



Community Development Plan: *Guma Mines, Chhattisgarh, India*

Ultratech Cement Limited

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Ultratech Cement Limited

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This document presents the Community Development Plan (CDP) for the Guma Mines of Ultratech Cement Limited (hereinafter referred to as UTCL) in the village *Guma, Palari tehsil, Baloda Bazaar district, Raipur, Chhattisgarh state*.

This plan has been formulated in keeping with the regulatory requirements as given in the Indian rules and regulations as well as the requirements of the project investor, the IFC performance Standards. The primary objective of this plan is to allow for the needs of the various stakeholder groups to be met, as identified during the engagement process so as to allow for a relationship to be built on mutual trust and respect. *The following document has been prepared on the basis of the information presently available with UTCL and ERM.*

This introduction section includes a description of the project, the socio-economic setting of the project, the need for the CDP, the principles on which it is based as well as the limitations for the same. The CDP will then go on to describe the activities presently being undertaken by UTCL as part of its CSR initiatives, the need assessment undertaken and the key issues identified, the eligibility criteria for the benefits, the projects to be undertaken as part of the CDP, and the resources required for the same; both financial and manpower as well as the monitoring framework to be followed for the same.

1.1

NEED FOR A CDP

Engaging with community and contributing towards community development vis-a-vis the changing socio-political context is of utmost importance for project proponents so as to secure broad community support/acceptance and in order to earn and protect their 'Social License to Operate'. Failure to earn and maintain this community trust/confidence on the basis of good real-time performance may lead to negative implications including potential project disruptive consequences. Thus, the community development initiatives and programmes proposed to be undertaken by the project will help build trust and contribute to the development of the area.

As discussed in the Social Impact Assessment, the establishment of the mine is likely to impact the local resources such as land, water, air, physical infrastructure, which are critical for the livelihoods and overall sustenance of the neighbouring communities. The community thus expects/demands benefits (both individual and community) from the project so as to mitigate the impacts likely to result from the project activities.

The project is expected to have a positive impact and result in economic and other benefits; both immediate and long term; for the community, albeit with a number of adverse impacts; mostly pertaining to the loss of land holdings, increased traffic and the health and safety of the community during the

operation phase of the mine. Although mitigation measures have been put in place, certain adverse impacts remain. The Community Development Plan is thus formulated in keeping with the impacts identified in the SIA and the Stakeholder Engagement undertaken during the assessment through consultations, surveys and discussions. This plan for Community Development is aimed at allowing the project proponents to address larger community concerns/issues while fulfilling its social obligations/commitments in keeping with impact mitigation strategies coming out of the SIA.

1.2 SOCIO-ECONOMIC CONTEXT

The project area for the Guma Mines is comprised of approximately 75 villages, with a total population of 72,553 individuals (approximately) and an average population density of 209 individuals per square kilometre. Apart from the low population density, the project area is also characterised by an overall positive sex ratio with the average sex ratio across the area being 1,034 females for every thousand males. However, the literacy rate on an average in the villages comprising the project area is lower than; albeit comparable to; the national average of rural literacy (58.7%) at 54.79% approximately.

Table 1.1 Demographic Profile of the Project Area

Impact zone	Total no. of villages	Area (ha)	Number of HHs	Total Population	Population Density	Sex Ratio	Literacy Rate %	Proportion of SC %	Proportion of ST %
0-2.5 km	6	435.66	166	814	194	1045	59.40	14.18	11.25
2.5-5 km	11	343.45	146	720	201	1029	51.16	29.74	3.77
5-10 km	57	464.18	205	1048	234	1030	53.82	21.95	15.34

Source: Census 2001

The figures refer to the averages of all the villages part of the different zones

HH: Households, no: Number, SC: Scheduled Caste, ST: Scheduled Tribe, Population density refers to the number of individuals per square kilometres, Sex ratio refers to the number of females per thousand males, The literacy rate is the percentage of literates in the total population, The proportion of SCs and STs is the percentage of SC and ST, population in the total population

As can be seen in the Table 1.2, the villages in the immediate vicinity of the site (0-2.5 km radius or first impact zone) are characterised by a total population of 4,886 individuals and an extremely low population density of 194 individuals per square kilometre on an average (the average rural population density in India is approximately 318 individuals per square kilometre). Approximately 16% of the total population within this impact zone is under six years of age.

Table 1.2 Demographic profile of villages in the project area

Name of Village	Area(ha)	Number of HHs	Total Population	Population Density	Sex Ratio	Literacy Rate %	Proportion of SC %	Proportion of ST %
Sarseni	597	203	1036	174	981	56.08	7.34	14.48
Guma	786	236	1113	142	956	53.28	2.16	15.00
Pausari	406	242	1276	314	1000	62.93	17.01	12.77
Champa	301	137	595	198	1212	50.76	10.76	13.78

Name of Village	Area(ha)	Number of HHs	Total Population	Population Density	Sex Ratio	Literacy Rate %	Proportion of SC %	Proportion of ST %
Thelki	299	90	414	138	1070	67.87	32.37	9.90
Bharuwadih	225	88	452	201	1054	65.48	15.48	1.55
2.5-5 km	3778	1601	7924	201	1029	51.16	29.74	3.77
5-10 km	464.18	205	1048	234	1030	53.82	21.95	15.34

Source: Census 2001

Legend: Same as table 1.3

2.5-5 km and 5-10 km population density, sex ration, literacy rate, SC and ST proportions are average figures across the villages

This characterisation of the first impact zone (0-2.5 km radius) as an area with an overall positive sex ratio, low population density is in keeping with the demographic profile of the rural regions of the state of Chhattisgarh. However, the project footprint area (villages Guma and Sarseni) are characterised by a lower sex ratio, literacy rate and SC population in comparison to the impact zone.

The villages lying in the 2.5-5 km radius (a total of 11 villages) or the second impact zone on the other hand are characterised by a total population of 7,924 individuals, a comparable population density of 201 individuals per square kilometre, positive sex ratio and with 19% of the population under six years of age.

Similarly the 57 villages which lie in the outer zone of the project area (5-10 km radius) are characterised by a total population of 59,743 individuals, an overall positive sex ratio with a slightly higher population density of 234 individuals per square kilometre and 18% of the population under six years of age.

The population in the immediate vicinity of the site is comprised of primarily Hindus, with most of the groups belonging to the Other Backward Castes (OBCs) such as *Sahu, Verma, Rawat, Lohar, Teli* and *Kurmi*. The project influence area's tribal population is low and is known to be comprised solely of the *Gonds*. Apart from the *Gonds*, the project area is inhabited by Hindus, comprising mostly of Other Backward Castes (OBCs) such as *Sahu, Verma, Rawat, Lohar, Teli, and Kurmi*.

1.3

PRINCIPLES FOR COMMUNITY DEVELOPMENT PLAN (CDP)

Community Development for the purpose of this plan has been defined as investments/interventions which are "technically appropriate, environmentally sound, financially beneficial and socially responsible investments aimed at building active and sustainable communities based on social justice, mutual respect, and perception of a common interest". The purpose of the CDP is thus to develop investments/interventions aimed at allowing for the improvement/development of the community in a sustainable manner. The investments are thus aimed at not only allowing for the impacts from a project to be mitigated but also allow for overall betterment of the community existent in the project area.

The planning principles of this CDP are based on tenets of;

- **Site Specificity:** Ensuring that the investments planned are formulated and implemented in a manner in keeping with the specific nature of the site and the target community. The specificity of the site is thus determined by the social groups residing in the villages, the village structure, the hierarchy and divisions prevalent in the society, the economic status of the community, the status of the physical and social infrastructure amongst others;
- **Social Justice and Equity;** Enabling and ensuring that all sections of the community benefit equally from the CDP process and interventions, especially the the economically weak, socially marginalized and vulnerable;
- **Participation and collaboration;** Facilitating and ensuring participation of and collaboration of all stakeholder groups in the planning and implementation of the proposed measures. Ensuring all groups are consulted in the planning and implementation of the proposed investments and the feedback of the groups are incorporated to the extent possible. Here the stakeholders are defined as the community residing in the target area;
- **Learning;** Recognizing the skills, knowledge and expertise that people contribute and develop by taking action to tackle economic, political, social and environmental problems
- **Co-operation and Social Cohesion;** Working together to identify and implement action, based on mutual respect and understanding of diverse cultures and contributions;
- **Use of Key Performance Indicators (KPIs):** Key performance Indicators are performance measurements used to evaluate success of an investment. KPIs are of various types, Quantitative¹, Qualitative², Leading³, Lagging⁴, Input⁵, Process⁶, Output⁷, Directional⁸, Actionable⁹ and Financial¹⁰. Each activity/investments thus requires its own set of KPIs which will in turn allow for the progress of each investment to be evaluated and mid-course corrections to be made if required.
- **Living Document:** treatment of the CDP as a living document allows for the continuously evolving nature of the CDP to be maintained. This is important as it allows for mid-course corrections to be made in the investments and their implementation strategies as required and identified in the monitoring process. Also, as the CDP is to be designed in a manner to allow for its implementation throughout the life cycle of the project, as a result of which some of the investments may not be relevant after a certain stage of the project, or other areas of interest may be identified. Allowing for the CDP to be a living document in such as situation would allow for

¹ Quantitative Indicators are those that can be presented with a number

² Qualitative Indicators are those that can't be presented as a number

³ Leading Indicators are those which can predict the future outcome of a process

⁴ Lagging Indicators are those which present the success or failure post hoc

⁵ Input Indicators are those that which measure the amount of resources consumed during the generation of the outcome

⁶ Process Indicators represent the efficiency or the productivity of the process

⁷ Output Indicators reflect the outcome or results of the process activities

⁸ Directional Indicators are those that specify whether an organization is getting better or not

⁹ Actionable indicators are sufficiently in an organization's control to affect change

¹⁰ Financial indicators are used as in performance measurement and when looking at an operating index

the CDP to remain a relevant and useful plan for the development of the community.

The CDP has been developed keeping in mind with the objective:

- To address the needs identified of the various stakeholder groups so as to build a relationship on mutual trust and respect
- To plan and implement measures that are sustainable and based on participation and collaboration
- Restore and improve community resources, so as to increase the overall welfare and improve the quality of life of the communities

1.4

LIMITATIONS

One of the key limitations of the Community Development Plan presented below is that the same has been prepared on the basis of the information made available to the consultants by UTCL and the community and other stakeholders. The information made available by the target groups through consultations, discussions, meetings and surveys undertaken.

1.5

LAYOUT OF THE REPORT

The layout of the plan is as given under:

Section 1: (this section) provides an introduction, the socio-economic context of the project, the need for a CDP, the principles of the same and the limitations of the plan

Section 2: provides an summary of the programmes/initiatives already undertaken by UTCL as part of the CSR programme, the need assessment carried out and the key issues identified in the same, the eligibility criteria identified for the benefits, the investments/ programmes to be undertaken as part of the plan, the resources required; both financial and manpower and the monitoring process to be followed for the same.

This section outlines the community development plan formulated for the RWCW for the Guma Mines. This section will provide a brief description of the activities presently being undertaken by UTCL as part of the CSR initiatives of RWCW, the need assessment undertaken for the Guma Mines, the eligibility criteria established for the purpose of the investments/programmes, a description of the projects to be undertaken, the resources required, both financial and manpower for the implementation of the same as well as the monitoring and evaluation procedure to be followed.

2.1

ACTIVITIES UNDERTAKEN BY UTCL

UTCL as a member of the Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development (WBCSD), is committed to sustainable development. Towards this end, UTCL undertakes a number of community development initiatives/programmes as part of its Corporate Social Responsibility portfolio in its projects.

Aditya Birla Group CSR Vision:

“To actively contribute to the Social and Economic Development of the communities in which we operate. In so doing, build a better, sustainable way of life for the weaker sections of society and raise the country’s Human Development Index.”

These CSR activities are undertaken in the main focus areas of Education and Capacity building, Health and Family Welfare, Sustainable livelihood, Agriculture and Watershed Development, Infrastructure Development and Social Issues.

As part of its CSR activities for RWCW, UTCL has undertaken a number of activities in a total of 16 villages in the project impact area. These activities include:

- **Education and capacity building:** The activities undertaken by RWCW in regards to education and capacity building include scholarship schemes, support to mid-day meals, coaching classes for facilitation for admission in *Navodaya* school, provision of temporary teachers, organisation of inter school sports competitions and celebrations and distribution of sports gear and mats. These activities were aimed towards the facilitation of Quality education, reduction in drop out levels, and improvement in literacy levels.

- **Health and Family Welfare:** The activities undertaken by RWCW in regards to health and family welfare include provision of free treatment and ambulance services in the adopted villages, assistance to government in the organisation of family planning camps, organisation of cataract and Hepatitis-B and Pulse Polio immunization camps and facilitation of bores and submersible pumps for the purpose of drinking water. These activities are aimed towards promoting greater immunity, general health and family planning.
- **Sustainable Livelihood and Infrastructure development:** the activities undertaken by RWCW in regards to sustainable livelihood include activities such as the construction of culverts, overflow dams, and deepening of ponds for water conservation, construction of stairs near ponds, construction of passenger sheds, provision of trainings for alternative livelihood options and construction of additional structures for local high schools. These activities are aimed at promoting self-employment, water conservation and agriculture, improving connectivity and community infrastructure.
- **Social Issues:** the activities undertaken by RWCW in regards to social issues pertain to organisation of cultural and awareness programmes. The key focus areas for these activities were to provide cultural and religious support, increase awareness and facilitate social security.

2.2

NEED ASSESSMENT AND KEY ISSUES

As part of the process of stakeholder engagement undertaken as part of the Social Impact Assessment a number of community expectations from the project in the villages to be impacted by the Guma mines were identified. The need assessment also identified the gaps in the community's access to social and physical infrastructure which were in turn reflected in the overall development indicators of the area. The process of need assessment, which was also undertaken as a part of the exercise to seek participation in the preparation of the community development plan, identified the following community needs:

- **Drinking water:** The present dependence of the community for drinking water is on hand pumps located across the villages. However due to the dry nature of the area, the low ground water levels as well as the high dependents/hand pumps ratios, the problems associated with ensuring safe and potable drinking water, especially during the dry months, were reiterated by different stakeholder groups during the consultations undertaken.
- **Irrigation and water conservation:** Due to the low ground water levels and limited and variable nature of the supply of canal water, the need for undertaking water conservation and improving irrigation supply in the area was identified as a key need. This improvement in irrigation facilities



would allow for better utilization of the supply from the Mahanadi canal and for larger portions of agricultural land to be bought under double cropping. Similarly the initiatives for water conservation would be aimed at increasing the ground water levels in the area as well as ensuring the availability of water during the dry months.

- **Education:** the educational infrastructure in the project area comprises of a number of primary schools, Anganwadis and a few secondary schools. While almost villages in the project area have their own primary schools and Anganwadis, the number of secondary schools is extremely limited. This can be seen in the fact that in the first impact zone (0-2.5 km radius) only the village Guma has a secondary school within its boundaries. Apart from a lack of facilities for secondary education, a need for better infrastructure and increased awareness amongst the communities was sited during the need assessment undertaken.
- **Health:** the health infrastructure in the project impact area as discussed in the SIA is characterised by limited resources, inadequate infrastructure and accessibility. Options for better and specialised medical care are available only in the district and tehsil headquarter or the Raipur city. The need for better medical facilities and infrastructure was identified as a need in the need assessment.
- **Skill training:** the community, especially the youth expressed a desire for the provisioning of skill trainings in areas which would allow for the utilization of the employment opportunities which are likely to be generated by the presence of a number of industries in the area as well as the process of development.
- **Infrastructure:** during the need assessment undertaken, the community expressed a desire for the improvement of the physical infrastructure in the area in terms of road connectivity, all season roads, check dams on the canals and drains and cementing of the village *Taalaabs*.



2.3

ELIGIBILITY CRITERIA

The eligibility for the investments has been established on need basis, on the basis of the type of intervention and the target beneficiaries/stakeholders identified for the same. Thus, the projects pertaining to the skill development of the community are to be targeted towards the youth of the area, projects pertaining to health are to place special emphasis on the vulnerable sections of

the society such as Women, elderly and children. In adopting this approach the CDP recognises the vulnerabilities existing in the project area and proposes special concessions to target this group of people.

Apart from the specific emphasis on the vulnerable populations, the projects as part of the CDP would provide preference to the stakeholders who have been directly impacted by the project. The prioritization of the beneficiaries would thus broadly represent the following order:

- Land Losers, with an emphasis on those who have lost 100% of their land holdings. Among the land losers, the vulnerable would be given the utmost importance and priority;
- Sharecroppers and agricultural labourers whose livelihoods have been impacted by the project
- The specific groups within the communities who are to be targeted depending upon the project being undertaken.

2.4 IDENTIFICATION OF CDP PROJECTS

Based on the above need assessment, a number of CDP projects have been identified for the project impacted villages of Guma Mines. *It is important to note that the design of the projects discussed below, is based on the present level of understanding of the needs and requirements of the community.* These needs are liable to change and evolve over time, thereby necessitating a process of review and if necessary alteration on the basis of the changing needs of the community. This sub-section provides a description of the projects thus identified for the Project.

2.4.1 Drinking Water

The issue of safe and potable drinking water was raised as a key community demand during the consultations undertaken, especially so in the villages in the project footprint area. The present supply of drinking water is in the form of hand pumps located across the village. The community cited extreme water shortage during the dry months due to the lower ground water levels as well as the high dependents/ hand pumps ratio. The project designed for the purpose of facilitating drinking water in the project impact area is as follows:

Objective: Improved access to safe and safe drinking water to the community

Target Beneficiaries: General community in the adopted villages, with emphasis on the communities in the project footprint area; namely the residents of the villages *Guma* and *Sarseni*.

Target Area: The adopted villages for the project, with an emphasis on the villages in the project footprint area; namely *Guma* and *Sarseni*.

Description of the Proposed Activities: The proposed interventions for the purpose of the provisioning of drinking water in the identified villages comprise of creation of water overhead tanks across the village according to hamlets with the provision of four taps for each hamlet. This will allow for potable water to be stored in the village at various locations, from where the community would have access through the day. The tanks in turn can be filled on a daily basis through the provisioning of water tankers, which would transport to the overhead tanks from the plant site.

Deepening of the Community Pond is a key community expectation and is also likely to address some of the water related issues in the village. Constructing embankments along the pond is also desired by the community.

The implementation of the above identified project intervention will be done in a uniform, participatory and systematic manner. This would allow for the best suited locations for the overhead tanks to be identified which would allow for the entire community to have equal access to the facility without discrimination nor give any community an undue advantage in terms of access. Also, through this process the best mechanism for the transportation of the water and the most desirable time for the refilling of the tanks will be established.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified. These KPIs are to be used in the process of planning the interventions as well as the future monitoring which is to be undertaken and allowing for mid-course corrections; if required.

Table 2.1 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Deepening of the water pond
	Increase in the number of taps in the villages and hamlets
	Reduced dependence on hand pumps
	Reduced ratio of number of households dependent per handpump and tap
Qualitative	Increased satisfaction of the community with the quality of water available for consumption
	Increase in trust in the community towards the project and the Project proponents
Directional Output	Increase in the number of taps in the villages and hamlets
	Reduced dependence on hand pumps
	Reduced ratio of number of households dependent per hand pump and tap

2.4.2 *Irrigation and Water Conservation*

Due to the non-availability and the variable nature of the irrigation facilities in the project impact area as well as the low ground water levels, most of the agricultural land within the project impact area is characterised as single crop and dependent upon rain. Also due to the dry nature of the region and the ground water level, a need was identified to undertake a process of water conservation in the area so as to allow for larger and more reliable sources of

water to be maintained during the dry months. The project designed for this purpose is as follows:

Objective: To improve the supply of irrigation in terms of the quantity and quality available as well as improve the ground water levels in the area

Target Beneficiaries: General community in the first impact zone of the project, with an emphasis on the villages *Guma* and *Sarseni*

Target Area: Villages in the first impact zone with an emphasis on *Guma* and *Sarseni*

Description of the Proposed Activities: Some of the proposed interventions that will be considered for the purpose of this project include:

- the creation of water harvesting structures common for each of the different *Mohallas* or cluster of houses;
- undertaking workshops with the local community so as to allow for an understanding to be developed amongst the local communities of the importance of the project, the mechanism to be put in use and the benefits to be accrued from them;
- Training and demonstration on improving water conservation and use of water; and
- The option of supplying the water collected in the Mine area through pipes for the purpose of irrigation will be explored.

The implementation of the above identified project intervention will be done in a participatory and systematic manner. This would allow for the best suited locations for the water harvesting structures to be identified which would allow for maximum households to be benefited without giving an undue advantage to any in terms of access. Also, through this process the best mechanism for the transportation of the water and the most desirable means for the transportation of water from the mines will be established.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified.

Table 2.2 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Increase in the water conservation structures in the target areas
	Increase in the groundwater levels in the target villages
	Increase in land under irrigation
	Increase in productivity of the land in the target area
Qualitative	Increase in awareness in community about the importance of water harvesting and its process
	Increase in trust in the community towards the project and the Project proponents

Type of KPI	Measure
	Increase in one-to-one engagement of the target groups with the project representatives
Directional	Increase in the water conservations structures in the target areas
Output	Increase in the water conservation structures in the target areas
	Increase in the groundwater levels in the target villages
	Increase in land under irrigation
	Increase in productivity of the land in the target area

2.4.3

Education

As mentioned above, the educational infrastructure in the project area is comprised of mostly of primary schools and Anganwadis, with very few secondary schools spread across a number of villages. Furthermore, the problems identified in terms of education were the lack of proper infrastructure and the facilities in terms of secondary schools as well as the poor student-teacher ratio. The projects identified for the purpose of improving the educational infrastructure in the project area include:

Objective: improve the educational infrastructure in the project area as well as the literacy levels in the project area.

Target Beneficiaries: Students in the project impact area, with emphasis on the villages on those from the villages in the first impact zone.

Target area: Villages in the project impact area with an emphasis on the villages in the first impact zone

Description of Proposed Activities: The activities proposed for the purpose of improving educational infrastructure and literacy levels in the project area include:

- The provisioning of scholarships for the students in the classes four-twelve (secondary school) on the basis of the highest scored marks. The scholarships are to be provided equivalent to half the annual fees of the student and to the top scoring boy and girl from each class;
- Assistance in the organisation of competitions and cultural programs in the schools, so as to support the overall development of the students as well as encourage the students to regularly attend their classes;
- Initiating awareness programmes amongst the communities so as to provide them with an understanding of proper and continued education for the children; especially the girl child; and
- Provide financial assistance for the improvement of the school infrastructures as and when required, in terms of facilitating the repair of the school structures and provisioning of school supplies such as books, stationery, uniforms.

The implementation of the above identified project intervention will be done in a participatory and systematic manner, taking into account the needs as sighted by the schools, the government as well as the local communities.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified.

Table 2.3 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Increase in the enrolment levels in the target areas
	Increase in the literacy rate in the target areas
	Reduction in drop outs from schools
	Improved maintenance of school infrastructure
Qualitative	Increase in awareness in community about benefits of continued and proper education
	Improvement in the quality of the learning's being imbibed by the students
	Increased enthusiasm and interest amongst students towards education and other school activities
	Increase in one-to-one engagement of the target groups with the project representatives
Directional	Increase in the enrolment levels in the target areas
	Reduction in drop outs from schools
	Improved maintenance of school infrastructure
Output	Increase in the enrolment levels in the target areas
	Increase in the literacy rate in the target areas
	Reduction in drop outs from schools
	Improved maintenance of school infrastructure

2.4.4 *Health*

The health infrastructure in the project impact area as discussed above is characterised by limited resources, inadequate infrastructure and accessibility. The projects to be undertaken as part of the attempt to improve the health infrastructure of the project area include:

Objective: to improve the health infrastructure in the project area, as well as quality of health and awareness in the community

Target Beneficiaries: communities in the first impact zone of the project area, with an emphasis on the villages in the project footprint area and the vulnerable populations such as women, elderly and children

Target Area: the first impact zone of the project, with an emphasis on the project footprint area

Description of the proposed activities: The activities proposed as part of an attempt to improve the health services in the project area include:

- Compliment the local PHCs existent in the villages by organizing 8 visits every month by the local plant doctor to the various villages so as to allow for the villagers to have greater access to the medical expertise available
- Organisation of camps, in collaboration with the government and other NGOs where possible, with an emphasis on the locally identified health problems such as cataract, polio, malaria and birth control.
- Provide financial assistance to the government in terms of repairing and improving the medical infrastructure in the villages, so as to facilitate provisioning of better services in terms of the government services within the villages themselves.

These projects will be undertaken in a prioritized manner, so as to allow for the funds available to be channelled to the most crucial projects first. Furthermore, as far as possible these initiatives will be undertaken in collaboration with the government authorities and other NGOs who work in these areas so as to allow for the expertise and knowledge inheritant in the same to be utilized to its maximum potential.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified.

Table 2.4 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Improvement in the health status of the community
	Reduction in the number of diseases and cases reported every year
	Increase in number of patients referring to the local PHCs
	Increase in number of attendees in the medical camps conducted
Qualitative	Improvement in the government medical infrastructure in the target areas
	Increase in awareness in community about prevalent diseases, the threats associated with the same and the available treatments and precautions
	Increase in trust in the community towards the project and the Project proponents
	Increase in target group's willingness to seek medical attention
Directional	Increase in the target group's confidence in the medical services available
	Reduction in the number of diseases and cases reported every year
	Increase in target group's willingness to seek medical attention
	Increase in awareness in community about prevalent diseases, the threats associated with the same and the available treatments and precautions
Output	Improvement in the health status of the community
	Reduction in the number of diseases and cases reported every year
	Increase in number of patients referring to the local PHCs
	Increase in number of attendees in the medical camps conducted
	Improvement in the government medical infrastructure in the target areas

2.4.5 *Skill Training*

As mentioned above, the desire to increase dependence upon non-agriculture based livelihoods was expressed by the community, specifically the youth during the need assessment undertaken. In an attempt to facilitate the same, the proposed projects include:

Objective: Provide training to the youth of the community so as to allow them to develop skills in ancillary livelihoods thereby allowing them to exploit the opportunities created by the presence of a number of projects in the area

Target beneficiaries: the youth of the villages in the first impact zone of the project, with an emphasis on those from the project footprint area

Target areas: First impact zone of the project impact area with an emphasis on the villages in the project footprint area

Description of the proposed activities: the proposed projects for the purpose of skill development include the facilitation of trainings at the plant Rural Development centre pertaining to skills such as computers, mobile repairs, ITI, mechanics for boys, and stitching, computers, handicrafts for girls along with the facilitation of driving classes, especially for trucks, for those who express interest. While similar training exercises will be undertaken for the PAFs, as part of the entitlements discussed in the LRP, the provision of receiving skill development and enhancement training will also be made available for the general community.

These skill trainings will be conducted in the form of batches, within a range of 10-50 students per batch (depending upon type or training and the capacity). These activities are to be undertaken in collaboration various NGOs and other organisations who work in the respective fields and are recognised by the governmental authorities, so as to allow the trainees to receive certificates and recognition of a completed course from a reputed institute. This in turn would facilitate the process of acquiring employment on the basis of the training received. The beneficiaries for the purpose of these trainings will be identified on the basis of a set of criteria depending upon the trainings to be undertaken, which will also be discussed with and agreed upon by the communities.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified.

Table 2.5 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Increase in the skill level of the community
	Increase in the household income; in comparison to pre-project and post-land purchase
	Increase in number of businesses and entrepreneurs
	Increase in Worker Participation Ration of wage labour and other industries
	Increase in local employment in the projects in the area
Qualitative	Increase in awareness in community about available opportunities not only locally but outside the village as well
	Increase in trust in the community towards the project and the Project proponents
	Increase in one-to-one engagement of the target groups with the project representatives

Type of KPI	Measure
Output	Increase in the number of locals employed in the various projects in the area Increase in the household income; in comparison to pre-project and post-land purchase Increase in number of businesses and entrepreneurs

2.4.6

Infrastructure

The projects to be undertaken for the purpose of improving the infrastructure in the area include:

Objective: To improve the physical infrastructure in the project area

Target Beneficiaries: Communities in the first impact zone of the project with an emphasis on those residing in the project footprint villages

Target Area: The first impact zone of the project with an emphasis on the villages in the project footprint area

Description of the proposed activities: As part of an attempt to improve the physical infrastructure in the first impact zone of the project area, UTCL will undertake projects pertaining to the improvement of road connectivity, provisioning of all season roads, concretization of the village Taalaabs and construction of steps for the same as well as the creation of check dams on the canal and drains flowing through the first impact zone.

These activities are to be undertaken in collaboration and partnership with the local communities who are to be benefited and the Panchayats of the villages. While UTCL will assist in the provisioning of the financial resources as well as the raw material to be required for the purpose of these activities, the community's share in the project is to be primarily in the form of the labour required and in maintenance of the structures thus created, so as to avoid destruction and vandalism of the structures. This would in turn allow for the community to also build a stake in the infrastructure developed, which would in turn contribute towards its overall maintenance.

For the purpose of ensuring the smooth implementation and the achievement of the targets set, the following Key Performance Indicators have been identified.

Table 2.6 *KPIs for Intervention*

Type of KPI	Measure
Quantitative	Increase in the number of all-season roads and concrete roads in the target areas Increase in the number of concretized Taalaabs in the target areas Improvement in the road connectivity within the project area through all-season roads
Qualitative	Increase in trust in the community towards the project and the Project proponents

Type of KPI	Measure
Output	Increase in one-to-one engagement of the community with the project representatives
	Increase in the number of all-season roads and concrete roads in the target areas
	Increase in the number of concretized Taalaabs in the target areas
	Improvement in the road connectivity within the project area through all-season roads

2.5 RESOURCES FOR CDP

2.5.1 Financial Resources

The CDP for the purpose of implementation of the projects will need funding support for execution of different tasks and activities. Most of funding for the execution of the planned tasks will have to be borne by UTCL. It is suggested that UTCL allocate funds from its CSR funding on an annual basis, for the different activities to be undertaken during the financial year. The budgetary provisions will be made on the basis of the sub tasks planned under the different thrust areas identified. The CSR team in consultation with the local community, the different line departments and the other relevant organizations can prepare a financial plan (for each year) and submit it to the advisory board for approval. The following table provides the division of funding into the various interventions presently identified:

Table 2.7 Financial Resources

S. No	Investment	Amount
1.	Irrigation and Water Conservation	30,00,000
2.	Education	2,50,000
3	Infrastructure	2,70,00,000
4	Total	3,02,50,000

A partnership with the state/district/ line departments can also be explored to for the funding of CDP projects. Dovetailing of funds and making use of the available government schemes to meet the community needs (like the different schemes/ programs of National Rural Health Mission (NRHM) can be used to provide better access to health care needs) can be explored as other fund generation opportunities.

2.5.2 Manpower Resources

As discussed in the previous sub-sections, while for some projects UTCL will play a major role in the design and implementation of the projects, in others it will work in collaboration with other organisations and at times act a mere facilitators. However, even in its supporting role, UTCL's role is likely to be crucial due to the direct reputational risks associated with the activities. The implementation of the CDP will be undertaken by UTCL through its existent CSR and Land teams. While the primary responsibility of the implementation of the CDP is to lie with the CSR team, the land team is to serve as an additional resource available. The land team is likely to play a major role in

the formulation of the strategies and the facilitation of the implementation of the project, as through the land purchase process the team representatives already have an existent relation with the local community.

The following image provides the organisation structure of the CSR team.

Figure 2.1 Organisational structure for CSR team



2.6

MONITORING AND EVALUATION

The monitoring and evaluation process in any project is an extremely important component for the smooth functioning and the avoidance of major risks within a project. This importance of the review process lies in the fact that it allows for the corrections of any oversight which may have been made during the initial stages of a project through mid-course corrections. This also serves as an important quality assurance mechanism.

The review process becomes all the more important when it is kept in mind that the CDP is a 'live document' or in other words a document which needs to be revised in a timely manner so as to make it comprehensive for any given period of time. This is so because of the fact that due to the life span of the project, the needs of the target communities as well as the guiding principles for the project proponent keep on evolving. The CDP thus requires regular reviews keeping in mind attributes such as the fulfilment of certain needs, the changing requirements of the community as well as the target beneficiaries for each project.

Towards this end, UTCL will undertake a regular review process (every six months at least) in which the implementation of the projects part of the CDP will be monitored and the projects updated/revised as and when felt

necessary. In order to achieve this, feedback will be requested from the stakeholders in terms of verbal (as well as written, wherever possible) questions so as to provide an indication of the effectiveness of the implementation of the Community development projects. This feedback along with the visual evidence of the impacts of the community development initiatives would then serve the purpose of allowing for revisions to be made in the CDP so as to ensure that the relevance of the plan is maintained. As part of the review process, UTCL will also consider bringing in an external monitoring agency to evaluate the performance of the CDP in terms of the implementation and the benefits accrued.

Apart from the monitoring procedure, UTCL is to also generate annual reports of the status of the implementation of the CDP projects, summarizing the activities undertaken in the past year as well those planned for the next year. UTCL is to make these reports, along with annual project progress reports available in Hindi/local language (whichever is preferable by the community) to the impacted community and other stakeholders. These reviews and future plans are to be formulated in keeping with the list of beneficiaries/stakeholders identified for each investment, which is summarised in the table below.

Table 2.8 *Beneficiary list for CDP*

Benefits	Stakeholder Groups	Identification Criterion
Drinking water	General community	Hamlets/ settlements having either a point source located at a distance or with an extremely high dependents-to-hand-pumps ratio
Irrigation and Water Conservation	General Community	Hamlets/ settlements which are reported to face maximum difficulties in dry months in terms of availability of ground water
Education	Children	School going age children especially adolescent girls who drop out due to lack of post primary level education facilities in the village and those attending secondary schools
Health	General community	Elderly, Women, children and economically disadvantaged groups
Skill Training	Youth groups	Land losers, Sharecroppers, Backward caste/class community groups will be given the first priority in the selection process.
Infrastructure	General community	Hamlets/ settlements identified as being in the worst state in terms of the physical infrastructure

The following table provides a summary of the KPIs identified for each intervention and the means by which the same will be monitored during the project life cycle.

Table 2.9 *Monitoring Process*

KPI	Drinking Water	Irrigation and Water Conservation	Education	Health	Skill Training	Infrastructure	Monitoring Technique
Quantitative	Increase in the number of taps in the villages and hamlets	Increase in the water conservation structures in the target areas	Increase in the enrolment levels in the target areas	Improvement in the health status of the community	Increase in the skill level of the community	Increase in the number of all-season roads and concrete roads in the target areas	annual surveys and consultations
	Reduced dependence on hand pumps	Increase in the groundwater levels in the target villages	Increase in the literacy rate in the target areas	Reduction in the number of diseases and cases reported every year	Increase in the household income; in comparison to pre-project and post- land purchase	Increase in the number of concretized Taalaabs in the target areas	annual surveys and consultations
	Reduced ratio of number of households dependent per handpump and tap	Increase in land under irrigation	Reduction in drop outs from schools	Increase in number of patients referring to the local PHCs	Increase in number of businesses and entrepreneurs	Improvement in the road connectivity within the project area through all-season roads	annual surveys and consultations
		Increase in productivity of the land in the target area	Improved maintenance of school infrastructure	Increase in number of attendees in the medical camps conducted	Increase in Worker Participation Ration of wage labour and other industries		annual surveys and consultations
			Improvement in the government medical infrastructure in the target areas	Increase in local employment in the projects in the area		annual surveys and consultations	

KPI	Drinking Water	Irrigation and Water Conservation	Education	Health	Skill Training	Infrastructure	Monitoring Technique
Qualitative	Increased satisfaction of the community with the quality of water available for consumption	Increase in awareness in community about the importance of water harvesting and its process	Increase in awareness in community about benefits of continued and proper education	Increase in awareness in community about prevalent diseases, the threats associated with the same and the available treatments and precautions	Increase in awareness in community about available opportunities not only locally but outside the village as well	Increase in trust in the community towards the project and the Project proponents	group meetings and consultations
	Increase in trust in the community towards the project and the Project proponents	Increase in trust in the community towards the project and the Project proponents	Improvement in the quality of the learning's being imbibed by the students	Increase in trust in the community towards the project and the Project proponents	Increase in trust in the community towards the project and the Project proponents	Increase in one-to-one engagement of the community with the project representatives	feedback surveys and consultations
		Increase in one-to-one engagement of the target groups with the project representatives	Increased enthusiasm and interest amongst students towards education and other school activities	Increase in target group's willingness to seek medical attention	Increase in one-to-one engagement of the target groups with the project representatives		group meetings and consultations
Directional			Increase in one-to-one engagement of the target groups with the project representatives	Increase in the target group's confidence in the medical services available			feedback surveys and consultations
	Increase in the number of taps in the villages and hamlets	Increase in the water conservations structures in the target areas	Increase in the enrolment levels in the target areas	Reduction in the number of diseases and cases reported every year			annual surveys and consultations

KPI	Drinking Water	Irrigation and Water Conservation	Education	Health	Skill Training	Infrastructure	Monitoring Technique
			Increased enthusiasm and interest amongst students towards education and other school activities	Increase in target group's willingness to seek medical attention			feedback surveys and consultations
			Reduction in drop outs from schools	Increase in awareness in community about prevalent diseases, the threats associated with the same and the available treatments and precautions			annual surveys and consultations and feedback surveys
Output	Reduced ratio of number of households dependent per handpump and tap	Increase in the water conservation structures in the target areas	Increase in the enrolment levels in the target areas	Reduction in the number of diseases and cases reported every year	Increase in the number of locals employed in the various projects in the area	Increase in the number of all-season roads and concrete roads in the target areas	annual surveys and consultations
	Reduced dependence on handpumps	Increase in the groundwater levels in the target villages	Increase in the literacy rate in the target areas	Increase in number of patients referring to the local PHCs	Increase in the household income; in comparison to pre-project and post-land purchase	Increase in the number of concretized Taalaabs in the target areas	annual surveys and consultations
		Increase in land under irrigation	Reduction in drop outs from schools	Improvement in the health status of the community	Increase in number of businesses and entrepreneurs	Improvement in the road connectivity within the	annual surveys and consultations and feedback surveys

KPI	Drinking Water	Irrigation and Water Conservation	Education	Health	Skill Training	Infrastructure	Monitoring Technique
		Increase in productivity of the land in the target area	Improved maintenance of school infrastructure	Increase in number of attendees in the medical camps conducted Improvement in the government medical infrastructure in the target areas		project area through all-season roads	feedback surveys and consultations feedback surveys and consultations

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