

**THIRD PARTY IMPACT ASSESSMENT STUDIES OF CORPORATE  
SOCIAL RESPONSIBILITY INITIATIVES UNDERTAKEN BY NHDC  
LIMITED IN THREE FINANCIAL YEARS 2014-15, 2015-16 AND  
2016-17**



**NHDC Limited**

NHDC Parisar, Near Hotel Lake View Ashoka, Shyamla Hills Bhopal



भारी श्रद्धं हि जीवितम्

**Society for Institute of  
Development Management  
E-7/ 136 Lajpat Society Arera Colony  
Bhopal**

## **Acknowledgements**

SIDM is thankful to NHDC Bhopal for bestowing confidence in us to carry out this study on Evaluation of CSR Interventions from 2014 to 2017 in various development areas. We are thankful to Mr Vrish Bhanu Bhatt Dy. General Manager CSR & their team for providing details of the interventions made in the last three years and also furnishing relevant documents for desk research, without which the evaluation tools could not have been drafted. We are thankful to the participants of Tool & Research Methodology Finalization Workshop held at the NHDC HQ, Bhopal on 10<sup>th</sup> January 2019.

We are thankful to Unit Heads & CSR Nodal Officers at R&R Khandwa, Omkareshwar & Indira Sagar Power Generation Plants. They have provided all the relevant data & coordinated the study with CSR partners in the field. We are also thankful to the Coordinators of Partner Organizations, who provided the data regarding the activities carried out by them.

We appreciate the hard work put in by the team members at SIDM namely Mr Ajay Mehrotra as Team Leader, Dr Rekha Gupta, Mr. Devdutt Udeniya, Mr. Gokul Pal, and Ms. Deepika Choudhary who were involved in research design & data interpretation and analysis and supported by Mr. P R Sahu & Mr Vipin Shrivastava for Data Processing & Documentation support. We also appreciate the contributions of the field investigators hired locally.

**Dr S K Trivedi**  
**President, SIDM**

**22<sup>nd</sup> March 2019**

# **Project Team**

## **Project Coordinator:**

**Ajay S Mehrotra**

## **Team Members:**

**Dr Rekha Gupta**

**Mr. Devdatt Udenya**

**Ms. Deepika Choudhary**

**Mr. Gokul Pal**

## **Support Staff:**

**Mr. P R Sahu**

**Mr. Vipin Shrivastava**

## **Abbreviations**

|      |   |
|------|---|
| CPSE | Centre Public Sector Enterprise                     |
| CSR  | Corporate Social Responsibility                     |
| DPE  | Department of Public Enterprises                    |
| FGD  | Focus Group Discussions                             |
| SIDM | Society for Institute of Development Management     |
| ITI  | Industrial Training Institute                       |
| MMU  | Medical Mobile Unit                                 |
| NGO  | Non-Government Organization                         |
| NHDC | Narmada Hydro Electric Development Corporation Ltd. |
| NWDT | Narmada Water Disputes Tribunal                     |
| R&R  | Rehabilitation & Resettlement                       |
| RSK  | Rajya Shiksha Kendra                                |

# Contents

|   |    |
|---|----|
| Acknowledgements.....   | 2  |
| Project Team.....   | 3  |
| Abbreviations.....  | 4  |
| Activities As Per LoA.....  | 7  |
| List of schools surveyed for verification of construction of toilets: ..... | 7  |
| EXECUTIVE SUMMARY .....   | 8  |
| 1. Introduction.....  | 8  |
| 2. The Relevance of the Interventions.....                                  | 9  |
| 3. The Efficiency of the Interventions .....                                | 9  |
| 4. The Effectiveness & Uniqueness.....                                      | 9  |
| 5. Impact .....   | 10 |
| 6. Sustainability.....  | 10 |
| Chapter-I: Introduction to Corporate Social Responsibility (CSR) .....      | 11 |
| 1. Background of CSR .....  | 11 |
| 2. Global Principles and Guidelines for CSR Implementation .....            | 12 |
| 3. CSR in India.....  | 13 |
| Chapter-II: CSR Interventions of the Organization Under Study .....         | 16 |
| 1. NHDC Ltd – A Background .....  | 16 |
| 3. CSR Organization at NHDC.....  | 21 |
| Chapter-III: Evaluation Methodology.....                                    | 24 |
| 1.0 Scope of Interventions & Evaluation:.....                               | 24 |
| 2.0 Objective of the Study: .....   | 24 |
| 3.0 Methodology, Coverage and Sampling Plan.....                            | 25 |
| Sampling Plan:.....   | 25 |
| 4.0 Evaluation Steps.....   | 25 |
| Chapter-IV: Findings of the Study.....                                      | 27 |
| 1. Introduction:.....   | 27 |
| 2. Thematic Project Group 1: Construction of Toilets in Schools .....       | 28 |
| 3. Thematic Project Group 2: Water Supply in R&R Colonies .....             | 33 |
| 5. Thematic Project Group 4: Development of Park at Nagchum in Khandwa..... | 39 |
| 6. Thematic Project Group 5: Heritage Conservation at Omkareshwar.....      | 42 |
| 7. Thematic Project Group 6: Medicine Distribution & Medical Camps .....    | 44 |
| 8. Thematic Project Group 7: Providing Training on Tailoring.....           | 46 |

|   |    |
|---|----|
| 9. Thematic Project Group 8: Adoption of 50 Ekal Vidyalayas .....                       | 49 |
| 10. Thematic Project Group 9: Mobile Medicare Unit through Help Age India .....         | 52 |
| 11. Other Projects.....   | 54 |
| a. Projects at Nayapura Village in Omkareshwar .....                                    | 54 |
| b. Projects at near villages in Omkareshwar .....                                       | 56 |
| c. Projects at Narmada Nagar near Indira Sagar Power Station Punasa .....               | 57 |
| d. Projects at near Indira Sagar Power Station Punasa.....                              | 58 |
| e. Projects at near village in Omkareshwar Power Station .....                          | 59 |
| f. Projects at near villages of Omkareshwar Power Station .....                         | 60 |
| g. Project at Govt. school of Siddhawarkut near Omkareshwar Power Station.....          | 61 |
| h. Project at near Omkareshwar Power Station campus .....                               | 62 |
| i. Projects at near Omkareshwar Power Station .....                                     | 63 |
| j. Project at Govt. school Barwaha near of Omkareshwar Power Station.....               | 64 |
| Chapter-VI: Conclusion, Recommendations & Takeaways .....                               | 65 |
| Bibliography .....  | 67 |
| Annexure I: - Activity Schedule .....   | 68 |
| Annexure-II: List of schools surveyed for verification of construction of toilets:..... | 69 |
| Annexure-III : Pre-testing, Adjusting of evaluation materials/ and Pilot Testing .....  | 74 |

## Activities As Per LoA

| Sl.no. | Activity as per LoA  | Reference in draft report  |
|--------|--|--|
| 1.     | Study of the Project by the agency- its nature, area of operation, etc.          | Page no. 24 & 25, Para. No.1.0 & 2.0                                   |
| 2.     | Preparation & Submission of evaluation materials sampling Method and action plan | Page no. 25 & 26, Para. 3.0 & 4.0 gave in workshop on dated 10/01/2019 |
| 3.     | Site movement, Data collection and Activity Schedule                             | Attached at Annexure I   |
| 4.     | List of schools surveyed for verification of construction of toilets:            | Attached at Annexure-II  |
| 5.     | Pre-testing, adjusting of evaluation materials/ and pilot testing                | Attached at Annexure III   |
| 6.     | Data entry, Compilation, Processing and Data Analysis                            | Details Given in Draft report  |

## EXECUTIVE SUMMARY

### 1. Introduction

NHDC Ltd. is a Public Sector Enterprise involved primarily in development of Hydroelectric Power Projects on the River Narmada. It has developed and operates two Hydroelectric Power Projects at Narmada Nagar (8x125 MW) and Omkareshwar (8x65 MW). The company is a Joint Venture between NHPC Ltd. and Government of Madhya Pradesh.

In compliance with the provisions of the Companies Act, 2013, the company has undertaken various activities under Corporate Social Responsibility.

NHDC has retained the services of Society for Institute of Development Management (SIDM), Bhopal to undertake the Impact Assessment Study of Corporate Social Responsibility Initiatives Undertaken by the company during the years 2014-15, 2015-16 & 2016-17.

The company has undertaken 55 CSR projects and spent a sum of Rs. 43.09 Cr during these years. An amount of Rs 24.31 Cr remained unspent at the end of the year 2016-17. The CSR projects undertaken by the company can be classified into following categories:

| Sr. No. | Major Theme   | No. of Projects | Total Amount Spent (Rs lakh) | Percentage of Total Spent |
|---------|---|-----------------|------------------------------|---------------------------|
| 1       | Construction of toilets in schools & contribution to Swatch Bharat Kosh | 5               | 3069.40                      | 71.23%                    |
| 2       | Water supply in R&R colonies  | 3               | 478.63                       | 11.11%                    |
| 3       | Running & maintenance of ITI  | 5               | 382.90                       | 8.89%                     |
| 4       | Development of park at Khandwa  | 1               | 108.66                       | 2.52%                     |
| 5       | Heritage conservation in Omkareshwar                                    | 13              | 128.66                       | 2.99%                     |
| 6       | Medicine distribution & medical camps                                   | 7               | 29.02                        | 0.67%                     |
| 7       | Running of Tailoring Training School                                    | 4               | 13.11                        | 0.30%                     |
| 8       | Adoption of Ekal Vidyalayas   | 1               | 2.50                         | 0.06%                     |
| 9       | Sponsorship of MMU through Help Age India                               | 1               | 6.61                         | 0.15%                     |
| 10      | Other Misc. Projects  | 15              | 89.73                        | 2.08%                     |
|         | <b>TOTAL</b>  | <b>55</b>       | <b>4309.22</b>               | <b>100%</b>               |

The first nine projects are mainly based on a particular theme and directed towards a specific long-term objective. The Misc. Projects are based on specific needs of a particular area and are mostly one-time activities.

The Survey Teams from SIDM visited all the project locations, verified the work done and interacted with the beneficiaries and local people to assess the impact that these initiatives have created and ascertain the success in achieving the intended objectives.



The work done at all project locations was found to have been done with sincerity and conforming to the needs and the objectives. The assessment of the projects was based on 5 parameters identified by NHDC in Letter of Award (LOA). These parameters were:

1. The Relevance of the Interventions.
2. The Efficiency of the interventions.
3. The Effectiveness & Uniqueness of the Interventions.
4. Impact
5. Sustainability

The broad observations under each of these parameters were found as following:

## **2. The Relevance of the Interventions**

All the projects were found to be relevant and addressing a felt need in the individual areas. The broad areas covered were Sanitation, Education, Women Empowerment, Health, Heritage Preservation, & Rural Development. While a major sum was spent on National Sanitation Drive and Continuing Projects like Water Supply to R&R Sites and supporting the functioning of ITI (approx. 90%), the other projects were largely recommended or proposed by the District Authorities or Local Public Representatives. Few projects have been initiated by the plant managements based on their assessment of local needs. However, under the situation, there appeared to be a little scope for processes like Baseline Studies, Involvement of Beneficiaries in Project Identification, etc., as suggested in the CSR Policy of the company & DPE Guidelines.

## **3. The Efficiency of the Interventions**

The projects had been executed in a professional manner and the beneficiaries were generally found to be satisfied. There were no complaints about delays and as per records, there was no indication of cost overruns. However, it was found that in many cases, the expenditure for the projects has been made in successive years.

## **4. The Effectiveness & Uniqueness**

As reported above, about 90% projects are of continuing nature and have a long-term objective. The effectiveness would largely depend on the ultimate success in the larger objective of the initiative like following:

- a. Employment / Entrepreneurship of the students passing out of ITI.
- b. Improved attendance of students in Government Schools, especially of girl students.
- c. Improvement in economic status of women through tailoring.
- d. Eradication of illiteracy amongst children, especially girl child.
- e. Improvement in general health of the population living in the vicinity of the power project sites.

Effort was made to collect statistics on some of these parameters, but it was found that such information is not readily available in most of the cases. However, broadly it was felt that the impact is visible and would improve with a continued thrust.

## **5. Impact**

The visible & tangible impact of each initiative is covered in the detailed description of each initiative in the report. The initiatives where impact was very evident are as following:

- a. Development of Nangchun Park at Khandwa
- b. Initiatives taken in and around Omkareshwar & Siddwarkut Temple
- c. Running of Tailoring Training Schools
- d. Sponsorship of MMU through Help Age India
- e. Free distribution of medicines / calipers / tricycles to Divyangs during annual medical camp at Sanawad by Manav Samiti

## **6. Sustainability**

It was felt during the study that the Sustainability aspect of most of the projects required further strengthening. It does conflict with the basic policy of handing over the assets or scheme to natural owners like Local Body, Gram Sabha, School Management, Respective Society, etc. after the completion of the project. However, it was felt that Sustainability aspect could be looked at in two different ways:

- a. At the time of conceptualizing the project, if the aspect of sustainability is taken into consideration along with the natural owner who would it take over after the completion; it can be made a part of the initiative and necessary infrastructure / organization by putting it in place during the execution of the project itself. This can include the management practices to be followed during the operation / usage, repair & maintenance schedules and sources of funds, data to be generated and reviewed and periodicity of review. It would be advisable to ensure hand holding support by NHDC to attain sustainability.
- b. After completion & handover of the project, NHDC should remain the part of the management and monitoring set up of such implementing institutions for a specified period and a running grant for specified period could also be considered to ensure that the initiative remains sustainable.

# **Chapter-I: Introduction to Corporate Social Responsibility (CSR)**

## **1. Background of CSR**

While there may be no single universally accepted definition of CSR, each definition that currently exists underpins the impact that businesses have on society at large and the societal expectations of them. Although the roots of CSR lie in philanthropic activities (such as donations, charity, relief work, etc.) of corporations; globally, the concept of CSR has evolved and now encompasses all related concepts such as triple bottom line, corporate citizenship, philanthropy, strategic philanthropy, shared value, Corporate sustainability and business responsibility.

The EC defines CSR as “the responsibility of enterprises for their impacts on society”. To completely meet their social responsibility, enterprises “should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders”.

The World Business Council for Sustainable Development (WBCSD) defines CSR as “the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large.”

According to the United Nations Industrial Development Organization (UNIDO), “Corporate social responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.

CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives (Triple-Bottom-Line Approach), while at the same time addressing the expectations of shareholders and stakeholders. From the above definitions, it is clear that:

- The CSR approach is holistic and integrated with the core business strategy for addressing social and environmental impacts of businesses.
- CSR needs to address the well-being of all stakeholders and not just the company’s shareholders.
- Philanthropic activities are only a part of CSR, which otherwise constitutes a much larger set of activities entailing strategic business benefits.

As the importance of being socially responsible is being recognized throughout the world, governments are aware of the national competitive advantages won from a responsible business sector. Large corporations have progressively realized the benefit of CSR initiatives where operations are located.

The Organization for Economic Co-operation and Development (OECD) established a set of guidelines for multinational enterprises in 1976 and was thus a pioneer in developing the concept of CSR. The purpose of these guidelines was to improve the investment climate and encourage the positive contribution multinational enterprises can make to economic and social progress. In

addition to the OECD's 30 member countries, 11 observer countries have endorsed the guidelines. It is observed that, transparency in reporting enhances the focus on economic, social and environmental factors. It motivates companies to intensify their efforts in becoming socially responsible.

Several efforts have been taken up by various governments to encourage CSR reporting, such as incentivizing companies who voluntarily report their CSR activities or by taking measures such as mandating CSR reporting. In 2007, the Malaysian government passed a regulation to mandate all publicly listed companies to publish their CSR initiatives in their annual reports on a "comply or explain" basis. Accordingly, all public listed companies (PLCs) in Malaysia must either publish CSR information or they need to explain why they should be exempted. In another example, in 2009 Denmark mandated CSR reporting, asking all state-owned companies and companies with total assets of more than €19 million, revenues more than €38 million and more than 250 employees, to report their social initiatives in their annual financial reports.

To enable transparency from businesses on the environment, social and governance front, France passed a law called Grenelle II, which mandates integrated sustainability and financial reporting for all companies listed on the French stock exchanges, including subsidiaries of foreign companies located in France and unlisted companies with sales revenue of more than €400 million and more than 2,000 employees. Although some CSR standards are mandatory, there are others, which comprise of both, mandatory and voluntary standards. For instance, in 2006 the British Companies Act mandated all companies listed in the UK to include information about their CSR activities in their annual reports; however, a full-length CSR reporting was made voluntary. A corporate responsibility index challenges and supports large organizations to integrate responsible business practices. Emerging markets such as Brazil, China and South Africa have become forerunners in CSR reporting in the developing world in terms of their involvement in CSR-related activities in order to promote the listed companies' credibility, transparency and endurance. The Johannesburg Stock Exchange was the first emerging market stock exchange to create a socially responsible investing (SRI) index in 2004. China has also encouraged CSR reporting in guidelines released through the Shanghai and Shenzhen Stock Exchange.

## **2. Global Principles and Guidelines for CSR Implementation**

Comprehensive guidance for companies pertaining to CSR is available in the form of several globally recognized guidelines, frameworks, principles and tools, some of which are discussed below. It must be noted that most of these guidelines relate to the larger concept of sustainability or business responsibility, in keeping with the fact that these concepts are closely aligned globally with the notion of CSR.

1. UNGC is world's largest corporate citizenship initiative with the objective to mainstream the adoption of sustainable and socially responsible policies by businesses around the world. The 10 principles of the UN Global Compact have been derived from various UN conventions such as the Universal Declaration of Human Rights, ILO's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention Against Corruption.

2. The UN Guiding Principles on Business and Human Rights: The UN guiding principles aid states and businesses to fulfil their existing obligations towards respecting and protecting human rights and fundamental freedoms and comply with the existing laws.
3. ILO's tripartite declaration of principles on multinational enterprises and social policy: Focus is on core labour standards such as (i) freedom of association and the right to collective bargaining (prohibition of discrimination, bonded and forced labour) (ii) industrial relations (no trade union restrictions, regular discussions between management and labour, and the provision of a forum to lodge complaints in case of labour standard violation) (iii) employment opportunities (creation of job security, improved living and working conditions and ensuring that wages are on par with those of other enterprises in the same country).
4. OECD Guidelines for Multinational Enterprises: OECD Guidelines for Multinational Enterprises elaborate on the principles and standards for responsible business conduct for multinational corporations. They cover areas such as employment, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition and taxation.
5. Institute of Social and Ethical Accountability: Account Ability's AA1000 series of standards: This is a series of standards which enable organizations to become accountable, responsible and sustainable.
6. Social Accountability International (SAI): SA 8000 Standard: This is one of the world's first auditable social certification standard. It is based on ILO, UN and national law conventions, and adopts a management system approach in order to ensure that companies that adopt this approach also comply with it.
7. ISO 26000: Social responsibility: This is a guidance tool provided by the ISO which enables organizations to understand the meaning and significance of social responsibility.
8. The SROI Network: The Social Return on Investment (SROI) Network is a framework based on social generally accepted accounting principles (SGAAP) that can be used to help manage and understand the social, economic and environmental outcomes created by an organization or a person.
9. The LBG model: Companies across the world adopt LBG's measurement model to assess the real value and impact of their community investment to both, the business and the society. Under this model, member companies share data and best practices which in turn help in the benchmarking process.

### **3. CSR in India**

India has a long tradition of paternalistic philanthropy. The process, though acclaimed recently, has been followed since ancient times albeit informally. Philosophers such as Kautilya from India and pre-Christian era philosophers in the West preached and promoted ethical principles while doing business. The concept of helping the poor and disadvantaged was cited in several ancient literatures. In the pre-industrialized period, philanthropy, religion and charity were the key drivers of CSR. The industrial families of the 19th century had a strong inclination toward charity and other social considerations. However, the donations, either monetary or otherwise, were sporadic activities of charity or philanthropy that were taken out of personal savings, which neither belonged to the shareholders nor did it constitute an integral part of business. During this period, the industrial

families also established temples, schools, higher education institutions and other infrastructure of public use.

The term CSR itself came into common use in the early 1970s. The last decade of the twentieth century witnessed a shift in focus from charity and traditional philanthropy toward more direct engagement of business in mainstream development and concern for disadvantaged groups in the society. In India, there is a growing realization that business cannot succeed in isolation and social progress is necessary for sustainable growth. An ideal CSR practice has both ethical and philosophical dimensions, particularly in India where there exists a wide gap between sections of people in terms of income and standards as well socio-economic status

Ministry of Corporate Affairs had issued 'Voluntary Guidelines on Corporate Social Responsibility, 2009' as a first step towards mainstreaming the concept of Business Responsibilities. This was further refined subsequently, as 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, 2011'.

The National Voluntary Guidelines (NVGs) on Social, Environmental and Economic Responsibilities of Business released by the Ministry of Corporate Affairs (MCA) in July 2011, is essentially a set of nine principles that offer Indian businesses an understanding and approach to inculcate responsible business conduct. These nine principles are:

- i. conduct and govern themselves with ethics, transparency and accountability.
- ii. provide goods and services that are safe and that contribute to sustainability throughout their life cycle.
- iii. promote the well-being of all employees.
- iv. respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.
- v. respect and promote human rights.
- vi. protect and make efforts to restore the environment.
- vii. when engaged in influencing public and regulatory policy, they should do so in a responsible manner
- viii. support inclusive growth and equitable development
- ix. engage with and provide value to their customers and consumers in a responsible manner.

These guidelines not being prescriptive in nature, nevertheless seek to guide Indian businesses to consider Indian social and business realities and the global trends, while promoting their businesses.

Principle (viii) of the NVGs on 'inclusive growth and equitable development' focuses on encouraging business action on national development priorities, including community development initiatives and strategic CSR based on the shared value concept. This principle of NVG was subsequently translated into a mandatory provision of Corporate Social Responsibility (CSR) in Section 135 of the Companies Act 2013.

The 21st Report of the Parliamentary Standing Committee on Finance is one of the prime movers for bringing the CSR provisions within the statute. It was observed by the Standing Committee, that

annual statutory disclosures on CSR required to be made by the companies under the Act would be a sufficient check on non-compliance. Section 135(4) of the Companies Act 2013 mandates every company qualifying under Section 135(1) to make a statutory disclosure of CSR in its Annual Report of the Board. Rule 9 of the Companies (Corporate Social Responsibility Policy), Rules, 2014 prescribes the format in which such disclosure is to be made. It has introduced the idea of CSR to the forefront and through its disclose-or-explain mandate, is promoting greater transparency and disclosure. Schedule VII of the Act, which lists out the CSR activities, suggests communities to be the focal point. On the other hand, by discussing a company's relationship to its stakeholders and integrating CSR into its core operations, the rules suggest that CSR needs to go beyond communities and beyond the concept of philanthropy. The Clause 135 of the Companies Bill 2012 aims at motivating companies to spend 2% of their Profit Before Tax (PBT) on CSR. Though spending 2% of the PBT is not mandatory but Clause 135 of the proposed Companies Bill casts a duty on the Board to specify reasons for not spending the specified amount on CSR.

An average of last three years of PBT will be considered for calculating the 2% for CSR.

The rules mandate companies to form a board-level CSR Committee comprising of three or more directors with at least one independent director. The composition of the CSR Committee must be disclosed in the Annual Board of Directors' Report. The CSR Committee will be responsible for formulating and recommending a CSR policy and implementation plan. The Committee will also be responsible for regular monitoring of CSR activities. Company's board will be responsible for approving and disclosing CSR Policy in the Annual Director's Report and on the company website. The Board will also be responsible for ensuring implementation of CSR activities according to the Policy. The Annual Director's Report must specify reasons in case the specific amount (2% of PBT) has not been utilized adequately.

In case of Public Sector Enterprises, the Department of Public Enterprises (DPE) issued separate "Guidelines on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises" dated 21.10.2014. These guidelines added the dimension of sustainability to CSR. The guidelines state, "The term Sustainability has been used in conjunction with CSR in the title of DPE Guidelines because CSR activities which are envisaged in the Act and in the CSR Rules can be supplemented with sustainability initiatives as both aim at achieving sustainable development goals. In the Guidelines the need for taking sustainability initiatives is emphasized in addition to the requirement of mandatory compliance with the CSR Rules. The Guidelines are aimed at providing an overarching framework of Sustainability within which CSR is firmly embedded." The DPE Guidelines have been modified periodically and the current modification has brought in the concepts of a common theme for PSUs where approx. 60% of CSR spent is suggested and preference to Aspirational Districts.

## **Chapter-II: CSR Interventions of the Organization Under Study**

### **1. NHDC Ltd – A Background**

Narmada is the fifth largest river in India and largest west flowing river in the Indian peninsula. Originating from Maikala ranges at Amarkantak in Madhya Pradesh, It flows westwards over a length of 1,312 km before draining into the Gulf of Cambay, 50 km west of Bharuch City. Vindhya hills in the north, Satpura ranges in the south, Maikala ranges in the east and the Arabian sea in the west form the boundaries of the basin. Out of the total Catchment area of about 1 Lakh sq. km, 87% lies in Madhya Pradesh, 2% in Maharashtra and 11% in Gujarat. To utilize the development potential of the Narmada basin, a Narmada Control Authority was constituted under the directions of the Narmada Water Disputes Tribunal (NWDT) in 1980. As part of the overall plan for Narmada basin development, various Hydroelectric Power Projects were envisaged on the River Narmada.

The Indira Sagar Project (ISP) in Madhya Pradesh, upstream of Sardar Sarovar Dam, is a multipurpose project and comprises a 92 m high, 653 m long concrete gravity dam with a live storage capacity of 9750 MCM (7.9 MAF). Hydro power generation from the dam is through a sub-surface Power House with an installed capacity of 1000 MW (8 Units of 125 MW each) on the right flank of the dam. The project was accorded investment clearance by the Planning Commission in September 1989.

The Omkareshwar Multipurpose Project is situated 40 km down stream of Indira Sagar Project in Madhya Pradesh. It has a 73 m high & 949 m long concrete dam across river Narmada near village Mandhata in Khandwa district of Madhya Pradesh. Total installed capacity of the Omkareshwar Project is 520 Megawatt (8x65).

A memorandum of understanding (MoU) was signed between Govt. of Madhya Pradesh and National Hydroelectric Power Corporation (NHPC) on May,16, 2000 for completing Indira Sagar Project and Omkareshwar Project as a joint venture of NHPC & M.P. Accordingly, Narmada Hydroelectric Development Corporation (NHDC) was set up under the companies Act, 1956 to complete and manage the dam (Unit-I) and the Power house (Unit-III) of Indira Sagar Project and Omkareshwar Project.

Narmada Hydroelectric Development Corporation Ltd. (NHDC) was incorporated on 01.08.2000 under the Companies Act, 1956 with the objective to plan, promote, organize and integrate an efficient development of Power through all conventional, non-conventional / renewable energy sources in India. It is a joint venture of NHPC Ltd. and Government of M.P. and is a subsidiary of NHPC Ltd. The name of the company has changed to NHDC Ltd. w.e.f 24.06.2009. 51% equity is held by its holding company namely NHPC Ltd. The balance 49% shareholding of the company is with State Govt. of Madhya Pradesh. The company has two hydroelectric power stations namely Indira Sagar Hydroelectric Project (8X125 MW) and Omkareshwar Hydroelectric Project (8X65 MW) in operation and located at Madhya Pradesh.



The construction of Dams for these projects have resulted into submergence of several villages and the necessary Resettlement & Rehabilitation of the effected families has been done by the company. The R&R status of these projects is as under:

### 1.1 Indira Sagar Project

Submergence of affected villages - 250  
 No. of affected families - 44083  
 Total Submerged Land - 93697 Hec.

In this project, 75 villages are fully submerged and 137 villages including Harsud town are partially affected. For resettlement of project affected families, 34 R&R sites have been selected and subsequently, developed fully.

### 1.2 Omkareshwar Project

Submergence of affected villages - 31  
 No. of affected families - 5960  
 Total Submerged Land - 10144.23 Hec.

In this project, for resettlement of project affected families 12 R&R sites have been selected and developed. Out of the 5960 Project affected families, 3227 families have been resettled.

## 2. CSR Activities of NHDC

The CSR activities at NHDC have been taken up since 2014 in conformance with the prescribed rules under Companies Act and Guidelines of DPE. NHDC is among the highest CSR spending companies in Madhya Pradesh. The year wise expenditure on CSR activities has been as following:

| Sr. No. | Head                           | 2014-15<br>(Rs in Crores) | 2015-16<br>(Rs in Crores) | 2016-17<br>(Rs in Crores) |
|---------|--------------------------------|---------------------------|---------------------------|---------------------------|
| 1       | Average Net Profit             | 962.67                    | 1014.77                   | 1040.67                   |
| 2       | CSR Prescribed Net Expenditure | 19.25                     | 20.29                     | 20.81                     |
| 3       | CSR Spent                      | 2.95                      | 26.37                     | 13.76                     |
| 4       | No of projects                 | 4                         | 13                        | 38                        |

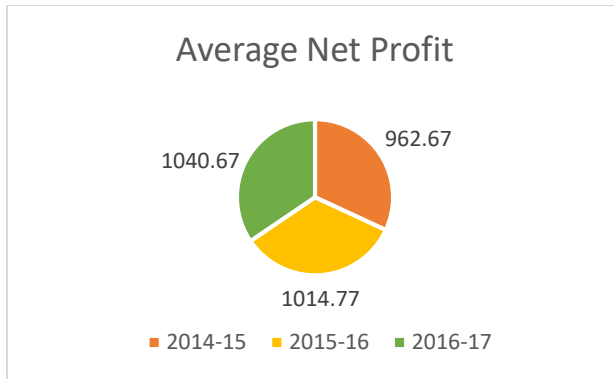


Figure 1: Average net profit

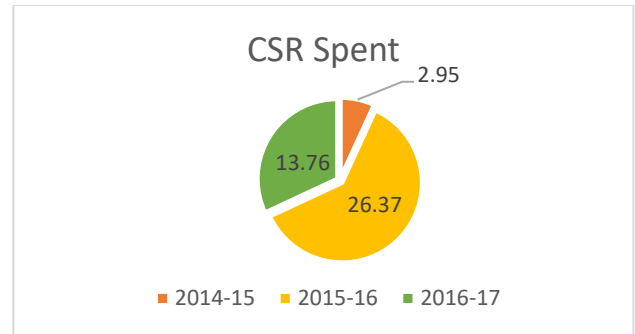


Figure 3: CSR Spent

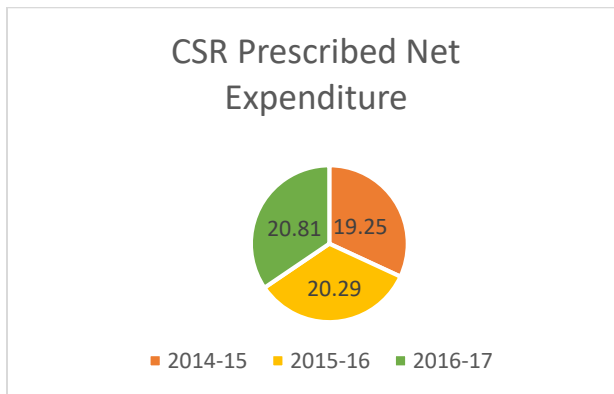


Figure 2: CSR Prescribed net expenditure

In the Annual Report of the Company for the year 2016-17, the Board of Directors have recorded the following reason for unspent amount of CSR:

“An amount of Rs. 24.31 Crore remains unspent as on 31.03.2017, which is accumulated as CSR reserves, from balance of previous financial years (Rs. 7.05 Crore of F.Y. 2016-17 and unspent CSR reserves of previous years amounting to Rs.17.26 Crore. This shall be utilized on forthcoming CSR activities in accordance with the Schedule VII of the Companies Act 2013. The main reasons for unspent amount during FY 2016-17 is identified as below:

- (A) Few CSR activities have been planned considering Sinhastha 2016, but could not be taken up, as GoMP has started the same work by its own. Accordingly, these activities were dropped.
- (B) The Power Stations of the Company are located away from main cities. Due to such locations, executing agencies like NGO’s/ local bodies having commensurate infrastructure and abilities to implement CSR projects focusing on long term objectives & sustainable deliverables could not be found readily.”

The sector wise amount spent by NHDC during 2014-15, 2015-16 & 2016-17 has been as following: (in Rs lacs)

| Sr. No. | Sector  | 2014-15 | 2015-16 | 2016-17 | TOTAL |
|---------|---|---------|---------|---------|-------|
| 1.      | Education, Differently Abled, Livelihood  | 110     | 111     | 192     | 413   |
| 2.      | Environment, Animal Welfare, Conservation of resources                              | -       | -       | 109     | 109   |
| 3.      | Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities            | -       | 2       | 11      | 13    |
| 4.      | Health, Eradicating Hunger, Poverty & Malnutrition, Safe Drinking Water, Sanitation | 39      | 2297    | 42      | 2378  |
| 5       | Heritage Art & Culture  | -       | 24      | 30      | 54    |
| 5.      | Other Sectors (Tech. Incubator and Benefits to Armed Forces and Adm. Overheads)     | -       | -       | 66      | 66    |
| 6.      | Rural Development   | 146     | 203     | 239     | 588   |
| 7       | Swatch Bharat Kosh  | -       | -       | 687     | 687   |

The sector wise amount spent during various years vis-à-vis the amount spent in the country is as following:

| Sr. No. | Sector   | 2014-15   |        | 2015-16   |        | 2016-17   |        |
|---------|--|-----------|--------|-----------|--------|-----------|--------|
|         |  | All India | NHDC   | All India | NHDC   | All India | NHDC   |
| 1       | Clean Ganga Fund   | 0.05%     | -      | 0.23%     | -      | 0.17%     | -      |
| 2       | Education, Differently Abled, Livelihood   | 31.67%    | 37.29% | 34.02%    | 4.21%  | 38.70%    | 13.95% |
| 3       | Encouraging sports   | 0.57%     | -      | 0.95%     | -      | 1.25%     | -      |
| 4       | Environment, Animal Welfare, Conservation of resources   | 8.48%     | -      | 6.69%     | -      | 9.21%     | 7.92%  |
| 5       | Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities                       | 1.89%     | -      | 2.35%     | 0.08%  | 3.25%     | 0.80%  |
| 6       | Health, Eradicating Hunger, Poverty & Malnutrition, Safe Drinking Water, Sanitation            | 25.09%    | 13.22% | 31.71%    | 87.11% | 25.56%    | 3.05%  |
| 7       | Heritage Art & Culture   | 1.16%     | -      | 0.82%     | 0.91%  | 2.13%     | 2.18%  |
| 8       | Other Sectors (Technology Incubator and Benefits to Armed Forces and Administrative Overheads) | 0.09%     | -      | 0.26%     | -      | 0.42%     | 4.80%  |
| 9       | Prime Minister's National Relief Fund  | 2.27%     | -      | 1.49%     | -      | 1.10%     | -      |
| 10      | Rural Development  | 10.52%    | 49.49% | 9.49%     | 7.70%  | 10.88%    | 17.37% |
| 11      | Slum Area Development  | 1.00%     | -      | 0.10%     | -      | 0.36%     | -      |
| 12      | Swatch Bharat Kosh   | 1.12%     | -      | 2.24%     | -      | 1.29%     | 49.93% |
| 13      | Any Other Fund   | 2.75%     | -      | 2.29%     | -      | 2.93%     | -      |
| 14      | NEC, Not Mentioned   | 13.29%    | -      | 7.33%     | -      | 2.73%     | -      |

### 3. CSR Organization at NHDC

The CSR activities in NHDC are steered at the apex level by a CSR Committee of the Board of Directors. The existing members of the CSR Committee are as following:

1. Mr. R.P. Malviya, Director, NHDC, Chairman
2. Mr. A.G. Ansari, Managing Director, NHDC, Member
3. C.A. Satya Prakash Mangal, Director, Member
4. Mrs. Savitri Srivastav, Director, Member

The CSR Committee is assisted by a CSR group in the Head Office at Bhopal which comprises of following key executives:

1. Mr. V.K. Gupta, Chief General Manager, Business Development & Nodal Officer, CSR
2. Mr. Vrish Bhanu Bhatt, Dy General Manager, CSR
3. Mr. Sandeep Jain, Dy General Manager, CSR

The CSR proposals sent by the Nodal Officers from Project Offices are studied & evaluated at the Head Office and put up to the CSR Committee for approval. The approved projects are communicated to the Project Nodal Officers for their implementation.

Each project and the R&R Office at Khandwa have CSR Nodal Officers. These officials are:

1. Mr. Sharad Jaikar, DGM, R&R Office, Khandwa
2. Mr. R.K. Paliwal, Sr Manager (Civil), Indira Sagar Project
3. Mr. Ajit Kumar, DGM (Civil), Omkareshwar Project

The CSR Nodal Officers at Project Offices were interviewed and the salient points that emerged during interviews are as following:

1. The CSR projects were generally selected out of requests received from local administration, people representatives and institutions. Some projects are taken up based on the necessity evaluated by the local management. To establish strong relevance of the activity the CSR Cell should carry out need assessment studies before approval.
2. Selection of NGO, if required, is done based on competitive offers. However, in most of the cases, NGOs themselves come up with the proposals and execute them, if approved.
3. NHDC normally does not undertake any promotional activity for a project. Selection of beneficiaries is done by either the respective local body or the NGO.
4. The projects, once completed, are handed over to the respective local body for administration and maintenance. However, NHDC continues to undertake operation & maintenance of several such projects, where either the concerned local bodies have not taken over the project or NHDC feels that such maintenance is in larger public interest.
5. The CSR Cell should carry out the baseline studies before interventions & after completion of interventions the end line study should also be carried out by a third party to measure the impact of these CSR interventions.

6. There was a feeling among some Nodal Officers that considering the speed required for execution of CSR projects, they may be treated differently, and a separate set of procedures and delegation of powers may be considered for such projects for speedy decision making.

### Verification of Compliance to Statutory Requirements and Guidelines for CSR

The following table gives a snapshot of the status of compliance by NHDC of the major statutory requirements and government guidelines issued for CSR projects for Public Sector Enterprises:

| Sr. No. | Statute / OM  | Guidelines  | Compliance Status  |
|---------|---|---|--|
| 1       | Companies Act, 2013. Section 135 (1)  | Every company shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director.   | CSR Committee has been constituted   |
| 2       | Companies Act, 2013. Section 135 (3a)                                       | CSR Committee to formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII;   | CSR Policy has been formulated   |
| 3       | Companies Act, 2013. Section 135 (3c)                                       | CSR Committee monitor the Corporate Social Responsibility Policy of the company from time to time.  |  |
| 4       | Companies (Corporate Social Responsibility Policy) Rules, 2014 Section 4(6) | Companies may build CSR capacities of their own personnel as well as those of their Implementing agencies through Institutions with established track records of at least three financial years, but such expenditure shall not exceed five percent. of total CSR expenditure of the company in one financial year  | No such expenditure has been reported.   |
| 5       | DPE Guidelines dated 21.08.2014 Clause 2.4 (v)                              | The main focus of CSR and Sustainability policy of CPSEs should be on sustainable development and inclusive growth, and to address the basic needs of the deprived, under privileged, neglected and weaker sections of the society which comprise of SC, ST, OBCs, minorities, BPL families, old and aged, women / girl child, physically challenged, etc | Focus on the sustainability aspects of the projects undertaken has been largely adhered to. However, this aspect needs to be further strengthened to make the impact felt by the targeted beneficiaries. |

## Summary of CSR Projects Undertaken by NHDC During 2014-15, 2015-16 & 2016-17

During the three years (2014-17), NHDC had taken up 55 projects. Approx. 98% amount has been spent on 34 projects, which are generally thematic in nature and have an element of continuity. These have been grouped in following 9 major themes: (All values in Rs Lakh)

| Sr. No. | Major Theme                               | No. of Projects | Total Amount Spent |
|---------|---|-----------------|--------------------|
| 1       | Construction of toilets in schools        | 5               | 3069.40            |
| 2       | Water supply in R&R colonies              | 3               | 478.63             |
| 3       | Running & maintenance of ITI              | 5               | 382.90             |
| 4       | Development of park at Khandwa            | 1               | 108.66             |
| 5       | Heritage conservation in Omkareshwar      | 13              | 128.66             |
| 6       | Medicine distribution & medical camps     | 7               | 29.02              |
| 7       | Running of Stitching Training School      | 4               | 13.11              |
| 8       | Adoption of Ekal Vidyalayas               | 1               | 2.50               |
| 9       | Sponsorship of MMU through Help Age India | 1               | 6.61               |
|         | <b>TOTAL</b>                              | <b>40</b>       | <b>4219.49</b>     |

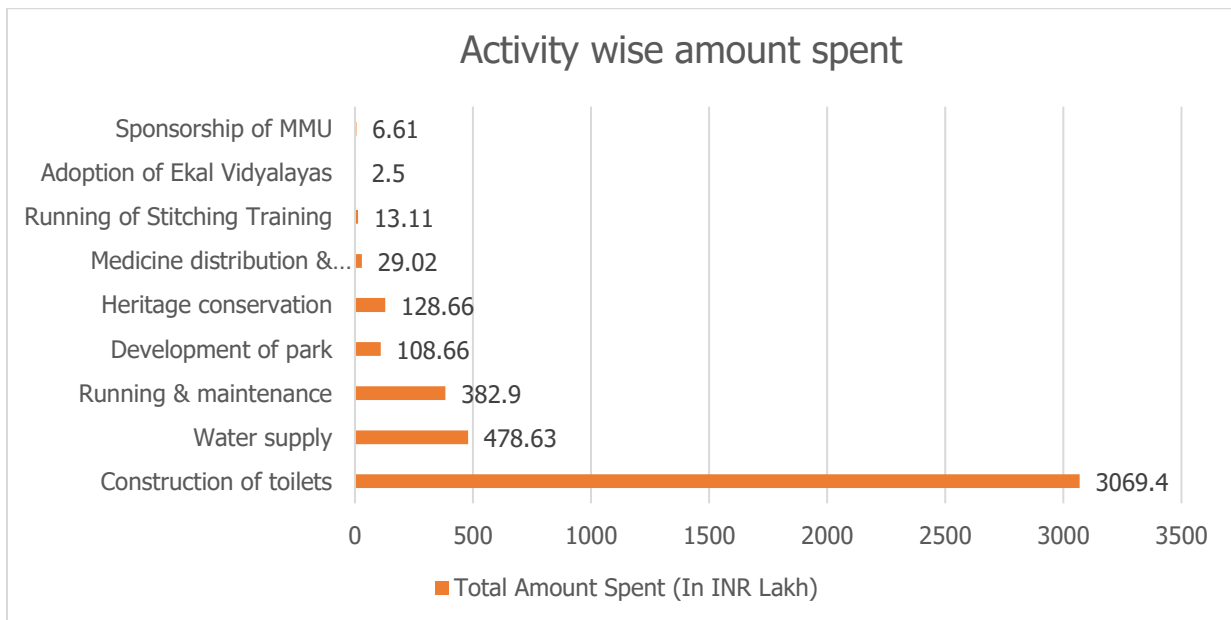


Figure 4: CSR Projects Undertaken by NHDC During 2014-15, 2015-16 & 2016-17

The other 15 projects are mainly related to specific needs in the areas of Rural Development and Improving Education Infrastructure in the villages adjoining the project sites. These are generally one-time specific requirement of the concerned areas.

## **Chapter-III: Evaluation Methodology**

### **1.0 Scope of Interventions & Evaluation:**

Under Corporate Social Responsibility & Community Development Scheme of NHDC, various activities were undertaken in and around the areas of Corporate Office and Projects of NHDC for the benefit of Project Affected Families, Senior Citizens and weaker Sections of the Society during the Financial Year 2014-15, 2015-16 and 2016-17. The main activities undertaken by NHDC in the different development sectors were:

1. Education,
2. Healthcare,
3. Conservation,
4. Water Conservation,
5. Access to Drinking Water,
6. Sustainable Livelihood,
7. Women Empowerment and Sanitation

SIDM carried out the impact assessment study of Corporate Social Responsibility initiatives undertaken by NHDC through various means adopted the following steps.

### **2.0 Objective of the Study:**

The prime objective was to verify, evaluate and advise on findings of key project/activities undertaken and further advising the necessary improvement in CSR activities/ initiatives for Socioeconomic development within the broad framework of National CSR guidelines issued by DPE and as per the CSR policy of NHDC Ltd. It is also required to provide feedback report to NHDC about research findings.

Specific Objectives of the Impact Assessment Study were to assess the impact of various CSR initiatives based on following parameters:

- a. The Relevance of the Interventions.  
(Did the overall goal match needs of the project area? Did the project's baseline data correctly address needs of the area?)
- b. The Efficiency of the interventions.  
(What outputs were achieved and whether they were according to the plan? Was the implementation schedule as planned? Was the project cost within planned limit? Was the fund utilization prudent?)
- c. The Effectiveness & Uniqueness  
(Did the outputs help achieve the goal? Did the project have any unique feature? Comparing the inputs to the extent of goals achieved, can project implementation be considered effective? Can the project be replicated?)



- d. Impact  
(What were the various tangible and intangible positive and negative impacts (Socio-economic, Environment, Policy, Technology, Awareness) on different stakeholders of the project?)
- e. Sustainability  
(Would the impacts created by the project sustain? Considering the present course of project, is the project sustainable? If not, what modifications and corrections need to be done with project execution methodology?)

### 3.0 Methodology, Coverage and Sampling Plan

#### Sampling Plan:

NHDC has conducted many interventions under CSR involving several organizations including Government organizations like Rajya Shiksha Kendra. The universe for sampling is very large so is the variety of interventions. Where similar type of CSR activities are there, we have sampled the representative of their entire universe. The samples drawn for each of the initiative are detailed in each chapter. Major areas where specific samples were drawn are as following:

| Sr. No. | Initiative                         | Total Population | Sample Drawn | Remarks                      |
|---------|------------------------------------|------------------|--------------|------------------------------|
| 1       | Construction of Toilets in schools | 1425 schools     | 80 schools   | 915 persons interviewed      |
| 2       | Water supply in R&R Colonies       | 5 sites          | 1 site       | 10 persons interviewed       |
| 3       | Adoption of 50 Ekal Vidyalaya      | 50 schools       | 10 schools   | 115 persons were interviewed |

### 4.0 Evaluation Steps

#### Step-I: Desk Research & Situation Analysis:

1. The SIDM team consisting of Chief Consultant and Research Officers visited the project sites and interacted with various Stakeholders such as beneficiaries, project implementation authorities and their representatives, NHDC's CSR coordinators, partner agency representatives, etc. for the study.
2. SIDM team studied all the proposals/ DPRs of initiatives funded under CSR during study period.

## **Step-II: Finalization of Research Tools & Methodology**

The parameters for evaluation were finalized after conducting desk research & discussions with CSR Experts of NHDC & field functionaries. Thereafter, the following main data collection tools were developed:

- a. Beneficiary Schedules for all CSR interventions funded / implemented by NHDC.
- b. Community Schedule / Opinion Leaders Schedule.
- c. Service Provider/ Implementor Schedule
- d. Checklist for FGD of Community/ Opinion leaders.
- e. Check lists for Case Study

After these schedules were designed, a workshop of NHDC CSR Team, was organized at NHDC Office on 10.01.2019, where these tools were finalized. These were tested in the villages near Punasa Khandwa. After feedback from field visits, these tools were finalized & printed. These Schedules are given at Annexure-III.

## **Step -III: Pre testing, adjustment of evaluation materials, sampling methods and action plan**

1. The SIDM team consisting of Chief Consultant and Research Officers visited the project sites and interacted with various Stakeholders such as beneficiaries, project implementation authorities and their representatives, NHDC's CSR coordinators, partner agency representatives, etc. for pre-testing the methodology and also the questionnaires.
2. Based on the visit a detailed plan for data collection and other surveys was decided..

## **Step-IV: Recruitment of Research Investigators & Their Training**

Local investigators were hired at Khandwa & Punasa. These investigators were imparted training by the SIDM Research Officers.

## **Step-V: Site Movement & Data Collection**

Two teams consisting of 1 Research Officer & 4 Investigators were formed. These teams visited all the locations of the interventions sampled and administered Questionnaires, interviewed beneficiaries, local persons, management staff, etc., and held Focused Group Discussions with the target population. They made physical verification of the work done and verified the utilization of the assets with respect to the intended objectives.

After the initial visit of the teams and collection of data, a sample of these locations were visited again by a team consisting of Chief Consultant and Research Officers, who verified the data on a sample basis, held interviews with various beneficiaries, Nodal Officers and conducted physical verifications to ensure accuracy of the inputs collected earlier.

## **Chapter-IV: Findings of the Study**

### **1. Introduction:**

All the 55 interventions carried out in past 3 financial years were evaluated against 5 key criteria. For illustration purposes, these were classified into 9 thematic groups as below:

1. Construction of Toilets in schools (3)
2. Water Supply in R&R Colonies (10)
3. Running & Maintenance of ITI at Narmada Nagar (1)
4. Development of park at Nagchun in Khandwa (1)
5. Heritage conservation at Omkareshwar (12)
6. Providing training on tailoring (2)
7. Adoption of 50 Ekal Vidyalaya (1)
8. Sponsorship of one no. mobile Medicare Unit through Help Age India (1)
9. Other Projects (20)

## 2. Thematic Project Group 1: Construction of Toilets in Schools

There are 3 major activities under this theme as are given in the Table below. (Values in Rs Lacs)

| Sr. No. | Project   | Year    | Amount Outlay  | Amount Spent   |
|---------|---|---------|----------------|----------------|
| 1       | Construction of toilets at Govt schools in Barwani, Burhanpur, Harda, Indore, Sehore and Ujjain districts of Madhya Pradesh under Swatch Bharat Abhiyan | 2014-15 | 800.00         | 31.90          |
| 2       | Construction of toilets at Govt schools in Barwani, Burhanpur, Harda, Indore, Sehore and Ujjain districts of Madhya Pradesh under Swatch Bharat Abhiyan | 2015-16 | 2700.00        | 2284.62        |
| 3       | Contribution to Swatch Bharat Kosh  | 2016-17 | 687.00         | 687.00         |
| 4.      | Expenditure on Swatch Vidyalaya Abhiyan, Physical Verification of toilet (925114)   | 2016-17 | -              | 0.34           |
| 5       | Administrative Expenses   | 2016-17 | 150.00         | 65.54          |
|         | <b>TOTAL</b>  |         | <b>4337.00</b> | <b>3069.40</b> |

As a part of its contribution to the Swatch Bharat Abhiyan, a National Mission towards cleanliness and sanitation, NHDC decided to construct toilets for students in the Government Schools in rural areas. The construction of toilets was partly done by NHDC's own resources and partly through Rajya Shiksha Kendra, a MP Government Organization. The beneficiary schools were decided in consultation with the local administration and concerned officers of MP Government.

To assess the Impact of this project, a sample of 5% schools was drawn. Teams were deputed for physical verification of work and taking views from teachers & students. The schools were sampled using Probability Proportionate to Size (PPS) criteria. The district wise number of schools selected and number of interactions conducted are as following:

| Sr. No. | District     | No. of schools - toilet constructed | Done by NHDC | Done by RSK | Sample Drawn |           |
|---------|--------------|-------------------------------------|--------------|-------------|--------------|-----------|
|         |              |                                     |              |             | NHDC         | RSK       |
| 1       | Barwani      | 877                                 | 418          | 459         | 22           | 23        |
| 2       | Sehore       | 333                                 | 91           | 242         | 9            | 11        |
| 3       | Harda        | 83                                  | 36           | 47          | 3            | 2         |
| 4       | Burhanpur    | 61                                  | 37           | 24          | 2            | 3         |
| 5       | Indore       | 50                                  | 28           | 22          |              | 2         |
| 6       | Ujjain       | 21                                  | 3            | 18          | 1            | 1         |
|         | <b>TOTAL</b> | <b>1425</b>                         | <b>613</b>   | <b>812</b>  | <b>39</b>    | <b>43</b> |

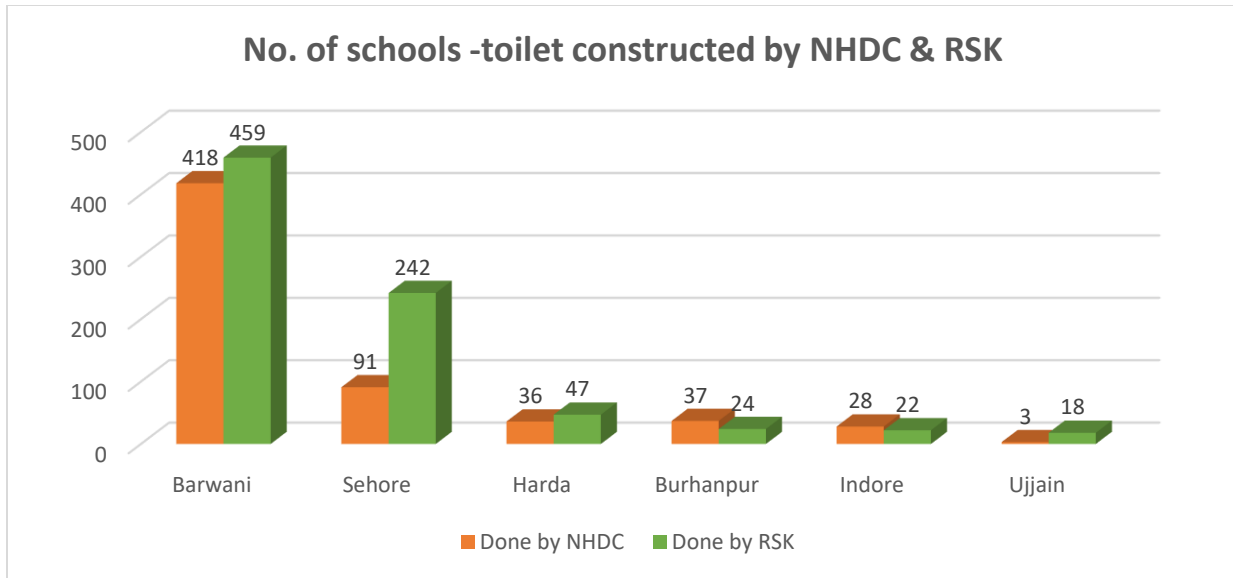


Figure 5: School toilet construction by NHDC & RSK

The list of schools visited by the Survey Team are placed in Annexure-II.

The number of formal interviews conducted are as following:

| Sr. No       | District  | Total Schools | Schools Sampled | Teachers Interviewed | Students Interviewed |
|--------------|-----------|---------------|-----------------|----------------------|----------------------|
| 1            | Barwani   | 877           | 45              | 45                   | 485                  |
| 2            | Sehore    | 333           | 20              | 20                   | 200                  |
| 3            | Harda     | 83            | 5               | 5                    | 30                   |
| 4            | Burhanpur | 61            | 5               | 5                    | 50                   |
| 5            | Indore    | 50            | 3               | 3                    | 50                   |
| 6            | Ujjain    | 21            | 2               | 2                    | 20                   |
| <b>TOTAL</b> |           | <b>1425</b>   | <b>80</b>       | <b>80</b>            | <b>835</b>           |

The ratio of boys & girls amongst students interviewed was 45:55

The salient outcomes of the analysis of questionnaires administered, personal interviews and physical verification are as following:

1. As per physical verification and responses received from the teachers, it was confirmed that separate toilets for boys and girls were constructed in all schools.
2. Only 10% toilets have direct water supply through water pipelines and have proper water storage tanks. In view of this, the toilets in these schools were found to be clean and in regular use. In rest of the schools, the provision of water is done through handpumps.
3. In schools where the provision of water was made available through handpumps, 13.4 % teachers informed that the toilets are not being used mainly due to non-availability of water. This is corroborated by the fact that about 35% handpumps were found to be non-functional

due to want of repairs. About 15% students also expressed that they are not able to use the toilets because of cleanliness issues.

4. Only 32% teachers related the attendance of students to the availability of toilets, while others were of the view that no such correlation exists. However, all of them emphasized on the need of toilets in schools.
5. The cleanliness of the toilets was generally found to be a major issue in most of the schools. The issue was discussed with the respective school administrations and it was pointed out that the schools do not have any funds for cleaning. This is generally got done through Gram Sabha, which provides facility once in a week in most cases.
6. It was good at the part of NHDC NHDC that for the toilets constructed by NHDC directly had been properly painted with NHDC Logo. Whereas the toilets constructed through RSK did not have any mark. It is advisable in future this practice should be replicated in other CSR interventions too. This would help the beneficiaries to remember the involvement of the sponsoring agencies.

## Outcome of the Interventions

Based on observations and interactions with teachers, students and residents of the village, the outcomes of these interventions are as following:

### 1. The Relevance of the Interventions

It was found that most of the schools covered either did not have any facility for toilet before the initiative taken by NHDC or they were in highly dilapidated condition. Thus, the initiative has generally been received well by the beneficiaries. The provision of this basic requirement has been appreciated by all stakeholders.

### 2. The Efficiency of the Interventions

The toilets have been constructed in accordance with the approved standards. There were no complaints of delays. There were also no complaints regarding the quality of construction. However, the utilization of toilets is still a matter of concern as about 22% students responded that they are not using the toilets. The main reason for non-usage of toilets was reported as non-availability of water and cleanliness.



Figure 6: School toilet of Govt. primary school Amlaha, Sehore

The physical status of toilets in schools has been found as following:

| Parameter  | Available     | Not Available |
|--|---------------|---------------|
| Water availability directly in toilet                | 10%           | 90%           |
| Water availability in the school campus (functional) | 100%<br>(65%) | 0%<br>(35%)   |
| Toilets found to be clean                            | 21.7          | 78.3          |
| Drainage   | 100           | 0             |
| Illumination   | 100           | 0             |

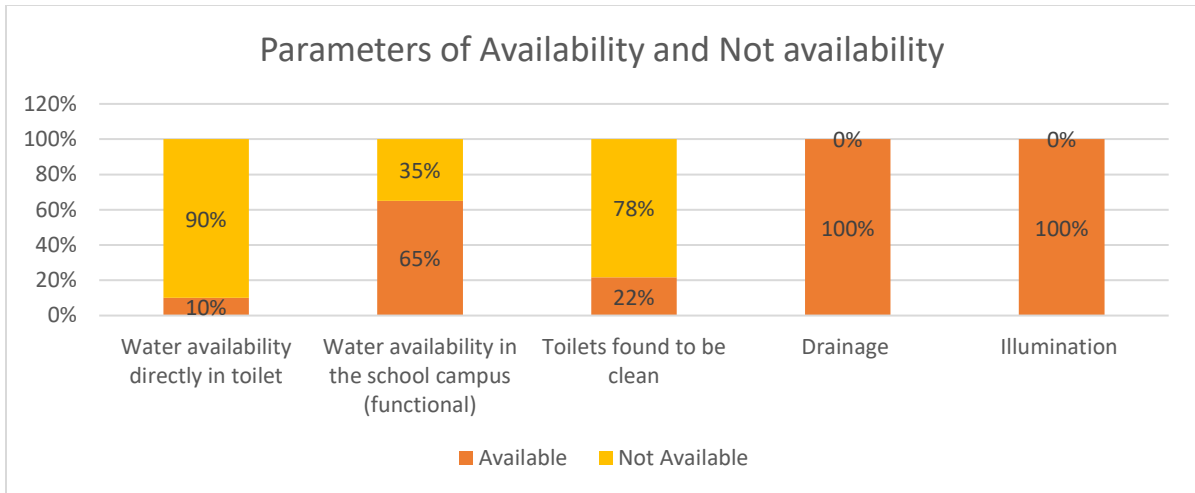


Figure 7: Parameter of availability

### 3. The Effectiveness & Uniqueness

The project implementation has been a success and has achieved its intended objectives.

### 4. Impact

There appears to be a positive impact on the attendance of the students. But it was difficult to ascertain the contribution of toilets on attendance.

### 5. Sustainability

The major issues impacting sustainability would be regular upkeep, regular availability of water and timely maintenance, when required. Though this would largely not fall within the scope of NHDC, an enabling mechanism with continuing support of NHDC could be created in the project areas and periodically monitored. . This will ensure the sustainable utilization of the facility created under CSR.



### 3. Thematic Project Group 2: Water Supply in R&R Colonies

Running & Maintenance of water supply facilities and supply of electricity for street lights at various resettlement sites were carried out under this thematic group. These activities were managed by the R&R Unit of NHDC at Khandwa. The following were the key activities under this group.

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent  |
|---------|--|---------|---------------|---------------|
| 1       | Running & Maintenance of water supply facilities and electricity for street lights at various resettlement sites of Indira Sagar Project & Omkareshwar Project                   | 2014-15 | 184.00        | 145.91        |
| 2       | Running & Maintenance of water supply facilities and electricity for street light at various resettlement sites of Indira Sagar Project & Omkareshwar Project                    | 2015-16 | 184.00        | 147.65        |
| 3       | Maintenance work in Rehabilitation Site – Running maintenance of Water Supply and maintenance of City park / Tagore park and payment of Electricity Bill at Rehabilitation site. | 2016-17 | 216.00        | 185.07        |
|         | <b>TOTAL</b>   |         | <b>584.00</b> | <b>478.63</b> |

NHDC was providing water supply in the R&R colonies set up for families displaced due to submergence of their villages. As per practice, these facilities need to be handed over to the local civic body for operation & maintenance, but NHDC was continuing this service as Civic Bodies in many R&R sites have not taken over this responsibility yet. The sites where this service was still being provided by NHDC are as following:

1. Harsood
2. Bijoramafi
3. Ekhand Toki
4. Inpun

SIDM team visited the Inpun R&R site to inspect the water supply system and also conducted a FGD to interact with the **local residents**, users of the supply system. The major observations were as following:

1. Residents were generally satisfied with the water supply including quality.
2. There was a concern about the schedule of water supply, as presently water is supplied to each zone every third day for 1-2 hours. This is largely constrained due to capacity of the system and increasing population.

The NHDC should take commitment from implementing agency or the penultimate user agency that the Chlorine Dosing System in the water treatment plant remain functional for entire duration.

3. Based on observations, and interactions with Nodal Officer, Water Works Supervisor, and residents of the R&R, the impact of this project was assessed as following:

## 1. The Relevance of the Interventions

This initiative was to provide a basic need to the Submergence Affected Families. This has been a responsibility of NHDC till the local Civic Body takes over the responsibility.

## 2. The Efficiency of the Interventions

There were no complaints of inefficiency. There were also no complaints regarding quality of supply. There is always an expectation of better service in terms of more time of water supply.

## 3. The Effectiveness & Uniqueness

The project implementation has been a success and has achieved its intended objectives.

## 4. Impact

There appears to be a positive impact as there has not been any significant complaints.

## 5. Sustainability

The major issues impacting sustainability would be an early handover of the operations & maintenance to the concerned Civic Body. NHDC could continue hand holding for a specified period to ensure a smooth transition.

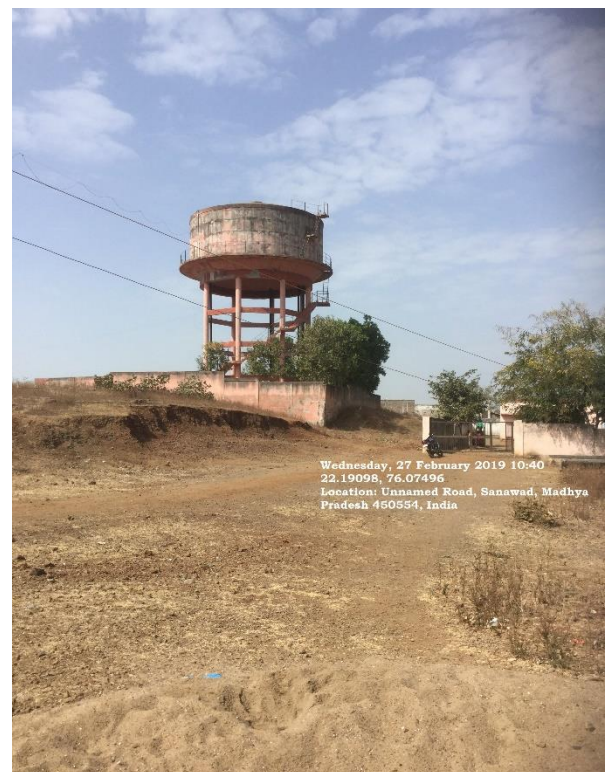


Figure 8: Water filter & water supply through pipeline in Inpun Sanawad

#### 4. Thematic Project Group 3: Running & Maintenance of ITI at Narmada Nagar

The initiatives covered under this head are as following: (Values in Rs lacs)

| Sr. No. | Project                              | Year    | Amount Outlay | Amount Spent  |
|---------|--------------------------------------|---------|---------------|---------------|
| 1       | Running & Maintenance of ITI         | 2014-15 | 100.00        | 110.30        |
| 2       | Running & Maintenance of ITI         | 2015-16 | 100.00        | 111.86        |
| 3       | Running & Maintenance of ITI         | 2016-17 | 102.60        | 129.42        |
| 4       | Construction of boundary wall of ITI | 2016-17 | 42.21         | 11.32**       |
| 5       | Renovation work in ITI hostel        | 2016-17 | 65.00         | 20.00*        |
|         | <b>TOTAL</b>                         |         | <b>409.81</b> | <b>382.90</b> |

\* Rs 64.96 lacs spent in 2017-18      \*\* Rs 22.91 spent in 2017-18

NHDC was funding the expenses of running the Industrial Training Institute (ITI) at Narmada Nagar. The ITI caters primarily to the students belonging to the Project Affected Families (PAFs) due to the submergence of their villages in the projects area now being developed by Narmada Valley Development Authority (NVDA)

The ITI was established in Jan 1987 by NVDA as one of the R&R measures for PAFs and has since been imparting skill training to the local youth. The trades available in the ITI were as following:

| Sr. No. | Trade                  | Duration of Course | No. of Seats |
|---------|------------------------|--------------------|--------------|
| 1       | Electrician            | 2 years            | 42           |
| 2       | Fitter                 | 2 years            | 21           |
| 3       | Motor Vehicle Mechanic | 2 years            | 21           |
| 4       | Turner                 | 2 years            | 16           |
| 5       | Civil Draughtsman      | 2 years            | 26           |
| 6       | Mechanic Electrical    | 2 years            | 26           |
| 7       | Computer Operator      | 1 year             | 52           |
| 8       | Diesel Mechanic        | 1 year             | 42           |
| 9       | Welder                 | 1 year             | 42           |
|         | <b>Total</b>           |                    | <b>225</b>   |

The ITI has one boys' hostel, which had been badly worn out over a period. NHDC has undertaken the renovation of this hostel and has converted it into a decent, comfortable living place under its CSR head. During discussions with the Project Head of Indira Sagar Project, it was told that the Project considers this facility an ideal facility for use during any project emergency. NHDC has also constructed a boundary wall for the institute making it safe and secure.

An FGD was held with a group of 26 students regarding their feedback on the hostel. The major issues emerged were as following:

1. A warden may be appointed for the hostel, who could be a single point of contact for the students.
2. Mosquito meshes may be installed on the windows
3. Facility for regular cleaning & sweeping may be provided in the hostel.
4. Drinking water facility to be improved
5. The girl students requested for provision of a separate girls' hostel.

Interaction was held with a group of teachers & instructors during visit to various shops and the following observations were made:

1. Generally, the workshops are well equipped and neatly maintained.
2. It was informed that the adequate employment opportunities do not exist for following two trades:
  - a. Civil Draughtman
  - b. Computer Operator
3. On further investigation into these two trades, it was observed that the issue is largely on account of following:
  - i. The industry requirement for Civil Draughtman at present is the knowledge of CAD and use of Total Station. It was found that though one of the teachers have knowledge of CAD and it is taught to the students as well, there are not adequate work stations for students to practice. Moreover, though there is a Total Station equipment available, there are no instructors having knowledge or experience in teaching this technology.
  - ii. The students of Computer Operator Trade are being taught basic computer operations. With the changing environment, basic computer knowledge has become part of all courses and thus, requirement of Computer Operator as a specialized trade has diminished. The course content needs to be reviewed in the light of changing environment and requirement.
4. Interaction was held with the Principal of the ITI regarding the employment status of the students. Broadly, he informed that other than the two trades specified above, approx. 50% of the students get proper employment after passing out. Most of these employment opportunities are at Pithampur Industrial Area.

A list of students who have passed out in the previous years was taken from the Principal. The list contained details of 66 Students. Effort was made to contact these students on phone and the response received from 30 of them is as following:

1. 43% of the respondents confirmed that they are employed, and their average income is about Rs. 9000 – 10000 PM.
2. Main reasons of unemployment have been reported as:
  - a. 25% respondents were offered jobs but did not join.
  - b. Most of the jobs offered are in Pitampura at an average salary of Rs 6000 – 8000 PM which is very low and is not sustainable if staying outside their home. They are looking for jobs near their homes.
  - c. Not many companies are coming for campus selection.
3. There is no student who has taken up Self-employment.
4. All the students, who have been offered jobs, confirmed that the institute was very helpful in arranging employment.

Although it initially appeared that the discussions at ITI would not significantly help address the objectives of our evaluation, the essence of these discussions helped us in drawing a few conclusions. Based on observations and interactions with Principal, Teachers, Instructors and the Students, the impact of this project can be derived from their opinions as following:

### **1. The Relevance of the Interventions**

The initiative is to provide a support for skill development and improving employability of the children of project affected families (PAFs). A total of about 3000 students have been trained so far.

### **2. The Efficiency of the Interventions**

The ITI is among reputed institutions in MP and the employability prospects of its students appear positive. It is well managed and has basic facilities like a good hostel, well equipped workshops and adequate staff. The achievement in terms of output Vs. planned is excellent.

### **3. The Effectiveness & Uniqueness**

The project implementation has been a success and has achieved its intended objectives. As an investment, it stands as a winner in completing skill development requirement of the area.

### **4. Impact**

The ITI has generated employment amongst the youth of the affected families and has become a source of confidence building among these families.



## 5. Sustainability

The major issues impacting sustainability would be to improve the employability of the students and constant review of the quality of training being imparted. This could be achieved by a regular interaction between the ITI management and NHDC Project Officials. When further discussed with CSR Cell of NHDC HQ it was informed that NHDC had a limited role on this issue. For this Directorate of Technical Education should seek support from NHDC to provide institutional support for external environment management like inviting companies for campus recruitment, arranging apprenticeship training and promoting the institute in wider circles.

It would also be very useful if some inputs are provided to these students on Entrepreneurship to encourage them for Self-Employment.



Figure 9: ITI College & hostel Narmada Nagar, Punasa

## 5. Thematic Project Group 4: Development of Park at Nagchum in Khandwa

The initiative covered under this head is as following: (Values in Rs lacs)

| Sr. No. | Project                                   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 1       | Development of park at Nagchum in Khandwa | 2016-17 | 342           | 108.66       |

\* Balance Rs 214.66 lacs spent in 2017-18

NDHC has developed a park at Nagchum in Khandwa which has become a major tourist attraction and has become a popular place for recreation and outing for residents of Khandwa.

The park is spread in an area of 3 Acres and has number of facilities like Lawns, Toy Train, Boating, Jogging Path, etc. The park also houses a temple where some old statues of gods & goddesses have been relocated.

26 persons who are regular visitors to the park were interviewed. Their views on specific parameters were obtained. The outcome of interviews is as following:

| Sr. No. | Parameter  | Status 2 Years Ago |        | Improvement in Status During Last 2 years |                     |                |
|---------|--|--------------------|--------|---|---------------------|----------------|
|         |  | OK                 | Not OK | Substantially Improved                    | Marginally Improved | No Improvement |
| 1       | Facilities for sitting & shades                  | 10%                | 90%    | 50%                                       | 50%                 | 0%             |
| 2       | Recreation Facilities & Swings etc. for Children | 10%                | 90%    | 90%                                       | 10%                 | 0%             |
| 3       | Boundary Wall                                    | 50%                | 50%    | 80%                                       | 20%                 | 0%             |
| 4       | Security   | 20%                | 80%    | 70%                                       | 20%                 | 10%            |
| 5       | Greenery   | 10%                | 90%    | 85%                                       | 15%                 | 0%             |
| 6       | Drinking Water                                   | 20%                | 80%    | 50%                                       | 50%                 | 0%             |

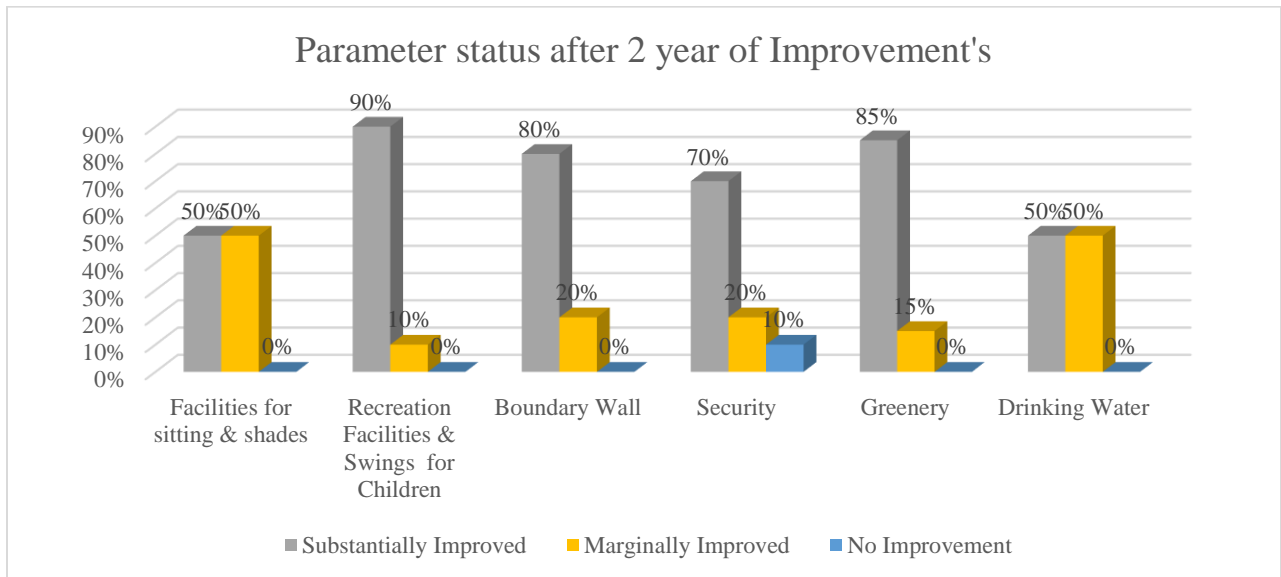
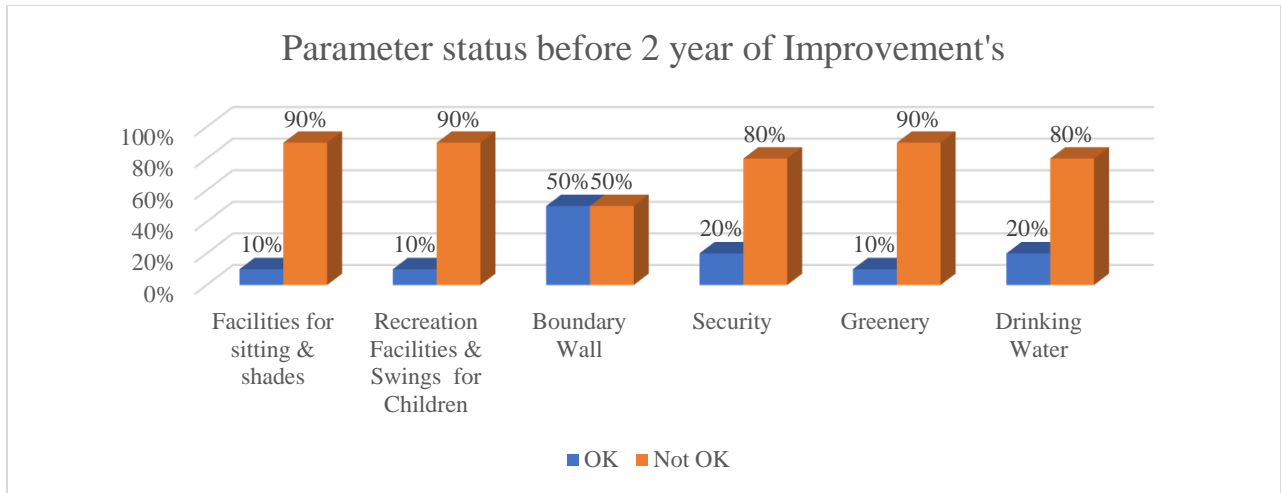


Figure 10: Parameter statuses of Improvements before & after

The major suggestions received from the visitors were as following:

1. Provision of toilets, especially for women
2. Better maintenance
3. Facilities for Drinking Water
4. Improper walking paths causing problems to the senior citizens.
5. Control on entry of food packets as it affects cleanliness
6. Construction of a Yoga Shed

Based on observations, and interactions with visitors to the park & nearby community, the impact of this project was assessed as following:

### 1. The Relevance of the Interventions

It has been a very good initiative to provide a decent recreation place for residents of Khandwa, especially when no such facility was available in the city previously. This has been recognized by the citizens and was developed based on local demand.



## 2. The Efficiency of the Interventions

The park was well designed and constructed as per high standards considering environmental aspects and needs of all age groups.

## 3. The Effectiveness & Uniqueness

The project implementation has been a success and has achieved its intended objectives.

## 4. Impact

The park has provided a much-needed community place for recreation in the city which has been duly acknowledged by the residents.

## 5. Sustainability

The major issues impacting sustainability would be to ensure that the park is maintained properly, and the safety & security of visitors is ensured. This would be a responsibility of the local body which needs to take over the management of the park. The management of park has so far not been taken over by the local body and the maintenance of the park is being done by NHDC.

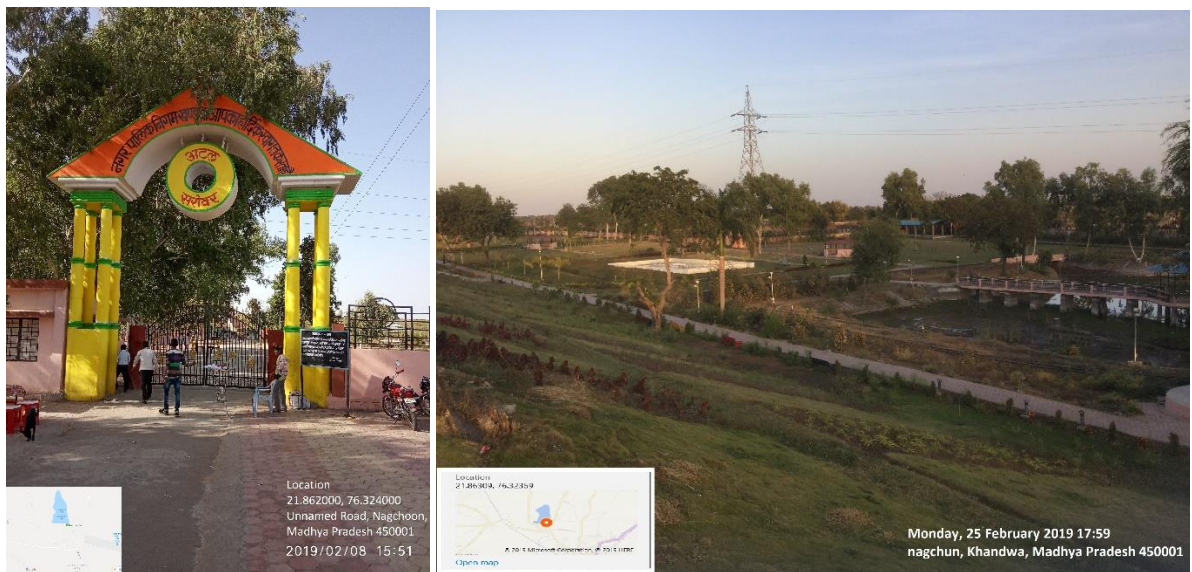


Figure 11: Nagchun park in Khandwa

## 6. Thematic Project Group 5: Heritage Conservation at Omkareshwar

The initiatives covered under this head are as following: (Values in Rs lacs)

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent  |
|---------|---|---------|---------------|---------------|
| 1       | Removal of river bed material deposited along left & right bank ghats   | 2015-16 | 20.00         | 20.99         |
| 2       | Construction of toilets /urinals with arrangements of drinking water for pilgrims / tourists / nearby villagers at designated places  | 2015-16 | 20.00         | 17.46         |
| 3       | Development of Ghat at Omkareshwar  | 2015-16 | 15.00         | 16.60         |
| 4       | Repair & Maintenance of Mamleshwar Setu (Jhula Pul) and fencing work on both sides of the approach.                                   | 2015-16 | 5.00          | 7.10          |
| 5       | Arrangements of safe drinking water at designated places of Omkareshwar for pilgrims / tourists                                       | 2015-16 | 10.00         | 5.85          |
| 6       | Removal of river bed material deposited along left & right bank ghats   | 2016-17 | 20.00         | 0.36          |
| 7       | Arrangement of safe drinking water at designated places at Omkareshwar for pilgrims / tourists  | 2016-17 | 14.89         | 0.26*         |
| 8       | Construction of diversion road for the pilgrims and villagers of Sidhwarkut from project colony area                                  | 2016-17 | 24.97         | 20.81         |
| 9       | Construction of permanent platform at Chakratirth Ghat  | 2016-17 | 8.37          | 6.64          |
| 10      | Development of land / green belt in nearby areas of Omkareshwar for pilgrims / tourists.  | 2016-17 | 15.00         | 9.55**        |
| 11      | Construction of toilets / urinals with arrangements of drinking water for pilgrims / tourists / nearby villagers at designated places | 2016-17 | 20.00         | 1.15          |
| 12      | Arrangement of safe drinking water at designated places at Omkareshwar for pilgrims / tourists  | 2016-17 | 10.00         | 5.71          |
| 13      | Development and repair of Ghats at Sidhwarkut and Omkareshwar   | 2016-17 | 28.75         | 16.44***      |
|         | <b>TOTAL</b>  |         | <b>211.98</b> | <b>128.66</b> |

\* Rs 6.03 spent in 2017-18 \*\* Rs 1.69 lacs spent in 2017-18 \*\*\* Rs 0.48 lacs spent in 2017-18

Omkareshwar is a very important holy place for Hindus. The Shiva temple is one of the 12 Holy Jyotirlingas and is on the banks of Holy River Narmada. The temple is visited by thousands of pilgrims every day. On the auspicious day of Shivratri, it is estimated that the number of pilgrims is over 2 lacs. In addition, it is also a very holy place for Jains. The Sidhwarkut temples date back to

15<sup>th</sup> century and is related to 24 Tirthankars of Jain religion. Thus, the region has a great religious significance and is a popular destination among number of tourists round the year.

NHDC, being the most prominent industrial establishment in the area has taken several steps to provide facilities to the pilgrims and has undertaken development works to improve the facilities in the area under its CSR head on local demands. The major activities included maintenance of the Mamleshwar Setu, an important access route to cross the River Narmada to reach the temple. Though it needs to be maintained by the local body, the government insists it to be maintained by NHDC in view of the expertise available with NHDC to maintain such structures.

NHDC has developed Ghats at both temples and constructed facilities for drinking water and toilets, etc. at various places around the temple and enroute. It has also undertaken a plantation drive to plant 1008 Bel trees which in addition to the environment consideration has a great religious significance also.

The survey teams interacted to several pilgrims, local priests and residents about the development work done by NHDC & its outcome in terms 5 evaluating criteria. They were generally in praise of the efforts made by NHDC and opined that NHDC should continue to look after the maintenance of these works.

Based on observations, and interactions with local residents, pilgrims & priests, the impact of this project was found as following:

### **1. The Relevance of the Interventions**

It is a relevant initiative to provide infrastructural support to the local administration in improving the facilities at a place of religious and social importance which has a substantial scope of increasing religious tourism in the area. This has been recognized by the local administration and the citizens.

### **2. The Efficiency of the Interventions**

The assets created were visited by the survey team and were found to be functional and well maintained.

### **3. The Effectiveness & Uniqueness**

The project implementation has been a success and has achieved its intended objectives. As far as uniqueness is considered, it was non-repetitive & was on demand by local bodies & Trust.

### **4. Impact**

The interventions have created a great goodwill among the residents, local administration and pilgrims for the NHDC, which itself is a great achievement. This would go a long way in maintaining cordial relationship between the company and the locals, which would be helpful in the overall management of the project.

### **5. Sustainability**

The major issues impacting sustainability would be to ensure that the assets created are maintained properly. This would be the responsibility of the local body which will take over the management of these assets. The management of these assets has partially been taken over by the local body and the maintenance of the Mamleshwar Setu is being still done by NHDC.

## 7. Thematic Project Group 6: Medicine Distribution & Medical Camps

The initiatives covered under this head are as following: (Values in Rs lacs)

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 1       | Providing treatment and distribution of medicines to local people at OPD of project hospitals   | 2014-15 | 7.18          | 7.18         |
| 2       | Distribution of medicines for treatment of patients of Indira Sagar Project through Project Hospital  | 2015-16 | 7.80          | 7.71         |
| 3       | Medical camps in and around Omkareshwar Project   | 2015-16 | 5.00          | 4.84         |
| 4       | Medical camps and mobile van for the nearby villages of OSPS.   | 2016-17 | 15.00         | 1.00         |
| 5       | Distribution of Medicines for locals at OSP   | 2016-17 | 6.00          | 3.29         |
| 6       | Free distribution of medicines to patients visiting OPD of project hospital of ISPS and free distribution of medicines / calipers / tricycles to Divyangs during annual medical camp at Sanawad by Manav Samiti | 2016-17 | 12.00         | 4.14         |
| 7       | Augmentation of facilities at Government Hospital at Punasa for vising patients   | 2016-17 | 1.00          | 0.86         |
|         | <b>TOTAL</b>  |         | <b>53.98</b>  | <b>29.02</b> |

NHDC has been taking several steps for providing medical care to the local population, mainly the families affected by the project. This has been done by providing OPD facilities at the Project Hospitals. The survey teams inspected the records of such patients and the statistics were obtained to assess the impact of these activities. A project to procure and commission a mobile medical van for providing medical care to nearby locations / R&R sites was also planned by OSPS but did not materialize.

ISPS has given financial support to a Sanawad based organization, Manav Samiti, for organizing an annual camp for providing Orthopedic treatment to the local poor and needy. This Samiti is managed by a group of local businessmen who have a tie up with Dr Parag Sancheti of Sancheti Hospital of Pune. A camp is organized every year by this organization in which a team of Orthopedic doctors from this hospital visit, examine and operate on eligible patients, mostly suffering from polio or similar orthopedic problems. To ensure that facilities are available to as many beneficiaries as possible, this camp is held during "Pitra Paksha", a period when most of the social functions are not expected to be held, thereby ensuring that facilities like Dharmashalas and tent house supplies are easily available. This camp has been organized regularly for the last 36

years. The statistics for last few years were collected from the office of this Samiti and is as following:

| Sr. No. | Year | No. of Patients Examined | No. of Patients Operated |
|---------|------|--------------------------|--------------------------|
| 1       | 2017 | 49                       | 16                       |
| 2       | 2016 | 26                       | 18                       |

A sample of 10 persons, who were provided medical care during such camps, was drawn and they were interviewed telephonically. The feedback received from these beneficiaries is as following:

1. The facility to consult doctors after the camp was over was not available.
2. There is no information as to which doctor is to be consulted in case of post-operative needs.
3. The facilities for stay during camp need to be improved.
4. There should be more advertisement of this camp.

Based on observations, and interactions with organizers and beneficiaries, the impact of this project was found as following:

### **1. The Relevance of the Interventions**

There has been a consistent effort through this initiative to provide medical support to the deprived section of the society. The fact that the camps have been regularly organized for last 36 years prove that not only is the Samiti serious about organizing this annual camp but also that this initiative is well received by the society.

### **2. The Efficiency of the Interventions**

The satisfaction level of the beneficiaries assessed through telephonic interviews indicate that the initiative is positive and takes care of the needs of the society. The efficiency was rated as more than 100% as the number of beneficiaries have exceeded the planned limits in the targeted years.

### **3. The Effectiveness & Uniqueness**

The project implementation has been a success and has achieved its intended objectives. As there was no competing demand than this regular activity of community welfare.

### **4. Impact**

The interventions have created a great goodwill among the local population.

### **5. Sustainability**

The major issues impacting sustainability would be to ensure that the patients are confident of receiving post-operative medical care after the conclusion of the camp. A necessary arrangement with some local body or medical infrastructure could help in achieving this.

## 8. Thematic Project Group 7: Providing Training on Tailoring

The initiatives covered under this head are as following: (Values in Rs lacs)

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 1       | Providing training on tailoring to local and project affected women at Narmada Nagar & Punasa through Ladies Welfare Association   | 2015-16 | 2.00          | 1.79         |
| 2       | R&M of Tailoring Center for rendering training for empowerment of women / PAF at Narmada Nagar, Punasa through Ladies Welfare Association and donation of sewing machines to women belonging to BPL / SC / ST / PAF passed out from training center. | 2016-17 | 5.15          | 5.05         |
| 3       | Renovation of building earmarked for Silai Center near NVDA Office, Punasa for shifting from F-type residential quarter.   | 2016-17 | 5.85          | 5.33         |
| 4       | Establishment of silai center at Godarpura colony to providing training to poor girls at Omkareshwar.  | 2016-17 | 3.00          | 0.94         |
|         | <b>TOTAL</b>   |         | <b>16.00</b>  | <b>13.11</b> |

NHDC has started a skill training initiative to train the women from local area and project affected families in stitching. The training school is in operation for long period and has until now trained approx. 300 women. At the end of the training, NHDC gifts a sewing machine to successful trainees.

A questionnaire was administered to 31 trainees and the salient inputs received were as following:

1. The average age of the beneficiaries is about 27 years. More than 80% trainees are under 30 years of age.
2. All the trainees are literate and most have studied between Class 10-12. About 12% are graduates.
3. 85% women are from SC / ST / OBC communities.
4. Only about 20% women are able to earn a living out of tailoring after training.
5. The main reasons for not doing work has been identified as (i) Facilities not available – 40% and Work not available – 60%.
6. Most of the women feel that the training has largely increased their self-confidence but their economic & social status has yet to change substantially.



The survey team also conducted a Focused Group Discussion with a group of 35 present and past trainees at Narmada Nagar and 18 women at Punasa. The salient issues that came up during the FGD were as following:

1. Necessity of providing work to use the skills learnt.
  2. Creating an environment to enable improvement in the financial condition of the women.
  3. The total number of women trained in tailoring is very large and there is dearth of work.
- Thus, NHDC should consider training in other skills also.

At Omkareshwar, one batch of 30 trainees was given training in tailoring for a period of 90 days. 10 women, who were trained in this program, were interviewed by the survey team. 90% of the women were satisfied with the training and felt that this has improved their self-confidence. 20% of the women informed that they have been able to improve their earnings after the training. The others are still looking for work opportunities.



Figure 12: FGD at Mahila Silai Centre Narmada Nagar Punasa

However, this program was discontinued as there were not enough women in the neighborhood for continuing such trainings. Based on the observations and interactions with organizers and beneficiaries, the impact of this project is assessed as following:

### 1. The Relevance of the Interventions

It has been a good initiative to improve the social & economic status of women from the poor & marginalized sections of society. This has also greatly helped the women in improving their self-confidence. **This intervention may be shifted to other needy areas.**

### 2. The Efficiency of the Interventions

The satisfaction level of the beneficiaries assessed through the questionnaire and interviews indicate that the initiative is positive and takes care of the needs of the society. On efficiency

scale, the outputs were found as planned but these outputs gradually declined due to non availability of enough work and gradual reduction in the number of beneficiaries.

### **3. The Effectiveness & Uniqueness**

The project implementation has been a success and has achieved its intended objectives. But on uniqueness, this intervention cannot be rated high.

### **4. Impact**

The intervention has created a great goodwill among the local population. The initiative is quite well known in the area. It was found that 67% women trained are from Narmada Nagar & Punasa. However, some more effort may be required to attract women from farther areas in the same region with enriched contents / skills of training.

### **5. Sustainability**

The major issues impacting sustainability would be to provide a business model to these women so that they can use their skills to improve their earnings. During discussion with the Project Head, it was learnt that NHDC is considering some promotional scheme to provide a business opportunity to these women. Additionally, a few more skill sets can be added to the initiative so that there is no saturation in the number of women trained in only one kind of skill. As such, the initiative maybe renamed/rebranded to include the increased number of skills on offer at the trainings.



## 9. Thematic Project Group 8: Adoption of 50 Ekal Vidyalayas

The initiative covered under this head is as following:

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent in Lakh |
|---------|--|---------|---------------|----------------------|
| 1       | Adoption of 50 Ekal Vidyalayas for a period of one year, run by Van Bandhu Parishad (FTS) in Khandwa District. | 2016-17 | 10.00         | 2.50*                |

\* Balance Rs 7.50 lacs spent in 2017-18

Ekal Vidyalaya is a movement involved in integrated & holistic development of rural & tribal India and Nepal. The main activity undertaken in this movement was to run one-teacher schools (known as Ekal Vidyalayas) all over India, in the remotest rural & tribal villages to ensure access to education for every child. The overriding philosophy of Ekal Vidyalaya Movement was to take a holistic approach of social and economic development in Tribal & Rural India. With the participation of numerous trusts and non-profit organizations, this movement had become the largest grassroots level non-governmental education & development movement that operates in the remote villages of India and Nepal. The Ekal Movement aims to help eradicate illiteracy from rural and tribal India and Nepal following the philosophy of rural development based on the criteria of equality & inclusiveness across all the sections of the society.

The movement started in 1985 and the Friends of Tribal Society (FTS) was formed in 1989. The experience of running schools in tribal areas of Gumla district in Jharkhand and night schools for tribal people in Orissa helped evolve the concept of One Teacher Schools. The movement got further boost with the formation of Ekal Sansthan in year 2008 to support Ekal Abhiyan in Research & Development, Communication Strategies, Training & Capacity Building of volunteers, Strategic Interventions, Decision Making Support to Abhiyan Trust & to create avenues in urban areas to bridge the gap between rural & urban communities. Presently, Ekal Vidyalaya is a movement of over 83,289 teachers, 6,000 voluntary workers, 35 field organizations (in 22 Indian states), and 8 support agencies. It operates in over 83,289 schools and educates more than 2 million children. Apart from its goal of achieving the national standards of Minimum Level of Learning, Ekal Vidyalaya seeks to empower the village community for its own self-development through five verticals of Functional Education, Healthcare Education, Development Education, Empowerment Education and Ethics & Value Education.

NHDC has adopted 50 Ekal Vidyalayas in Khandwa district. Survey teams visited the following 10 schools and interacted with the teachers, students and their parents.

| Sr. No. | District | Village        | Teacher         | Boys | Girls | Total |
|---------|----------|----------------|-----------------|------|-------|-------|
| 1       | Khandwa  | Degawa         | Bharti ji       | 18   | 12    | 30    |
| 2       | Khandwa  | Narsinghpur    | Rajesh Bhusavre | 15   | 15    | 30    |
| 3       | Khandwa  | Basali         | Kamlesh         | 17   | 16    | 33    |
| 4       | Khandwa  | Baidipura      | Nanuram         | 16   | 14    | 30    |
| 5       | Khandwa  | Goradiya       | Shila           | 20   | 10    | 30    |
| 6       | Khandwa  | Chhoti Richpal | Ranjita         | 19   | 11    | 30    |
| 7       | Khandwa  | Chigdaliya     | Jitendra        | 17   | 13    | 30    |
| 8       | Khandwa  | Richi          | Reena Devda     | 17   | 12    | 29    |
| 9       | Khandwa  | Punarvas       | Reena Pawar     | 25   | 5     | 30    |
| 10      | Khandwa  | Badhani        | Kunti Rathore   | 18   | 10    | 28    |

The inputs obtained were as following:

1. The teachers are mostly educated between Class 8-12.
2. There are about 15 – 20 students in each school.
3. The school is run in the courtyard of someone's house or on a Gram Sabha land.
4. In view of the Sarva Siksha Abhiyan scheme of Government, most of the children are enrolled in the Government School. However, they come to Ekal Vidyalaya for extra studies and social education.

The survey team interacted with about 100 parents / guardians in the concerned villages. Almost 95% parents were satisfied with the efforts of the Ekal Vidyalaya and felt that it had brought about a change in the social behavior and was a source of additional studies for their children.

Based on observations and interactions with organizers and beneficiaries, the impact of this project was assessed as following:

### **1. The Relevance of the Interventions**

It has been a good initiative to improve the education and impart social & behavioral inputs to the children of the remote and backward villages. This has been taken very positively by the local villagers.

### **2. The Efficiency of the Interventions**

The satisfaction level of the parents of the children, assessed through questionnaire and interviews indicate that the initiative is positive and takes care of the needs of the society. However, this initiative was limited to very small children as the teachers themselves were educated only upto class VIII to XII.

### 3. The Effectiveness & Uniqueness

The project implementation has been a success and has achieved its intended objectives.

### 4. Impact

The interventions have been taken positively by the local population. It was visible that the movement was gradually taking root and children were benefitting from it.

### 5. Sustainability

The major issues impacting sustainability would be to provide regular training to the teachers and establish a feedback mechanism with the organization carrying out this initiative. An incentive to teacher for bringing in measurable excellence could be considered.



Figure 13 FGD with Ekal vidyalaya Teachers and beneficiaries

## 10. Thematic Project Group 9: Mobile Medicare Unit through Help Age India

The initiatives covered under this head are as following: (Values in Rs lacs)

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 1       | Sponsorship of one no. mobile Medicare Units (MMU) for R&R site through Help Age India | 2016-17 | 45.15         | 6.61*        |

\* Rs 19.28 lacs spent in 2017-18

Help Age India is a leading charity organization in India working with and for disadvantaged elderly for nearly 4 decades. It was set up in 1978 and is registered under the Societies' Registration Act of 1860. Help Age advocates for the needs of senior citizens such as Universal Pension, quality healthcare, action against Elder Abuse, etc. at a national, state and societal level with Central and State governments. It advocates for elder friendly policies and their implementation thereof. It works together with Senior Citizens Associations in understanding the needs of these elders while working with and for them.

Help Age's Mobile Healthcare program seeks to provide sustainable healthcare solutions to destitute elders and their community where these were none available through its Mobile Healthcare Units (MHUs). Each MHU has a doctor, pharmacist and a social worker. These MHUs go into the interiors of urban slums and villages, bringing healthcare virtually at the doorsteps of these destitute elders. For most elders, it saves them from the ordeal of waiting in long lines at hospitals which are also situated far from their communities and they get free medication monthly. Their Individual patient card keeps a record of their treatment and helps monitor their progress.

NHDC had sponsored one Mobile Medicare Unit for providing medical care in R&R sites in the Khandwa district. The Mobile Van covers about 24 R&R sites, visiting 2-3 sites every day and returns to each site every 15 days. The contract with NHDC was limited to the period from Feb 2017 to Dec 2017. A detailed program was prepared for this entire period. Even after completion of this period, the services were continued. During the visit of SIDM team, the Van was visiting villages near Mundi in Khandwa District close to Harsood R&R site.

As per report obtained from Help Age India, Khandwa Coordinator, during the year 2017-18, a total number of 17,282 patients were provided with medical care.

Based on observations and interactions with organizers and beneficiaries, the impact of this project is assessed as following:

### 1. The Relevance of the Interventions

It is a worthy initiative to provide medical care to old persons of the remote and backward villages. As per details provided by local representative of Help Age India, the efforts have been lauded by the beneficiaries and concerned medial authorities.

### 2. The Efficiency of the Interventions



The initiative appears to have been done with a well chalked out schedule and has established reach to the remote locations. Since the association with NHDC was for a short period, this has not been studied in detail.

### 3. The Effectiveness & Uniqueness

The project implementation appears to a success in achieving its intended objectives.

### 4. Impact

The interventions had been taken positively by the local population & concerned medical authorities.

### 5. Sustainability

The major issues impacting sustainability would be to ensure a regularity of the service to the intended beneficiaries and to establish a feedback mechanism with the organization carrying out this initiative.



Figure 14 Treatment through MMU (Helpage India) Near villages of Punasha

## 11. Other Projects

There are 15 other smaller projects which have been executed by NHDC in different areas based on specific requirements of individual area. Most of these initiatives are one-time requirements and are not thematic or regular in nature.

The details of each such activity is outlined in the following chapters.

### a. Projects at Nayapura Village in Omkareshwar

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent (in Rs lacs) |
|---------|--|---------|---------------|---------------------------|
| 1       | Construction of village road including culvert for talab villagers behind the Omkareshwar Power Station colony under CSR Scheme 2011-12 (Final Adjustment) | 2015-16 | -             | 10.82                     |
| 2       | Renovation of pond for villagers at rehabilitation site Nayapura of Omkareshwar Power Station  | 2016-17 | 30.00         | 2.38*                     |
| 3       | Construction of approach road (rigid pavement) for villagers of rehabilitation site Nayapura of Omkareshwar Project  | 2016-17 | 24.97         | 0.80**                    |

\* Rs 21.49 lacs spent in 2017-18

\*\* Rs 10.04 spent in 2017-18

Nayapura village is adjacent to the Omkareshwar Power Project Colony. The village is largely occupied by the project affected families. The village has about 40 households. It is habituated around a pond, which is the main source of water for activities other than drinking. NHDC has constructed two ghats for the convenience of villagers. The pond is shallow and dries up during summer. The villagers have sought help to deepen the pond so that it can hold more water that can last them through the summers.



Figure 15 Nayapura Ghat And approach road to reached Nayapura

An 800-meter road has also been constructed from the colony gate to the village for ease of commuting for the villagers. This road is likely to be widened by the MP Tourism, as this also leads to the tourist resort being managed by MP Tourism on an island in the Omkareshwar reservoir.

The road had fulfilled a basic need of the villagers for all weather commuting. This has also improved the goodwill between the company and residents. The Solar Street Lights were also installed in these villages when they were not connected to the grid. This was an essential requirement at that point of time.

**Status on Key Evaluation Issue:**

This activity was rated relevant efficient & unique. The activity was found very effective also. But impact parameter needed more attention. The stronger strategy is needed to make the activity more sustainable.

**b. Projects at near villages in Omkareshwar**

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 4       | Providing Solar street lights 20 nos. and construction of library at Mandajhol / Kariakund / Navapura village near Omkareshwar Project. | 2015-16 | 5.00          | 0.57         |

Solar Street Lights were installed in the villages which were not connected to the grid and did not have access to power supply. This initiative helped in providing light to these villages and improve the living condition of the villagers. Subsequently, these villages have been electrified and normal electric street lights have been installed. This has made the existing Solar Street Lights redundant. Many of these have been vandalized and the batteries have been stolen.

Though it was an essential need fulfilled at the time of their installation, these are redundant now and can be relocated at some other place of need.

**Status on Key Evaluation Issue:**

This activity too was rated relevant efficient & unique at the time commissioning but later the area was electrified so solar system became redundant.



**c. Projects at Narmada Nagar near Indira Sagar Power Station Punasa**

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 5       | Providing steel racks, computers, benches and chairs to Ambedkar Library, Narmada Nagar | 2016-17 | 1.60          | 1.46         |

The Sambodhi Samiti is a Buddhist Society engaged in promoting Buddhist teachings for children and adults, meditation guidance for adults, organizing volunteer activities for youth, and conducting religious ceremonies. Samiti has constructed a Boudh Vihar in Narmada Nagar. This Vihar has a Buddhist Temple and a multipurpose hall to be used as library. NHDC has provided about 30 Chairs, 10 Benches, 5 Racks and two computers to the society for development of Library & a Reading Room.

The Survey Team visited the Library Hall and found that though the chairs, tables & racks were available, there were only some old books donated by old students. There was not much evidence of the facilities being used. It was found that there are few young children staying in the hall. The computers are also being used for some typing work.

The Administrator of the Society and a few students were interviewed by the Survey Team and they confirmed that the Library is not much in use as there are no funds for purchasing books and even newspapers. Thus, the furniture provided by NHDC is occasionally being used for meetings of the Society.

Thus, it was felt that the objective of this initiative is yet to be achieved. It is recommended that the needs of the society may be reviewed and suitable support provided to ensure achievement of the objective of the initiative.



Figure 16 Dr. Bheemrao Ambedkar Library at Narmada Nagar Punasha

**Status on Key Evaluation Issue:**

This activity was rated relevant efficient & unique. The activity was found less effective & impact parameter needed attention. Here too the stronger strategy is needed to make the activity more sustainable.

**d. Projects at near Indira Sagar Power Station Punasa**

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 6       | Water Storage Tank with platform in Govt. schools in villages near Indira Sagar Project Area | 2016-17 | 7.20          | 0.35 lacs    |

\* Rs 10.13 lacs spent in 2017-18

NHDC has installed Water Storage Tanks in about 18 Government Schools around Narmada Nagar to provide drinking water to the students of these schools. The installation was done after consulting the school management & the students and were placed at convenient locations.

Thus, it was felt that though the initiative was to provide a basic need of drinking water to the students, the proper upkeep and maintenance was not done by the respective school management, It is recommended that NHDC could provided support to respective school management for upkeep and maintenance of facilities created so that the objective of the initiative continues to be achieved .



Figure 17 Water Storage Tank with platform in Govt. schools Narmada Nagar

**Status on Key Evaluation Issue:**

This activity was also rated relevant efficient & unique. The activity was found less effective & impact parameter needed more attention for appropriate uses. The stronger strategy is needed to make the activity more sustainable.



**e. Projects at near village in Omkareshwar Power Station**

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 7       | Construction of community hall with drinking water, toilet facility, Dispensary, waiting room, common drains and misc. items (Furniture, Utensils etc.) complete at village under Sulgaon panchayat adjacent to Omkareshwar Project. | 2016-17 | 45.00         | 9.00 lacs*   |

\* Rs 27.83 lacs spent in 2017-18

Sulgaon Village is situated about 15 KM from Omkareshwar Project. The village is remote and is in dire need of basic facilities.

NHDC had constructed a Community Hall, Library, Toilets, Furniture, and facilities for establishing a Dispensary in the village. The building & the facilities are in place. These were provided on the demand of the villagers.

The Survey Team talked to the villagers and found that the Community Hall has been constructed on a private land which has been donated by the village Surpanch for this purpose and has since been duly transferred. The Community Hall has proved to be a great asset for the village and is being used regularly for marriages and other functions in village from time to time. The villagers expressed their happiness and satisfaction about the design, facilities and construction quality of the Community Hall.

It was informed by the local people that The Dispensary is yet to be fully operational, and people still have travel about 10 KM to Barwah for primary treatment. NHDC could look into supporting the local body in getting the dispensary operational to ensure that objectives of the initiative are met in totality.

Thus, it was found that the initiative has achieved the objective but needs some further support to improve the benefits to the target beneficiaries . The impact on the local population is positive and would be better once the dispensary is operative.



Figure 18 Sulgaon community hall with drinking water, toilet facility, Dispensary, waiting room, etc.

**Status on Key Evaluation Issue:**

This activity too was rated relevant efficient & unique .The activity was found slightly less effective & the impact parameter needed more attention. The stronger strategy is also needed to make the activity more sustainable.

## f. Projects at near villages of Omkareshwar Power Station

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 8       | Providing clean drinking water facilities through hand pump at nearby village around OSPS                           | 2016-17 | 9.62          | 7.50 lacs    |
| 9       | Providing clean drinking water facilities through hand pump at nearby village around OSPS                           | 2016-17 | 10.00         | 9.23 lacs    |
| 10      | Construction of toilets / urinals and arrangement of drinking water at nearby villages of Omkareshwar Power Station | 2016-17 | 30.00         | 2.00 lacs*   |
| 11      | Providing Solar street lights 30 nos. Solar Lantern 50 nos. at Mandajhol & Kariakund village                        | 2016-17 | 5.00          | 3.10 lacs    |

\* Rs 39.33 lacs spent in 2017-18

NHDC has provided handpumps at Balbari & New Bus Stand at Omkareshwar, Village Sulgaon, Karia Khalia, Nayapura, Dudibya Ward, Siddhawarkut, Gadha Chowk & R&R site Kothi. These handpumps have been installed to provide a source of drinking water at these locations. A total of 12 handpumps have been installed. The Survey Team visited some of these locations and found these handpumps in working order and being regularly used by the local population.



Figure 19 Providing clean drinking water facilities through hand pump by NHDC

### Status on Key Evaluation Issue:

This activity was rated relevant efficient & unique. The activity was found very effective. But impact parameter needed more attention for ensuring timely repairs. The stronger strategy is needed to make the activity more sustainable by constituting a local committee for ensuring safety & upkeep of the hand pumps.



**g. Project at Govt. school of Siddhawarkut near Omkareshwar Power Station**

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 12      | Repair & civil maintenance of Government school of Siddhawarkut near Omkareshwar Power Station | 2016-17 | 20.00         | 1.52 lacs*   |

\* Rs 9.84 lacs spent in 2017-18

NHDC has also funded infrastructural repairs at a school in Siddhawarkut near Omkareshwar. The school, which is upto class VIII and has 83 students, was in a bad shape and the renovation of its building has given new life to the school. The major activities undertaken were repair and painting of the school building, construction of a boundary wall, developing drainage system and construction of a shed.

The effectiveness of this initiative depends on the education provided to the students, which is constrained due to non-availability of teachers. At present there is only one teacher and one guest teacher.

Though it is a good initiative, the real impact would emerge only if the school is fully functional.

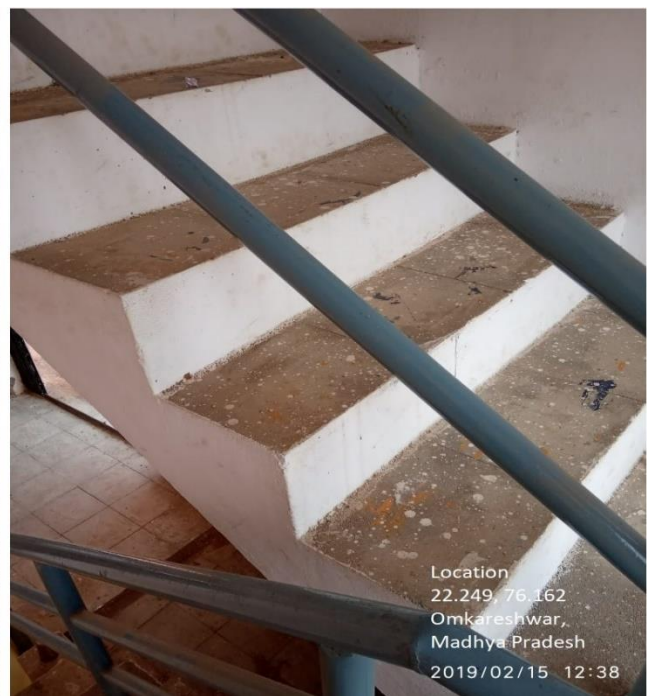


Figure 20 Repair & civil maintenance of Government school of Siddhawarkut Near Omkareshwar

**Status on Key Evaluation Issue:**

This activity was rated relevant efficient & unique. The activity was found very effective & the users were appreciative of its utility & appropriateness. But impact parameter needed more attention. The stronger strategy is needed to make the activity more sustainable by making the local bodies and School Management. Responsible for its upkeep & safety.

## h. Project at near Omkareshwar Power Station campus

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 13      | External development of Archeological survey of India's Pashupatinath Temple (approach, drainage of rain water, lighting, garden benches etc.) near Omkareshwar Project | 2016-17 | 8.00 lacs     | 7.06 lacs    |

The ancient Pashupatinath Temple was originally in an area which was inundated in the Omkareshwar Reservoir. The Archeological Survey of India has restored the temple after shifting it from its original location to a new location within the residential colony of the Omkareshwar Power Project. NHDC has undertaken a project to develop the area around this temple. The temple is a great attraction for the residents and people around Omkareshwar. The effort has been greatly appreciated by the beneficiaries.

The initiative has had a positive impact in the restoration of a monument of archeological importance and aided in reestablishing its sanctity and glory.



Figure 21 External development of Archeological survey of India's Pashupatinath Temple

### Status on Key Evaluation Issue:

This activity was rated relevant efficient & unique. The activity was found very effective & now attracting more visitors who find solace on the festivals & other occasions. But impact was also felt satisfactory by the community. The temple management has taken responsibility for the sustainability.



### i. Projects at near Omkareshwar Power Station

| Sr. No. | Project   | Year    | Amount Outlay | Amount Spent |
|---------|---|---------|---------------|--------------|
| 14      | Electrical works like solar energy, energy efficient lights, solar pumps and other renewable energy source utilization. | 2016-17 | 10.00 lacs    | 8.48 lacs    |

NHDC has provided various solar lights, pumps and lanterns in the villages surrounding Omkareshwar. One of the major achievements has been the installation of Solar Pumps in Villages Manda Jhol, and Kundi near Omkareshwar. These Solar Pumps provide water for drinking and other uses to the villagers and extra water is also used for irrigating the fields. Adjoining this Solar Pump, NHDC has constructed public toilets, which also use the water from this solar pump. The initiative continues to be relevant even after the village has been electrified because it continues to remain an important source in helping irrigation facilities in the local area.

The initiative is highly successful and there is positive impact on the lives of the villagers in the remote villages.

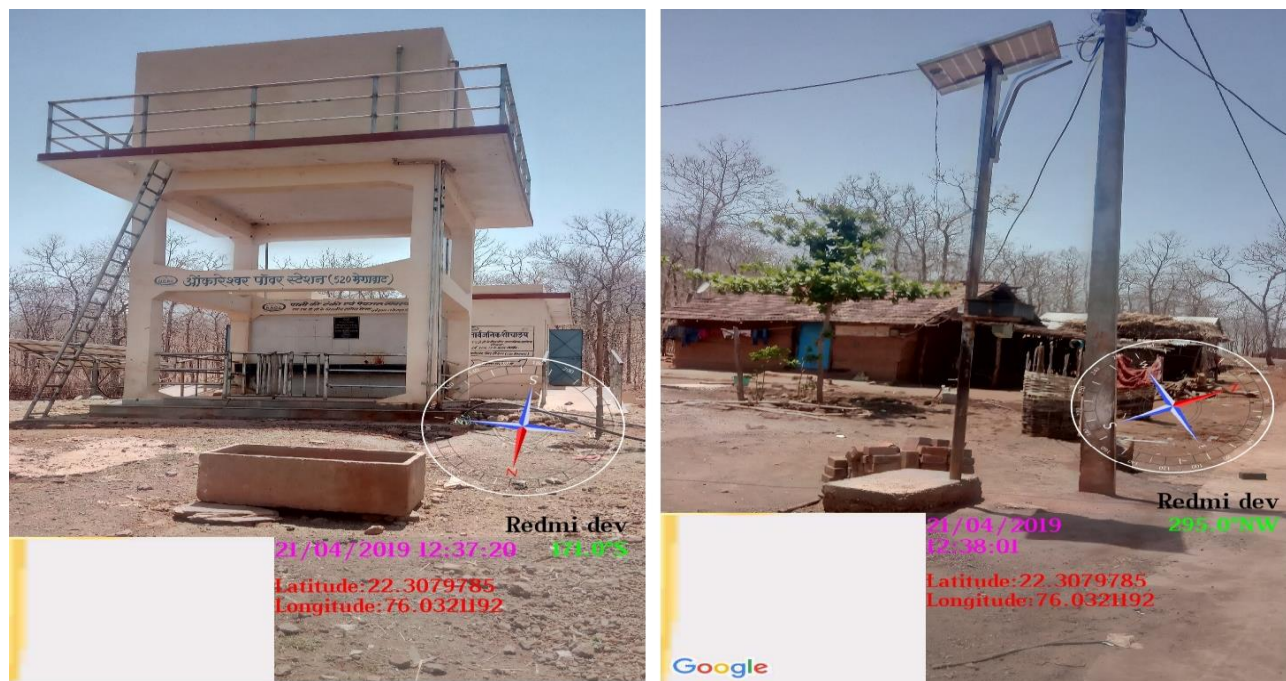


Figure 22 Electrical works like solar energy, energy efficient lights, solar pumps and other renewable energy source utilization.

#### Status on Key Evaluation Issue:

This activity also was rated relevant efficient & unique. The activity was found very effective for community & the visitors/ pilgrims. It has shown the desired impact on the users. The local PRI has taken the responsibility of its maintenance & upkeep. Therefore the activity would be sustainable as its linked to Swatchh Bharat Abhiyan.

**j. Project at Govt. school Barwaha near of Omkareshwar Power Station**

| Sr. No. | Project  | Year    | Amount Outlay | Amount Spent |
|---------|--|---------|---------------|--------------|
| 15      | Construction of shed for mid-day meal and class room at Govt. School Charan Pura (Tower Bedi), Barwaha | 2016-17 | 30.00         | 25.46        |

The school was earlier only upto class V and was upgraded to class VIII. The number of students has also increased to approx. 300. There was paucity of space to accommodate the additional students not only in terms of the number of classrooms but also while serving them mid-day meals. NHDC has constructed an additional classroom to accommodate increased number of students and constructed a shed for distribution of mid-day meal. This shed is also used for various other activities of the school and even for local community activities.



Figure 23 Construction of shed for mid-day meal and class room at Govt. School Charanpura

**Status on Key Evaluation Issue:**

This activity was rated relevant efficient & unique. The activity was found very effective also. It has an impact on the services for the children & even local functions organization. The School Management has owned the responsibility of its safety & maintenance to ensure its sustainability.



## **Chapter-VI: Conclusion, Recommendations & Takeaways**

Based on the findings of the study, following key recommendations have emerged. These are classified into the evaluation parameters as below.

### **1. The Relevance of the Interventions**

The need for CSR Interventions is mostly decided by the District Collector & other local administration officials or political representatives in majority of the cases. It is recommended that these may be selected or evaluated by using participatory tools for problem identification & solving them in joint consultation. In such case, these would pass all the measuring parameters like efficiency, effectiveness and impact of the interventions. It is recommended that the NHDC needs to improve the process of testing all the proposals it receives on the scale of relevance in line with its started CSR policy.

### **2. The Efficiency of the Interventions**

During the study it was found that all the activities has been carried out very efficiently. This shows the effect of good planning & good management. But it was noticed that in case of some activities there was gradual diminution of relevance over a period of time. It is recommended that some initiatives like training in Tailoring, Ambedkar Library, Drinking water tanks, Solar Street Light, etc.may be reviewed to ensure that the objectives expected out of these interventions continue to be achieved. Therefore, it is recommended that the focus should be on efficiency and implementing activities which have are sustainable over long periods

There is a need to develop guidelines/ manuals for ensuring efficiency in CSR projects.

### **3. The Effectiveness & Uniqueness**

In majority of the cases, the interventions were found to be successful and unique in nature. But few cases like the Training in Tailoring & Furniture at Ambedkar Library the initiatives are yet to achieve their target objectives substantially. The activities which show result in the beginning but become redundant at a later stage due to a changed environment should be shifted to another location and the knowledge and skill so gained be transferred to a new site by involving the current team to guide future beneficiaries. Additionally, the CSR policy should be modified for selecting interventions with a potential of sustainability, transferability & accessibility to larger groups.

In schools, the availability of water supply is expected to be ensured during the construction of toilets. In about 90% of schools, there were handpumps instead of direct water supply to the toilets. It is recommended that water tanks could be installed over the Toilet Building and a small pump for lifting water to the overhead Water Tank could be planned at the budget stage itself.

### **4. Impact**

Most of the interventions have been received positively by the local population & concerned authorities. But few activities are still to achieve the intended impact. Therefore, it is recommended that there should be baseline, midline & end line evaluations conducted for large interventions. Periodic Monitoring & evaluation will also provide an opportunity for midcourse

corrections, if required. A suitable mechanism in this regard is recommended to be put in place within the existing CSR organization.

## **5. Sustainability**

The major issues impacting sustainability would be to ensure a regularity of the service to the intended beneficiaries and establish a feedback mechanism with the organization carrying out an initiative. Some of the CSR interventions were less sustainable. It was noticed while conducting in-depth discussions on this issue, that sustainability had not been the top priority of the CSR Managers. They limited their roles to manage the activity efficiently. On this scale they were successful, but there appeared to be a lack of adequate attention to the sustainability aspect of the intervention.

- a. It is very timely now to ensure role clarity & role enrichment in CSR for ensuring these 5 key parameters of measuring effectiveness of CSR interventions.
- b. It is pertinent that withdrawal & handing over the project be a part of Detailed Project Proposal (DPR) of CSR intervention before sanctioning the project.
- c. The progress reporting should be mandatory for each implementing agency for CSR activities.

## **6. Key Recommendations**

- a. Some of the relevant examples, where sustainability of the initiative among the CSR activities under evaluation need to be reviewed and strengthened as following:
  1. Routine cleaning & maintenance of toilets constructed in the schools
  2. The placement scenario of ITI.
  3. Maintenance of water tanks provided in schools for drinking water.
  4. Maintenance & Upkeep of parks developed in Khandwa
  5. Business model for the trainees undergoing tailoring training.
- b. It is advisable to get need assessment study conducted before approving the CSR project as it was found that is given less importance by CSR functionaries.
- c. The NHDC should apportion a small amount for taking feedback on the accessibility and usages of facility to the intended users.
- d. Based on the observation of the investigators, there was a question mark on accessibility of the toilets to the students in the schools. These were opened in certain cases when visits by authorities were made. Therefore, sustainability of access in most of the cases is an issue to be considered for all such initiatives to be planned in future.
- e. The Solar System with adequate repair (if Any) be relocated to other places of potential utility instead of left for warmout without usage.
- f. The Survey Team found as some the taps of the tanks were either broken or they have been missing. In such cases before sanctioning CSR activities the commitment for ensuring the repair & maintenance from the agency be obtained.

## **Bibliography**

1. The Companies Act, 2013
2. The Companies (Corporate Social Responsibility Policy) Rules, 2014
3. Guidelines on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises. (Issued by Department of Public Enterprises vide F. No. 15 (13)/2013-DPE (GM) dated 21.10.2014.
4. Corporate Social Responsibility (CSR) Policy of NHDC, September 2014
5. Annual Report of NHDC Ltd. for the year 2016-17.
6. Corporate Social Responsibility in India, Potential to contribute towards inclusive social development, Ernst & Young LLP, - An Agenda for inclusive growth for Global CSR Summit, 2013
7. Handbook on Corporate Social Responsibility in India, CII & PWC, Nov, 2013
8. National CSR Portal

## Annexure I: - Activity Schedule

### A. Preparatory Activities

| Sl.no. | Activity   | January |     | February |     | March |     |
|--------|--|---------|-----|----------|-----|-------|-----|
|        |  | FN1     | FN2 | FN3      | FN4 | FN5   | FN6 |
| 1      | Collection Secondary Data                                  |         |     |          |     |       |     |
| 2      | Preparation & finalization of Questionnaires & other tools |         |     |          |     |       |     |

### B. Site Movement Plan for Field data Collection

| Sl.no. | Activity                          | January |     | February |     | March |     |
|--------|-----------------------------------|---------|-----|----------|-----|-------|-----|
|        |                                   | FN1     | FN2 | FN3      | FN4 | FN5   | FN6 |
| 3      | Collection Primary data           |         |     |          |     |       |     |
| 4      | Collection School sanitation data |         |     |          |     |       |     |
| 5      | Collection Qualitative data       |         |     |          |     |       |     |

### C. Data Analysis and Report writing

| Sl.no. | Activity                                       | January |     | February |     | March |     |
|--------|--|---------|-----|----------|-----|-------|-----|
|        |  | FN1     | FN2 | FN3      | FN4 | FN5   | FN6 |
| 6      | Data Entry and compilation                     |         |     |          |     |       |     |
| 7      | Data Analysis & Validation                     |         |     |          |     |       |     |
| 8      | Submission of Draft Report to NHDC Ltd. Bhopal |         |     |          |     |       |     |

## Annexure-II: List of schools surveyed for verification of construction of toilets:

| स. क्र. | विद्यालय का नाम                 | डाईस कोड    | उत्तरदाता का नाम     | पद             | सर्वे गाँव/शहर का नाम | तहसील का नाम | जिला का नाम | NHDC/ RSK |
|---------|---------------------------------|-------------|----------------------|----------------|-----------------------|--------------|-------------|-----------|
| 1       | शा. माध्यमिक शाला मोलूखेड़ी     | 23330108202 | सी.एस. वर्मा         | अध्यापक        | मोलूखेड़ी             | आष्टा        | सीहोर       | RSK       |
| 2       | शा. उ.मा. विद्यालय(मा.वि) कोठरी | 23330108708 | ईश्वर तिकी           | प्रधान अध्यापक | कोठरी                 | आष्टा        | सीहोर       | RSK       |
| 3       | शा. माध्यमिक शाला गबाखेड़ा      | 23330109101 | मदनसिंह मेवाड़ा      | अध्यापक        | गवाखेड़ा              | आष्टा        | सीहोर       | RSK       |
| 4       | शा. प्रा. शा. निपानिया कला      | 23330107405 | मानसिंह वर्मा        | स. शिक्षक      | निपानिया कला          | आष्टा        | सीहोर       | RSK       |
| 5       | शा. मा. शाला उमरपुर             | 23330109002 | ज्ञानसिंह मेवाड़ा    | अध्यापक        | उमरपुर                | आष्टा        | सीहोर       | RSK       |
| 6       | शा प्रा. शाला अमलाहा            | 23330304302 | शीला शाक्य           | सहा अध्यापक    | अमलाहा                | इछावर        | सीहोर       | NHDC      |
| 7       | शा प्रा. शाला झालकी             | 23330306202 | कमलासिंह मालवीय      | सहा अध्यापक    | झालकी                 | इछावर        | सीहोर       | RSK       |
| 8       | शा मा. शाला झालकी               | 23330306205 | मनोज जोशी            | सहा अध्यापक    | झालकी                 | इछावर        | सीहोर       | RSK       |
| 9       | शा मा. शाला खेरी                | 23330309407 | दिनेश वर्मा          | सहा अध्यापक    | खेरी                  | इछावर        | सीहोर       | RSK       |
| 10      | शा प्रा. शाला खेरी              | 23330309402 | सिद्धार्थ सिंह वर्मा | सहा अध्यापक    | खेरी                  | इछावर        | सीहोर       | RSK       |
| 11      | शा. मा. शाला भाउखेरी            | 2333306410  | एम.एस. पिपलोदिया     | अध्यापक        | भाउखेरी               | इछावर        | सीहोर       | NHDC      |
| 12      | शा. मा. शाला बरखेड़ी(गल्स)      | 23330504701 | ईश्वरलाल भावसार      | सहा. अध्यापक   | बरखेड़ी               | सीहोर        | सीहोर       | NHDC      |
| 13      | शा. मा. शाला बरखेड़ी(बॉयस)      | 23330504701 | ईश्वरलाल भावसार      | सहा. अध्यापक   | बरखेड़ी               | सीहोर        | सीहोर       | NHDC      |

|    |   |             |                       |                               |             |               |               |      |
|----|---|-------------|-----------------------|-------------------------------|-------------|---------------|---------------|------|
| 14 | शा. मनुबेन कन्या<br>शाला मंडी सीहोर               | 23330500108 | रेजरानीसिंह           | प्रधान<br>अध्यापक             |             | सीहोर         | सीहोर         | NHDC |
| 15 | शा. मनुबेन कन्या<br>शाला मंडी सीहोर               | 23330533807 | यशोदा कौर             | प्रधान<br>अध्यापक             |             | सीहोर         | सीहोर         | NHDC |
| 16 | शा. मा. शाला<br>हकीमाबाद                          | 23330124603 | मुकेश<br>चित्तौड़ा    | सहायक<br>शिक्षक               | हकीमाबाद    | आष्टा         | सीहोर         | RSK  |
| 17 | शा. प्रा. शाला<br>काजीखेड़ी                       | 23330124601 | उमादेवी<br>श्रीवास्तव | सहायक<br>अध्यापक<br>(प्रभारी) | काजीखेड़ी   | आष्टा         | सीहोर         | NHDC |
| 18 | शा. मा. शाला मैना                                 | 23330105207 | लक्ष्मी वाघ           | शिक्षक                        | मैना        | आष्टा         | सीहोर         | NHDC |
| 19 | शा. मा. शाला<br>सूलखेड़ी                          | 23330105302 | राजाराम<br>हरसोदिया   | प्रधान<br>अध्यापक             | सूलखेड़ी    | आष्टा         | सीहोर         | RSK  |
| 20 | शा. प्रा. शाला नयी<br>हकीमाबाद                    | 23330124602 | अरविन्द कुमार         | सहायक<br>अध्यपाक              | हकीमाबाद    | आष्टा         | सीहोर         | NHDC |
| 21 | शा. प्रा. वि. परी                                 | 23210529601 | प्रकाशचंद<br>मालवीय   | सहायक<br>अध्यपाक              | परी         | तराना         | उज्जैन        | NHDC |
| 22 | शा. प्रा. विद्यालय<br>मुख्यमंत्री आवास<br>नांदेड़ | 23210507111 | सत्यनारायण<br>परमार   | सहायक<br>अध्यपाक              | नांदेड़     | तराना         | उज्जैन        | RSK  |
| 23 | शा. मराठी प्रा.<br>विद्यालय उमरदा                 | 23480213202 | गणेश मराठे            | सहायक<br>अध्यापक              | उमरदा       | नेपानगर       | बुरहान<br>पुर | RSK  |
| 24 | मेन उर्दू प्रा. शाला क्र.<br>1                    | 23480216807 | रियाज मो.             | सहायक<br>अध्यापक              | बुरहानपुर   | बुरहानपु<br>र | बुरहान<br>पुर | NHDC |
| 25 | शा. हिन्दी प्रा. शाला<br>सलीम नगर                 | 23480209406 | सुनिल बारी            | सहायक<br>अध्यापक              | सलीमपुर     | बुरहानपु<br>र | बुरहान<br>पुर | RSK  |
| 26 | मेन उर्दू प्रा. शाला क्र.<br>2                    | 23480214205 | परवीन खान             | अध्यापक                       | बुरहानपुर   | बुरहानपु<br>र | बुरहान<br>पुर | NHDC |
| 27 | शा. प्रा. शाला<br>साउसकला                         | 23480511101 | भाउलाल गाडे           | प्रधान पाठक                   | साउसक<br>ला | नेपानगर       | बुरहान<br>पुर | RSK  |
| 28 | शा. मा. वि. राजनगांव                              | 23280502504 | कैलाश एशी             | अध्यापक                       | राजनगांव    | बरला          | बड़वा<br>नी   | RSK  |
| 29 | प्रा. वि. चौगंडिया<br>फल्या बनिहार                | 23280512604 | परमानंद राठौर         | सहायक<br>अध्यापक              | बनिहार      | सेंधवा        | बड़वा<br>नी   | RSK  |
| 30 | शा. बा. प्रा. वि.<br>बलवाड़ी                      | 23280505201 | अनिल सुल्या           | सहायक<br>अध्यापक              | बलवाड़ी     | वरला          | बड़वा<br>नी   | NHDC |
| 31 | शा. बालक उत्कृष्ट<br>माध्यमिक विद्यालय<br>सेंधवा  | 23280509806 | शर्मिला वर्मा         | प्रधान<br>अध्यापक             | सेंधवा      | सेंधवा        | बड़वा<br>नी   | RSK  |
| 32 | घाघलिया फल्या                                     | 23280505807 | सुभाष सेदाणे          | सहायक                         | चिरवली      | बरला          | बड़वा         | RSK  |

|    |   |             |                   |                    |                       |         |             |      |
|----|---|-------------|-------------------|--------------------|-----------------------|---------|-------------|------|
|    | बलवाड़ी   |             |                   | अध्यापक            |                       |         | नी          |      |
| 33 | शा. उत्कृष्ट मा. विद्यालय उमरी                              | 23280500802 | शिवराम पवार       | अध्यापक            | उमरी                  | बरला    | बड़वा<br>नी | RSK  |
| 34 | शा. प्रा. वि. कालापानी जामली                                | 23280502406 | शोभाराम मेहना     | सहायक अध्यापक      | जामली                 | सेधवा   | बड़वा<br>नी | RSK  |
| 35 | शा. मा. वि. चिरवली (ब)                                      | 23280500302 | कैलाश पाटिल       | अध्यापक            | चिरवली                | बरला    | बड़वा<br>नी | RSK  |
| 36 | मा. वि. बलवाड़ी   | 23280505805 | मेहमूद सामरे      | उच्च श्रेणी शिक्षक | बलवाड़ी               | बरला    | बड़वा<br>नी | RSK  |
| 37 | शा. मा. वि. हिंगवा  | 23280501503 | सुनीता मादले      | अध्यापक            | हिंगवा                | बरला    | बड़वा<br>नी | RSK  |
| 38 | शा. मा. वि. घेगाव   | 23280509001 | आयना डार          | सहायक अध्यापक      | घेगांव                | बरला    | बड़वा<br>नी | RSK  |
| 39 | शा. क. मा. वि. बालकुआं                                      | 23280303808 | कुसुम उपाध्याय    | प्रधान पाठिका      | बालकुआं               | बड़वानी | बड़वा<br>नी | RSK  |
| 40 | शा. प्रा. वि. घट्ट्याबेड़ी बालकुआं                          | 23280303807 | बालाराम परमार     | सहायक शिक्षक       | घट्ट्याबेड़ी बालकुआं  | बड़वानी | बड़वा<br>नी | RSK  |
| 41 | शा. प्रौन्नत प्राथमिक विद्यालय देववायड़ी फल्या सकराली खुर्द | 23280702206 | सविता गुप्ता      | सहायक अध्यापक      | सकराली बुजुर्ग        | पनसेमल  | बड़वा<br>नी | RSK  |
| 42 | शा. उत्कृष्ट प्रा. वि. आपसिंग फ. राखीखुर्द                  | 23280702504 | नरसिंग चौहान      | सहायक अध्यापक      | राखी खुर्द            | पनसेमल  | बड़वा<br>नी | NHDC |
| 43 | प्राथमिक उत्कृष्ट स्कूल आमदा                                | 23280707702 | सुदामा राठौड़     | प्रधान अध्यापक     | आमदा                  | पनसेमल  | बड़वा<br>नी | RSK  |
| 44 | प्राथमिक उत्कृष्ट स्कूल मोयदा                               | 23280700604 | दूलसिंग मोर्य     | प्रधान पाठक        | मोयदा                 | पनसेमल  | बड़वा<br>नी | RSK  |
| 45 | शा. प्रौन्नत प्राथमिक वि. खुरमार फल्या सकराली खुर्द         | 23280702205 | संजय खराडे        | सहायक अध्यापक      | सुरमान फ सकराली खुर्द | पनसेमल  | बड़वा<br>नी | RSK  |
| 46 | शा. प्रा. वि. गैरूघेड़ी सिनगुन                              | 23280105204 | भाग्या चौहान      |                    | सिनगुन                | राजपुर  | बड़वा<br>नी | RSK  |
| 47 | शा. प्रा. वि. कनास्यापुरा (रूई)                             | 23280104004 | सुभाषचन्द्र निवेल | सहायक अध्यापक      | कनास्यापुरा (रूई)     | रजपुर   | बड़वा<br>नी | RSK  |
| 48 | शा. कन्या प्रा. वि. सालखेड़ा                                | 23280101601 | दिनेश रायक        | प्रधान पाठक        |                       | रजपुर   | बड़वा<br>नी | RSK  |
| 49 | शा. प्रा. वि. हवेली फल्या (रोझानी)                          | 23280109004 | पूनमचंद निगवाल    | सहायक अध्यापक      | हवेलीफ ल्या (रोझानी)  | रजपुर   | बड़वा<br>नी | RSK  |

|    |  |             |                   |                     |                           |             |             |      |
|----|--|-------------|-------------------|---------------------|---------------------------|-------------|-------------|------|
| 50 | शा. प्रा. वि. नर्सरी<br>फल्या रोझानी       | 23280109005 | माया मेहरा        | सहायक<br>अध्यापक    | नर्सरी<br>फल्या<br>रोझानी | रजपुर       | बड़वा<br>नी | RSK  |
| 51 | शा.कन्या प्रा. वि. रूई                     | 23280104002 | कमलेश<br>पाटीदार  | सहायक<br>अध्यापक    | रूई                       | रजपुर       | बड़वा<br>नी | RSK  |
| 52 | प्रा. वि. जुनी रोझानी                      | 23280109002 | सारिका पाण्डेय    | सहायक<br>अध्यापक    | जुनी<br>रोझानी            | रजपुर       | बड़वा<br>नी | RSK  |
| 53 | प्रा. वि. भीलपट्टी फल्या<br>राखीखुर्द      | 23280708702 | राजाराम<br>सोलंकी | सहायक<br>अध्यापक    | राखी खुर्द                | पानसेम<br>ल | बड़वा<br>नी | NHDC |
| 54 | शा. उ. मा. वि. टेमला                       | 23280703201 | रेखा पाटील        | सहायक<br>अध्यापिका  | टेमला                     | पानसेम<br>ल | बड़वा<br>नी | NHDC |
| 55 | शा. प्रा. वि. नेशपुरा<br>(निहाली)          | 23280103002 | पवन साहू          | सहायक<br>अध्यापिका  | नेशपुरा<br>(निहाली)       | रजपुर       | बड़वा<br>नी | NHDC |
| 56 | शा. कन्या माध्यमिक<br>विद्यालय जुलवानिया   | 23280103805 | मंजुल<br>बामनिया  | प्रधानअध्या<br>पिका | जुलवानि<br>या             | रजपुर       | बड़वा<br>नी | NHDC |
| 57 | शा. प्रा. वि.<br>बड़वाफल्या<br>(जुलवानिया) | 23280103809 | आशाराम<br>वास्कले | सहायक<br>अध्यापिका  | बड़वाफ<br>ल्या            | रजपुर       | बड़वा<br>नी | NHDC |
| 58 | शा. प्रा. वि.<br>अमल्याफल्या,<br>जुलवानिया | 23280103810 | हेमलता गुप्ता     | सहायक<br>अध्यापक    | जुलवानि<br>या             | रजपुर       | बड़वा<br>नी | NHDC |
| 59 | शा. प्रा. वि. बैड़ीपुरा<br>कादवी           | 23280105504 | रमेश नरगावे       | सहायक<br>अध्यापक    | कादवी                     | रजपुर       | बड़वा<br>नी | NHDC |
| 60 | प्रा. वि. बंधान                            | 23280308501 | साबिर खान         | सहायक<br>शिक्षक     |                           | बड़वानी     | बड़वा<br>नी | NHDC |
| 61 | शा. प्रा. वि. भामन्या                      | 23280504501 | हर्षित ब्राम्हणे  | सहायक<br>अध्यापक    | भामन्या                   | सेंधवा      | बड़वा<br>नी | NHDC |
| 62 | शासकीय प्रा. वि.<br>कोलकी                  | 23280509204 | नलिनी चव्हाण      | सहायक<br>अध्यापिका  |                           | सेंधवा      | बड़वा<br>नी | NHDC |
| 63 | शा. प्रा. वि. धवला<br>कुआ बोरली            | 23280512702 | मनीराम जामरे      | सहायक<br>अध्यापक    | बोरली                     | सेंधवा      | बड़वा<br>नी | NHDC |
| 64 | प्रा. वि. पटेल फल्या<br>कोलकी              | 23280509201 | सखाराम आर्य       | सहायक<br>अध्यापक    | कोरली                     | बरला        | बड़वा<br>नी | NHDC |
| 65 | प्रा. वि. जुलवानिया                        | 23280500501 | विक्टोरिया        | सहायक<br>अध्यापिका  | जुलवानि<br>या             | सेंधवा      | बड़वा<br>नी | NHDC |
| 66 | शा. प्रा. वि. देवड़ा<br>फल्या पिपल्यागोई   | 23280512704 | अनिता देवरे       | सहायक<br>अध्यापिका  |                           | सेंधवा      | बड़वा<br>नी | NHDC |
| 67 | शा. मा. वि. गोई                            | 23280515102 | निर्मला वर्मा     | प्रधान<br>अध्यापक   | गोई                       | सेंधवा      | बड़वा<br>नी | NHDC |



|    |                                     |             |                 |               |            |         |          |      |
|----|-------------------------------------|-------------|-----------------|---------------|------------|---------|----------|------|
| 68 | शा. उत्कृष्ट प्रा. वि. हिंगवा       | 23280501501 | राजश्री जमरा    | सहायक अध्यापक | हिंगवा     | वरला    | बड़वा नी | NHDC |
| 69 | शा. प्रा. वि. चिरवली (ब)            | 23280500301 | हिरदाराम रावत   | सहायक अध्यापक | चिरवली (ब) | वरला    | बड़वा नी | NHDC |
| 70 | शा. प्रा. वि. नरगांवे फल्या बनिहार  | 23280512605 | सीताराम मण्डलोई | सहायक अध्यापक | बनिहार     | सेंधवा  | बड़वा नी | NHDC |
| 71 | शा. प्रा. वि. चारण फल्या जामली      | 23280502408 | माया वर्मा      | सहायक अध्यापक |            | सेंधवा  | बड़वा नी | NHDC |
| 72 | शा. प्रा. वि. गवली फल्या बलवाड़ी    | 23280505810 | रविन्द्र पाटिल  | सहायक अध्यापक | गवलीफला    | वरला    | बड़वा नी | RSK  |
| 73 | शा. मा. शाला साल्याखेडी             | 23360100302 | इमरतसिंह चौहान  | अध्यापक       | साल्याखेडी | हंडिया  | हरदा     | NHDC |
| 74 | नवीन मा. शाला देवतलाव (एकीकृत शाखा) | 23360105102 | जे.एस. शिफरे    | सहायक शिक्षक  | देवतलाव    | हंडिया  | हरदा     | NHDC |
| 75 | शा. प्रा. शा. बेडी                  | 23360105501 | रामदीन सोलंकी   | सहायक अध्यापक | बेडी       | हंडिया  | हरदा     | RSK  |
| 76 | शा. प्रा. शा. बारंगा                | 23360302002 | पुष्पा उमरिया   | सहायक अध्यापक | बारंगा     | खिरकिया | हरदा     | RSK  |
| 77 | शा. प्रा. शाला बघवाड़               | 23360206201 | कोमलचंद अग्रवाल | सहायक अध्यापक | बघवाड़     | टिमरनी  | हरदा     | RSK  |
| 78 | शा. मा. शाला शिवनगर                 | 23260212201 | तुलसा स्वामी    | सहा. शिक्षिका | शिवनगर     | महू     | इंदौर    | NHDC |
| 79 | शा.मा. वि. नरलाय                    | 23260506003 | सतीश माहेश्वरी  | सहा. शिक्षक   | नरलाय      | इंदौर   | इंदौर    | RSK  |
| 80 | उन्नत शा. मा. वि. रंगवासा नरलाय     | 23260506003 | मुकेश शर्मा     | सहा. शिक्षक   | नरलाय      | इंदौर   | इंदौर    | RSK  |

## **Annexure-III : Pre-testing, Adjusting of evaluation materials/ and Pilot Testing**