

Public System Strengthening in Aspirational Districts

A Compendium of Good Practices



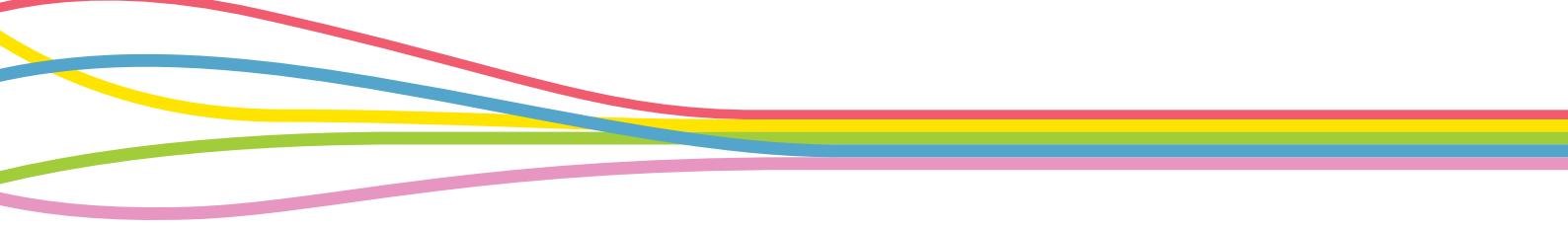
Transformation of Aspirational Districts Programme
An initiative of the Ministry of Home Affairs and Tata Trusts

2019

About Transformation of Aspirational Districts Programme

Transformation of Aspirational Districts (TADP) is a major policy initiative by Government of India for rapid transformation of districts that are lagging on specific development parameters.

The Ministry of Home Affairs has been designated as the nodal Ministry to coordinate and ensure development activities in the 35 Left Wing Extremism (LWE) affected districts identified by NITI Aayog . In order to support the Ministry of Home Affairs in this ambitious endeavour Aspirational District Fellowship was launched by Tata Trusts in July 2018. The Fellowship and our engagement has twin objectives (a) provide key professional resource to District and creating the District TADP Delivery Nudge and (b) to attract young, highly motivated professionals providing them a “change leadership” experience which builds their perspective, competence and inspiration in contributing to the development sector.



Editorial Note

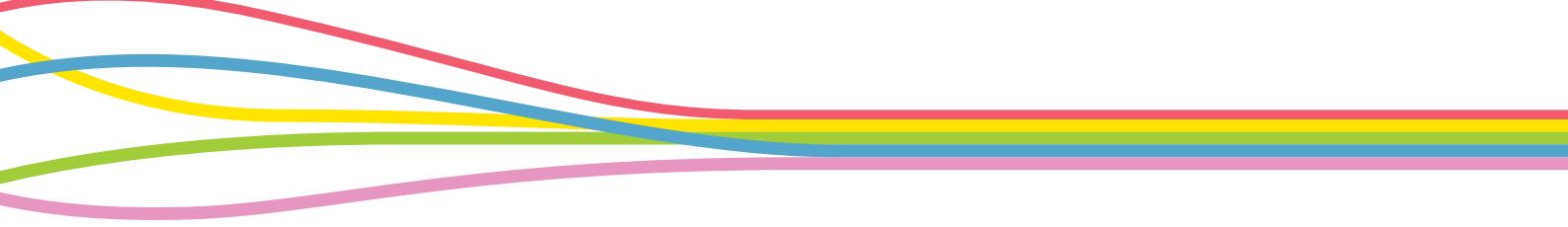
Under a Memorandum of Understanding signed by the Ministry of Home Affairs with Tata Trusts, Aspirational District Fellows have been selected and placed in the 35 left LWE affected aspirational districts. These have been allotted to the MHA by NITI Aayog under the Government of India flagship program, Transformation of Aspirational Districts Programme.

The selection, placement, orientation and subsequent professional guidance to the ADFs have been anchored by Transforming Rural India Foundation (TRIF). TRIF has worked with the Ministry to ensure that systems are created for structuring the task of the ADFs as well ensuring that their roles receive legitimacy in the District administration. Additionally, the ADFs are provided timely guidance and support. All this provides a facilitative environment to the Fellows.

However, the effectiveness of the workings of the Fellows depends upon the day to day guidance they receive from the District Collector and their own ingenuity, alertness and energy. The ADFs are now groomed in the administrative protocols and systems of the State Government. Hence retain the freshness and flexibility to do lateral thinking and undertake necessary liaison and follow up with whoever is needed. All this is done under the supportive guidance of the DC. Their youthful energies and dedication can speed up tasks and bring about changes which would otherwise become difficult. It is entirely due to the interest and support lent to them by the District, the State and Central administration coupled with the support of tata trust and its ecosystem that they are able to catalyse positive changes in the challenging circumstances on the ground.

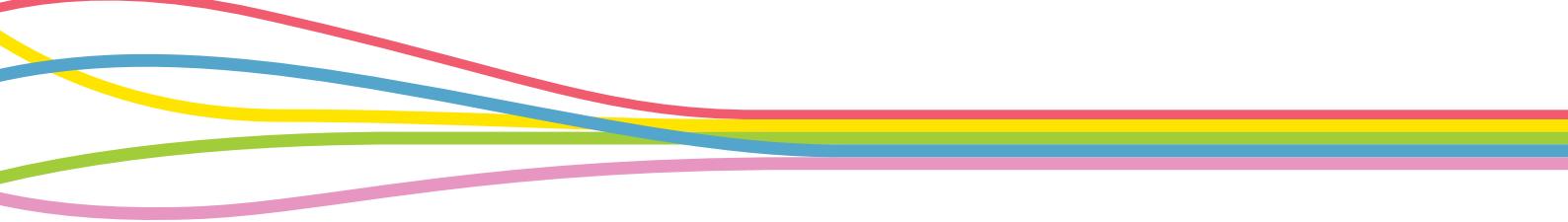
This Compendium is an attempt to recognize some of the more noteworthy achievements under this partnership program. The ADFs are youthful, energetic and creative persons, whose energies have been appropriately channelized by wise and practical DCs to help their respective districts achieve progress on the SDG Goals. Several of the models and practices narrated here deserve close understanding, critical appreciation and possible scale up in the difficult LWE affected districts. This compendium consists of practices in health, nutrition education, agriculture and governance. We hope that this Compendium will motivate the ADFs as well as provide interesting and thought provoking leads to the readers to adopt, adapt and scale the activities done by them.

- Editors



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Health

Enhancing Health, Enhancing Life

Improvement of health indicators is critical in improving the standing of the district on the parameters for progress towards SDG. The infrastructure and upkeep of health facilities as well as the degree of consistent high quality service by the staff both are important to improve these parameters. Improved infrastructure creates confidence among the users and hence increases footfalls. Recognising this, most District authorities have been focusing their efforts on improved infrastructure and the Aspirational District Fellows have been aiding this process.

Health Ka Bharosa: Aarogya Kunji and MARUs in Chatra District



DC, Jitendra Kumar Singh (IAS), Civil Surgeon, Dr. S P Singh, and ADF, Ashish Kumar with MARU

The majority of the villages located in the Chatra district cannot access or afford healthcare as 60 percent of the district is covered in forests. The forest portion covers 4 territorial Forest division (North, South Chatra, Koderma, Hazaribagh West). The problem of accessibility has worsened due to the serious phase of extremists' violence perpetrated by the Maoist Communist Centre (MCC). However, since the 'health' subsector forms the major subsector (weighing 30 percent) in progress on SDG, the Chatra administration have been focussing on this. The DC has taken assistance of The Aspirational District Fellows (ADFs), Mr. Ashish Kumar and Mr. Neelesh Bhattacharyya. Together and under the guidance of the DC they are employing different techniques to make basic health care facilities available at the village level.

The district administration, under the leadership of the DC Shri Rajiv Kumar Singh (IAS), have started Swasth Chatra (Healthy Chatra), an umbrella program to address the accessibility, availability, and affordability of healthcare. This program further consists of Motorcycle Ambulance Response Unit (MARU) and 'Arogya ki Kunji.'

There is a dearth of ambulance vehicles available in the Chatra district. At present, there are only 13 ambulances catering to a population of around 10 lakhs. Further, it is difficult to commute using four wheelers on the undulating, mud tracks within the forests. These factors lead to high casualty rates as patients are unable to reach the hospital on time. This led to 'Project Sugam,' which involved using MARUs to reach the remote villages.

MARU is constructed by attaching a side carriage to a motorcycle on the side of its frame, which is customized for the comfort of the patient. On an average, MARUs cost 2 lakhs per unit which is funded by MPLAD. This initiative has helped many pregnant mothers. Till date, 49 units of MARUs have been purchased. Project Sugam will be expanded to other districts after a rigorous project assessment is carried out by the ADFs and the district administration.

There are places in Chatra which cannot be accessed through two wheelers. Therefore, the district administration has proposed Arogya ki Kunji as a solution. Under this initiative, medical kits containing medicines and essential health utilities like contraceptive, sanitary pads etc. are given to the ASHA workers or Sahiyas of the district. Sahiyas get freedom of mobility with the portable medical kit. Similarly, patients can approach these workers for treatment rather than traveling to a healthcare center. The district administration trains the Sahiyas to provide appropriate treatment given the condition of the patient. If the patient needs more care then they recommend/persuade the patient to approach CHCs or the district hospital.



Nikhat Praveen, ASHA, with her medical kit (Arogya Kunji)

The effectiveness of Arogya Kunji is no surprise. It addresses connectivity issues which is the main bottleneck causing lack of healthcare among rural households. Therefore, till date the district administration has distributed upto 1609 medical kits to Sahiyas. Different stakeholders are involved to ensure its sustainability. This initiative is directly monitored by Civil Surgeon Office, District Hospital under the supervision of Civil Surgeon. At the block level, the MOIC (Medical Officer In-Charge) of Public Health Center(PHC) is supposed to manage the demand and supply of medicines in the Arogya Kunji. Similarly, this is managed by the ANM at the front line level who then informs the PHC for necessary replenishment.

Though there are multiple layers involved in implementation of Arogya kunji, the district administration perceives it as simple and cost effective. The medical kit costs only Rs. 1870 because of which this initiative has been implemented in 3 blocks through DMFT fund and MPLADs fund will be used to cover the remaining blocks.

Affordable and Accessible Diagnosis: Introduction of Health Cube in Chatra

The Chatra district of Jharkhand lacks adequate health infrastructure to serve a population of 10.42 lakhs. Currently, only 32 doctors, 28 regular and 8 contractual, serve in the many health centers at various levels (1 District Hospital, 6 CHCs, 8 PHCs and 93 HSCs). Further, Chatra's location and demography makes healthcare inaccessible and costly. The problem worsens with the unavailability of laboratories which are responsible for conducting diagnosis. First, there is often a sudden peak in diseases like malaria because of absence of these facilities at the village level. Second, the villagers are compelled to pursue local quacks, who are not substitutes of scientific technologies. Therefore, the district administration has adopted measures to provide easy and affordable diagnostic facilities to rural families.



HealthCube Device on display in Chatra's Sadar Hospital

Project Nandi, an initiative to make healthcare accessible and affordable, has been introduced in blocks of the Chatra district. The ADFs, Ashish Kumar and Neelesh Bhattacharyya, were responsible for introducing the Bangalore based HealthCube to the hospitals in Chatra. The HealthCube team has created a tablet-based portable device that is capable of performing quick diagnostic tests. The costs of these diagnostic tests is much lower than the prevalent market costs. Therefore, people from rural areas are more likely to afford it than using other expensive alternatives.

The accurate diagnostic ability of this device compensates for the unavailability of laboratories in the villages. Under Project Nandi, the Chatra district administration is periodically organising health camps in the remote villages wherein they use HealthCube to conduct tests. The lab technicians use this device to conduct upto 24 tests ranging from tuberculosis to HIV. Medical staff and specialists are invited to these camps to prescribe treatment post the diagnosis.

The medical staff has also started using HealthCube devices to maintain uniformity in the data possessed by lab technicians and doctors. The lab technicians use the bluetooth feature of this device to transfer the results of the diagnosis on to a web portal. This data can then be accessed by the doctors who can prescribe suitable treatment. The accumulation of data is further used by the district administration to analyse whether a disease is prevalent in a given region.

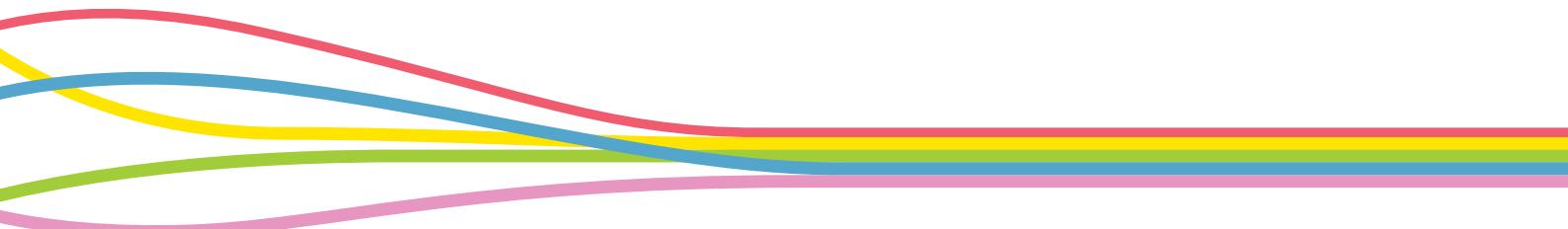
The features of portability, accuracy, quickness, and trustworthiness in HealthCube devices demonstrates that it is an easy solution for the two aforementioned problems. Further, it can also be scaled up to cover the rest of Chatra. Hence, the district administration is planning to reach the level of HSC and ANM workers. The vision is to narrow down to the household level such that they can avail affordable diagnosis services in case of emergencies.

Community Health Centre in Hazaribagh District

In the heart of Churchu block, we come across a small rust colored building surrounded with gardens, and two ambulance vehicles. This is the Community Health Center(CHC), which is famous in the local area for providing quality health care services at the block level. It is well-maintained and is equipped with the latest healthcare equipment. This service has been possible under the leadership of the then Deputy Commissioner, Shri Ravi Shankar Shukla (IAS), and the current Medical Office In-Charge(MOIC), Dr. A.P. Chaitanya, with the assistance of the ADFs, Dr. Pretty Priyadarshini and Ms. Charu Madan, and the CHC's medical staff.

The MOIC and employees of the Churchu's CHC emphasise on sanitation being the 'most important' to health. Therefore, the rooms and the washrooms are regularly scrubbed. Further, the bedsheets in the wards are color coded, with different colors for each day for washing them. This serves as an example of using a creative measure to promote sanitation. Monthly awards are given to staff members who takes steps to ensure hygiene. Their picture with the label of 'the most hygienic person of the month' is pinned on the board in front of the waiting room to gather public admiration.

Dr. Pretty has helped the staff of the CHC to recognize the relationship between waste management and sanitation. MOIC believes that waste management is crucial in preventing the spread of germs and diseases within the centre's premises. The golden rule for the CHC's staff under the waste management system is, 'Let the wastes of 'the sick' not contaminate the lives of 'healthy'. Therefore, three large pits are placed outside the building with the labels, 'General waste pit', 'Sharp pit', and 'Placenta pit.' These segregations are not solely for the purpose of display. Each staff member remembers them by heart.



The limited size of this CHC does not prevent it from encapsulating required health facilities in the best possible manner. It consists of an OPD, laboratory, operation theatre, and Adolescent Friendly Clinic (Yuva Maitri Kendriya), ICU corner, cold-chain room, and labour room. The latest machines are kept to ensure safe and accurate treatment. These include the Ultra Prime monitor to assess BP, SP O₂; baby warmer, suction machines; Nebulizer, Oxygen Concentrator etc. The ASHA worker or Sahiyas are appointed in the labor room at all times to ensure safe institutional delivery. This has been helped by the CHC providing Sahiyas with a separate residence, 'Sahiya Rest-Room,' and a washroom.

Apart from providing health services to the community, Churchu's CHC focuses on creating a community behavioral change. Color coded bins are kept within the premises to introduce healthy waste disposal behavior among the patients and visitors. The community is provided with a grievance redressal system wherein suggestions and feedback are recorded. These are directly evaluated by the MOIC.

The major component of the development and maintenance expenditure of Churchu's CHC has been funded through the National Health Mission(NHM). Corporate Social Responsibility(CSR) funds are used in parts of the project. Further, Hazaribag is the first district in Jharkhand state to use DMFT funds for bridging the Human Resource gap in the health sector. In 2018, 55 health personnel were recruited with the help of health experts and the Hazaribagh administration.

The elements of great leadership, dedicated staff, effective resource mobilization, and community participation are responsible for the success of Churchu's CHC. At least three of these can easily be availed. Hence, Dr. Chaitanya requests professionals to reach out to remote areas for provision of quality healthcare.



Biomedical Waste disposal



Operation Theatre in Churchu's CHC



Dr. Chaitanya (MOIC) in the Church's CHC

Garima Abhiyan: Pad Man's Dream

A stigma around menstruation and menstrual hygiene still prevails among a large section of people in the Simdega district. The Garima Abhiyan, which translates to Dignity Campaign, was designed to sensitise women, children as well as men about Menstrual Hygiene Management (MHM). The campaign was throttled, in collaboration with a UN agency Water Sanitation Supportive & Collaborative Council (WSSCC), which helped the district administration as a knowledge and logistics partner. 65 frontline workers from health, education, self-livelihood and social welfare departments of the district were chosen and were given training by Subject Matter Experts (SME) coming from WSSCC, on Training for Trainers (ToT) mode. Utilizing these 65 'Master Trainers', more than 3000 frontline workers were further trained on the campaign. Workshops were organized in all the 774 schools and 964 Anganwadi Centres of the district. Further, a group of 450 team leaders, who were well equipped with the subject matter were given the name of 'Garima Fauj' (Dignity Army) and were motivated to organize a village level workshop in all the 450 villages of the district.

A movement called 'Chuppi Todo' was started to encourage people to talk openly about menstrual welfare. To make the movement more engaging, Pad man was screened in the village in different locations and this was well received by the community. The next agenda in the project following the awareness drives was to assure the availability of affordable, biodegradable and convenient sanitary napkins in the area. The district mobilized a group of 100 trained SHG women members to stitch 100% biodegradable and chemical free sanitary napkins by themselves using cotton clothes. The product was well received by the community. The administration is now looking forward to set up local production units by mobilizing all the trained SHG members and promoting the brand in the name of 'Miss Garima Sanitary Pad'. Simdega now envisions to become India's first menstrual waste free district by eradicating the practice of using conventional sanitary napkins which contain plastic and chemicals and replacing the same by its very own domestically produced economical napkins.

Garima Campaign has impacted and touched more than one lakh out of total six lac people of the Simdega district. Talking about menstruation was no longer a taboo after the men were asked to train women; male teachers were asked to train female students, and female teachers were asked to train male teachers. This has led to people openly discussing menstruation in Simdega.



SHG members with their self-made sanitary napkins

With the combined efforts of the Simdega administration and the ADF's, Simdega is indeed leading today in assuring equality and equity to women as well as promoting and sensitizing people of all ages and genders about menstrual hygiene.

Health Awareness Campaigns

Awareness is the first step in making any society a healthy society. Being an aware individual is by default a strong character of a responsible citizen. In the spirit of spreading awareness, ADF Satwik Mishra came along with an ambitious vision to strengthen its human resources by boosting their awareness about disease's spread and control through campaigns.

Simdega is one of the most malaria prone districts of India, largely because 69% of the tribal population is unaware of the harmful repercussions of water logging. To address this, the first campaign was 'Khabardaar Malaria Campaign' in which around 300-400 students of the district were trained for identifying breeding spot of mosquitos and destroying them

The next in line was 'Bhaag Filaria Bhaag Campaign', which came as a prerequisite for implementation of IDA Program – A triple drug therapy for Lymphatic Filariasis, in the district. Simdega was one of the five non-endemic districts of India which were chosen for launching IDA program. Tuberculosis was attacked by launching 'TB Bhagao Campaign'. Lack of awareness about nutritional requirement of TB's treatment therapy i.e. DOTS and about its consequences, forced patients to run away from treatment, which further used to advance their TB's status to HDR (High Drug Resistant) and XDR (Extreme Drug Resistant). The only way to take patients in confidence was to make them aware and prepared enough for DOTS treatment.

In all these campaigns, the strategy remained the same. Every department had funds available under IEC head, which earlier were used, either for just displaying banners or running a propaganda vehicle. However, that didn't help the administration much in reaching to those who are at the bottom of the pyramid. So, the campaign mode emerged as the long-awaited intervention in such a picture. The strategy was to first create a set of master trainers by organizing workshops by SMEs (Subject Matter Experts) on Training of Trainers (ToT) mode. Subsequently, these master trainers were utilized judiciously, in conducting workshops at school and village level and hence broadening the outreach base. 40,488 students of 472 government schools and 46,856 students of 377 schools were targeted in 'Khabardar Malaria' and 'Bhaag Filaria Bhaag' campaigns. 'TB Bhagao Abhiyan' got an outreach of 12169.

The number of annual active malaria patients came down from 10,066 to a two digit figure this year in Simdega and envisions to be a filarial free district in coming years. Today, TB patients can be seen, taking the DOTS treatment seriously and following it properly.

Simdega has indeed used 'awareness building' as a fuel for propelling engine of health in the district. It looks forward to following the same strategy for keeping a check on several other issues i.e. AIDS Control, Leprosy etc. Undoubtedly, the district has shown example 'good health governance'.

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Students of a government school attending a
'Khabardaar Malaria Campaign'

Nutrition

Anganwadis as centres of nutrition

Jharkhand is among the eight states which has been subjected to the intensive Integrate Child Development Scheme IV (ICDS-IV) due to the high drop-out rates of students from Anganwadi Centers(AWCs). This is prevalent in the aspirational districts, which are inhabited by tribal population. Therefore, under the 'Universalization of ICDS with Quality', the concerned district administrations aim to reach the vulnerable sections of the population, the minorities and SC/ST.

The team of Aspirational District Fellows (ADFs), working under the Transformation of Aspirational Districts Program, and the respective district administration identified that inadequate infrastructure combined with insufficient education, and healthcare facilities contributed to the low attendance rates among AWCs. Building as a Learning Aid (BaLA), an initiative under the Sarva Shiksha Abhiyan (Universal Education), is commonly adopted in AWCs across Jharkhand. BaLA proposes that the structure and design of any school space should serve as a teaching tool. For example, painting the walls and ceilings of the AWCs with alphabets, numbers, animals, etc. such that the children are learning by observing their surroundings. The print rich environment becomes a child-friendly learning space. Anganwadi Workers (AWWs) are also benefited by this initiative as they use the visual content to enhance the understanding of the students.



Jubi, Anganwadi Sevika of Chatra district

The refurbished Anganwadis are termed as Model Anganwadis. The models of refurbishment varies across the districts of Jharkhand.

1. Latehar district administration: Cost-effective, BaLA based model AWCs;
2. Chatra district administrative: Model AWCs based on urban pre-school, with ICT equipment to add to the education and healthcare provisions
3. Hazaribag district administration: Self-sustaining AWCs through the installation of biogas units or nutri gardens.

Cost Effective Anganwadi in Latehar District

Latehar district, situated in Palamu region in Jharkhand, is famous for its rich forests and minerals. Its population is predominantly tribal, around 66% belonging to SCs and STs, is spread over nine blocks. Therefore, the literacy rates in Latehar are poorer in comparison to other developed districts. Improving early childhood care and education is seen as a path towards this goal. Consequently, the district administration is working to revive the existing 116 Anganwadi Centres(AWCs) to increase the poor attendance and retention rates amongst children up to 6 years of age.

The aspirational district fellows, Rahul Raman and Subhra Sen, with the assistance of the district administration have devised a cost-effective method to renovate the AWCs of Latehar.



Model Anganwadi in Latehar

The average cost for refurbishment is 8.5 thousand rupees, which has been decreased by approximately 95 percent. According to Rahul, the costs per square feet has drastically been reduced from 36 rupees to 10 rupees.

The District Commissioner, Shri Rajiw Kumar (IAS), suggested the fellows to conduct a pilot study in the AWCs of the Sasang panchayat. DMFT funds were allocated for their refurbishment as this Panchayat falls under the purview of District Mineral Foundation. Brahmini II (ANC) was the first building to be remodelled. According to Subhra, Brahmini II had motivated Anganwadi workers who could not perform their tasks due to the poor infrastructure.

Local painters, Binod and Prakash, were appointed to repaint the AWCs under the BaLA guidelines. This initiative reduced the expenditure on painting and provided employment opportunities to the locals. Besides the colorful paintings, the fellows emphasised on the use of locally available resources like tyres, beads, stones and sand etc.to make the centers attractive and environment friendly.



Lalita Devi, Anganwadi Sevika, painting the walls of the AWC in Latehar

The low renovation costs did not compromise on the quality of the facilities available in the AWCs. Every nook and corner of the Brahmini II(ANC) ingrains curiosity in the minds of the children. The ceiling, painted with 'sky theme', exposes children to the celestial structures in outer space. Similarly, the paintings of alphabets, numbers, animals, flowers etc. sharpens their cognitive skills. Even the Sevikas, helpers of AWWs, expressed their gratitude since they could use the drawings and paintings as a teaching tool. They shared that the print rich environment helped students recognize names and the associated pictures. This method is called logographic reading. The combination of improved teaching and the appeal of the building has drastically increased attendance rates of students.

The success has led to the fellows preparing a pre-school learning kit with approximately 70 items, such as blocks, picture books, etc. to enhance early childhood literacy and reading. However, there remains some challenges. First, the charts on alphabets, fruits and vegetables, were removed by Sevikas to reduce the damage done to them by the students. Second, the supply of PSE was irregular due to logistical constraints. Therefore, the fellows decided to dedicate a wall to children for their scribbling needs. Paintings were drawn as per the infant's eye level such that they could access these pictures.



A glimpse of VHSND in Latehar's AWC

Meals served at AWCs is a contributing factor in improving attendance rates among students. According to Sharmila Devi, mother of a 3 year old in Latehar, nutritious food is a path towards improved learning among students. This is the principle underlying the concept of 'Kitchen Garden', which was recently introduced in Brahmini II. The objective is to engage AWWs in growing fresh fruits and vegetables in a garden to reduce malnutrition among students. According to Lalita Devi, Sevika, Kitchen Garden gives AWWs a sense of 'general ownership', which improves their performance.

The ADF and the district administration of Latehar have successfully demonstrated that community participation is important in building quality AWC at a low cost. The District Social Welfare Department (DSWD) is assisting the administration to refurbish 100 more AWCs via this model. Further, the mukhiya of the Ichak panchayat demonstrated support by promising to replicate the cost-effective ref model to their AWCs.

Smart Model Anganwadi in Chatra District

Chatra district is remotely located within the vast stretches of forests and coal mines. It is one of the 90 districts of India which is affected by Left Wing Extremism (LWE). Inaccessibility and violence, among other factors, contribute to the poor attendance and retention rates of students in the existing 196 AWCs. The Aspirational District Fellows (ADFs) of Chatra, Ashish Kumar and Neelesh Bhattacharyya, with the help of the district administration and AWWs, have refurbished the Anganwadis based on the urban pre-school model. This model envisions to attract students to improve learning and healthcare outcomes.



Capturing children studying in a smart-AWC in Chatra

The AWCs in the Simaria block of Chatra district were selected for the pilot phase because they were unkempt with poor infrastructure. According to Jubi Dadi, a sevika, parents hesitated to send their children to school because they were not even given chairs to sit and study. Hence, improvement in infrastructure became the basis for model Anganwadis in Chatra. Therefore, the district administration under the guidance of DC, Shri Jitendra Kumar Singh (IAS), provided AWCs with proper infrastructure like cooking cylinders, tables, chairs, toys etc. Students were incentivized to attend sessions through the provision of school bags. The ADFs appointed painters to repaint based on BaLA guidelines. They proposed the installation of ICT devices such as television, speakers etc. to enhance the students' learning through a smart environment. The total cost of refurbishment averaged to 2-3 lakhs, which was funded by the District Mineral Foundation (DMF).



*Pratima Kumari (CDPO), Tara Mani(AWW), Rashmi Kumari (Lady Supervisor),
Mamta Masoom (Lady Supervisor)*

The outcomes of these initiatives were in tandem with the vision of the smart AWC model. There was approximately a 35 percent increase in the attendance and retention rates, jumping from a merely 50 percent to approximately 85 percent. The ADFs along with the help of the Angadwadi Workers (AWWs) routinely monitor the attendance of the students.

The urban preschool model is not limited to educational outcomes. Replicating the level of sanitation at a preschool ensures a hygienic environment for the healthy growth of students. A clean environment improves the quality of food being served and the living conditions. Saiyas and Sevikas use television to stream videos on topics like anaemia, pregnancy, menstrual hygiene etc., to create awareness among adolescent girls and mothers. Hence, the smartness of the AWCs does not dampen its facilities.



Rashmi Devi visits AWC regularly with her two children

The effectiveness of this model of transforming despondent AWCs to one of the top notch qualities has enthused the district administration to cover the remaining centres. They aim to use DMFT and SCA funds to undertake renovation. However, there are certain challenges in the implementation. First, the low salary of the AWWs disincentivize them to work up to their potential. Second, food promised to the students is different from the one served. Third, there is an absence of books and well-researched syllabus for promoting a higher early childhood literacy. Therefore, the Chatra administration and ADFs look forward to resolve the aforementioned issues with the help of smart ideas!

Hazaribagh: Self-Sustaining Anganwadis

Hazaribagh's cold climate and peaceful atmosphere has attracted intellectuals to establish academic institutions, rendering the district the title of '**Education hub of Jharkhand**'. Therefore, the high drop-out rates of children from AWCs due to reasons such as inaccessible routes, unwholesome meals, poor infrastructure etc. has become a major concern. Therefore, the ADFs, Dr. Pretty Priyadarshini and Ms.

Charu Madan, and the district administration, under the leadership of the Deputy Commissioner(DC), Shri Ravi Shankar Shukhla (IAS), have devised self-sustaining AWCs that aim to provide quality education and healthcare facilities.



Kitchen garden in the premises of AWC Atiya 4

The pilot phase was conducted in the Kanchanpur Panchayat, utilising the funds of 14th Finance Commission with the help of Mukhiya, Lady Supervisor (LS), Smt. Lilian Raven, and the Child Development Project Officer(CDPO) cum BDO, Shri Akhilesh Kumar. The LS and the CDPO identified the list of AWCs that required renovation based on their condition and needs. Preference was given to those centres which were accessible by villagers such that a large number of students could avail the improved facilities. Vijay Arts, a local company, was appointed to paint the buildings based on the BaLA guidelines. The fellows role was crucial in bridging the existing gaps for the provision of infrastructure such as uniforms, tables, chairs, toys, etc.. Further, they ideated the design of smart AWCs by arranging ICT equipments such as television, speakers, and battery for electricity backup. The content streamed in the television involved stories, poems, lessons on alphabets, numbers etc. In the growing digital world, these equipments became a useful teaching tool for the Anganwadi Workers (AWWs).



Children eating hot cooked meal in Hazaribagh's AWC

These initiatives yielded an approximately 40-50% percent increase in attendance rates of students. The increase was driven by the large-scale community participation. The children were willing to learn in a colorful surroundings with their peers; the AWWs were dedicated to deliver quality services because of the assistance provided by the district administration; and parents were driven to send their offspring as they believe that the transformation promises a better future.

The success of the transformation increased with the addition of facilities such as nutri-gardens and installation of biogas units. The ADFs with the help of the village community implemented this step to make the AWCs self- sustainable. The villagers in Kanchanpur Panchayat provided free of cost manure to the AWC Atiya 2 for the production of biogas. Geeta Devi, Anganwadi Sevika, and Radha Devi, Anganwadi Sahayika, are proud that their centre has sufficient availability of gas to cook wholesome meals for their students. On the other hand, the Sahiyas and Sevikas of the AWC Atiya 4 grow iron and vitamin rich fruits and vegetables such as spinach and drumstick in their ‘nutri garden’ to nourish their students. In this manner, the model AWCs of the Hazaribagh district have fairly tackled the problem of lacking infrastructure, education and healthcare facilities.



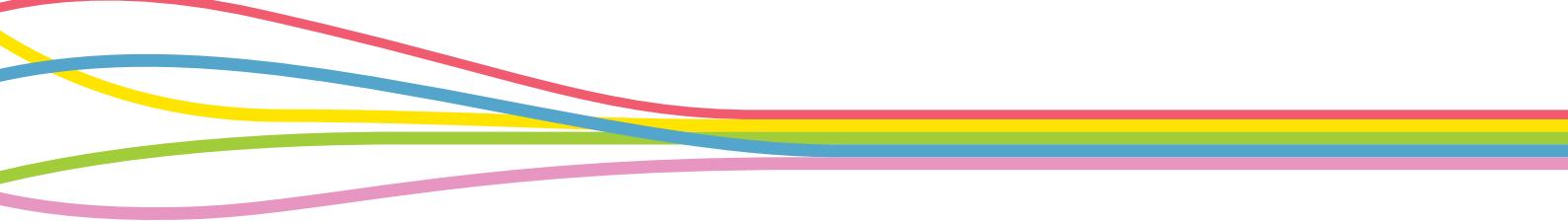
Biogas Unit in the premises of AWC Atiya 2

However, some facilities are yet to be implemented. The ADFs have done thorough research to formulate the curriculum to be followed in the AWCs. This was done to polish the learning content, and formulation a uniform learning material across AWCs in Hazaribagh. The research was based on conversations with the staff of urban pre-schools, including teachers of Xaviers, along with inputs from AWW, LS, and CDPOs. According to Pretty and Charu, the curriculum will be released as soon as the publishing logistics are arranged.

Till date, 39 AWCs of the 1770 AWCs have been refurbished with the help of DMFT and 14th Finance Funds. The district administration incurred an average refurbishment expenditure of 2.5-2.75 lakhs. Now, the initial aim is to cover the blocks under the jurisdiction of the DMF. Then the focus will be shifted to blocks under the purview of SCA and 14th Finance Commission and attain saturation.



Geeta Devi, Anganwadi Sevika, lighting the stove using the biogas supply





Education

Creating opportunities for intergenerational learning

While repeated emphasis and follow up from senior officers of the State administration tends to result in Government run schemes such as Angadwadis to come up in every village, their status could easily leave much scope for improvement. After all, it is difficult to deny the sense of powerlessness which the average villagers as well as cutting edge staff like Sevikas feel in the administration. But creating models of very well provided and run Anganwadis or schools will fire their imagination and motivation and hopefully they too will try to improve their own places of work. Here is one such effort of creating a model facilitated by an AD Fellow.

Model School Khunti

Khunti district in Jharkhand is populated mainly by people belonging to the ST. The terrain of the district is hilly and undulating and there is quite good forest cover in the village. There are 86 Gram Panchayats in the district with over 84000 students enrolled in standards 1 through 10. The schools in particularly the more remote villages in the district tend to show the infirmities one may expect in far flung villages. Dy. Commissioner of the District is very keen on improving the performance of the district in education and hence wishes to provide the best amenities to the school teachers and students. With a view to set a standard of quality for the schools, the District has chosen to create a Centre of Excellence in school education. The Centre will be housed in a large Model School in Khunti town.

In the process of making the Model School Khunti as a center for excellence in learning in Khunti District in Jharkhand for primary, middle and high school students, a total of 7 schools (4 Primary, 2 Middle School and 1 High School) were merged into one single school. The total infrastructure of 3 main schools situated in close vicinity of each other was merged and renovated for the purpose. Each of these three schools had its own campus. All these three campuses have now been connected to each other and are now a part of one single large school campus.

A total of 1891 students are enrolled till now in the current academic session of 2019-2020.

This includes 673 in primary, 810 in secondary and 408 in high school. The visible improvement in the facilities and infrastructure has created a favourable buzz in the town and many parents are interested to withdraw their wards from private schools and enrol them in the new Model School. Thus the enrolment is expected to increase with time.

S. No	Facility	Approximate expenditure (Rs. Lakhs)
1	Construction and Renovation of 2 Auditoriums, one open air and the other closed	76
2	Toilet for girls	17
3	Campus layout, levelling, development	97
4	Construction of basketball Court and related	45
5	Building paintings with a view to achieve BALA (buildings as learning assets)	70
6	Drinking water: bore wells, plumbing etc	10
7	Science Centre	10
8	Additional classrooms	38
9	Tab-Lab for digital education	6
	Total	368

An amount of Rs 3.68 Crores has been spent till now by the district administration on the above. The funds were obtained by using various schemes. Rs. 2.96 Crores were taken from the Special Central Assistance, Rs. 53 lakhs from Aspirational Districts Fund and Rs. 10 lakhs from District Innovation Fund. In addition, transport facility from within a range of 5 Km is also being run for children to attend the school. The expenditure on this amounting to Rs. 80000 per month is being met out of DMFT Fund. Additionally, the plan is to construct some more classes and laboratories and acquire learning aid support. The plan is to augment by providing amenities for sports and for extra-curricular activities.

The above progress relates to hardware and infrastructure. True results on enhanced educational performance will arise from a combination of improved amenities and significant;ly augmented input in pedagogy and teaching quality. The District administration has hence entered into a partnership with Collectives for Livelihoods Initiative, an affiliate of the Tata Trusts. Clnl is expected to provide support in monitoring the progress in teaching and also offer inputs for regular teacher training. These two things together will show much improvement in the learning outcomes. The District Administration has entered into another partnership with Pratham for after-class learning for students with special needs. The financial support for this is to be taken from District Mineral Foundation Fund.

Going forward it is proposed to provide further augmentation to the amenities of the Model School. These include

- Science Park in School
- Skateboarding
- Robotics lab
- Atal tinkering lab
- Interactive Digital Logic Laboratory
- Open Gym & Centralized Kitchen

As of now 35 teachers work in the school: 12 in Primary, 18 in secondary, and 5 in high

school. Recruitment of more teachers has already been done with partnership from the State Education department. This will increase the number of teachers substantially in coming days. In addition, a plan for better student teacher ratio has also been prepared to ensure that the school has adequate number of teachers of various subject teachers keeping PTR norms in mind. The funding to fill the gap in subject

expert teachers found through this process is being taken up from the District Mineral Fund by hiring required subject specific teachers.

The whole transformation of school amenities towards a Model School have been led by the Dy. Commissioner. The Vision of District Collector Khunti, Mr. Suraj Kumar (IAS)

is to create at least one school of excellence at each panchayat level in Khunti on the same line of this particular Model School. Hence the Model School must be done right. These schools in each panchayat will have to be created by resorting to convergence of various schemes in education. The focus will be towards regular monitoring from education department, Infrastructure support from District Administration, Innovative schemes from state, CSR Partnership for Infrastructure and learning support etc. The larger vision is towards holistic development, better exposure and cooperation among teachers and students in each school.

The Aspirational District Fellows, Darshan Kumar and Nikhil Tripathi have been charged with the task of aiding the Dy Commissioner in overseeing the design, implementation and convergence of schemes to mobilize funds. They also contributed to the process of creating and managing partnerships for model school under the overall guidance of the DC. This project was started in the month of November 2018, 3 months after TAD fellows joining the district. The DC set a timeline of 6 months for completion of Infrastructure related work. It started with planning for school merging process and maintaining the teacher – student ration (PTR). It was decided to create this school as one of the best schools in terms of infrastructure and learning in Jharkhand. Since then, the focus of engagement on this issue has been the convergence of various schemes in the school to keep building on the same vision, for example schemes under District Innovation Fund, Aspirational District Fund, CSR was taken with the need of this particular school as priority. A baseline survey and need analysis to check the learning level of the students and other requirements of the school was also done. Going forward this will be matched with the outcomes derived at the end of this year and later.

Dedicated Teachers of Simdega District

Located in the banks of Sankh river, Simdega district is recognized for laying emphasis on awareness campaigns as a means of development. This practice is extended by a network of a self motivated government teachers, or the Dedicated Teachers. These teachers contribute simultaneously to education and other development agenda such as healthcare, elections etc. Their drive to make a change in the district is possible because they do not perceive their profession as a duty with time restrictions.

The concept of 'dedicated teacher' started under the leadership of the then Deputy Commissioner(DC), Shri Jata Shankar Chaudhry (IAS). He recognized that Simdega district was inhabited by individuals motivated to work towards the district's development. Therefore, the Block Development Officers(BDOs) created a list of teachers who had done exceptional work in their field, which had an impact on their community. The lists from all the blocks were compiled at the district level. Afterwards, the district administration shortlisted candidates based on the quality of their achievements at the block level. Finally, the selected candidates were counselled and trained to become leaders of the society. Currently, dedicated teachers are allotted in each of the 65 school clusters at the district level. They work in coordination with the respective school heads.

Along with education, dedicated teachers act as the medium through which the district administration is strengthening the implementation of certain central and state government schemes. They have voluntarily participated in health campaigns to generate awareness about health vaccinations, menstrual hygiene etc. They contributed in the election campaign, 'Moy Heko Simdega - Vote Simdega Vote' to convince the inhabitants to vote and ensure conduct of elections in a fair manner. This led to a 70% turnout of voters, a huge jump from the previous elections. Further, they assisted the Aspirational

District Fellows, Satwik Mishra and Biswambharnath, in organising many district wide awareness campaigns such as those related to Malaria , TB, Filaria, and Child Protection and Rights Awareness Campaigns, etc.

Shri Raj Kumar Rao, a Dedicated Teacher of the Simdega block, believes that their participation is necessary to create a larger impact. This is because these teachers are rooted in local ethos and have knowledge about the needs of the community. Thus they can reach a larger section of population in comparison to other external organisations.

The exceptional component of the Dedicated Teachers initiative, apart from the drive of the teachers, is that they perform the tasks without monetary incentives. The district administration does not provide them with additional salary for the purpose of contributing in awareness campaigns. However, they are given an invaluable social standing and respect within the society. In the first place, the administration selects only a handful of candidates. This selection increases their social standing. Secondly, they are in direct touch with the DC through a whatsapp group. Thirdly, their performance is not subject to the intrusive monitoring of the district administration. Finally, the teachers are allotted to schools on the basis of their preference.

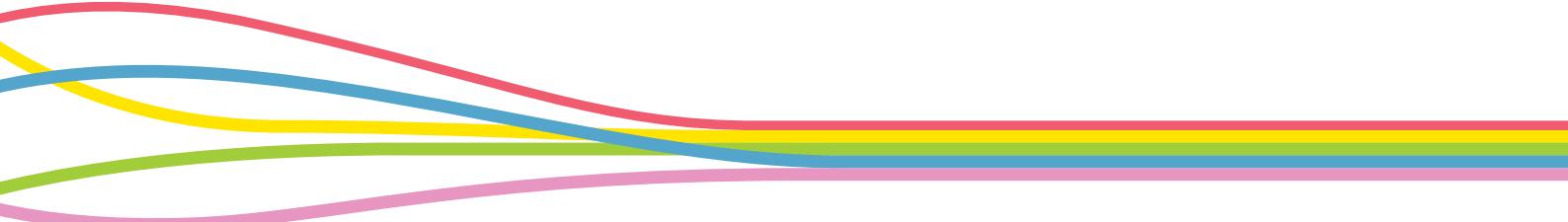
The way forward, according to Rao, is growing the network beyond the boundaries of the Simdega district. He believes that the district administration and the ADFs have the power to give a platform to the Dedicated Teachers initiative across India. This will provide both as a measure to identify individuals with the drive to contribute towards the development of the society, and give them an opportunity to unleash their creativity.

Mission CompLit - Complete and Computer Literacy

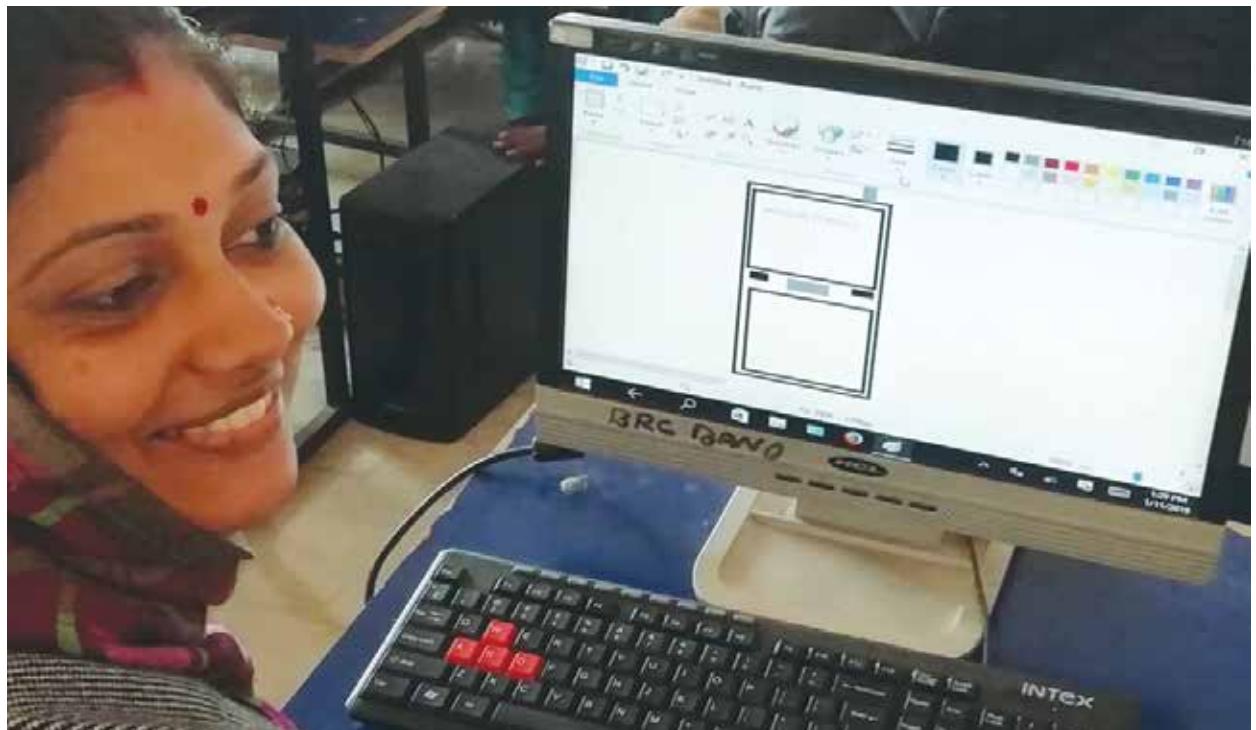
Computers have been flooding in faster than ever before in schools, with a view to promote digital literacy amongst children. In particularly Simdega, there are more than 300 computers available in 62 schools of the district, out of a total of 69 schools. There are about 300-400 children enrolled in these schools and even though there are computers, no classes were being conducted because of a lack of learning resources and subject experts. Lack of computer education also affected the job opportunities of the youth.

To address this issue, the ADF Satwik Mishra in collaboration with the district administration signed an MOU with 'Computer Shiksha', a Delhi based organisation that works towards bridging the digital divide in the country. Their mission is to provide computer knowledge and training with passion and commitment, to deliver value in the form of computer trained people, to help in the skill development of those who are not computer literate. It was decided to partner with 'Computer Shiksha' because the organisation's approach is holistic and free of cost. They provide NGO'S/government schools with the full ecosystem so that they can deliver computer education effectively to their children. They aid in arranging required hardware, offer support for maintenance of this hardware, provide in-house developed Self Learning Videos along with bilingual Trainer's manuals, offer online monitoring of the live classes on Internet/WhatsApp, provide assessment services, train the trainer, and award certificates.

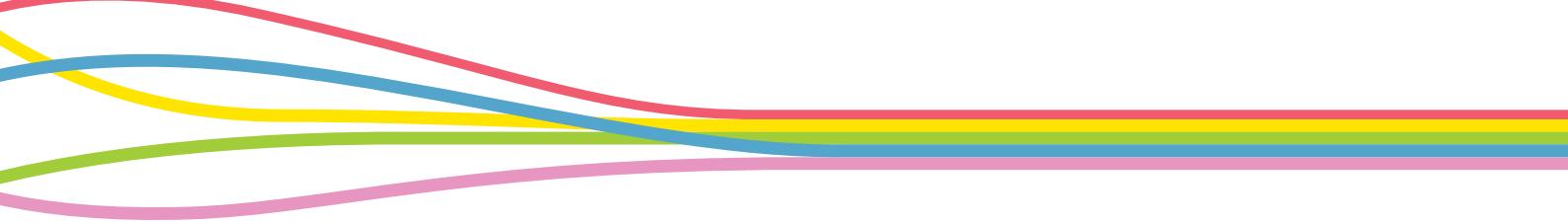
The teaching model of 'Computer Shiksha' is unique as it provides real teaching like environment in a virtual class setup. The facilitator has to simply play the audio-visual learning tutorials, which gives step by step instructions through an ongoing dialogue between students and teacher in the tutorials.

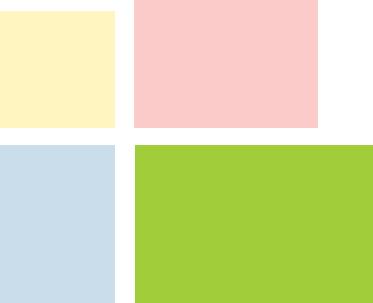


So far, Simdega has been able to start computer teaching classes in 30 schools. 'Mission CompLit' project got wide appreciation not only from teachers, parents or communities, but also from the MP/MLAs, who finally saw computers getting utilized in the schools. They have further extended their will to support the project by providing more computers and projects. Simdega indeed has launched a revolution to bridge the digital divide, by trying to assure 'Right to Computer Education' to all.



A teacher during computer training





Agriculture

Bringing growth to farmers and farms

One effective way of benefitting people using Government schemes is to learn from whatever good work other organizations and social workers are doing and to try to replicate it in many places using Government schemes. The AD Fellows are very well placed as their youthful energy as well as curiosity enables them to not only observe and learn but also build on such good efforts. Solar energy based group irrigation schemes provide one such example.

Solar powered lift and drip irrigation, a boon for improving agricultural prospects in Gumla

Jochari hamlet of Konkel village in Kondra Gram Panchayat in Gumla district is riparian to the river Sankh. It is habited almost completely by tribal people. The Catholic Church in the village along with their associated institutions like the school and medical centre offers a prominent sight to the visitor. The villagers have organized themselves in self-help group of women as well as a Village Development Council.

The villagers have traditionally been engaging in paddy cultivation in low lands and broadcast variety of local paddy and madua (finger millets) in the uplands. Life was indeed tough for them. The status of their crop depended entirely on rains. When crops failed, one or more members of the family had to migrate out to work; often to a very arduous life in brick kilns. It was a little travesty: the bounteous water of Sankh flowed down the course and their lands on its sides would remain uncultivated in Rabi season as the tribal households had neither the technology nor the means to use that water. A stray farmer or two whose lands were close to the riverbank used small capacity pumps to take a crop of some vegetables on small plots, but the bulk of the lands close to the river were left fallow after harvesting their broadcast paddy or finger millet.

About a year ago they were approached by PRADAN officers with a design for a solar powered pump and irrigation systems. They formed a Committee that would oversee the tasks connected with the systems and manage it later. The system comprised 15 panels of 1.9 metres size solar panels mounted on iron angle structures. The panels were sloping Westward to capture maximum sunlight. They offered a very good conversion rate of 17% solar energy into electricity to power their motor. The motor was a 5 HP AC motor. They constructed a pump house for it and it was securely placed and fastened inside it. The pump house also provided space for the expensive battery to store solar energy if thought as relevant in future. Water was lifted by means of their pump initially direct from a channel from the river. The villagers insisted on a take up well. They dug it as their contribution to the scheme. Stones for pitching the walls came from the scheme. Underground pipes were laid in the command area of 30 Hectares in lands up to about 500 metres to form the river bank. Villagers themselves dug the earth to lay the pipes, part of which labour was also a contribution from them. Desirous farmers also invested

in purchasing micro tubes with inlaid drippers for drip irrigation. About half the area was drip irrigated while balance was under traditional system. Eight picturesque orange coloured cylinders for pressure equalization as well as for enabling fertigation etc. could be seen in the panoramic sight of the command area. A non-return valve protected the motor and the pump from water hammer. The total head in the scheme was 20 metres.

The scheme became operational last November. Most farmers had taken up cultivation of capsicum in that season, planting 500 plants each. They derived good income, some exceeding Rs. 5000 in the first season itself. When we visited them on June 21, 2019, we could see lands prepared as well as newly planted saplings of papaya on many farms. The plan was to convert the entire command area into a plantation of mixed fruit crops: mango, guava, papaya etc. Till the trees had a limited canopy, farmers would grow vegetable crops. Women talked about having booked 2000-3000 plants of tomato, for which a nursery was being run by the Cooperative of their fellow village women in Raidih block. Theodore, the agri-entrepreneur trained by experts would be always there to help them in ensuring that their agronomic practices were sound and helped them in procuring necessary inputs and in marketing their produce.

Although the scheme was barely one year old and was in a sense unfinished (the take up well had to be completed yet), it had started yielding very good returns. The cumulative gross income increase had already touched Rs. 1 lakh from this investment of Rs. 9 lakhs. The beauty was that the scheme offered no cause for concern on account of expensive diesel or dependence on an unreliable power supply from the grid. The Sun-God would always be there and they could look forward to harness it for a golden harvest year after year. No wonder there was a sunny smile on the faces of these villagers now.

The plan formulated under the Special Central Assistance Scheme for the Aspirational District Gumla was now to scale this scheme out and install 9 such solar powered, drip irrigation based systems which would establish plantations of fruit crops.

From being completely dependent on rains to engaging in agriculture for the entire year and earning better returns on their produce, the solar powered lift and drip irrigation initiatives have had a positive impact on the communities' welfare. Jokari village is greatly benefiting from this initiative which is modelled around mobilising and working with the community. The villagers long term vision is to bring about sustainable development and "vikas" in Jokari, a vision that is ambitious and humble.



Solar Panel Installation

Electrifying Karanjkur with the Solar Mamas

This is another example of how the Aspirational District Fellows demonstrate their drive, curiosity and concern to travel to very remote locations, see the situation on the ground and immediately relate the situation to possibilities of change. Very remote and scattered villages are prone to remain outside grid electricity supply and hence in darkness. AD Fellows applied themselves to rectify the situation.

India has achieved a commendable feat by electrifying 100% villages in the country. This is particularly noteworthy given the huge diversity in geographic and social conditions in the continent size country. Given the settlement pattern in scattered homes in numerous small hamlets, last mile connectivity will always pose a problem for reaching grid based electricity to each and every home in remote, far flung tribal villages. Innovative solutions have therefore to be found for bringing them out of darkness into light.

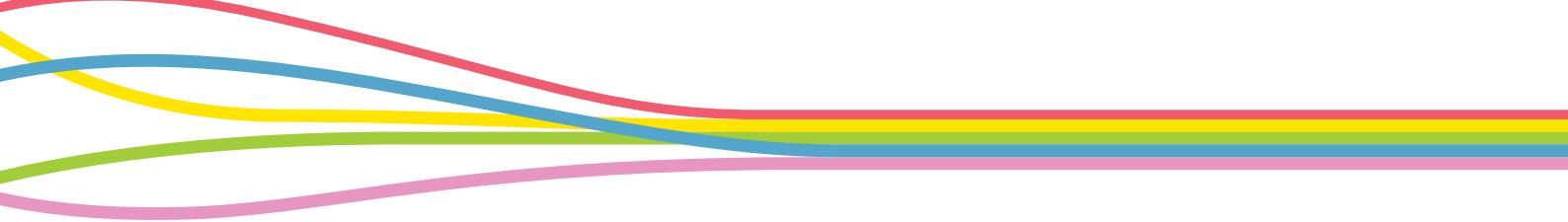
Karanjkur and eight surrounding hamlets of the village Sursinga in Raidih block offers such an example where innovation will beat geography to provide electricity to each home. Reaching Sursinga itself is a task as one has to navigate tortuous paths, parts of which are and can still not be made pucca due to a huge stony outcrop of the Ghodapahad. Reaching the hamlet Karanjkur is an ordeal and the remaining hamlets are not reachable except by foot. They are located around Karanjkur in a radius of 2 kilometers. Over 150 households live in these hamlets, which are not close to each other. Thus the total length of electric wires and poles to be installed by the grid system would run up to 8 kilometres. This needs a huge investment running into several lakhs.

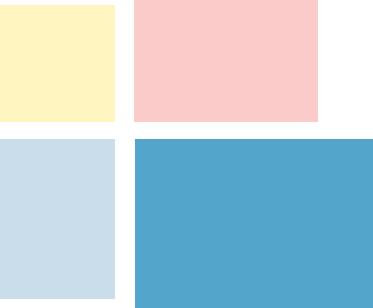
Kanajkur itself was electrified by constructing a solar power based micro-grid that generated 14KVA energy. The scheme was quite expensive but was done by Gram Urja with generous assistance of Bank of America. The other hamlets were still shrouded in darkness.

The Aspirational District Fellows, Shirshak Mohanty and Jyotishmoy Deka in Gumla worked with PRADAN and encouraged and nurtured a partnership with the Rural College of Rajasthan to evolve a household based solar electrification scheme. It follows the globally known model known as "Solar Mama". All the households formed a Committee for implementing the scheme and its subsequent management. They contributed Rs. 1000 each, either all at once or in instalments as their contribution. The investment for each home would come to between Rs. 14000 to Rs. 18000. The basic investment of Rs. 14000 would include the solar panel, battery, wiring, three lamps and one ceiling fan etc. The variation in investment comes because of the differential choice of electric equipment the homes would install. The solar panel for each home would be mounted on iron angle structure, not atop their roof as their homes are of mud walls which can easily be affected by ever-present termite.

The Rural College has selected two young ladies from the village who are undergoing training in installation and maintenance of the solar electrification system. They can also assemble small equipment such as more lamps or torches etc and thus provide additional services. Each household will pay a fixed sum to the Committee to cover the remuneration of these two persons. The construction of the electrification system will begin soon after rains. The villagers look forward to being electrified.

This scheme offers an excellent supplement to the village electrification program where reaching power via grid is too expensive. Besides, given the far flung locations, ensuring uninterrupted power supply throughout the year is a Herculean task. Home based decentralised solar systems offer a very good solution for meeting domestic electricity demands in such situations. The 'Solar Mama' practice carries immense potential to ensure electrification in far flung areas characterised by small hamlets each with scattered settlements and brighten the lives of the villagers.





Governance

Change leadership in district administrations

Activating panchayat leadership in Khunti

The Model Anganwadi center in Ganaliya panchayat, Murhu block stands out for more reasons. The children are exuberant like the colourfully painted walls resting under the canopy of a Mahua tree. They excitedly want to show you the different animals and vegetables on the walls. The beaming Anganwadi Sevika is the testament of the standards maintained in the center. She passionately explains how Village Health Sanitation and Nutrition Day (VHSND) are done bimonthly in the centre to enhance the health and nutrition services. A few kilometres away, in similar high spirits are the students and teachers of a model high school where students are busy learning in Tab lab with excellent classroom infrastructure which is comparable with private school infrastructure.

The common link to both the model centers is the panchayat Mukhya Mrs. Hanna Dodrai, She believes that schools and Anganwadis are temples of learning and one should place the value on education which brings out the positive character of a person and facilitates harmony in the community.

The Mukhya used funds from the Fourteenth Finance Commission (FFC) to transform these spaces. The FFC grants for Gram Panchayats are released by Ministry of Finance to panchayat accounts (local government) as they are directly responsible for delivery of basic services and solving critical gaps. The grants are distributed to Gram Panchayats as per the approved formula, however in Jharkhand, the basic grant is distributed to local bodies as per guidelines Fourteenth Central Finance Commission, namely 90% weight for population and 10% weight for area.

Mrs. Hanna Dodrai had access to Rs. 14 lakh in FCC funds & usually this money is used to build maintenance of community assets, maintenance of roads, PCC road, street-lighting, burial and cremation ground. The trigger came from the district collector, Shri. Suraj Kumar IAS, When he organized a meeting with all Mukhyas to discuss effective utilisation of funds and suggested many innovative ideas such as improving schools, health sub centers and anganwadis for effective service delivery by the government.

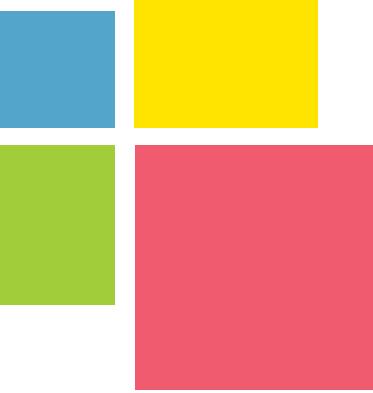
Khunti district is known for LWE and the collector emphasized to bring back community's confidence in the system and these model centers would provide increased visibility of the Mukhiya's efforts for the next panchayat elections.

The Aspirational District Fellows, Darshan Kumar and Nikhil Tripathi who are working with the district collector have also been instrumental in mobilising the Mukhyas in the district for the meetings with their requirements. Moreover they have provided technical inputs in refurbishment of model Anganwadis in cost effective ways. Fellows have incorporated their learning's from previous experience in making model schools and Anganwadis which were taken by the district administration through SCA funds last year and the best practices from Tata Trusts' The India Nutrition initiative. They have also been a key part of ensuring timely payment, technical inputs and monitoring the completion of the centers as per specifications.

The nudge provided by the District collector motivated the Mukhyas to conduct gram sabha meetings with the community to understand their specific requirements as an effort to improve community participation in the decision-making process. Now, with his assured faith in the Mukhyas, Shri. Suraj Kumar, with the aid of the fellows plans to further broaden their horizons by creating library corners in schools, strengthening school management committees and introducing ICT in education. Furthermore, activating the leadership of Mukhiyas like Mrs. Hanna Dodrai, who are a crucial link between the community and the public system is an essential step towards reaffirming the people's faith in the system.



Hanna Dodrai is all smiles at tab enabled Model High School



Acknowledgements

We sincerely acknowledge the district administrations for supporting The Transformation of Aspirational District Program (TADP) and inspiring the fellows to work towards the successful implementation of the initiatives.

We are grateful to the Aspirational District Fellows for their dedication and effort in initiating and implementing best practices.

We are thankful to TATA Trusts and NGO partners for providing invaluable support and guidance throughout the program.

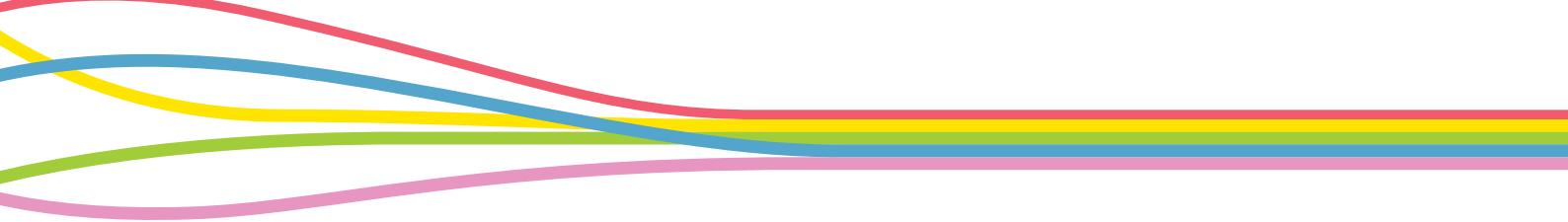
We would also like to extend our sincere gratitude to Ms. Shivangi Kejrewal and Ms. Upasana Rajagopalan in contributing towards the making of the compendium.

We also thank all the block level officers and front-line workers for their willingness, time and sincere responses.

Last but not the least, we look forward to documenting the success stories of the fellows working in all the other districts and states under the Transformation of Aspirational Districts Program (TADP).

Name of Fellows	State	District
Dora Venkata Sampath K Kumar	Bihar	Aurangabad
Annu Shree Tiwari	Bihar	Muzaffarpur
Jai Shree Rathore	Bihar	Muzaffarpur
Shailesh Kumar Tiwary	Bihar	Nawada
Meenakshi Basnal	Bihar	Jamui
Harsh Raj	Bihar	Nawada
Mohd. Sameer	Bihar	Jamui
Aakash Patel	Bihar	Banka
Maitree Ganguli	Bihar	Gaya
Nidhi Punetha	Bihar	Gaya
Imad ul Riyaz Malik	Bihar	Aurangabad
Reeti Mahobe	Chhattisgarh	Rajnanadgaon
Ankita Goyal	Chhattisgarh	Rajnanadgaon
Shefali Yadav	Chhattisgarh	Bastar
Farhan Shaikh	Chhattisgarh	Kanker
Prakash B Rao	Chhattisgarh	Dantewada
Rajaneesh R	Chhattisgarh	Kondagaon
Sameer Showkin	Chhattisgarh	Bijapur
Sushma S	Chattisgarh	Kondagaon
Poonam Verma	Chhattisgarh	Bastar
Dr. Mayur L Munne	Chhattisgarh	Sukma
Ankit Pingle	Chhattisgarh	Kanker
Anchal Saxena	Chhattisgarh	Bijapur
Basant Kumar	Chhattisgarh	Dantewada
Amir Mustafa	Jharkhand	West Singhbhum
Mala Advani	Jharkhand	East Singhbhum
Aaditya Mohan	Jharkhand	Bokaro
Ashish Kumar	Jharkhand	Chatra
Neelesh Bhattacharyya	Jharkhand	Chatra
Satyaki Ganguly	Jharkhand	Giridih
Akshaya Chauhan	Jharkhand	Palamu
Pankaj Jadhav	Jharkhand	Giridih
Pooja kumari	Jharkhand	Ranchi
Pretty Priyadarshini	Jharkhand	Hazaribagh
Charu Madan	Jharkhand	Hazaribagh
Rahul Raman	Jharkhand	Latehar
Sanny Kumar	Jharkhand	Palamu
Siddhant Gupta	Jharkhand	Garhwa

Name of Fellows	State	District
Divya Tewari	Jharkhand	Lohardaga
Varun Sharma	Jharkhand	Lohardaga
Biswambarnath	Jharkhand	Simdega
Satwik Mishra	Jharkhand	Simdega
Darshan Kumar	Jharkhand	Khunti
Nikhil Tripathi	Jharkhand	Khunti
Shirshak Mohanty	Jharkhand	Gumla
Jyotishmoy Deka	Jharkhand	Gumla
Sangita Purtty	Jharkhand	West Singhbhum
Subhra Sen	Jharkhand	Latehar
Chitta Venkata Siva Prasad	Jharkhand	Ramgarh
Parul Rathore	Jharkhand	Bokaro
Badrinath Ganapathy	Maharashtra	Gadchiroli
Sudhakar Dagadu Gawandgave	Maharashtra	Gadchiroli
Rajashekhar Reddy Boya	Odisha	Malkangiri
Lad Manjit Mahadev	Odisha	Malkangiri
Akshat Saxena	Odisha	Koraput
Dibakara Mahapatra	Odisha	Koraput
Sruthi Kande	Telangana	Khammam
Tanaya Mohanty	Telangana	Khamman





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