

Village Social Transformation Foundation

A. Introduction

Maharashtra has been affected by unprecedented drought, adversely impacting thousands of villages and millions of people. The Government of Maharashtra, with the support from various philanthropists, has undertaken activities on a war footing to address the crisis to prevent drought in the future. Efforts are also being taken to ensure the development of villages that are socially backward. Nevertheless, several challenges still need to be addressed.

Together, transformative efforts need to be undertaken that will culminate in the total reform of the villages with the convergence of several initiatives. Once a mechanism is created to plug these developmental gaps under the Village Social Transformation Foundation, it will become a unique solution with significant potential for replication in the future.

B. Vision

To implement a ‘Village Social Transformation Mission’ [**“the Mission”**] of reforming the 1000 low human development index [HDI] villages in Maharashtra into Model Villages and create a model for scaling up by 2019 as well as to ensure convergence of the developmental efforts of the Government and Corporate Partners in several other villages using the Platform of the District Mission Council and designating the Corporate partners as Lead Development Partners appropriately.

C. Engaging with Corporate India

The private sector has been assigned an important role under the Companies Act, 2013 under its Corporate Social Responsibility. They can assist the government in addressing developmental challenges by providing financial and technical support. This will expand the transformative efforts undertaken by the government alone, culminating in the total reform of rural Maharashtra involving the convergence of several initiatives.

The Hon Chief Minister initially pitched the idea of the Mission to India’s leading corporates on 25th August 2016. Ministers and bureaucrats of the state also attended the meeting. There was immediate buy-in and significant work has been done subsequently. The latest meeting was held on 25th January 2017.

D. Financial Mechanism

The Formation of a Section 8 Company to institutionalize the Mission was proposed by various corporates who committed their support to the Mission. This Section 8 Company would primarily be responsible for the managing the Chief Minister’s Rural Development Fellowship Program and establishing the Monitoring System for the overall Mission.

To become a part of the Mission, Corporates and other individuals/entities are required to contribute a substantial amount of funds/ money towards the Section 8 Company over 3

years. The Government would match the corporate contribution. These funds will be spent based on development activities in the villages identified by the Mission based on decisions made jointly by the Directors of the Section 8 Company comprised of representatives of the Government and the Corporate partners. This structure is further detailed below.

The Rural Development Department, GoM would create a new head for this financial contribution towards the Section 8 Company.

E. Village Social Transformation Foundation

The Village Social Transformation Foundation (herewith referred to as the Foundation) is the Section 8 Company that has been for the purpose of the Mission.

A Board of Directors, representing the Government and each of the partner organizations, will head the Foundation. It will operate along the following lines:



a) Governing Council (GC)

The Hon. Chief Minister along with the Chairman / CEO / MDs of the Corporate partner organizations will constitute the GC. The GC will provide high-level input and strategy for the Foundation to execute, and monitor Mission progress. The Chief Minister will be the Ex Officio Chairman of the GC.

b) Executive Council (EC)

The EC will consist of the representatives from the Chief Minister's Office as designated by the Chief Minister, representatives from the the Rural Development Department as designated by the Minister, Rural Development as well as CSR heads / representative nominees of all the corporate partners. They will report to the GC and will be responsible for the execution of day-to day activities of the Foundation. The senior most officer from the Chief Minister's Secretariat will be the Ex Officio Chairman of the Executive Council.

c) Working Groups

Working Groups will consist of domain experts working to develop strategy for the Foundation and will report to the EC. They will be responsible for creating clear, precise and structured Standard Operating Procedures that will form the basis for all development related activity in the GPs. The Working Groups will be coordinated by the appropriately designated officers from the CMO as decided by the GC and the EC. The EC will have complete authority to form the Working Groups under the guidance of the GC.

d) District Mission Councils (DMC)

The DMCs will ensure that development work is being carried out effectively and efficiently in the selected GPs, with optimum utilization of funds and resources. They run parallel to the

Working Groups and will take part in the creation of development plans for the selected GPs, involving the local administrations and community members. They will assist in operations and determine effective use of funds along with necessary interventions to be carried out through government schemes and with Gram Sabhas. A separate GR has been issued constituting the DMCs. The DMCs will consist of the following members:

1. District Collector
2. CEO, Zila Parishad
3. Additional Collector
4. Additional CEO
5. Educational Institution Representative under Unnat Maharashtra Abhiyaan
6. Nominees of all the Lead Development Partners / Implementing agencies
7. Rural Development Fellow

e) Lead Development Partners (LDP)

Most partners already have existing operations in various blocks/villages of the state. These partners, who are already working in the selected villages, will be the “Lead Development Partners” (LDP). Hence each of the 1000 villages will have an LDP

The LDP will be responsible for overall development of their respective village. They can either carry out work in all areas of development by tying up with implementation agencies of their choice or by partnering with other partners with expertise in that sector. In the latter scenario, the LDSP will be the responsible partner and the other partners will work alongside the LDSP.

f) Selection of villages:

There will be two categories of the villages under the overall umbrella of the Mission.

Category 1:

1000 villages, which are the priority villages for the Mission. Of these approximately 200 are selected based on recommendations from Collectors and appropriate authorities from 5 of the district of Maharashtra with the lowest HDI, such as Gadchiroli, Nandurbar, Yavatmal, Amaravati (especially the Melghat area) and Palghar). The remaining 800 villages have been suggested by the corporate partners rigorously applying criteria of low human development index. The villages suggested by the Corporate Partners are in Clusters to ensure feasibility of implementation and quality monitoring. The CMRDF will be placed only in these 1000 villages, and the Independent Monitoring System will also focus only on these 1000 villages.

Category 2:

This category is an open list, in which currently there are approximately 1800 villages and can be increased. These villages are those where some work has been already done by the Corporate Partner and / or the work is not multithematic as envisioned in the villages and / or work is done by the partners who are unable to contribute 10 Crore to the Section 8 Company, nevertheless desire to work closely with the Government. Such partners will be designated as Lead Development Partners for those villages in the respective Districts and will become part of the District Mission Council. Overall, this category will function to ensure convergence of the efforts of the corporate partners and the Government and utilize the platform of the District Mission Council. Additional villages. As appropriate in the future, the Chief Minister can recommend additional villages and Lead development Partners to be added in this category.

F) Specific indicators to be monitored:

While the Human Development Index (HDI) is the overarching index that this Mission seeks to improve, there are several other specific goals that it seeks to achieve. These include:

- 1) Significantly increasing agricultural productivity:
 - Doubling farmers income (The current state average income per household is about Rs. 7,500)
 - Improving per hectare productivity to match the best in the country
 - Lifting families above the Poverty line (Presently 17.35% of Maharashtra's population is below the poverty line)
- 2) Providing digital connectivity to all villages
- 3) Pucca housing for all households
- 4) Complete water security in all villages. This includes:
 - Supply of adequate clean, drinking water to all households
 - Supply of water for agricultural and irrigation purposes
 - Improving irrigation practices to ensure efficient use of water
 - Ensuring all villages are drought-free by creating water storage infrastructure and improving ground water table storage
 - Using natural methods to treat rivers and streams and keep them clean
- 5) Improving health conditions in all villages. This includes:
 - Significant reduction in the Infant Mortality Rate (IMR). This is a key indicator of improving health conditions across the population and is also an indicator of supply of quality health facilities.
 - Improving hygiene and sanitation in all villages. This includes educating the villagers in good practices like hand washing, cooking on clean stoves, etc
 - Declaring villages Open defecation free
- 6) Education and Learning Outcomes- Maharashtra has already registered improved input indicators in education such as literacy rate, enrolment rate etc. However, the state is lagging behind in learning outcomes.
 - Improve learning outcomes in all schools at all levels with a major focus on primary schooling
 - Build computer skills and soft skills
- 7) Skill youth and place them in jobs. Large numbers of youth are joining the labor force every year and hence it is critical to skill them for jobs across different sectors.
- 8) Protecting the Environment which includes
 - Ensuring afforestation of degraded land and gairan land
 - Community farming
 - Building wastewater treatment facilities and waste disposal facilities
 - Conserving wildlife and biodiversity

These are only the key priority outcomes, and are not restrictive or limiting.

G) Thematic and Procedural Impact

- 1) Build necessary social capital and infrastructure to transform villages and improve quality of life in rural areas
- 2) Empower villages to ensure sustained development and mobilize villagers to be invested in self-sustained development
- 3) Ensure convergence of several initiatives including all government schemes and initiatives of corporate/foundations and NGO's
- 4) Improve delivery of low-cost quality services to the villages
- 5) Bring about behavioral change in the villagers and promote good practices in hygiene, education and livelihood amongst others
- 6) Build a model for large-scale replication

H) Village Social Transformation Foundation Management

The Foundation's internal management is currently being established. Two directors have been nominated to the Board of Directors and the interim CEO and CFO have been appointed to officially set up the Foundation. Other members of the Board will soon be nominated and the recruitment and tender processes are underway for instituting the operational setup of the Foundation.

Board of Directors:

- 1) Mr. R. Venkataramanan – Managing Trustee, Tata Trusts
- 2) Mr. Aseem Gupta – Secretary, Rural Development Department

I) Rural Development Fellowship

The Rural Development Fellowship is a key initiative, which will be implemented and monitored internally by the Foundation with assistance from implementation partners. The program gives 1000 highly qualified Fellows the opportunity to enable and engineer socio-economic development at the village level over 12 months. Each fellow will be assigned one Gram Panchayat (GP) and will be responsible for overall execution of development activities in this focus area. Fellows will be empowered by the Hon. Chief Minister to ensure timely and effective transformation of all the comprising villages of their GPs. The Fellows will be paid a monthly salary of Rs. 30,000 in the 12 months of Fellowship.

a) Role of the Fellows:

- 1) Serving as a link between the district administration, NGOs and the CMO
- 2) Working closely with the GP to create local area development plans
- 3) Conducting socio-economic analysis to scientifically ascertain the needs of the people and design innovative projects
- 4) Undertaking action-research to create more efficient program delivery by district administrations
- 5) Providing feedback on rural development initiatives to the Working Groups and Governing Council

An extensive selection process will be conducted to recruit fellows followed by an intensive training session conducted by IIT Bombay, YASHADA and Tata Trusts and other partners in the foundation as detailed below.

b) Training Program

Comprehensive training will be provided to the Fellows to ensure that they can effectively carry out their tasks as high-caliber development practice professionals. At the start of the program, the first 100 Fellows will go through an induction training with YASHADA and Tata Trusts, following which they will have an immersion visit to Model Villages in Maharashtra and produce Village Visit Reports.

Following debriefing sessions and evaluation, there will be a DMC workshop to initiate relations between the local administrative and the Fellows. Post this, Fellows will be deployed to their assigned GPs for a preliminary data collection period and return to participate in an intensive training conducted by IIT Bombay (CTARA) in the thematic areas specific to the development necessities of their assigned GPs. This will be paired with a rigorous evaluation process, while the Tata trusts will enable them to lead grass-roots planning and intervention processes through dashboard analytical training. The proposed curriculum the training program is as follows:

Marathi Vigyan Parishad/ Tata Trusts and IIT Bombay – CTARA

1. Basic Development Engineering
2. Training to become Change Agents
3. Thematic Area Relevant Field work processes
4. Household and development agenda

YASHADA

1. Administrative Processes
2. Navigation of Rural Government Framework
3. Implementation Processes

Tata Trusts

1. Data Collection Methods
2. Dashboard Analysis

Each Fellow will have a mentor who will guide them through the 12-months and support them in case of any challenges. Mentors will include academic practitioners or corporate partners.

J) Foundation Monitoring Mechanism

In lieu with the principle of Data Driven Governance, a Monitoring Mechanism will be set up as part of the Foundation to collect and analyse data relevant to 15 key indicators and 98 sub-indicators. The mechanism is expected to be based on three pillars of design, development and delivery, with the following structure:

- CM's office and Tata Trusts will take the lead in the design stage,
- Trusts will build capacities of the Fellows, YASHADA and other government agencies in the development stage
- The Administration and Mission Agency responsible for the delivery stage.

With the framework of an expansive technology dashboard, the Fellows will conduct

extensive surveys in their GPs and use the data collated as basis for drafting and reviewing state policies. Data collected at the start of the program will be used concurrently with secondary data from various Ministries in the state government to create a comprehensive baseline for the key indicators. Using cyclical surveying through the program period, the mechanism will track the progress made in each GP based on the 15 key indicators.

K) Role of Government

The requirements from the Government of Maharashtra and its agencies, namely Tribal Development Department, Rural Development Department and Social Justice Department, as well as all other departments as required by the Mission, and to be coordinated by the CMO and the Rural Development Department, are as follows:

- 1) CMO will appoint a SPOC responsible for engaging with concerned departments for data and finalize the tracking requirements. SPOC will also sign off on content and dashboard look and feel.
- 2) YASHADA will provide 10 Master Trainers for the training program from SIRD
- 3) CIT and human resource investments for data collection and analysis to be made
- 4) Dedicated team structure of at least 20 persons to be set up by YASHADA/Govt. Agencies for data purposes and mentoring of fellows

L) Additional Support from Partners

The requirements from other Support Partners in the setup of the Monitoring Mechanism is as follows:

- 1) Tata Trusts will set up the monitoring system for the Foundation
- 2) Tata Trusts along with YASHADA, CTARA and other partners will train the RDFs
- 3) Reliance to provide 4G network and wireless routers in all 1000 GPs for the duration of the program
- 4) Reliance to provide LCD screens and other technical support hardware necessary for the operational set up of the Foundation's operation office
- 5) Partners to provide Master trainers

The Monitoring Mechanism for the Foundation is expected to be based on the three pillars of design, development and delivery; with the CMO and Tata Trusts taking lead in the design stage, the Trusts building capacities of Fellows, YASHADA and other government agencies in the development stage and the Administration and Mission Agency taking forward the delivery stage. The Key Indicators proposed to be part of the Monitoring Mechanism are listed below.

M) Key Outputs & Intended Outcomes:

The key outputs and outcomes of the entire Foundation are as listed below. The Fellows will assist in achieving these outcomes and capturing data required in the 1000 worst-affected Gram Panchayats as per the monitoring mechanism designed.

- 1) All GPs are drought free and with complete water security

- 2) Foundation Mode Program developed as effective model to ensure water security
- 3) Development of human resource for ensuring water security in GPs in India
- 4) All youth are skilled and placed in jobs in the formal sector
- 5) All GPs have Wildlife and Biodiversity Conservation mechanisms in place with complete community participation
- 6) All GPs have Waste and Wastewater Recycling and treatment facilities.
- 7) All GPs use organic and natural methods of treating and purifying comprised natural streams and rivers
- 8) All GPs have Complete Afforestation of all degraded land, Gairan land and Protected Farms through Joint Forest Management
- 9) All GPs are digitally connected through the National Optical Fiber Network
- 10) Significant improvement in the learning outcomes compared to the baseline of all the children in the in primary schools
- 11) Significant reduction in the IMR towards the State Average
- 12) All GPs are Open Defecation Free
- 13) Every household equipped with drinking water facilities
- 14) All eligible beneficiaries have pucca houses through Rural Housing Programs
- 15) All households have either LPG connection or Clean Cook stove
- 16) Start Up India and Mudra Bank initiatives implemented in all GPs, resulting in a significant increase in number of for rural entrepreneurs
- 17) Every adult in the GP has a Bank Account
- 18) All farmers in the GP are enrolled in Agriculture Insurance
- 19) All PDS services are AADHAR linked
- 20) Focused advocacy for convergence of all relevant initiatives
- 21) Increased average monthly household incomes significantly
- 22) Increased per hectare agricultural productivity
- 23) Reduced % of population below poverty line
- 24) Providing digital connectivity across the state
- 25) Access to clean drinking water to all
- 26) Reduced Infant Mortality Rate
- 27) Sanitary toilets in all rural households
- 28) 100% Pucca housing
- 29) Improved learning outcomes
- 30) Increased biodiversity and tree cover