

## E. PROJECT PROCESSES AND CYCLE

1. The **project** implementation will follow a programmatic approach by clearly identifying sequential phases as well as interrelated activities in each of the phases. Project activities have thus been presented in the form of an overall project cycle initiating project activities first at the state level followed by district level activities and finally initiating activities at the village level. The village level activities will follow a cyclical approach and detailed as Village Development Cycle.

### E.1 Overall Project Cycle

2. The key steps and sequencing of activities to be performed in implementation of the project are segregated into the following phases:

- Start up Phase (State level)
- Promotional Phase (District and Cluster level)
- Initiation Phase (Village level)
- Institution Development Phase (Village level)
- Livelihoods Implementation Phase (Village level) and
- Consolidation Phase (Village level)

3. The key processes in each of the above phases are summarized in Table 5.1, summary of key processes in the overall project cycle.

**Table 5.1 Summary of Key Processes in the Overall Project Cycle**

Name of the Phases	Key Processes
Start up Phase (State Level)	Setting up state society and SPMU Setting up District Society and DPMU Appointing Capacity Building Agencies Developing and finalizing communication strategy and action plan Hiring and orienting other state level service agencies Project launching
Promotional Phase (District and Cluster Level)	Setting up PFT Hiring and orienting resource agencies Setting up rate banks District level project launch
Initiation Phase (Village Level)	Releasing initiation fund to VP Participatory identification of the poor Formation of VPRC
Institution Development Phase (Village Level)	Capacity building of VPRC VPRC plan preparation Village level resource analysis and livelihood opportunity identification Updating VPRC Plan Implementation of capacity building fund activities Implementation of special fund activities
Livelihood Implementation Phase	Preparing and appraising Business Plan Proposals Implementing Business Plan Proposals Innovation Fund Incentive Fund
Consolidation Phase	Conducting reviews and evaluations Sharing of learning and revisiting process guidelines Documenting the learning

4. **Start up Phase:** consists of the key processes and activities as summarized in Table 5.2. The key milestones and important guidelines and specification to be followed in undertaking the activities are summarized in Table 5.2.

**Table 5.2 Activity Description for Start up Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Setting up State Society and SPMU	<ul style="list-style-type: none"> <li>Finalizing MoUs and Bylaws of State Societies</li> <li>Constituting General Body and Executive Committee</li> <li>Hire and orient SPMU Team members</li> <li>Finalizing administrative and financial rules</li> <li>Set up SPMU and DPMU offices</li> </ul>	<ul style="list-style-type: none"> <li>GoTN</li> <li>GoTN</li> <li>Project Director</li> <li>Finance and HR Specialist</li> <li>Procurement Specialist</li> </ul>	<ul style="list-style-type: none"> <li>Government Order on the State Societies issued</li> <li>All SPMU Team members in position</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Plan</li> <li>Financial and administrative rules</li> </ul>
Setting up District Society and DPMU	<ul style="list-style-type: none"> <li>Finalizing MoUs and Bylaws of District Societies</li> <li>Constituting General Body and Executive Committee</li> <li>Appointing DPMU Team members</li> <li>Building capacity of DPMU Team members</li> </ul>	<ul style="list-style-type: none"> <li>GoTN</li> <li>GoTN</li> <li>Project Director</li> <li>CB Splst, SPMU</li> </ul>	<ul style="list-style-type: none"> <li>DPMU Team members in position</li> <li>Team members oriented on PIP and COM</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Plan</li> <li>Financial and administrative rules</li> </ul>
Appointing Capacity Building Agencies	<ul style="list-style-type: none"> <li>Hiring Capacity Building Agency</li> <li>Orienting Capacity Building Agencies</li> <li>Preparing training modules including COM modules</li> <li>Drawing up Capacity Building Plan and training calendar</li> </ul>	<ul style="list-style-type: none"> <li>Project Director</li> <li>CB Splst, SPMU</li> <li>CB Agency, SPMU</li> <li>CB Splst, SPMU</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building Agency in position and oriented on COM</li> <li>Capacity building modules, capacity building strategy and calendar</li> </ul>	<ul style="list-style-type: none"> <li>Community Operational Manual</li> <li>Description of services for CB Agency</li> </ul>
Developing and finalizing communication strategy and action plan	<ul style="list-style-type: none"> <li>Participatory communication need analysis</li> <li>Drawing up communication strategy and action plan</li> <li>Preparing communication tools and materials</li> </ul>	<ul style="list-style-type: none"> <li>Comm. Splst. SPMU</li> <li>Comm. Splst. SPMU</li> <li>Comm. Splst. SPMU &amp; DPMs</li> </ul>	<ul style="list-style-type: none"> <li>Communication strategy action plan</li> <li>IEC materials ready</li> <li>All stakeholders sensitized on project principles</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation Plan</li> <li>Community Operational Manual</li> </ul>
Setting up and orienting other state level service agencies	<ul style="list-style-type: none"> <li>Setting up state and district level disability resource team</li> <li>Setting up of state level tribal steering committee.</li> <li>Setting up and orienting state level environment agency</li> <li>Hiring auditors</li> </ul>	<ul style="list-style-type: none"> <li>Splst. Disability, tribal and vulnerability</li> <li>Splst. Business Development livelihoods</li> <li>Splst, Financial Management, SPMU</li> </ul>	<ul style="list-style-type: none"> <li>State and district level resource team in place</li> <li>Teams oriented on project principles</li> </ul>	<ul style="list-style-type: none"> <li>Description of service for resource teams</li> </ul>
Project launching	<ul style="list-style-type: none"> <li>Selecting Districts and Blocks</li> <li>Organizing state level multi stakeholder workshops</li> </ul>	<ul style="list-style-type: none"> <li>Project Director</li> <li>Addl. Project Director</li> </ul>	<ul style="list-style-type: none"> <li>Govt. Order on selected project districts and blocks</li> </ul>	<ul style="list-style-type: none"> <li>Criteria for selection of districts and blocks</li> <li>Project Implementation Plan</li> </ul>

5. The Promotional Phase will be undertaken at the district and cluster levels and will consist of key process and activities as summarized in Table 5.3.

**Table 5.3 Activity Description for Promotional Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Setting up PFT	<ul style="list-style-type: none"> <li>• Appointing PFT</li> <li>• Orienting and building capacity of PFT</li> <li>• Establishing PFT offices</li> </ul>	<ul style="list-style-type: none"> <li>• HR Splt, SPMU</li> <li>• CB Splt. &amp; Agencies DPMU</li> <li>• PS &amp; Dist. Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>• All PFT members are hired and in position</li> <li>• PFT members trained in Community Operational Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Community Operational Manual</li> </ul>
Hiring and orienting resource agencies	<ul style="list-style-type: none"> <li>• Hiring and orienting block level disability facilitation</li> <li>• Orienting special disability facilitator.</li> <li>• Hiring and orienting livelihood thematic advisory groups</li> <li>• Identifying, orienting and preparing a roster of service providers for technical assistance to EAGs</li> <li>• Identifying and orienting district livelihood capacity building organizers and trainers</li> <li>• Identifying opportunities and livelihood options for specific blocks</li> </ul>	<ul style="list-style-type: none"> <li>• DVS and DPMs</li> <li>• DVS</li> <li>• Asst. Project Manager, Livelihoods</li> <li>• Asst. Project Manger Livelihood</li> </ul>	<ul style="list-style-type: none"> <li>• District level agencies for providing support services in place</li> <li>• Agencies oriented on COM</li> </ul>	<ul style="list-style-type: none"> <li>• Description of services / ToR for service agencies</li> </ul>
Setting up rate banks	<ul style="list-style-type: none"> <li>• Identifying services, goods and works commonly to be procured by VPRCs and EAGs</li> <li>• Developing schedule of quality standards</li> <li>• Collecting and publishing rate banks</li> <li>• Updating rate banks</li> </ul>	<ul style="list-style-type: none"> <li>• Asst. Project Manger, Livelihoods and Market Linkages</li> </ul>	<ul style="list-style-type: none"> <li>• Rate banks representing current market rates published</li> </ul>	<ul style="list-style-type: none"> <li>• Standards and specification guidelines</li> </ul>
District level project launch	<ul style="list-style-type: none"> <li>• Self selection of VPs</li> <li>• Organizing district level multi stakeholder workshops</li> <li>• Communication campaigns</li> <li>• Organizing block level stakeholder workshops</li> <li>• Orientation of VP Presidents and existing SHG leaders and other stakeholders of selected VPs</li> </ul>	<ul style="list-style-type: none"> <li>• Dist. Project Manager</li> <li>• Asst. Project Manager, CB &amp; Communication</li> <li>• -do-</li> <li>• APM – CB &amp; Team Leader, PFT</li> <li>• Asst. Project Manager, CB</li> </ul>	<ul style="list-style-type: none"> <li>• District level stakeholders sensitized on Vazhdhu Kaatuvom Project principles and components.</li> <li>• A batch of VPs ready for project initiation</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines for initiation into the project .</li> </ul>

6. Initiation Phase commences with project launch at the village level. The main processes and key activities during the initiation phase are summarized in Table 5.4

**Table 5.4 Activity Description for Initiation Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Releasing initiation fund to VP	<ul style="list-style-type: none"> <li>• Conducting village level stakeholder meeting to introduce Vazhndhu Kaatuvom project</li> <li>• Facilitating Gram Sabha approval on Vazhndhu Kaatuvom project principles</li> <li>• Signing MoU between VP and DPMU</li> <li>• Releasing initiation fund to VP</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader, PFT</li> <li>• Facilitator, Social Mobilization</li> <li>• VP President &amp; Dist. Project Manager</li> <li>• Asst. Project Manager, Village Funds</li> </ul>	<ul style="list-style-type: none"> <li>• Gram Sabha adopt Vazhndhu Kaatuvom project principles</li> <li>• MoU with VP signed and initiation fund released</li> </ul>	<ul style="list-style-type: none"> <li>• COM : chapter on initiation activities.</li> <li>• Booklets</li> </ul>
Village Communication Campaign	<ul style="list-style-type: none"> <li>• Conducting village level communication campaign in all hamlets</li> <li>• Disseminating initiation fund guidelines</li> <li>• Undertaking exposure visits by community leaders and members</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader, PFT</li> <li>• -do-</li> <li>• -do-</li> </ul>	<ul style="list-style-type: none"> <li>• Village champions of Vazhndhu Kaatuvom project principles and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• COM : chapter on initiation activities and VPRC responsibilities.</li> <li>• Booklets and communication materials.</li> </ul>
Participatory identification of the poor	<ul style="list-style-type: none"> <li>• Identification and orientation of PIP team.</li> <li>• Organizing communication campaign on PIP, identification of disabilities.</li> <li>• Conducting PIP exercise.</li> <li>• Identify and finalise the list of disabled and the vulnerable.</li> <li>• Displaying the list of target population.</li> <li>• Convening Gram Sabha for approving list of target population</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator, Social Mobilization</li> <li>• Team Leader, PFT</li> <li>• VP President &amp; Community Leaders</li> <li>• -do-</li> <li>• -do-</li> <li>• -do-</li> <li>• -do-</li> </ul>	<ul style="list-style-type: none"> <li>• List of target population approved by Gram Sabha</li> <li>• List of disabled and most vulnerable included in PIP list</li> </ul>	<ul style="list-style-type: none"> <li>• COM chapter on initiation activities.</li> <li>• Booklets on participatory methodologies.</li> </ul>
Formation of VPRC	<ul style="list-style-type: none"> <li>• Habitation wise Communication campaign for VPRC constitution.</li> <li>• Selection of habitation representatives.</li> <li>• Convening Gram Sabha for approval of VPRC.</li> <li>• Facilitating formation of VPRC and sub committees</li> <li>• Facilitating formation of SAC</li> <li>• Identification of book keepers.</li> <li>• Facilitating formation of tribal VPRC/ tribal sub committee wherever applicable.</li> <li>• Opening bank accounts</li> <li>• Finalization of accounts of the initiation fund</li> <li>• Orienting the VPRC members, SAC members</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader, PFT</li> <li>• Facilitator, Social Mobilization</li> <li>• Facilitator, Special groups</li> <li>• VPRC Office bearers</li> <li>• VP President</li> </ul>	<ul style="list-style-type: none"> <li>• VPRC and its sub-committees formed with at least 50% of women as members</li> <li>• Accounts on the initiation fund displayed.</li> </ul>	<ul style="list-style-type: none"> <li>• COM chapter on village level institutions</li> </ul>

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
	on project principles and processes.			

7. Institution Development and Planning Phase will involve activities to develop the village level institutions through capacity building and developing plans reflecting the needs and priorities of the village communities. The main processes and key activities during the Institution Development and Planning phase are summarized in Table 5.5.

**Table 5.5 Activity Description for Institution Development Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Capacity building of VPRC and SAC	<ul style="list-style-type: none"> <li>Organizing exposure visits to VPRC, Sub committee and SAC members</li> <li>Organizing training for office bearers and book keepers.</li> <li>Organizing training for VPRC, sub committee, SAC on COM.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitator, Social Mobilization</li> <li>-do-</li> <li>-do-</li> </ul>	<ul style="list-style-type: none"> <li>The members and office bearers of VPRC, sub committee and SAC fully oriented on roles and responsibilities</li> <li>At least 80% of VPRCs including tribal VPRCs get consistently satisfactory performance scores in community score card</li> </ul>	<ul style="list-style-type: none"> <li>COM chapter on roles and responsibilities of VPRC, sub committee and SAC members</li> </ul>
VPRC plan preparation	<ul style="list-style-type: none"> <li>Elaborating the capacity building fund proposal</li> <li>Elaborating special fund proposal to assist disabled and vulnerable</li> <li>Integrating CB Fund and Special Fund Proposal into a consolidated VPRC Plan</li> <li>Approval of the VPRC Plan in Gram Sabha</li> <li>Signing of VPRC Financing Agreement with the DPMU</li> <li>Releasing first installment of VPRC Fund</li> <li>Undertaking village resource analysis and identifying livelihood opportunities</li> <li>Updating VPRC Plan</li> <li>Disseminating incentive fund guidelines</li> </ul>	<ul style="list-style-type: none"> <li>VPRC as assisted by PFT</li> <li>VPRC as assisted by Facilitator, Special groups</li> <li>VPRC</li> <li>-do-</li> <li>VPRC &amp; Dist. Project Manager</li> <li>Asst. Project Manager, Village Funds</li> <li>VPRC assisted by PFT</li> <li>VPRC assisted by PFT</li> <li>Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>The VPRC Plan prepared and approved by Gram Sabha</li> <li>VPRC Financing Agreement signed and first installment of fund released to VPRC</li> <li>VPRC Plan updated incorporating Business plan opportunities</li> </ul>	<ul style="list-style-type: none"> <li>COM chapter on VPRC Fund guidelines</li> <li>Booklets on preparation of VPRC plan.</li> </ul>

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Implementation of capacity building fund activities	<ul style="list-style-type: none"> <li>• Training VPRC members and sub-committee members on community procurement</li> <li>• Setting up of VPRC office</li> <li>• Organizing left out poor into SHGs</li> <li>• Identifying target poor for skill development</li> <li>• Providing seed fund to eligible SHGs and credit rating</li> <li>• Undertaking skill development training</li> <li>• Linking trained members to employment agencies</li> <li>• Linking credit rated SHGs with banks for credit linkage</li> <li>• Hiring technical assistance for livelihoods promotion</li> <li>• Discussing SAC reports in Gram Sabha</li> <li>• Reassessing and revising VPRC Plan</li> <li>• Approval revised VPRC Plan in the Gram Sabha</li> <li>• Accessing second installment of VPRC Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator, Social Mobilization</li> <li>• Facilitator, Accounts and monitoring</li> <li>• Facilitator, Business Finance</li> <li>• VPRC</li> <li>• VPRC</li> <li>• Facilitator, Livelihoods</li> <li>• -do-</li> <li>• Facilitator, Business Finance</li> <li>• VPRC</li> <li>• -do-</li> <li>• -do-</li> <li>• -do-</li> <li>• -do-</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building fund activities as planned in VPRC proposal implemented and revised VPRC Plan submitted to DPMU</li> <li>• At least 90% of VPRCs have accessed and managed project funds according to Vazhdhu Kaatuvom project rules and procedures</li> <li>• At least 90% of the tribal VPRCs have accessed and managed project funds according to Vazhdhu Kaatuvom project rules and procedures</li> <li>• At least 90% of the VPRCs are maintaining accurate and updated accounts</li> <li>• 90% of identified target poor mobilized into SHGs and credit rated</li> </ul>	<ul style="list-style-type: none"> <li>• VPRC Fund guidelines and COM chapters on CB fund management.</li> <li>• Booklets</li> </ul>
Implementation of special fund activities	<ul style="list-style-type: none"> <li>• Assessing the disability and preparing rehabilitation and development plans.</li> <li>• Prepare vulnerability reduction and support plans.</li> <li>• Appointing and training of CDF.</li> <li>• Mobilizing the disabled into solidarity groups</li> <li>• Providing support measures to disabled and vulnerable.</li> <li>• Reassessing and incorporating special fund activities in the revised VPRC Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator, Special groups</li> <li>• -do-</li> <li>• VPRC</li> <li>• -do-</li> </ul>	<ul style="list-style-type: none"> <li>• Special assistance fund activities as planned in VPRC proposal implemented and revised VPRC Plan incorporates the needs of the disabled and most vulnerable</li> <li>• At least 80% of the identified disabled &amp; vulnerable population have accessed project funds</li> </ul>	<ul style="list-style-type: none"> <li>• Special assistance guidelines of VPRC Fund guidelines and COM chapters on Special Fund management.</li> </ul>

8. Livelihood Implementation Phase consists of implementation of the activities planned for VPRC funds as well as planning and implementation of livelihood funds. The main processes and key activities during the Livelihood Implementation phase are summarized in Table 5.6.

**Table 5.6 Activity Description for Livelihood Implementation Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Preparing and appraising business plan Proposals	<ul style="list-style-type: none"> <li>Preparation of village business plan by conducting livelihood resource mapping.</li> <li>Identifying the beneficiaries of livelihood activities and mobilizing them into EAG</li> <li>Preparing Business Plan Proposals utilizing external technical assistance</li> <li>Hiring appraisers</li> <li>Appraising and recommending Business Plan Proposals</li> <li>Checking compliance</li> <li>Signing EAG Financing Agreement</li> <li>Establishing linkages with financial institutions for equity mobilization</li> <li>Establishing linkages and partnerships.</li> <li>Releasing installments of livelihood fund to EAGs</li> </ul>	<ul style="list-style-type: none"> <li>Facilitator, Livelihoods</li> <li>EAG</li> <li>VPRC</li> <li>-do-</li> <li>Asst. Project Manager, Livelihoods and Environment</li> <li>EAG with DPMU</li> <li>Facilitator, Business Finance</li> <li>Asst. Project Manager, Village Fund</li> </ul>	<ul style="list-style-type: none"> <li>Business Plan Proposals benefiting majority of the very poor ready for implementation</li> <li>At least 80% of the target population have been mobilized into EAG and directly benefit from Business Plan Proposal</li> </ul>	<ul style="list-style-type: none"> <li>COM guidelines on livelihood fund</li> </ul>
Implementing Business Plan Proposals	<ul style="list-style-type: none"> <li>Utilising the services of technical service providers for assisting implementation of Business Plan Proposals</li> <li>Implementing Business Plan Proposals</li> <li>Conducting regular social audits and report card feedback</li> <li>Certifying milestones and requesting release of subsequent installment</li> <li>Preparing Business Plan Proposals completion reports</li> <li>Approving completion reports by Gram Sabha</li> <li>Displaying key information</li> </ul>	<ul style="list-style-type: none"> <li>EAG</li> <li>EAG</li> <li>SAC</li> <li>SAC/EAG</li> <li>EAG</li> <li>EAG</li> <li>EAG</li> </ul>	<ul style="list-style-type: none"> <li>Business Plan Proposals implemented directly benefiting the target poor out of which majority are tribal and very poor households</li> <li>At least 90% of the EAGs are maintaining up to date and accurate accounts</li> <li>Atleast one EAG of the disabled assisted.</li> <li>90% of the EAGs are able to raise equity contribution including bank linkage</li> </ul>	<ul style="list-style-type: none"> <li>COM guidelines</li> </ul>
Identifying and developing Para-professionals	<ul style="list-style-type: none"> <li>Helping VPRC and EAG identify Para-professionals</li> <li>Capacity building activities for developing Para-professionals</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader, PFT</li> <li>Asst. Project Manager, CB / facilitator, Social Mobilization</li> </ul>	<ul style="list-style-type: none"> <li>At least 5 Para-professionals are developed in not less than 60% of villages and providing services to other villages</li> </ul>	<ul style="list-style-type: none"> <li>COM guidelines on Para-professionals</li> </ul>
Networking EAGs, SHGs and forming of Federations	<ul style="list-style-type: none"> <li>Organizing interaction among EAGs and SHGs of different VPs</li> <li>Facilitating networking of EAGs and SHGs for working together</li> <li>Formation of Block level disabled persons federations.</li> <li>Providing technical support for institution development of Federations</li> <li>Facilitating Business Plan Proposals preparation of Federations</li> <li>Appraising Business Plan Proposals of Federations</li> <li>Assisting Federations in implementing Business Plan Proposals</li> <li>Promoting institutional linkages and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Asst. Project Manager, partnerships and Federation, DPMU</li> <li>-do-</li> <li>-do-</li> <li>DPMU</li> <li>Asst. Project Manager, partnerships and Federation, DPMU</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% of EAGs are working in partnership with private sector or other organizations</li> <li>At least 25% of EAGs are federated at the PFT level and functioning as business enterprises in partnership with private sector and other organizations.</li> </ul>	<ul style="list-style-type: none"> <li>COM guidelines on Federations</li> </ul>

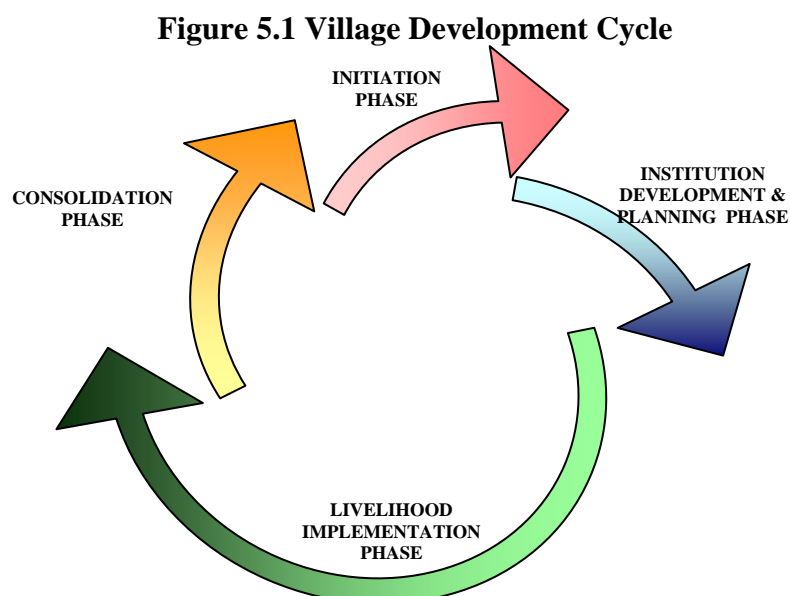
9. Consolidation Phase: During the consolidation phase the activities of community institutions like, EAG and SHGs will be further consolidated and networked to form Federations with outside linkages. The main processes and key activities during the consolidation phase are summarized in Table 5.7:

**Table 5.7 Activity Description for Consolidation Phase**

Key Processes	Key activities	Responsibility	Milestones/ Triggers	Guidelines / Specifications
Conducting reviews and evaluations	<ul style="list-style-type: none"> <li>Hiring agency for process monitoring, reviews and evaluations</li> <li>Undertaking process monitoring</li> <li>Disseminating findings</li> </ul>	<ul style="list-style-type: none"> <li>Specialist, M,L&amp;E, SPMU</li> <li>Agency</li> <li>Asst. Project Manager, M, L&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>Lessons from reviews and process monitoring disseminated among all stakeholders</li> <li>Outcome indicators agreed for each of the project components as per results framework achieved</li> </ul>	<ul style="list-style-type: none"> <li>Description of services for the process monitoring and evaluation agency</li> </ul>
Networking EAGs, SHGs and forming of Federations	<ul style="list-style-type: none"> <li>Organizing interaction among EAGs and SHGs of different VPs</li> <li>Facilitating networking of EAGs and SHGs for working together</li> <li>Formation of Block level disabled persons federations.</li> <li>Providing technical support for institution development of Federations</li> <li>Facilitating Business Plan Proposals preparation of Federations</li> <li>Appraising Business Plan Proposals of Federations</li> <li>Assisting Federations in implementing Business Plan Proposals</li> <li>Promoting institutional linkages and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Asst. Project Manager, partnerships and Federation, DPMU</li> <li>-do-</li> <li>-do-</li> <li>DPMU</li> <li>Asst. Project Manager, partnerships and Federation, DPMU</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% of EAGs are working in partnership with private sector or other organizations</li> <li>At least 25% of EAGs are federated at the PFT level and functioning as business enterprises in partnership with private sector and other organizations.</li> </ul>	<ul style="list-style-type: none"> <li>COM guidelines on Federations</li> </ul>

## E.2 Village Development Cycle

10. Those processes and activities of the overall project cycle occurring at the village level are together termed as Village Development Cycle. The main phases of the Village Development Cycle are – Initiation Phase, Institution Building and Planning Phase, Livelihood Implementation Phase and Consolidation Phase as shown in Figure 5.1.





11. The critical activities and key milestones for each of the village development cycle phases are summarized in Table 5.8.

**Table 5.8 Village Development Cycle**

Main Processes	Critical Activities	Key Milestones
<b>Initiation Phase</b>	<ul style="list-style-type: none"> <li>• Launch the Communication Campaign to raise project awareness</li> <li>• Seek Gram Sabha approval of Vazhndhu Kaatuvom Project Principles and sign MoU with VP and release of Project Initiation Fund to VP</li> <li>• Mobilize all VP hamlets/especially poorest ones</li> <li>• Develop list of target population through participatory identification of the poor</li> <li>• Formation and strengthening of SHGs in all habitations.</li> <li>• Formation and strengthening of PLF.</li> <li>• Form VPRC including sub committees and SAC and approval by Gram Sabha</li> <li>• Form tribal VPRCs / tribal sub committees in villages with tribal population</li> <li>• VP settles accounts for the initiation fund</li> </ul>	<ul style="list-style-type: none"> <li>• PIP completed and list of the target poor approved</li> <li>• Inclusive and autonomous VPRC formed</li> </ul>
<b>Institution Development Phase</b>	<ul style="list-style-type: none"> <li>• Build capacity of VPRCs, office bearers, subcommittee members and SAC members</li> <li>• Prepare the capacity building proposal for VPRC</li> <li>• Prepare proposal for special fund to assist disabled and vulnerable</li> <li>• Integrate capacity building and special fund proposals into VPRC Plan</li> <li>• Signing VPRC Financing Agreement</li> <li>• Form new SHGs of left out poor and strengthen the existing ones</li> <li>• Form groups of the disabled</li> <li>• Launch thematic communication campaigns</li> <li>• Implement capacity building fund activities, release of Seed Fund and use of Skill Development Fund etc.</li> <li>• Undertake village level resource analysis and identification of livelihood opportunities</li> <li>• Reassessing and revising VPRC Plan at the time of requesting second installment of VPRC Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• VPRC Plan including indicative livelihood opportunities identified</li> <li>• VPRC Financing Agreement signed and first installment of 40% released</li> <li>• Majority left out poor mobilized into SHGs</li> <li>• Majority disabled and vulnerable also mobilized into groups</li> <li>• VPRC Fund activities in progress</li> </ul>
<b>Livelihood Implementation Phase</b>	<ul style="list-style-type: none"> <li>• Form and strengthen Economic Activity Groups, prepare Business Plan Proposal</li> <li>• VPRC seeks technical assistance for appraisal of Business Plan Proposals</li> <li>• DPMUs undertake compliance check</li> <li>• Sign EAG Financing Agreement with DPMU and release of installments to EAGs</li> <li>• Submit milestone certificates, duly signed by the SAC, followed by release of further installments</li> <li>• Submit Business Plan Proposals Completion reports</li> <li>• Display detailed list of beneficiaries, updated for subprojects approved and amounts released</li> <li>• Identify and develop Para-professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of SHGs have seed fund and/or credit linkage</li> <li>• Livelihoods Business Units benefiting majority of the poor sanctioned and implemented</li> <li>• Livelihoods Business Units benefiting the poorest established, completion reports approved by Village Assembly</li> </ul>

Main Processes	Critical Activities	Key Milestones
<b>Consolidation Phase</b>	<ul style="list-style-type: none"> <li>Form and strengthen Economic Activity Federations and SHG Federations</li> <li>Establish partnerships and linkages with service providers, private sector</li> <li>Undertake thematic studies, process monitoring, reviews and internal learning workshops</li> <li>Development of CRPs.</li> </ul>	<ul style="list-style-type: none"> <li>VPRCs, Block Level Federations, Economic Activity Groups and other federations fully networked, functioning and benefiting the poor in the village</li> </ul>
<b>Village Panchayat Incentive Fund</b>	<ul style="list-style-type: none"> <li>Apply for Incentive Fund based on meeting conditions of transparency, accountability, equity, participation and efficiency of VP functioning</li> <li>Release 1st tranche and subsequently 2nd tranche funds to qualifying VPs</li> <li>Seek Gram Sabha approval and SAC certification on utilization of Incentive Fund</li> </ul>	<ul style="list-style-type: none"> <li>MoUs signed between selected VPS and DPMU and 1st tranche Funds released</li> <li>Implementation status of proposals reviewed</li> <li>Process repeated for 2nd Tranche</li> </ul>

### E.3 Service Standards Matrix

12. The success of the Project depends on timely performance of the roles and responsibilities entrusted with project management and village institutions like, SPMU, DPMU, PFTs, VP, VPRC and EAG. Any delay by any one of these can hamper the smooth implementations of the activities at the village level. In order to avoid this, service standards have been developed for all entities in the institutional arrangements for completing key activities requiring a sanction or endorsement from another as summarized in Table 5.9.

**Table 5.9 - Service Standards Matrix**

Project Cycle Phase	Process/activity	Clearance / Approval Authority	Service Standard	Remarks
Preparatory activities at the District	• Empanelling appraisers, technical service providers	• DPMU	• Before preparation of VPRC Plan	• To be updated every 6 months and shared with VPRC / EAG
	• Publish Rate Bank set up for each district/region	• DPMU	• Before preparation of Business Plan Proposals by EAGs	
	• Appointment of auditors for village level	• DPMU		
Project initiation Phase	• Release of VP initiation fund	• DPMU	• Within 15 days of signing of MoU between VP and DPMU	
	• Participatory Identification of the poor	• Gram Sabha	• Before formation of VPRC	• To be updated every two years.
	• VPRC, Social Audit Committee formation	• Gram Sabha	• Before signing VPRC Agreement	• Constitution rules and responsibilities in COM

<b>Project Cycle Phase</b>	<b>Process/activity</b>	<b>Clearance / Approval Authority</b>	<b>Service Standard</b>	<b>Remarks</b>
Institution Development Phase	• Approving Guidelines on Village Fund	• Gram Sabha	• Before finalizing VPRC Plan	• Within 30 days of receipt of request  • Completion of milestones
	• Signing VPRC Financing Agreement	• DPMU	• Within 15 days of submission of VPRC Plan	
	• Release of first instalment of VPRC Fund	• DPMU	• Within 15 days of signing VPRC Financing Agreement	
	• Certification of milestones of achievement	• SAC	• Within 7 days of request by VPRC	
	• Releasing Seed Fund to SHGs	• VPRC	• Within 15 days of credit rating of SHG	
	• Release of funds to eligible applicants under special assistance.	• VPRC	• Within 15 days of receipt of application	
	• Release of subsequent instalment of VPRC Fund	• DPMU	• Within 15 days of submission of application	
Livelihood Implementation Phase	• Appraisal of Business Plan Proposals	• VPRC guided by DPMU	• Within 15 days of submission of Business Plan Proposals by EAG	• As per Livelihood Fund guidelines and completion of milestones
	• Signing of agreement between EAG and DPMU	• DPMU	• Within 7 days of approval of Business Plan Proposals	
	• Release of first instalment of Livelihood Fund to EAG	• DPMU	• Within 7 days of signing of agreement	
	• Certifying milestones of achievement	• SAC and PFT	• Within 7 days of request by EAG	
	• Verifying completion of milestones	• DPMU	• Within 7 days of receiving request from EAG	
	• Release of subsequent instalments	• DPMU	• Within 7 days of verification of milestones	

Project Cycle Phase	Process/activity	Clearance / Approval Authority	Service Standard	Remarks
VP Incentive Fund	• Evaluation of the applications for VP Incentive Fund	• DPMU assisted by selection committee	• Within 3 months of application	• As per VP Incentive Fund guidelines
	• Release of first instalment	• DPMU	• Within 7 days of committee recommendation	
	• Certification of milestones for second instalment	• SAC	• Within 7 days of VP's requisition for second instalment	
	• Verification of milestones for second instalment	• DPMU	• Within 15 days of request of second instalment	
	• Release of second instalment	• DPMU	• Within 7 days of certification of milestones	

#### E.4 Exit Rules

13. The villages are included in the Project based on a self-selection process. The Village Panchayat expresses their willingness to participate and apply for inclusion in the project. This is after adopting Vazhndhu Kaatuvom Project principles and guidelines. In spite of this, some village communities may not be able to sustain their interest in the program and remain committed to follow Vazhndhu Kaatuvom project principles and guidelines. The project has framed an exit strategy from such villages as well as districts. The exit strategy and the key rules for the same will be communicated clearly to the villages and districts during the communication campaigns.

14. **Misuse of funds** by VPRC / EAG shall be immediately notified to the DPMU by the Social Audit Committee. It shall be the responsibility of any of the Project Management Team members including the PFT to take note of any misuse of misappropriation of funds by any one in the VPRC, its sub committees and other CBOs. It shall be immediately brought to the notice of Gram Sabha. The DPMU will suspend all project activities immediately in the village. If the misappropriation / misuse is not rectified the project will exit permanently from the village.

15. **Conflicts in the village:** The PFT will try to assist the village community resolve the conflicts in the normal channel. If project implementation is seriously affected and project activities have not been implemented for 6 months, the PFT will call a special Gram Sabha and inform them that if the conflict is not resolved and project activities resumed within 3 months, the PFT will report the matter to the DPMU. The District Project Manager will notify the VPRC and Village Panchayat to resolve the conflict within a further period of 2-3 months as decided by the DPM. The matter will also be reported to the District Collector who is the Chairperson of the District Society. The District Society will withdraw all its activities from the village at the expiry of the notice period given by the DPM. The project will cease to function in a village where no community level activities are taking place for a continuous period of 12 months.

16. The key rules of exit are summarized in Community Operational Manual.