system and the current Panchayati Raj Institution (PRI) structure for effective governance.
- Focus on preserving and reviving traditional arts, culture and healing system across the Corridor along with its bio-diversity.

Committed to ensuring an inclusive environment, the Project approached the community to gauge the extent of exclusion and understand the issues which could be taken up by the *Panchayat*, Government, Tata Steel and Tata Trusts.

The Corridor Project was different from the earlier DELTA projects, in terms of intervention areas. While the earlier interventions followed a cluster approach involving 2-3 blocks the Corridor approach focused on GPs in a block located on both sides of the National Highway along the Corridor.

Through participatory approaches it was planned to capture data regarding various village components, such as schools, water bodies and bio-diversity for drawing comparisons between their past and present status. Data was required to be collected about the impact of the development plans on different aspects of the villagers' lives, viz., what is diminishing and what can be recovered? What is the major impact of the National Highway on the lives of people? How have livelihoods been impacted? What is the proportion of growth or the proportion of decline? This initiative aimed to get a complete blueprint of the current state of affairs for planning the involvement level of local stakeholders before initiating further action.

Goal:

To enable visible development and vibrancy along the Jamshedpur-Kalinganagar route which displays high social, economic, natural, and cultural growth and serves as a model for neighbouring areas

Objectives:

- To create fully functioning local governance institutions for development of the community
- Increase capacity of gram panchayat to be able to engage with the community for ensuring government delivery systems are effective to improve key indicators on multiple parameters across social, economic, natural and cultural development
- Bringing together public and private sector, local communities, civil society organisations, education institutions and the donor community which can help in building human, social, economic development along the corridor.

1.3 Outcomes and Outputs Envisaged

The key outcomes of the engagement included:

- Maximising social development in villages along the route through involvement of the community and the government departments.
- Demonstrate the development initiative by Tata Steel Foundation in areas outside company's presence. The development itself should proclaim its presence along the route.
- Transforming the route from a transport corridor to a social, economic, cultural and natural development corridor with no poverty.
- Creating a model that can inspire other corporate for developing such Corridors.

The outputs planned from this intervention were:

- Data-driven development plans for all GPs adjacent to the JKC. Training more than 557 local youth for using smart phones for collecting data.
- Facilitating a dynamic, real-time, bottom-up development planning approach, incorporating the needs of the community so as to ensure optimal resource allocation.
- Better identification and targeting of deprived areas/population for programme implementation.
- Utilisation of development plans not only by Tata Steel Foundation but also by other companies working in the area and the respective administration to multiply the impact of interventions in the JKC.
- Ensuring that the benefits of the route accrued by Tata Steel and other companies are passed on to the community.
- Data to serve as the baseline for the preparation of holistic, sustainable community development plans in partnership with relevant Government Departments and civil society organisations /community-based organisations (CBOs) and focusing on the excluded community/groups.
- Digitisation of facts, figures, maps, charts/diagrams of the community emerging from the participatory processes for effective planning, decision-making and governance at the village/GP level.

- Institutionalisation and ratification of VDP and GPDP documents emerging out of the planning process in *Palli Sabha* and *Gram Sabha* for integrating them with the *Panchayati Raj Institution* (PRI) system and linking with existing Government schemes/ services.

1.4 Implementation Strategy

The project strategies focused on the following components:

- Strengthening PRI, traditional institutions and *Gram Sabha* to ensure effective functioning with people's participation, transparency and accountability within the *Panchayat* system.
- Strengthening the leadership of women to ensure effective participation both at the village level institutions and *Panchayats*.
- Partnership building for collective and coordinated action with the *Panchayat*, Government, corporate and other organisations.
- Improving the quality of life by addressing social issues of concern for the community.

1.5 Project Timeline and Process Flow

The JKC Project spanning one year was spread out in four broad phases: Planning and Preparation, Capacity Building of Team, Roll out of Data Collection and Preparation and Adoption of VDPs.

The timelines and flow of the project has been summarized in the figure below:

Planning and Preparation (May – June 2018)

- Planning meeting, route finalisation, discussion on the mobile-based survey formats and finalisation of survey format
- Coordination-cum-reflection meeting between Tata Trusts, Tata Steel Foundation and BGVS
- Strategy finalisation

Capacity Building (May – June 2018)

- Training of Trainers (35 members)
- Training of the GP Coordinators at two locations
- 557 volunteers across corridor provided DELTA training for data collection through DELTA App, PRA and FGD

VDP Presentation, Handing Over and Adoption (August 2018- January 2019)

- Pilot *Gram Sabhas/Aam Sabhas* conducted in 11 GPs
- *Palli Sabha / Gram Sabha* in 430 villages for sharing of VDPs and GPDPs
- Community ratification
- Handing over of GPDPs to the *Panchayats*
- Community prioritization of GPDP actionable items

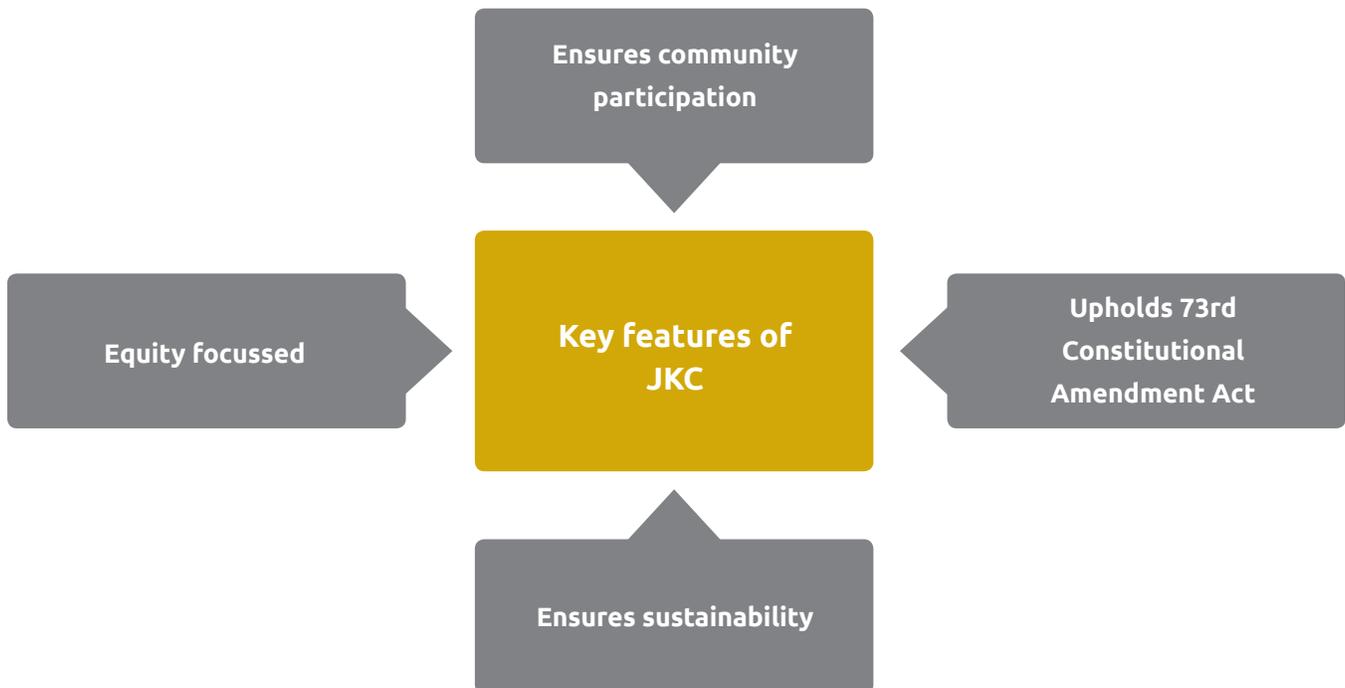
Data Collection (June- September, 2018)

- Community mobilization, *Kala Jatha*, street plays and traditional sports activities organized
- Pilot data collection
- Data collection through DELTA App and PRA tools

1.6 Significance of the Jamshedpur-Kalinga Nagar Corridor

The JKC Project is significant in many ways. The PRA exercise, which brought the community to centre stage gave impetus to the decentralised process of decision-making as envisaged in the 73rd Constitutional Amendment Act.

A close examination of the history of global and national corridor projects reveals that they play a significant role primarily in boosting economic growth in the adjoining areas. While these Corridors were centred on infrastructure development, the Jamshedpur-Kalinga Nagar Corridor (JKC) assumes significance as it is a first-of-its-kind initiative that specifically aims to promote socio-economic growth, inclusion and equity in the intervention areas. **(See Annexure 1 for significant corridor initiatives)**



1.6.1 Community Participation: A pathway for decentralisation

Community participation and stakeholder involvement in planning and developing projects keeps both the community and stakeholders actively engaged, which further ensures the long-term sustainability of development interventions. This approach allows local people to strongly voice their opinions in the decision-making process, in charting the development course for their area according to their own views, expectations and plans, and in promoting community participation in implementation and monitoring processes.



Figure 1: PRA exercise, Village Nuagaon, GP Palaspanga, Odisha

The Corridor Project allowed people to participate in its various phases and suggest changes and facilities required within the community during the preparation of the VDPs and GPDPs.

1.6.2 Strengthening implementation of 73rd Constitutional Amendment Act

The 73rd Constitutional Amendment Act, 1993, introduced the process of local self-governance in rural areas making GPs the lowest independent unit of local administration. The DELTA framework helped to establish this provision on-ground. Though the Amendment gave GPs a constitutional status, they remained deficient in financial and administrative powers and the services continued to fail the people. The Corridor Project aims to address this gap by collecting GP level data through DELTA process for presentation and adoption in the *Gram Sabha* in the form of GPDP. The detailed GPDPs were then submitted to the district administration. This paved the way for institutionalisation of the GPDP in the PRI system by upholding its legal status and enabling it to put forth its demand with the line departments at the block level.

1.6.3 Focus on equity

The JKC is a positive change from other industry-centric corridors that focused on infrastructure development but compromised the needs and requirements of people and in many cases displaced them from their habitations. JKC based its intervention on the principles of equity and inclusion with the ultimate objective of empowering the communities socially as well as economically.

JKC envisages creating a co-owned and symbiotic comprehensive Development Corridor between Jamshedpur and Kalinganagar. The idea is to create a unique, first of its kind comprehensive development corridor that demonstrates to the world how industry and communities can jointly and harmoniously prosper. The large set of data collected through the DELTA process will not only help in creating plan for development projects at the micro level but would also be of great help in monitoring and governance.

Debdoot Mohanty, Head CSR, Tata Steel Limited

1.6.4 Development of a sustainable model

Earlier, development plans were based on the ability to access available government funds. Notably the JKC development planning went a step ahead, putting sustainability at the core of its working. It focused on mobilizing communities to lead their planning process, ensuring reduction in information asymmetry through democratized data collection and maintenance, and buy-in of all stakeholders to ensure the uptake of such a process.

अपने गांव की योजना को मिलजुल कर करेंगे



ग्राम विकास समिति



ग्राम सभा/पल्ली सभा



ग्राम कल्याण समिति



ग्राम स्तरीय जल-सवच्छता समिति



मनरेगा कार्यक्रम एवं सामाजिक समीक्षा



ग्राम स्तरीय विद्यालय प्रबंधन समिति

Building Synergy:

DELTA Plus and JKC project

2.1 Project Design

The JKC Project was designed as a hybrid of DELTA and DELTA Plus. During its implementation spanning one year, the first six months focused on DELTA while the remaining six months focused on DELTA plus. The JKC model was a progression over earlier models where DELTA and DELTA Plus were taken up as separate projects, albeit as extensions in the same project area.

The 557 volunteers under JKC Project were engaged for one month to complete the DELTA activities while the GP, Cluster and District Coordinators were placed for one year to work on the ground for implementation of the project.

Understanding DELTA

The DELTA framework -

- is a data-based micro-planning tool built by integrating new age technology with traditional PRA Method
- is a system of collecting data from communities as well as government institutions (such as schools, *anganwadis*, health centres), analysing and reproducing these data in the format, which can be used to prioritise the development activities
- helps map the resource envelope available for local development needs of rural communities
- supports optimisation of financial resources available with various government and non-government sources
- helps to monitor the progress of the implementation in real-time against the pre-decided goals and milestones
- has the potential to facilitate holistic development of both infrastructure and human development by activating the participatory spirit of the people.

What is DELTA Plus?

DELTA Plus is a process to address 'last mile' problems by recommending how rural communities can be mobilised and connected with the development administration at the block and the district level so that they can collaboratively ensure implementation of development plans in a sustained manner.

2.2 Data Driven Governance, DELTA Framework and Pilot: A Unique Approach towards Decentralised Planning

Tata Trusts launched the Data Driven-Governance programme to promote micro-planning through development and deployment of the DELTA framework as a tool to drive technology-enabled ground up participatory planning for the development of villages.

A unique combination of technology and micro-planning, DELTA is a data-intensive development planning framework that has revolutionised targeted development by participatory micro-planning. Relying extensively on the use of primary and secondary data, backed by technology to create a dashboard, DELTA helps to inform, impact and improve policymaking for state and district administrations across India.

“For Data-Driven Governance (DDG), the JKC Project in a way is a pilot, which is unique and first of its kind where a corridor project is seen holistically both from the community socio-economic perspective as well as commercial perspective. Conceiving the project design was not easy as it differed from the earlier cluster approach and it took a month to finalise it.”

“I was involved in almost all the stages of the project including conceptualization, designing, budgeting, partnerships, executing and methodology, and indicators finalization. But it's the team work and commitment, due to which the project has seen the light of the day. Dedicated teams and people were involved in coordination, in VDP designing, tools finalization, dashboard development etc.”

Paresh Jayashree Manohar, Data Driven Governance, Tata Trusts

Based on the principle of equity data-driven planning is more effective in accelerating development as it takes into consideration specific needs of the community rather than allocating resources based on arbitrary generalisation of their requirements.

In 2015, Tata Trusts established partnerships with various Central Ministries, Line Departments at the state, district and block level and Members of Parliament (MPs) to explore technology-backed evidence-based decision-making models. At the same time a rural development programme the *Sansad Adarsh Gram Yojana (SAGY)* was launched by the Prime Minister of India in October 2014. Under this project, MPs were assigned the responsibility of developing physical and institutional infrastructure in one model village (*Adarsh Gram*) in their constituency by the year 2016 and two such model villages by 2019.

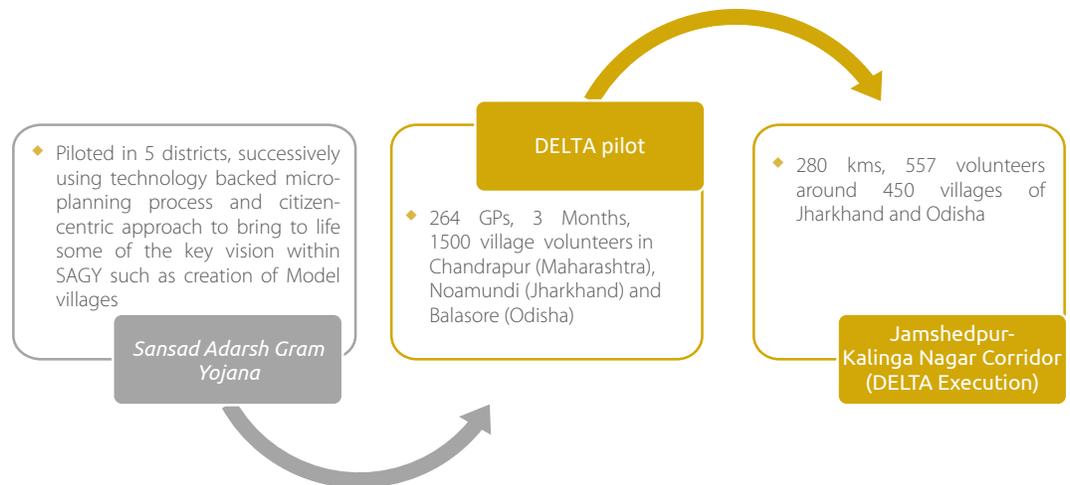


Figure 2: Evolution of DELTA from pilot to scale

Tata Trusts, under the Data Driven Governance Portfolio, initiated its flagship project of DDG using the DELTA framework in four pilot locations of Vijayawada (Andhra Pradesh), Chandrapur (Maharashtra), Balasore (Odisha) and Noamundi in West Singhbhum (Jharkhand). This resulted in a rich repository of development indicators for 1.5 million people in India. The tablet-based data collection using interactive app yielded 1200 VDPs available in the form of dashboards, out of which, 780 VDPs have been adopted by the administration to determine focus areas, optimise resources, and roll out schemes and track their progress.

While the first phase of DELTA emphasised the streamlining of community-driven, technology-enabled data collection processes, it was soon realised that there was a significant need to create ownership within communities and governments, not only to drive transparency in

Applications of DELTA at scale

Witnessing the immense potential of Data Driven Governance, the Government, parliamentarians and non-governmental organisations (NGOs) got keen to implement the framework at scale as in the case of Village Social Transformation Foundation in 1000 marginalised *Panchayats* in the state of Maharashtra.

The DELTA framework also became the foundation for the “Transformation of Aspirational Districts” initiative of the NITI Aayog launched in January 2018, to transform the socio-economic status of the aspirational districts. Out of the 117 districts, Tata Trusts partnered to bring about the desired change in 84 districts across 27 states through quarterly surveys in 84,672 households (HHs) across 4,032 villages and wards. A total of 1,200 people were deployed including managerial staff and 950 *saathis* for working on the ground.

budget allocation, but to also positively influence need-based delivery of schemes by enabling decision makers with the power of real-time data. Thus was born DELTA Plus, which is an effort towards creating a well-rounded platform integrating technological, social and administrative pathways towards implementation of community vetted development plans. DELTA Plus bridges the gap by providing “last-mile linkages”. Juxtaposing community mobilisation with activation of administrative processes backed by a robust technology-enabled platform, it creates a sustainable model of participatory governance.

The JKC Project, which was developed as a combination of DELTA and DELTA Plus utilised the learning drawn from earlier pilot interventions, for implementation in 450 villages of Jharkhand and Odisha.



Planning: Building the Ground

The initial phase of the Project focused on identifying the route, selection of intervention areas, developing partnerships and selecting the field implementation team.

3.1 Identification and Selection of Intervention Areas

3.1.1 Route identification

Tata Steel Foundation used a rigorous mapping process to identify the intervention villages and GPs after which, the first step was to select a route along which the interventions could be planned.

Route mapping: At the outset, the five routes that connect Jamshedpur and Kalinga Nagar were identified and plotted on Google Earth

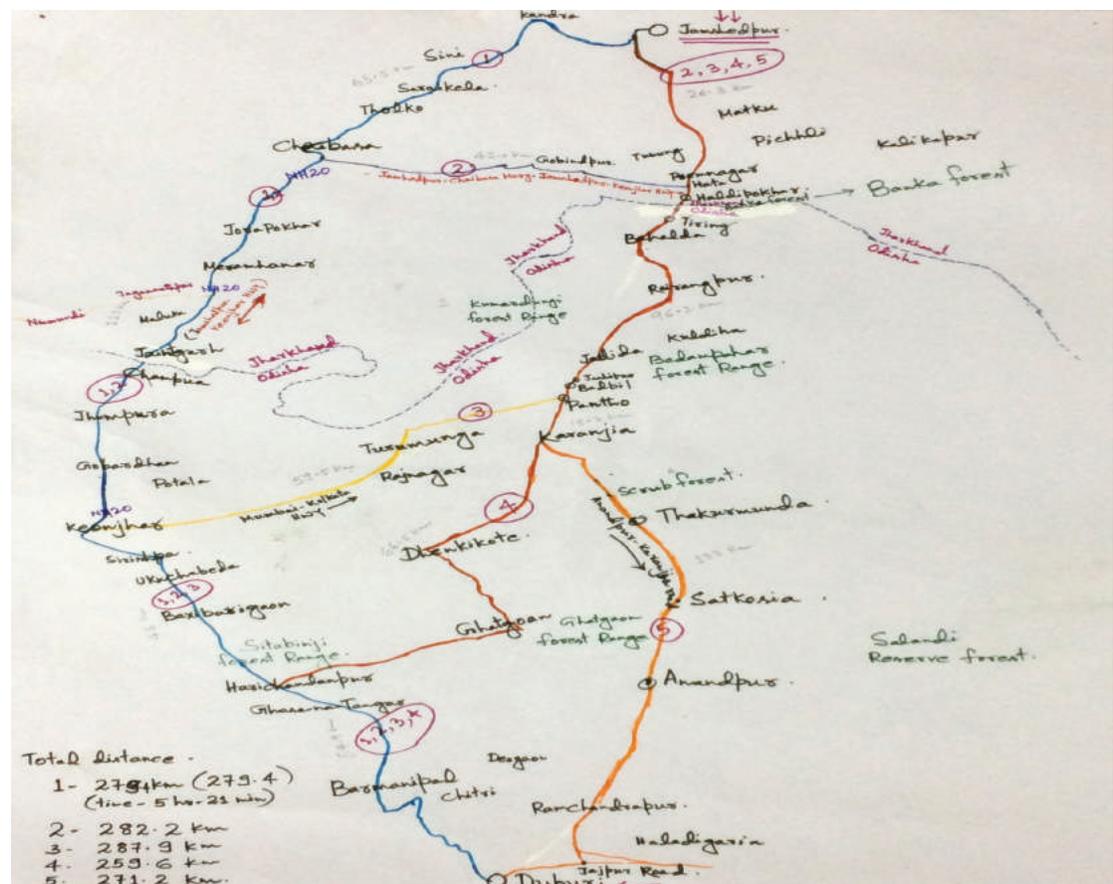


Figure 3: Five routes connecting Jamshedpur and Kalinganagar identified using Google Earth

- Route short-listing: Filters were then used to pick out the routes which did not meet the first set of criteria and three routes were excluded. Finally the remaining two routes were evaluated against the pre-set criteria.
- Route finalisation: The final route was selected via Hata, Chaibasa, Champua, Keonjhar, Bamnival and Duburi. The route via Hata (Route 2) was chosen over the route via Saraikela (Route 1),

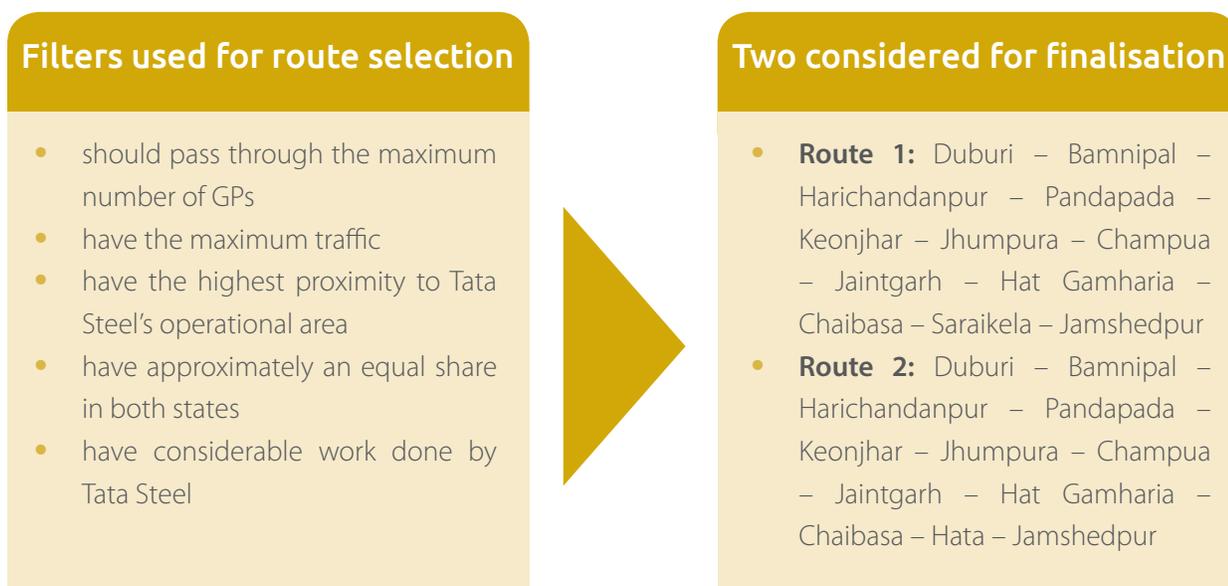


Figure 4: Route short-listing process using filters and pre-determined criteria

as it met the pre-determined criteria that were set to suit the Project. For instance it covered a greater expanse of agricultural land and forest area. Hata was less urbanised and had less industry and fewer business centres as compared to Saraikela. The route via Hata was more inhabited and a greater number of people here were dependent on primary livelihood sources. Hata also had a greater number of schools than Saraikela. The 280 km long route covered five districts, covering approximately 130 km and 150 km in Jharkhand and Odisha respectively.

“The facilitation of route mapping exercise was done by taking panchayats as units of operation in line with the ‘Adarsh Panchayat’ concept of the Government. The selection of route was done through square km measurement involving a rigorous exercise that took 2-3 months for completion.”

**Shishir Tarafdar, Senior Manager,
Tata Steel Foundation**

3.1.2 Selection of intervention areas

Selection of villages/GPs was based on the consideration that all villages coming within the range of one kilometre of the final route via Hata along with the other villages in the GP of the selected village would be targeted for intervention. Tata Steel Foundation selected 72 GPs and 450 villages (across 5 districts - East Singhbhum, West Singhbhum, Saraikela Kharswan from Jharkhand and Jajpur and Keonjhar from Odisha) as the Project region. A brief profile of the intervention area is given in the table below.

Table 1: Administrative and Demographic Profile of the intervention area

State	District	Block	Gram Panchayat	Village	Hamlet	Household	Population
Jharkhand	East Singhbhum	2	8	31	42	7,017	28,088
	Saraikela Kharswan	1	9	105	214	12,779	52,655
	West Singhbhum	5	19	94	348	24,859	1,04,738
Odisha	Keonjhar	6	29	184	574	38,099	1,41,027
	Jajpur	2	7	36	115	9,917	39,734
Total	5	16	72	450	1,293	92,671	3,66,242

As per the DELTA dashboard a total of 92,671 HHs were mapped covering a population of 3,66,242 in the corridor. The mapped population of Jharkhand in the corridor was 1,87,481, while in the case of Odisha it was 1,80,761. Out of the total HHs, 18,792 families (Odisha-9,528, Jharkhand-9,264) were headed by women.

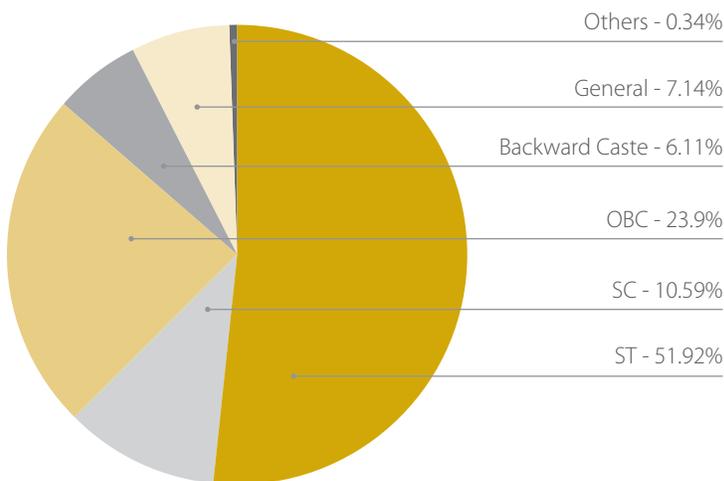


Figure 5: Diversity by social group

The sex ratio of the corridor population was 1,003 and the average family size was 3.95. The caste wise diversity of the population given in the graph indicates that the Scheduled Tribes (STs) constituted 51.92%, followed by the Other Backward Castes (OBCs) at 23.90%, and the Scheduled Caste (SC) population at 10.59%. The General category population formed 7.14%, while others categories constituted 0.34%.

Among the tribes, HO formed the dominant language followed by Santhali, Bhumij, Mundari etc. Hindi and Odia were also being used in the villages selected from Jharkhand and Odisha. Out of the 72,149 Public Distribution Scheme beneficiaries, 58% of people belonged to the Below Poverty Line category, followed by 26% covered under *Antodaya Anna Yojana*, while 14% belonged to the Above Poverty Level category.

3.1.3 Mapping of resources

As part of the preparatory work, the map of the intervention area was layered by Tata Steel Foundation, according to availability of resources in the selected areas. In villages for instance, layering was done for water bodies, which could easily be accessed through a filter process. Likewise government as well as private institutions and schools could be identified using geo-references. All village level resources were scheduled to be layered and updated on Google Earth map after completion of the data collection process for planning further interventions.

To carry out this process to its conclusion, Tata Steel Foundation obtained Topo Sheets for the 280 km route from the Government that helped in layering of resources as per the need and assisted in plotting the routes. This process was completed before the initiation of actual micro-planning exercise and soft copies were made ready to support it.

3.2 Stakeholders/Partners in Change

The JKC Project is a joint initiative of Tata Steel Foundation and Tata Trusts. Tata Trusts provided lead technical expertise and support to Tata Steel Foundation for mapping the corridor using the DELTA process. Several other partners have teamed up for the JKC Project and each has played a different role for the successful implementation of the DELTA. Tata Trusts engaged various Non-government Organisations (NGOs)/resource agencies for the purpose of working on different components of the Project like mapping, technical support and knowledge management. The Bharat Gyan Vigyan Samiti (BGVS) was engaged to leverage its experience in community mobilisation and micro-planning support, while Dhwani was appointed as the technology partner to design and operationalise the DELTA app and provide support in data analysis, storage and maintenance. Likewise, DevInsights and Dawwat-e-Dakkan supported in knowledge management in the form of process documentation and video documentation.

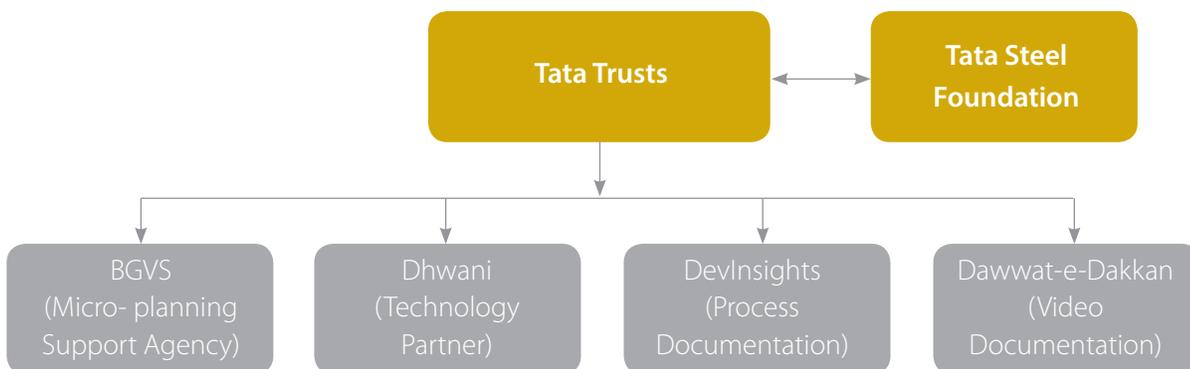


Figure 6 : Key Project partners under JKC

A partnership fostering a historic legacy of continued development

The partnership between Tata Trusts and Tata Steel Foundation for the JKC Project fostered their ongoing initiatives and mandate to promote social development in the country.

Tata Steel Foundation engages in various social development programmes in rural areas within which Tata Steel operates its business specifically the mines and collieries spread over Jharkhand and Odisha. Tata Steel shares a deep commitment for the empowerment of Dalit and Adivasi communities living around these areas. It has established several units in its key operating locations in both states to make its initiatives and programmes more effective and responsive to the community needs. These units that are managed by development professionals have 300 touch points in Jharkhand and 250 in Odisha. Tribal Cultural Society is the primary delivery arm of the Company's efforts towards sustainable development of these communities in a manner, which respects their traditional wisdom, knowledge, skills and diversity.

Tata Steel Foundation works on a range of development issues that address core needs of its target communities through theme-based initiatives, co-creating solutions with communities and partnering with a network of agencies (government and non-government) to make these solutions effective. It has been actively involved in the spheres of livelihood generation, health and hygiene and people empowerment, it has identified the advancement of education, sports and self-reliance as tools to ensure a better quality of life for the people it works with.

Tata Trusts has a legacy of philanthropy that has enriched India and its people for more than 100 years. Beginning in 1892, the Trusts have been making a sustainable difference since past 125 years by constantly endeavouring to achieve societal and economic development for attaining self-sustained growth relevant to the nation. They support an assortment of causes such as health, nutrition, education, water and sanitation, livelihoods, social justice and inclusion, skilling, migration and urbanisation, environment, digital literacy, sports, arts, craft and culture, and disaster management to name a few. They seek to empower, enable and transform communities across India while improving the quality of life of the tribal, underserved, underprivileged, backward and minority sections, and laying special emphasis on women and children. They have partnered with over 855 organisations for various causes in 638 districts across 33 states and union territories.

Trusts' associate organizations, Collectives for Integrated Livelihood Initiatives (CInI) and Livolink Foundation focus on regional development interventions in the states of Jharkhand and Odisha. CInI, established in May 2007 and based in Jamshedpur, is a nodal agency of the Trusts, anchoring the Central India Initiative. CInI aims to transform the lives of tribal households in the Central India tribal belt. Livolink Foundation, registered in 2010 in Bhubaneswar, was created for the purpose of facilitating technology-based livelihood development initiatives in the economically underdeveloped rural regions of the country. It focuses on technology-driven and market-led livelihood development of underprivileged communities in rural areas of India. Such an entity was envisioned to empower the local community, community-based institutions and the network of development organisations working for greater effectiveness and wider outreach.

A set of criteria was used to select the Project partners. The partners selected had worked with Tata Trusts in previous interventions and brought to the Project a good understanding of communities and data-based forms of governance. New partnerships were also created considering the need of the Project **(See Annexure 2 for partner description)**.

The Project also engaged with local CBOs such as HO Mahasabha, youth groups, traditional leaders, PRIs and health functionaries/service providers at the village/GP level to garner local support for the Project. Besides these, the other stakeholders that were expected to play a crucial role in the Corridor Project were the local NGOs and the corporate.

3.2.1 Buy-in of the District Administration

The Government was a major stakeholder in the Corridor Project since its involvement was necessary to facilitate the administrative aspects of the Project. Letters were sought from all five District Administrations in East Singhbhum, West Singhbhum, Saraikela Kharswan of Jharkhand and Jajpur and Keonjhar of Odisha. All five District Administrations extended their support and issued letters for facilitation of the micro-level planning process in 72 GPs covering approximately 450 villages **(See Annexure 3 for letters from District Administration)**.

The District Administration supported JKC, as it realised that there were several merits in adopting the DELTA in the planning process. Government officials use Census data as a base in all development processes. Census data however is collected once every ten years, after which



it takes another couple of years to publish and upload it on its website, which makes it difficult to look at as a reliable data source. Moreover, the objective of Census data is not to assess the needs of the community but to gather information about the current demographic profile of the society. Thus, it does not serve the purpose for development projects.

Unavailability of reliable real-time data thus creates a big challenge for policy makers. There was growing realisation on the part of the District Administration that reliable and real-time data would expand the outreach of planning and resultant action by officials.

For the District Administration, JKC Project gained importance due to the uniqueness of the DELTA process. Moreover, it envisioned that the Project would not only impart training to officials and elected *Panchayat* members but also teach them how to monitor the dashboard. The officials thus perceived that once the dashboard link was provided to the district official, they could monitor real-time data from the district to the unit Household (HH), which would simplify development at the micro-level.

Other appealing aspects in the entire process were that elected *Panchayat* members would be given access to the dashboard enabling them to take better actions on the basis of reliable real-time data that would empower people to make their own decisions.

"Data has become very important to plan any developmental project. At the same time pinpointing of data is very important in terms of resource mapping of the community. It helps in planning the developmental project at the micro-level as well as in convergence. The DELTA process is making people participatory and this participation of the community members will help in deciding their needs on a priority basis, which will further help in execution of plans on need-basis of the community. However, once the data is collected through the DELTA process and the dashboard link is provided to the district officials and the elected Panchayat members, they would require training to monitor the dashboard."

Ashish Thakre, Indian Administrative Service, District Collector, Keonjhar, Odisha

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Preparation before Execution

4

Effective and on-time execution of a project depends on robust planning. Under JKC all preparations were carried out in a time-bound manner for rolling out the Project. For any survey-based project preparation of tools and their customisation is of utmost importance followed by identification and selection of a competent field team to drive the project. JKC tried to fulfill all these steps for achieving its objective.

4.1 Customisation of Tools

Data collection tools were developed using a mix of traditional and technological methods enabling it to collect and process large size data, which proved to be an advantage over the past cumbersome and time-consuming methods. While the PRA tool going beyond the ambit of an app captured perception, issues, time, history and culture, the digital mobile app helped to create a dashboard with a simple click after the filling in of the data.

A mobile-enabled customised app with semi-structured, close-ended multiple-choice questions was created to collect information at six levels viz., that of HHs, *Panchayat* and village, and services of *anganwadi*, health facilities and schools. Questions were kept respondent-friendly (simplified and based on the field level experiences and knowledge) as well as investigator-friendly (translated in local language with expected answers listed in the options).

4.1.1 Digital tools for households and institutions

The HH tool covered the socio-demographic and economic profile of the respondent, current status of the accessibility of government schemes and services, participation in PRA and other community-level activities and commercial impact on the community, ecosystem and health.

The GP or village level tool was administered among the key persons of the *Panchayat* viz., *sarpanch*, *mukhiya*, *member of Panchayat*, *patwari*, *gram sevak*, *munda/manki* (an integral part of traditional tribal governance systems prevalent in the region) and others to get information regarding socio-economic and demographic profile of the community, land pattern, status of village resources, government services and schemes, livelihood and fund allocation.

The questionnaire for the *anganwadi* worker (AWW) was designed to understand the health status of the community, physical, the social and economic situation of children enrolled, condition of infrastructure and other equipment, human resources, funds available and their utilisation.

The health facilitator tool aimed to seek information on community health, pictorial information of the hospital infrastructure, availability and accessibility of various health schemes and services.

A questionnaire was developed for the school headmaster to assess the social and demographic status of students, the drop-out rate of students and their reasons, educational challenges faced by students and school infrastructure.

4.1.2 Customisation of tools, dashboards, data analysis

Required changes were made in HH and institutional level questionnaires based on recommendations received from the field technical team. These changes were made due to uniqueness of tribal communities as well as mining and industrial areas. For example the HH questionnaire did not include the impact of highways on people's lives, but these changes were contextualised later. Similar changes were made in the dashboard and data analysis framework.

4.1.3 PRA tools

PRA tools were finalised after taking into consideration information that was needed for the Project. PRA was kept as a five-day exercise, which included transect walk, social mapping, resource mapping, seasonal mapping, and Venn diagrams to collect information on demography, institutions, existing resources and sectoral issues around water for various uses, education, employment, agriculture and livelihood.

- A transect walk was used to prepare a social map detailing types of houses, existing social system and location/place of worship in a village.
- The process of social mapping identified the socio-economic conditions of village, its infrastructure, institutions and their locations with help of colour coding.
- Resource mapping aimed to understand the different economic resources available in the village and their linkage to various livelihoods options, identifying needs and possibilities perceived by different groups and resources available and their access and control by people. Broadly it aimed at investigating possibilities of resolving existing issues and exploring new opportunities of livelihood.
- Seasonal analysis, a popular PRA method for analysing perceptions of the local people regarding seasonal variations on a wide range of items (e.g., wages, crops, diseases, festivals, credit crunch etc.) was used with scope to further triangulate the findings with secondary or primary data.
- The Venn or the *Chapati* diagram was used to map institutional facilities like *anganwadi* centres (AWCs), Self Help Groups (SHGs), School Management Committees (SMCs), schools, health facilities, financial institutions, market, transport facilities etc., in terms of their availability and functionality.

4.2 Identification of Human Resources for Field Exercise

4.2.1 Involvement of the *sarpanch* and tribal leaders

Tata Trusts engaged with the elected members of GPs to involve community youth as field facilitators/investigators. *Sarpanch* of each GP recommended one person from every village of GP for the job. The list with names of field facilitators/investigators was formally sent to implementing organization on the letter head of respective *Panchayats*. (See Annexure 4 for sample letter from *sarpanch*). Involvement of PRI leaders ensured transparency and mobilised support at GP level during micro-planning process.

4.2.2 Selection of cluster coordinators and GP coordinators/field facilitators

Most of the cluster coordinators (CCs) were identified from the existing cadres of BGVS while a few were from outside. GP coordinators were selected from resource pool of BGVS including cadres of youth volunteers from Tata Steel Foundation.

4.2.3 Criteria for GP coordinators/ field facilitators and volunteers

- While graduates were preferred as field coordinators, sometimes those with good communication skills were preferred for timely completion of survey in Jharkhand taking into account regional, demographic and gender composition of the field team.
- The male-female balance was maintained in selection of volunteers.
- While minimum qualification for selection of volunteers was Class 12, due to non-availability of such candidates, sometimes even candidates holding Class 10 pass qualification had to be selected. Availability of Aadhar card and bank account were the other criteria mandatory for selection.
- Youth volunteers were selected from diverse communities for effective coordination and participation.

4.3 Implementation Structure

Tata Trusts appointed a team of two professionals with rich experience of working in development sector for giving the necessary techno-managerial support for effective implementation of the Project. Tata Trusts team played a crucial role in formulating project design, finalisation of operational modalities of Project, flow of funds, budget etc., in coordination with Tata Steel Foundation. The team helped in identification and selection of technical and implementing partners, design of questionnaires, development of mobile app, dashboard and development of VDPs/GPDPs. Tata Steel Foundation team provided much support in monitoring through their regular presence on the ground.

The Project team comprised two project managers, one project director, 10 CCs, 67 field facilitators/GP coordinators and 557 volunteers. Each CC was assigned the task to oversee

the work in 6-7 *Panchayats* and to provide guidance to approximately 6-7 field facilitators/GP coordinators. Each GP coordinator had to monitor 6- 8 volunteers. A total of 557 volunteers were selected for 450 villages considering the risk of volunteer dropouts, to ensure every village had at least one volunteer for data collection. Besides, Dhvani engaged a full-time person in Jamshedpur to troubleshoot field issues related to the mobile app and to provide necessary handholding support to the field team during the survey. Additionally, Project received support from community leaders, *Panchayat* representatives, Government health functionaries and CBOs especially in mobilising community support.

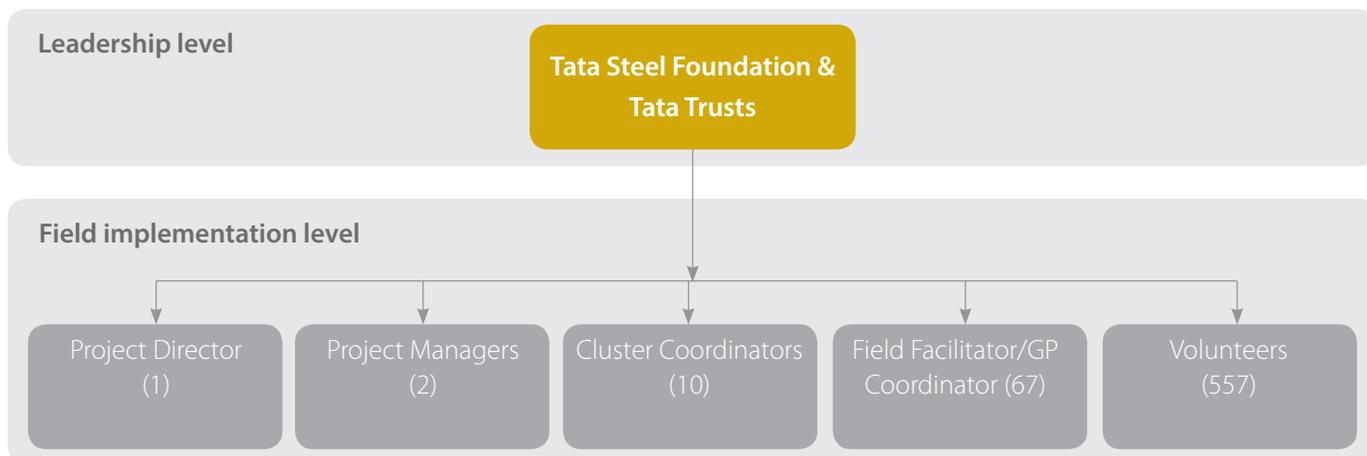


Figure 7: Field implementation structure

4.4 Steering the Implementation Process

4.4.1 Convergence

Tata Steel Foundation played a key role in mobilising support at administrative level for rolling out of the programme and release of necessary letters. District Collectors issued signed letters to concerned block and line departments to extend necessary support to the field team. Private Service Providers were also approached to ensure better internet connectivity for a smooth data collection process and for providing individual connections to volunteers.

4.4.2 Coordination

Coordination-cum-reflection meetings were held in Jamshedpur to take stock of the progress and prepare a plan of action in consultation with all stakeholders. Regular coordination meetings were held with the District Administration to solve any administrative issues in the roll out. Five cluster offices were set up across Odisha and Jharkhand (at every 40-50 km) for smooth implementation of Project activities and to mitigate any security issues concerning data collection devices and volunteers.

4.4.3 Reporting and monitoring

Reporting involved weekly review calls, face-to-face meetings and special meetings, for sharing

fortnightly progress updates with all partners. Regular update meetings took place to track progress and decide a plan of action concerning training field facilitators, selection of volunteers etc. Progress updates from partners on the ground activities shared informally opened up the scope to address issues requiring immediate attention. The number of surveys completed by field facilitators/investigators was monitored by GP coordinator and project manager on the data tracking sheet. Thus, checking of data collection took place on a real-time basis by using latest technologies.

Concurrent monitoring system for accountability

JKC visualized establishing a monitoring system right from the village and block to the district level. The village monitoring process was designed, for listing priorities on village wall with columns for quarterly monitoring. Being available in public domain their status could be discussed in the monthly and quarterly meetings.

To establish accountability, live real-time trackers were planned to be developed. For example, the Child Development Project Officer (CDPO) or the Deputy Chief Executive Officer, Women and Child Development Department could track the progress in a single click. The system meant to help in real time monitoring and identifying the obstacle points.

Access domains were fixed too. Like the Collector could access the entire district level information and data, the Block Development Officer (BDO) could access the information of its block. Similarly CDPO or the Block Education Officer would have access to block level data of only their department and monitor the respective progress.

4.4.4. Documentation

The project followed a systematic internal documentation process that helped in capturing key project activities, significant milestones and in keeping a seamless flow of information for strengthened project reporting and monitoring. Micro-planning and PRA exercise, outcome of village and *Panchayat* level deliberations were captured in the form of multiple maps and VDPs creating a long-term repository of useful information. Adoption of a monthly reporting system kept the concerned people updated and helped in tracking Project implementation.



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Capacity Building: First Step of Participatory Approach

Under JKC Project the capacity building process adopted a cascade model with training imparted at three levels. This approach enabled formation of a pool of trained master trainers (MTs) equipped with adequate facilitation skills to further train field level team of facilitators and volunteers. Intense training was provided to a group of MTs who served as state-level/ cluster level resource persons responsible for imparting training to facilitators/volunteers, while at the same time they supervised entire training activity.

As training of personnel at the second and third tier is a pre-requisite for conducting micro-planning successfully, critical focus was on standardisation of the entire training mechanism and to devise standard training aids so that the training is consistent across board and does not depend on the competence of trainers practice of learning in the field.

Training of the Trainers

- A three-day training of the Master Trainers was conducted in Bhubaneswar and training module was distributed to them. Experienced trainers with knowledge of local language were hired by implementing agency.

Training of the FC and Volunteers

- Twelve batches of five-day training consisting of classroom and practice sessions was conducted to build capacities of the FC and volunteers to collect quality and robust data. At the end of training, a data collection manual was distributed among them in local language.

Roll out

- At the beginning stage of data collection process, roll out was done in close supervision of trainers and community resource person to ensure learning were practiced well in the field. An innovative and participatory training methodology was adopted and special efforts were made to develop and improve the Instruction Manual by including a greater number of illustrations and examples. In addition to this, training guides were prepared. Agenda for training, duration of training at each level, batch size and training kits were all standardised features of the DELTA training programme.

Figure 8: Three tier Cascading Training model and consecutive roll out

The overall objective was to make the training at all levels realistic, exciting, interesting and participatory with adherence to time and priority given to language of the region. Methodology adopted for training was interactive, facilitated sharing of experiences and a recap on activities conducted during the course of training sessions. Priority was accorded to hands-on training so that participants acquired both knowledge and skills required to execute assigned tasks.

The broad objectives of these training programmes were to:

- Enhance facilitation and communication skills of surveyors/community volunteers.
- Develop a cadre of trained field volunteers skilled in technology-based data collection.
- Motivate data collectors and strengthen their understanding of the critical features of the DELTA process to facilitate collection of data that is reliable and accurate.
- Foster appreciation among facilitators/volunteers about the importance of generating high-quality data.

The cascade training strategy of JKC project is summarised in the figure below:



Figure 9: Overview of the cascade training strategy

5.1 Training the Master Trainers

The training for DELTA commenced with training of MTs. The entire team of MTs was trained in a single batch. A three-day training of trainers (ToTs) for Resource Persons/MTs and seven CCs was conducted in Bhubaneswar from 21-23 May 2018. For participants, orientation programmes were held on the Project, DELTA module, their expected roles and responsibilities and framework of training phases for field facilitators and volunteers.

First two days focused on technical aspects, which involved training on content creation, survey methodology, processes and target respondents. Third day was dedicated to schedules/module creation and their finalisation. Overall focus was on building the understanding of MTs on linkage between DELTA framework and PRA and its integration with planning process.

Eligibility criteria of Master Trainers

- A minimum of 10 years of experience in the development sector.
- A minimum of five years experience in conducting/facilitating training in the development sector.
- Experience of conducting training for *Panchayat* Raj Institutions.
- Expertise in facilitating participatory tools/processes like PRA.
- Knowledge of government services, schemes and policies.
- Conversant in Hindi, Odia, and the local languages.

5.1.1 Existing manuals optimised

Each trainer was handed a DELTA training manual in English that was optimised and used for chalking out and finalising schedule of a five-day training programme for volunteers. The manual was further used for preparing guidelines and as ready reference to the volunteers during data collection.

The existing DELTA training manual was adapted for content creation for training volunteers and field facilitators. However, considering participant needs and the capacities and for better results trainings were facilitated in Hindi, Odia and local tribal dialects like HO and Santhali languages with help of local resources. Training on the DELTA app was done as per the DELTA training module, which consisted of both theoretical and practical sessions.

5.2 Training of Field Facilitators

The MTs conducted a training programme for the field facilitators at two locations – Palaspanga, Keonjhar district in Odisha and Kuju, Rajnagar block, Saraikela Kharsawan district in Jharkhand simultaneously to kick start the programme on ground. Training programme held from 5th to 8th June 2018 included 72 participants for 72 GPs with a few as buffer in case of any dropouts after training programme. Field facilitators were trained on attitude building and leadership qualities.

5.3 Training of Volunteers

Phase-wise training was conducted for volunteers in both Odisha and Jharkhand taking into consideration diversity of the community in terms of languages spoken and capacity of volunteers to absorb training inputs. Six batches of training were conducted for field investigators (volunteers) in both the states. In Odisha training were conducted between 9th June and 8th July 2018 wherein a total number of 267 volunteers were capacitated to collect data. In case of Jharkhand, similar trainings were conducted by 9th July 2018 and later training for two more batches were held between 23rd and 27th July 2018. A total number of 290 participants were trained in Jharkhand.

These training sessions were meticulously planned covering all aspects of data collection. Each session was divided into following segments:

- Introduction to the session
- Content and purpose of the session
- Resources and formats to be used

**DAY
1**

Project overview, stakeholders and their responsibilities, DELTA process, structure and mandate of PRIs and village functionaries and their role in DELTA micro-planning

**DAY
2**

Introduction to PRA tools and social mobilisation, communication and leadership

**DAY
3**

Field-work practice on PRA tools, presentation of both experiences gained and challenges faced by participants

**DAY
4**

Introduction to the Tablet based survey, survey formats/questionnaires - GP, village, HH, school, *anganwadi* and health facility tools, theoretical lecture, group work and presentation.

**DAY
5**

Orientation on government schemes/services at the GP and village level, responsibilities of the volunteers, dos and don'ts of PRA and mobile survey, field action plan and clarifications on concepts, mobile app, logistics etc.



Figure 10: Volunteers training in Chaibassa

“Volunteers are given information about different government schemes for rural livelihood like Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). We explained to them the difference between Acts and Schemes and informed them about available fund sources for community development. We talked about role of administrations and elected members of community through examples. This is part of capacity building exercise of the volunteers.”

Mr Bhaktabatsal Mohanty
Lead Trainer from BGVS

Participants were divided into groups of 7-8 volunteers for mock exercises. Facilitators, timekeepers, and reporters were identified for each group. Facilitators included resource persons from BGVS, Tata Steel Foundation and Tata Trusts. A resource person from the technology partner provided a two-day support programme during the training of field facilitators at Jharkhand and Odisha.

5.4 Training Content

The content was carefully drafted to ensure active involvement of participants in the training process.

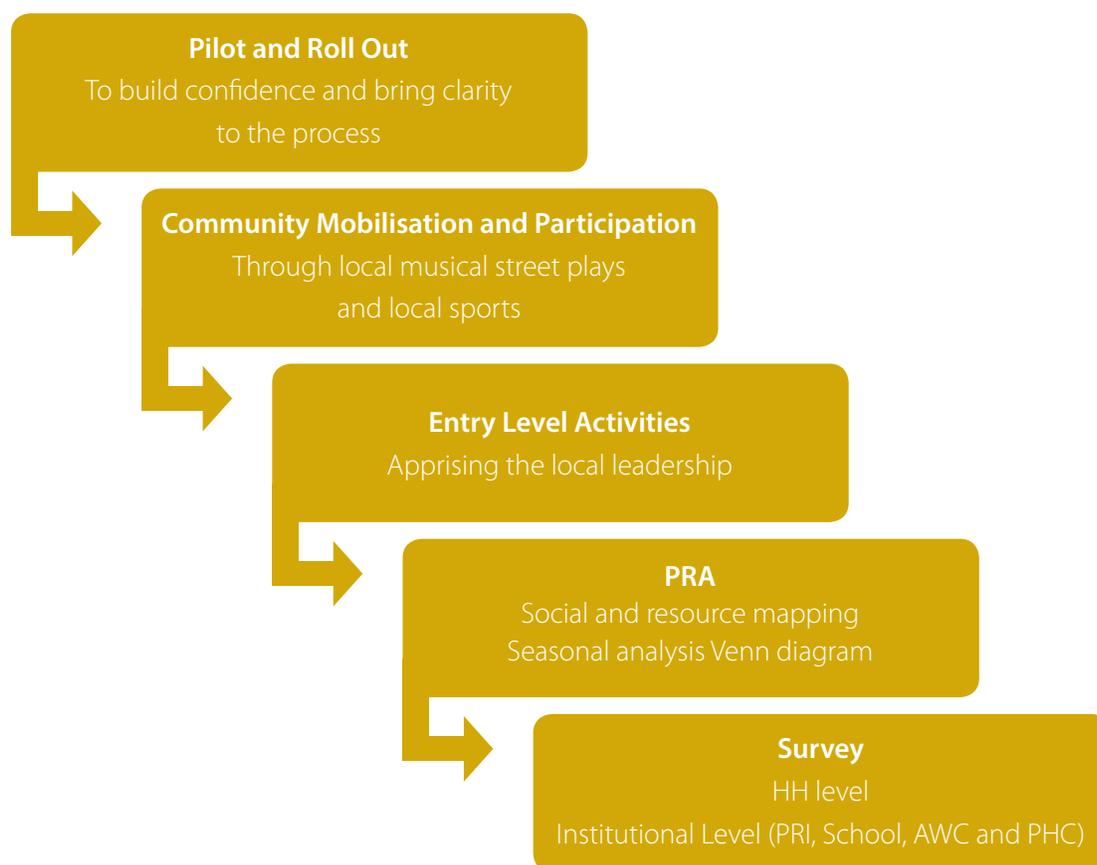
Some of the key elements of the training included:

- Adopting a participatory process during the entire training duration.
- Interchanging responsibilities among group members to ensure that each participant got exposure to every aspect of PRA.
- Holding training sessions in batches to invest quality time for giving individual attention to participants.
- Adequate emphasis to encourage participation of women and showing respect to local culture and language.
- Developing hand-outs related to different government schemes in Odia and Hindi as ready reference for volunteers in field during data collection process.
- Translation of questionnaires in Odia, Hindi and English and their incorporation in the DELTA app for ease of data collection.



Roll Out of DELTA Survey

Completion of the field training familiarised volunteers and field facilitators with the DELTA process and prepared them for collection of high quality and reliable data in their respective villages/GPs. The programme was rolled out in a phased manner to ensure that adequate orientation was given on the DELTA micro-planning processes to the PRI leaders, as well as to the officials of line departments at the GP level. It was also visualised that through this approach, the selected field facilitators and volunteers would be introduced to PRI leaders and GP level government staff, which would help in the effective coordination and timely support for completion of micro-level planning processes. To ensure that the data collection and processing procedures were implemented with highest levels of precision a step-by-step approach was followed as explained in the figure below



6.1 Pilot and Roll out Designed as Concurrent Activity

The trained cadre of field volunteers and facilitators started with PRA on a pilot basis in one of the villages of GP to get more clarity on PRA process complete their learning and build their confidence so that they were able to take up such processes in remaining villages on scale. It was also proposed that this would ensure volunteers to retain learning and skills imparted to them during training.

Further to reduce potential technological issues and glitches and for customisation of the mobile app, piloting was planned in 2-3 villages in Odisha and Jharkhand. The suggestions/ feedback of the team members of BGVS, Tata Steel Foundation and Tata Trusts on questionnaires that came up during the training and pilot study were incorporated in the app.

The roll out for data collection was then planned as soon as feedback was incorporated on DELTA survey app. The roll out comprised of following three key activities

- Community mobilisation through *Kala Jathas* and traditional sports activities like *Sekkor* and *Chur*
- Entry level activities by engagement with the *Panchayat* to seek its support
- Conducting village meetings and initiating PRA process

6.1.1 Community mobilisation and participation through *Kala Jathas* and *Sekkor* and *Chur*

The villages/GPs under the JKC Project are predominantly tribal people (~ 60%), with minimal literacy levels and a deep sense of attachment to customary tribal practices.

Therefore, for effective implementation of data collection process, it was important to base interventions on local culture, use the local language and to mobilise local people and to get them involved by creating a sense of “WE FEELING” among them.



Figure 11: *Sekkor* and *Kala Jatha* for community mobilisation

***Kala Jathas* for community mobilisation and sensitization:**

Kala Jathas for community mobilisation and sensitization: *Kala Jathas* (musical street plays) were performed from 6th June, 2018 onwards in Keonjhar district. By 15th July, 40 street plays had been performed in 31 GPs of Odisha. In Jharkhand *Kala Jathas* performances were planned in a staggered manner and thus, began a little late.

Plays highlighted the uniqueness of the DELTA approach and enlightened people on how it was different from the past interventions. Street plays were based on the culture of community, and incorporated local dance, music, dress, language and reflected socio-economic status of people. The story revolved around challenges faced in the implementation of schemes and the complete DELTA process.

These elements in street plays helped in reaching out to members of the community and mobilising them. They were organised during second half of the day when people were usually free, so that community members could participate in the sensitisation-cum-mobilisation drive. The plot of the play was based on a middle-man who deceived innocent community members and cheated them of their public welfare entitlements

***Sekkor* and *Chur* used for engaging youth**

In Jharkhand two traditional games (*Sekkor* and *Chur*) were selected for mobilising adolescents and youth to be part of the micro- planning processes. *Sekkor* is played by boys, while *Chur* is a game for tribal girls of Ho community.

The community sports activities started in Jagannathpur block in the presence of community leaders, with further decision to organise them in every village of the project area. In Odisha planning was done for taking forward mobilization activity with the support of youth club members.

These two games worked well in mobilising audience from all age groups. They served an important platform for facilitators, CCs, and representatives of Tata Trust and BGVS for briefing community people about the DELTA process.

However, these games are no longer popular among children due to technological advancement in tribal areas and lack of its recognition outside community. The elderly people are concerned about preservation of this cultural legacy.

Community participation was integral in DELTA process to bring out the real needs of community and to develop a micro-plan based on interactions with them. Thus by starting at micro-level, the process was envisaged to be inclusive of every aspect of development. By rooting the street plays in local culture and language, the implementation team wanted to demonstrate that the community was important for them. It also helped in establishing easy connect with the people for maximum participation from their side.

After the play respective field staff representatives addressed members of community and briefed them about PRA tools, their importance and the process. They also emphasised the importance of community involvement in the whole process and that community's essential support would be in giving correct information during data collection. It was also ensured that the *sarpanch* was present during these activities and addressed people on the importance of community involvement in local administration and in DELTA process for micro-planning and sustainable development.

6.1.2 Entry level activities by engagement with the *panchayat* to seek its support

Orientation of local leadership including PRI members/service providers was given special significance. It was strategised that before the start of data collection process, GP coordinators, facilitators and volunteers would be introduced to them to mobilize their support.

Preliminary meetings were called up in 72 GPs by the field support agency with the *Panchayat* members Auxiliary Nurse Midwives (ANMs), AWWs, Accredited Social Health Activists (ASHAs) including key representatives from Health and Education department to brief them about the Project objective and need for such an intervention. The forum was used to explain the importance of engagement and support of *Panchayat* as a key stakeholder, in spearheading the programme starting from process of volunteer training and data collection through surveys and PRAs right up to the preparation and use of VDPs.

The exercise began with 10 GPs where the PRI leaders hosted meetings and the platforms were used to introduce the Project as well as the roles and responsibilities of different stakeholders. Such meetings were organised in all the GPs to kick start data collection. The occasions were also used to handover the mobile handsets to volunteers in the presence of and ratification by PRI leaders.

6.1.3 PRA for micro-level data

With the aim of involving community in problem identification, root cause analysis, prioritisation, activity planning, project implementation, monitoring and evaluation of planned projects PRA exercises were initiated in one of the villages with all field volunteers and facilitators deployed for a particular GP. This resulted in shared and collective learning for the field volunteers and facilitators. This process began with 2-3 GPs in Jharkhand.

PRI Representatives welcomes the Project initiative

Sanjay Kumar Nayak, *Sarpanch*, Palaspanga and Purna Chandra, *Panchayat Samiti*, Palaspanga believed that this project was a gift to the people of the community. Earlier nothing had taken place as far as development of the area was concerned. It was due to the efforts of Tata Steel Foundation and Tata Trusts that some development projects got initiated in which a few key members of villages got involved.

They expressed their concerns regarding improper implementation of government programmes in villages. Proper roads, drainage systems, electricity, and clean sources of water and health services were lacking. The District Mineral Funds (DMF) was not being used efficiently and for the right purpose, which was a big issue. Using funds for building skills of the unemployed youth would create a pool of skilled manpower and promote entrepreneurship, ultimately leading to a reduction in unemployment. However, the DMF resources not being given to *Panchayat* became a bottleneck in attaining self-governance and a decentralised government. The *Panchayat* funds did not apply to areas coming under 10 km radius of mining. Moreover fund allocation for *Panchayat* was minimal. Schemes existed, but their implementation and fund utilisation were an issue. Funds were released just before elections to the *Panchayat* without considering the needs of the community. Consequently developmental programmes and schemes were not well planned by the government.

They further highlighted the lacunae in surveys conducted earlier that used to leave out several critical issues. However in DELTA process it was possible to collect every detail through surveys and PRA tools. Hence based on this process overall development could be assessed. Accordingly, development plan could be made at micro-level to include every HH in the GP. DELTA planning was for development of entire community with the vision of micro-planning leading to inclusive development of the community. Therefore it was emphasized that key members of GP should participate in whole process and cooperate with Tata Trusts and partner organisation along with the community.

According to the plan, five types of PRA exercises were conducted – transect walk, social mapping, resources mapping, seasonal analysis and a Venn diagram. Under the first exercise PRA mapped social infrastructure in villages eliciting information on caste-wise location, water resources, education, religious centres, etc.

Resource mapping in villages provided information pertaining to common resources for livelihood, irrigation, agriculture, education, power, communication, transport etc. This was followed by a seasonal analysis that collected data pertaining to food security by means of understanding food availability for the community, disaggregated by season or month, and how people coped with food/fodder deficits in different periods. And lastly, a Venn/*chapati* diagram was constructed, which led to the identification of individuals/groups/institutions that influenced the village and provided valuable information on peoples' perceptions of different individuals/ groups/ institutions that played a critical role in their lives.



Figure 12: PRA outputs

The process was supervised by trained volunteers who explained how the tool worked. Community members used charcoal, brick powder or ash and flowers, leaves, wood flakes etc., to sketch village maps on the road to indicate different facilities like (*kuccha* and *pucca* road in different parts, and houses belonging to different castes and from different economic backgrounds).

At the time of PRA volunteers tried to create an environment to encourage people’s engagement and enable them understand importance of data and their benefit, how it would ensure sustainability of efforts after the Project was completed. It was planned that data would be captured with Strength, Weakness, Opportunity and Threat (SWOT) analysis in mind. PRA map was used from the exclusion lens to identify who did not receive which scheme. This data was then compared/triangulated with the data provided by service providers.

6.2 Survey

6.2.1 Household survey

All the houses of a village were covered under HH survey. Volunteers approached HHs to note down responses of the eligible respondents in the DELTA mobile application. Even though the tools were customized in English, Hindi and Odia, sometimes respondents faced difficulty in understanding the meaning of certain terms.

Information area of the HH survey

- Demographic profile
- Socio-economic profile
- Education profile
- Livelihood
- Health and morbidity
- Financial inclusion
- Impact of industries
- Access to Government schemes and services

Information area of the school survey

- Demographic profile
- Enrolment details from the gender lens
- Dropout rate
- Resources of the school
- Mid-day meal

Information area of the AWC survey

- Demographic profile of women and children
- Socio-economic profile of women and children
- Health and morbidity
- Resources and funds availability to AWC.



Figure 13: Focus Group Discussions

In such cases volunteers translated these terms in local language to convey actual meaning to respondents. Questions on reproductive health, which is a taboo for women to talk about with other men, were asked only by female volunteers.

During the interview volunteers sought assistance from their facilitators in case they faced difficulties understanding any logistical issues or other related issues.

6.2.2 Interview with headmaster

Volunteers approached the headmaster of school identified in the same village and requested her/him for an interview. They apprised the school head about the Project, confidentiality clause and took consent for an interview. Other teachers supported the headmaster in providing data and information from various registers and records.

6.2.3 AWW interview

Field volunteers interviewed AWWs regarding health infrastructure and other details related to access and receipt of services.

6.2.4 Focus group discussion

Focus group discussion (FGDs) was conducted by volunteers with community members who were mobilised by social mobilisers. Age group of FGD participants was between 18-50 years. These were conducted at a time that would ensure maximum and effective participation. The exercise began with ice-breaker sessions following which participants were briefed about the purpose of conducting FGD and Project intervention.

Discussions were held on topics such as livelihood and others as decided mutually by the group. The sessions were moderated to give direction to the discussion. Discussions ranged from the current scenario to existing challenges and probable solutions to overcome those challenges.

6.3 Data Collection Monitoring

Monitoring the data collection was ensured by a team stationed in Jamshedpur. The DDG team monitored and took regular feedback from the surveyors and field coordinators, which was then conveyed to the technology team located in Jamshedpur for incorporation and validation. Data collected by the surveyor / volunteer was saved in the device and uploaded on data server upon internet connectivity.

The technology team monitored and provided necessary technical assistance in data collection with help of field and backend team. In case of any major issue in the data it was flagged and sent to field team for verification, after which data was sent back to server.

Also a survey monitoring dashboard was developed for monitoring real-time data by Project Manager. If any issue was found in terms of data collection or target given to surveyors the field team was informed about the same. Thus, regular monitoring of real-time data collection took place at all levels to ensure quality and reliability of data. Survey monitoring system kept data collection on the right track.

6.4 Data Ownership, Security and Privacy

Systems were created for data ownership, security and privacy. The real ownership of data was allocated to the district administration, which had the right to access the dashboard and manage security and anonymity of data. Data manager was made responsible to assist the administration to ensure security and privacy of data. Dashboard was made user- friendly. For instance thematic comparison could be done on a single sheet of dashboard.

To access raw data one was supposed to take permission from data manager. Access to anonymous raw data was provided once authorisation of person was verified. At any point access to data could be revoked by data manager if deemed necessary.

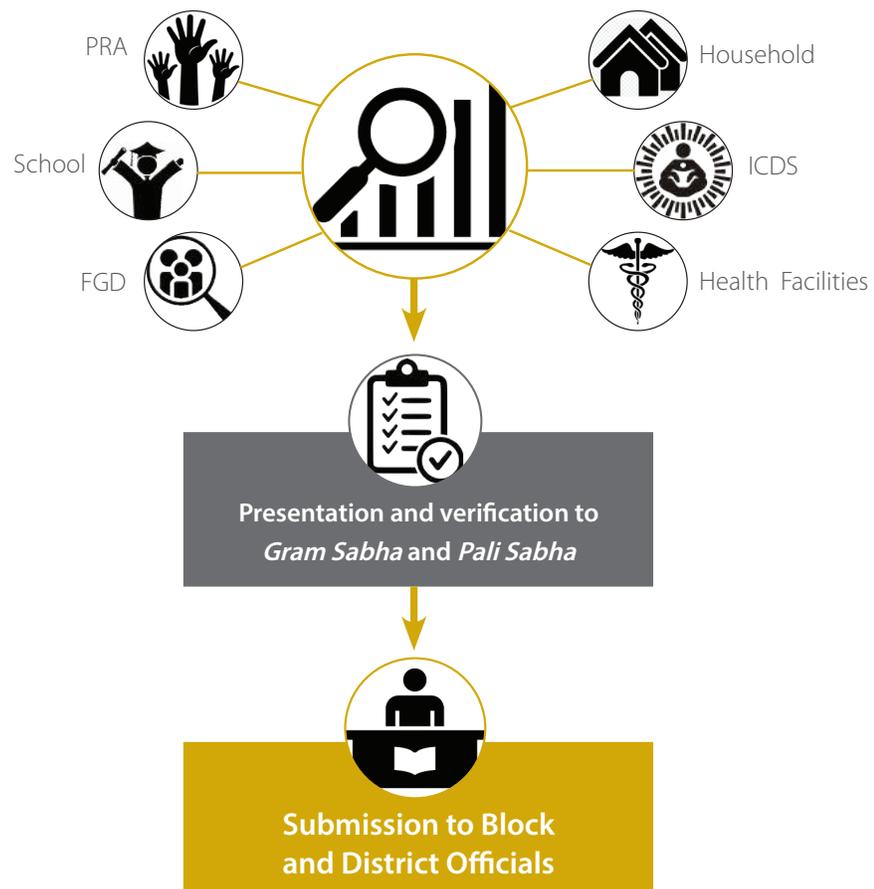


VDP and GPDP Preparation and Community Buy-in

The ultimate objective of the JKC Project was to prepare holistic and integrated VDPs based on realistic data for villages to herald poverty alleviation and socio-economic improvement. GPs were mandated to adopt these plans for preparation of GPDPs. On the basis of these comprehensive plans GPs could place their demands at the block level. While the VDP is data-driven and represents the requirement shelf of village, GPDP is an outcome of the VDP deliberations. Prioritisation of the plans took place at the *Gram Sabha* level, which later would be sent to BDO and District Collector for them to work around the existing funds, social schemes and DMF to meet the requirements. Though this convergence essentially has to take place at the administrative level, ownership, prioritisation and final demand is the obligation of the community.

7.1 VDP Preparation Adopts a Participatory Approach

Preparation of VDPs involved mobilising people for discussion, listing of issues, prioritisation of issues and demands, making timelines and calendars.



For rural development programmes to be successful it is crucial to mobilise people for their participation and support. While the thrust of this work was entrusted to the volunteers, help of *Dengura/Dakua* (village level informant) was also enlisted. Traditionally, *Dengura/Dakua* went around the village to convey important messages to villagers. Even now drive for rural mobilisation was augmented by this traditional means of communication. Apart from this posters on *Palli Sabha /Gram Sabha* were put up in prominent places and leaflets describing their roles, objectives and activities were distributed to ensure that the information was accessible to all.

The next step involved holding of successive meetings to list issues pertaining to health, education, agriculture, livestock, water and sanitation, followed by needs analysis, prioritisation, ranking of issues and deciding on actionable points. While mobile app and PRA furnished many information, service providers, community leaders, school staff, health functionaries and *Panchayat* office also made a big contribution to this exercise. Further, 2-3 presentations of VDP were made for interpretation, analysis and gap identification before its ratification. The secondary analysis was done by the implementing agency to ensure that every detail was covered in VDP.

Since VDP was envisioned as a legal document to make *Panchayats* accountable, *sarpanch* was involved in this exercise right from its inception. Credence was given to involvement of local tribal leadership (*munda*) and the inputs from them to gain acceptance within the community. VDP was developed in a way that ensured it remained a dynamic document able to facilitate further planning and implementation.

DELTA will enable the reaching of “the last-mile”

Dipantari Sardar, *Sarpanch* of Tudi Village, Tetla GP in Jharkhand since 2015 says, “Till now elected members of *Gram Panchayat* (GP) relied on their observations to bring out issues to the forefront. Absence of village level documented data became a challenge in prioritising these issues. GP level data available now because of the corridor project will help in identifying and reaching out to marginalised groups, especially to the last person in a village through the right allocation of funds.

7.2 Validation and Vetting of VDPs through Strengthened Local Self Government

For validation and vetting VDPs were presented in the *Palli Sabha /Gram Sabha*. During September 2018, *Palli Sabha* and *Gram Sabha* were facilitated on a massive scale in 450 revenue villages in 72 GPs along the Corridor. While this served an opportunity to update community and gauge their response, this decentralised democratic process marked the beginning of strengthening local self-governance. Drafts of VDPs were presented usually on big charts in the presence of *sarpanch*, *mukhiya*, *sachiv* and community members for verification of the data collected.

Local leadership given due importance in the VDP process

In tribal communities local leaders have a significant role and often their decisions supersede those made by the PRI representatives. In JKC Project too due value was accorded to the local leaders by encouraging them to participate and give concurrence in preparation of VDPs. This helped in motivating local leaders to come forward and in garnering community support through their presence during vetting process.

Sunil Lagori, *Munda* from Kushumita GP present during the VDP presentation, pledged his commitment for the Project. According to him “people would share information regarding pension, housing and village level resources like ponds, wells and the problem of roads, as they are the ones to be benefitted from this process. We are looking forward to each person’s participation for quality development of the village. I will make people aware for supporting and providing correct information to the visiting team. We feel that the sooner the VDPs are presented in the *Panchayat*, the better it will be for the people.”

“Once the VDP is made and approved of and Tata Trusts completes the process, we will have a futuristic plan in place. Whatever directions we get, we will work on those lines after making people aware about them.”

7.3 GPDP Outcome of VDP

After several deliberations data collected through the DELTA app and PRA exercise were collated into GPDPs for the respective GPs for the ratification of the community and further prioritisation of issues.

The GPDPs were simultaneously presented on Gandhi Jayanti (2nd October, 2018), in the *Gram Sabha* (Odisha) and *Aam Sabha* (Jharkhand) organised on a massive scale in 72 GPs simultaneously, where the priorities of 450 revenue villages were discussed at length and submitted. Amendments were made through consensus. More than 7,395 community members participated in the *Gram Sabha* and *Aam Sabha* processes. *Gram Sabha* processes were also held with participation of women, youth and adult male members. It was observed that for the first time, more number of women participated in the *Gram Sabha* the GP level.

Presence of government appointed *Panchayat* Executive Officers, responsible for fund allocation and distribution and who are links between *Panchayat* and BDO was ensured during the *Gram Sabha*.

The general perception was that people’s participation was much greater and enthusiastic in the *Gram Sabha* and *Palli Sabha* organised under the JKC Project compared to those held before the Project. They could voice their thoughts, needs and priorities, and put forth their

requirements, such as the demand for tube wells, schools and AWCs, more openly. The hard work put in by volunteers had resulted in data collection through the use of mobile phones and PRA, and gathering of pictorial information of GPs. This had attracted the villagers and helped them understand the resources and problems faced by the community. The local administration and the PRIs were more confident that the availability of real-time reliable data would make it easier for them to plan development of the *Panchayat* at a micro-level. Also, all basic amenities, like roads, water, electricity and education would be accessible to everyone, which would be a matter of great honour for the villagers.

Palli Sabha meetings were chaired mostly by ward members in Odisha whereas in Jharkhand *munda* of the respective village chaired *Gram Sabha*. In many villages covered under this project, *Palli Sabha* and *Gram Sabha* were organised for the first time and in true spirit in which it was formed.

The range of participation in these *Sabhas* varied from 30-150 depending on the geographical location of the hamlets. In few locations *sarpanches* found the process to be interesting and promised to continue with these *Sabhas* in future. Participation of women and youth was found encouraging. It was observed that community members got the opportunity to share their wishes in *Gram Sabha/ Palli Sabha* for the overall development of their village. As a result, lists related to infrastructural development, health, education, livelihood, ecology etc., became longer.

"DELTA and GPDP will help in prioritising per annum Rs 35 lakh fund allocated to each Panchayat. Allocation of these funds is based on sectors like WASH, Health, Education and Livelihood, etc."

Vijay Kumar Jena
Village and GP, Dhurudiamba, Block
Harichandanpur, Panchayat Executive Officer
for the last 22 years

Process adhered

- As part of facilitation support, the *sarpanch* of the respective *Gram Panchayats* (GPs) issued letters to all the revenue villages and GPs to conduct both *Palli Sabha* and *Gram Sabha* in Odisha and *Gram Sabha* and *Aam Sabha* in Jharkhand, respectively.
- Dates for *Gram Sabha/ Palli Sabha* were circulated through notices, and displayed in important locations for community information.
- *Gram Sabha/ Palli Sabha* were conducted as per the given schedules.
- Recommendations of all *Gram Sabha/ Palli Sabha* of concerned GPs were combined and a report for *Aam Sabha/ Gram Sabha* was prepared.
- *Aam Sabha/ Gram Sabha* were held at the GP level and important findings of micro-planning outputs of VDPs were shared with PRI leaders for prioritisation of community issues and necessary intervention.

7.4 Handing Over of GPDPs for Ratification and Incorporation in the *Panchayat* Planning

On the auspicious occasion of the Republic Day of India (26th January 2019), *Gram Sabhas* and *Aam Sabhas* were conducted in all the 68 GPs covered under the JKC Project, with participation of more than 5,000 community members. The objective was to handover consolidated VDPs and GPDPs developed through DELTA process to the respective PRI leaders for necessary incorporation and reference while preparing plan of action for the year 2019-20 and upcoming years and prioritisation of the needs of community as per the availability of funds at GP and at block level.

One of the key objectives of choosing this day for the programme was to facilitate and regularise the *Gram Sabha/Aam Sabha* processes on the occasion of Republic Day.

This distinct occasion was marked by sharing of an overview of the findings of micro-planning outputs displayed on chart papers and by facilitating a discussion on the same. However, handing over programme could not take place at few locations due to two reasons, first being low attendance of the villagers because of Republic Day celebrations in schools and community *haats*. Secondly PRI leaders were engaged in Republic Day celebrations and award functions organized at the block, district and state level. Later *Gram Sabha /Aam Sabha* were held in these GPs within the same week under the leadership of *sarpanches* and at that time GPDP documents were handed over to GPs.

For future, it became a learning, that community meetings/discussions, and other such Programmes related to decision-making processes should be organised after taking into account possible events and public celebrations.

DELTA dashboard leveraged for decision-making

By 31st March 2019, the dashboard was ready with its dynamic features—data visualization, data update module, data error management module, comprehensive VDPs, GPDPs along with indicator-based monitoring, make my dashboard etc. The dashboard was equipped with GPS-based tracking of the institutions (school, *anganwadi*, health facilities) etc. to know the current status. For the detailed information related to different sectors, graphs/charts along with the display cards provided analytical information for decision-making and necessary interventions in respective sectors.

Major issues identified and discussed in the *Gram Sabhas*

1 Water conservation and harvesting

- Construction of new canals or renovation of existing canals
- Construction of new earthen dams or renovation of existing earthen dams
- Water harvesting methods
- Construction of new mini tanks
- Removing moss deposits from ponds and wells
- Building boulder checks
- Construction of roadside canals
- Water connection facilities for every HH
- Public drinking water facilities

2 Land development

- Afforestation of barren land
- Levelling and shaping of land
- Development of waste land

3 Agriculture

- Requirement of subsidised seeds, equipment, fertilisers, etc
- Requirement of irrigation facilities such as lift irrigation point, canals, bore wells, tube wells etc.
- Training on pisciculture
- Construction of farm ponds
- Azolla farming and cattle feed supplement
- Infrastructure of NADEP construction
- Requirement of poultry shelter
- Strategies to prevent elephants from entering agriculture fields.

4 Rural Sanitation

- Construction of compost pits and dustbins
- Construction of individual toilets
- Flood control and protection
- Drainage construction

5 Infrastructure

- Construction and renovation of village roads
- Construction and renovation of new buildings such as AWCs, health sub-centres, schools, community centres, SHG buildings, ration shops, youth club etc.
- Construction of *dhobi ghats*, steps/stairs at bathing *ghats*, and changing rooms near bathing *ghats*.

6 Health

- Appointment of ANMs and staff nurses as per requirement
- Strengthening the functioning of *Gram Kalyan Samitis* (GKS).

7 Employment opportunities for the youth.

8 Linkage of individual beneficiaries to various government schemes.

9 Livestock development for sustainable livelihood of small farmers



ଗାମସଭା
ଝରଣାପୁ ଗାମପଞ୍ଚାୟତ,
ପୁରୀଜିଲ୍ଲା

Achievements and Lessons Learned

8.1 Achievements

8.1.1 Focus on planning gives the project head start

The strength of the Project was its preparatory phase during which a great deal of ground work was covered, which helped in timely roll-out of the Project. Selection of implementing agency with experience of micro-planning and on ground presence in the community had significantly cut short the preparatory phase of project. A case in point was collaborating with local CBOs/NGOs that helped to initiate entry level activities with community by overcoming issues of language barrier. This further enabled communicating project objectives and activities and seeking community's involvement and support.

8.1.2 Community shows positive response

The Project received positive response from all sections of the community.

Linkage with the community helped in achieving a lot of activities, like selection of volunteers, training, roll out of community engagement, conducting PRA and the data collection process, within a limited time span.

Involving the *sarpanch* in the selection of field facilitators and volunteers proved strategic in getting acceptance for the Project. The *sarpanch/mukhiya* recommended candidates for their selection as volunteers and GP coordinators. Orientation meetings held at the GP level regarding the relevance of the micro- planning process, and including PRI leaders and frontline service providers in it created ownership in rolling out the programme and completing field activities with their support. The *sarpanch* participated in the *Palli Sabha/Gram Sabha* meeting willingly. They found the process interesting and promised to continue with it in future.

At many places like Jaintgarh and Potka, *Aam Sabhas* were held for the first time in true spirit at the GP level, while at Kusumita *Panchayat* it was held after a gap of few years. The participation of the women and youth was encouraging. For the first time, more numbers of women participated in the *Gram Sabhas* at the GP level. It was observed that the community members got the opportunity to share their wish in the *Palli Sabha/Gram Sabhas* for the overall development of their village. As a result, a long list of priorities was obtained in every *Palli Sabha* related to infrastructural development, health, education, livelihood, ecology etc.

Health functionaries show readiness to participate and share data

The *Panchayat* meeting mobilised by BGVS in Palaspanga *Gram Panchayat* of Sadar Block in Keonjhar District saw health functionaries participating in full strength. Sorhi Nayak, ASHA who came from Village Murusuan was enthusiastic about the Project. She was ready to share all the data available with her as she thought this initiative would help in development of the village in terms of roads, electricity, water etc., which, thus far, have been lagging. She maintained records of pregnant women, adolescents, demography, handicapped people, Tuberculosis patients and old people.

Basanti Mahanto, AWW from Village Nuagaon expressed a similar feeling that this was a good initiative, which was bound to succeed in bettering facilities in the *Panchayat* and villages covered. Working as an AWW since 2006 she maintained records pregnant women, widows, adolescent girls, child marriages and child labour. When asked if the Project would cause her additional burden of work she said that it was work for the village, which she would be glad to help and support.

8.2 Lessons Learned

8.2.1 Data collection completed despite challenges

Initial plan was to first conduct the PRA followed by HH survey. However this got revised in some places due to non-availability of people because of farming season. In many places people worked in mines and were not available during the day. Discussions were carried out early in the morning and in the evenings.

In few places Project team faced difficulties in collecting data in interior villages during rainy season, where women were involved in the sowing of crops resulting in delays. Other factors such as safety concerns of mobile phones for collecting data, as well as difficulties faced by volunteers in charging of phones without electricity and other issues related to internet had to be dealt with during the survey.

In some cases where AWW was a new recruit volunteers faced difficulty in obtaining data. In a few cases, the data recorded in the AWC register was not in conformity with the disaggregated data sought in the survey. As a result AWW had to spend a considerable amount of time in calculating the desired form of data.

8.2.2 Systems created for smooth functioning of technology

Issues resulting from low level of education among volunteers and their minimal exposure to technology necessitated greater handholding support during data collection.

Data collection in JKC Project was on a large-scale so it was imperative to keep surveyors motivated throughout the data collection phase. To achieve this goal, precautionary measures were taken to avoid bugs and hanging issues of the app. A pilot version of application was run on a small scale to find and fix issues if any before real data collection began.

A technically qualified person was engaged to monitor the data collection process and to avoid any kind of technical challenges in the field. Feedback from field team was taken on daily basis and incorporated in the application. For instance, decision to change data collection method from an online to offline mode was taken when some data was lost due to poor internet connectivity in some places.

User-friendly aspects were added in the dashboard for users with limited technical knowledge. Dashboard training was given to the users on assessing graphs and charts, comparison of different thematic areas and other important aspects.

8.2.3 Engaging with the administration to ensure approval and support

Engaging with the Collector and letters sent out to the concerned departments facilitated the necessary administrative approvals. It gave legitimacy in seeking *Panchayat* support. The Government got evidence from the ground for developing plans and making further investments in the region.

8.2.4 Manpower issues dealt with through corrective measures

Irrespective of the locations, placing appropriate candidates at the village and GP level for project deliverables was a challenge. It was observed that some of the local staff could not perform or did not give importance to the project deliverables. On the contrary, some of the staff selected from the neighbouring GPs performed well. Recommendations of local NGOs/PRI leaders did not work in some locations. In this context, some of the field facilitators became a burden for the project. Considering the local context and the small duration of the mapping process, taking HR related decision was a big challenge.

The training process had to deal with the issue of volunteer dropouts during the process. Additional volunteers had to be selected and trained as a buffer to address the issue.

8.2.5 Data authenticity, climate and mobile security related difficulties

Irrespective of all efforts, many challenges were faced while seeking appropriate information related to land, mapping the income and getting access to government schemes. Some of the information collected during the HH surveys was ratified during the PRA processes with feedback from community members.

From this exercise, the lesson learned was that data collection should be planned after taking into consideration the season and availability of community members in order to avoid data errors and obtain the involvement of villagers in the relevant processes. In the case of unfavourable climatic conditions and engagement of community members in farm activities/festivals, the data collection timeline should be kept flexible and extended to accommodate all components of data collection processes.

Experiences and issues identified for future interventions

- Strengthening of governance structure requires real-time data for effective planning and channelization of resources. 73rd Constitutional amendment envisages effective local planning through bottom-up approach however *Panchayats* need to be more equipped with updated and relevant data set visualizing the needs of community and resource requirements for achieving it.
- The existing statutory committees which are supposed to support the functioning of *Panchayat* Raj Institutions are not properly formed and are not knowledgeable regarding their roles/ responsibilities.
- The statutory decision-making bodies - *Palli Sabha*, *Gram Sabha* and *Aam Sabhas* were dormant, which need to be activated with the mobilisation of the community members ensuring participatory planning processes. The bottom-up approach related to integrated micro-planning need strengthening at the GP, block and district level. The current system of micro-planning is limited to only select nominated community and PRI leaders.
- Line departments are not well connected with PRI during planning and implementation process, thus hampering PRI become inclusive and vibrant. Inter-departmental convergence was an issue in meeting the composite needs of the community and *Panchayats*.
- The understanding of frontline staff in respective departments at the GP and block level needs to be sharpened regarding the appropriate use of real-time data for decision-making, programme implementation and monitoring purposes.
- The community awareness/information regarding individual schemes, entitlements and infrastructure related projects were found to be low which need to be enhanced for their active participation, prioritisation of the issues and monitoring purposes.
- The community issues and service gaps related to mother and child health, nutrition, drinking water, sanitation, education identified during the micro-planning process which could be addressed through system strengthening and effective governance.
- Risks with regards to flora, fauna, traditional art, culture, sports, knowledge system along the corridor.

After data collection, it was a herculean task to get the mobile phone handsets back from the village level volunteers. In spite of prior intimation, the volunteers did not return the mobile phone handsets to the implementing partners, which impacted the field activities. Some of the volunteers went underground in order to avoid returning the handsets. In this context, for the data collection purpose, it is advisable to select volunteers who already possess smart phones. Otherwise, back up support may be provided to volunteers during data collection.

DELTA: A Futuristic Approach

JKC is a unique longitudinal and contiguous project model focusing on excluded population for their holistic development. The DELTA framework of micro-planning and DELTA Plus framework that facilitated linkages of communities at the bottom of pyramid was implemented in the Jamshedpur- Kalinga Nagar Corridor – a predominantly tribal, mining affected belt in the five districts of Odisha and Jharkhand. The uniqueness of both the approaches stems from their ability to make large portions of low income populations visible through technology-enabled data collection processes and constitutionally mandated through participatory planning mediums and to subsequently enable district administrations to use prioritised data in allocating and driving welfare schemes meaningfully through carefully designed decision support systems.

“JKC created ground for DDG’s envisioned objective of making available real-time data to the administration for planning, identification of gaps and improvement in the last -mile delivery of services by engaging stakeholders at every level”

Dr Poornima Dore, Head, Data Driven Governance, Tata Trusts

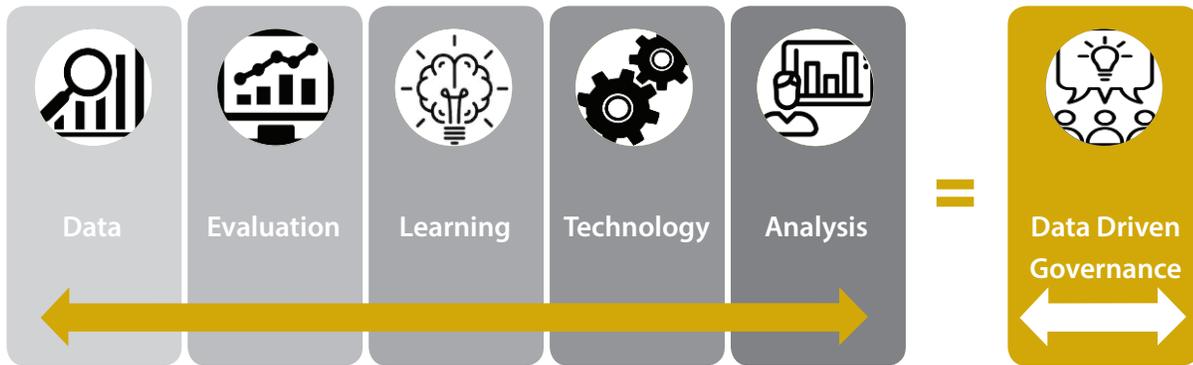
This project manifests the joint efforts of Tata Steel Foundation and Tata Trusts in mapping an industrial corridor to understand current socio-economic, political, demographic, cultural and environmental status of the communities residing across the corridor.

This public-private partnership demonstrates the essence and actualisation of Sustainable Development Goal 17 (advocates that successful sustainable development agenda requires partnerships between governments, the private sector and civil society) in the eastern part of India, covering the two states of Odisha and Jharkhand.

The data emerging would play a key role for the next steps of strategic planning and evidence-based intervention by the government and development stakeholders across the corridor. The project has the potential to focus on enabling government system and PRI for resource convergence and effective data-driven governance. There is scope to strengthen collaboration/partnership with local leadership including traditional heads and CBOs for effective convergence and service linkages in the coming years along with adequate opportunity for the involvement of multi-stakeholders like government, NGOs, CBOs and Corporate under Corporate Social Responsibility (CSR) in the corridor development with their expertise in addressing the composite need of the Corridor.

9.1 Expectations from DELTA

Besides using DELTA framework in other project locations, in the long-run, Tata Trusts aims to scale it up and use it in similar large-scale development planning processes. In a proposal to the Office of the Registrar General and Census Commissioner of India, Tata Trusts offered support of a tablet-based survey, which would deliver real-time dynamic data, reducing dependency on cumbersome digitisation and enabling easy access to reliable data for the government to develop impactful policies for economically disadvantaged sections of society. Tata Trusts also aimed to engage with corporate entities for adopting the DELTA framework for CSR activities.





Annexures

Annexure 1:

Significant corridor initiatives

International Corridors – Focus on economic growth

Corridor initiatives globally confirm their inherent potential for creating a sustainable socio-economic development process. The Maputo Development Corridor (MDC) initiated in Mozambique in 1995 constituted a mixture of 'enabling factors' (e.g. investment in transport infrastructure and institutional arrangements with aim of creating an enabling environment for economic growth and development) and 'desired outcome' (e.g. positive macro and socio-economic impacts that are sustainable in terms of their impact on the environment). A study 'Impact of the Maputo Development Corridor on socioeconomic development in Mozambique' later revealed that areas closer to the N4 corridor had higher growth in terms of economic output due to the enabling factors. A similar example is visible in Egypt, where the focus is on developing industrial zones, substantive training programmes and development plans along the Suez Canal Corridor that is being created. This initiative is a part of Egypt's strategy to enhance the manufacturing sector's contribution to economic output over the next decade. It has also considered how to improve the alignment between the skills of young graduates and the demands of the industrial workplace.

Historical overview of industrial projects in India

Post-independence, the Government focused on creating industrial projects, which centred on infrastructural development as a pathway to progress. These industries, however, depended on raw materials from untouched mines in tribal hinterlands, and often uprooted the people, disturbed their lives and slowly destroyed their social, cultural and traditional economic well-being.

The biggest concern for policy planners then was the growth of the Gross National Product (GNP) and the Net National Product (NNP). According to policy makers, the benefits of such projects and ensuing economic growth would ultimately trickle down to the people at the bottom and impact their lives positively. On the contrary, it was observed that this disturbed the traditional resource-utilisation pattern and replaced the existing mode of production. The advanced mode of production unfortunately not just took away the homes of the tribal people but also alienated them from such development in the process.

Industrial Corridors under the 'Make in India' Initiative¹

Development of Corridor Projects in India is a fairly new phenomenon. Among the recent steps taken by the Government of India, five ambitious industrial corridor projects were launched

¹ <http://www.makeinindia.com/live-projects-industrial-corridor>



Figure 14: Industrial Corridors launched under the 'Make in India' Initiative in 2014

across India under its 'Make in India' initiative started on 25 September, 2014 to encourage entrepreneurship and investment in 25 sectors of the economy. The initiative aimed to boost industrialisation and planned urbanisation with the strategic focus on inclusive development. Each of these corridors, were seen as critical in raising the share of manufacturing in India's Gross Domestic Product from the current levels of 15% to 25% in the coming years.

With an eye on inclusive development, the Government also planned to develop Smart Industrial Cities along the corridors, to integrate the new workforce powering manufacturing to ensure it lead to a planned urbanisation.

The five corridors and their focus

Delhi Mumbai Industrial Corridor (DMIC): The DMIC project was launched to create new manufacturing hubs and smart industrial and investment regions. It aimed at creating futuristic industrial cities by leveraging the high speed, high capacity connectivity backbone provided by the Western Dedicated Freight Corridor (WDFC) to reduce the cost of logistics in an enabling policy framework. Along with this project, the DMIC approved several other projects on solar, mass rapid transport system, and logistics hubs across Haryana and Rajasthan from the perspective of inclusive development through infrastructure change and use of technology.

Amritsar-Kolkata Industrial Corridor (AKIC): The AKIC project, structured around the Eastern Dedicated Freight Corridor (EDFC) and the highway systems that exist along this route, covers seven states, viz., Punjab, Haryana, Uttar Pradesh, Uttarakhand, Bihar, Jharkhand and West Bengal. The project intends to facilitate development of a well-planned and resource efficient industrial base served by a world class sustainable infrastructure, bringing significant benefits in terms of innovation, manufacturing, job creation and resource security to states coming within the region of its influence.

Bengaluru-Mumbai Economic Corridor (BMEC): The Delhi Mumbai Industrial Corridor Development Corporation Ltd., (DMICDC) and UK Trade and Investment (UKTI) have been identified as the nodal agencies on the Indian side and the UK side respectively, for developing the BMEC project. The Government of Karnataka has identified Dharwad as the first industrial node in Karnataka under this project. while the Government of Maharashtra has shortlisted Sangli and Solapur as potential nodes in the State.

Chennai-Bengaluru Industrial Corridor (CBIC): Three nodes, viz., Tumkur in Karnataka, Krishnapatnam in Andhra Pradesh and Ponneri in Tamil Nadu have been identified for development as industrial cities under this project.

Vizag-Chennai Industrial Corridor (VCIC): The Asian Development Bank has identified four nodes, viz., Vishakhapatnam, Kakinada, Gannavaram-Kankipadu and Srikalahasti-Yerpedu of Andhra Pradesh for development.

ग्राम सभा क्योँ करना है?



कोन काम पहले होगा, कहाँ होगा,
कैसे होगा निर्णय लेंगे



निर्णय के अनुसार,
अपने गाँव की कार्य स्वं करेंगे



ग्राम का समस्या चिह्नित कर
समाधान का उपाय करेंगे



अपने गाँव की विवादों का निपटाए स्वं करेंगे



अपने गाँव के लिए स्वं योजना करेंगे



ग्राम सभा में सामिल हो कर,
गाँव का विकास करेंगे और आगे लेंगे



सरकारी योजना की सामाजिक समीक्षा करेंगे



ग्राम विकास खच्चों का हिसाब रखेंगे



भारता द्वारा विज्ञान समिति, पुस्तकालय, शोध तथा दाना परियोजना

An Initiative of TATA TRUSTS & TATA STEEL

Annexure 2:

Description about partners

Bharat Gyan Vigyan Samiti

Bharat Gyan Vigyan Samiti (BGVS) came on board as the lead implementing partner with the mandate of overall management that included hiring, conducting training, community mobilisation, data collection and preparation of the VDPs and the GPDPs.

BGVS is a development organisation that works across areas such as health, sanitation, education, nutrition, water-shed and sustainable rural livelihoods using strategies like social mobilization, evidence-based research and advocacy. BGVS' forte lies in community mobilization and micro-planning. It has a large base of training experts and documentation specialists. The organization has implemented large-scale development projects across the spectrum for funders such as Action Aid, The United Nation Children's Fund, Oxfam, Tata Steel and various State and Central Government Departments.

BGVS started its operation in the year 1989 as a national level organisation delving on subjects like science, child marriage and education in 300 districts of the country. It has outreach in 22 States, 306 Districts, 2,009 blocks and 21,064 *panchyats* across the country with membership of more than 2,70,535 people. BGVS has presence in Jharkhand and Odisha and working on issues related to promotion of women leadership, SHGs, mobilization and facilitation for MGNREGA, *Gram Sabha* etc.

Dhwani

Dhwani as the technology partner, was brought in for developing the mobile based DELTA survey application for data collection and the dashboard to monitor the data and make it accessible. Association with Tata Trusts started while working with the DDG team on a DELTA pilot project with the Government and the Members of Parliament. It started with the *Sansad Adarsh Gram Yojana* which involved defining the problem statement/ gaps in delivery of basic amenities at the household level and the institutional level to further develop an action-plan. Later the partnership with Tata Trusts was extended to the JKC project.

The primary business of Dhwani is to provide tailor made ICT service for day-to-day activities. It develops tools to assist the civil society organizations and development organizations to monitor projects, track progress, collect real-time data, create dynamic maps, generate visual reports including development of technical platforms/dashboard and applications to assess the project.

DevInsights

DevInsights was engaged as the knowledge partner in the JKC Project to capture the process that went in the execution of the Project. An experienced team of documenters visited the Project locations at regular intervals to witness and document different phases and components of the Project that included volunteer's training, community mobilisation activities, PRA processes, survey and orientation of PRI leaders/service providers at the GP level.

DevInsights is a private limited company, formed in 2015, by group of development professionals having diverse set of skills ranging from Research, Monitoring, Evaluations, Analytics, Documentation and Training in the social sector. The company caters to the M&E and Consulting needs in the development sector. DevInsights team has partnered with some of the leading organisations including International and National NGOs, Corporate and Government of India on MLE projects.

DAWAAT-E-DAKKAN

DAWAAT-E-DAKKAN team was engaged to shoot the Project activities in Jharkhand and Odisha. The team captured still and motion pictures at various locations and was engaged in production and post-production like editing, developing and finalizing the video documentation.

DAWAAT-E-DAKKAN works in the fields of motion picture, architecture, literature and sports culture. The organization, makes audio visuals on commission in the areas of documentation, training, biography, advertisement, promotion, agriculture, wildlife, industrials.

Annexure 3:

Letters from District Administration

समाहरणालय, सरायकेला-खरसावों ।

(विकास शाखा)

E-mail :- skvikash@gmail.com

प्रेषक,

उपायुक्त,
सरायकेला-खरसावों ।

पत्रांक:- / वि०

सेवा में,

असैनिक शल्य चिकित्सक-सह- मुख्य विचकित्सा पदाधिकारी, सरायकेला-खरसावों ।
जिला शिक्षा अधीक्षक, सरायकेला-खरसावों ।
जिला समाज कल्याण पदाधिकारी, सरायकेला-खरसावों ।

सरायकेला, दिनांक:-

विषय:- जमशेदपुर एवं ओडिशा सीमा के बीच जिलान्तर्गत अवस्थित मुख्य पथ अन्तर्गत टाटा स्टील रूरल डेवलपमेंट सोसाईटी द्वारा प्रस्तावित "Creating and Co-owned and Symbiotic Comprehensive Development plan" हेतु वांछित सूचना उपलब्ध कराने के संबंध में ।

प्रसंग:- श्री देवदूत मोहन्ती, Hony Secretary, टाटा स्टील रूरल डेवलपमेंट सोसाईटी, जमशेदपुर का पत्रांक TSRDS/464/18 दिनांक 02.07.2018

महाशय,

उपर्युक्त विषयक प्रासंगिक पत्र द्वारा जमशेदपुर एवं ओडिशा सीमा के बीच जिलान्तर्गत प्रखण्ड राजनगर में अवस्थित मुख्य पथ अन्तर्गत प्रस्तावित "Creating and Co-owned and Symbiotic Comprehensive Development plan" के क्रियान्वयन हेतु संबंधित विभागों से सहयोग एवं विभागीय योजनाओं, लामुको की सूची आदि वांछित सूचनाओं को साझा करने हेतु अनुरोध किया गया है ।(छायाप्रति संलग्न)

निदेश दिया जाता है कि प्रासंगिक पत्र के आलोक में जमशेदपुर एवं ओडिशा सीमा के बीच जिलान्तर्गत प्रखण्ड राजनगर में अवस्थित मुख्य पथ अन्तर्गत ग्रामों में विभागीय योजनाओं, लामुको की सूची आदि वांछित सूचना टाटा स्टील रूरल डेवलपमेंट सोसाईटी को उपलब्ध कराते हुए कृत कार्रवाई से अधोहस्ताक्षरी को अवगत कराना सुनिश्चित किया जाय ।

अनुलग्नक:- यथोक्त ।

विश्वासभाजन

- 5/-

उपायुक्त,
सरायकेला-खरसावों ।

ज्ञापक:- 440 / वि०, सरायकेला दिनांक:- 01.08.2018

प्रतिलिपि:- प्रखण्ड विकास पदाधिकारी/ अंचल अधिकारी, राजनगर को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित ।
निदेश दिया जाता है कि उक्त सर्वेक्षण/योजना हेतु टाटा स्टील रूरल डेवलपमेंट सोसाईटी को सभी संभव सहयोग प्रदान करना सुनिश्चित करेंगे ।

प्रतिलिपि:- श्री देवदूत मोहन्ती, Hony Secretary, टाटा स्टील रूरल डेवलपमेंट सोसाईटी, जमशेदपुर को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित ।

उपायुक्त,
सरायकेला-खरसावों ।



e-mail – dc-wss@nic.in

कार्यपालक अभियंता, विद्युत आपूर्ति, चाईबासा / चक्रधरपुर।
 कार्यपालक अभियंता, जल पथ प्रमण्डल, चाईबासा / चक्रधरपुर।
 कार्यपालक अभियंता, पथ प्रमण्डल, चाईबासा एवं मनोहरपुर।
 परियोजना निदेशक, आत्मा, पश्चिमी सिंहभूम, चाईबासा।
 परियोजना प्रबंधक, एन०पी०सी०सी०, चाईबासा।
 एल०डी०एम०, बैंक ऑफ इन्डिया, चाईबासा।
 डी०डी०एम०, नाबार्ड, पश्चिमी सिंहभूम, चाईबासा।
 परियोजना निदेशक, झालको, चक्रधरपुर।
 सभी पी०एम०आर०डी०एफ०, प० सिंहभूम, चाईबासा।

चाईबासा, दिनांक 30 वीं, मई 2018

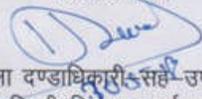
विषय : माईक्रो प्लान तैयार करने के संबंध में।

महाशय,

उपर्युक्त विषय के संबंध में सूचित करना है कि सम्पूर्ण जिले के विकास हेतु माईक्रो प्लान बनाने की आवश्यकता है। वर्तमान में टाटा स्टील के सौजन्य से सदर चाईबासा, झींकपानी, टोन्टो, हाटगम्हरिया एवं जगन्नाथपुर प्रखण्ड तथा नगर पर्षद, चाईबासा का माईक्रो प्लान तैयार किया जायेगा। इस हेतु Tata Steel Rural Development Society (TSRDS) के पदाधिकारी/कार्यकर्ता को सर्वे हेतु डाटा/सूचना संग्रहित करना आवश्यक है, ताकि तथ्यात्मक सूचनाओं का संकलन कर एक व्यवहारिक माईक्रो प्लान तैयार किया जा सके।

अतः अनुरोध है कि उक्त के संबंध में संबंधित को विधिसम्मत सहयोग प्रदान करने हेतु आग्रहकर कार्रवाई करना सुनिश्चित किया जाए।

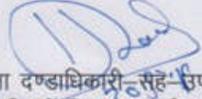
विश्वासभाजन


 जिला दण्डाधिकारी, सह-उपायुक्त,
 पश्चिमी सिंहभूम, चाईबासा।

ज्ञापक 1225/गो०, चाईबासा, दिनांक 30 वीं, मई 2018

प्रतिलिपि :- प्रखण्ड विकास पदाधिकारी, सदर चाईबासा/झींकपानी/टोन्टो/हाटगम्हरिया/जगन्नाथपुर / कार्यपालक पदाधिकारी, नगर पर्षद, चाईबासा को सूचनार्थ प्रेषित। निदेश है कि अपने स्तर से उक्त कार्य में सहयोग करने हेतु प्रखण्ड स्तरीय एवं नगर पर्षद के सभी पदाधिकारी/अभियंता को निदेश देना सुनिश्चित करेंगे।

प्रतिलिपि :- Mr. Debdoot Mohanty, Honey Secretary of TSRDS, (Tata Steel) को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।


 जिला दण्डाधिकारी, सह-उपायुक्त,
 पश्चिमी सिंहभूम, चाईबासा।

Annexure 4:

Sample letters issued by *sarpanch* regarding selection of field facilitators and investigators

OFFICE OF THE GRAM PANCHAYAT, PALASPANGA
 AT/P.O.: - PALASPANGA DIST:- KEONJHAR (ODISHA)
 email: - palaspangagp.odishapr@gmail.com

No. To
 Dt. 11.06.18

The Secretary BGVS. Odisha

Sub:- Selection of field facilitators and investors regarding.

Sir,

As per out joint initiative We here by recommended the name of following Person as field facilitators & field investors for our GP in the delta data intensive micro planning for Preparation of VDP of Palaspanga GP.

Sl. No.	Name of the Candidate	Father's Name	Designation	Mobile No.	Gender
01	Ramachandra Naik	Mitrabhanu Naik	Field Facilitator	9556133570	Male
02	Sharat Chandra Mahanta	Paramswar Mahanta	Field investor	9337736970	Male
03	Hemananda Mahakud	Sanu Mahakud	-do-	9938672086	Male
04	Kshirod Kumar Giri	Bipin Bihari Giri	-do-	7683971261	Male
05	Ratnakar Naik	Sadhab Naik	-do-	7381239037	Male
06	Lipika Naik	Bauribandhu Naik	-do-	9777990870	Female
07	Trilochan Mahanta	Bhaskar Chandra Mahanta	-do-		Male
08	Rohit Kumar Mahanta	Upendra Mahanta	-do-	9937239153	Male
09	Chitta ranjan Mahakud	Biranchi Mahakud	-do-	9556535485	Male
10	Fakir Charan Naik	Gouttam Naik	-do-	9178530395	Male
11			-do-		
12			-do-		

Sanjay Kumar Naik
 Signature of Sarpanch
 Sarpanch
 Palaspanga G.P.
 Keonjhar

Office of the Sarpanch

NADIABHANGA GRAMPANCHAYAT

At/Po: Nadiabhanga, Block: Danagadi, Dist : Jajpur-755026

Letter No. 40

Date : 25/07/2018

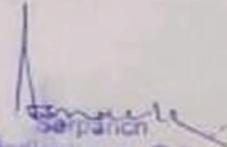
To, The secretary BWS, Odisha

Sub: selection of field facilitators and facilitators and investors
Regarding

Sir,

As per our joint initiative we have recommended the name of following person as field facilitators & field investors from our GP in the delta data intensive micro planning for preparation of VDP of Nadiabhanga GP.

Sr.	Name of the candidate	Designation	MOBILE NO.	Gender
1	Kalinga Keshari DEO	Field Facilitator	9937180981	M
2	AKASH KU KAR	Field Investor	9938153645	M
3	Chakradhar Behera	- do -	779899321	M
4	Kunal Mallik	- do -	8118081521	M
5	Sujit Mallik	- do -	9938364090	M
6	Sumanta Mallik	- do -	7749891288	M
7	Ashok Ku Jena	- do -	8018765134	M
8	Saswati DEO	- do -	8018512870	F
9	Smurtirekha DEO	- do -	8455045909	F
10	Abhilipga Mallik	- do -	9938689341	F
11	Mamta Samad	- do -	9178848774	F
12	Tikili Balal	- do -	8018330143	F
13	Madhumita Jena	- do -	7008941540	F


Sarpanch
Nadiabhanga G.P.





DELTA is a framework that integrates Data, Evaluation, Leverages Technology and Actions for development of rural and urban India. It facilitates data-intensive, evidence-based and technology-enabled planning and implementation of development plans.

This Process Document of the Jameshedpur Kalinga Nagar Corridor Project, is one in a series of documents developed on DELTA by Tata Trusts. It captures the ground level implementation of DELTA in a vivid manner, while the three documents, developed earlier focused primarily on how to approach and use DELTA methodology. Of these, the first two documents – DELTA SOP and Training Manual for Trainers – gives the details of resources required for facilitating data-intensive processes; the third document lay down SOP for implementation of plans prepared by the village communities.

These documents would be useful for central as well as state governments, district administrations including corporate bodies and over half a million village communities across the country in charting development plans in their region.

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