

Report on Project Proposal for
Providing health support facilities to the under
privileged people in the Backward District of
Uttarakhand
Through Ramakrishna Mission Sevashrama
Hospital in Kankhal, Haridwar (Uttarakhand)

Commissioned by

Rail Vikas Nigam Limited
New Delhi

Conducted by

National Corporate Social Responsibility Hub
Tata Institute of Social Sciences
Mumbai

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List of Abbreviations

CSR	Corporate Social Responsibility
CPSEs	Central Public Sector Enterprises
RVNL	Rail Vikas Nigam Limited
NCSR Hub	National Corporate Social Responsibility Hub
TISS	Tata Institute of Social Sciences
DPE	Department of Public Enterprises
SC	Scheduled Caste
ST	Scheduled Tribe
OBC	Other Backward Class
PHC	Primary Health Centre
SHC	Sub-Health Centre

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EXECUTIVE SUMMARY

The following report is an outcome of the association between National Corporate Social Responsibility Hub (NCSR Hub), TISS and Rail Vikas Nigam Ltd (RVNL)- a Public Sector Enterprise (PSE) bound by a Memorandum of Understanding (MoU) signed by both the parties.

The report is an attempt to understand the need and feasibility of supporting Ramakrishna Mission Sevashrama Hospital in Kankhal, Haridwar in context of the June 2013 Uttarakhand disaster. The importance of this Hospital is highlighted in the report and its services to the community are covered.

Supporting the project will increase the efficiency of the hospital and in turn will help the underprivileged section of the society to avail quality health services at affordable cost. “Expenditure on health is also substantive for rural households in the district. A fairly high 14 per cent of the total household expenditure is incurred on the treatment of household members. This expenditure is comparatively much higher among Hindu households (16.8 per cent). The burden of expenditure on health and education can partly be eased for the households, by making better provision of basic health facilities and education, and thus, reduce dependence of households on private services”¹. This intervention will also be an attempt to satisfy the concern over spending on health care in Haridwar district.

The evaluation study concluded that RVNL’s support to the project in augmenting the health support facilities can vastly increase the efficiency of the Ramakrishna Mission Sevashrama Hospital in Kankhal and thus, in turn, help the underprivileged section of the society in the Backward District of Uttarakhand to avail quality health services at affordable cost.

¹ INSTITUTE FOR HUMAN DEVELOPMENT. (2008). *A BASELINE SURVEY OF MINORITY CONCENTRATION DISTRICT OF INDIA*, Haridwar: Ministry of Minority Affairs, Government of India & ICSSR. Page number 22.

1. INTRODUCTION

1.1 NATIONAL CORPORATE SOCIAL RESPONSIBILITY HUB (NCSR HUB)

In the wake of rapid globalization and pressing ecological issues, the perception towards the role of corporate in the broader social paradigm is undergoing a sea change. In the recent years, society and the state have put forward an expectation before public sector corporate to integrate the social responsibility aspects in their business persuasion. This scenario not only affects large scale public sector undertakings, but also includes firms of small scale. The underlying assumption that Corporate Social Responsibility (CSR) is one way through which companies can demonstrate their commitments towards being socially responsible. In fact, CSR as an integral aspect of corporate has double edge effect in terms of creating goodwill to the company and acting as a social and economic intervention to bring about large scale change in the life of people from different walks².

It is in this context, Tata Institute of Social Sciences (TISS), Mumbai and Department of Public Enterprises (DPE), Government of India have come to realize that there is a need to have centralized system where core functions of CSR including learning and knowledge dissemination take place. As a result, TISS, a pioneer educational institution in social sciences with decades of experience in teaching, research, publications, and field interventions has come forward to host National CSR Hub. This hub is coordinated at the School of Management and Labor Studies (SMLS) at TISS. The hub carries out activities in a partnership mode i.e. TISS, civil society organizations, and the concerned PSEs. As per the CSR guideline issued by DPE, core functions of CSR Hub at TISS include inter alia Research, Publication and knowledge dissemination, Capacity Building, and Advocacy. A dedicated team of faculties and research associates at TISS work in collaboration with DPE, and the concerned Public Enterprise. Over a period of time, it is envisioned that the CSR Hub would work with many PSEs and endeavour to reach out across India.

1.2 Rail Vikas Nigam Limited (RVNL)

Rail Vikas Nigam Limited (RVNL) is a Special Purpose Vehicle created to undertake project development, mobilization of financial resources and implement projects pertaining to strengthening of Golden Quadrilateral and Port Connectivity. It is the first major non-budgetary initiative for creating rail transport capacity ahead of demand and on a commercial format. RVNL has been registered as a

² www.tisscsrhub.org

company under Companies Act 1956 on 24.1.2003. It is a wholly owned Government company under the provisions of Section 617 of Companies Act³.

RVNL is assigned the following functions⁴:

- Arranging financial resources for the Projects. For this purpose, the RVNL would be authorized to approach the Financial Institutions, Banks, Domestic Market and the Bilateral and Multilateral Funding Agencies.
- Undertaking project development and execution of works.
- Creating Project specific SPVs for individual works, if required.
- Commercialization of projects wherever considered necessary and feasible.
- The concerned Zonal Railways will undertake the operation and maintenance of the Railway Projects on completion of their execution by the RVNL under a specific financial arrangement.
- For providing a revenue stream to RVNL, the projects may be done by RVNL on BOT concept, where Ministry of Railways is to pay Access Charge/User Charge.

1.2.1 Aims and Objectives of RVNL CSR

At RVNL, Corporate Social Responsibility is envisaged as a commitment to meet its social obligations by playing an active role to improve the quality of life of the communities and stakeholders on a sustainable basis, preferably in the project areas where it is operating. CSR activities would be executed in a time bound manner with full commitment and transparency.

1.2.2 Institutional structure of RVNL CSR Department

In line with revised guidelines and directives issued by DPE in January 2013, RVNL has formulated its CSR & Sustainability Policy duly approved by BoD of RVNL in February 2013. As per the approved policy, RVNL has put in place a three tier organisational structure to steer the CSR & Sustainability agenda of the company.

1.2.2.1 Tier-I: Board Level Committee will comprise of⁵:

a.	Independent Director	Chairman of the Committee
b.	Director (Personnel)	Convener of the Committee

³ <http://www.rvnl.org/profile01.php>

⁴ <http://www.rvnl.org/profile05.php>

⁵ As shared by the company through comment on draft report.

c.	Director (Finance)	Member
d.	Director (Projects)	Member

1.2.2.2 Tier-II Corporate Level Committee will comprise of⁶:

a.	Mr D. Ghosh Roy, ED/Mech	Nodal Officer
b.	Mr P. K. Singh, ED/Infra	Member Sustainability
c.	Mr A. K. Choudhary, ED/Finance	Member
d.	Mr A. K. Mahato, Consultant Secy to ED/Mech	Member & Coordinator

MD, RVNL is competent to change/nominate/replace Committee Members.

1.2.2.3 Tier-III: PIU Level Committee will comprise of⁷:

Committee at PIU level will be headed by the concerned CPM of PIU and will consist of three members including a member from Finance.

1.2.3 CSR & Sustainability Budget of RVNL⁸

As per approved policy, RVNL will allocate 3% of its previous year's profit after tax (PAT), as its annual CSR & Sustainability budget. Accordingly, year wise allocation of budget is as under:

Year	Budget (INR)
2010-11	1.77 Crore
2011-12	2.86 Crore
2012-13	2.95 Crore
2013-14	4.06 Crore

1.3. COLLABORATION BETWEEN RVNL AND TISS

On November 17, 2011 RVNL signed a MoU with the TISS to achieve the common objective of strengthening the CSR aspect of the PSE. In the MoU, both the parties agreed to avail and extend NCSR Hub's professional services to plan CSR for the company.

This project is primarily an infrastructure health support to the implementing partner. TISS, as being the social science institution does not have expertise in evaluating the infrastructural project and limits its studies to the soft infrastructure or social nature of it. This project is an attempt where it is tried to understand the need of the project in developing & augmentation of health facilities in the context of its social location in Haridwar and its impact in the backward district of Uttarakhand.

⁶ ibid

⁷ ibid

⁸ RVNL Five year action plan accessed on October 28, 2013 from <http://www.rvnl.org/news/download.php?id=338>

2. METHODOLOGY

2.1 CONTEXT OF THE STUDY

The incessant rain that hit Uttarakhand from June 14, 2013 triggered flash floods and landslides, leading to thousands of deaths, while thousands more went missing⁹. Considering the magnitude of the devastation the Government announced it a national disaster requesting for help from all sources. In this regard DPE issued an office memorandum No.- 15(9)/2013 (GM) dated June 24th, 2013 directing for support from all the PSUs to the State and victims. Further it mentions that '*relief and rehabilitation projects undertaken in Uttarakhand in 2013-14 by CPSEs would be treated as the projects in backward region*'.

In the above mentioned background RVNL requested NCSR Hub to understand the need and feasibility of supporting the Ramakrishna Mission Sevashram hospital located in Kankhal, Haridwar.

2.2 OBJECTIVES OF STUDY

1. To evaluate the need for augmentation of health facilities at RKM Hospital in order to improve the service delivery mechanism to the under privileged people.
2. To evaluate the location of RKM Hospital in context of accessibility of health services for the intended beneficiaries in the backward District of Uttarakhand.

2.3 DATA COLLECTION TOOLS & METHOD

Data collection was started with secondary data research. Internet was the major source of secondary data collection; census website, government websites and e-version of national magazines were used to collect relevant information.

⁹ <http://timesofindia.indiatimes.com/uttarakhand-disaster/specialcoverage/20676547.cms> (accessed on August 22, 2013).

3. STUDY FINDINGS AND ANALYSIS

3.1 HARIDWAR¹⁰:

Haridwar district, covering an area of about 2360 sq km is in the western part of Uttarakhand State of India. Its latitude and longitude are 29.58 degree north and 78.13 degree east respectively. The height is 249.7 mts above sea level. The district came into existence on 28th Dec. 1988. Prior to its inclusion in the newly created state of Uttarakhand, this district was a part of Saharanpur Divisional Commissioner. The district is ringed by Saharanpur in the west, Dehradun in the north and east, Pauri Garhwal in the east, Muzaffar Nagar and Bijnor in the south. The district headquarter is situated in the Roshnabad, at a distance of about 12 kms from the railway station.

Haridwar is one of the first towns where the Ganga emerges from the mountains to touch the plains. The water is crystal clear and cool; lush green forests and small ponds add to the scenic beauty of this land which is considered holy by the Hindu community. The Rajaji National Park, 10 kms from Haridwar, is an ideal destination for wild life and adventure lovers. In the evening the ghats look breathtakingly beautiful as thousands of diyas (lamps) and marigold flowers float and illuminate the holy waters.

Haridwar does not only hold religious significance, but is also a hub of modern civilization with the presence of BHEL, a 'Navratna PSU' to its credit. The Roorkee University at Roorkee is one of the oldest and very prestigious institutes of learning in the fields of science and engineering. Another university of the district i.e. Gurukul having vast campus imparts traditional education.

Haridwar district is identified as one of the minority concentrated districts in the country which lags behind in terms of socio-economic indicators (Category B1). About 70% of the population of Haridwar resides in rural areas. The population of minority communities, comprising mainly Muslims, constitutes a sizeable share (34.75).¹¹

3.1.2 HEALTH FACILITIES IN HARIDWAR:

There are 6 Community Health Centers and 28 Primary Health Centers in Haridwar and a total of 542 beds are available in allopathic hospitals, with another 424 beds available in Ayurvedic and Unani hospital in the district as of 2011-12¹². These beds serve the population of 18,90,422 (Eighteen Lakh Ninety Thousand Four Hundred Twenty Two) which results in a ratio of 1bed for approx 2000 persons. As mentioned in the report A BASELINE SURVEY OF MINORITY

¹⁰ <http://haridwar.nic.in/pages/display/86-about-district>

¹¹ http://www.icssr.org/Haridwar_Final.pdf (page i, Accessed on July 29, 2013)

¹² http://haridwar.nic.in/files/samajarthik_sameeksha2012.pdf (page 46, accessed on July 29, 2013)

CONCENTRATION DISTRICTS OF INDIA: Haridwar; prepared by Institute for Human Development, “Although there is proper access to public health infrastructure in the district, there is a lack of adequate medicare to patients. This is mainly due to the heavy pressure of population on these basic services. The availability of medicines is yet another issue of concern, though it has gradually improved over the years. The availability of specialists at the Primary Health Centres (PHCs)/ hospitals is another important area of concern. The easy access to quacks in villages has an adverse impact on the overall healthcare seeking behaviour of people. And in such cases, people have to spend a substantial amount of expenditure on their healthcare without any proper care¹³.” The detailed health facility according to census 2001 is as below:

Medical facilities in Haridwar¹⁴			
Number of allopathic hospitals	8	Number of maternity home	47
Number of ayurvedic hospitals	5	Number of child welfare centre	261
Number of unani hospital	1	Number of health centre	12
Number of homeopathic hospital	0	Number of primary health centre	23
Number of allopathic dispensary	22	Number of primary health sub-centre	30
Number of ayurvedic dispensary	11	Number of family welfare centre	3
Number of unani dispensary	3	Number of T.B. clinic	0
Number of homeopathic dispensary	5	Number of nursing home	2
Number of maternity and child welfare centre	157	Number of registered private medical practitioners	405
Number of other medical facilities	2	Number of subsidised medical practitioners	4
Number of community health workers	68		

3.2 RAMAKRISHNA MISSION¹⁵:

RAMAKRISHNA MISSION & RAMAKRISHNA MATH is a registered society with Headquarters at Belur Math, West Bengal in which monks of Ramakrishna Math and devotees cooperate in conducting various types of social services mainly in India & abroad. It was founded by Sri Ramakrishna's chief apostle, Swami Vivekananda. RAMAKRISHNA MATH is a

¹³ http://www.icssr.org/Haridwar_Final.pdf (page 29; accessed on July 29, 2013)

¹⁴ http://www.censusindia.gov.in/Census_Data_2001/Village_Directory/View_data/Dist_Profile.aspx (Accessed on July 29, 2013)

¹⁵ <http://belurmath.org/home.htm>

monastic organization for men brought into existence by Sri Ramakrishna. The Math and the Mission together have 176 branch centres all over India and in different parts of the world.

3.2.1 RAMAKRISHNA MISSION SEVASHRAMA, KANKHAL¹⁶:

Ramakrishna Mission Sevashrama, Kankhal (RKMS) is one of the branch centre of Ramakrishna Mission & Ramakrishna Math, Belur Math. It is situated in the city of Haridwar, Uttarakhand and it has a 150-bed multi-specialty charitable hospital founded in 1901 to cater to the medical needs of this region. In its long odyssey spanning over a century, it has grown in size, widening the spectrum of services to meet the varied dimensions of health hazards and during this time it has treated more than 10 million patients.



Picture courtesy: http://belurmath.org/centres/display_centre.php?centre_id=KNK

This charitable hospital, spread in a sprawling campus of about 18 acres, houses Gynecology and Obstetrics, Pediatrics, ICU, NICU, Pathological lab, Blood bank, Operation Theatres, etc. in addition to dairy and agricultural land, the produce of which is used for the poor in-patients.

Departments in Ramkrishna Mission Sevashrama, Hospital¹⁷:

- Mother and Childcare Unit
- 24 x 7 Emergency treatment
- Eye department
- Surgery department
- OPD
- Modern diagnostic devices
- Mobile Medical Unit

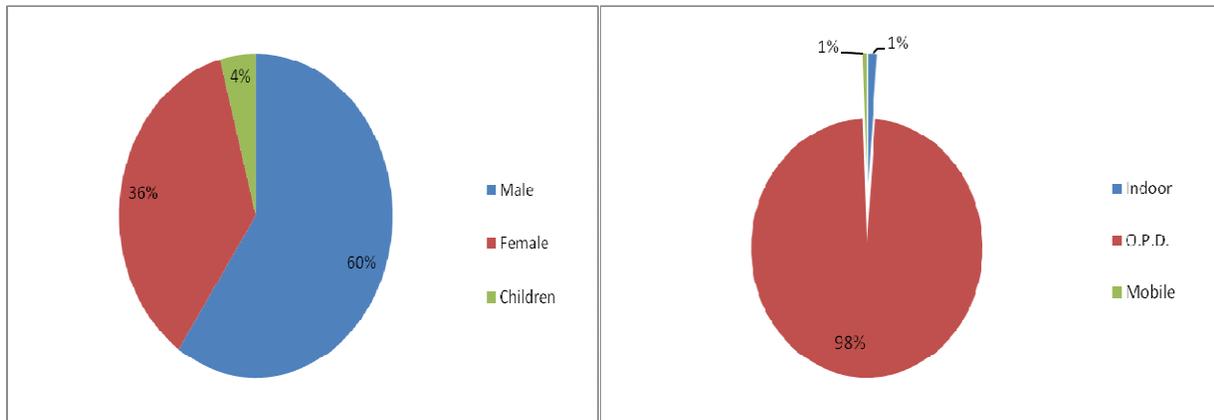
¹⁶ <http://www.rkmkankhal.org/>

¹⁷ http://www.rkmkankhal.org/Medical_Profile.html

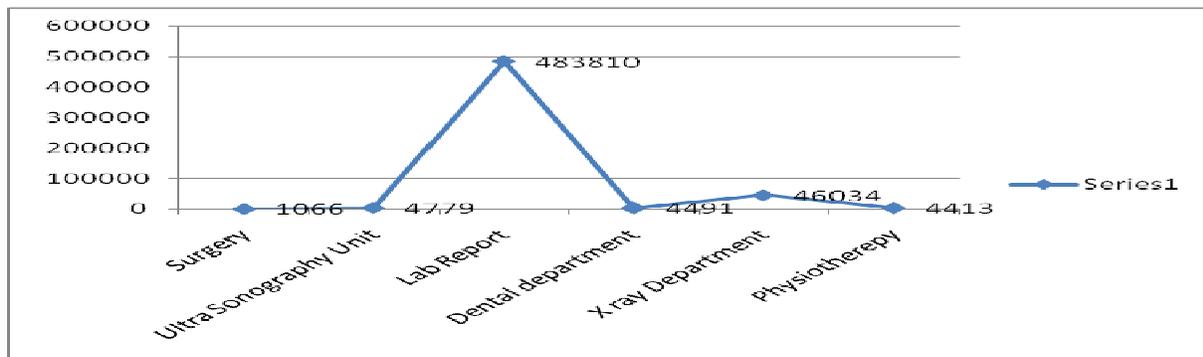
3.2.2 DISTRIBUTION OF PATIENTS:

In the year 2011-12, a total of 6, 25,212 (Six Lakh, Twenty Five Thousand and Two hundred and Twelve) patients were treated in the hospital¹⁸. 77% of the patients treated were from Uttarakhand. The distribution of patients is represented below:

Graph 1& 2: Distribution of patients



Graph 3: Case specific distribution of patients



¹⁸ Annual report 2011-12, Ramkrishna Mission Sevashrama, Hridwar

4 DESCRIPTION OF THE PROJECT¹⁹:

In order to meet the increasing patient load at its hospital, RKMS, Haridwar has approached RVNL to support the augmentation of health facilities. This will involve construction of 4th and 5th floors in the existing OPD building. The proposed 4th Floor will have fully equipped Operation Theater Complex and 5th Floor will have fully furnished 50 beds for post operative care. This augmentation will increase the capacity of hospital from 150 beds to 200 beds and to attend to the surgeries. The proposed construction has been cleared by PWD, Govt of Uttarakhand. As per the proposed plan, the post operative care unit will resolve the issue of transferring surgical cases to adjacent building. The total cost of the project will be Rs 5 Crore with following break up:

S. No.	Item	Cost in INR
1	Civil works	1.72 Crore
2	Electrical works	0.12 Crore
3	Misc works (water supply, gas pipeline etc)	0.46 Crore
4	Equipment & furnishing	2.70 Crore
	Total	5.00 Crore

As per discussion, it is understood that the project will be taken up in the current financial year. As per existing commitments of RVNL in other long term CSR & Sustainability projects on hand and available budgetary allocation in CSR & Sustainability, it is expected that yearly allocation to the project during the period 2013-16 will be Rs 0.5 Crore in 2013-14, Rs 2.25 Crore in 2014-15 and Rs 2.25 Crore in 2015-16. However, the actual cost of the project may vary due to escalation and change in scope of work.

REGISTRATION COUNTER



INTENSIVE CARE UNIT



¹⁹ As shared by RVNL officials

4.1 RECOMMENDATION:

Supporting the proposed CSR & Sustainability project in augmentation of health facilities by providing additional 50 beds for post operative care and operation theaters complex with necessary equipment and facilities, at a total project cost of about Rs 5 Crore during the period 2013-16, will greatly increase the efficiency of the hospital and this, in turn, will help the underprivileged section of the society in the backward District of Uttarakhand to avail quality health services at affordable cost. “Expenditure on health is also substantive for rural households in the district. A fairly high 14 per cent of the total household expenditure is incurred on the treatment of household members. This expenditure is comparatively much higher among Hindu households (16.8 per cent). The burden of expenditure on health and education can partly be eased for the households, by making better provision of basic health facilities and education, and thus, reduce dependence of households on private services”²⁰. This intervention will also be an attempt to satisfy the concern mentioned in the report of Ministry of Minority Affairs over spending on health care in Haridwar District.

²⁰ INSTITUTE FOR HUMAN DEVELOPMENT. (2008). *A BASELINE SURVEY OF MINORITY CONCENTRATION DISTRICT OF INDIA*, Haridwar: Ministry of Minority Affairs, Governemnt of India & ICSSR. Page number 22.

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