

## D. INSTITUTIONAL MODEL AND IMPLEMENTATION ARRANGEMENTS

### D.1 Overall Institutional Model

1. The overall institutional model has been designed to develop and strengthen pro-poor Community Based Organizations at the village level and to empower them to implement activities for improving their livelihoods. The key features of the project institutional model are:

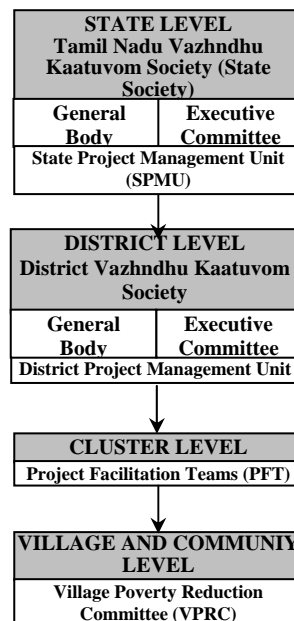
- Community will be the focal point
- Institutions at all levels will enjoy independence and autonomy to ensure compliance with the project rules.
- Communities are allowed to participate in a way that ensures their ownership and total independence in taking decisions and managing resources.

2. The key design features incorporated into the institutional model will help attain the following:

- Team work, collective responsibility and self help at all levels of project implementation
- Devolution of responsibilities to the most appropriate level
- Participation and ownership of village communities

3. The overall institutional model of the project is shown in Figure 4.1.

**Figure 4.1 Overall Institutional Model**

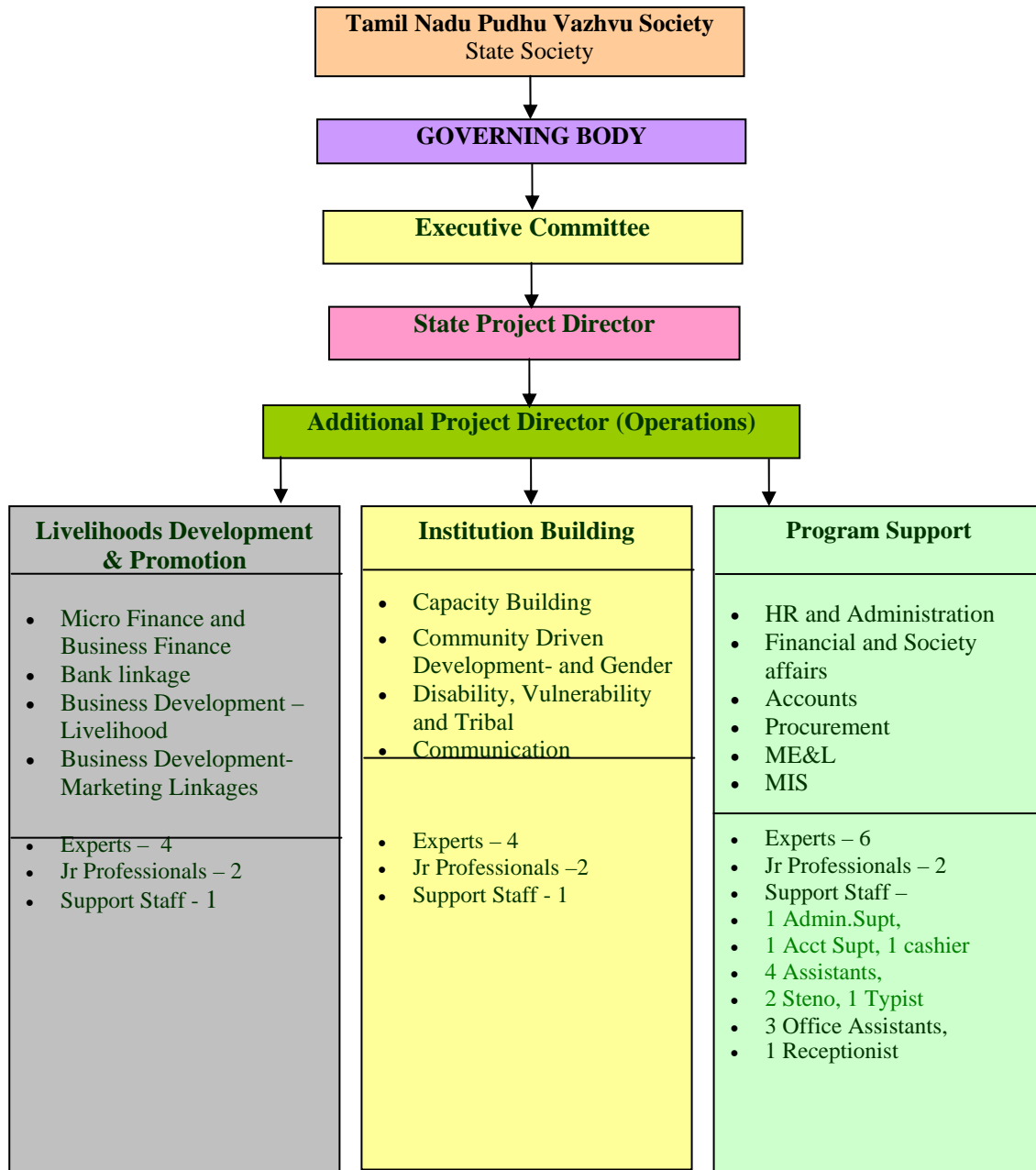


4. The state level project implementation will be entrusted with the Tamil Nadu Vazhdhu Kaativom Society (State Society) set up at the state level. The district level project activities will be entrusted with District Vazhdhu Kaativom Society (District Society). A Project Facilitation Team (PFT) set up at the cluster level will provide facilitation and handholding support to village level organizations. The village level organization responsible for project implementation is Village Poverty Reduction Committee (VPRC).

## D.2 State Level Institutional Arrangement

5. The state level institutional arrangement consists of the Tamil Nadu Vazhdhu Kaatuvom Society and a multi disciplinary team of experts and support staff - State Project Management Unit (SPMU) headed by State Project Director. The details of the state level institutional arrangement are given in Figure 4.2.

**Figure 4.2 State level Institutional Arrangement**



## D.3 Tamil Nadu Vazhdhu Kaatuvom Society

6. GoTN has set up the Vazhdhu Kaatuvom State Society registered under the Tamil Nadu Societies Registration Act, 1975 (Act 27 of 1975). (State Society) will be responsible for managing the project at the state level. The Memorandum of Association and Bylaws of Vazhdhu Kaatuvom State Society is given **Attachment D.1**. The Government Order No. G.O. (MS) No.33 Dated: 09.03.2005 constituting the State Society is given in **Attachment D.2**.

7. The *objective* of Tamil Nadu Vazhdhu Kaatuvom Society areis to broaden the scope of empowerment programs in the state to include both men and women from poor and vulnerable households, from just focusing on women and to create greater synergy between empowerment and poverty reduction by focusing on livelihoods of the poor and vulnerable.

8. The key responsibilities of Tamil Nadu Vazhdhu Kaatuvom Society are:

- Creating and enabling pro-poor policy environment in the state
- Bring about convergence among various poverty reduction and empowerment projects
- Providing overall guidance, management, co-ordination and monitoring of project implementation

9. The structure of Pudhu Vazhu Project consists of:

- A 15 member General Body under the chairmanship o and Secretary to Government, Finance Department, GoTN.
- A 10 member Executive Committee under the chairmanship of Secretary, Social Welfare and NMP
- A State Project Management Unit consisting of a multi disciplinary team of experts headed by a State Project Director who is also the member Secretary of Pudhu Vazhu Project.

10. The Composition of the General Body of the Pudhu Vazhu Project is given in Table 4.1.

**Table 4.1 Composition of Pudhu Vazhu Project General Body**

Sl. No.	Occupation	Status
1.	Secretary to Government, Finance Department	Chairperson
2	Secretary to Government of Tamil Nadu, Social Welfare and NMP Department	Vice Chairperson
3.	Secretary to Government of Tamil Nadu, Rural Development Department	Member
4.	Secretary to Government of Tamil Nadu, Planning and Development Department	Member
5.	Director of Rural Development	Member
6.	Director of Rehabilitation of Disabled	Member
7.	Managing Director, TNCDW Ltd.	Member
8.	Registrar of Cooperative Societies	Member
9.	Managing Director, Tamil Nadu Adi-Dravida Housing Development Corporation Ltd.	Member
10.	Convener, State Level Bankers Committee	Member
11.	Representative from NGO/Civil Society Organization Now represented by -----	Member
12.	Representative from Academic Community/institutions experienced in community driven development approaches Now represented by Vice-Chancellor ,GRI. University	Member
13	Representative from Business/Industrial Association like Confederation of Indian Industries, Federation of Indian Chamber of Commerce and Industries (FICCI), TANSTIA etc. Now represented by Reginal Director CII.	Member
14	Representative from Community Organization Now represented by -----	Member
15.	Project Director, Tamil Nadu Empowerment and Poverty Reduction Project (Pudhu Vazhu Project)	Member-Secretary

11. The roles and responsibilities of the General Body are:

- Provide direction to the project management
- Approval of all annual plans
- Representation at the state government for the project
- Policy advocacy to ensure pro poor policies are issued by the Government
- Guidance to the project management
- Defining and refining the project strategies from time to time

12. The composition of the Executive Committee of the Pudhu Vazhu Project is given in Table 4.2.

**Table 4.2 Composition of Pudhu Vazhu Project Executive Committee**

S. No.	Occupation	Status
1.	Secretary to Government of Tamil Nadu, SW & NMP Department.	Chairperson
2.	Representative of Secretary to Government, Finance Department.	Member
3.	Managing Director, TNCDW Ltd.	Member
4.	Managing Director, TAHDCO	Member
5.	Director of Rural Development	Member
6.	Director of Rehabilitation of Disabled	Member
7.	Convener, State Level Bankers Committee	Member
8.	Representative from Academic Community Institution Now represented by -----	Member
9	Representative from Industrial and Business Association like Confederation of Indian Industries, Federation of Indian Chamber of Commerce and Industries (FICCI) TANSTIA Etc., Now represented by -----	Member
10	Project Director, Project	Member Secretary

13. The roles and responsibilities of the Executive Committee of the Society Project are:

- Consider annual budget, annual action plans and recommend to General Body for approval.
- Appoint subcommittees, expert panels, task forces etc.
- Approve human resource policy including staff positions, salary structure, financial administrative rules etc.
- Appoint auditors
- Monitor progress of Vazhdhu Kaatuvom project

14. The roles and responsibilities of SPMU are:

- Source, hire and induct staff at state and district level
- Identifying and Positioning facilitating agencies at clusters
- Appointing resource organizations for institution and capacity building, livelihoods, disability, communications and monitoring & evaluation etc.
- Constituting advisory groups
- Developing modules for campaigns, communications, capacity building (at various levels) etc.
- Guidelines for managing the livelihoods funds for innovative ideas, incentive fund to pro poor Panchayats
- Plan, Coordinate, Review, Monitor and disseminate information

- Facilitate the policy environment in favour of institutions of the poor women and enhance pro-poor orientation in governance at various levels
- Convergence and partnership support

15. The job description of SPMU Core Team members is summarized in Table 4.3.

**Table 4.3 Job Description of SPMU Team Members**

<b>Name of Position</b>	<b>Key Areas of Responsibilities</b>	<b>Key outputs</b>	<b>Key Deliverable 2006</b>
<b>1. Project Director</b>	<ul style="list-style-type: none"> <li>• Champion and Guardian of TNPVS Rules</li> <li>• Secretariat Functions of TNPVS</li> <li>• Oversee, guide and supervise project implementation</li> <li>• Co-ordination of State level stakeholders including World Bank</li> <li>• Advocacy and strategic support</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of all performance triggers in various phases</li> <li>• Ensuring achievement of key performance indicators as defined in the results framework</li> <li>• Sending of all periodic and statutory reports and financial statements to Government of Tamil Nadu and World Bank on time including action taken reports on audits</li> </ul>	<ul style="list-style-type: none"> <li>• <b>15</b> Districts and Batches 1-3 PFT staff all in place and trained</li> <li>• All capacity building agencies and other consultants on board</li> <li>• Batch 1 and 2 village activities underway in all districts as per implementation phasing schedule</li> <li>• Strategic communications at state and district level workshops to raise awareness and build support for project</li> <li>• All field level complaints satisfactorily redressed</li> <li>• Monitoring and Learning system functional</li> </ul>
<b>2. Additional Project Director (Operations)</b>	<ul style="list-style-type: none"> <li>• Assist Project Director in overseeing, guiding and implementing project implementation</li> <li>• Co-ordinate activities of functional units of Management Team, Appraisal and Monitoring Team, DPMUs, PFT etc.</li> <li>• Plan and Co-ordinate project cycle activities</li> <li>• Oversee Village Development Cycle and monitor progress of Village Development Plan implementation</li> <li>• Assist Project Director on policy formulation</li> <li>• Be responsible for the complaints redressal and conflict resolution at field level through communication tree.</li> <li>• Constituting evaluation committees for GP incentive fund and formulate the processing mechanism for applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to service standards in atleast 90% of the transactions at district and state level.</li> <li>• At least 30% of total GPs have accessed both tranches of GP Incentive Fund</li> <li>• Financial and physical progress achieved as per agreed annual action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Work plans for DPMU Teams and SPMU Specialists for all 4 quarters prepared, compiled, monitored and issues reported to the PD and Bank.</li> <li>• All Batch 1&amp;2 villages have received first installment of VPRC fund as per service standards</li> <li>• Service standards developed and complied with</li> <li>• Targets and annual plan of JSDF pilots, including GP model, met and 10 GPs received 1st and 2nd installment of funds</li> <li>• Issues with Village development cycle (VPRC and Livelihood) identified and reported to PD on a regular basis</li> <li>• District Leaders and teams functioning effectively and responsibilities delegated to them</li> </ul>

Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverables
<b>Program Support Unit</b>			
<b>3. Specialist (Monitoring, Learning and Evaluation)</b>	<ul style="list-style-type: none"> <li>• Implementing Monitoring Learning and Evaluation System including external process monitoring</li> <li>• Commission and monitor baseline studies, mid term review and endline evaluation</li> <li>• Operationalise participatory Monitoring and Learning system</li> <li>• Responsible for co ordinating conduct of half yearly Process Monitoring</li> <li>• Form and institute learning groups at project level and facilitate conduct of learning groups meetings/review meetings.</li> <li>• Prepare action plans for implementation of critical M &amp; L findings and feedback reports for dissemination among project staff.</li> <li>• Develop and guide in maintaining Community Monitoring System</li> <li>• Identify thematic areas and facilitate conduct of studies on identified themes.</li> <li>• Act as a repository of M &amp; L data and information.</li> <li>• Planning and implementing frequency of data flow and data collection mechanisms for Project Implementation</li> <li>• Undertake field visits and participate in internal learning forums including documentation of best practices</li> <li>• Identify the training needs of M &amp; L functionaries at district, cluster levels and coordinate with Capacity Building unit to organise training.</li> <li>• Design and launch website for the project.</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of the Village Organizations effectively monitor project implementation, maintain proper records and submit monitoring reports</li> <li>• 90% of the Village level Poverty Reduction Committee &amp; GP maintain and updated Community Score cards</li> <li>• Quarterly meetings held in village, cluster, district and state for internal learning</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of Baseline study</li> <li>• Piloting of M&amp;L component in JSDF completed and key learnings incorporated into the main M&amp;L framework.</li> <li>• M&amp;L manual developed</li> <li>• Concurrent Process M&amp;L component developed and first exercise commissioned in Batch 1&amp;2 districts</li> <li>• Quarterly reports submitted to PD and Bank</li> <li>• Monthly checklist of key milestones developed and monitored</li> <li>• District and PFT M&amp;E staff trained and regularly mentored</li> </ul>
<b>4. Specialist (MIS)</b>	<ul style="list-style-type: none"> <li>• Identification of MIS indicators and co ordinate with MIS agency.</li> <li>• Facilitate preparation of base registers and reporting formats at the community and PFT levels.</li> <li>• Make arrangements for hardware and software requirements at district and cluster level and commission, implement and monitor MIS system</li> <li>• Training project staff at various levels on MIS</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining data base on all project activities at all levels.</li> <li>• All reports are generated on time</li> <li>• Data base on the financial releases-both EAG ,Village level Poverty Reduction Committee, GP</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of MIS study and</li> <li>• implementation of MIS including input monitoring and Reporting system</li> <li>• Convergence achieved between MIS and FM/accounting systems</li> <li>• All project staff, state, districts, PFT, trained on the use of MIS</li> <li>• Timely generation of monthly MIS data and progress reports</li> </ul>

Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverables
<b>Specialist (MIS)</b> contd....	<ul style="list-style-type: none"> <li>• Analyse MIS and other data, prepare district wise reports on progress of project in different areas, identify critical gaps and disseminate information among project stakeholders.</li> <li>• Analyse qualitative indicators for performance monitoring. Help in internal learning meetings and action taken reports.</li> <li>• Website updated periodically</li> </ul>		
<b>5.. Specialist – Communications</b>	<ul style="list-style-type: none"> <li>• Design and implement communication strategy and action plan</li> <li>• Design logo, theme song for the project</li> <li>• Facilitate production of communication, mass media and IEC tools and materials.</li> <li>• Monitor the functioning of communication teams and plan strategies based on field needs</li> <li>• Documenting Key activities of the project at state level</li> <li>• Document and disseminate Lessons Learnt from the Project</li> <li>• Assisting the Project Director in Public Relation Management</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of the households from target poor and 100% of CBOs are aware of the project principles, non negotiable and objectives.</li> <li>• Issues of monthly news letters at state level</li> <li>• Half yearly compilation of Success stories and Key learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications strategy and action plan agreed and operationalized</li> <li>• Communications training for DPMU/PFT staff completed and reviewed on a monthly basis</li> <li>• Theme songs, video publicity film and other IEC materials pre-tested, ready and disseminated to all DPMUs and PFTs</li> <li>• Monthly issues of News Letter published and contents updated/ revised as necessary</li> <li>• Communications Resources database developed and shared with districts</li> <li>• District and PFT communication staff mentored on a regular basis</li> </ul>
<b>6. Specialist - Human Resource</b>	<ul style="list-style-type: none"> <li>• Recruitment of project staff at all levels.</li> <li>• Capacity building of the state team</li> <li>• Operationalising the incentive system, performance appraisal system</li> <li>• Designing and implementing the HR Policy including administrative rules.</li> <li>• Maintenance of personnel data.</li> <li>• Complying with statutory regulations relating to personnel.</li> <li>• Assisting Project Director in handling the legal issues.</li> <li>• Be responsible for the complaints redressal mechanism for the project staff.</li> <li>• Ensuring enabling, facilitating and coordinating style of functioning of staff at all levels.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining at least 90% of staff positions at all levels.</li> <li>• Ensuring the staff turnover less than 15%</li> </ul>	<ul style="list-style-type: none"> <li>• HR Policy document approved by TNPVS governing body</li> <li>• Performance appraisal system approved and functional</li> <li>• Personnel data system operational</li> <li>• All 120 positions at the 15 DPMUs and 90% of the 440 positions in 88 PFTs hired and in position</li> <li>• All Junior Professional positions identified are filled</li> <li>• Internal SPMU team building workshop and external retreat undertaken</li> <li>• SPMU functioning as a cohesive team, with respective roles and unit aims understood</li> <li>• All district functioning as effective teams with powers and responsibilities delegated</li> </ul>
<b>Specialist Financial Management and Society Affairs .</b>			Annual audits carried out and submitted to Bank on time

Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverable 2006
<b>Livelihood Unit</b> <b>10. Specialist - Micro Finance</b>	<ul style="list-style-type: none"> <li>• Ensuring mobilization of left out poor as per PIP list into SHGs.</li> <li>• Ensuring SHGs are members of federations at higher levels</li> <li>• Build the capacity of the federations to provide value added services to SHGs including micro finance services.</li> <li>• Develop guidelines and manuals on micro finance</li> <li>• Developing and implementing accounting and financial monitoring systems for SHGs and their federations.</li> <li>• Help build capacity of micro finance staff at the cluster/district level</li> <li>• Arrange for technical assistance on micro finance.</li> <li>• Prepare progress reports on micro finance activities Liase with micro finance partners at national level</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of identified target poor mobilized into SHGs and credit rated.</li> <li>• 90% of SHGs are federated at appropriate levels and providing services to SHGs and rated as good</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of pre-project SHG baseline (for project villages)</li> <li>• Guidelines and training manual on SHG Micro Finance developed</li> <li>• All Batch 1 and 2 SHGs have received accounts training and are keeping books of accounts maintained and up to date.</li> <li>• District and PFT staff trained and regularly mentored</li> <li>• Follow-up/refresher training plan for SHGs developed and followed</li> </ul>
<b>11. Specialist – Bank Linkage</b>	<ul style="list-style-type: none"> <li>• Networking with Banks, MFIs etc., and develop cost effective financial tie ups for SHGs/EAGs/Federations.</li> <li>• Developing and implementing all kinds of financial services and support systems</li> <li>• Developing training modules, organizing orientation and review workshops for the financial institutions.</li> <li>• Resolving operational issues relating to credit linkage.</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of the SHGs become credit worthy and link up with banks</li> <li>• 95% of EAGs are able to raise equity contribution/bank linkage.</li> </ul>	<ul style="list-style-type: none"> <li>• Training module for orientation of financial institutions and staff developed</li> <li>• At least one Bank linkage set up in each of the 15 districts</li> <li>• Streamlined lending processes agreed with banks/MFIs (simplified forms and formats, reduced process steps, etc) to ensure access for SHGs/EAGs</li> <li>• Joint appraisal process for EAG proposals developed and agreed with Banks/MFIs</li> <li>• District and PFT staff trained and regularly mentored</li> </ul>



<b>Name of Position</b>	<b>Key Areas of Responsibilities</b>	<b>Key outputs</b>	<b>Key Deliverables</b>
<b>12. Specialist – Business Development – Livelihoods</b>	<ul style="list-style-type: none"> <li>• Develop all the guidelines for the participatory planning at the village level to develop livelihood Sub Project Proposal</li> <li>• Support and monitor DPMUs in preparing the rate bank, panel of appraisers etc..</li> <li>• Hiring environmental agency and coordinating EMF compliance.</li> <li>• Facilitating mobilization of EAGs and their federations</li> <li>• Guidance in appraisal and compliance check of Livelihood SProjects and certification of milestones and release of livelihood funds.</li> <li>• Identify district specific livelihood opportunities and resource institutions for the various target groups</li> </ul>	<ul style="list-style-type: none"> <li>• At least 25% of cluster based EAGs are federated and functioning as business enterprises with partnerships with privat sector organizations or other institutions and are financially viable</li> <li>• At least 90% of EAGs receive support for livelihood Sub Project Proposal in accordance with agreed service standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource analysis and opportunity assessment completed in 624 villages and recommendations disseminated district-wise and among PFTs</li> <li>• EAG Livelihood Sub Project Proposal guidelines and appraisal formats finalised and tested in the JSDF villages</li> <li>• District-wise databases/rosters of local livelihoods partners/resource institutions developed and updated and disseminated among district teams</li> <li>• District-wise rate banks and panel of appraisers prepared and disseminated, and appraisers trained</li> <li>• District and PFT staff trained in facilitating preparation of Livelihood Sub Project Proposal and supporting EAGs and regularly mentored</li> </ul>
<b>Specialist – Business Development – Livelihoods contd....</b>	<ul style="list-style-type: none"> <li>• Supporting development of demonstration sites at district levels.</li> <li>• Constitute state/district level thematic groups and arrange for knowledge sharing to identify new opportunities to generate and/or test the viability of innovative ideas.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Name of Position</b>	<b>Key Areas of Responsibilities</b>	<b>Key outputs</b>	<b>Key Deliverables</b>

<p><b>13. Specialist – Business Development – Marketing, Partnerships and Linkages</b></p>	<ul style="list-style-type: none"> <li>• Facilitate partnerships, collaborations for livelihood Sub Project Proposals</li> <li>• Explore and link up opportunities for forward and backward linkages like, input supply, marketing tie-ups etc.</li> <li>• Explore and establish partnership for export promotion</li> <li>• Scout for potential business opportunities and disseminate the information to the districts and villages</li> <li>• Arrange for and on line dissemination of information on markets, products, prices and emerging trends. Build capacity of DPMU and PFT team members on livelihood aspects.</li> </ul> <p>Develop functional training manuals</p> <ul style="list-style-type: none"> <li>• Constitute state/district level thematic groups and arrange for knowledge sharing to identify new opportunities to generate and/or test the viability of innovative ideas.</li> <li>• Identify district specific livelihood opportunities and resource institutions for the various target groups</li> <li>• Arrange for trade fair, business development tours, exposure visits</li> <li>• Maintain and monitor livelihood portion of web portal</li> <li>• Convergence with the schemes of other line departments, agencies etc.,</li> <li>• Identifying the institutions for skill development and employment generation</li> </ul>	<ul style="list-style-type: none"> <li>• At least 80% of EAGs working in partnerships with private sector organizations or other institutions</li> <li>• At least 10% of identified very poor have imparted skill development training in at least 90% of the GPs.</li> <li>• At least 25% of cluster based EAGs are federated and functioning as business enterprises with partnerships with private sector organizations or other institutions and are financially viable</li> </ul>	<ul style="list-style-type: none"> <li>• Resource analysis and opportunity assessment completed for all 15 project districts, and recommendations and findings disseminated among district and PFTs</li> <li>• State level database on potential partners and products set up and maintained and disseminated among district teams</li> <li>• Livelihoods Expos, Markets and Workshops organised</li> <li>• At least one partnership established in each of the 15 districts</li> <li>• Web-site/portal established and online</li> <li>• Training of District and PFT livelihood staff in facilitating preparation of Livelihood Sub Project Proposal and supporting EAGs</li> </ul>
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Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverables
<b>Institutions Unit</b>			
<b>14. Specialist Capacity Building</b>	<ul style="list-style-type: none"> <li>• Developing and implementing Capacity Building Plan for the project.</li> <li>• Identifying and contracting capacity building agencies and orienting them.</li>   <li>• Monitoring the training calendar.</li> <li>• Identifying capacity needs and arrange for demand driven trainings.</li> <li>• Organizing handholding support for field level functionaries and CBOs.</li> <li>• Identify and develop potential trainers from among project staff.</li> <li>• Monitor capacity building activities for VPRC members and village institutions</li> </ul>	<ul style="list-style-type: none"> <li>• At least 90% of PFTs, District units receive positive scores through community scorecards.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity Building Action Plan with timeline and resources/budget.</li> <li>• All CB agencies are hired and contracted with clear ToR, and thoroughly oriented on the project and key themes.</li> <li>• The 120 DPMU members and 440 PFT members received induction and functional training</li> <li>• Final CB training modules developed, tested, approved and used.</li> <li>• Roster of resource persons updated and available for reference and hiring for various training programs.</li>   <li>• At least 2 exposure visits organized by all project staff, PFT members and community</li> <li>• At least 2 ‘training of trainers’ sessions organized for project staff who would be imparting training at various levels.</li> <li>• Develop a simple training evaluation and feedback system to monitor impact of CB/trainings</li> </ul>

Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverables
<p><b>14. Specialist – Community Driven Development, and Gender</b></p> <p>Ensure the increased % of participation</p>	<ul style="list-style-type: none"> <li>• Developing participatory identification of poor, disabled and vulnerable tools and train the GP members and PFT on these methodologies</li> <li>• Guiding VPRC/GP to set up and update village bulletin boards and display boards. of people in Gram Sabha and % of participation of target poor.</li> <li>• Support project staff on training and equipping Social Audit Committee and VPRC members on project principles.</li> <li>• Prepare, update and disseminate Community Operational Manual (COM) and Guidelines to the CBOs at the village level.</li> <li>• Reviewing and providing feedback on village level processes – PIP, VPRC formation, Planning, implementing etc.,</li> <li>• Develop, help implement and monitor gender inclusion strategy for the project.</li> <li>• Develop guidelines and guide implementation of activities to include youth in project activities.</li> <li>• Help CBOs in identifying and developing para professionals. Monitor capacity building activities for VPRC members and village institution.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 90% of CBOs of poor/very poor women are occupying decision-making positions in Village level Poverty Reduction Committee and EAGS.</li> <li>• At least 90% of VPRCs have accessed and managed project funds according to project rules and procedures.</li> <li>• Four annual revisions of Community Operational Manual based on learning and feedback from field and independent reviews.</li> <li>• At least 80% of GPS having minimum 7 para professionals per GP to be developed.</li> <li>• At least 90% of VPRCs including tribal VPRCs consistently get satisfactory performance scores in community score cards.</li> </ul>	<ul style="list-style-type: none"> <li>• PIP Manual based on the experiences from JSDF Pilots revised and shared with field staff</li> <li>• Gender and Youth strategies with action plans revised</li> <li>• Revised COM, based on JSDF and Batch 1/2 field-based learning and updated</li> <li>• SAC training manual/guidelines developed and shared with District teams</li> <li>• SACs are constituted, trained and functioning in all Batch 1-3 villages</li> <li>• All villages, DPMUs and SPMU have bulletin boards and display boards with project information, updated regularly.</li> <li>• All VPRCs, GPs and subcommittees are trained in COM and scheduled for refresher trainings</li> <li>• Community-community exchanges and skill sharing organised</li> <li>• District and PFT staff trained in checking compliance with “Non-negotiables” and regularly mentored and monitored</li> </ul>

Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverable 2006
<b>15. Specialist – Disability, Tribal and Vulnerability</b>	<ul style="list-style-type: none"> <li>• Identifying, contracting, orienting and monitoring resource organizations and resource persons to assist in implementing disability and tribal plan</li> <li>• Support in identifying and contracting BDFAs and orient them on project , review and monitor the performance.</li> <li>• Preparing the training manuals for the facilitator (Special), Community Disability Facilitator and train them.</li> <li>• Guide and support the DPMU to take up disability and vulnerability activities in the district</li> <li>• Bringing convergence with the schemes implemented by other agencies.</li> <li>• Plan and implement tribal development strategy for the project.</li> <li>• Constitute Tribal Steering Committee both at State and District level</li> <li>• Prepare and Communicate Manuals and Guidelines on inclusion of Disabled, tribal and Vulnerable in project activities</li> <li>• Sensitize and build capacity of PFT teams in planning and implementing Livelihood Sub Project Proposals for disabled , tribal and vulnerable</li> <li>• Monitoring the inclusion of disabled , tribal and vulnerable in project activities</li> </ul>	<ul style="list-style-type: none"> <li>• At least 80% of the identified vulnerable population i.e disabled and tribal have formed into SHGs and have accessed project funds.</li> <li>• At least 50 block level federations of disabled groups formed</li> <li>• At least 80% of the tribal SHGs become credit worthy and link up with banks</li> <li>• At least 90% of tribal VPRCs have accessed and managed project funds according to project rules and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Revised strategies for disability and tribals with action plans</li> <li>• Guidelines for inclusion of disabled, vulnerable and tribals prepared</li> <li>• Cluster level disability agencies hired, trained and monitored</li> <li>• Identification of disabled and vulnerable completed in all Batch 1-3 villages</li> <li>• All tribal VPRCs and tribal sub committees received additional support</li> <li>• Roster/database of agencies and NGOs specialising in tribal and disability issues developed</li> <li>• Tribal steering committees at State and district levels constituted</li> <li>• District and PFT staff trained and regularly mentored</li> </ul>
Name of Position	Key Areas of Responsibilities	Key outputs	Key Deliverables

<p>16.Specialist – Procurement</p>	<ul style="list-style-type: none"> <li>• Develop and communicate Community Procurement Guidelines</li> <li>• Setting up of State, district and PFT offices.</li> <li>• Preparing and implementing annual procurement plan at all levels.</li> <li>• Arranging for office stationeries, training materials, logistics, transportation, workshop etc.,</li> <li>• Guide PFT teams to implement Community Procurement</li> <li>• Responsible for all contracts of the SPMU &amp; Monitor all contracts of DPMU</li> <li>• Ensure adherence of guidelines of TNPVS and WB in all procurement</li> <li>• Arrange for outsourcing of various support services needed by the Management Team</li> <li>• Ensuring timely reimbursement claims for the project.</li> <li>• Taking care of payment charges on utilities such as telephone, mobile cells, electricity, water etc., building rent and payments due to outsourcing agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of the VPRCs and EAGs are following community procurement guidelines.</li> <li>• 95% of procurement at state and district units as per agreed procurement guidelines and procurement plans.</li> </ul>	<ul style="list-style-type: none"> <li>• SPMU and all DPMUs and PFT offices are set up</li> <li>• All state level and district level service and consultancy agencies are hired and in position</li> <li>• Community procurement guidelines of COM translated into a training manual and disseminated among VPRCs, GPS and PFTs</li> <li>• District and PFT procurement staff trained in community procurement and regularly mentored and monitored</li> <li>• Routine field visits to ensure compliance of VPRCS/GPs with the Community Procurement guidelines</li> </ul>
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#### D.4 District Level Institutional Arrangement

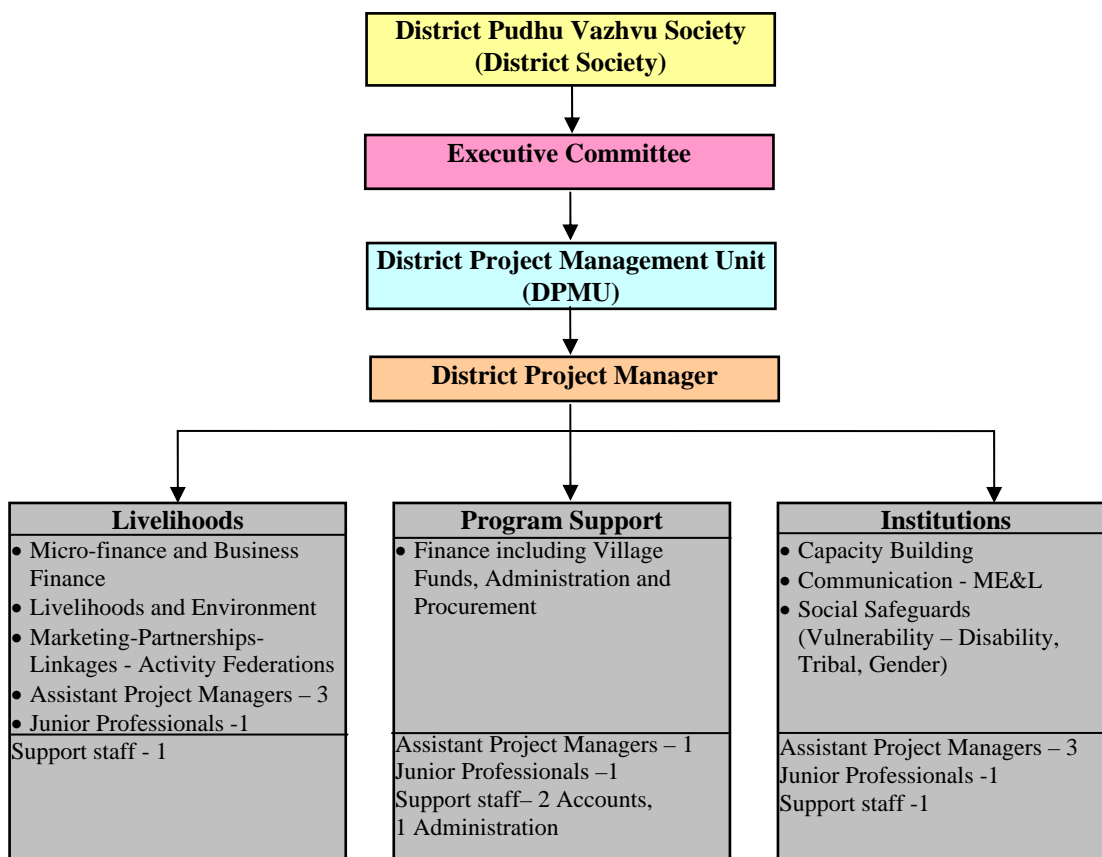
16. At the district level the responsibility for guiding and facilitating the implementation of the project will be vested with District Vazhdhu Kaatuvom Society (District Society) registered under the Tamil Nadu Societies Registration Act, 1975. A multi disciplinary team of DPMU will be the operational unit of the District Society. The District Society will provide district wide leadership, collaboration and management for the project. The Memorandum of Association and Bylaws of the District Vazhdhu Kaatuvom Society (District Society) is given in **Attachment D.3**. The Government Order No. G.O.(MS)No.33 Dated: 09.03.2005 constituting the District Society has been given in Attachment D.2.

17. The structure of the District Society consists of:

- A General Body of 12 members chaired by the District Collector
- 10 member Executive Committee chaired by District Collector
- District Project Management Unit consisting of a multi disciplinary team of experts headed by a District Project Manager

18. The composition of the DPMU The district level institutional arrangement is given in Figure 4.3.

**Figure 4.3 District Level Institutional Arrangement**



19. The composition of General Body of District Society is given in Table 4.4.

**Table 4.4 General Body of the District Society**

S No.	Occupation	Designation
1.	District Collector	Chairperson
2.	Project Officer, DRDA	Member
3.	District Social Welfare Officer	Member
4.	Lead Bank Manager	Member
5.	District Development Manager, NABARD	Member
6.	Special Officer, District Central Cooperative Bank	Member
7.	District Disabled and Rehabilitation Officer	Member
8.	District Manager, TAHDCO	Member
9.	Representative from civil society organization	Member
10.	Representative from Industrial Business Association	Member
11.	MLAs and MPs representing the project blocks in the district	Member
12.	District Project Manager, Vazhndhu Kaatuvom Project	Member-Secretary

S No.	Occupation	Designation
13	Two representatives of PLFs	Member
14.	Two Village Panchayat Presidents	Members
15	Representative from academic community	Members

20. The composition of the Executive Committee is given in Table 4.5.

**Table 4.5 Composition of Executive Committee**

Sl. No.	Occupation	Designation
1.	District Collector	Chairperson
2.	Project Officer, DRDA	Member
3.	District Social Welfare Officer	Member
4.	District Disabled and Rehabilitation Officer	Member
5.	District Manager, TAHDCO	Member
6.	District Project Manager, Vazhndhu Kaatuvom Project	Member Secretary
7	Representative from Industrial Business Association	Member
8	Lead Bank Manager	Member
9	Two representatives from the PLF	Member

21. The roles and responsibilities of the District Society are:

- Plan, implement and monitor project activities for the district
- Capacity building of PFTs, VPRCs, SHGs etc.
- Identification and management of resource agencies/ groups for various aspects of the projects
- Identifying and empanelling technical assistance, technical appraisers and other service providers.
- Development of Livelihood resource and training centre at District level
- Providing technical support and other market information and develop rate bank
- Ensuring adherence to service standards in support to the communities.
- Release of funds to VPRC, EAG and VPs based on triggers.

22. The roles and responsibilities of DPMU are:

- Co-ordinate and guide project implementation
- Appraise and compliance check of Livelihood Sub Projects
- Prepare and make available roster of service providers
- Develop and update every 6 months rate banks for various goods to be procured and other critical information for preparing realistic Livelihood Sub Projects

23. The details of qualification, method of recruitment, experience and proposed range of salaries are given in **Attachment D.4.**



24. The *job descriptions of DPMU members* are summarized in Table 4.6.

**Table 4.6 Job Description for DPMU Members**

Name of the position	Key areas of Responsibilities	Key outputs
<p><b>1. District Project Manager</b></p>	<ul style="list-style-type: none"> <li>• Oversee, guide and supervise project implementation at district level.</li> <li>• Act as District level Guardian of Vazhdhu Kaatuvom Project rules and guidelines.</li> <li>• Handling secretarial functions of District Society</li> <li>• Co-ordinating with all stakeholders of the project including line departments, public representatives, bankers private institutions etc.</li> <li>• Oversee and monitor implementation of the Village Development Cycle, participatory identification of poor and monitor progress of VPRC plan and livelihood plan implementation.</li> <li>• Inducting staff, ensuring shared vision and internalising project goal, objective among all team members.</li> <li>• Responsible for team planning, review of the progress and monitoring the activities of all APMs and PFTs.</li> <li>• Identifying capacity building needs of all district and PFT staff and organizing training.</li> <li>• Conflicts resolution at community level and grievance redressal at project staff level.</li> <li>• Responsible for operationalising HR policy, administrative and financial rules at DPMU and PFTs.</li> <li>• Operationaliaing VP incentive mechanism – inviting and processing application, field level evaluation by constituting selection committee, ranking, release of funds in instalments etc.</li> <li>• Preparation of monthly/annual work plans and budgets.</li> <li>• Consolidating progress reports and submitting to SPMU.</li> <li>• Facilitating adoption of participatory methodologies in all project activities.</li> <li>• Be responsible for collective performance of the DPMU team members.</li> <li>• Review performance of PFT members and provide feedback for improvement.</li> <li>• Redress compliance and conflicts at the district level through communication tree</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30% increase in incremental income against base year for 60% of the target households by end of project at district level</li> <li>• At least 80% target households have increased their incomes</li> <li>• At least 90% of the CBOs (VPRCs, EAGs, VPs and Federations) have accessed and managed project funds according to project rules and procedures.</li> <li>• Maintaining at least 95% of staff positions at all levels – DPMU and PFTs</li> <li>• Ensuring staff turnover less than 10%.</li> </ul>

Name of the position	Key areas of Responsibilities	Key outputs
<b>2. Assistant Project Manager - Village Funds</b>	<ul style="list-style-type: none"> <li>• Facilitate and handhold VPRCs, EAGs in maintaining books of accounts.</li> <li>• Organise the training to book keepers of VPRCs and EAGs</li> <li>• Assist DPM in entering into financing agreements with GPs, VPRCs and EAGs.</li> <li>• Timely release of funds to GPs/ VPRCs / EAGs / CBOs as per agreed service standards</li> <li>• Ensuring financial transparency at village level CBOs.</li> <li>• Train PFTs, VPRCs, EAGs to prepare and submit the financial progress reports.</li> <li>• Compiling SOE village wise &amp; component wise &amp; other monthly, quarterly and annual Financial Management Reports for the District Project and submit them to SU periodically</li> <li>• Maintain database of GPs, VPRCs, EAGs agreements and fund releases.</li> <li>• Disbursement of salaries &amp; other staff claims and administrative expenses of DU and PFTs.</li> <li>• Maintenance of updated books of accounts of the project at district level</li> <li>• Liaise with Statutory Auditor and internal auditors for completion of audit.</li> <li>• Arrange for village level audit.</li> <li>• Managing the secretarial issues like conduct of statutory meetings, preparation of agenda, follow up the minutes, filing of annual returns with ROS etc.,</li> <li>• Setting up &amp; co-ordinating PFT offices</li> <li>• Train PFTs on community procurement procedures</li> <li>• Monitor all contracts at DPMU</li> <li>• Ensure adherence of guidelines of TNPVS and World Bank in all procurement activities</li> <li>• Compile District Annual Financial Budget and submit to SPMU.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% release of funds to the GPs/ VPRCs / EAGs as per agreed service standards</li> <li>• At least 95% of the GPs/ VPRCs / EAGs maintain accurate and updated accounts</li> <li>• 95% of the VPRC and EAGs are following community procurement guidelines</li> </ul>

Name of the position	Key areas of Responsibilities	Key outputs
<b>3. Assistant Project Manager (Micro Finance, Business Finance)</b>	<ul style="list-style-type: none"> <li>• Co-ordinate and monitor mobilization of left out poor as per PIP list into SHGs</li> <li>• Be responsible for implementation of Seed Fund sub component.</li> <li>• Guide PFTs in promoting and strengthening SHGs and their Federations.</li> <li>• Monitor the capacity building of SHGs like members training, office bearers training etc.,</li> <li>• Develop and implement micro finance strategy for the district.</li> <li>• Arrange for technical assistance on micro finance and micro insurance.</li> <li>• Build the capacity of the Business Finance Facilitator at the PFT level.</li> <li>• Maintain the baseline information of SHGs in the project area.</li> <li>• Prepare progress report on micro finance activity on formation of SHGs, credit linkages, credit rating, federated SHGs etc.</li> <li>• Organise the credit rating exercise of SHGs</li> <li>• Organise orientation and regular meetings with various bankers at the district level</li> <li>• Support PFT in identifying and training the master trainers from the community</li> <li>• Guide the PFTs in facilitating maintenance of books of accounts at village level</li> <li>• Support PFTs in meet the needs of SHGs – supplying format of registers, training kits,</li> <li>• Form micro finance advisory group with banks, MFIs etc., and</li> <li>• Networking with banks to extend credit linkages to all SHGs including disabled SHGs</li> <li>• Liase with bank to provide adequate finance for Sub Project Proposals of EAGs</li> <li>• Monitor the maintenance of accounts by SHGs as per the accounting and auditing norms.</li> <li>• Guide PFTs and SHGs in using participatory self-evaluation and grading tools.</li> <li>• Guide PFTs on legal status of federations and their importance.</li> <li>• Provide backstopping support to Facilitator – Business finance</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% of identified target poor mobilized into SHGs and credit rated.</li> <li>• At least 90% of SHGs are federated at appropriate levels and providing services to SHGs and rated as good</li> <li>• At least 95% of EAGs are able to raise equity contribution/bank linkages.</li> <li>• 100% of SHGs received seed fund are raising 200% of funds through bank linkages.</li> <li>• At least 90% of all SHGs promoted will be strengthened and will be actively functioning.</li> <li>•</li> </ul>

Name of the position	Key areas of Responsibilities	Key outputs
<b>4. Assistant project Manager – Livelihoods and Environment</b>	<ul style="list-style-type: none"> <li>• Assist in village level resource and opportunity analysis and preparing Livelihoods Sub Project Proposals</li> <li>• Facilitating exposure visits for EAGs to gain hands on experience</li> <li>• Assist and updating rate bank for livelihoods at regular interval</li> <li>• Preparing and maintaining list of appraisers</li> <li>• Doing compliance check for the Livelihood Sub Projects including EMF compliance</li> <li>• Certification of milestones and release of funds for Livelihood Sub Projects</li> <li>• Guiding and assisting formation of EAGs and their federation at appropriate level.</li> <li>• Identify village / block / cluster level specific livelihoods opportunities and resource institutions</li> <li>• Identifying and establishing area specific themes for demonstration centres</li> <li>• Identifying resource persons for constituting district level thematic advisory groups and identifying new opportunities to generate and testing the viability of innovative ideas</li> <li>• Supporting and guiding PFTs and EAGs on business risk mitigation measures.</li> <li>• Handholding Facilitator – Livelihoods in implementing livelihood activities</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30% of cluster based EAGs are federated and functioning as business enterprises private sector organizations or other institutions and are financially viable.</li> <li>• At least 90% of EAGs receive support for livelihood Sub Project Proposal in accordance with agreed service standards.</li> </ul>
<b>5. Assistant Project Manager Marketing, Partnerships, Linkages and Economic Activity Federations</b>	<ul style="list-style-type: none"> <li>• Supporting the EAGs, federations of the EAGs in Product Development (quality control, branding, packaging, pricing, etc), Market Planning and Marketing their products</li> <li>• Developing Backward and Forward linkage chain for the ongoing livelihoods of EAGs</li> <li>• Facilitate partnerships, collaborations for Livelihood Sub Projects</li> <li>• Identifying the District specific Livelihood opportunities and resource institutions for the various target groups</li> <li>• Collect the information on Markets, Products, Prices and emerging trends at the district level</li> <li>• Disseminate Markets information, Products, Prices and emerging trends to the PFTs and EAGs</li> <li>• Organising District level trade fairs and exhibitions and promoting EAGs to participate in various trade fairs and exhibitions</li> <li>• Arranging for training to the PFTs &amp; EAGs on market linkages</li> <li>• Identify institutions and partners for skill training and employment generation</li> <li>• Informing the EAGs on legal and taxation issues like FPO licensing, Sales tax, registration, etc</li> <li>• Arrange for organising skill dev. programmes and helping the trained persons linked with employment agencies.</li> <li>• Support the state unit for establishing the district level thematic groups and arrange for knowledge sharing to identify new opportunities to generate / test viability of innovative ideas</li> <li>• Support federations of EAGs with partnership and market linkages.</li> <li>• Promoting Collective Purchase of inputs and Collective Marketing</li> <li>• Operationalizing the innovative fund- inviting proposals, appraising and follow up.</li> <li>• Scanning the market for product / design/ technology obsolescence and inputs for price revision</li> <li>• Train and provide backstopping to Facilitator – Business Finance and Facilitator – Livelihoods in implementing partnerships and linkages and Federations</li> </ul>	<ul style="list-style-type: none"> <li>• At least 85% of the EAGs are working in partnership with private sector organizations or other institutions</li> <li>• At least 15% of identified very poor have been imparted skill development training in at least 90% of the GPs</li> <li>• At least 30% of cluster based EAGs are federated and functioning as business enterprises in partnership with private sector organizations or other institutions are financially viable</li> <li>• At least 85% of the EAGs and those federated are working in sustainable mode</li> </ul>

Name of the position	Key areas of Responsibilities	Key outputs
<b>6. Assistant Project Manager (Monitoring &amp; Learning &amp; HR)</b>	<ul style="list-style-type: none"> <li>• Make available base registers, reporting formats for PFT and village community levels.</li> <li>• Maintain District level MIS and generate reports</li> <li>• Facilitate conduct of internal learning meetings at district and cluster level.</li> <li>• Train PFTs in institutional performance tracking for CBOs in self-monitoring.</li> <li>• Facilitate in building capacities of VPRC, sub committees, Social Audit committees and gram sabhas in Monitoring and learning tools.</li> <li>• Facilitate implementation of social accountability systems like community score cards etc.,</li> <li>• Maintain village level database on project progress</li> <li>• Train and handhold support to Facilitator – Accounts and Monitoring</li> <li>•</li> <li>HUMAN RESOURCE:</li> <li>•</li> <li>• Maintaining personnel function including database of all project staff in DPMU and PFTs</li> <li>• Implement and execute performance appraisal system and incentive schemes.</li> <li>• Managing the statutory obligations relating to HR issues.</li> <li>• Providing logistics support including transport, arranging for workshops etc.,</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of CBOs use community score cards</li> <li>• 90% of CBOs are rated as good in community scorecards.</li> <li>• 95% of the villages maintain and update display boards and bulletin boards.</li> <li>• 95% of facilitators give good rating in performance scores for APM.</li> <li>• Quarterly meetings are regularly facilitated by PFTs in villages.</li> <li>• Quarterly internal meetings are regularly conducted and information disseminated back to villages.</li> <li>•</li> </ul>
<b>7. Assistant Project Manager – Social Safeguards</b>	<ul style="list-style-type: none"> <li>• Guide, support and monitor the performance of the BDFAs.</li> <li>• Identify resource organizations to do feasible trade analysis, vocational skills of disabled and vulnerable people and also to fulfill the specialized services required for the target groups.</li> <li>• promoting and building the capacity of block level federations of disabled persons.</li> <li>• Assist State specialist in capacity building measures of BDFAs, facilitators (special groups) and CDFs.</li> <li>• Build network with government departments and banks to support the rehabilitation and livelihood initiatives of target groups.</li> <li>• Organise periodical meetings with BDFAs, federations and frontline workers (CDF and facilitators) to facilitate internal learning, systematic review and plans.</li> <li>• Guide VPRCs and PFTs to ensure effective inclusion and participation of women, tribal, disabled and vulnerable in all village development activities.</li> <li>• Facilitating VPRC formation with adequate representation of Very poor, women, disabled and tribals.</li> <li>• Facilitate PFTs to build the capacity of women to bring about gender equality</li> <li>• Sensitizing all stakeholders on gender issues, tribal and disabled.</li> <li>• Identifying and implementing activities to include youth in project activities.</li> <li>• Build capacity of Facilitator – Special Groups and provide handholding support in implementing disability, tribal and vulnerability reduction activities</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Atleast 80 % of the identified disabled, tribal and vulnerable people are organized into functioning SHGs;</li> <li>• Atleast 80 % tribal SHGs are credit rated and linked with banks.</li> <li>• One block level federation of disabled formed and delivering services to the special groups</li> <li>• Atleast 60 % adult disabled and vulnerable people are engaged in profitable economic activities</li> <li>• 100% SHGs and EAGs book keeper are women</li> <li>• At least 95% of decision-making positions in Village level Poverty Reduction Committee and EAGS are women and 30% of them are youth.</li> </ul>

Name of the position	Key areas of Responsibilities	Key outputs
<b>8. Assistant Project Manager (Capacity Building &amp; communication)</b>	<p>TRAINING:</p> <ul style="list-style-type: none"> <li>• Coordinate with CB agencies for scheduling capacity building events, monitoring quality of trainings and feedback of training programmes for DPMUs and PFTs.</li> <li>• Guide and provide handholding support to the PFTs for conducting the training to the GPs, VPRCs, sub committees and SACs on COM.</li> <li>• Organise quarterly workshops with PFTs to prepare the training calendar, schedule, training supportive material etc., for training GPs, VPRCs and its sub committees, SACs.</li> <li>• Arrange for exposure visits of PFTs / CBOs.</li> <li>• Identify the capacity building needs/gaps and arrange for demand driven trainings to PFTs.</li> <li>• Identify and maintain the database of resource institutions, resource persons in various functional areas for capacity building.</li> <li>• Maintain and update the list of master trainers and develop their skills in specialised areas.</li> <li>• Maintain and update the PFTs training profile regularly</li> <li>• Mentoring and backstopping the VPRCs/EAGs/SHGs in all project activities.</li> <li>• Sharing the key learning of field level project implementation to incorporate into COM and training manuals.</li> <li>• Guide and handhold PFTs and VPRCs in preparing and updating capacity building plan and incorporating in VPRC plan.</li> <li>• Help CBOs in identifying and developing Para professionals.</li> <li>•</li> <li>• COMMUNICATION:</li> <li>• Prepare and implement the communication strategy incorporating the local needs and situations.</li> <li>• Preparation and Distribution of IEC materials at district level</li> <li>• Coordinate and Monitor the functions of District cultural Troupe ToTs and PFT level cultural troupes</li> <li>• Documenting the key project activities at the district level</li> <li>• Organising Thematic Communication campaigns.</li> <li>• Document and disseminate lessons learnt from the Project at district and PFT level</li> <li>• Assisting the District Project Manager in Media Management</li> <li>• Guiding Participatory Communication Needs assessment at the District level.</li> <li>• Sensitizing all the stakeholders at District level</li> <li>• Collect information from field experiences to contribute to the monthly news letter</li> <li>• Orient GPs and members on project principles to enable them to do activities under initiation fund.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% of VPRCs including tribal VPRCs consistently get satisfactory performance scores in community score card</li> <li>• At least 95% of PFTs, District units receive positive scores through community scorecards.</li> <li>• Minimum 7 para professionals to be developed in all the GPs</li> <li>• Quarterly compilation of success stories and key learning.</li> <li>•</li> <li>•</li> </ul>

## D.5 Memorandum of Understanding between State Society and District Society

25. The *State* Society and the District Society will enter into an MoU detailing the roles and responsibilities of each in implementing the project and terms and conditions for release of funds from the State Society to the District Society as given in **Attachment D.5**.

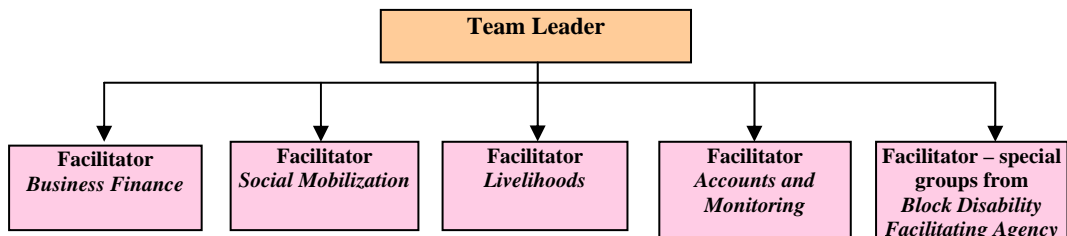
## D.6 Cluster Level Institutional Arrangement

26. At the sub district level, each block will be divided into suitable number of clusters covering about 10-15 VPs (2000-2500 target families). However, the number of VPs in a cluster will depend on field conditions.

27. A multi disciplinary team of experts known as Project Facilitation Team will have the responsibility of forming, developing and supporting the local institutions of the target poor in the villages coming under one cluster.

28. Composition of Project Facilitation Team: The PFT is a 6-member team as shown in Figure 4.4.

**Figure 4.4 PFT Composition**



29. All PFT members except facilitator for special groups will be recruited from the open market or taken on deputation from various Government Departments except the facilitator (special groups) who will be deputed by the block level disability agency identified by the project. The selection of PFTs will follow a rigorous process to hire professionals with right skills and attitude. The detailed qualification and experience of PFT members is given in **Attachment D.6**.

30. Roles and responsibilities of the PFT are:

- Coordinating Communication campaigns with Communication Teams in the village/field during entry into the village and later.
- Identification of poor through participatory process.
- Formation and Capacity building (including training on COM) of VPRC
- Support VPRC in the preparation and implementation of VPRC Plan
- Hand holding to VPRC and support in the functioning of VPRC
- Support in mobilization of poor women into groups (SHGs, Vulnerable, EAGs) and federations and capacity building
- Support to VPRC in opportunity and resource analysis, updating VPRC Plan, including vulnerability sub plan and livelihood Sub-project Proposals and processes
- Support in identifying and developing service providers including Paraprofessionals, Community Reporters, Book keeper etc.,
- Support in implementation of livelihoods plan and vulnerability sub plan.
- Support in Monitoring, evaluation and learning

31. The job description of PFT members are summarized in Table 4.7.

**Table 4.7 Job Description of PFT Members**

Name of Position	Key Roles and Responsibilities	Key Outputs
<p>32. <b>1.Team Leader</b></p>	<ul style="list-style-type: none"> <li>• Act as guardian of project principles and rules</li> <li>• Coordinating and monitoring the activities of all facilitators and be responsible for the team activities.</li> <li>• Planning the team activities and review the progress.</li> <li>• Identifying the critical gaps and requesting support service including capacity building.</li> <li>• Conflict resolution at community and team level.</li> <li>• Salary and other expenditure disbursement as per service standards</li> <li>• Internal administration of PFT office.</li> <li>• Ensuring facilitated functioning of PFT.</li> <li>• Mentoring and backstopping the CBOs in executing the project activities including GS, Village Assembly, VPRC meetings, SAC meetings, etc.,</li> <li>• Monitoring inclusion of disabled and vulnerable in project activities.</li> <li>• Monitoring the support service rendered by BDFFA</li> </ul> <p><b><u>COMMUNICATION :</u></b></p> <ul style="list-style-type: none"> <li>• Be responsible for communicating project related information to all villages including project principles.</li> <li>• Implementing the communication strategy and action plan at PFT level</li> <li>• Conducting thematic communication campaigns at PFT level</li> <li>• Assist GP and VPRC to conduct initial thematic communication campaigns at various timelines.</li> <li>• Evolving and utilizing appropriate communication traces at PFT level</li> <li>• Distribution of IEC materials to all Panchayats at PFT level</li> <li>• Monitoring the functions of PFT level cultural troupes</li> <li>• Documenting the key activities at the PFT level</li> <li>• Document and disseminate lessons learnt from the Project</li> <li>• Conduct Participatory Communication Needs assessment at the PFT level.</li> <li>• Sensitizing all the stakeholders CBOs at PFT level</li> <li>• Identifying and developing para professionals in various functional areas like book keeping, service</li> </ul>	<ul style="list-style-type: none"> <li>• AT least 90% of VPRCs including Tribal VPRCs have accessed and managed project funds according to the project rules and principles.</li> <li>• At least 30% of GPs have accessed both tranches of GP incentive fund.</li> <li>• At least 95% of VPRCs and EAGs give satisfactory rating in performance scores for PFT.</li> </ul>
<p><b>2. Facilitator Social Mobilization</b></p>	<ul style="list-style-type: none"> <li>• Assist GP to conduct Participatory Identification of the Poor.</li> <li>• Assist GPs and VPRCs in convening GS and Village Assembly</li> <li>• Training and handholding VPRC and CBO's in implementing project activities using participatory methodologies</li> <li>• Facilitate formation of Village level Poverty Reduction Committee including tribal VPRCs, Subcommittees and SAC as per COM</li> <li>• Assist the Social Audit Committee in implementing social audits</li> <li>• Monitoring VPRC progress in line with adherence to project principles</li> <li>• Preparing Village plan and Implementation time schedule for VPRCs and caution in case of deviation and extend handholding support to the VPRC as an when required</li> <li>• Implement activities for inclusion of women, tribal, vulnerable and youth by sensitizing community and CBOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance in GS - At least 50% of the total households of which 50% should be women; 2/3 of target poor participation</li> <li>• Frequency of village assemblies: Atleast 1 quarterly village assemblies in each hamlet with 2/3rd target poor participation.</li> <li>• At least 40% of very Poor in Village Poverty Reduction Committee, sub-committees and SAC</li> <li>• At least 90% of CBOs of poor/very poor women are occupying decision-making positions in Village level Poverty Reduction Committee and EAGS.</li> </ul>



Name of Position	Key Roles and Responsibilities	Key Outputs
<b>Facilitator Social Mobilization contd....</b>	<b>Capacity Building</b> <ul style="list-style-type: none"> <li>• Plan and implement the capacity building plan as planned with DPMU in the respective cluster.</li> <li>• Provide handholding support to CBOs in project activities like conducting meeting, preparation of plans, etc.,</li> <li>• Help VPRC in arranging the exposure visits</li> <li>• Maintaining the database on capacity building particulars of each CBOs.</li> <li>• Maintain a display board in PFT office on training plan and progress</li> <li>• Identify the capacity building needs/gaps and arrange for need-based trainings to Community.</li> </ul>	
<b>3. Facilitator Accounts and Monitoring</b>	<b>Accounts</b> <ul style="list-style-type: none"> <li>• Training and handholding in book keeping, accounts maintenance and community procurement for VPRC and EAGs book keeper and procurement and finance sub committee members</li> <li>• Help VPRCs and EAGs in submission of request for release of installments</li> <li>• Certify the milestones for release of funds.</li> <li>• Assisting VPRCs in setting up of VPRC offices</li> <li>• Be responsible for proper maintenance of books of accounts of PFT/VPRCs</li> <li>• Compiling and submitting financial progress reports to DPMU periodically.</li> <li>• Facilitating execution of necessary Financing Agreements and MOUs with GPs, VPRCs and EAGs</li> <li>• Guide community to implement community procurement procedures.</li> <li>• Oversee the monthly bank reconciliation of VPRC and EAG book keeper</li> </ul> <b>Monitoring</b> <ul style="list-style-type: none"> <li>• Training to CBOs and Village Social Audit Committee members in MIS reporting formats, self-monitoring tools for institutional performance tracking and display boards.</li> <li>• Ensure updation of display and bulletin boards.</li> <li>• Facilitate the functioning of monitoring sub committee of VPRC</li> <li>• Collect, consolidate and enter MIS data for reporting progress of project implementation</li> <li>• Conduct training to SAC members in auditing of VPRCs and EAGs</li> <li>• Assist VPRC, community in implementing social accountability mechanism</li> <li>• Support external agencies in conducting process monitoring and disseminate learning in workshops.</li> <li>• Maintain databases on signing of financial agreements, release of installments etc.</li> <li>• Organize community level interactive forums for documenting and sharing key project learning</li> <li>• Participate in district level learning forums.</li> <li>• Document success stories or case studies</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of VPRC and EAG are following community procurement procedures.</li> <li>• 100% of VPRCs send monthly reports in time.</li> <li>• 95% of GPs have SAC functioning, display boards, bulletin boards set up and updated.</li> <li>• Ensure that at least 95% of the GPs/ VPRCs / EAGs maintain accurate and updated accounts.</li> <li>• 95% of VPRCs with whom S/he is working should rate her/him satisfactorily.</li> </ul>

Name of Position	Key Roles and Responsibilities	Key Outputs
<b>4. Facilitator Business Finance</b>	<ul style="list-style-type: none"> <li>• Help the VPRC in planning and implementing Seed Fund</li> <li>• Help VPRC in identifying left out poor and plan for mobilizing them into SHGs</li> <li>• Help VPRC in finding out defunct groups and develop strategy to make them functional.</li> <li>• Help VPRC in guiding SHGs in adherence of SHG norms like conducting SHG meetings, rotation of office bearers etc.,</li> <li>• Develop and implement micro finance strategy for the cluster level</li> <li>• Train the identified master trainers from the community on SHG formation and Office bearers training.</li> <li>• Help Village level Poverty Reduction Committee in preparing training calendar for Self Help Group and Office bearers training and train them properly.</li> <li>• Organizing the credit rating exercise and arrange for training the community members on this activity.</li> <li>• Train SHG /EAG and their federations in loan tracking and monitor their performance.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• At least 95% of identified target poor including tribals mobilized into SHGs and credit rated.</li> <li>• At least 95% of all SHGs promoted will be strengthened and will be actively functioning.</li> <li>• At least 95% of SHGs are federated at appropriate levels and providing services to SHGs and rated as good</li> <li>• 100% of SHGs received seed fund are raising 200% of funds through bank linkages</li> <li>• 100% SHGs are maintaining upto date accounts</li> <li>• At least 95% of EAGs are able to raise equity contribution/bank linkages.</li> <li>• At least 90% of tribal SHGs are linked with banks.</li> </ul>
<b>Facilitator - Business Finance contd...</b>	<ul style="list-style-type: none"> <li>• Ensure linkages with bank /other financial institutions for SHGs and EAGs.</li> <li>• Assist the SHGs and the Federation in obtaining credit rate and getting institutional linkages for credit.</li> <li>• Hand hold VPRC, Self Help Groups, EAGs, Federations in maintaining loan repayment schedules.</li> <li>• Maintain the baseline information of SHGs in the project area.</li> <li>• Guide the SHGs/EAGs in maintenance of books of accounts accurately and monitor that all accounts at the SHGs/EAGs are meeting the accounting and auditing requirements</li> <li>• Help the SHGs in the efficient and effective functioning i.e arrange the registers, training kits etc.,</li> </ul>	
<b>5. Facilitator – Livelihoods</b>	<ul style="list-style-type: none"> <li>• Facilitate VPRC in the preparation of Livelihood Sub Project Proposal through Participatory resource mapping, opportunity assessment, feasibility analysis etc. and getting it approved in GS</li> <li>• Facilitate Target group including Very poor, tribal and disabled to identify potential Economic Activities.</li> <li>• Facilitate the common interest members to form into EAGs</li> <li>• Facilitate VPRC to arrange exposure visit for EAGs</li> <li>• Support the EAG in preparation of Livelihood Sub-project Proposal and providing technical inputs</li> <li>• Supporting adult disabled and vulnerable people in setting up profitable economic activities</li> <li>• Identifying critical gaps and arrange for specialized training for EAGs</li> <li>• Arrange for technical appraisal of the Livelihood Sub-project Proposals including EMF</li> <li>• Follow up on equity contribution for implementing Livelihood Sub-project Proposal</li> <li>• Facilitating EAGs in signing agreement with DU</li> <li>• Promoting the collective purchase of inputs and Collective Marketing</li> <li>• Assist EAGs to in community procurement</li> <li>• Assisting in achievement of mile stones and provide handholding support to EAGs in implementation of Livelihood Sub-project Proposal</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>• Identifying and implementing at least 5 viable Livelihood Sub-project Proposal in one panchayat</li> <li>• 100% coverage of very poor household through livelihood fund.</li> <li>• At least 40% of EAGs are federated and functioning as business enterprises</li> <li>• At least 90% of the EAGs are working in partnership with private organizations or other institutions</li> <li>• At least 20% of the identified very poor have been imparted skill development training in all the panchayats</li> </ul>

Name of Position	Key Roles and Responsibilities	Key Outputs
Facilitator – Livelihoods contd...	<ul style="list-style-type: none"> <li>• Facilitate the EAGs to form into federations</li> <li>• Supporting the EAGs, federations of the EAGs in product development, Market Planning and in Marketing their products</li> <li>• Assisting the EAGs in securing backward and forward linkage chain for the on going livelihoods by involving the EAG members</li> <li>• Disseminating the market information, products prices and emerging trends to the EAGs and federations of the EAGs</li> <li>• Arranging for participation of EAGs, Federations of the EAGs in appropriate trade fairs, exhibitions and other business promotion activities</li> <li>• Organizing trainings for EAGs on all aspects of business development and enterprise running.</li> <li>• Identifying and imparting appropriate skill training for the target poor</li> </ul>	
6. Facilitator (special groups)	<ul style="list-style-type: none"> <li>• Assist GPs and PIP teams to identify the persons with disabilities and vulnerable through systematic identification process with appropriate tools.</li> <li>• Create community awareness on disability and issues of vulnerable people;</li> <li>• Organise the persons with disabilities and vulnerability into self-help groups and guide them to achieve project objectives;</li> <li>• Sensitise the VPRCs and panchayats about the importance of inclusion of special groups in the project and other development activities;</li> <li>• Promote block level federations for the SHGs of disabled persons towards building solidarity and independent functions of community organizations.</li> <li>• Assist disabled and vulnerable groups in building livelihood skills and create potential employment opportunities;</li> <li>• Guide and support the special groups for bank linkages and financial support;</li> <li>• Guide the target groups to avail government schemes and programs pertaining to disabled and vulnerable groups.</li> <li>• To support the community Disability Facilitators to carryout community based rehabilitation initiatives of disabled persons and vulnerable.</li> <li>• Support the disabled people to meet their special needs such as education, mobility, medical, aids and appliances with the support of identified service providers;</li> <li>• Support disabled persons to benefit out of existing government schemes under District rehabilitation office, SSA, 3 % reservation in all education and poverty alleviation programs.</li> <li>• Organise regular capacity building training to leaders of SHGs, federations, parents of special children with the support of trainers and faculties.</li> <li>• Collect and maintain baseline data, case studies and other reports required for the project.</li> <li>• Organise periodical meetings with special SHGs, federations and CDFs to facilitate internal learning, systematic review and plans.</li> <li>• Guide the VPRC and PFTs to ensure effective inclusion and participation of disabled and vulnerable in all panchayat and development initiatives.</li> <li>• Prepare consolidated monthly review report and plan of action for the cluster.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Atleast 80 % of the identified disabled and vulnerable people are organized into SHGs that are credit rated, linked to banks</li> <li>• Atleast 60 % adult disabled and vulnerable people have accessed livelihood fund and are undertaking profitable economic activities</li> <li>• 100% of the disabled person receives special rehabilitation assistance such as medical, education, aids and appliances.</li> <li>•</li> <li>• At least 80 % disabled and vulnerable people are assisted through special fund</li> <li>• 80% of the special SHGs will be federated.</li> </ul>

33. *The payments to the PFT*: The payments for PFT will be directly made by the project. Where the PFT is directly fielded by the Project, the Project will directly pay the PFT members their remuneration, travel and other costs subject to periodic performance evaluation by the DPMU and satisfactory feedback from VPRC through scorecards.

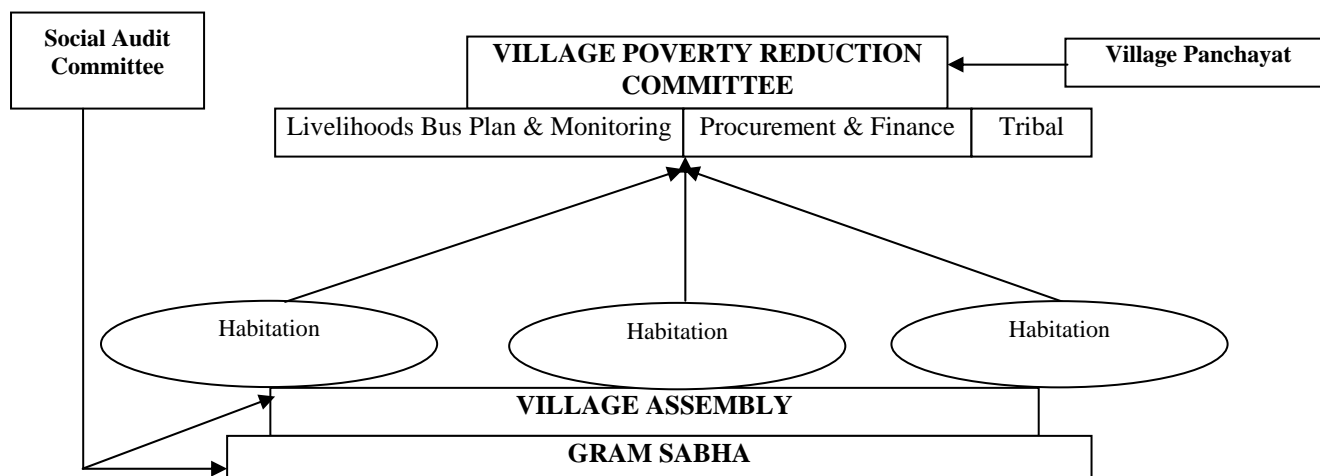
34. In order to position the PFT member looking after the planning and implementation of special programs *for* the disabled, a Block Level Disability Facilitation Agency will be hired using the same selection process used to select Project Facilitation Agency. The roles and responsibilities of the Block Disability Facilitation Agency are:

- Nurture the community disability facilitator at the village level.
- Facilitate mobilization of the disabled and most vulnerable into groups and their federation
- Evolution of the vulnerability sub plans at the village level
- Implementation of the vulnerability sub plan
- Assist in accessing the special assistance for the disabled and the vulnerable in the project and outside.
- Support in specific community-based rehabilitation and livelihoods enhancement for vulnerable and disabled.

#### **D.7 Community and Village Level Institutional Arrangement**

35. The most important institutional entities for implementing the project are at the community and village level of the institutional model. The community village level institutional model consists of Gram Sabha, Village Assembly, VP, VPRC, SHGs, EAGs, SACs and Federations as shown in Figure 4.5.

**Figure 4.5 Community and Village Level Institutional Arrangement**



36. **Gram Sabha:** The Gram Sabha comprises of all adult members of a Village Panchayat. It is the primary decision making body at the Village Panchayat level. Generally, four Gram Sabha meetings will be convened in a year to discuss the development issues of the Village Panchayat. In this project, the following key decisions are to be approved by the Gram Sabha:

- Agreeing to the project principles and decision to join the project
- Approving the list of target beneficiaries selected through the process of participatory identification of the poor
- Adoption of key guidelines for various Village Funds
- Approval of the VPRC Plan
- Selection of members of the VPRC, SAC and other Sub Committees

37. **Village Assembly:** Since the Gram Sabha will be a very large body, which will meet only in 4 times a year; a Village Assembly consisting of all adult members in the target poor families of the project will be entrusted with taking all critical decisions at the village level apart from those entrusted with Gram Sabha. All project activities will be first discussed in the Village Assembly before it is taken to Gram Sabha. The constitution of the Village Assembly and its functioning will make the Gram Sabhas more vibrant and will meaningfully support project implementation. The Village Assembly will be convened as and when required to discuss project implementation aspects and take decisions. The quorum for the Village Assembly will be at least 2/3<sup>rd</sup> of the target households out of which at least 50% of those present shall be women.

38. The key responsibilities of the Village Assembly are:

- Resolve to undertake project activities with complete support and cooperation
- Discuss and adopt guidelines for various Village Funds
- Guide and provide overall direction to VPRC
- Ensure proper functioning of VPRC
- Approve livelihood Sub Project Proposals and vulnerability sub-plan
- Hold special general bodies - meetings in case the project requires
- Conflict Resolution

39. Village **Panchayat**: is the constitutional and democratically elected local self-government body providing all enabling factors for the smooth implementation of project activities at the village level. The resolution of the Gram Sabha expressing its willingness to participate in the project and abide by the project non-negotiables which will pave the way for the project to enter the village. The activities of the VP are mentioned in the Table 4.8 below. On formation of VPRC, the VP transfers the project responsibility at the village level to the VPRC.

**Table 4.8 Changing Roles of Village Panchayat in the Project**

Initiation Phase	Other Phases
<ul style="list-style-type: none"> <li>• Enter MoU with the project for initiation and utilization of the incentive fund</li> <li>• Communication Campaign</li> <li>• Identifying the target poor in a participatory manner</li> <li>• Initiating the formation of groups with left over poor</li> <li>• Formation of the VPRC and Tribal VPRC if applicable.</li> <li>• Orientation to VPRC</li> <li>• Formation of SAC</li> </ul>	<ul style="list-style-type: none"> <li>• Support the plans of the poor and ensure the proper implementation of the project.</li> <li>• Support in preparation of village livelihood Sub Project Proposals</li> <li>• Support in preparation and implementation of Sub Project Proposals</li> <li>• Conflict resolution at the village level</li> <li>• Access incentive fund and utilize for supporting plans of poor</li> </ul>

40. **Village Poverty Reduction Committee**: VPRC is the inclusive and autonomous body of the target poor in the village who are beneficiaries of the project. The VPRC will take full responsibility of implementing the project at the village level with full accountability to the Village Assembly and Gram Sabha. VPRC function as the most important link between the project and the Village Community.

41. The **constitution** of VPRC is such that it represents all the community-based organizations of the target poor in the village.

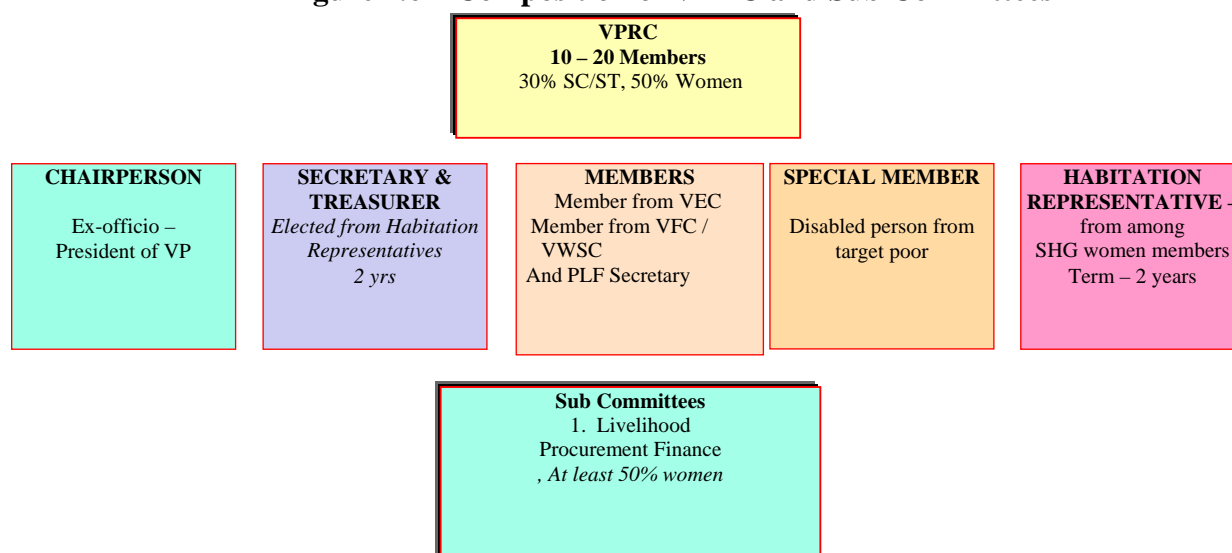
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**Table 4.9 Constitution of VPRC**

42. The details of the constitution of VPRC are elaborated in the COM and summarized in Table 4.9 and Figure 4.6.

**Figure 4.6 – Composition of VPRC and Sub Committees**



43. The roles and responsibilities of the VPRC are:

- Ensure all the very poor and disabled/vulnerable are covered under the SHGs.
- Assess the capacity building needs of the groups – old/new – and accordingly make arrangements.
- Prepare VPRC Plan and update the same.
- Encourage the formation of EAG around livelihood and economic activities
- Source appropriate agencies for support in the above plans and their implementation.
- Ensure that all the items proposed into the plans are appraised by a team of external appraisers
- Receive proposals, appraise and recommend the Livelihood Sub Project Proposal to DPMU for compliance check, ensure fund release and monitor their implementation
- VPRC also mobilizes funds from various sources for the plan.
- VPRC will support the groups to federate at appropriate levels. These federations are higher federations of SHGs, Solidarity group federations, and economic activity Federations.

44.

45. **Community Based Organizations:** All the left out poor in the village will be mobilized into either new Self Help Group (SHGs) or inducted into existing working SHGs. The SHG is a homogenous group of members from a particular area within the village formed around credit and savings activity based on the principle of mutual help. The SHGs will be federated at the appropriate level as and when the need arises. The disabled and other vulnerable will be organized into specialized SHGs.

46. All **beneficiaries** of a particular livelihood activity will form into an Economic Activity Group (EAG). EAGs will have the responsibility to plan for and implement Livelihood Sub-project Proposals. VPRC will monitor the progress of livelihood Sub-project Proposals. VPRC will engage the services of technical service providers for supporting the activities of EAG.

EAGs undertaking similar activities from one village and / or other villages will be federated to achieve economies of scale.

47. The **detailed** composition, membership, functions of the SHGs and EAGs are summarized in Table 4.10.



**Table 4.10 - Details of SHGs and EAGs**

<b>Group &amp; Composition</b>	<b>Size-Membership</b>	<b>Function</b>	<b>Office Bearers</b>
SHG – All left out poor in the village constituted into new SHG or inducted into existing SHG. The defunct SHGs having target poor as members will be revamped Will federate when needed	<ul style="list-style-type: none"> <li>• 12-20 members between the age group 18-65 years</li> </ul>	<ul style="list-style-type: none"> <li>• Micro Finance Activities - Savings and Credit (Mandatory)</li> </ul>	<ul style="list-style-type: none"> <li>• Two leaders; bank account operated by the leaders</li> <li>• Animator keeps the books including meeting minutes</li> </ul>
Disabled Persons Group (DPG) – Specialised groups of disabled, other vulnerable groups Will federate when needed	<ul style="list-style-type: none"> <li>• Minimum 5 members – disabled and other vulnerable (above 18 years) or caregivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Savings and Credit (mandatory)</li> </ul>	<ul style="list-style-type: none"> <li>• Two leaders; bank account operated by the leaders</li> <li>• Animator keeps the books including meeting minutes</li> </ul>
Economic Activity Group (EAG) – Members known as participants who are doing similar livelihood activity. EAGs carrying out similar economic activity from same village and/or different villages will federate at appropriate level	<ul style="list-style-type: none"> <li>• Minimum 5 members – between 18-65 years</li> <li>• At least 80% of the members from target poor</li> <li>• Members of EAG can be from one or more credit rated SHGs / other CBO</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and implementation of livelihood sub-projects</li> <li>• Leverage funds from SHGs, PLF, Project financing from banks and other sources directly</li> </ul>	<ul style="list-style-type: none"> <li>• Two leaders; bank account operated by the leaders</li> </ul>

48. **Social Audit Committee:** The devolution of rules, responsibilities and resources to the **autonomous** and inclusive VPRC, SHGs, EAGs etc. also goes with downward accountability of these bodies and its office bearers to the village community. This will be ensured by constituting a Social Audit Committee (SAC) to continuously monitor the project activities for compliance with non-negotiable principles of the project. The detailed working of the Social Audit Committee is described in Community Operational Manual.

49. *The composition of the SAC* consists of 5 members appointed directly by the Gram Sabha. There will be at least 3 members who are from the target poor wherever Tribal VPRC exists there will be one representative of Tribal in the SAC. The SAC members are appointed for a period of 2 years.

50. *Eligibility criteria* to become members of SAC are:

- Persons accepted and trusted by everyone in the village
- Those who have demonstrated honesty and committed
- Those who are not members in VPRC/VP or any of its sub-committees or office bearers
- Those who are not relatives or employees of members in VPRC/VP or any of its sub-committees or office bearers

51. *Roles and responsibilities* of SAC members are:

- Ensure compliance of the non-negotiable principles in all the project activities undertaken by VPRC, its sub-committees, SHGs, EAGs etc. at the village and certify to the same.
- Report findings and recommendations directly to Village Assembly and Gram Sabha.
- Investigate / enquire complaints received by the Village Assembly and Gram Sabha and report its findings.

52. The SAC members can be removed by a 2/3<sup>rd</sup> majority in a Gram Sabha / attended by at least 2/3<sup>rd</sup> of the target poor and out of which 50% must be women.

53. **Para-professionals:** The VPRC will identify volunteers who are experienced and willing to assist the VPRC in the various activities like, book keeping, providing various community services like, preparation of Livelihood Sub Project Proposal, technical support etc. They will be placed on the job training for a period of 3-6 months depending on experience and nature of the job. The training period will be purely on a voluntary basis or the VPRC with the approval of the Gram Sabha can pay a minimum allowance to them if required. The training and learning content will be emphasized than the allowance. These trained personnel will be engaged as office bearers of the VPRC. The VPRC members, sub-committee members, SHG members, EAG members etc. in addition to these office bearers will also acquire substantial capacities and competence in implementing the project. This resource pool of persons will later develop as Para-professionals offering their services through Federations to village communities joining the later batches of the project.

54. **Federations:** In order to co-ordinate, consolidate and network activities of individual SHGs, EAGs, groups of the disabled and to provide further support and higher scale of activity, Federations will be promoted of groups which are undertaking similar activities.

55. ***Federation of SHGs:*** The project aims to federate SHGs at different levels like panchayat, cluster, block and district. Vazhndhu Kaatuvom Project will take efforts to make existing PLFs an inclusive body with membership from all SHGs in the panchayat.

56. ***Constitution and Structure:*** These federations will be registered under Societies Act, 1980 or other appropriate statutes, if need be.

57. ***Roles and Responsibilities*** of the Federations of SHGs are:

- Group formation: Coverage of the poor women not in groups;
  - Forming and strengthening groups of the vulnerable and Economic - activity groups,
  - Capacity building to group members and leaders
  - Credit-rating of SHGs; mobilizing the bank linkages for the groups and itself;
  - Monitoring the end use of the loan and ensuring repayment;
  - Supporting auditing of SHGs
  - Micro Insurance activities
  - Assist the disabled and most vulnerable to initiate savings by providing small income generating activities
  - Conflict Resolution for the SHGs
- Federations of Economic Activity Groups:*** In order to network and consolidate EAGs performing similar activities, Federations of EAGs will be promoted. Depending upon the nature of the activity and support systems required, EAGs will be federated at the appropriate level, at the village level and the cluster level or at the district level.

Roles and Responsibilities of Federation of EAGs are:

- Identify opportunities for value addition activity through a value chain analysis and then skill training and setting up processing and trading facilities
- Organize inputs, management of resources, services like marketing, and credit linkages for member activity-based groups.
- Provide services to the poor so as to enhance the livelihoods and poor
- Provide the scale of operations so that the poor are able to control greater part of the value chain
- Identify and train service providers and Para-professionals in various sub sectors
- Establish a corpus to promote and further strengthen the sustainability
- Carry out large value addition activities

#### **D.8 Support and Service Arrangements at District and State level**

59. **State and District Level Resource Agency:** The Pudhu Vazhu Project will identify and contract the services of the state level and district level agencies as detailed in table 4.11:

**Table 4.11 State and District level Service Agency**

<b>Institutional Level</b>	<b>Agency</b>	<b>Key Support Services</b>
State Level	Human Resource Agency	<ul style="list-style-type: none"> <li>• Hiring DPMU and PFT staff</li> <li>• Developing and designing performance appraisal system</li> </ul>
	Capacity Building Agency	<ul style="list-style-type: none"> <li>• Developing capacity building strategy and action plan for DPMU and PFT</li> <li>• Developing training modules</li> <li>• Delivery of capacity building service</li> </ul>
	Communication Agency	<ul style="list-style-type: none"> <li>• Developing and delivering communication strategy and action plan</li> </ul>
	Agency for Base line Survey	<ul style="list-style-type: none"> <li>• Collecting and setting up baseline database for the project</li> </ul>
	State level Environment Agency	<ul style="list-style-type: none"> <li>• Monitoring implementation of EMF</li> </ul>
	Agency for process monitoring	<ul style="list-style-type: none"> <li>• Process documentation of project implementation</li> </ul>
	Statutory Auditors for State.	<ul style="list-style-type: none"> <li>• Auditing of expenditure and receipts</li> </ul>
District/ Cluster Level	Block level Disability Facilitation Agency	<ul style="list-style-type: none"> <li>• Strategising and advising on project support for disabled</li> <li>• Positioning Facilitator for disabled</li> </ul>
	Auditors for Village Level	<ul style="list-style-type: none"> <li>• Auditing of VPRC, EAG</li> </ul>
	District Livelihoods Capacity Building Organization	<ul style="list-style-type: none"> <li>• Capacity building for planning, implementing livelihood activities</li> </ul>
	Technical service providers, appraisers, resource persons	<ul style="list-style-type: none"> <li>• Technical support to EAGs on preparation and implementation of Livelihood Sub-project Proposal</li> <li>• Technical assistance to VPRC for appraising Livelihood Sub-project Proposal submitted by EAG</li> </ul>

60. **Backward and Forward Linkages – Partnerships:** The project will facilitate the processes to establish linkages – backward and forward linkages - to plug the gaps in the livelihoods of poor at appropriate levels. The efforts towards this will be initiated at various levels in institutions **arrangement** for this project. For this, the project will provide support to community and its institutions for establishing the linkages as well as establish the linkages through PFT, DPMU and SPMU. In addition to this, for accessing the required resources (as a single source, as far as possible) in the promotion of livelihoods, appropriate partnerships (with corporate bodies, government programs, research organizations, management institutes, NGOs, Non-resident Indians and other interested individuals and students/interns) will be established.

61. **Banks and Financial Institutions:** The EAG members need to contribute minimum 50% of the total investment required in their Livelihood Sub-project Proposal by way of equity. In the case of Disable and Vulnerable, Tribal equity contribution will be minimum 30% .The EAG members will be raising the equity portion from banks and other financial institutions. Wherever SHGs and PLFs are strong enough to lend, EAG members may avail the facility. In order to orient and link up with banks, the SPMU and DPMU will be organizing state level and district level periodic orientation programs for the bankers. The SPMU and DPMU will also maintain close liaison with NABARD offices, offices of the leading banks etc. Wherever MFIs exist linkages with them will also be established.

62. **Convergence with Various Departments:** In order to achieve the project objective – livelihood enhancement of poor - the project will have to mobilize resources, inputs, expertise, knowledge, skill and experiences from various sources/ agencies/institutions/ organizations/ departments. The project will require support, particularly, from line departments for smooth implementation of the project. At the cluster/block level, PFT Leaders and a DPMU staff member (responsible for the project at block level), will be responsible for convergence. For this, they will be convening meetings and sensitising departments towards the project and promotion of livelihoods of the poor. The District Project Manager will be working under the leadership and guidance of District collector, who will facilitate the convergence and teamwork between DRDA, DPMU and other line departments. However, Vazhndhu Kaatuvom Project will steer convergence at state level.