

**Vazhndhu Kaatuvom -
Tamil Nadu Empowerment and
Poverty Reduction Project**

PROJECT IMPLEMENTATION PLAN

**Vazhndhu Kaatuvom State Society
Department of Rural Development and Panchayat Raj
GOVERNMENT OF TAMIL NADU**

Revised in January 2007

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Abbreviations

BPL	Below Poverty Line
CBF	Capacity Building Fund
CBO	Community Based Organization
CDD	Community Driven Development
COM	Community Operational Manual
DPG	Disabled Persons Group
DPMU	District Project Management Unit
DPVS	District Vazhndhu Kaatuvom Society
EAG	Economic Activity Groups
FDI	Foreign Direct Investment
GoTN	Government of Tamil Nadu
HDI	Human Development Index
ICB	International Competitive Bidding
IFAD	International Fund for Agricultural Development
MFI	Micro Finance Institutions
MoU	Memorandum of Understanding
NABARD	National Bank for Agriculture and Rural Development
NCB	National Competitive Bidding
NGO	Non Governmental Organization
PCNA	Participatory Communication Needs Assessment
PFT	Project Facilitation Teams
PLF	Panchayat Level Federation
PRI	Panchayati Raj Institutions
SAC	Social Audit Committee
SC/ST	Schedule Caste and Schedule Tribe
SHG	Self Help Groups
SLDCRA	State Level Development Communication Resource Agency
SPP	Sub-project Proposal
SSA	Sarva Siksha Abhiyan
THADCO	Tamil Nadu Adiravida Housing Development Corporation
TNEPRP	Tamil Nadu Empowerment and Poverty Reduction Project
TNPVS	Tamil Nadu Vazhndhu Kaatuvom Society
ToR	Terms of Reference
VP	Village Panchayat
VPRC	Village Poverty Reduction Committees

PREFACE

The Project preparation started in 2004. The Project Team considered in detail the various alternatives suggested in the design of the Project by the World Bank Missions visiting the Project. The lessons learnt from other Poverty Reduction Projects within the State and outside were also considered. The Project Implementation Plan was finalized in consultation with the Government of Tamil Nadu. The Project Implementation Plan was revised after the negotiations in May 2005. The Project design has been tested in the pilot Panchayats.

This revised version of the Project Implementation Plan incorporates lessons learnt from the pilot Panchayats. There were some delays in Project implementation due to the elections to the State Assembly and Panchayats in May 2006 and Oct.2006 respectively. The revised version also incorporates the changes due to this delay especially in the implementation schedules.

One significant change is in the name of the Project. The earlier name of the Project, as finalised in 2005 was **“Pudhu Vazhvu”**. Subsequently in 2006 the Project name got changed to **“Vazhndhu Kattuvom”**. Since some of the documents like Project Agreement and Government Orders were finalised in 2005, the name “Pudhu Vazhvu” would have been used in those documents.

The Project Director and the State Team thank the World Bank Team leader and members who have contributed significantly for improving this version of Project Implementation Plan.

N.Muruganandam

Project Director

A. INTRODUCTION

A.1 Tamil Nadu – A Brief Profile

1 Tamil Nadu, the South Indian State of India nestles in the southern most tip of peninsular India. The State is bounded by Andhra Pradesh, Karnataka in the north and Kerala in the west. The waters of the Bay of Bengal and the Indian Ocean wash the coastal eastern and southern boundaries respectively. The map of India showing the location of the State is given in **Attachment A.1**.

2 The total geographical area of the State is 1,30,058 square kilometers divided into 5 major physiographic divisions of the Kurinji or mountainous region, the Mullai or forest region, the Palai or arid region, the Marudham or the fertile plains and the Neidhal or coastal region. The densely forested and wild life filled mountain chains of the Western Ghats, plateaus, intensively cultivated farmlands, fertile coastal plains are the geographical features of Tamil Nadu.

3 Tamil Nadu has a tropical climate with little variation in temperature during summer and winter. Summer temperatures rise above 40⁰ in the plain areas. Hill stations have pleasant climate. The average rainfall ranges between 635mm and 1,905 mm. The Nilgiris and other hill areas of the State get the highest precipitation while the arid regions are located in Ramanathapuram and Tirunelveli District.

4 The State is divided into 30 Districts, 2001 Talukas and 385 Blocks. There are 16,317 Villages in the State, out of which 917 are uninhabited.

5 Tamil Nadu is the sixth most populous state in India having about 6% of the country's population. According to 2001 census, the population of State is 62.41 Million as against 55.9 million in 1991 registering a decadal growth of 11.19%, the second lowest rate in India. The sex ratio is 986 females per 1000 males. The density of population is 478 per square kilometer.

6 About 56% (34.92 Million) of Tamil Nadu's population lives in rural areas. The overall literacy percentage is 73.47%. While male literacy is 82.33% the female literacy is 64.55%. The State ranks third after Kerala and Maharashtra, both in terms of overall as well as female literacy.

7 The birthrate (2002) is 18.5 per 1000 population, while the death rate (2002) per 1000 population is 8. The infant mortality rate (2002) per 1000 live birth is 44. The expectation of life at birth (2001-2006) for male is 67 and for female 69. The maternal mortality rate (2000) is 150 (India average - 200). 86% population has access to safe drinking water and 36% (14% rural) have access to toilets and bathing rooms.

8 The Tami Nadu's Human Development Index (HDI-2001) was 0.657 as compared to 0.571 for India as a whole. The State's per capita income above the national average, low fertility rate, good life expectancy at birth, increasing literacy rates are all contributing to a better HDI.

9 The per capita income at constant prices (base 1993-94) is Rs. 13,423 in 2003-2004 (at current prices Rs. 23,476).

A.2 Incidence of Poverty

10 In spite of the progress made by the State and a declining trend in the poverty, the poverty in the State still remain higher than in the neighboring states of Andhra Pradesh, Karnataka and Kerala and about 13.05 million (1999-2000) persons living below the poverty line.

11 According to official poverty estimates by the Planning Commission, Government of India (1999-2000) the incidence of poverty in Tamil Nadu is 20.55% in rural areas and 22.11% in urban areas. The poverty statistics for the State is presented in Table 1.1.

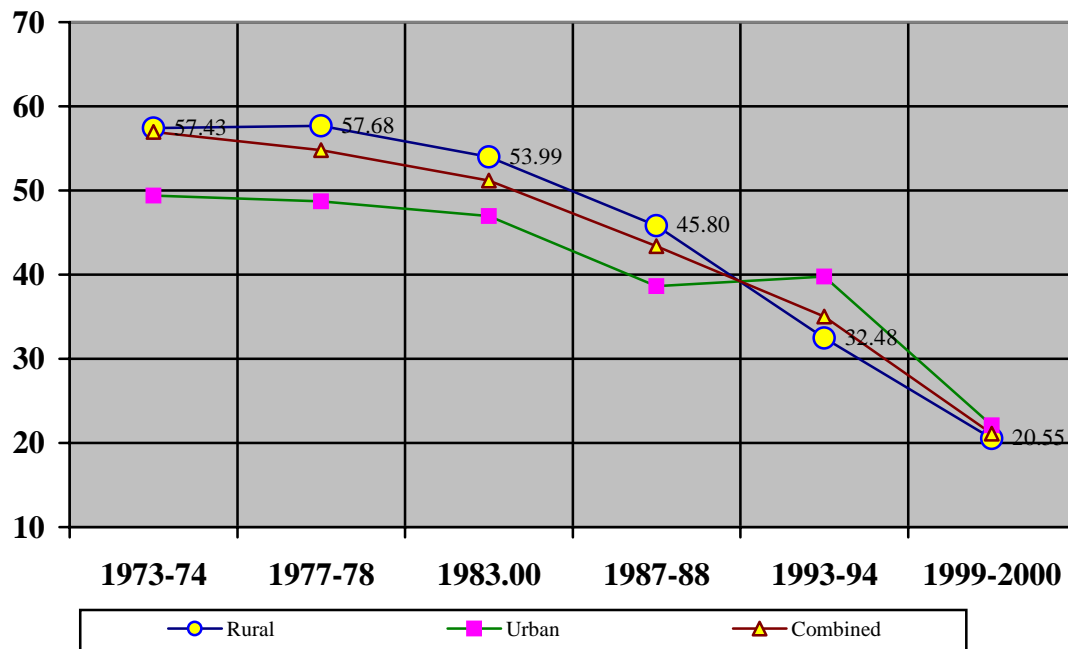
Table 1.1 – Incidence of Poverty in Tamil Nadu

Year	No. of Persons below BPL in Millions		
	Rural	Urban	Combined
1973-74	17.26	6.69	23.95
1977-78	18.25	7.30	25.95
1983	18.25	7.85	26.10
1987-88	16.18	6.93	23.11
1993-94	12.17	8.04	20.21
1999-2000	8.05	5.00	13.05

Source: Planning Commission, Government of India.

12 The declining trend in the percentage of the population living Below Poverty Line (BPL) since 1973-74 is shown in Figure 1.1.

Figure 1.1 Percentage of Tamil Nadu Population living Below Poverty Line



A.3 Characteristics of Poverty in Tamil Nadu

13 The key characteristic of the poverty in Tamil Nadu based on existing information as well as the assessment done as part of project preparation are:

- The poverty rates in the rural areas is higher
- There is wide disparity of incidence of poverty among social classes. Poverty among rural Scheduled Caste and Scheduled Tribe households are very high at 48.5% (Ray 2000)
- Women headed households in rural areas are worst affected by poverty
- Sizeable proportion of certain other backward communities are also suffering from poverty
- Prevalence of child labour is widespread.
- Girl children bear the brunt of poverty
- Low incomes and large variations in income resulting from bleak prospects in agriculture induce poverty among agriculture labourers who constitute 46% of the rural workforce as well as the 18% who depend on agriculture as the primary occupation
- Those with marginal holdings as well as the ones who have the reasonably sized holdings suffer from poverty
- In rural areas the non-farm income on an average is about 46% of the total household income (1993-94). The poorest households obtain only 19.8% of their

household income from non-agricultural sources, while among the most wealthy households it is about 50%.

A.4 Past Poverty Reduction Initiatives

14 Government of Tamil Nadu (GoTN) has been implementing various centrally sponsored schemes for poverty reduction like Sampoorna Grama Rozgar Yojana, Indra Awaas Yojana, Innovative stream for Rural Housing and Habitat Development, Pradhan Mantri Gramodaya Yojana, Pradhan Mantri Sadak Yojana, Swarna Jayanthi Gram Swarozgar Yojana

15 In addition to these schemes, GoTN has been implementing the following schemes for alleviating rural poverty:

- Thanniraivu Thittam – The focus of this scheme is to create durable assets, involving the people into development process through adoption of participatory approach. It aims to promote community participation in planning, execution of development works and maintenance of community assets with 25:75 cost sharing.
- Village Fair Development Scheme – This scheme involves construction of village-fairs and creates facilities such as stalls, drinking water, public convenience, lighting etc.
- MLA/MP Constituency Local Area Development Schemes
- Integrated Rural Sanitary Complex for women
- A special project for poor weaver families in 13 districts, covering design development, skill upgradation, technology upgradation, value addition and market promotion in handloom weaving
- Special projects for the disabled persons
- RASI (Rural Access to Services through Internet) centres run by Self Help Groups
- Namadhu Gramam (our village) scheme focuses on:
 - Resource mapping and community mobilisation for village development
 - Micro planning and prioritisation of needs among Village communities (through the Gram Sabha)
 - Convergence of funds and functionalities of all schemes at the village level
 - Community led improvement in the overall quality of life.
- Empowerment and Poverty Reduction Initiative – to cover 25 ultra poor households in every Village Panchayat annually, for a period of six years and aims at providing safety network to these households in terms of Livelihood security, Nutrition security, Shelter security and Health security.
- District Supply and Marketing Societies in all districts and Rural Bazar Website for marketing rural products
- Multipurpose Centres for Fishermen

A.5 Mahalir Thittam

16 Aimed at empowering poor women, an International Fund for Agricultural Development (IFAD) funded Women Development Project was implemented in 5 districts in 1992. Encouraged by the achievement, the programme was expanded to 14 districts as Mahalir Thittam with State Govt. funding in 1996 and the coverage was extended to entire State in three phases.

17 The main objective of Mahalir Thittam is to empower the poor women:

- By forming community based organizations through Self Help Groups.
- By building their capacities
- By providing access to credit and other linkages

18 As a result of this program, around 2,61,000 women Self Help Groups have been formed benefiting about 4.30 million women members as on September 2005. A saving of Rs.8100 Million have been mobilized by the members and credit linkage of Rs.14,290 Million has been provided. In addition to the mobilization of money, this program has been successful in empowering the women socially, facilitating their participation in Gram Sabha, making them aware of government schemes, etc. However, the success achieved in social empowerment could not be capitalised significantly into economic empowerment. It could also not cover the most vulnerable sections of the community

A.6 Key Lessons Learnt

19 The past poverty reduction initiatives have provided valuable lessons for developing successful strategies in addressing the poverty issues of the State on a sustainable basis.

20 Some of these lessons are:

- A large proportion of below poverty line population, are not mobilized into Self Help Groups (SHG). Among rural women, the coverage of SHG movement is only 64%. The leftover poor are the ultra poor and other vulnerable sections lacking-in economic capacity to be part of the thrift and credit movement.
- Emphasis was on thrift and credit activities rather than on sustainable livelihood improvements and micro credit institutions failed to graduate to micro enterprises.
- The exclusive focus on married women failed to enlist the other important segments of the rural society like youth, destitute, disabled and most vulnerable.
- The SHGs are mostly undertaking small and traditional economic activities many times failing to reach break even levels and marketing is a big constraint for SHG products.

- The access to economic assistance under existing Govt. Schemes like SGSY has been very limited.
- The SHG movement has grown independently without any formal linkage with the Village Panchayats.

A.7 Poverty Reduction - A New Vision and Strategy

21 GoTN has identified the prime goal of rural development as to improve the quality of life of the rural people by alleviating poverty through an integrated instrument to address all the dimensions of poverty through empowerment, self-employment and wage employment programmes. Similarly, the tenth Five Year Plan identified the goal of reducing rural poverty, organizing the rural masses into self-help groups and the establishment of micro-enterprises, training, credit linkages, market support etc as the priority and the thrust area. The tenth plan also identified strengthening of Gram Sabha, the governing body of village assembly, as an agency of social audit and to review the implementation of rural poverty reduction programmes. As a special strategy for developing women and children and empowerment of women, self-help groups have been identified as a thrust area during the tenth plan.

22 More specifically, GoTN strategy includes the following:

- Organizing ‘left out’ poor including the ultra poor, women and other vulnerable groups into SHGs and including them in the benefits and decision making stream and providing special assistance for disadvantaged sections, such as STs and disabled;
- Building linkages and partnerships with VPs (local governments), credit and financial institutions and corporate sector; and
- Supporting institutional development of SHGs through capacity building and development of strong federations that are institutionally and financially sustainable. On livelihood creation the focus will shift from SHGs to group formation for undertaking livelihood opportunities through provision of capacity building, skill support, marketing, technology transfer and promotion of higher investment per family.

A.8 Justification for the Project – Vazhndhu Kaatuvom

23 The GoTN poverty reduction programmes and schemes including “Mahalir Thittam”, have been addressing more or less the social needs. However the following serious shortfalls still remain to be addressed:

- There is a strong need for concerted efforts, enhanced skills and increased resources for mobilizing and empowering the very poor and vulnerable people who are currently left out in the poverty reduction initiatives.
- There is a strong need to graduate from social empowerment achieved by the existing Self Help Groups to financial empowerment. This requires financial

resources and linkages required to make investments necessary for generating significant increase in incomes of the poor.

- Achieving a renewed focus on the livelihoods of the poor required activities for encouraging, facilitating and developing the necessary input (skill development, technology etc.) and output linkages (market, price information etc.).
- There is a need for networking and federating the organizations of the poor to enhance long-term sustainability and improvements in scales of operation including linkages with local governments, private sector and other institutions.

24 Vazhdhu Kaatuvom Project has been designed to address the above concerns and bridge the gaps in the existing poverty reduction initiatives. The project builds on the strong foundation laid by Mahalir Thittam and other schemes in social empowerment and attempts to focus on economic empowerment of poor women and other disadvantaged.

B. THE PROJECT DESIGN

B.1

2.1 Project Goal and Objectives

1. The goal of the project is to support GoTN's strategy for reducing poverty among the rural poor and other vulnerable groups, currently outside the reach of most development interventions, through targeted assistance for productive livelihood activities, in a more enabling village environment, using the CDD approach.
2. The development objective of the project is to empower the poor and improve their livelihood through: (a) developing, strengthening and synergising pro-poor local institutions/groups (including Village Panchayats); (b) enhancing skills and capacities of the poor (especially women and the vulnerable); and (c) financing productive demand-driven business plans investments related to livelihoods for the target poor.

B.2 Key Performance Indicators

3. The outcome of the project will be assessed by measuring the following key monitoring indicators:
 - At least 20% increase in incremental income against base year (2006) for 50% of the target households by end of project (EOP)
 - At least 70% target households have increased their incomes
4. At least 80% of the CBOs (VPRCs, EAGs, VPs and Federations) have accessed and managed project funds according to rules and procedures

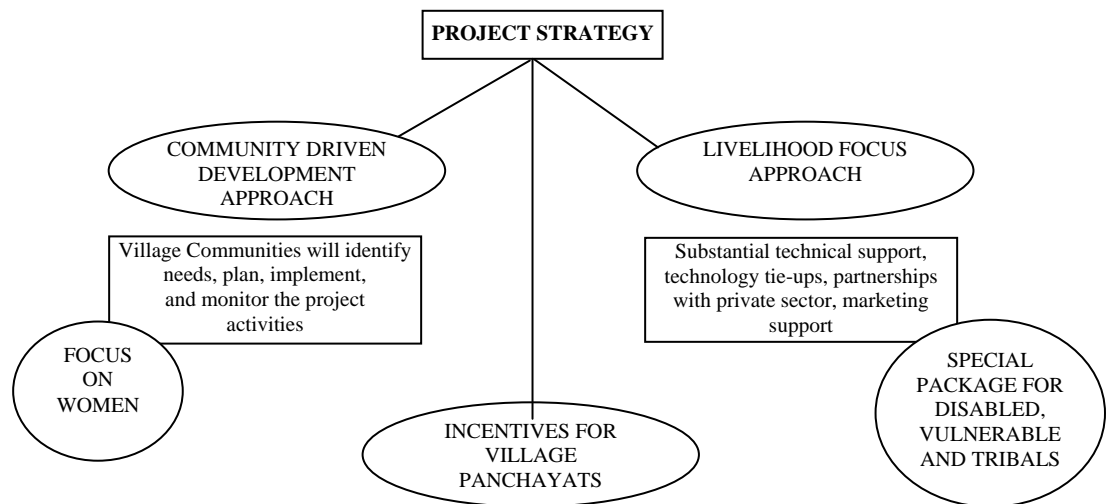
B.3 Project Scope and Strategy

5. The project will focus all its activities on the target population as defined in section B.6 below and identified through participatory identification process.
6. The project will adopt a Three Strategic Intervention model integrating livelihood focus approach, community driven development approach and providing incentives to Village Panchayats for adopting pro poor governance to tap the synergistic and complementary nature of economic, social, human and governance dimensions of poverty. The model is given in Figure 2.1 and detailed below:
 - *Community Driven Development Approach (CDD)*: The project will follow the CDD approach wherein village communities will identify their own needs, design and plan interventions, and implement and monitor them. The key non-negotiable principles that the process will adopt are equity, inclusion, transparency,

accountability, participation and facilitation. The project will have a special focus on women, disabled, vulnerable and tribals

- *Livelihoods Focus:* Village communities will be introduced to new income generating opportunities, provided substantial technical and financial assistance so as to improve the productivity of existing skills, assets and businesses, and reduce vulnerability. Partnerships and tie-ups with private sector, research institutions and other agencies will be established to provide technical know-how, product development and market linkages. Access to savings, credit and insurance services would also be strengthened to help build financial assets and mitigate risks.
- *Providing VP Incentives for Pro-poor Governance:* VPs will be involved in the project processes and will be provided incentives to (a) improve their governance by becoming transparent and accountable to their community members; (b) respond to the needs of the poor by effective identification of the poor and vulnerable; and (c) provide support to the VPRC for it to implement the VPRC Fund efficiently and in accordance with the agreed rules and procedures.

Figure 2.1 Three Strategic Intervention Model for Vazhndhu Kaatuvom Project



B.4 Non-negotiable Principles of the Project

7. The CDD approach for project implementation necessitates compliance with the following basic principles by the community, service providers and facilitating teams as well as project staff. These are called non-negotiables of the project and are summarized below:

- *Inclusion* – Inclusion of the very poor and disadvantaged sections of the community (Disabled, Widows, Destitute and other Vulnerable) will be the key guiding principle of the project. 90% of the project benefits will flow to the poor and the disadvantaged sections of the community. 60% of the village funds will flow to the very poor.

- *Equity* – The project will focus on women and they will play a determining role in all community organizations promoted and in decision-making process related to the project activities.
- *Participation* – The project will ensure participation of all the primary stakeholders, adequately represented by target poor, Disabled and Most Vulnerable and also youth in all project activities. All activities and programmatic decisions of the project at the village shall be based on participatory processes involving at least 60%^{3rd} of the target population.
- *Facilitating Style* – The project functionaries, representatives, resource organizations and support staff will maintain the true spirit of community driven development across all the activities, processes and adopt an enabling style so as to ensure self help and transfer of control to the community. The project shall have faith in the capacity of the poor to undertake, control and decide on all the activities of the project.
- *Transparency and Accountability* – All activities in the project will be done ensuring the transparency and downward accountability.

8. **“Uyirmoochu”¹ - The non-negotiable principles for the community:** The key project principles have been summarized in the form of six “Uyirmoochu” and have been elaborated in Community Operational Manual.

B.5 Selection of Project Districts, Blocks and Villages

9. The **GoTN** held wider consultations with different stakeholders on the methodology of identifying and selecting the target population. Various studies were also undertaken to evolve a methodology in clearly targeting the project benefits to the real needy and the poorest.

10. **Selection of Districts and Blocks:** The project developed a two stage selection process and the first stage is to select the project blocks. All the 385 blocks in the state were ranked in a descending order, with a combined weighted score, based on the criteria given in Table 2.1:

Table 2.1: Criteria for Block Selection

No	Selection Criteria	Weight
1	Percent population Below Poverty Line	0.5
2	Weaker Sections – SC and ST Population	0.5

11. To target the poorest and the most vulnerable areas, the districts with at least three of the most backward 150 blocks, were identified for project implementation. For project interventions, the number of blocks in a district will be limited to five and the number of VPs to a maximum of 225 per district

¹ Means life breath, essentials for sustaining life.

12. Self Selection of Village Panchayat: All VPs in the selected blocks will be eligible for participation. In the second stage, a self-selection process based on willingness criteria will be adopted by the eligible VPs. The willingness criteria basically reflect the VPs acceptance and agreement to follow project rules, processes and non-negotiable principles of inclusion, equity, participation, transparency, accountability and facilitating style. VPs that are agreeable to the willingness criteria and have a Gram Sabha resolution to this effect can apply for the project and will be included.

B.6 Target Population

13. Within the selected VPs, the project will have its focus on the following categories:

- Very poor and Poor and poor households
- Most vulnerable - destitute, widows, deserted women, aged, orphans
- Marginalized communities including tribals, and
- Disabled

14. persons the

15. The target population will be identified by participatory method of identification of the poor using specific tools such as social mapping and wealth ranking as detailed in the Participatory Identification of Poor Manual. The Below Poverty Line (BPL) list prepared by the Rural Development Department, GoTN and other available secondary data will be used as a reference. The list of target population will be approved by the Grama Sabha and displayed in public places in the all habitations.

16.

17. The project will cover approximately 350,000 households and is expected to benefit about 1.75 million persons directly and about 6.6 million persons indirectly.

18. The budget envelope for Village Panchayats would be based on the total target population in the village panchayats by a weighted average of total population and ST population. The allocation will be adjusted for tribal population, as the allocation for STs will be 50% more than that for the poor.

B.7 Project Area

19. Using the selection criteria, GoTN selected 70 backward blocks spread over 15 districts out of the total 30 districts in the State for implementation of the Project. Thus the project will be implemented in 2469 Village Panchayats in these 70 blocks, details of which are given in Table 2.2.

Table 2.2: Basic Information on the 15 Project District

No.	Districts	Blocks	Panchayats	No.of Habitations	No. of Families (total)	Total Population
1.	Coimbatore	5	102	290	131804	458751
2.	Namakkal	6	14	1006	130416	337989
3.	Salem	6	140	1213	140489	512214
4.	Theni	4	80	538	100671	494943
5.	Thiruvavarur	4	159	702	87584	380107
6.	Vellore	5	198	1004	141275	662037
7.	Thiruvannamalai	4	183	893	78531	369100
8.	Cuddalore	4	207	761	115844	493083
9.	Kancheepuram	4	186	1097	87689	479352
10.	Ramnad	3	94	676	52687	199994
11.	Nagapattinam	5	187	1224	109980	481611
12.	Thiruvallur	5	182	782	87043	558385
13.	Tirunelveli	6	187	633	122354	465205
14.	Tuticorin	4	200	541	73384	330748
15.	Villupuram	5	130	825	112497	453493
	Total	70	2329	12185	1572248	6677012

20. The project will follow a phased initiation of districts with the first phase starting in 7 districts of Theni, Tiruvarur, Vellore, Salem, Namakkal, Tiruvannamalai and Coimbatore. These districts have been identified considering the percentage of SC/ST population and general preparedness of the district to undertake the project. The remaining 8 districts will be initiated into the project in the next phase.

21. The map of Tamil Nadu State showing the districts selected for project implementation is given in Figure 2.2.

22. The detailed socio economic profiles of the project districts are given in **Attachment B.1**. The list of 70 blocks selected for project implementation is given in **Attachment B.2**.

Figure 2.2 Project Districts

B.8 Project Components

23. The project will have the following components and sub-components:

Component A: Village Livelihood Program

A.1 Formation and Strengthening of Village Institutions

A.2 Village Fund

A2 (i) VPRC Fund

(a) Capacity Building Fund

(b) Special Fund to assist the Disabled and most Vulnerable

A.2 (ii) Livelihood Fund

A.2 (iii) Village Panchayat Incentive Fund

A.2 (iv) Para-professional Development and Federation Development and Strengthening

Component B: District and State support for Village Livelihood Program

B1. Capacity Building of State and District level Teams

B2. Livelihoods and Business Support for establishing linkages and partnerships at District and State Level

B3. Monitoring, Evaluation and Learning (ME&L)

Component C: Project Management

24. The detailed descriptions of the project components are given in Chapter 3(Project Components Description).

B.9 Project Costs

25. The total cost of the project including taxes, duties, physical and price contingencies are estimated to be Rs. 7,171 Million. The summary of component wise project cost estimate is given in Table 2.3. The detailed component wise, year wise analysis of budget is given in **Attachment B.3**.

Table 2.3 - Component Wise Project Cost Summary

No.	Component	Amount in Rs. Million	%
A	Village Livelihoods Program (A1+A2)	6370.00	88.83
A1	Forming and Strengthening Of Village Institutions	643.00	9.00
A2	Village Fund (A2.i+A2.ii+A2.iii)	5727.00	80.00
A2.i	VPRC Fund	2001.00	27.90
A2.ii	Livelihoods Fund	2990.00	41.70
A2.iii	Village Fund – Village Panchayat Incentive Fund	536.00	7.50
A2.iv	Para- professional Development and Federation Development Strengthening	200.00	2.80

No.	Component	Amount in Rs. Million	%
B	District and State Support for Village Livelihood Program	315.40	4.40
B1	Capacity Building at State and District level teams	172.40	2.40
B2	Livelihood and Business Support for establishing linkages and partnerships at State and District Level	90.40	1.25
B3	Monitoring, Evaluation and Learning	52.60	0.73
C	Project Management	485.60	6.77
	Total (A+B+C)	7171.00	100.0

B.10 Project Financing Plan

26. The Financing Plan for the project is given in Table 2.4.

Table 2.4 Project Financing Plan

Source	US\$ Million	Rs. Million
Government of Tamil Nadu	27.00	1218.00
World Bank (IDA)	120.00	5412.00
Village Communities	12.00	541.00
Total	159.00	7171.00

B.11 Project Benefits

27. The various benefits expected to be received by the different stakeholders of the project are summarized in Table 2.5.

Table 2.5 Summary of Stakeholder wise Project Benefits

Project Stakeholder	Benefits
Target Poor	<ul style="list-style-type: none"> • Enhanced household income • Improved quality of life • Improved social status • Increased participation in village development activities • Leadership positions recognized • Increased recognition of needs and priorities • Enhanced allocation of resources and convergence of other programs for solving problems
Disabled and most vulnerable	<ul style="list-style-type: none"> • Inclusion and participation • Improved quality of life • Enhanced social status • Increased income • • Reduction in vulnerability
Women in the village	<ul style="list-style-type: none"> • Recognition of leadership • Greater participation in decision making

Project Stakeholder	Benefits
	<ul style="list-style-type: none"> • Increased income and independence • Better social security • Greater confidence
Youth in the village	<ul style="list-style-type: none"> • Increased opportunity in skill development and employment • Recognition of leadership • More opportunity to participate in the village development • Opportunity to develop as Para-professional • Improvements in income level
Tribals	<ul style="list-style-type: none"> • Autonomous decision making • Increased flow of resources • Increase in income • Improvement in social status • Recognition of leadership and participation in village development activities
Non poor in the village	<ul style="list-style-type: none"> • Increased efficiency of the Village Panchayat • Increased flow of funds to the village • Good governance by VP, CBOs • Improvement in quality of life where VP Incentive Funds are being implemented • Increased availability of quality products and services from EAGs
Village Panchayat	<ul style="list-style-type: none"> • Improved governance • Increased flow of funds • Capacity building of members • Better planning of resources • Better identification of needs and priorities for village development
District Administration	<ul style="list-style-type: none"> • Good governance model for other projects • Capacity building • Convergence of other developmental programs • Enhanced efficiency of rural development activities
Government of Tamil Nadu	<ul style="list-style-type: none"> • Better targeting of resources • Better model for bottom up decentralized planning focusing on community inclusion and decision making. • Aggregation of needs and priorities of the rural poor • Improvement in governance due to increased resource efficiency and effectiveness of development strategy • Improvement public image

C. PROJECT COMPONENTS DESCRIPTION

1. The project activities and resources are structured around three components of the Project. They are:

Component A: Village Livelihood Program

Component B: District and State support for Village Livelihood Program

Component C: Project Management

2. The detailed description of each of the component and sub-components is given in the following sections:

C.1 Component A -Village Livelihood Program (Rs. 6,370.00 Million)

- 1 3. This is the largest component of the Project with a total of 89% of the Project funds earmarked for implementing the component and has two sub-components as detailed below:

A.1 Formation and Strengthening of Village Institutions

A.2 Village Fund

A2 (i) VPRC Fund

(a) Capacity Building Fund

(b) Special Fund to assist the Disabled and most Vulnerable

A.2 (ii) Livelihood Fund for Economic Activity Groups

A.2 (iii) Village Panchayat Incentive Fund

A.2 (iv) Para-professional Development and Federation Development & Strengthening

4. **Sub Component A.1 - Formation and Strengthening Village Institutions (Rs. 643.00 Million):** This component of the Project will facilitate formation of pro-poor institutions of village communities and build their institutional capacity to synergise and strengthen productive livelihood related investments at the village level.

5. The *objective* of this sub-component is to support and develop inclusive, self-reliant, self-managed and sustainable community organizations and their federations for livelihoods improvement.

6. The main *activities* under the sub-component are:

- Disseminating project principles and activities to the community.
- Providing initiation fund of Rs.35,000 to the VP for initiating the project activities in the village. From phase II onwards, the amount of initiation fund will be

decided based on population of the village panchayats. Villages with less than 3000 population will receive Rs.25,000/- others will receive Rs.35,000/-

- Participatory identification of the poor so as to target the project benefits to the very poor, disabled and other vulnerable groups in the village.
- Mobilizing the left out very poor families, disabled and vulnerable into SHG activities and strengthening of existing SHGs of the target population to facilitate the formation of VPRC.
- Formation and strengthening of Village Poverty Reduction Committees (VPRC) as an inclusive and autonomous institutions as discussed in chapter 4, para 39.
- Undertaking capacity building activities including exposure visits for members of VP, VPRC, SHGs, EAGs and their Federations
- Constituting additional tribal VPRC where the number of tribal families is 50 and above, and forming Tribal Sub Committee if tribal population is less than 50.
- If the tribal population is above 60 % of the total population there will be a Single VPRC. The VPRC will follow all norms as per general VPRC. However, all office bearers and 70 % all habitation representatives should belong to tribal population. Wherever necessary, the VP shall allow the representation of other marginalized communities like scheduled castes in the VPRC

7. The implementation arrangements for the sub-component are as follows:

- The PFT set up at the village cluster level for covering about 10-15 VPs will provide institution and capacity building support to VP, VPRC and other CBOs of the target population. For tribal and difficult terrain areas lesser number of panchayats can be considered on case-to-case basis. The project will provide for set-up cost and operational cost of PFT.
- The VP will enter into an MoU with the District Society and spearhead implementation of the project
- The VP with the facilitation of the PFT will undertake the participatory identification of the poor, the disabled and most vulnerable. The list of the target population will be approved by the Gram Sabha.
- The District Project Management Unit (DPMU) will hire PFTs and induct them with the help of Capacity Building Agencies. The DPMU will be responsible for monitoring the performance of the PFT.
- There will be a separate disability resource agency at the block level, which will depute a resource person to assist and work with each PFT on disability and vulnerability issues.

8. The outcome indicators under the sub-component are:

- At least 70% of identified vulnerable population like disabled and tribal persons are organized into SHGs and accessed special assistance funds.
- At least in 90% of CBOs, poor/ very poor women are occupying decision-making positions in VPRCs and EAGs.

9. **Sub Component A.2 - Village Fund (Rs.5727.00 Million):** About 81% of the project fund will be directly transferred to autonomous and inclusive CBOs of the poor formed and strengthened under the activities of the Component A.1. This is in line with the key project design feature of transferring control over decision-making and resources to the village communities.

10. The *objective* of this sub-component is to enable the village communities to identify, prioritize, plan and manage their own funds and access resources for investment. Utilizing the Village Fund, the very poor in the village especially women and unemployed youth will be able to start potential productive investments to secure employment and income generation. For supporting the tribals, disabled and vulnerable, the village community will be able to plan and implement specialized programs. Village Fund will be implemented directly by the village communities. Village Fund will be allocated to each VP initially based on the total number of families and number of tribal families.

11. The Village Fund consists of 4 sub-funds:

A 2 (i) VPRC Fund
 Capacity Building Fund
 Special Fund to assist the Disabled and Most Vulnerable

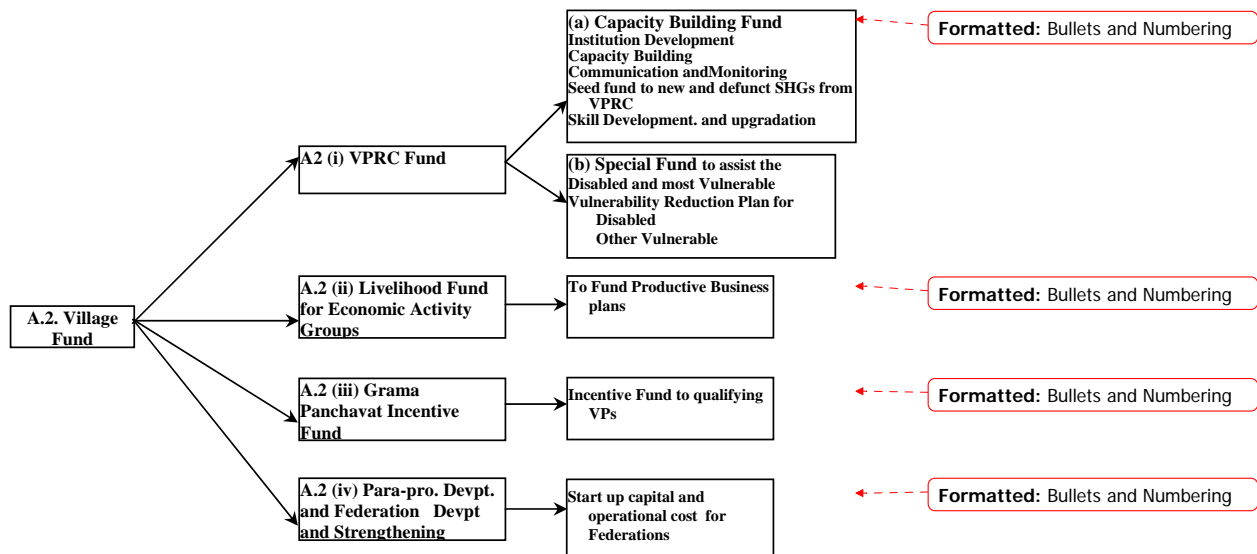
A 2 (ii) Livelihood Fund for Economic Activity Groups,

A 2 (iii) Village Panchayat Incentive Fund and

A 2 (iv) Para-professional Development and Federation Development Fund.

12. The details of the Village Fund are summarized in Figure 3.1:

Figure 3.1 Sub-components of the Village Fund



13. **Sub Component A.2 (i) VPRC Fund (2001.00 Million)**: This sub-component will include activities implemented with the major proportion of the Village Fund directly released to the VPRC for which VPRC will be directly responsible.

14. The overall *objective* of the VPRC Fund is to develop the VPRC as an inclusive, autonomous and accountable village institution that has the institutional and financial capacity to plan, facilitate and monitor capacity building of CBOs of the poor such as SHGs and EAGs, and support skill building and other activities to assist disabled and other highly vulnerable people in the village. Specifically, the Fund would enable VPRC to:

- Develop confidence, skills and capacity (management, financial, procurement, etc.) of the office bearers within the village to plan, implement and monitor the VPRC Fund;
- Make the local institutions (VPRC, VP etc.,) accountable to the communities (such as Village Assembly and SAC); and
- Provide necessary information and exposure to the community members to develop productive Business plan Proposals for livelihood improvement.

15. The key outcomes of this sub-component are (i) development of the skill base of the community to plan and manage their activities so that they earn additional income; (ii) increased ability of the community based institutions to raise and manage funds independently; and (iii) special assistance to the identified vulnerable and disabled sections of the community.

16. The main *activities* under the sub-component are described under (a) Capacity Building Fund and (b) Special Fund to assist the Disabled and Most Vulnerable below:

17. **Sub Component A.2(i) a. Capacity Building Fund**: The main objective of the Capacity Building Fund (CBF) are (i) build skills of newly formed village institutions (VPRC and EAGs) in planning, implementing and managing village development and livelihood activities, (ii) empower the newly formed SHGs consisting of left out and marginalized poor and very poor by improving their credit worthiness, and (iii) help the eligible community members, especially youth, acquire critical skills and competencies for gainful employment or starting a business.

18. The key *activities* under Capacity Building Fund are as follows:

- Launching thematic IEC activities
- Training and orienting office bearers of village institutions in participatory planning, budgeting, appraisal, procurement, implementation and operation and maintenance aspects
- Arranging capacity building of newly formed SHGs and untrained SHGs.
- Arranging monitoring of SHGs

- Providing technical support for the preparation of plans and proposals for implementing various sub components of the Village Fund including development of Business plan Proposals for livelihood investments
- Organizing exposure visits and other demand driven capacity building activities; and
- Providing *Seed Funds* to SHGs of left out and marginalized poor who have not been credit linked . This fund may be given by VPRC and based on the group constitution and very poor/poor membership, the VPRC may decide to give it as a soft loan or grant so that the fund can be rotated among all new needy SHGs formed.
- Supporting non linked and new SHGs of very poor for obtaining credit rating
- Linking up SHGs with local banks for accessing institutional credit
- Cost of preparation of Business plan Proposal including participatory identification of resources, opportunity assessment, Cost Benefit Analysis etc.,
- Imparting training to the members of CBOs like VPRC, SAC, SHG , EAG and other federations
- Cost of appraising the Business plan Proposal prepared by EAGs.
- Supporting Village Poverty Reduction Committee's to meet its set up and operational cost including honorarium to Bookkeeper and community disability facilitator.
- Helping eligible community members especially youth, to upgrade traditional skills and/or acquire critical skills such as financial accounting, business development, computer literacy etc. that can lead to gainful employment opportunities or starting a business.

19. **Sub Component A.2 (i) (b) Special Fund to assist the Disabled and Most Vulnerable:** The objective of this Special Fund is to identify and assist the disabled and the most vulnerable in the village (including destitute, deserted women, orphans, aged, widows) to be socially and economically mainstreamed.

20. The key *activities* under the sub-component are:

- Identification of the disabled and most vulnerable in the village and promoting their Disabled Persons Group (DPG), Self Help Groups (SHG) and Federations
- Implementing capacity building and skill development activities to enhance their livelihood
- Organizing disability assessment, treatment and rehabilitation activities.
- Livelihood Assistance to care givers in case of severe disability including mentally challenged, which hinders the disabled from being part of the group
- Educational assistance to children with disability , children of disabled in the very poor category and orphans
- Support for individual livelihood activities to the disabled and needy most vulnerable including extension of one time grant, so as to enable them save and participate in group activities.
- Other vulnerability reduction initiatives like home based rehabilitation services, care and support services to the aged without any support.

21. The *implementation arrangements* for the VPRC Fund sub-component are:
- The Gram Sabha will adopt the guidelines for implementing each of the sub-components of the VPRC Fund based on the model guidelines given in **Attachment C.1**.
 - The PFT will organize necessary technical assistance for the preparation of the VPRC Plan. The VPRC itself will prepare the Plans and the Gram Sabha will approve the same.
 - The first VPRC Plan will be indicative in nature. Detailed situation analysis for planning each of the sub components like, vulnerability reduction, skill building will be undertaken subsequent to the first VPRC Plan preparation. A detailed resource and opportunity assessment will also be undertaken to identify the likely livelihood opportunities, which could be taken up for implementation. The VPRC Plan will be updated to include all these information.
 - The PFT will facilitate and handhold the VPRC to identify the capacity building needs and incorporate the same in the VPRC Plan along with the needs of Seed Funds, Skill Development Fund. The Vulnerability Reduction Plan will also be a part of the VPRC plan. The format for preparing the VPRC Plan is given in **Attachment C.2**. The format for compliance check by the DPMU is given in **Attachment C.3**.
 - The Seed Fund will be provided to the SHGs of the target population, which have not been able to achieve bank linkage or any other direct assistance so far. The Seed Fund will help the SHGs to achieve credit rating by giving internal loans and demonstrating repayment and promptbook keeping. For this purpose SHGs having at least 80% of its members consisting of the target population will alone be eligible.
 - The VPRC will identify the participants for the skill development training with the help of the PFTs. The names of the participants shall be approved by the village assembly. The VPRC will monitor the training and trained members will be helped to tie up with employment / placement agencies and / or encourage to set up Business Units utilizing the newly acquired skills.
 - With the help of specialized service agencies, the VPRC will prepare Vulnerability Reduction Plan as part of VPRC Plan. The PFT will facilitate.
 - The VPRC will request for the release of funds from the District Society in installments subject to attainment of key milestones as laid out in a VPRC Financing Agreement discussed in Chapter 8 – Financial Management. The format for requesting 2nd and 3rd installments of VPRC Fund is given in **Attachment C.4**. The PFT will assist the DPMU in verifying milestones and recommending release of installments.
 - The detailed participatory steps of activities to be undertaken for the preparation of the initial VPRC Plan and its subsequent updating have been given in Community Operational Manual.
 - The VPRC will prepare a completion report as given in **Attachment C.5** upon completion of the activities under the VPRC Plan.

- The detailed stepwise implementation of VPRC Fund is elaborated in Community Operational Manual
22. The outcome indicators under VPRC Fund are:
- At least 80% of the CBOs (VPRCs, EAGs, VPs and Federations) have accessed and managed project funds according to project rules and procedures
 - At least 70% of all VPRCs and other CBOs supported by project consistently get satisfactory performance scores in report cards.
 - At least 70% of the identified vulnerable/ disabled are organized into SHGs and have accessed special assistance funds
 - At least 70% of the SHGs/ EAGs of the poor have accessed funds through linkage with banks and other financial resources
 - At least 70% of the SHGs are members of federations whose performance is independently rated as good in a classification of good, average and poor.
23. **Sub Component A 2 (ii) Livelihood Fund (2990. 00 Million)**: The village community can earmark about 50% of the Village Fund for implementing economic activities as Livelihood Fund.
24. The *objective* of this fund is to improve the livelihood of the poor, disabled and most vulnerable by financing demand driven productive investments identified in the Business plan proposals. These investments will include funding necessary productive infrastructure, equipments, technical assistance, linkages and partnerships and/or adding value to on-going activities that increase beneficiary incomes.
25. The main *activities* under the sub-component are:
- Providing technical assistance for preparing productive Business plan Proposals and funding the investments required in infrastructure, equipments, technical assistance, linkages and partnerships and/ or adding value to on going activities that increase beneficiary incomes
 - Providing technical assistance for identifying livelihood opportunities
 - Providing technical assistance for preparing detailed Business plan Proposals including Business Plans incorporating measures to reduce various market risks
 - Arranging for linkages with banks and other financial institutions to access financing for implementing Business plan Proposals
 - Funding up to a maximum of 50% of the financing gap for Business plan Proposals
 - Providing market information, linkages, technical know how and other support services needed for enhancing sustainability of economic activities and in achieving economies of scale.
26. The *implementation arrangements* for the sub-component are:

- The PFT will assist the VPRC in undertaking village level resource analysis and in identifying potential livelihood opportunities to be included in the updated VPRC Plan Plan.
- The VPRC will form Economic Activity Groups (EAG) for planning and implementing an identified economic activity. The Livelihood Funds guidelines are given in **Attachment C.6**.
- The PFT will arrange for training the EAG members on economic activities.
- The EAG will prepare Business plan Proposals with technical assistance from external experts. The format for preparing Business plan Proposals is given in **Attachment C.7**.
- The VPRC will appraise the Business plan Proposals with the help of technical appraisers empanelled by the DPMU. The DPMU will ensure that the Business plan Proposals are appraised in accordance with Vazhdhu Kaatuvom Project rules.
- DPMU will make available a roster of service providers who can be hired by the VPRC for providing technical service to the EAGs in planning and implementing Business plan Proposals.
- The DPMU will prepare a rate bank database reflecting market rates so as to enable the EAGs to prepare realistic Business plan Proposal.
- The EAG members will have to make necessary arrangements to raise at least the 50% equity contribution either from banks, accredited MFIs, parent SHGs, federation, etc for implementing the Business plan Proposal which will include value addition.
- The DPMU will organize orientation programs and regular interaction with banks and other financial institutions for ensuring credit linkage so as to enable EAG members to raise their equity contribution.
- EAG will enter into Livelihood Fund (EAG) Financing Agreement with the DPMU detailing the terms and conditions under which Livelihood Fund will be released to the EAG including milestones of release of installments of funds.
- The SPMU will identify and constitute livelihood thematic advisory groups at the state level consisting of experts from universities, trade promotion bodies, NGOs, bankers etc. for advising on innovative livelihood opportunities.
- The DPMUs will identify various livelihood resource and training agencies and trainers at the district level to provide facilitation and capacity building assistance to EAGs.
- The SPMU and DPMU will arrange to establish forward and backward linkages and partnerships
- The PFTs will facilitate federation of EAGs for promoting sustainability of EAG activities.

27. The *outcome indicators* under the sub-component are:
- At least 70% of VPRCs and EAGs receive support for livelihood plans in accordance with agreed service standards conducted through Report Card
 - At least 70% of EAGs working in partnership with private sector organizations or other institutions
 - At least 70% of the EAGs of the target poor and tribal have accessed funds through linkage with banks and other financial resources..
 - At least 15 % of cluster based EAGs are federated and functioning as business enterprises and are financially viable.
 -
28. **Sub Component A 2 (iii) Village Panchayat Incentive Fund (Rs. 536.00 Million):** This component provides incentives for VPs to become pro-poor and support the project activities by developing a relationship of trust between the elected representatives and target poor.
29. The *objectives* of the Incentive Fund is for the VPs are to:
- Improve their governance by becoming transparent and accountable to their community members
 - Respond to the needs of the very poor by effective identification of the poorest families and vulnerable people
 - Provide support to the Village Poverty Reduction Committee (VPRC) for it to implement the VPRC fund efficiently and in accordance with the agreed rules and procedures
30. The *key activities* under the sub-component are:
- Disseminating the guidelines for the Village Panchayat Incentive Fund
 - Collecting applications, evaluating and identifying the eligible VPs
 - Disbursing the Incentive Fund to eligible VPs.
31. The *implementation arrangement* under the sub-component are:
- The guidelines for VP Incentive Fund are given in **Attachment C.8**.
 - About Rs.6 lakhs (US\$13,000) will be available as a special reward/incentive to those project Village Panchayats that have shown good governance and accountability, and have demonstrated that the benefits of the VPRC implementation have satisfied the needs of the poorest in the village. Only those VPs that satisfy the milestones/eligibility criteria as shown below within three years of formation of the VPRC (registration/formation date) will be eligible for the Incentive Fund.

- The VPs can apply for this fund as and when they fulfill the eligibility criteria as described in the VP Incentive Fund guidelines. DPMU will process the applications in June and December every year. The selection committee constituted for this purpose will scrutinize the applications. The funds will be available at the DPMUs. The amount will be released to eligible Village Panchayats in two installments subject to their achieving the milestones. It is expected that about 800 Village Panchayats will qualify for the incentive fund.
- The VP will release the incentive in 2 instalments of Rs. 3 lakh each against submission of proposals. The fund would be an untied fund and the VP could utilize it for any priority of the village that benefits the members of the community especially to improve the lives of the poorest households or individuals and/or improve functioning and governance of the Village Panchayat as a pro-poor service delivery institution. The funds cannot be utilized for activities shown in the Negative List included in the guideline.

32. The outcome indicators under the sub-component are:

At least 30% of the total VPs have accessed both tranches of Incentive Fund.

33. **Sub Component A 2 (iv) Para-professional Development and Federation Development Fund (Rs. 200.00 Million):** This component will support human resource development and institutional sustainability of the improvements achieved by the village communities and their CBOs beyond the project period.

34. The *objective* is to identify and develop local resource persons as Para-professionals for providing the Village Assembly with technical support beyond the project and to assist the functioning of SHGs and EAGs through promoting and developing their Federations.

35. The *key activities* under the sub-component are:

- The SHGs and EAGs will be provided with technical assistance to federate themselves and develop Federation level Business Proposals.
- In addition to technical and capacity building support, start up capital support to bridge the financial gaps of potentially viable Business plan Proposals prepared by the Federation will be provided by the project.
- DPMU with the help of PFTs will promote and build the federations of SHGs at an appropriate level . Similarly federations of Economic Activity Group will be promoted at the appropriate level depending on the scale of the Economic Activity.
- The initial operating cost of SHG Federations will be supported.
- The local resource persons as identified by the village community and who have completed the minimum required satisfactory services to the CBOs, will be provided with necessary capacity building support to develop themselves as Para-professionals who will be able to provide professional technical assistance to other village communities. The Para-professionals will be attached to the Federations.

- The Federations are expected to provide a wide range of services and facilitation support to SHGs, EAGs and other CBOs like, monitoring, capacity building, conflict resolution, internal audits, facilitation of external audits, linkages with banks and insurance companies, linkage with Panchayats and governmental agencies etc. The technical services which could be provided by the Federation include bulk purchase of inputs, facilitation of access to market information, aggregation of produce for marketing, processing and other value addition, capacity building and conflict resolution.

36. The *outcome indicators* under the sub-component are:

- At least 15% of EAGs are federated and functioning as financially viable business enterprises.
- At least 50% of the VPs having 5 Para-professionals identified, trained and offering services.

C.2 Component B: District and State Support for Village Livelihood Program (Rs. 315.40 Million)

37. This component would support and strengthen the project teams and support organizations at the state and district levels to respond to the needs of the poor and build institutional linkages and livelihood options for enhanced sustainability of the livelihoods of the poor and vulnerable.

38. The *objectives* of this component are to:

- Nurture and develop competent staff, resource persons and agencies with required skills and capabilities at both the district and state levels to support village institutions,
- Establish service standards to enhance responsiveness and timely support of district and state levels to village institutions,
- Build linkages and tie-ups with support organizations and service providers to enable communities to broaden livelihood options and improve sustainability of livelihood activities, and
- Establish monitoring, evaluation and learning systems to monitor project progress.

39. The *key activities* under the component are grouped under three main sub components as below:

40. Sub Component B 1. Capacity Building at State and District level (Rs. 172.40 Million):

- Structured induction of the state and district staff on the key project principles and the three strategic intervention model.
- Preparation of capacity building modules and organizing training programs for district and cluster level staff.
- Sensitizing all partner agencies on the project, its rules and procedures.
- Organizing exposure visits to successful project sites, on the job training, experiential learning etc.
- Designing and implementing social accountability systems like, report cards based on agreed service standards to inculcate downward responsiveness and accountability of project teams at state, district and cluster levels to the needs of the community.

41. B 2. Livelihoods and Business Support for establishing linkages and partnerships at District and State Level (Rs. 90.40 Million): This sub-component will decrease the vulnerability of village communities to dependence on local money lenders and traders, augment the viability of the livelihood proposals and broad base the livelihood options for enhancing the sustainability of livelihood and business development activities through the implementation of:

- Establishing linkages with financial institutions to improve the quality of financial and other input services available to project beneficiaries;
- Providing national and international market information on demand, product quality, pricing trends, consumer behavior trends etc.;
- Networking with existing task forces and think tanks at district and state level for working out strategic alliances and partnerships with producers, co-operative federations, private sector, commodity boards, industry confederations, export promotion organizations;
- Building linkages with technology foundations and other international networks; and
- Hiring capacity building agencies for the preparation of training modules and building capacity of district and cluster level teams.
- The DPMUs and SPMU will be responsible for establishing linkages and partnerships at district and state level for livelihood and business support.
- The livelihood financing capacity of financial institutions will be strengthened through arranging workshops and exposure visits for banks and MFI staff to innovative models of livelihood financing.
- In order to pilot innovative livelihood support activities, an innovation fund as a small competitive grant will be provided for institutions.

42. B 3. Monitoring, Evaluation and Learning (ME&L) (Rs. 52.60 Million): This sub-component will fund the development of the ME&L systems through:

- Developing and maintaining Management Information System (MIS), linkage with financial information system, (FMS), and community monitoring;
- Institutionalising social accountability mechanisms
- Training CBOs in self monitoring tools

- Introducing and operationalising Report card systems
- Instituting various studies and consultancies, and
- Designing and implementing ME&L exercises like baseline survey, process monitoring, mid-term review and Impact Evaluation.

44. The *implementation arrangements* for the components are:

- Monitoring resource agencies will be hired with the primary responsibility of developing the monitoring system and in building capacity of the staff to modify and update the systems.
- Independent organisations will be contracted for conducting the various studies and consultancies, process monitoring and other evaluation tasks.

45. The *outcome indicators* for the component are:

- At least 70% of VPRC and EAGs receive support for Business plan Proposals in accordance with agreed service standards conducted through Report Card
- At least 70% of EAGs working in partnership with private sector organizations or other institutions

C.3 Component C: Project Management (Rs. 485.60 Million)

46. The *objective* of project management component is to facilitate overall planning, coordination, implementation, and management of the project at state and district levels.

47. The *key activities* under the component are:

- Setting up and strengthening of SPMU and DPMU and providing office infrastructure and logistic support.
- Identifying and contracting resource / support agencies
- Administering the staff and disbursing their salaries and other benefits
- Liasoning and convergence with other agencies and government departments for smooth project implementation.
- Setting up and managing advisory boards
- Contracting consultancies and studies at district and state levels
- Implementing report cards and other feedback mechanism

48. The *implementation arrangements* under the component are:

- The state and DPMUs will undertake all the activities of this subcomponent. The HR agency will be responsible for the recruitment, development, performance appraisal and developing environment/culture including the key outputs for the staff. Separate financial and administrative rules for the SPMU and DPMU will be prepared. The ToR for the HR Agency is given in **Attachment C.9**. The state

and DPMUs will do some basic workshops and meetings for the convergence and policy advocacy.

- The project will develop a strategy for Human Resource Development that recognizes the value of each and every stakeholder and also a well designed capacity building mechanism; a remuneration package that values relevant experience; counseling and mentoring mechanisms that recognize the value of nurturing the personality of an individual.

- The HR strategy/activities include to:
 - Appoint an HR organization for recruitment, induction and appraisal of staff at state, district and cluster level.
 - Depute from government departments or directly recruit the best available human resources, offering them competitive working conditions. The recruitment and induction process has to be innovative to meet the needs of the project.
 - Design and implement effective performance appraisal systems.
 - Develop a shared vision and ownership of the project (across and within each organizational levels).
 - Design and implement an orientation program for new recruits as well as those joining on deputation with the help of HR organization.
 - Design and implement need-based attitudinal and behavioral change programs.
 - Undertake training needs assessment on an ongoing basis.
 - Design and implement a skill building strategy and plan.
 - A full time functional head, HR, will coordinate all the HR related issues.

- The project will work closely with various departments like THADCO, Adi Dravidar and Tribal Welfare, Forest Department, Rural Development, Education, Health, Women and Child Welfare, Bankers and other relevant departments at the state level. The local NGOs, Educational Institutions, Research Institutions and other agencies closely working on the areas and similar objectives will also be contacted and a regular dialogue process with them will be instituted to draw lessons, ideas and direction. The project will work closely with Sarva Siksha Abhiyan (SSA), National Child Labour Abolition Project and Tamil Nadu Health Systems Project.

49. The *outcome indicators* under the component are:

- At least 70% of VPRCs and EAGs have accessed funds in accordance with agreed service standards
- At least 70% of DPMUs and PFTs receive positive scores (community for VPRC, VPRC for PFT, PFT for DPMU, DPMU for SPU) through community /report scorecards
- At least 4 six-monthly COM revisions based on feedback from the field and independent reviews.

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:

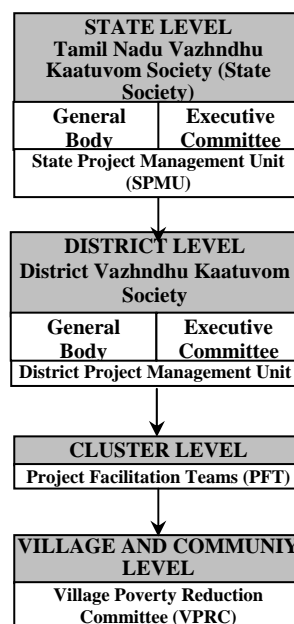
- Community will be the focal point
- Institutions at all levels will enjoy independence and autonomy to ensure compliance with the project rules.
- Communities are allowed to participate in a way that ensures their ownership and total independence in taking decisions and managing resources.

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

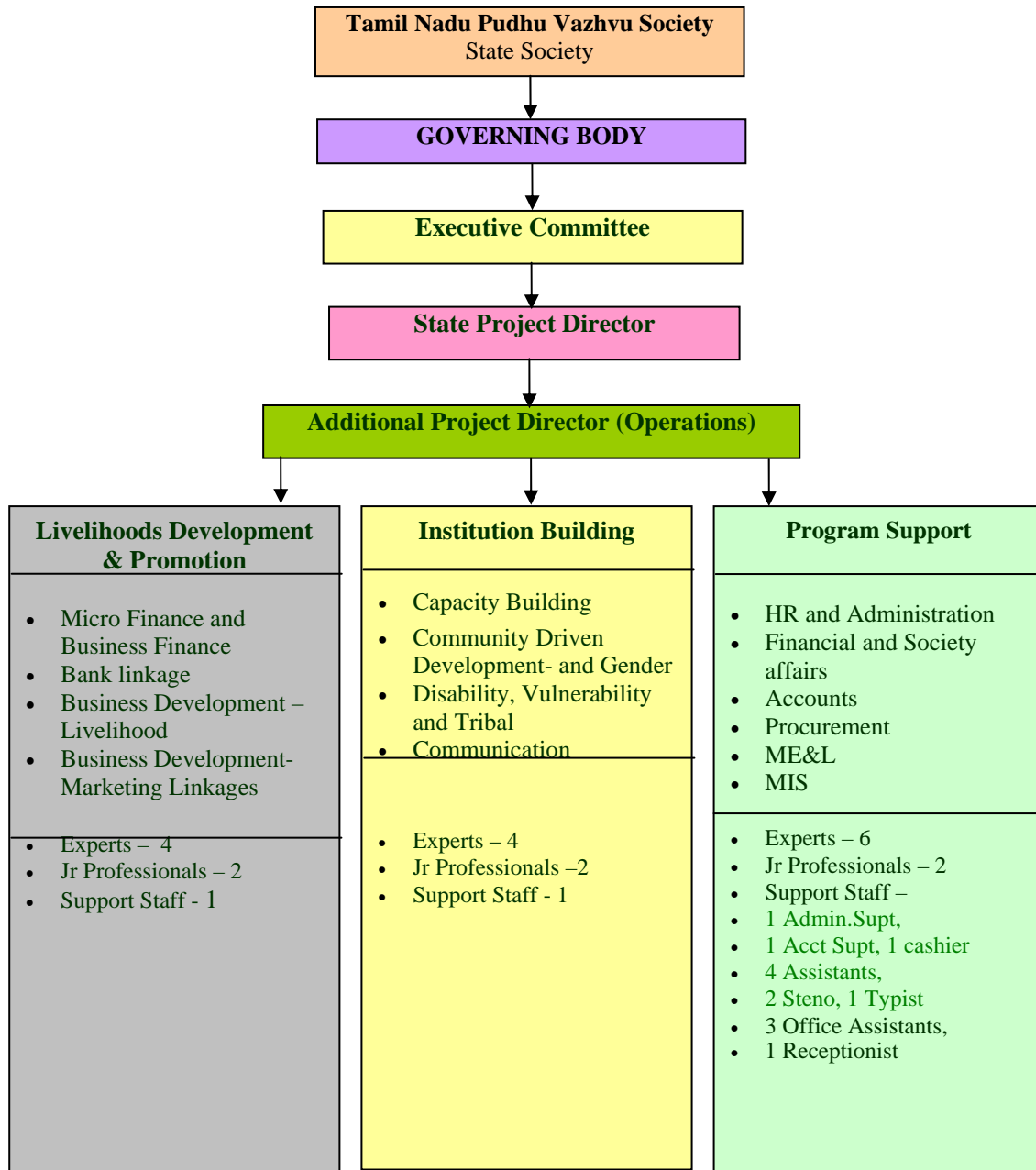


4. The state level project implementation will be entrusted with the Tamil Nadu Vazhdhu Kaativom Society (State Society) set up at the state level. The district level project activities will be entrusted with District Vazhdhu Kaativom Society (District Society). A Project Facilitation Team (PFT) set 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

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

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

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

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

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

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

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

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

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

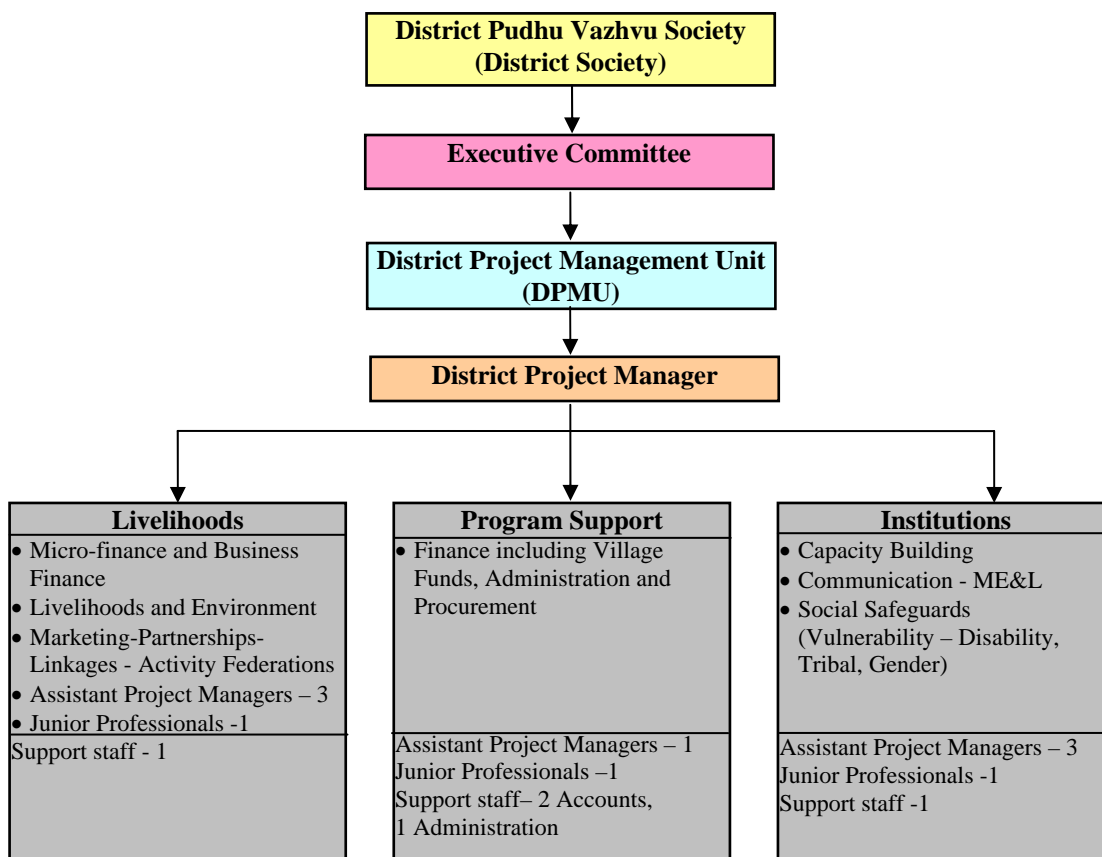
16. At the district level the responsibility for guiding and facilitating the implementation of the project will be vested with District Vazhdhu Kaatuvom Society (District Society) registered under the Tamil Nadu Societies Registration Act, 1975. A multi disciplinary team of DPMU will be the operational 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 1 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>1. District Project Manager</p>	<ul style="list-style-type: none"> • Oversee, guide and supervise project implementation at district level. • Act as District level Guardian of Vazhdhu Kaatuvom Project rules and guidelines. • Handling secretarial functions of District Society • Co-ordinating with all stakeholders of the project including line departments, public representatives, bankers private institutions etc. • Oversee and monitor implementation of the Village Development Cycle, participatory identification of poor and monitor progress of VPRC plan and livelihood plan implementation. • Inducting staff, ensuring shared vision and internalising project goal, objective among all team members. • Responsible for team planning, review of the progress and monitoring the activities of all APMs and PFTs. • Identifying capacity building needs of all district and PFT staff and organizing training. • Conflicts resolution at community level and grievance redressal at project staff level. • Responsible for operationalising HR policy, administrative and financial rules at DPMU and PFTs. • Operationaliaing VP incentive mechanism – inviting and processing application, field level evaluation by constituting selection committee, ranking, release of funds in instalments etc. • Preparation of monthly/annual work plans and budgets. • Consolidating progress reports and submitting to SPMU. • Facilitating adoption of participatory methodologies in all project activities. • Be responsible for collective performance of the DPMU team members. • Review performance of PFT members and provide feedback for improvement. • Redress compliance and conflicts at the district level through communication tree 	<ul style="list-style-type: none"> • At least 30% increase in incremental income against base year for 60% of the target households by end of project at district level • At least 80% target households have increased their incomes • At least 90% of the CBOs (VPRCs, EAGs, VPs and Federations) have accessed and managed project funds according to project rules and procedures. • Maintaining at least 95% of staff positions at all levels – DPMU and PFTs • Ensuring staff turnover less than 10%.

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

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

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

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

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

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**.

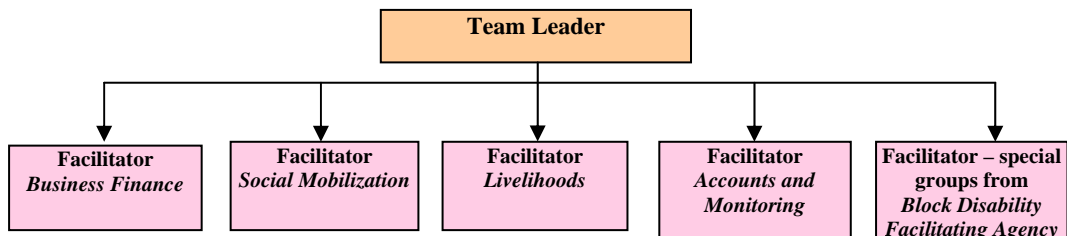
D.6 Cluster Level Institutional Arrangement

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

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

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

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

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.

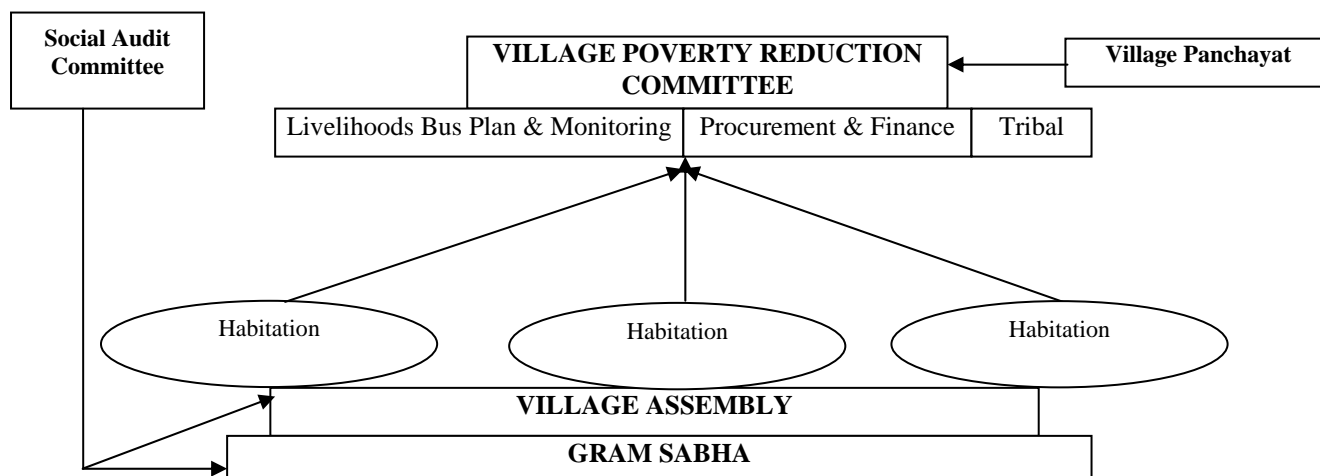
34. In order to position the PFT member looking after the planning and implementation of special programs *for* the disabled, a Block Level Disability Facilitation Agency will be hired using the same selection process used to select Project Facilitation Agency. The roles and responsibilities of the Block 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 2/3rd 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"> • Enter MoU with the project for initiation and utilization of the incentive fund • Communication Campaign • Identifying the target poor in a participatory manner • Initiating the formation of groups with left over poor • Formation of the VPRC and Tribal VPRC if applicable. • Orientation to VPRC • Formation of SAC 	<ul style="list-style-type: none"> • Support the plans of the poor and ensure the proper implementation of the project. • Support in preparation of village livelihood Sub Project Proposals • Support in preparation and implementation of Sub Project Proposals • Conflict resolution at the village level • Access incentive fund and utilize for supporting plans of poor

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.

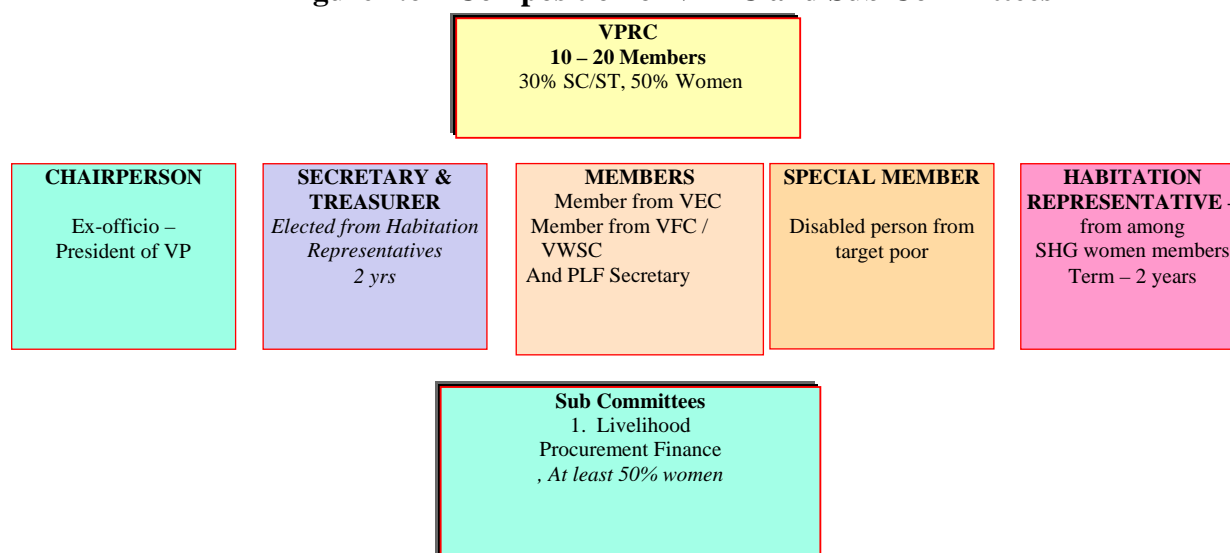
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Table 4.9 Constitution of VPRC

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

Group & Composition	Size-Membership	Function	Office Bearers
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"> • 12-20 members between the age group 18-65 years 	<ul style="list-style-type: none"> • Micro Finance Activities - Savings and Credit (Mandatory) 	<ul style="list-style-type: none"> • Two leaders; bank account operated by the leaders • Animator keeps the books including meeting minutes
Disabled Persons Group (DPG) – Specialised groups of disabled, other vulnerable groups Will federate when needed	<ul style="list-style-type: none"> • Minimum 5 members – disabled and other vulnerable (above 18 years) or caregivers. 	<ul style="list-style-type: none"> • Savings and Credit (mandatory) 	<ul style="list-style-type: none"> • Two leaders; bank account operated by the leaders • Animator keeps the books including meeting minutes
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"> • Minimum 5 members – between 18-65 years • At least 80% of the members from target poor • Members of EAG can be from one or more credit rated SHGs / other CBO 	<ul style="list-style-type: none"> • Planning and implementation of livelihood sub-projects • Leverage funds from SHGs, PLF, Project financing from banks and other sources directly 	<ul style="list-style-type: none"> • Two leaders; bank account operated by the leaders

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 2/3rd majority in a Gram Sabha / attended by at least 2/3rd 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

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

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.

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

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

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

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

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

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

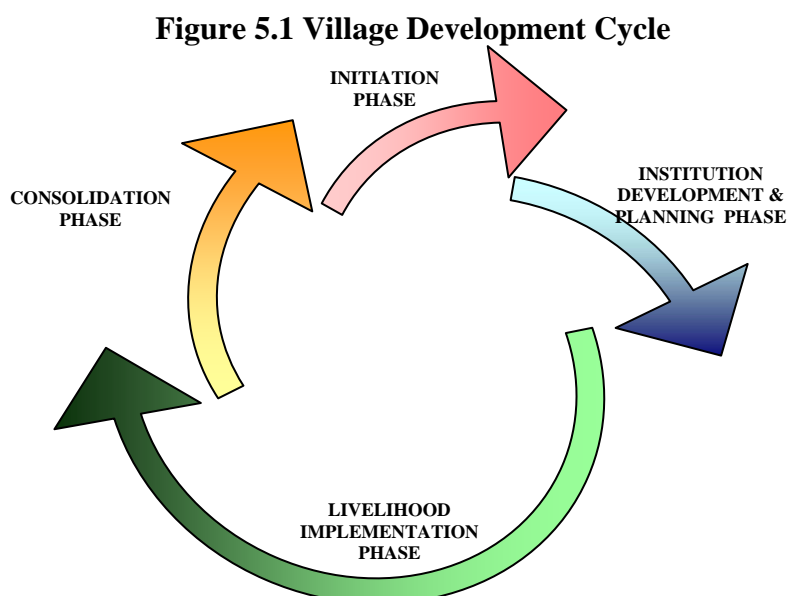
9. Consolidation Phase: During the consolidation phase the activities of community institutions like, EAG and SHGs will be further consolidated and networked to form Federations with outside linkages. The main processes and key activities during the consolidation phase are summarized in Table 5.7:

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

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

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

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	<ul style="list-style-type: none"> Before preparation of VPRC Plan Before preparation of Business Plan Proposals by EAGs 	• To be updated every 6 months and shared with VPRC / EAG
	• Publish Rate Bank set up for each district/region	• DPMU		
	• 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

Project Cycle Phase	Process/activity	Clearance / Approval Authority	Service Standard	Remarks
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 Vazhdhu 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 Vazhdhu 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.

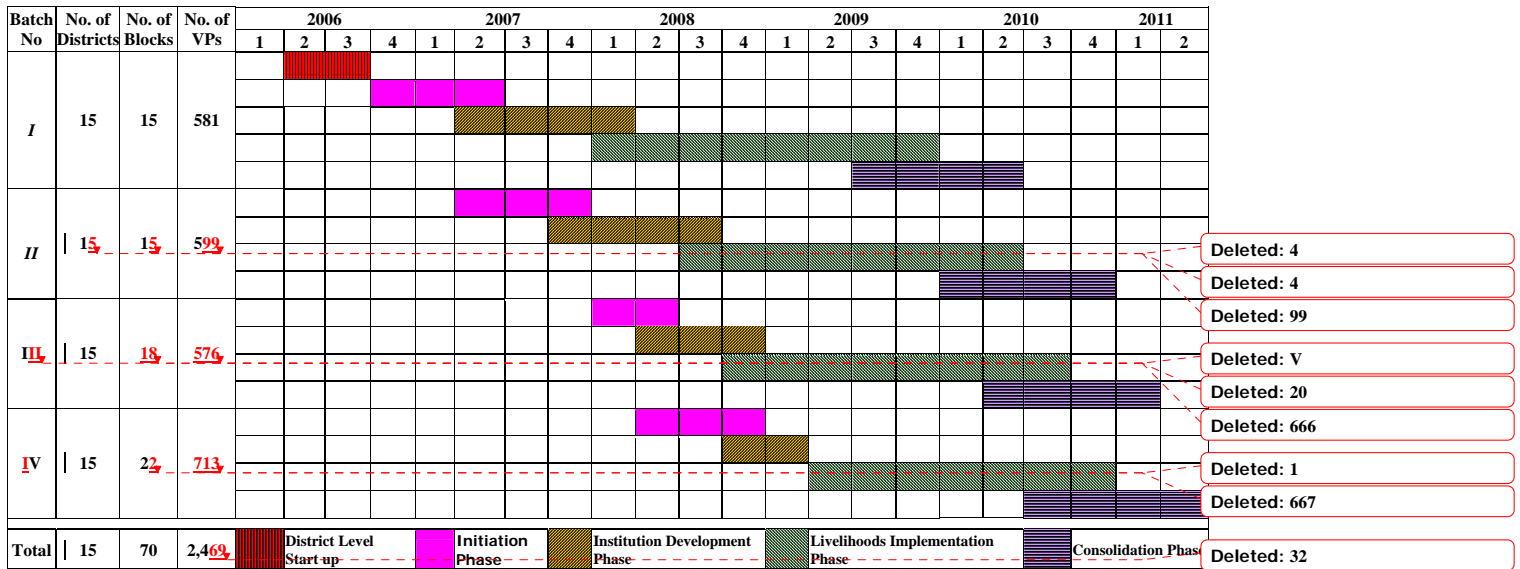
16. The key rules of exit are summarized in Community Operational Manual.

F. PROJECT IMPLEMENTATION SCHEDULE AND TARGETS

F.1 Overall Phasing of Project Districts, Blocks and Village Panchayats

1. The Project will be initiated in the 15 districts in 4 phases with setting up the DPMU and PFTs and their capacity building.
2. The Phasing of Panchayats will be as below:
 - The first batch of 581 VPs in 15 blocks in all 15 districts will be initiated in November 2006.
 - The second batch of 518 VPs in the next 14 blocks will be initiated in Feb 2007.
 - The third batch of 666 VPs will be initiated in June 2007
 - The fourth batch of 667 Village Panchayats will commence from Oct.2007.
3. Thus there are 4 batches for project initiation. The respective initiation and anticipated implementation durations for the 4 batches of villages are shown in Figure 6.1.

Figure 6.1 Overall Phasing of Districts, Blocks and Village Panchayats



F.2 First Two Years Implementation Plan

4. Considering the overall phasing, the First two Years Implementation Plan for the project has been drawn up identifying the key activities to be implemented as presented in Table 6.1.

Table 6.1 First 2 Years Implementation Plan (July 2005 to June 2007)

Sl. No.	Activities	Responsibilities	Agreed Date of Completion	Remarks / Status
I Institutional Arrangements				
	Issue of GO for constitution of State and District Level Societies with bye laws G.O.Ms.no: 64, SW & NMP Dept.dated 29.4.2005	Project Director		GO issued
	Registering State Society No: 226/2005 dated 30.5.2005	Additional Project Director		Completed
	Setting up SPMU Office	Specialist, Procurement		Completed & new office functioning from 01.07.06
	Registering District Societies – in 15 districts			Completed
	Signing of Agreement between State and District Society in 15 districts	Specialist, Finance		Completed
	Setting up of DPMU in 15 districts	Specialist, Procurement	July 31, 2006	Completed
	Hiring State level Environmental Agency	Specialist, LH	April 2007	ToR cleared by the Bank
	Setting up Steering Committee at State level for Tribal Component	Specialist, Disability and Tribal	March 2007	GO to be obtained.
	Setting up Livelihood Thematic Advisory Groups	Specialist, Livelihoods	Dec. 2007	To be confirmed after initiation of project activities at districts.
	Completing state level livelihood opportunity and resource analysis study		July 15, 2006	completed
	Setting up of PFT office – (42 PFTs)- 15 blocks – I batch		Sep, 01, 2006	completed
	Setting up of PFT office – (42 PFTs) – II batch		Feb. 2007	Process initiated
	Setting up of PFT office – III batch (49 PFTs)		Jul 2007	
	Setting up of PFT office – IV batch (48 PFTs)		Dec.2007	
II Hiring Staff and other Start up activities				
	Hiring HR Agency			Completed
	Finalisation of handbook and accounting and administrative procedures	Specialist, HR	March 31, 2007	Operational issues have been cleared by EC. EC has set up a committee to finalise the remaining service rule and financial rules.
	Finalizing PIP and COM	Specialist, Communication	10 th Jan.2007	Completed
	Filling up the remaining positions in SPMU – BLS and BDPS, 4 Young professionals.		Oct. 2007	Specialists, Business Development and Partnership and Specialists, Bank Linkage are to be hired.
	Hiring DPMU Staff for 15 districts (DPM , APMs & support staff)	Specialist, HR	July 2006	All DPMs are in-position; 87-APMs in position.
	Hiring 42 PFTs (for I batches– 15 blocks)		Aug 15, 2006	Completed
	Hiring 41 PFTs (for II batches – 14 blocks)	Specialist, HR	Nov 15,2006	Completed
	Hiring 49 PFTs (for III batches - 20 blocks)	Specialist, HR	Jul 2007	
	Hiring 48 PFTs (for IV batches – 20 blocks)	Specialist, HR	Dec.2007	

Sl. No.	Activities	Responsibilities	Agreed Date of Completion	Remarks / Status	
	Finalize district wise implementation plan for 15 districts	APD with District Project manager	Jan 2007	Completed	Deleted: Sep 30, 2006
	Hiring BDFA and inducting Disability Facilitator for Batch – I villages – 15 blocks	Specialist, Disability and tribal	Feb.2007	Completed	Deleted: Tentative plan will be prepared by SPMU by July 31 st and finalised with DPMs in induction training.
	Communication Agency		Aug 15, 2006	Contract terminated.	Deleted: July 31, 2006
	Preparation and printing of communication materials	Specialist, Communication	Aug 15, 2006	Communication materials printed and circulated to the districts.	Deleted: Inducting Disability facilitator by BDFAs by Sept 30 th 2006
	Producing audio visual communication materials including film		Sept 30, 2006	Two video films and one audiocassette produced.	Deleted: to be
III Capacity Building					
	Hiring first CB Agency		June 2006	Completed	Deleted: p
	Setting up CB Cell		Aug 30,2006	Institution Development Cell set up.	Deleted: Agency consultancy TOR to be cleared with the bank.
	Hiring second CB Agency		July 31, 2006	Completed	Deleted: Contract will be signed with NIRD, H.bad.
	Orienting CB Agency	Specialist, CB	Jan 07,2006	Completed. Both GRI, NIRD agencies were oriented.	Deleted: Workshop with CB agencies were held during june'06 and session plan were finalised.
	Preparation of training modules (Induction)		Aug 15, 2006	Completed and batches of training over.	Deleted: To be finalised.
	2Preparation of CB Plan	CBS	July 15,2006	Completed	
	Finalizing Capacity Building Plan for SPMU	Specialist, HR Specialist concerned (thematic)	July 31, 2006	Tentative draft plan ready.	
IV Financial Management and Auditing					
	Engaging statutory and internal auditors		July 31, 2006	Completed	
	Engaging village level auditors	Specialist, Finance	Dec 31, 2006	ToR to be prepared and sent to WB for clearance by January 2007.	Deleted: Aug 31 st 2006.
	Procurement of accounting software (both state and district level)		Aug 15; 2006	Completed	Deleted: and setting up
	Training on accounting systems in 15 DPMUs		Aug 30, 2006	Completed in November 2006.	Deleted: Set up completed at TNPVS
	Preparing and submitting quarterly progress reports		July 15, 2006	First quarterly report sent in Dec.2006.	Deleted: APM(VF) and ¶ Accountant will be trained
V Monitoring, Evaluation and Learning					
	Hiring agency for Baseline survey	Specialist, ME &L	Sept.2005	Completed	Deleted: To be repeated every quarter
	Launching website for project	Specialist, ME &L	Nov.2005	Launched & updated	Deleted: upto June 06. Guidelines for updation has to be developed .
	Hiring agency for developing MIS	Specialist, ME &L	Mar.2006	Completed	
	MIS in place		Sept.2007	Will be set up in Mar. 2007	Deleted: Oct 31,
	Hiring of agency for process monitoring	Specialist, ME &L	Oct.2007	Process initiated	Deleted: Mar
	Preparing and submitting quarterly progress reports	Specialist, MIS	Dec. 31 2006	firstReport Sent on Dec. 2006	Deleted: 2006
VI First Batch Villages					
	Project initiation at District level	DPMU	Sept 01, 2006	Completed	Deleted: Clearance on ToR is awaited from WB.
	Commencing Project initiation at Block level	DPMU / PFT	Nov 01, 2006	Completed	Deleted: Oct 31,
	Organizing communication campaign – village level	Specialist, Communication DPMU, PFTs	Nov 07, 2006	Completed	Deleted: after GP elections
	Releasing initiation Fund to VPs	Specialist, Finance, DPMU	Dec.2006	Funds released to 579 out of 581 Panchayats	Deleted: DPMUs
	Complete formation of VPRC, SACs	APD, DPMU, PFT	Apr 30, 2007	132 VPRC and SACs formed	Deleted: 05
	Training VPRC, SAC members	Specialist, CB, DPMU, PFTs	May 31, 2007		Deleted: Constitution by GS
	Setting up village accounting system	DPMU, PFT	May 31, 2007		Deleted: 31,

Sl. No.	Activities	Responsibilities	Agreed Date of Completion	Remarks / Status
	VPRC Plans approved by Gram Sabha	APD, DPMU, PFTs	Jun 30,2007	
	Complete signing of VPRC Fund Agreements	DPMU, PFTs	July 10, 2007	
	Release first installment of VPRC Fund	Specialist, Finance, DPMU, PFTs	July 31, 2007	
VI Second Batch Villages				
	Commencing of Project initiation at Block level	DPMU / PFT	Feb 01, 2007	Completed Deleted: Apr,
	Organizing communication campaign – village level	Specialist, Communication DPMU, PFTs	April 30, 2007	
	Releasing Initiation Fund to VPs	Specialist, Finance, DPMU	May 31, 2007	Deleted: June
	Complete formation of VPRC, SACs	APD, DPMU, PFT	Dec 31, 2007	Deleted: 01
VI Third Batch Villages				
	<u>Commencing of Project initiation at Block level</u>	<u>DPMU / PFT</u>	July 31, 2007	Deleted: Sep
	<u>Organizing communication campaign – village level</u>	<u>Specialist, Communication DPMU, PFTs</u>	<u>Dec, 2007</u>	Deleted: Aug 31
	<u>Releasing initiation Fund to VPs</u>	<u>Specialist, Finance, DPMU</u>	<u>Jan, 2008,</u>	Deleted: Oct 31
VII Fourth Batch Villages				
	<u>Commencing of Project initiation at Block level</u>	<u>DPMU / PFT</u>	<u>Mar, 2008</u>	Deleted: Dec 31
				Deleted: , 2007

F.3 Targets for Monitoring Physical Progress

5. Each batch of villages will be monitored on a quarterly basis for progress of annual plan as well as progress of component activities including compliance with key non-negotiable principles of the project. A quarterly physical target for the first two years in implementing village level activities for the first, second and third batches of villages is given in **Attachment F.1**.

Deleted: *[Insert the table updated during the Mission]*

G. CAPACITY BUILDING

1. The capacity building strategy and action plan of the project primarily aim to build the competence and capability of target poor and their organizations so as to collectively enable them to achieve the project objectives. The capacity building component of the project has been carefully drawn up considering the following key requirements of the project:

- As explained in the chapter 5, the project is implemented through an evolving process strategy, which demands continuous review and incorporation of key learning from the field into capacity building programs.
- Coupled with the pre-determined modules and capacity building programs, it is anticipated that many programs will be demanded during the project implementation.
- The project teams at district and cluster level consists of multi disciplinary skill mix calling for a variety of capacity building programs and hence need to pool resources from various institutions and different functional areas as needed.

2. Specifically the objectives of the capacity building activities are:

- To develop the institutions at all levels of project implementation through establishing and supporting shared principles and “rules of the engagement”, so that they are able to perform in a coordinated and synchronous manner meeting the requirements and service standards of the project.
- To enhance the knowledge base and skills, and influence the attitudes of all project stakeholders at different levels of the project implementation, so that they are able to work as efficient teams and perform effectively the roles and responsibilities vested with them.

G.1 Strategies for Capacity Building

3. The various strategies that could be adopted for building the capacities of the various stakeholders, to meet the above Capacity Building Needs, are as follows:

- ***Gradual scaling up*** – The project is following a phased approach for implementing the project in different batches so as to provide opportunities to learn by experiences. For the subsequent batches of villages, the previous villages will serve as learning grounds for building their capacities.
- ***Experiential learning*** – The capacity building approaches will focus on all opportunities of experiential learning including inter active learning and exposure visits. Reviewing and Sharing of project learning will be an important element of CB strategy.

- **Internalizing capacities locally** – The project will invest on building the capacity of VPRC members, SHG and EAG members so as to empower the community organizations to manage their livelihood affairs by themselves. In addition, the project will help the community identify and develop local resource persons as Para-professionals who will be able to provide a variety of support services to the village community.

4. Capacity building needs of various stakeholders and strategies for capacity building are detailed in Table 7.1.

Table 7.1 – Capacity Building Needs of Project Stakeholders

Project Stakeholder	Critical Capacity Gaps	Capacity Building Strategies	Responsibility and stage of cycle
Village Panchayats	<ul style="list-style-type: none"> • Low social accountability • Supply driven mode of developmental activities • Poor attention on service delivery quality and good governance 	<ul style="list-style-type: none"> • Exposure visits for hands-on-training • Orientation and sensitisation • Giving a role in formation, mentoring and monitoring VPRC activities 	<ul style="list-style-type: none"> • PFT • During capacity building cycle/ start up phase in village development cycle
SHG	<ul style="list-style-type: none"> • Not able to plan productive investments. • Inadequate credit linkage • Inability to maintain regular accounts. • Exclusion of poorest, vulnerable • Access to other services- book keeper, insurance, Para professional etc., • Lack of hand holding support • Lack of opportunity to enhance their skill or acquire new skills 	<ul style="list-style-type: none"> • Strengthening productive investments through improved access to credit. • Providing hand holding and technical support. • Development of Para -professionals • Formation and strengthening the new SHGs • Strengthening linkage higher-level Federations. 	<ul style="list-style-type: none"> • PFT • Capacity building phase
CRPs	<ul style="list-style-type: none"> • Lack of technical knowledge • Poor adherence to service quality standards • Inadequate number of service providers 	<ul style="list-style-type: none"> • Instituting a system of identifying and orienting CRPs on the requirements of the project, so that a pool of resource persons are made available within the community. • Capacity building programs to enhance the capabilities of CRPs. • Arranging handholding, backstopping from advisory groups and resource agencies in the field. 	<ul style="list-style-type: none"> • PFT and DPMU with livelihood support agency
VPRC	<ul style="list-style-type: none"> • Inadequate Leadership • Absence of transparent, downward accountable and inclusive Village institutions. • Lack of collective action • Inability to identify and prioritize village development needs especially for improving 	<ul style="list-style-type: none"> • Development of IEC materials and campaigns for awareness raising and consensus building. • A well illustrated Community Operational Manual detailing the tools, processes and methodologies to guide community to form the VPRC and manage its affairs. 	<ul style="list-style-type: none"> • PFT • Capacity building phase

Project Stakeholder	Critical Capacity Gaps	Capacity Building Strategies	Responsibility and stage of cycle
	<p>the livelihoods of poor and vulnerable.</p> <ul style="list-style-type: none"> • Inability to take collective decisions on technology, resource allocation etc. • Inadequate financial management and procurement skills. • Poor negotiating and partnership skills. 	<ul style="list-style-type: none"> • Assistance to PFT for social mobilization, livelihood marketing assistance and handholding support. • Providing support to a range of service providers including technical assistance for appraising the technical proposals. • Providing opportunities for exposure visits and hands-on-learning. • Providing opportunities to develop networks and federations of SHGs and EAGs 	
Social Audit Committee	<ul style="list-style-type: none"> • Lack of monitoring skills • Lack of process audit skills • Lack of financial and procurement audit skills • Lack of conflict resolution skills 	<ul style="list-style-type: none"> • Community Operational Manual • Handholding support by PFT • Exposure visits 	<ul style="list-style-type: none"> • PFT all throughout the Project cycle
EAG	<ul style="list-style-type: none"> • Inadequate business skills and commercial orientation. • No vision on scaling up of economic activities. • Lack of own institutional support for negotiating partnership and market linkages. • Lack of awareness on various support systems. • Lack of technical know how on marketing, product development, product testing, quality assurance etc., • Individualistic initiatives than working in groups. 	<ul style="list-style-type: none"> • Hand holding support through PFT. • Building their capacity on forming federations at village, cluster and district levels. • Building knowledge, skills and attitude in entrepreneurship, business management skills, accounting skills etc., • Building capacity on accessing and using market information. • Promoting partnership and linkages • Arranging handholding, backstopping from advisory groups and resource agencies. 	<ul style="list-style-type: none"> • PFT along with livelihood support agency. • Livelihood implementation phase
PFT	<ul style="list-style-type: none"> • Lack of facilitation skills • Inadequate skills in participatory techniques • Lack of accountability towards village communities • Inappropriate mix of skills 	<ul style="list-style-type: none"> • Hiring developing and fielding composite mix of required skills at village level. • Exposure visits and other hands-on-learning to acquire facilitation skills and accountability towards village community • Building the functional competences. • Developing standardized communication materials, training modules 	<ul style="list-style-type: none"> • CB agency • Start up phase • Specific Functional Training.
DPMU and SPMU	<ul style="list-style-type: none"> • Lack of technical knowledge • Inadequate skill mix • Lack of facilitation skills. • Poor attention on service delivery quality and good governance • Lack of innovative methods, processes and approaches. 	<ul style="list-style-type: none"> • Providing a multi functional skill mix. • Exposure visits • Special programmes on building facilitation skills. • Specification of service standards. 	<ul style="list-style-type: none"> • CB agency • Start up phase • Specific Functional training

G.2 Implementation Arrangements for Capacity Building

5. Village level Capacity Building - Community Based Organisations (CBOs):

The PFT will be responsible for building the capacity of the VP, the VPRC and its sub committees, Social Audit Committee, EAG, SHG and CRPs including providing handholding support.

6. **Book Keepers** : Book Keepers of VPRCs will be trained with special focus on books and record maintenance. Related module will be prepared by concerned specialist at State and District level and the trainings will be imparted through a ToT module pattern.

7. **CRPs / Paraprofessional**: The project will utilize the office bearers and Community Resource Persons identified by the VPRC with the approval of Gramasabha/ Village Assembly from the initial batches of villages whose capacities will be considerably built through the focused capacity building programs as well as on the job training. Para-professionals emerging from the field will be further trained in various identified/demanded skills, that is needed for providing support services to communities and their institutions.

8. The key areas in which Para-professionals will be utilized to provide capacity support in new villages include village communication campaigns, participatory identification of poor, formation and management of VPRC, mobilization of EAG, SACs, Sub committees etc., maintenance of books of accounts, community procurement, preparation of Sub project Proposals and implementation of specific livelihood activities, conflict resolution, social audit etc.

9. The project will institutionalise delivery of capacity building and other support services through CRPs as project is scaled up.

10. Orientation Training will be provided to the following Service Providers:

- Community Reporters
- Community Disability Facilitators
- SHGs and their leaders / Office bearers
- Federations
- Appraisers
- External Resource Persons
- Cultural Teams, PIP Teams
- Multi disciplinary disability teams
- Community Leaders

G.3 Cluster & District level Capacity Building

11. **Induction Training:** (for project functionaries): National Level, State Level and Capacity Building agencies will be identified to organize Induction Programs for the newly recruited functionaries at District and Cluster levels. The CB agencies will recruit a team of full time trainers with required expertise for the project. The CB agencies will sign a performance-linked contract and the payments will be linked to successful achievements of milestones of performance as specified in the contract. The sample ToR of the CB Agency is given in **Attachment – G.1**

12. **Key Tasks of CB Agencies:** The following are the key tasks of CB Agencies:

- Develop capacity building calendar, schedule, feedback etc.
- Develop training modules based on PIP and COM
- Develop training methodology and tools
- Build a database of resource persons and resource institutions and network them for making them available for capacity building programs of the project
- Organize induction exposure visits and hands on training
- Identify areas of further capacity building programs
- Collect feedback on a set of output / outcome indicators for monitoring effectiveness of capacity building activities.
- Revise training modules based on feedback once in three months

13. **Broad Content of Induction Module:** The broad contents of the induction module are:

- Understanding poverty – How TNEPR has a different approach than other development programs in Tamil Nadu and India.
- About the project, details of the project components and the approach it will follow for implementation, down accountability, direct financing to community to manage their own funds, etc.
- Communication - why and how communication is important in the project?
- Social Inclusion - Gender, Tribal, Youth, Vulnerable and Disable....
- Participatory tools and Participatory Identification of poor and disable...
- Institutions (Including federations, Village Poverty Reduction Committee, Social Audit Committee, Gram Panchayat, Gram Sabha, Village Assembly, Self Help Groups, Economic Activity Groups etc.)
- Process-planning, implementation, fund flow, monitoring, social accountability etc.
- Livelihoods - Economic Activity Groups, VPRC Plan – II (Livelihood focus) etc.
- Accounting, Community Procurement, Monitoring and Learning.
- HR & Administration policies, etc.

14. **Functional Trainings (for project functionaries) :** As regard to the Functional Trainings the plan of action will be prepared in due consultation with the concerned specialist by keeping the project cycle as yard stick. The time-to-time functional training needs will be identified and will be planned. Though the Functional Training should be demand driven, in the initial phase in order to ensure the effective ness, trainings will be provided in supply driven manner. The Functional Training will be provided in all sectors of the project to the concerned functionaries.

15. **Orientation for Line Departments:** Orientation about TNVKP will be imparted to line department officials at district and block level.

G.4. State, District and Cluster level Trainings

16. **Skill Building Trainings:** National Level and State Level Capacity Building agencies will be identified to organize Thematic Training Programs for State, District and Cluster Unit. The main thematic areas are

- Training on Service rules, Financial rules and Office procedures
- Training on ToT skills
- Monitoring and Evaluation
- Computer training
- Documentation
- Personal growth for professional effectiveness
- Demand Driven Training if any

17. **G4.2 Exposure Visits:** State Specialist for Capacity Building will arrange the cross learning by visiting the villages of TNVKP targeted villages / blocks or out-side the state to know the best practices, internalizing non-negotiable principles, championing project philosophy for the Village Panchayat , VPRC, SAC, members and CRPs.

G.5 Manuals and Reference Books

18. The Project Implementation Plan will be the basic document for capacity building activities up to the district level. COM will be the key resource module for all capacity building activities at the cluster and village level. Each chapter of the COM will serve as capacity building module. The programs will include training sessions, workshops, and hands on learning as well as exposure visits to neighbouring and other villages to learn from success stories

19. The project due to its evolving nature and to integrate the learning on the ground in to capacity building programs, will revise the Community Operational Manual every six months, consequently, the capacity building materials will also be revised to reflect the emergent capacity building needs.

20. SHG facilitation package, EAG and VPRC book keeping module, Disability training module and Financial and Administrative rules will also be used as references.

21. In addition to this, report card system shall be adopted in order to obtain feed back from the stakeholders on training imparted. This would enable the project to further improve/modify the capacity building plan.

G.6 Staffing for Capacity Building

22. The project will deploy experienced capacity building specialists at various levels to coordinate and monitor the capacity building activities as detailed in Table 7.2 below:

Table 7.2 - Staffing for Capacity Building

Level	Name of Position
SPMU	Specialist, Capacity Building
DPMU	Assistant Project Manager, Capacity Building and Communication
Cluster Level- PFT	Facilitator - Social Mobilization and Capacity Building

G.7. Planning, Monitoring & Implementation of CB Activities

23. **Planning:** Capacity Building programs for Project will be planned in a phased manner that is the plan for the state and the plan for district. The plan for the state will be prepared by inviting all APM – Capacity Building and DPMs along with State Specialists at TNVKS head quarter in order to finalize the training calendar for every 6 months.

24. **Monitoring & Implementation of CB Activities:** Once the plan is drafted at district level the same will be forwarded to the state office. The implementation of training plan at district level will be monitored during monthly review meetings. However, the State Specialist will conduct an concurrent monitoring of community level training programmes and evaluate the progress on the basis of results achieved by the districts as proposed in their plans. The monitoring indicators are given in Table 7.3.

Table 7.3 Monitoring Indicators for evaluating effectiveness of Capacity Building Programs

Stakeholder Group	Monitoring Indicators
SPMU	<ul style="list-style-type: none"> • Percentage of SPMU members receiving positive scores from DPMU Team members • Number of COM revisions • Number of suggestions for revising capacity building strategy
DPMU	<ul style="list-style-type: none"> • Percentage of DPMU members receiving positive scores from PFT • Number of suggestions for revising training modules, Capacity Building Plan
PFT	<ul style="list-style-type: none"> • Percentage of PFT members receiving positive scores from VPRC, EAG, SAC office bearers • Number of VPRCs formed, VPRC Plans finalized, VPRC Fund installments released • Successful implementation of VPRC Plans • Number of EAGs formed, number of Livelihood Sub Project Proposals finalized, number of Livelihood Fund financing agreement signed, number of EAGs successfully accessing the second installment of Livelihood Fund • Number of Para-professionals identified and trained

25. The project has prepared the CB action plan till June 2007, which is given in **Attachment G.2.**

H. COMMUNICATIONS

1. The project has developed project strategy and action plan consistent with the project strategy and long-term direction. The communication component will constantly communicate with all project stakeholders the non-negotiable principles, project approaches and project key guidelines.

H.1 Objectives

2. The objectives of communication component in the project are:
- To reach and ensure the participation of the poorest of the poor in the project
 - To build capacities of the stake holders to facilitate information exchange.
 - To enable all the stakeholders to take right decisions based on the reflections from the communities
 - To develop a sustainable effective communication system between the stakeholders and to transform local institutions as participatory learning organizations

H.2 Strategy

3. Various ideas emerged in the identification of the communication strategy through the pilot study. These have been incorporated in a comprehensive communication strategy to ensure free flow of information between stakeholders, state, district and grass roots units and hence facilitate working in partnership with each other to meet the project goals.

4. The communication strategy of Vazhndhu Kaatuvom Project would:
- Facilitate the information exchange between the stakeholders
 - Build the capacities of village level institutions
 - Ensure the participation of the poorest of the poor and target audience
 - Encourage an integration between the stakeholders & services
 - Instill in the minds of the stakeholders that they are partners and have equal say in the development process
 - Strengthen existing community reporting system to remain an effective and sustainable system
 - Help bringing in transparency and accountability
5. The Strategy focuses on two components:
- Attitudinal & behavioral change communication (ABC)
 - Information Dissemination & Reporting Systems (IDRS)

6. ABC aims at motivating and empowering the poor to participate in their own development especially through interpersonal and interactive communications.

7. The objectives of ABC are:

- To bring behavioural changes by raising awareness, sensitisation towards issues & needs and identifying and helping overcome the community barriers.
- To motivate the poor and poorest of the poor through team building, goal determination and action
- To facilitate project opportunities for learning and effective utilization of all the project resources.
- To promote responsible behaviour and to create an effective community reporting system. (access to information & services)

8. **Information Dissemination & Reporting systems (IDRS):** The emphasis is on access to information & reporting systems, which would facilitate free flow of information within and outside the project. This will help disseminate, share and highlight the following:

- Community experiences & innovations
- Project Objectives, Vision, Processes, Components
- Project achievements and successful/ failures

9. State, District and PFTs (Project Facilitators Team) will disseminate project information to the external stakeholders about the project. This has to be planned systematically so that the project speaks in one voice to different stakeholders.

10. The work plan includes the following:

- Generating field level reports with the help of the PFT on a monthly basis. Every component will get reflected in this report. Successes, failures and best practices and practitioners will be profiled.
- A district leanings could be disseminated by SPMU by using appropriate media
- Existing government magazine can be used initially at the state level to disseminate these field level stories but eventually a state level newsletter can be brought out, once a quarter.
- These field level best practices will find place in a media kit to be shared with local and state level media, both print and TV.
- Operational manuals will be developed with involvement of other components
- Qualitative and quantitative data will be reflected in the project website for transparency and fulfilling the norms of “right to information”.

H.3 Communication Flow

11. The various information and communication flows, which need to be facilitated utilizing the communication strategy, plan and activities, are mentioned below:

- Project to Community and vice-versa
- Community to Community
- Project to Project
- Project to Resource agencies/teams/persons to – community and vice-versa
- Resource agency/teams/persons – resource agencies/teams/persons
- Project to policy makers and vice-versa

H.4. Need for Communication

12. Communication is needed to disseminate the project Information among the stakeholders and get their feedback on understanding of the project (flow and exchange need – both internal and external exchange of information)

- a. **Internal flow** – management information systems, reporting requirements, dissemination of best practices, functional requirements, cross learning, information exchanges and others;
- b. **Convergence with capacity**-building and monitoring & learning activities especially in terms of sharing resources, material and feedback mechanisms and feedback obtained; and
- c. **External flow** – related to the transparency and accountability requirements, reporting requirements, dissemination of the project results/processes, policy advocacy.

13. **Capacity building requirements** – building the capacities of the project functionaries, target poor, poorest, vulnerable, disabled, youth, other support agencies and individuals for achieving the required outcomes.

14. Enabling the stakeholders at the community level

- Village Panchayat
- Village Poverty Reduction Committee, Sub committees and Social Audit Committee.
- SHGs- women, youth, disabled and vulnerable
- SHG Federations
- EAG and
- EAG Federations

15. Awareness campaigns and sensitization requirements –
- The project will require sensitizing various stakeholders on issues of concern for the rural poor related to gender, vulnerability, livelihood enhancement, rights and entitlements. This will be targeted to the various stakeholders;
 - Each set of stakeholders have to be clear about their respective roles and responsibilities and those of other entities within the project;
 - Each stakeholder have to internalize the project objectives, CDD approach and strength / benefits of teamwork; and
 - A strong sense of monitoring and learning among all stakeholders, especially the VPRCs and other implementing entities, has to be inculcated such that all learning and feedback is used for making better and more-informed decisions.
16. To identify communication needs within their community and address the same in the most efficient and effective manner.

H.5 Implementation Arrangements

17. The implementation arrangement for the communication strategy and action plan is summarized in Table 8.1.

Table 8.1 Implementation Arrangements for Communication Strategy and Action Plan

Institutional Level	Key Communication Tasks	By Whom
State Level	<ul style="list-style-type: none"> • Developing communication strategy for the project • Designing and preparing communication materials based on COM • Identify communication traces in the villages and use in project communication • Collecting feedback and learning from the field and revising communication strategy 	<ul style="list-style-type: none"> • Specialized agencies as and when needed • Facilitated and supervised by Communication Specialist, in SPMU
District Level	<ul style="list-style-type: none"> • Organizing district level communication campaigns • Training district level trainers drawn from existing cultural troupes • Co-ordinate the activities of district level trainers in communication • Documenting and disseminating key learning from project implementation • Participatory communication need analysis • Evaluating effectiveness of communication activities 	<ul style="list-style-type: none"> • Asst. Project Manger, Capacity Building and Communication • District level Trainers
Cluster Level	<ul style="list-style-type: none"> • Identifying community level cultural troupes • Training cultural troupes utilizing district level trainers • Training community reporters (if needed) • Organizing communication campaigns on key project principles and spreading thematic messages at various stages of village development cycle 	<ul style="list-style-type: none"> • Team Leader, PFT • Cultural troupes at cluster level
Panchayat Level	<ul style="list-style-type: none"> • Spreading project principles and non-negotiables • Conducting thematic campaigns • Documenting Panchayat level key learning 	<ul style="list-style-type: none"> • VPRC

18. Project Facilitation Team (PFT): The PFT would play a pivotal role in the communication strategy implementation. The team leader will be responsible for communication activities.

19. Roles & responsibilities of PFT staff members:

- Preparation and execution of action plan for communication at PFT level
- Monitoring the communication activities at PFT level
- Sharing the learning with in the project and community members
- Launching the project at PFT level
- Orienting the multi stakeholders at PFT level (Line departments, Elected representative's viz., Panchayat Presidents, Ward members, PLF, NGOs, Institutions, Resource Agencies, and media persons)
- Launching the project at Panchayat level
- Orienting the multi stakeholders at GP level (Anganwadi worker, VAO, VHN, NGO representatives, School Teachers, Arivoli Valarkalvi Co-coordinators, Makkal Nalappaniyaalar)
- Sensitizing the community members and CBOs
- Facilitating documentation at the village level by the community itself.

20. The key responsibility of PFT would be formation and strengthening of village level institutions. The PFT is accountable to the District Project Management Unit and communities and constant feedback from both would ensure the effective functioning of each PFT.

21. Sharing of best practices between districts will be effected through the Communication materials developed.

22. The communication material, whether video, audio or print, would either be developed by the state unit or obtained from various projects, govt. departments, resource agencies and made available to the PLFs. Besides, the State Project Management Unit would provide all the needed communication support like VCDs, Posters, Handbills, stickers, hoardings, spot films on various areas such as poverty and gender related issues, discrimination, human rights and social development.

23. Roles & responsibilities of District staff members:

- Preparation and execution of action plan for communication at district level
- Monitoring the communication activities at district level
- Sharing the learning with the state unit, inter and intra district
- Launching the project at district and block level
- Orient the multi stakeholders at district level (Line departments, Elected representative's viz., MPs, MLAs, NGOs, Institutions, Resource Agencies, and media persons)

- Facilitate the PFT, VPRC and other CBOs in the project for the communication strategy implementation
- Facilitating documentation at the village level by the community itself
- Arranging press meets and field tours for press representatives – At the district level periodically to disseminate the information on project approach.
- Periodical release of the progress reports to appraise the achievements of the project
- Updating web based information on the progress and management information system data.
- Periodical release of Annual reports, case studies.
- Preparation of Progress calendars and other boards indicating progress at the village level PFT level and District level.
- Publishing articles in Tamil and English mainstream media.
- Documenting the project activities at District level

24. **Media Matrix:** The operational details of the communication strategy are summarized in a Media Matrix and is given in Table 8.2.

Table 8.2 Media Matrix

A. Overall Communication Operational Plan Matrix

Sl. No.	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
1	Multi stakeholders, Institutions, Resource Agencies	About the project	Project Goals, vision Objectives, Budget, Process, Timeline, Project Cycle, Outcomes, Results, Key Principles and Non Negotiables	Project Launch workshop at State level, Presentations, Pamphlets, Brochures, Video short film on Project vision and non-negotiables,	Project Director & SPMU
2	District Collector and multi stakeholders at district level	About the project	Project Goals, vision Objectives, Budget, Process, Timeline, Project Cycle, Outcomes, Results, Key Principles and Non Negotiables	Project Launch workshop at district level, Presentations, Pamphlets, Brochures, Video short film on project vision and non-negotiables,	SPMU and DPMUs
3	Elected representatives MPs, MLAs, NGOs and media persons	Strategic Communication with other stakeholders	Soliciting support and cooperation	District Level Workshop, Presentations, Video short film on Project vision and non-negotiables, brochures, radio programmes.	DPMUs
4	Elected representatives viz., GP Presidents, NGOs and CBOs	Strategic Communication with other stakeholders	Soliciting support and cooperation, guidelines to join in Vazhndhu Kaatuvom	Block Level Workshop, Presentations, Video short film on Project vision and non-negotiables, , brochures, radio and cable TV network	DPMUs, PFTs
5	PLF and SHGs (women and youth)	Initial activities	Project Goals, Objectives, Key Principles and Non Negotiable	Meetings Traditional media, street theatre, Pamphlets, Video short films on Project Vision	DPMUs, PFTs
5	All the community	Initial activities	Project Goals, Objectives, Key	Meetings, Posters on project non negotiables, Wall paintings,	DPMUs, PFTs

Sl. No.	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
	members in Panchayat		Principles and Non Negotiables	Traditional media, street theatre, Pamphlets, stickers on project non negotiables, Video short films on Project Vision, radio and local cable TV network	
6	All the community members in Panchayats	Before conducting Grama sabha	Importance of participation in Grama sabha, venue date and time, getting approval for VKP from community	Meetings, Local cable TV network	VP and PFTs
7	GP Presidents who are all passed resolution to join in VKP, PLF representatives and PIP team	Before starting VKP initial activities	Initial activities 1. Initial communication campaign 2. PIP process 3. VPRC Constitution 4. SHGs formation	Workshops, Meetings, Video short film on actual conduction of PIP, Video film on formation of VPRC	DPMUs, PFTs
8	All the community members in Panchayats	Before conducting of PIP	Importance of participation, venue date and time of PIP,	Posters, Bulletin Board, Pamphlets, radio and cable TV network	VP and PFTs
9	All the community members in Panchayats	PIP list presentation	Transparency and accountability	Bulletin Board, charts, local cable TV network	VP and PFTs
10	Target population	Initial formation of SHGs Strengthening of existing SHGs.	Strength in unity/groups	Posters on SHG formation, Stickers on SHGs formation Traditional media, street theatre flash cards, Pamphlets, Video short films on SHG formation and short films on gender issues radio and cable TV network	VP and PFTs
11	All the community members in Panchayats and target population	Forming and strengthening of Village Poverty Reduction Committee. Sub Committees, Social Audit Committee	Importance, Functions of VPRC, members selection and election process, roles and responsibilities, Transparency and accountability needs during the formation of VPRC	Posters, Pamphlets on VPRC formation, radio and local cable TV network	VP and PFTs
12	VPRC	VPRC Fund guidelines	About milestones, no. of instalments and fund flow	Meetings, Charts, Brochures on VPRC fund guidelines	PFT & DPMU
13	VP Representatives	VP Incentive fund	Criteria, Budget, Schedule, Processes and Objectives	Meetings, Charts, Video short Films, Progress Sheets and Presentations	PFT & DPMU
14	Poorest and poor, Service providers Other technical and support staff, project functionaries, PFTs	Livelihood Sectors	Intervention and gaps in the present livelihoods, technological improvements, best practices, present trends, Competitiveness	Meetings, Presentations, Short films, brochures, booklets, cultural performances, radio and cable TV network	DPMUs and PFTs with the help of livelihood resource agencies

Sl. No.	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
15	To all stakeholders including the target poor and Go TN	Dissemination of project progress and achievements	Progress reports, MIS data, key outcomes and results	Case Studies, Annual Reports, Progress reports, press notes, short films, brochures, web based data, radio and TV	SPMU and DPMU, PFTs
16	Poorest and poor, Service providers, Other technical and support staff, project functionaries, PFTs	VPRC plan and Sub Project Proposals	Proposal requirements, appraisal requirements, planning for interventions	Meetings, Presentations and brochures	DPMU and PFT.
17	Poor, Poorest, Vulnerable, and others in the villages	Awareness campaigns and sensitisation	Issues of concern for poor, like gender issues, disabled and vulnerable issues, tribal issues, livelihood issues	Cultural performances Banners, charts, exhibits, brochures, short films, hand bills, posters, cinema slides	VPRC, PFTs and DPMUs.
18	Tribal families and groups	Awareness campaigns and sensitisation	All the aspects of the project with special focus on tribal development	Based on the tribal specific participatory communication needs assessment, communications strategy, tools, processes will be designed together with tribal community	VPRC, PFTs
19	Disabled	Awareness campaigns and sensitisation	All the aspects of the project with special focus on disabled welfare.	Based on the disables specific participatory communication needs assessment, communications strategy, tools, processes will be designed together with tribal community	VPRC, tribal VPRC and PFTs
20	Most vulnerable	Specific communication aimed at most vulnerable	All the aspects of the project with special focus on most vulnerable.	Based on the Vulnerable specific participatory communication needs assessment, communications strategy, tools, processes will be designed together with tribal community	VPRC & PFT
21	Multi stakeholders, Resource agencies, Institutions	Specific functional requirements	Related to Institutional Building, Micro finance, Convergence	Charts, Pamphlets, Brochures, Short documents, Video short films, Presentations	State & DPMUs,
22	All stakeholders	Capacity Building support	All functional areas	All media options including documents and manuals	Communication professionals and other functional heads
23	Target population	EAG formation and strengthening	Importance of EAGs, functions, partnerships	Through SGH Meetings, Pamphlets	VPRC and PFTs and DPMUs.
24	Target population	Skill development	Importance skill development	Through SGH Meetings, Pamphlets	VPRC and PFTs and DPMUs.
25	All community members in Panchayat	Community Procurement	Transparency and accountability arrangements in community procurement	Display and notice board, annual reports, handbills.	VPRC
26	All stakeholders	Learning	Learning from similar	Traditional media, street	

Sl. No.	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
			projects and with in the project	theatre, Pamphlets, Brochures, Video short films, radio and cable TV network, Presentations	VPRC, PFTs DPMUs and SPMU.
27	External agencies Tamil NRIs, Financial Institutions and Funding agencies	Mobilization of external resources	Proposals, Progress of the project, Potential funding sites & experiments, About the project, Annual reports and other statements	Web media, Documents ,Case studies, annual reports, presentations, brochures, calendars and others	State level functionary with the support of Resource agency

B. Communication Operational Plan Matrix for livelihood

No	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
1	Village level	Participatory identification of resources	Need for realizing the available human & material resources	Meetings, hand bills, stickers	DPMU PFT
2	POP, Service providers, PFTs Technical and support staff, project functionaries	Livelihood Sectors	Intervention and gaps in the present livelihood, best practices, Current trends, Competitiveness Technological improvements	Meetings, Short films, brochures, Presentations, booklets, radio and cable TV network cultural shows	DPMU PFT Other livelihood resource agencies
3	Poorest and poor, Service providers, PFTs technical and support staff, project staff,	VPRC plan and Sub Project Proposals	Proposal requirements, appraisal requirements, planning for interventions	Meetings, video short films and brochures	DPMU PFT.
4	Target population	Formation & strengthening of EAGs	Importance of EAGs, functions, partnerships	Meetings, hand bills, stickers	VPRC, PFT DPMU
5	EAG	Technical know-how	Explaining various technologies	Video short films, booklets	SPMU, DPMU PFT
6	EAG and federations	Market information	Sharing the trend scenario regarding price, demand	Meetings, circular Letters	
7	Target population	Skill development	Skills promotion (Soft & Hard Skills)	Pamphlets, Brochures, flash cards and video short films	VPRC PFT DPMU.
8	EAG and federations	Partners	Various livelihood partners their area of specialization	Pamphlets, Brochures,	VPRC, PFT DPMU.
9	EAG and federations	Trade fairs exhibitions	Importance and participation	Meetings, Pamphlets	PFTs DPMU
10	EAG and federations	Value addition	Various value addition methodologies	Pamphlets, Brochures, flash cards and video short films	PFTs and DPMUs.
11	EAG and federations	Trade mark, patent rights	Importance of Trade mark, patent rights	Meetings, Pamphlets, Brochures, flash cards	PFTs and DPMUs.

No	Stake holders	Communication Need	Message	Potential Media/activity	Responsibility
12	EAG and federations	Environmental management framework	E1, E2, E3 list and importance	Meetings, Pamphlets, Brochures, flash cards	PFT DPMU
13	EAG and federations	Best practices	Best livelihood practices	Meetings, Pamphlets, Brochures, video short films	PFT DPMU.

C. Communication Operational Plan Matrix for Community Procurement

No	Stakeholders	Objective	Description	Media	Responsibility
1	DPMU, PFT, VPRC, Sub-committees	To understand the community procurement guidelines	Concept & principles of Community Procurement, Creating rate banks Procurement procedures & steps, Roles & Responsibilities of each stakeholder, Thresholds & procurement formats	Manual, Drama, Charts	DPMU PFT
2	Village Community	To understand community procurement System & bring Transparency	Awareness on Community procurement & Procurement Procedures, Motivation	Drama, charts, video films Stickers	DPMU PFT/GPVPRC

D. Communication Operational Plan Matrix on Micro Finance

No	Stake Holders	Objective	Description	Media	Responsibility
1	DPMU PFT	Orientation on MF & related Information	Objectives of Vazhdhu Kaatuvom Project, Concepts, Identification of the target poor, SHG – concepts, need, Management of finance, records, Governance, Meetings, Job Rotation for collective learning, Participation & Representation in other association/Federation Capacity building of SHGs Bank linkages, Convergence with other development programs, Strengthening PLF to be a Effective Service Unit	Training manuals Booklets Pamphlets Cassettes, CDs songs about SHGs Skit, Role-plays	MFS CS CBAs
2	SHG members	Orientation about the SHG Concepts & Federations	Strength of unity, Importance & need for federations, governance, Different levels and types	Charts, Stickers Training manuals Booklets, Pamphlets Cassettes, CDs Skit, Role-plays	VPRC, GP, DPMU, SPMU
3	Bankers	Orientation on Vazhdhu Kaatuvom Project	About the project Linkages, lending patterns, emphasis on poorest of the poor, simple procedures, project linkages With credit rating methodologies seed money concept	Training manuals Booklets Pamphlets Cassettes, CDs songs about SHGs Skit, Role-plays	VPRC, GP, DPMU, SPMU
4	VPRC SHG members	Social Mobilization Financial Exposure	Mobilization of SHGs, Funds related to micro finance issues, Role of SHGs and federations into Vazhdhu Kaatuvom	Charts, Stickers Training manuals Booklets, Pamphlets Cassettes, CDs Skit, Role-plays	VPRC, GP, DPMU, SPMU

E. Communication Operational Plan Matrix for Disability Sector

No	Stake Holders	Objective	Description of the Communication	Media	Responsibility
1	State Team, Govt. Depts, Devt. agencies	To disseminate information on disability & Vulnerability, project components and its implementation strategy.	Brief version of disability strategy disability plans	Multi colour brochure	
2	Special facilitators	To provide appropriate supportive information regarding induction and functional model inputs	Topics highlighted in disability manual.	Multi colour annual	DVS & CS
3	VPRC, disabled and community members	To sensitize the stakeholders on disability issues and how Vazhdhu Kaatuvom project address their key issues at village level.	Issues of disabled persons; VPRC constitution Special funds & Livelihood fund	Three page brochure	DVS & CS
4	VPRC, vulnerable & Community Members	To sensitise the stakeholders on vulnerability issues and how Vazhdhu Kaatuvom project address their key issues at community level.	Who are vulnerable?	Three page brochure Posters	DVS & CS
5	SHG members	To sensitise disability issues through self reflection and group action	10 to 15 key issues	Flip charts to use for small groups	DVS & CS
6	General public	To sensitise the community on disability and related issues	Discrimination, isolation and non recognition of their abilities and right to equal opportunity etc	Cine clips on disability issues, Songs on Disability Making documentary movie	DVS & CS

25. **Media Themes:** The project will use media themes as evolved based on the filed level interaction and discussion with community as indicated in Table 8.3.

Table 8.3 Media Themes

No	Media/Methods	Theme
1	Video Short film 8 mins.	Community Mobilization and PIP process
3	Posters	Project non negotiables <ul style="list-style-type: none"> ▪ Inclusion ▪ Participation ▪ Equity ▪ Transparency ▪ Accountability ▪ Facilitating style ▪ Importance participating in Grama Sabha, Village assembly and PIP ▪ SHG formation ▪ Special group formation
6	Stickers	Project non negotiables <ul style="list-style-type: none"> ▪ Inclusion ▪ Participation ▪ Equity ▪ Transparency ▪ Accountability ▪ Facilitating style ▪ Importance participating in Gram Sabha, Village assembly and PIP ▪ SHG formation ▪ Special group formation
7	Audio cassettes	Organizing the community and share the vision of the project

H.6 Communication Workshop

26. A cross-section of workshops would be planned to create an enabling environment for project interventions and training and capacity building. Workshops would be conducted with different stakeholders to gradually bring a positive change in attitudes and a resulting change in behaviour.

27. **Sensitisation workshops:** Sensitisation workshops will be conducted for each stakeholder group. These workshops will include sensitization on issues, relevant information on the proposed project including objectives, procedures, stakeholders, and timeframe and project cycle. The trainers will be drawn from educational institutions, development professionals and HR Trainers from business groups. The details of the proposed sensitisation workshop are summarized in Table 8.4.

Table 8.4 Sensitization workshops

Level	Stake Holders	Advantages	Activities	Responsibility
Village level	Village presidents, ward members, informal leaders	Clarity about their roles, needed initiatives, familiarization of the project objectives	Conference, Workshops, handbills, manuals, etc	DPMU, VP
Block Level	PFT, Community Members, community reporters	To understand the issues of the poor, to create the interest among them and on the communities	Workshop, group interaction, use of cultural troupes, handbills, user friendly manuals brochure etc.,	SPMU, DPMU
Department Level	Line staff and learning organizations	Understanding of their roles & project goals, Developing the capacity for proper identification of vulnerable groups	Conference, seminar, group meetings, workshop, etc.,	SPMU, DPMU
Lending Institutions	Financial and non financial institutions,	To understand the issues, To strengthen the link and service delivery of the institutions	Workshop, group interaction, handbills, brochure,	SPMU, DPMU

28. **Stakeholder Consultation Meetings And Workshops:** Stakeholder consultations lead to development of mutual trust. A common platform is created to take the projects development agenda forward in a proactive manner. The details of proposed stakeholder consultation meetings and workshop are summarized in Table 8.5.

Table 8.5 Stakeholder Consultation Meetings and Workshops

Objective	Stake Holders	Advantages	Activities	Responsibility
Relationship Building At Village level	All the village level institutions (VP, CBOs, SHGs, Youth etc)	Consciousness of self & Collectiveness, Need for partnerships, Friendly attitudes, Learning of the own environment and existing groups	Cultural troupes, facilitating group inter-actions, Brochures, Posters, etc	SPMU, DPMU PFT
With Other Stake Holders	PFT, DPMU, NGOs, lending institutions, educational & business organizations	Work in partnership, Consciousness on needs & priorities, better coordination, simplification of procedures, networking, etc.,	Inter-actions, Brochures, wall hangings, posters, stickers, manuals, conference, etc	SPMU, DPMU
Sharing of knowledge & Experience within & between communities	All the village level institutions, (VP, CBOs, SHGs, Youth, NGOs etc)	Understanding of Socio, economic, political & cultural dimensions	Exposure visits, Group Discussions, Video shows, Newsletters,	SPMU, DPMU, VP
Access to free flow of information	All the village level institutions, (VP, SHGs, NGOs Youth, etc) PFT, Local Media	Understanding of existing & needed communication Channels	Brochures, Posters, leaflets Street Play, Television shows	PFT DPMU VP

Table 8.6 - Village Communication Plan

Communication Event	Key Themes	Responsibility
Project Launch Campaign	<ul style="list-style-type: none"> • Key Project principles • Uyir Moochchu • How to join in VKP? 	<ul style="list-style-type: none"> • PFT and District Unit
Motivation camp to join the project	<ul style="list-style-type: none"> • Sensitising the community to participate in Grama Sabha • Grama Sabha venue and date • Women and poorest ones participation • Project initial activities 	<ul style="list-style-type: none"> • PFT
Informing about PIP	<ul style="list-style-type: none"> • Purpose of this exercise • PIP venue and date • Who all should attend? 	<ul style="list-style-type: none"> • VP and PFT
Knowing SHG and seed fund eligibility	<ul style="list-style-type: none"> • Types of SHG • Rules and regulations • Eligibility to access seed fund 	<ul style="list-style-type: none"> • VP and PFT
Knowing about VPRC	<ul style="list-style-type: none"> • Why VPRC constituted? • Process for VPRC constitution • VPRC roles and responsibilities • Grama Sabha approval 	<ul style="list-style-type: none"> • VP and PFT
Knowing about VPRC (only in tribal areas)	<ul style="list-style-type: none"> • Why tribal VPRC constituted? • Process for tribal VPRC constitution • tribal VPRC roles and responsibilities • Grama Sabha approval 	<ul style="list-style-type: none"> • VP and PFT
Planning for the VPRC plan	<ul style="list-style-type: none"> • Components • Activities 	<ul style="list-style-type: none"> • VPRC and PFT

Communication Event	Key Themes	Responsibility
Planning for the disabled	<ul style="list-style-type: none"> • Activities • Special group formation rules and regulations • Eligibility to access seed fund 	<ul style="list-style-type: none"> • VPRC and PFT
Let do livelihood resource mapping	<ul style="list-style-type: none"> • Purpose of this exercise • Steps • Venue and date 	<ul style="list-style-type: none"> • VPRC and PFT
Eligibility for Panchayat incentive fund	<ul style="list-style-type: none"> • Selection process • Criteria for eligibility 	<ul style="list-style-type: none"> • VPRC and PFT
Understanding livelihoods fund	<ul style="list-style-type: none"> • Fund Guidelines • Steps in accessing fund 	<ul style="list-style-type: none"> • VPRC and PFT

29. Each of the events will be developed in the form of action plan with specific messages, responsibilities, methods etc in the COM.

I. FINANCIAL MANAGEMENT

I.1 Introduction

1. The financial management system for the Vazhndhu Kaatuvom Project has been designed to ensure transparency and accountability and also inclusiveness in decision-making and allocation of financial resources to the villages.

I.2 Financial Management Framework

2. The financial management framework consists of simplified arrangements to ensure transparency and accountability at all levels of the project’s proposed Institutional set up. The financial management framework for the project is given in Table 9.1.

Table 9.1 Financial Management Framework

Level	Institutional Arrangement	Key Financial Management Arrangements
State Level	Executive Committee of the “Vazhndhu Kaatuvom State Society” (State Society)	<ul style="list-style-type: none"> • Develop, review, revise and approve financial management policies for the project • Approve annual budgets for the project • Review financial progress at the Apex level • Overall oversight of financial management functions • Approve and place the audited annual accounts for adoption by GB and file the same with the Registrar of Societies • Review and follow up audit reports
	State Project Management Unit (SPMU) Project Director with Finance Specialist and Accounts Team	<ul style="list-style-type: none"> • Compile annual budget of project based on annual action plan for SPMU and various DPMUs and submit the same to GoTN for sanction of the budget • Receive funds into its bank account from GoTN as per the allocated budget • Distribute funds to DPMUs on a timely basis as per agreed annual work plans • Institute mechanisms for proper accounting and auditing of project funds at state, district and village level; • Maintain database on district wise, component wise fund releases and expenditure • Compile and forward regular quarterly/annual financial reports to GoTN / GOI/IDA • Submit regular claims for reimbursement of project expenses • Implement capacity building measures for financial management for staff at SPMU and DPMU and • Develop policy and strategy for book keeping capacity building at the village level and implement the same

Level	Institutional Arrangement	Key Financial Management Arrangements
District Level	Executive Committee of the District "Vazhndhu Kaatuvom" Society (District Society)	<ul style="list-style-type: none"> • Develop, review and revise financial management policies for the project within the framework of the policies of the State Society • Review financial progress at the District level • Overall overview of financial management functions in the District • Facilitate linkages for easy flow of funds for the community to mobilize the community equity • Liaise with statutory auditors for the audit of the DPMU's accounts on an annual basis and place the audited accounts before the General Body of the District Society and filing of annual returns with the Registrar of Societies. • Appoint auditors for a sample audit of VPRCs and EAGs.
	District Project Management Unit (DPMU): District Project Manager with Assistant Project Manager (Village Funds) .	<ul style="list-style-type: none"> • Compile annual budget for the district and submit the same to the SPMU • Receive funds into its bank account from the SPMU as per allocated budget • Appraise Livelihood Business plan Proposals and verify milestone certificates and release payments to VPs, VPRCs and EAGs on a timely basis as per agreed activities and relevant contractual arrangements and utilize funds for its own activities at district level • Maintain database on village wise Business plan agreements, releases, expenditures, contributions, monthly financial statements etc. • Compile, prepare and forward regular monthly/quarterly financial monitoring reports to SPMU • Ensure regular and timely audit for district level and village level activities • Ensure implementation of capacity building activities for building skills in financial management for village level and cluster level institutions, etc.
Cluster Level	Project Facilitation Team: Facilitator (Accounts and Monitoring)	<ul style="list-style-type: none"> • Assist the VPRC in implementing the accountability framework (including public displays and external audit) • Train and provide hand-holding support to the VPRC Book Keeper in book keeping functions and in preparing monthly & annual reports • Monitor the maintenance of books of accounts at the Village level • Assist the DPMU in verifying the milestone for release of instalments to VPRC/EAG
Village Level	Grama Sabha	<ul style="list-style-type: none"> • Approve VPRC Plan for the village • Approve Business Plan Completion Reports of EAGs • Appoint Social Audit Committee and call for action taken reports
	Village Assembly	<ul style="list-style-type: none"> • Approve updated VPRC Plan • Approve Livelihood Business plan Proposal
	Village Panchayat	<ul style="list-style-type: none"> • Sign MoU with DPMU for the initiation phase • Receive Rs. 35,000 as Initiation Fund and utilize the same for project initiation activities • Prepare and submit accounts for the Initiation Fund to DPMU

Level	Institutional Arrangement	Key Financial Management Arrangements
Village Level contd....	VPRC: Secretary and Treasurer with Book Keeper	<ul style="list-style-type: none"> • Sign financing agreements for VPRC Fund with DPMU • Receive funds from DPMU against VPRC financing agreements and deposit the same in project bank account to be operated by two members from among the SHG representatives who are members of VPRC, will be called Secretary and Treasurer • Plan, implement and supervise activities under VPRC fund • Engage an accountant and ensure that all project expenditures and income are accounted for in the books of accounts • Request for funds from DPMU along with milestones certificates • Provide all books of accounts and other records for project audit • Appoint Finance and Procurement Sub-committees with the approval of Village Assembly and entrust them with specific financial management and procurement functions • Ensure that all financial management and procurement decisions are documented in the Minutes Books of the VPRC, Finance and Procurement sub-committee meetings • Arrange permanent public display boards at a prominent place in the village, showing updated information on financial progress, VPRC and Livelihood Funds approved with beneficiary lists • Provide all financial information to SAC members • Assist VP in submitting applications for Incentive Funds • Assist the VP in implementing activities included in the Incentive Fund Proposal • Submit monthly, quarterly, half yearly and annual financial reports to DPMU through PFTs.
	Economic Activity Groups Book Keepers	<ul style="list-style-type: none"> • With the assistance of VPRC and PFT, prepare and submit village Livelihood plan to DPMU • Sign EAG Financing Agreements with DPMU • Open bank accounts, deposit own contributions and receive project funds • Implement and maintain books of accounts for all Business plan expenditures and income • Submit milestone certificates for completion of milestones as per agreed format and request for release of subsequent tranches from DPMU • Facilitate periodic audit of income and expenditures by EAGs by project auditors
	Procurement Sub Committee	<ul style="list-style-type: none"> • Guide VPRC, VP and EAGs in their procurement functions; • Ensure that the procurement guidelines elaborated in the COM are complied with; • Assist the VPRC, VP and EAGs to negotiate for highest quality and best prices
	Finance Sub Committee	<ul style="list-style-type: none"> • Guide VPRC, VP and EAGs in its financial management functions • Ensure that the financial and accounting guidelines as laid out in the FMM and COM are complied with • Facilitate the audit process
	Social Audit Committee	<ul style="list-style-type: none"> • Carry out periodic compliance checks of VP, VPRC, EAG Business plans • Certify all milestone certificates and submit regular reports to Village Assembly and the Gram Sabha

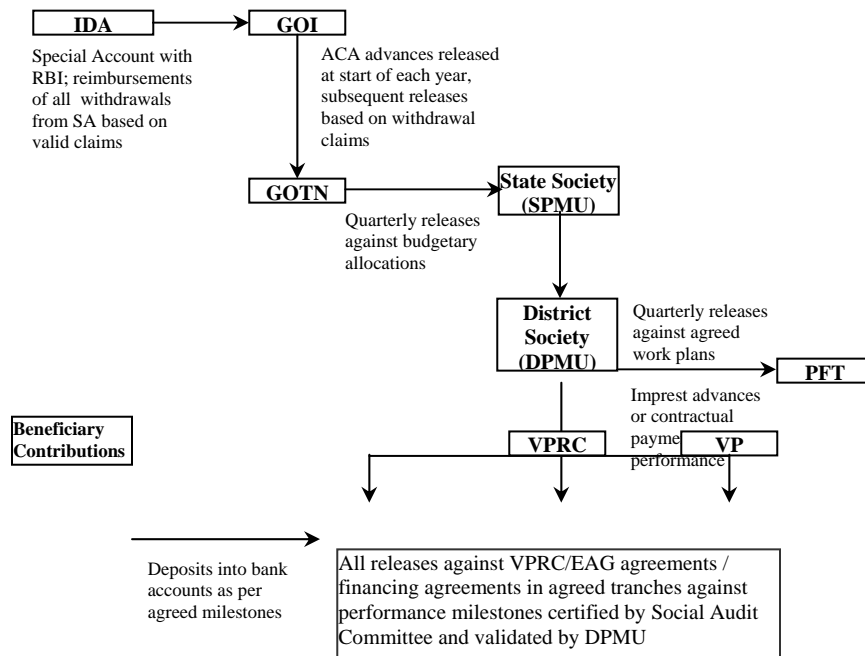
I.3 Planning and Budgeting

3. The project’s planning process will follow a ‘bottom-up’ approach i.e. it will grow out of village level plans and get consolidated into district and state level annual work plans. The project planning process for each financial year will follow the budgeting cycle of the state and will be completed when the project estimates are included in the state budget, presented and approved by the State Legislature as ‘demand for grants’ through the Annual Appropriation Act. Supplementary or additional grants are approved by subsequent appropriation acts. The project will be budgeted as a separate line item in the State budget and the funds will be released to the State and DPMUs in line with standard State financial procedures.

I.4 Funds Flow

4. The funds for project implementation will be channelised to the project implementation agencies including the VPRC and the fund flow envisaged for the project is summarized in Figure 9.1.

Figure 9.1 – Fund Flow Arrangement



5. The basis for release of funds to the different levels of the project and the nature of accounts at these levels of the project are summarized in Table 9.2.

Table 9.2 Summary of Fund Flow Arrangements

Fund flow level	Basis of release	Nature & operation of accounts
GOI to GOTN	<ul style="list-style-type: none"> Disbursement from IDA credit initially as per traditional system of replenishment and reimbursement with full documentation and against statement of expenditure After successful demonstration of regular, timely and adequate FMRs, disbursement could be converted to report based at the option of GOTN and GOI About 4 months of initial estimated disbursements from IDA credit will be allocated to the Special Account Initial deposit will be credited into Government of India's Special Account by the World Bank. An equivalent amount will be transferred by the GOI to the consolidated fund of the State (GOTN) under the new back to back financing arrangement accepted by GOI. Subsequent fund releases from the Bank to GOI and GOI to the GOTN will be based on the Reimbursement applications submitted by the project on a quarterly basis to the Bank through the CAAA 	A special account maintained in the Reserve Bank of India
Government of Tamil Nadu to State Society	<ul style="list-style-type: none"> VKSS will prepare annual budgets and submit it to Government of Tamil Nadu Government of Tamil Nadu will include estimates in their budget estimate and obtain sanctions from the Assembly. The VKSS will draw funds from the state treasury (on the basis of approved budget) on a quarterly basis (through the Director of Social Welfare) and deposit funds in the savings bank account of VKSS. VKSS will submit quarterly Financial Monitoring Reports to the World Bank. VKSS will maintain computerized accounting system (based on an off the shelf accounting package) and follow a simple and accurate accounting system. 	Savings Bank Account of the VKSS
State Society to District Society	<ul style="list-style-type: none"> District Society will prepare annual budgets and submit it to State Society Funds will be transferred from the State to the DPMU under the following components Village Fund, Institutional Strengthening at District Level & Project Management District Society will maintain computerised system of accounting, in line with the accounting system at VKSS. 	Savings Bank Account of the District Society
District Society to VPRC	<ul style="list-style-type: none"> District Society will transfer the first installment of VPRC funds to VPRC upon submission of VPRC Plan approved by Gram Sabha and signing of VPRC Financing Agreement. The amount of first instalment will be calculated as under: 40 % of {(Total no. of non tribal families x 0.25 Rs.5717). In case the no. of tribal families is less than fifty, the tribal component will be computed as 40% of (No. of tribal families x Rs.9575) and added to the above amount to arrive at the total first instalment amount. In case separate tribal VPRC has been constituted (no. of tribal families is more than fifty) the first instalment amount will be arrived as 40% of (No. of tribal families x Rs.9575) and the funds will be released to the tribal VPRC directly or 40% of the VPRC Plan whichever is less. The second instalment of 40% will be released based on submission of request for release and satisfactory completion of agreed milestones in the VPRC Financing Agreement as certified by Social Audit Committee. The last instalment of 20% will be based on submission of request letter and satisfactory completion of agreed milestones (performance & financial indicators) in the VPRC Financing Agreement as certified by Social Audit Committee. The submission of the monthly financial report will be required as a pre-condition for release of subsequent instalments against the individual sub-project agreements. VPRC will maintain simplified books of accounts with the help of the Book Keeper 	VPRC's Bank A/c. The account will be operated jointly by the Secretary and Treasurer of the VPRC
District Society to EAG	<ul style="list-style-type: none"> The VPRC will appraise and approve the Livelihood Business plan Proposals and will forward it to the District Society for compliance check The District Society, after compliance check, will release the Livelihood Funds to the EAG in tranches as per the EAG Financing Agreement and Livelihood Fund guidelines The EAG will maintain proper books of accounts The EAG will submit quarterly report of expenses to the DPMU through the VPRC The EAG will maintain a separate set of books for implementing Livelihood Business plan Proposal. The EAG will engage a bookkeeper for the purpose or one of the EAG members who are well trained in accounting can maintain the books. 	EAG's Bank account operated by Secretary and Treasurer of EAG

I.5 Financing Agreements for Village Fund Release

6. About 90% of the Project Funds are earmarked as Village Funds, which will be directly released to the VP, VPRC and EAG. The fund releases are formalized through signing of Financing Agreements and MoUs specifying mainly the number and percentage of installments and release conditions as summarized in Table 9.3.

Table 9.3 Financing Agreements

Fund Flow		Name of Agreement	No. of Installments & Percentages	Pre-conditions for signing Agreements
From	To			
State Society	District Society	MoU between VKSS and VKDS	According to District Level Annual Work Plan	<ul style="list-style-type: none"> Registration of the District Society Appointment of District Project Manager and Team members Opening separate bank account
District Society	Village Panchayat (for Initiation Fund)	MoU between VKDS and VP	Single installment of Rs. 35,000	<ul style="list-style-type: none"> Gram Sabha adopts key project non negotiable principles
District Society	VPRC	VPRC Fund Financing Agreement between VKDS and VPRC	In 3 installments as per the approved VPRC Plan of 40%, 40% and 20%, each installment is bifurcated between Capacity Building Fund and Special Assistance Fund, the main sub-components of the VPRC Fund	<ul style="list-style-type: none"> The VPRC and SAC have been constituted as per Community Operational Manual guidelines and trained on initial modules of Community Operational Manual – covering guidelines for VPRC Fund, Financial Management and Procurement guidelines The VP has submitted accounts of the initiation fund to the DPMU Participatory identification of the poor completed and list approved by Gram Sabha Opening of separate bank account The VPRC Plan approved by Gram Sabha and compliance checked by DPMU
District Society	EAG	EAG Financing Agreement between VKDS and EAG	In 2 installments as per the Livelihood Business plan Proposal	<ul style="list-style-type: none"> EAG has been constituted as per Community Operational Manual guidelines and trained on Community Operational Manual Livelihood Business plan Proposal prepared, approved by Village Assembly, appraised by VPRC and compliance checked by DPMU Arrangement for mobilization of equity portion of the proposed investment done
District Society	VP (for Incentive Fund)	Incentive Fund MOU	In 2 installments of Rs. 3 lakhs each	<ul style="list-style-type: none"> Successful implementation of Vazhndhu Kaatuvom Project within 3 years of formation of the VPRC as evidenced by external evaluation using eligibility criteria

7. The terms and conditions for releasing funds the Village Panchayat initiation fund, are elaborated in an MoU to be signed between Village Panchayat and District Society as given in **Attachment I.1**.

8. The VPRC Fund consists of Capacity Building Fund and Special Fund, which will be directly released to the VPRC. The VPRC will sign the VPRC Financing Agreement with the District Society for accessing the VPRC Fund once the VPRC Plan is prepared and approved by Gram Sabha. The terms and conditions for releasing VPRC Fund are elaborated in the VPRC Fund Financing Agreement given in **Attachment I.2**.

9. The VPRC Plan will contain in addition to the Capacity Building and Special Fund Proposals likely livelihood opportunities, which will be taken up for detailed Livelihood Business plan Proposal preparation by EAGs. The Livelihood Business plan Proposals will be appraised by the VPRC utilizing external technical assistance. The DPMU will do the compliance checking and clear the Livelihood Business plan Proposals. The Livelihood Funds for implementing the Business plan Proposals will be directly released to the EAG. The terms and conditions for releasing Livelihood Funds to the EAGs are elaborated in Livelihood Financing Agreement known as EAG Financing Agreement as given in **Attachment I.3**.

I.6 Training and Capacity Building

10. **SPMU and DPMU Staff:** The financial and accounting staff at the State and District level will be trained in the requirements of accounting and reporting under the project by the CB Agency. Modules will be prepared by the Agency and training will be included in their annual calendar. As the project is implementing computerized financial management system, the staff will be trained to operate the computerized systems. The Specialist Financial Management will have the overall responsibility of building capacity of DPMU and cluster level staff.

11. **Cluster level:** The Accounts and Monitoring Facilitator at the PFT will be exposed to the financial management aspects at the village level, as included in the COM. In addition they will be given functional training on accounting for one week. He will in turn give training to the VPRC/ EAG bookkeeper. There will also be refresher trainings given periodically during the project period. The Asst. Project Manager, Village Funds will have the primary responsibility of building the capacity of Facilitator Accounts and Monitoring in the PFT.

12. **Village Level:** The office bearers of the VPRC, Finance and Procurement Sub Committee members, Social Audit Committee members etc. will be trained on how to manage funds, maintaining books of accounts and financial records, financial reporting, financial accountability, maintaining transparency etc. The Assistant Project Manager (Village Funds) in the District Team will have the key responsibility in coordinating with the Accounts and Monitoring Facilitator in the PFT in building the capacity of the

bookkeeper at the village level and also to constantly give handholding support to them. Provision of books of accounts, development of standard training modules, training of trainers etc. will be done in building the financial management and accounting capacity at the village level.

I.7 Financial Management Manual (FMM)

13. A FMM (which is an integral part of the PIP) has been prepared detailing the accounting and financial reporting (FMR) requirements for the SPMU and DPMU. The FMM elaborates the accounting and financial management processes such as funds flow, budgeting and audit arrangements. The financial and accounting policies contained in these manuals shall supplement the policies adopted for State Society and District Societies.

I.8 Accounting Policies and Procedures

14. At the State and District Level: SPMU and DPMUs will maintain their accounts on cash basis following double entry book keeping principles. VPRC, EAGs and VPs will be required to maintain accounts for funds received under the project, including their own contribution and will be monitored on a memorandum basis by the project.

15. State and District Societies will be the primary accounting centers under the project. Double entry accounting system will be followed and accounting practices will be in line with consistently applied national Accounting Standards, in each of the accounting centers.

16. All release of funds from State Society to DPMUs against approved district level work plans will be recorded as grants in the respective books of accounts. On consolidation of the district and state accounts, actual expenditures at each level will be reflected as per monthly/quarterly financial reports. The compilation of financial statements of District and State Societies will be carried out on a regular basis (monthly, quarterly, annual and cumulative over project period) to prepare project level consolidated statements and will be used for preparation of withdrawal claims and monitoring of project financial progress by the Project management, GoTN and World Bank.

17. Materials and other assets purchased will be recorded as expenditures at the time of purchase itself. However, an asset management system (asset register) for assets procured under the project would provide guidelines for its classification, custody, security, disposal and annual verification procedures.

18. All releases of funds for approved and appraised VPRC Plans and Livelihood Business plan Proposals to VPRCs and EAGs by the VKDS will be against financing agreements and will be recognized as expenditures as these payments will be based on achievement of performance and financial indicators.

19. Release of initiation funds to VPs of Rs. 35,000 will be treated, as advance and actual expenditure will be recorded in DPMU based on reports from VPs. VP will submit utilization certificate to the DPMU to support their claims for expenditure against initial advance of Rs. 35,000.

20. Other releases of funds to suppliers/SOs/NGOs etc. will be accounted for as advances in the books of accounts and adjusted to expenditures only on submission of expenditures.

21. Release of Incentive Funds to VPs will be in two installments and releases will be treated as expenditure as release will be subject to VPs satisfying agreed criteria established by the project.

22. Accounting entries will be made in the books of accounts of SPMU and DPMUs for the beneficiary share of the subproject costs. All accounting entries for beneficiary contributions will be made on the basis of milestone certification, except for the upfront cash deposits, which will be accounted for on the basis of evidence of bank deposit slips and bank passbooks.

23. The DPMU will pay the salaries of the PFT members who are contracted directly on a monthly basis by credit to their Bank accounts. Similarly their mobility allowance, TA / DA etc. will also be paid directly by the DPMU by credit to the PFT members' Bank accounts. An imprest account will be given by the DPMU to the PFT to meet their monthly administrative expenses. At the end of every month, the PFT will submit their imprest claim to the DPMU along with bills and vouchers in original and the DPMU will reimburse the expenses to the PFT.

24. Village Level: For the pre-existing institutions like VPs, the standard prevalent accounting mechanism will be used to account for project funds. While the design of the accounting system does not envisage separate sets of books of accounts for VP, the project related expenditures will need to be separately identified and classified as per the chart of activities/components.

25. VPRC, EAGs and VPs will maintain accounts for funds received from the project, including their own contribution and will be monitored on a memorandum basis by the project.

26. In the EAG books of accounts, assets both acquired and constructed will be valued at total gross cost of the subproject, including beneficiaries' contribution. The books of accounts will reflect all receipts and expenditures for the subproject costs (including beneficiaries' own cash/labor/material contributions as well as funds raised from Banks and MFIs)

27. VPRC will maintain the following simple accounts, records/registers:

- Day Book with Cash and bank columns
- General Ledger
- Minutes Book
- Procurement register
- SAC Comments and Rectification Register
- Community Contribution Register
- Advances Register.

28. The VPRC will retain and safe keep cheque and bank pass books, and all vouchers, bills, receipts, contracts and supporting documents. The bank passbooks will be regularly updated and bank reconciliation statements will be prepared. The Treasurer of the VPRC will be the custodian of the Bank Pass books and cheque books and will operate the bank account along with the Secretary.

29. Community Operational Manual (COM): covers in detail the process of managing the community level finances and maintaining accounts. The COM contains details of the fund flow, accounting and reporting requirements of VPRC and EAGs. Formats of the books and registers have been given in the Community Operations Manual.

I.9 Internal Control

30. The Handbook for accounting and administrative procedures is being prepared with delegation of financial powers, authorities and payment responsibilities. The handbook will also include administration of salary and other incentive systems including travel guidelines.

31. The Project Director will issue office orders and guidelines from time to time. The FMM has elaborated the approval processes for specific project activities. The

project will review these arrangements periodically and make suitable amendments as needed for smooth project implementation.

32. The other key internal control mechanisms are:

- Performance standards for certification of milestones and release of payments
- Each accounting unit will close the books of accounts within a specified number of days of the close of each month, reconcile its balances with bank statements and books of accounts and forward the same to the next level of authority in the institutional hierarchy, and State Society will provide oversight on the qualitative and timeliness aspects of the reporting.
- At the VP, VPRC, and EAG levels, recording of all financial decisions in the minute books, public displays of financial information, access of accounting records to all members and social audit procedures will ensure that transparency and oversight functions are maintained.

I.10 Audit Arrangements

33. **Statutory Audit** : SPMU and DPMU Levels: As per the requirements of the State's Societies Registration Act, the executive committee of the VKSS will appoint an independent firm of chartered accountants to conduct annual audit of the project i.e. the State and all District societies. The auditor will also audit and certify the compiled consolidated annual report for the whole project. The audit would cover all project operations. The TOR for audit is given in **Attachment I.4**.

34. The audit report will consist of:

- (i) financial statements and
- (ii) audit opinion confirming whether the project financial statements have been prepared in accordance with consistently applied Accounting Standards issued by the ICAI and give a true and fair view of the operations of the project during the year and that the withdrawals from the World Bank Grant made on the basis of SOEs together with the FMRs, procedures and internal controls involved in their preparation, can be relied on to support the related withdrawals.

35. Additionally, the auditor will be required to provide a management letter to project management-highlighting areas which require improvement. The audit will be conducted as per the national audit assurance standards issued by the ICAI.

36. The audit report with the management letter will be submitted to World Bank within six months of the close of each financial year. The form of annual financial statements to be certified will also be covered in the TOR. The timetable for audit reports are given in Table 9.4.

37. Village Level: VPRC as community-based organization will have more of a social audit than a statutory audit by a CA firm. The project will engage CA firms at the district or regional level, to conduct a six monthly audit of the VPRC's and VPs on sample basis (of the separate account for project funds) and a one-time audit of EAGs on completion of the sub-projects. TORs for audit of the village level institutions such as VPRC, VPs and EAG will be agreed with the Bank. The District societies will maintain a updated database of the audit reports of the village level entities and take follow up action on delayed or inadequate reports, audit observations etc. However, as a demonstration of good practice, the audit of VPRCs and EAGs will be taken up on a sample basis adopting 10 % sample or as proposed by the project.

38. *Internal Audit* : An internal auditor will be appointed by the General Body of the State and District Societies for performing audit on a quarterly basis. The internal audit will review the project financial management systems and adherence to Government Orders, approved Financial and administrative guidelines, adequacy of internal controls, adherence to the financing agreements with village level implementing entities and review mechanisms in place to conduct regular audits of VPRCs and EAGs and follow up of audit observations.

39. *Social Audit* The Social Audit function carried out by the Social Audit Committee directly appointed by the Gram Sabha will be on all aspects of quality, quantity and procurement with specific reference to the project principles and non-negotiables. The Social Audit Committee reports its findings directly to the Gram Sabha along with recommendations for rectifying short falls. The social audit will ensure transparency and accountability of project implementation at the village level.

40. The capacity of SAC will be increased through a specific capacity building exercise for SAC members to undertake audit on the project principles for better functioning of VPRC and EAG.

41. The SAC will certify the utilization of each installments of funds released to the VPRC and EAG and certify achievement of milestones. Thus SAC certification will be a pre-requisite for release of village funds to VPRC and EAGs.

I.11 Reporting and Monitoring

42. The monthly reporting formats from each of the accounting centers have been designed to provide summarized monthly financial information on the fund flows, balances in cash/bank, status of advances and expenditures classified by project components/activities, disbursement categories, procurement methods etc. These reports will be compiled by the DPMU on monthly and quarterly basis to provide meaningful FMRs. An important aspect of the reports would be that the information on the number of village-wise Livelihood Business plan Proposal approved, amount of the Business plan Proposal, releases made against the agreed milestones, community contributions received, status of financial reports submitted by the VPRCs will be monitored. These

reports will be prepared from the start of the project, submitted to World Bank within 45 days of the close of the quarter and used by the project at the State and District level and by World Bank for monitoring and management decision making.

43. VPRCs will be required to submit regular statements of expenditures summarizing sources and uses of funds against the plans in order to build accountability and demonstrate the presence of adequate accounting and book-keeping arrangements consisting of:

- The sources and uses of funds, indicating the balances in cash/bank;
- Community Contributions in cash and kind; and
- Physical progress of works/activities.

44. The report will be discussed among the VPRC members before submitting it to the DPMU through the PFT. The submission of the monthly financial report will be required as a pre-condition for release of subsequent installments against the individual business plan agreements.

45. The detailed formats for the reports at all levels are provided in the Financial Management Manual. The summary details of various reports to be generated at the different levels are given in **Table 9.4**.

Table 9.4 Summary of Project Financial Reports

No	Name of Statement	Originating From	Submitted to	Frequency
1	Financial Management Report	State Unit	World Bank	Quarterly
2	Statement of Expenditures	State Unit	World Bank	Quarterly
3	Annual Audited Financial Statements	State Unit	World Bank	Annual
4	Financial Management Report	DPMU	State Unit	Quarterly
5.	Monthly financial accounts	DPMU	State Unit	Monthly
No	Name of Statement	Originating From	Submitted to	Frequency
6	Statement of Expenditures	DPMU	State Unit	Quarterly
7	Annual Audited Financial Statements	DPMU	State Unit	Annual
8	Monthly Financial Report	VPRC	DPMU	Monthly
9.	Quarterly Financial Report	EAG	DPMU	Quarterly
10.	Profit and Loss Account	EAG	DPMU	Half yearly

I.12 Public Display of Information

45. The financial management arrangements at the village level will ensure adherence to principles of transparency and accountability. In addition to social audit arrangements, a simple summary of the accounts will be publicly displayed in the village. In addition, the books/registers, vouchers and bank passbooks would be open for perusal by members.

I.13 Computerized Accounting System

46. The project will use an off the shelf accounting package that is Tally package at the State and District units with a consistent and uniform chart of accounts. This will enable timely consolidation of the accounts and preparation of consolidated financial reports for project.

I.14 Community Contribution and Cost Sharing Arrangement

47. The project envisages contribution by way of cash and kind by the community members towards the VPRC Fund and Livelihoods Fund activities. The operational expenses required for operating and maintaining all assets and facilities created under the project are to be borne by the community members to the extent of 100%. The cost sharing arrangement for the VPRC Fund and Livelihood Fund are summarized in Table 9.5.

Table 9.5. Equity contribution for Various Components of Village Fund

Category of beneficiaries	Rate of Beneficiary Contribution (Minimum)	Community and Equity Contribution (Minimum)
Skill Development Fund to groups	5 %	
Skill development for individuals	10%	
Skill development for disabled/vulnerable	nil	
Livelihood Business plan Proposal for target poor	10 % *	40 %
Livelihood Business plan Proposal for most vulnerable, Disabled and tribals	NIL	30 %
Livelihood Business plan Proposal for Non Poor	30 %	70 %

* Beneficiary contribution includes cash contribution of at least 5 %.

Note : Equity contribution means the proportion of the investment in livelihood Business Plan need to be raised from Banks, and accredited MFIs, SHGs, PLFs, line departments etc.

I.15 Disbursement Arrangement

48. Disbursements from IDA credit would initially be made in the traditional system (replenishment and reimbursement with full documentation and against statement of expenditure) and could be converted to Report based disbursements at the option of the GoTN and GoI after successful demonstration of regular, timely and adequate FMRs.

49. The actual disbursement until now and estimated disbursement are summarized in **Table 9.6** . The IDA share of disbursement is given in **Attachment I.5**

Table 9.6 Disbursement Details

Comp No.	Component Description	Mar 05 to Mar 06	April 06 to Mar 07 **	April 07 to Mar 08	April 08 to Mar 09	April 09 to Mar 10	April 10 to Mar 11	April 11 to Mar 12	Total
		Actual	Actual & Est	Estimate	Estimate	Estimate	Estimate	Estimate	
A 1	Forming and Strengthening of Village Institutions	1.17	46.50	135.75	224.95	124.63	110.00		643.00
A 2	Village Fund		104.40	1087.72	1957.48	1781.00	490.00	306.40	5727.00
B	Institutional Strengthening Support at State and Districts level	3.76	15.40	66.93	66.16	69.08	50.00	44.07	315.40
C	Total Project Management cost (C1 + C2)	11.38	56.20	88.60	92.41	96.29	80.00	60.72	485.60
	Total Expenditure	16.31	222.50	1379.00	2341.00	2071.00	730.00	411.19	7171.00

** Actual up to 31/1/07 + estimate for 2 months

50. A Special Account would be maintained in the Reserve Bank of India; and would be operated by the DEA, GoI. The authorized allocation of the Special Account would be determined in consultation with LOA that represents about 4 months of initial estimated disbursements from the IDA Credit. The Special Account would be operated in accordance with IDA'S operational policies.

51. State Society will compile financial information from DPMUs and prepare reimbursement claims on a monthly basis. The Society will also be responsible for submission of withdrawal applications to CAA&A in DEA for onward submission to the Bank for replenishment of the special account or reimbursement.

52. The disbursement procedures for fund releases to the VPRC and EAGs will follow Fiduciary Management for Community-Driven Development Projects: Reference Guide (May 2002).

53. Releases to VPRC and EAGs will be treated as expenditure at the time of disbursements as these disbursements will be against agreed milestones as per financing agreements between DPMU and VPRCs/EAGs. Release of Incentive Funds to VPs will be in two installments and releases will be treated as expenditure as release will be subject to VPs satisfying agreed criteria established by the project.

54. Other Disbursements will be made on the basis of statement of expenditure for (a) civil works for contracts not exceeding US\$500,000 (b) goods and equipment for contracts not exceeding US\$ 500,000; (c) consultants for contracts not exceeding US\$ 50,000 for individuals and US\$ 100,000 for firms; and (d) incremental operating costs to the SPMU.

55. Retroactive Financing: GoTN has requested for retroactive financing of US\$1.5 million to meet the expenditures incurred since February 29, 2005, including those that are anticipated upto the Credit signing. The activities to be covered under the retroactive financing are consistent with the financing categories as agreed with IDA.

J. PROCUREMENT ARRANGEMENTS

1. The procurement arrangements of the project are aimed at satisfactory implementation, speedy transfer of resources by way of disbursement, and achieving economy and efficiency in the project.

J.1 Procurement Methods/Arrangements

2. Procurement of all goods and works under the project will be undertaken in accordance with World Bank (hereinafter referred to as Bank) guidelines for procurement (May 2004). Procurement of all consulting services (including NGO services) will be in accordance with 'Guidelines for Selection and Employment of Consultants by the World Bank Borrowers' (May 2004). All civil works, goods and services would be procured using India-specific Bank's model documents as well as the formats of the community contracts specifically approved for the Project.

J.2 Procurement of Goods and Works

3. The overall procurement methods to be followed for procurement of goods and works of the project are summarized in Table 10.1

Table 10.1 Procurement Methods for Goods and Works

Items to be procured	Procurement Methods	Key Guidelines
Goods and Works	<ul style="list-style-type: none"> Contracts estimated to cost more than US\$ 50,000, but less than US\$ 5,00,000 per contract would be procured following the NCB procedures (as per the provisions of the Bank guidelines). The goods to be procured are packages consisting of computers and related office equipment, networking and website development, communication equipments, other office equipment, furniture, printing materials, vehicles, etc. .The works to be procured are packages consisting of Civil Works, Interior Decoration, Electrical Works, Air conditioners, etc. 	<ul style="list-style-type: none"> Only the model bidding documents for NCB agreed with the Government of India task force, as amended from time to time, shall be used for bidding. Invitations to bid shall be advertised in at least one widely circulated national daily newspaper at least 30 days prior to the deadline for the submission of the bids. No special preference will be accorded to any bidder (including state-owned enterprises, small scale enterprises or enterprises from any given state), either for price or for any other terms and conditions. Except with the prior concurrence of the World Bank, there shall be no negotiation of price with the bidders, even with the lowest evaluated bidder. Extension of bid validity shall not be allowed without the prior concurrence of the World Bank (a) for the first request for extension if it is longer than four weeks; and (b) for all subsequent requests for extension irrespective of the period (such concurrence will be considered by the World Bank only in cases of Force Majeure and circumstances beyond the control of the purchaser or employer). Re-bidding shall not be carried out without the prior concurrence of the World Bank. The system of rejecting bids outside a pre-determined margin or ‘bracket ‘of prices shall not be used. Rate contracts entered into by DGS &D will not be acceptable as a substitute for NCB procedures. Such contracts however will be acceptable for any procurement under shopping procedures. The two-or-three envelope system will not be used.
Goods and Works contd...	<ul style="list-style-type: none"> All contracts estimated to cost US\$ 5,00,000 or more shall be procured through ICB procedures (as per Bank guidelines, May 2004). 	<ul style="list-style-type: none"> Domestic preference will be available in ICB.
	<ul style="list-style-type: none"> Goods (including vehicles) estimated to cost less than US\$ 50,000 per contract would be procured by the various implementing agencies in small lots using shopping procedures in accordance with World Bank guidelines. 	<ul style="list-style-type: none"> DGS&D contracts will be acceptable for any procurement under shopping procedures. If purchasing is on DGS&D rate contracts, there is no need to call for quotations.

J.3 Procurement of Services

4. The State Project Management Unit (SPMU) and District Project Management Unit (DPMU) may procure the services of consultants and consultancies required under the project.. Accordingly, after the decision to procure the services is made, SPMU or DPMU shall prepare the bidding documents, finalise the tenders/quotations as per World Bank guidelines.

5. The training, technical assistance and consultancy services include hiring services of Resource Organisations (NGOs, other agencies) and Resource Persons, non-government members of District teams, State teams and capacity building consortia. Consultancies, training and studies would be contracted on terms and conditions which are in accordance with World Bank “Guidelines for Selection and Employment of Consultants by World Bank Borrowers” (May 2004) using right methods of procurement. If the estimated contract value is less than US\$ 500,000, the consultants can be entirely national consultants

J.4 Procurement Threshold for prior review

6. Procurement decisions for Goods, Works and Consulting Services, irrespective of the procurement method, will be subject to Prior Review by the Bank as stated in Appendix 1 to the Bank’s guidelines for procurement (May 2004) and is summarized in Table 10.2.

Table 10.2 Procurement Threshold for Prior Review

	Procurement	Prior Review Threshold
1.	Goods/Works	US\$ 5,00,000 and above
2.	Services - Firms, etc.	US\$ 1,00,000 and above
3.	Services – Individuals and sole source selection of Firm	US\$ 50,000 and above

J.5 Procurement Procedures at Village Level

7. The most important component of the project is the Village Fund Component bulk of which is transferred to village institutions like VP, VPRC and EAG. The VPRC and EAG will prepare VPRC Fund Plan and Livelihood Business Plans as facilitated and guided by the PFTs and other technical assistance service providers. The functioning of the VPRC, the planning and implementation procedures, social accountability mechanisms, like SAC etc. are elaborated in the COM. The VPRC and EAGs will procure goods, works and other services required for implementation of the VPRC Fund Plan and Livelihood Business Plan through community procurement guided by “Community Participation in Procurement – (para 3.17 of the “ World Bank Procurement guidelines)”. The detailed guidelines and process steps for community procurement are elaborated in COM.

8. **Principles of Community Procurement:**

- All procurement procedures must be carried in an open and transparent manner and displaying all details of procurement at prominent places in the village. Transparency mechanisms for procurement need to be there from the beginning and not only when the procurement has taken place. The procurement process should be known and informed to all. Every body should have access to know the process; parties involved, prices offered by them, method to select the party and details of selected parties and product.
- Purchase materials and hire services locally where ever it is possible.
- Direct purchase of non-comparable goods such as cattle, seeds and plants. No quotation is required. If value is more than Rs.25,000/= purchase directly with assistance of technical supervisor.
- Equal opportunity must be given to all suppliers interested in supplying items to the VPRC and uniform evaluation procedures must be adopted.
- Services of experts should be utilized wherever possible.
- Items procured should meet the required technical specifications and the quality standards, and the “best price” including comparing with Govt. rates.
- Service area, guarantee period must be ensured for the materials to be purchased.

9. **Advantages of Community Procurement are:**

- Communities are able to get the best price from the suppliers and procure items at optimum cost which will ensure savings and quality
- Community is accountable and takes responsibility for the decision which is advantageous to the community members
- Communities can use local labour, local materials, and indigenous knowledge
- Communities will improve skills and gain confidence in implementing participatory development projects
- Communities will display information related to procurement actions for the information of communities thus ensuring transparency of their transactions
- Communities will procure the best things and services within the budget on time.
- Community procurement will protect their interest and they can judiciously use the money.
- Communities can avoid undue pressure from political parties or leaders or others.

10. **Rate Bank:** The VPRCs and EAGs while preparing the VPRC Fund and EAG Plans utilize standard price lists called Rate Bank prepared and maintained by the DPMU based on market rates. The DPMU with the help of PFTs will collect market rates for the likely goods, works and services to be procured by the VPRC and EAGs. The Rate Bank will reflect the regional disparities of prevailing market rates within the district. The Rate Bank will be periodically updated as and when there is a change in the market rates.

11. **Accountability and Responsibility:** The VPRC and EAG will undertake all procurements required at the village level. However VPRC will have primary responsibility to ensure that all procurement at the village level follow community procurement guidelines. The Finance and Procurement Sub Committee of the VPRC will guide the VPRC and EAG in community procurement and sub-committee will not directly involved in procurement. All information relating to community procurement will be displayed prominently in the village and all the procurement records will be available for verification by the community members. The SAC will audit all procurement activities at the village level and present its finding and recommendation for rectification if any, to the Gram Sabha. The VPRC and EAG are accountable to Gram Sabha in all their procurement activities.

12. **Community Procurement Methods and Thresholds:** are summarized in Table 10.3.

Table 10.3 – Community Procurement Methods and Thresholds

S.No.	Items to be Procured	Threshold value	Procurement method
01	Goods	Non comparable goods such as cattle, seeds, plants, etc.	a.For value less than Rs.25,000-Direct purchase b.For value more than Rs.25,000- With the assistance of technical expert.
		Other Goods costing less than Rs5,000 per contract	Direct purchase from local market (following quality & specification standard)
		Other Goods costing above Rs.5,000 but below Rs.2,00,000 per contract	Procurement by shopping procedures. Written quotation-at least 3 quotations (following quality, quantity and other specification standards)
		Other Goods costing above Rs.2,00,000 per contract	By giving advertisement in local newspapers and finalise purchase by obtaining quotations.
02	Services	Up to Rs.5,000 per contract	Selection based on qualification and experience
		Rs.5,000 to Rs.50,000	Invite 3 or more proposals and selection based on consultant qualifications, experience and cost
		Rs.50,000 to Rs.2,00,000 per contract	Selection based on consultant qualifications from 3 to 6 firms.
		Above Rs.2,00,000 per contract	By advertising in local newspaper and selection based on quality and competence
03	Works	Works costing up to Rs.1,00,000 per contract	Community to execute themselves- Directly contract with local organizations-SHG/PLF/VPRC or carry out the works themselves with the technical/managerial assistance from DPMU/PFT or hire the services of external experts.
		Works costing more than Rs.1,00,000 but less than Rs.5,00,000 per contract	Procurement by written quotation inviting at least 3 quotations from qualified domestic contractors.
		Works costing more than Rs.5,00,000 per contract	Open tender by inviting bids through advertisement in local newspaper.

NOTE: The thresholds in the above tables must be discussed in the Gram Sabha. The Gram Sabha, if it so wishes, can decide on lower thresholds than those mentioned in the tables but it CANNOT raise the thresholds beyond the limits given in the tables.

13. **Training on Community Procurement:**

- Training on community procurement will be given to VPRC members and EAG office bearers and VPRC sub-committee members.
- Office bearers will visit other villages to learn about procurement methodology used by them and learn from good practices.
- Training of VPRC members on financial and procurement aspects as per COM is a pre-requisite for signing VPRC Financing Agreement by VPRC and DPMU.

14. **Institutional Arrangements for Community Procurement:** The project has defined prior roles to the village-level institutions and district-level institutions in ensuring that the community will be able to implement the Village Livelihoods Action Plan and Vulnerability Sub plans by procuring goods and services, which conform to quality standards. This will also ensure cost effectiveness of the items procured and avoid delays. The roles and responsibilities of institutions involved in community procurement are given in Table 10.4.

Table 10.4 – Roles and Responsibilities for Institutions/Committees

S. No.	Name of the Institution/ Committee	Roles and Responsibilities
01.	DPMU	<ul style="list-style-type: none"> • Publish and periodically update a Rate bank consisting of the prices of all items to be procured. • Maintain a panel of suppliers and service providers – who are reliable and whom the VPRC/EAGs can approach to procure an item • Issue guidelines of procurement procedures, contract guidelines, sample agreements, etc. • Provide guidance to PFT for procurement
02	Project Facilitation Team	To provide guidance to VPRC and EAG for procurement aspects
03.	VPRC (Village Poverty Reduction Committee)	<ul style="list-style-type: none"> • Approval of procurement decisions and providing of funds for materials and services. • Guide and coordinate the activities of the various subcommittees undertaking procurement related functions. • Display Procurement Information

S. No.	Name of the Institution/ Committee	Roles and Responsibilities
04	EAG	Procurement for Implementing Livelihood Business Plan
04.	VPRC Finance and Procurement Subcommittee	<p>Procurement for VPRC</p> <ul style="list-style-type: none"> • Guide VPRC for selection of training institutes for skill training, requisitioning services of resource persons, aids/appliances for disabled etc. <p>Procurement for EAG</p> <ul style="list-style-type: none"> • Guide EAGs on the financial procedures to be followed for making procurement in confirmation with the principles of the project.
05.	VPRC Business plan and monitoring sub-committee.	<ul style="list-style-type: none"> • Verify the quality of items of procured along with quantities, prices, etc. (for business plans) • Monitor the implementation of the business plans including procurement of goods, works and services
06.	Social Audit Committee	<ul style="list-style-type: none"> • Social Audit Committee will, as part of monitoring the VPRC activities, check/verify the procurement of works, goods and services at the community level – VPRC and EAG and report to Grama Sabha periodically.

J.6 Project Staff for Procurement Support

15. The project will be deploying staff at various levels having specialized roles and responsibilities in procurement as summarized in Table 10.5.

Table 10.5 Project Staff for Procurement

Institutional Level	Staff Position	Roles and responsibilities
SPMU	Specialist, Procurement	<ul style="list-style-type: none"> • Preparation of annual procurement plan • Prepare Procurement Manual based on World Bank guidelines for implementation of the Project at the State, District and community levels. • Procure the goods, services and works at the state level with due diligence • Procure the goods, services and works at the beyond certain ceilings at the district level. • Build the procurement capacity to the district staff • Train the PFTs in procurement due diligence • Ensure the procurement related capacity building to the DUs and PFTs and through them to VPRC/EAG

Institutional Level	Staff Position	Roles and responsibilities
DPMU	Asst. Project Manager, Village Funds	<ul style="list-style-type: none"> • Prepare the Annual Procurement Plans for the district, for incorporation in the overall project's Annual Procurement Plans • Procure the goods, services and works within the specified ceilings at the district level with due diligence • Train the procurement related capacity building to the VPRC and EAGs. • Guide and monitor the progress of procurement at the community level (both at the VPRC and at the EAG level).
PFT	Facilitator, Accounts and Monitoring	<ul style="list-style-type: none"> • Train VPRC, EAG and Finance and Procurement Sub committee members on procurement guidelines • Guide and handhold VPRC and EAG in community procurement • Train and guide SAC in auditing procurement at village level

J.7 Procurement Plan

16. The project has prepared a detailed Procurement Plan for the first 2 Years of the project, which is given **Attachment J.1**.

K. STRATEGY FOR SOCIAL INCLUSION

K.1 Social Inclusion

1. The project has made detailed assessment and the project design includes strategies and action plans for the following safeguards:

- Gender Strategy
- Youth Strategy
- Tribal Development
- Support to Disabled and most Vulnerable

K.2 Gender Strategy

2. The goal of the gender strategy is to reduce absolute and relative poverty of women and girls from marginalized sections in the project area and thereby contribute to the achievement of gender- specific outcomes in the project area. The major objectives of this strategy are:

- Increase the participation of women, especially those from the very poor and poor families, in the village level institutions like Gram Sabha, SHGs, VPRC, and EAGs.
- Strengthen women in decision making process, especially those from poor and vulnerable families and entrusting them with decision making positions of various village level institutions e.g. Secretary, treasure and office bearers of VPRCs, EAGs and VPRC subcommittee members.
- Increase voice and representation of women in the local self governance institutions
- Strengthen poor women's asset base, livelihood security and economic opportunities
- Reduce gender specific risks and vulnerabilities of poor women from SC/ST and poorest households.

3. **Implementation of Gender Strategy in the Project:** The areas of project design- institutional and implementation arrangements that have specifically integrated gender are:

- Gender awareness, capacity building and mainstreaming
- Women representation in all project supported village institutions
- Women's equitable participation and benefit sharing and
- Support to vulnerable and disabled women.

4. The objectives and strategy for gender mainstreaming are summarized in Table 11.1.

Table 11.1 Elements of Gender Strategy

Elements	Strategy
Building capacity of key stakeholders in promoting gender equity	<ul style="list-style-type: none"> • Both gender specific and engendered training programs <ul style="list-style-type: none"> ➤ Staff at all levels – state, district and cluster on gender awareness and sensitization ➤ VP President and Ward members, local politicians, and all VPRC members about gender concerns ➤ Leadership and management skills for women to function effectively in various positions, particularly participation in Gram Sabhas, project related issues • 40% of all recruitment on the project to be women involving non- traditional roles (like finance, livelihood and monitoring) are occupied by women. • Staff at cluster, district and state level to anchor the responsibility for gender related outcomes
Mainstreaming and increasing role of women in decision making in village institutions	<ul style="list-style-type: none"> • Gram Sabha quorum requires 50% participation of women • All representatives from hamlets to be women • VPRCs and its subcommittees (finance and procurement) should have at least 50% women as office bearers and the secretary and treasurer of VPRC should be woman • Social Audit Committee to have at least 2/3rd of women members • Check signatories in SHGs, EAGs and VPRC to be women • Preference shall be given to women with additional weightage to the disabled women as Book keepers of VPRC • Preference to women, especially youth to be trained as Para-professionals •
Promoting equity in Village Panchayats	<ul style="list-style-type: none"> • Eligibility criteria for VPs to access incentive funds include attendance of women (at least 50%) in Gram Sabha meetings, decision making positions held by women in VPRC and other subcommittees, women as SAC members •
Providing opportunities for women in economic activities and asset creation	<ul style="list-style-type: none"> • 75% of the project Fund will for the benefit of women. • Seed money can be used to promote the credit worthiness of SHGs of poor women • Creating better availability of financial services to women SHGs, Federations and promoting bank linkages • Promoting pro-women livelihood subprojects • Asset creation for women by promotion of joint ownership of newly acquired asset base. •
Strengthening poor women’s asset base and livelihood security	<ul style="list-style-type: none"> • Identifying poor women, especially the vulnerable – widows, destitute, deserted, aged and orphan girls, during the participatory identification of the poor • Mobilizing poor women into SHGs, EAGs and Federations • Providing awareness on legal and political rights to women work on social issues like dowry, domestic violence and lack of mobility • Building the knowledge and skill base of women to enable them to interact effectively with market forces training for effective use of technology; • Training women in non-traditional occupations, creating entrepreneurial

Elements	Strategy
Building capacity of key stakeholders in promoting gender equity	<ul style="list-style-type: none"> • Both gender specific and engendered training programs <ul style="list-style-type: none"> ➤ Staff at all levels – state, district and cluster on gender awareness and sensitization ➤ VP President and Ward members, local politicians, and all VPRC members about gender concerns ➤ Leadership and management skills for women to function effectively in various positions, particularly participation in Gram Sabhas, project related issues • 40% of all recruitment on the project to be women involving non- traditional roles (like finance, livelihood and monitoring) are occupied by women. • Staff at cluster, district and state level to anchor the responsibility for gender related outcomes
Mainstreaming and increasing role of women in decision making in village institutions	<ul style="list-style-type: none"> • Gram Sabha quorum requires 50% participation of women • All representatives from hamlets to be women • VPRCs and its subcommittees (finance and procurement) should have at least 50% women as office bearers and the secretary and treasurer of VPRC should be woman • Social Audit Committee to have at least 2/3rd of women members • Check signatories in SHGs, EAGs and VPRC to be women • Preference shall be given to women with additional weightage to the disabled women as Book keepers of VPRC • Preference to women, especially youth to be trained as Para-professionals •
Promoting equity in Village Panchayats	<ul style="list-style-type: none"> • Eligibility criteria for VPs to access incentive funds include attendance of women (at least 50%) in Gram Sabha meetings, decision making positions held by women in VPRC and other subcommittees, women as SAC members •
	<p>capacities among women for creating employment opportunities for other women</p> <ul style="list-style-type: none"> • Increasing the level of awareness of women on government programs and legal literacy
Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> • Gender sensitive indicators for inputs and outputs • Tracking changes in allocation of resources, responsibilities and decision-making at the village level • Assess impact of rural poverty on women and reduction of gender disparities

K.3 Youth Empowerment Strategy and Action Plan

5. Youth is generally defined for the purpose of implementation of Vazhndhu Kaatuvom Project as any person between the age group of 18-35 years. They can be both male and female. The youth strategy to harness their potential and vibrancy is summarized in Table 11.2.

Table 11.2 Elements of Youth Strategy

Elements	Strategy
Building capacity of youth	<ul style="list-style-type: none"> • As part of its information dissemination and awareness generation, the aspirations and frustrations of the youth, and the opportunities and constraints that they envisage, will be provided to all stakeholders including community members and leaders and project implementing Teams at all levels • Atleast 20% of the PFT Teams members will be from the youth category
Mainstreaming and increasing role of youth in village institutions	<ul style="list-style-type: none"> • VPRCs and its subcommittees should have at least 25% youth as its office bearers • Atleast one member of Procurement Sub-Committee and Social Audit Committee should be a youth. Therefore, youth could emerge as a critical link in the implementation and consolidation of project activities and outcomes • Preference will be given to youth as Para-professionals, especially those that will serve the interest of more than one village panchayat.
Providing opportunities for youth in economic activities	<ul style="list-style-type: none"> • The project will finance the exploration of opportunities for youth in various sectors under the Skill Development Fund, build linkages and tie-up with private sector to identify key niche areas, and then provide youth with the required training to be able to seek employment in the identified areas, though they may have to pay equity contribution depending on the category they belong to. • The project will work with groups of youth in villages through the SHGs to understand their concerns and also provide them information about various options and avenues of engagement • Seed money may be used to promote the credit worthiness of youth SHGs (including mens group) of very poor • Creating financial services to youth SHGs and promoting bank linkages • Youth will be motivated for promoting livelihood subprojects
Strengthening of poor youth	<ul style="list-style-type: none"> • Training youth on utilising their potentials and creating entrepreneurial capacities among youth for creating employment opportunities • Increasing the level of awareness of youth on government programs
Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> • Youth sensitive indicators for inputs and outputs • Tracking changes in allocation of resources made for building the capacity of youth • Assess employment opportunities created for the youth

K.4 Tribal (indigenous people) Development Plan (TDP)

6. In Tamilnadu, the tribal population constitutes the poorest and the most vulnerable of the social groups. Hence in the Project, a Tribal Development Plan is proposed as an integral part. The population of Scheduled tribes constitutes 1.03 % of the State's general population.

7. **Objective of TDP:** The objective of the Tribal Development Plan under the project will be to empower the poor Tribal Communities and improve their livelihoods through:

- Developing and strengthening pro-poor local institutions/groups of the tribals;
- Building skills and capacities of the Tribals; and
- Financing productive demand-driven subproject investments taking care to fosters full respect for dignity, human rights and cultural uniqueness of the Tribal Communities; and that all interventions are culturally and socially compatible.

8. Vazhndhu Kaatuvom Project recognizes that Tribals are one of the Most Vulnerable sections in TamilNadu. Hence the project adopts the same norms for the tribals as applicable to special groups like disabled and Most Vulnerable.

9. **Scope:** The project adopts the classification of Schedule Tribes in the Constitution for coverage under Tribal Development Plan. Before project implementation the DPMU will identify specific marginalized Tribes in their respective project districts who need to be specially focused on.

10. **Key Elements of Tribal Strategy:** The key elements of the tribals strategy are described below:

- Preference in selection of Blocks: The Project blocks have been selected by giving due weightage to SC/ST population.
- Higher allocation of project funds to Tribal families: The Village Funds are allocated to the Village Panchayats on the basis of total population and number of tribal families. VPs where tribal families are there, will be provided 50% higher allocation for the number of tribal families as compared to other target poor. While deciding the fund envelope to a VP (VPRC fund and Livelihood Fund) the District Vazhndhu Kaatuvom Units will take into account the number of Tribal families in the PIP list.
- Special Institutional Arrangements: In Village Panchayats where the number of tribal families are above 50 a separate tribal VPRC will be constituted and funds directly released to the tribal VPRC. In VPs wherever there are more than 10 and less than 50 families a separate tribal sub committee will be constituted and a separate tribal representative will be included in the general VPRC.
- It is envisaged that in VPs where tribal population is 60 % and above will be treated as Single VPRC. However, all office bearers and 70 % all habitation representatives should belong to tribal population. Where ever necessary, the VP shall ensure the representation of other marginalized communities like scheduled caste in the VPRC.
- Tribal VPRC: In VP where the Tribal population is more than 50 households, a separate VPRC will be formed for the Tribal community. The VPRC will consist of 5-10 members. The Tribal VPRC will have Tribal SHG women as representatives from each Tribal hamlet. One or two male members who will be of assistance in the functioning of the VPRC like the traditional tribal head man (Moopan) may be included. One of the hamlet representatives can be elected as the president of the VPRC. The tribal VPRC will discharge all the functions of the VPRC exclusively for the tribal areas. It will have a separate bank account and MoU with the District Vazhndhu Kaatuvom Unit. It will receive funds separately and implement the VPRC fund for the tribal areas in an autonomous manner.
- Tribal Sub-committee: In VPs where the number of tribal households is between 10 and 50, a tribal subcommittee of the VPRC will be formed. The Tribal Sub-Committee will comprise of 2-3 tribal members, mostly women SHG members. This sub-committee will ensure that all identified tribal families receive full benefit from the project. They will be responsible for preparing the tribal sub-plan

as part of the over-all livelihood plan. While applying for the instalments of VPRC fund, the VPRC has to certify that the Tribal families have received their due share.

- Tribal Resource Team: A team with adequate experience in promoting the livelihoods among the Tribals will be identified in regions to assist the project in implementing the TDP. This team will identify tribal specific livelihoods, provide skill training and marketing linkages for the tribal products.
- Positive Presumption in PIP: In order to ensure that tribals who are very marginalized are not left out, the project presumes that all tribals are part of the target poor. Hence all VPs while identifying the target poor will include all tribal families. In case any tribal family is not being included then the VP has to justify the exclusion. The PIP guidelines will incorporate this safeguard.
- Lesser Equity Contribution for Tribal Families: The beneficiary contribution for livelihood projects for Tribal EAGs will be minimum 30% and the grant from the project will be up to 70%. In the 30% equity, 5 % of individual contribution is applicable for tribal EAGs as disabled and vulnerable groups.
- Promotion of Tribal Specific Livelihoods: The project will take special efforts to promote tribal specific livelihoods, which are in tune with the culture of the tribals. Efforts will be taken to promote NFTP based and Eco-friendly livelihoods.
- Tribal communities are primarily forest or natural resources-based. A majority of these communities depend on collection of forest produce seasonally as their only source of livelihood. During other times, they are wage-gatherers - a significant population is marginal or landless. One of the critical roles of the project in the tribal area will be to ensure an environment to help grow a symbiotic relationship between tribal people and the natural resources. Therefore, one of the important tasks of the resource team involved in the project should be to closely work with the tribal communities in the protection, conservation, regeneration and sustainable development of the natural resources. This will mutually benefit developing natural resources-based livelihood enterprises and options. This requires the project to design innovative approaches for the gainful involvement of the communities not merely as unskilled labour but finding gainful expression of their indigenous skills in areas of employment.
- Tribal Para-professionals: While selecting Para-professionals from the community, skills relevant to tribals will be given priority.
- VP incentive fund: The VP Incentive guidelines have been liberalized for VP with separate Tribal VPRC by providing additional 10 marks. Similarly weightage has been given for good performance under tribal development while selecting VPs for incentive.
- Convergence: The project will work closely with the Forest Department, Tribal Welfare Department and Health Department to implement the TDP. To ensure better co-ordination, it is proposed to set up a steering committee at State level with the members from government departments and NGOs.
- Communication strategy: Information dissemination of project aspects like project components, basic principles, non-negotiables, roles and responsibilities of different stakeholders, are crucial. The IEC strategy of the project has taken into account the specificities of the Tribal areas and is putting together a special

strategy to reach out to the Tribals. Some of the methods being looked at are folk art, street theatre, films and simple pamphlets. The emphasis will be on creating resource persons from within the Tribal community to provide information and local insight.

11. **Key Elements of the Tribal Plan:** The key elements of Tribal Plan are summarized in Table 11.3.

Table 11.3 Key Elements of the Tribal Plan

Key Elements	Key considerations and arrangements
A. Rules	
Inclusion	<ul style="list-style-type: none"> All tribal families to be included under the project, recognizing that they are poorest and marginalized; VPRC to justify non-inclusion of any ST family.
B. Benefits	
1. VP Fund allocation	<ul style="list-style-type: none"> ST Population an important basis; 50% higher allocation per family for ST families in comparison to other poor.
2. Productive investment sub project	<ul style="list-style-type: none"> Minimum 10 % contribution for taking up skill training; Equity contribution of 30% with 70% grant from the project; Promotion of Non timber Forest Products (NTFP) based and eco-friendly livelihoods; Livelihoods promoting protection, conservation, regeneration and sustainable development of natural resources; Explore potential of indigenous skills in livelihood options; Tribal resource agency to assist with tribal livelihood and skill development.
3. VP Incentive Fund	<ul style="list-style-type: none"> VPs with a tribal VPRC will get additional 10 points; Performance of the VP on implementation of TDP, important criteria for Incentive Fund.
C. Implementation Arrangements	
1. Project Area	<ul style="list-style-type: none"> Preference for blocks with ST population.
2. IEC	<ul style="list-style-type: none"> Specific focus on tribals and their cultural traditions for IEC campaign; Use o f methods like folk art, songs, street theatre, simple pamphlets, etc. Emphasis o n identifying and nurturing local artists.
3. Institutional Arrangements	<ul style="list-style-type: none"> Representative from Village Forest Committee in the VPRC to enhance coordination with tribal livelihoods; Separate VPRC in VPs with more than 50 households, representation to the traditional headman (Moopan); Will have separate bank account and allocation; Tribal sub-committee in VPRCs with 50 or less tribal families; Tribal plan to be prepared as part o f the Village Plan; VPRCs to certify tribal families have received their due share to become eligible for next installment of VPRC fund
4. Para-professionals	<ul style="list-style-type: none"> Preference to those community members who are familiar and sensitive to the needs o f the tribals.
5. Convergence	<ul style="list-style-type: none"> Close working relationship with Forest Department, Tribal Welfare Department and Health Department for meeting critical needs of tribals.

12. **Plan Implementation Arrangements:** The implementation arrangement for implementing the tribal plan are presented in Table 11.4

Table 11.4 Implementation Arrangements and Management

Level	Arrangement/Members	Functions
Project Level	State level Steering Committee with project Director, Tribal Welfare Department and/or MD, THADCO, a reputed NGO as Members.	<ul style="list-style-type: none"> • Providing necessary guidance and support to the Project in tribal areas and convergence support.
State level	Specialist for Tribal Development in SPMU.	<ul style="list-style-type: none"> • Co-ordination with District units and other line department's activities; • Support DUs and PFTs in social mobilization and capacity building of tribals and their institutions; • Support DUs and PFTs in generating and grounding community Business plans.
District Level	District level Steering Committee constituted with District Collector as the chairperson, District Forest Officer, District Adi Dravidar Welfare Officer, DM, TAHDCO, Two Tribal VPRC Presidents (by rotation), Two Tribal Sub-Committee members (by rotation) as members.	<ul style="list-style-type: none"> • Convergence support and guidance
	Asst. Project Manager, Social Safeguards	<ul style="list-style-type: none"> • Co-ordination with PFTs and VPRCs and other line depts. Staff. • Support PFTs in social mobilization and capacity building of tribals and their institutions; • Support PFTs in generating and grounding community subprojects.
Cluster Level	Facilitator, Social Mobilisation in Project Facilitation Team	<ul style="list-style-type: none"> • Assist in the preparation of micro-plans and demand driven subprojects for tribals; • Facilitate implementation of the plans.
Village Level	Tribal VPRC / Tribal Sub Committee	<ul style="list-style-type: none"> • Formation of Tribal VPRC (More than 50 tribal households)/ Tribal Subcommittee (less than 50 tribal households) - will have the overall responsibility to ensure that the ST population in the VP are involved in the project and benefit from it.
	Tribal Para-professionals	<ul style="list-style-type: none"> • Mobilization and Facilitation. • Providing Technical Support and services.

13. **Convergence:** The convergence arrangement for implementing Tribal Plan are summarized in Table 11.5.

Table 11.5 Convergence Arrangements for Implementing Tribal Plan

Forest Department	Tribal Welfare
Principles	
<ol style="list-style-type: none"> 1. Right of NTFP collection to the VFC/SHGs and processing / semi-processing and value addition by SHGs for commercial NTFPs; 2. Identity Cards issued to the NTFP collectors – giving area of collection, items to be collected, season and necessary authorization; 3. Right to collect NTFP for livelihood needs – food, shelter, crafts, tools; 4. (More than 50 tribal households) Right to sell finished and raw products and value add at their settlements; 5. Taking the Government Order on NTFP collection further – more opportunities to SHGs. 	<p>Convergence with TAHDCO, Adidravidar welfare officer, special taushildar to implement the special livelihood and social safeguard measures;</p> <p>Convergence with Government Tribal Residential Schools (GTRS) to encourage better and regular teaching;</p>

Mechanisms:
<p><i>District level:</i></p> <ul style="list-style-type: none"> • The District Vazhndhu Kaatuvom Unit will work closely with the District Forest Officer and Range Officer for identification of project needs (for example – sheds for NTFP processing, a pump or collection and trade issues). • Each Range Officer from the concerned range will also interact closely with the PFTs & VPRC. • Tribal Welfare Department officials at the district head quarters will be directly working with the District Vazhndhu Kaatuvom Unit. • Health officials working in the TN Health Systems program (prior experience of working with tribal groups) will be interacting with the District Vazhndhu Kaatuvom Unit. • The annual working and finance plan by the District Vazhndhu Kaatuvom Unit is in full consultation by the Forest, Health & Tribal Welfare Department to enhance the synergy of activities and implementation on ground and reduce duplication of efforts.
<p><i>Village level:</i></p> <ul style="list-style-type: none"> • Each month – the Range Officer will have to hold a meeting with the VPRC along with VFCs of that area and discuss progress of activities, the NTFP collection and processing systems, economic activities that require technical, management or financial aid. Record and minutes of these meetings will be displayed in tribal hamlets; • VPRC will co-opt the VFC in this programme – as a close co-operation between Forest Department and State Society is envisaged. VPRC will actively link-up project interventions in tribal areas through/ with the VFC. Funding opportunities for VFC activities that directly link up to Livelihoods will be possible.

14. **Monitoring & Learning (M&L) for Implementing Tribal Plan:** For the purpose of monitoring and evaluation of Tribal Development Plan, basic data relating to village wise information on tribal population, infrastructure facilities, land utilization, cropping pattern, livelihoods etc. will be collected and recorded as part of baseline information. The project interventions planned in the village, as part of the Annual Plan and the project interventions actually implemented will also be captured in the MIS. The Tribal VPRC / Tribal Sub committee will compile the data on progress which will be incorporated in the monthly progress report of the Village Panchayat

15. The community will be involved in process monitoring through Participatory Rural Appraisal (PRA) techniques, wherever required in order to know the quality of project implementation and inputs provided under the project. The villagers will monitor the performance of all project functionaries, starting with the Community activists, Community Para professionals and the PFT.

K.5 Strategy For Disabled People And Vulnerable Poor

16. **Introduction:** In rural areas majority of the disabled people are represented in the poor and poorest families. They are largely discriminated and excluded by the society even by their own families and are caught in a vicious cycle of poverty and disability, each being both a cause and a consequence of the other. Vazhdhu Kaatuvom Project recognises their rights and gives special attention to their development through appropriate development measures.

17. The strategy for the disabled and vulnerable poor is to empower and mainstream the disabled poor and other most vulnerable poor by securing their entitlements, services and by improving livelihood opportunities and quality of life.

18. **Overall objectives:** The overall project objectives for Disabled persons and other Vulnerable Poor is to empower and mainstream the disabled poor and other most vulnerable by proactively including them during social mobilization and institution building of the project thereby improving livelihood opportunities, quality of life and securing their dignity.

19. **Project definition of Disabled and Vulnerable persons:** The following persons who are defined as disabled and poor vulnerable persons are considered for inclusion in the project activities and benefits

20. **Who are Disabled Persons:** The project adapt the definition of Persons with disability Act 1995 and National Trust Act of 1999 that those who are affected by any of the following disabilities, to the extent of 40% or more, as certified by a Recognized medical authority:

- Visual impairment including low- vision;
- Speech and Hearing Impaired
- Loco-motor disability includes Leprosy-cured and any form of cerebral palsy
- Mental retardation
- Mental illness
- Autism
- Multiple disabilities

21. Efforts will also be taken to ensure that all the eligible disabled poor, who will not have been certified as disabled, get the certificates within a time frame.

22. The project will also take appropriate efforts to certify all eligible disabled persons to obtain disability certificate within a time frame by medical board (or) competent rehabilitation professional assigned by BDFa.

23. **Who are Vulnerable people:** Vazhndhu Kaatuvom project defines “vulnerability” as an individual or group of people or specific community who are socially marginalized due to lack of sexual identity, physical ability to earn, family and social support to lead normal socialization process and those who are defined vulnerable by the community due to lack of social security, livelihood resources and basic survival means.

24. The project acknowledge the following as vulnerable:

- Widowed women with meagre subsistence income and without social supports;
- Deserted wives and destitute with meagre subsistence income and without social supports;
- Orphaned children and those who are engaged in child labour;
- Senior citizens above 65, without any subsistence income or social supports;
- The poor nomadic communities such as gypsy, traditional palmist etc;
- Persons with HIV positive and AIDS of all ages who are economically poor, living without social support;
- Transsexual
- Persons from very poor and poor families affected with chronic illness such as epilepsy, haemophilia, elephantiasis, TB and heart diseases, which disabled them from taking up physical labour.
- Any other marginalized families who are defined by the community.

25. The most vulnerable listed above are the poorest of the poor suffering from severe socio-economic disabilities in the village and are in need of special assistance. Normally persons satisfying the guidelines for national social assistance programme of the Government like OAP, Widow pension etc, will be eligible for inclusion in project activities and benefits.

26. Key strategy for vulnerability reduction need not be welfare means and charity in nature. Where ever possible, the vulnerable people should be given opportunity to empower themselves through community mobilization and development process. Therefore, VPRC and BDFa shall guide them through mainstreaming initiative such as skills development and livelihood supports. However, this will not prevent people accessing individual benefits enabling them to reduce their vulnerability

27. Finalization of the list of beneficiaries at the Panchayat level: The identification of persons with disabilities and other vulnerabilities at the panchayat level will essentially be through the Participatory Identification of the Poor (PIP) process and list will be

approved in the Gram Sabha. However, considering that the identification of this category of the poor itself can be difficult and long-drawn, the project views that the process of identification of the disabled and the most vulnerable will not be finalized and looked at as an ongoing process.

28. **Project Approach:** During the last decade there have been key experiences within Tamilnadu and around the country on the workable approaches for intervention with the disabled and vulnerable. Importantly, the community based rehabilitation approach against the institutional service delivery model; the social mobilisation and special groups institutional building process as against the conventional, passive-individual, charitable, recipient model, have gained momentum

29. **Vazhdhu Kaatuvom Principles of Community Based Rehabilitation initiatives:**

- The proposed rehabilitation activities should address the comprehensive needs and issues of disabled and vulnerable persons and community where they live in;
- Enable the services at home and community settings with operational flexibility respecting the views of poor and local situations.
- Encourage the participation and involvement of disabled and vulnerable in program planning, monitoring and evaluation aspects.
- “Transfer of knowledge, skills and delegation of power is the process of empowering people and it should not left with the professionals alone”
- Rights of disabled and vulnerable persons are protected in all development initiative;
- Ensure that the community who benefits from such services gradually takes over the responsibility of managing rehabilitation programs;
- Disabled and vulnerable themselves become the champions for others and are able to take up different roles in the empowerment and institution building process based on their abilities.
- The programme will be owned by the special groups and community and not the facilitating organisations.

30. **Prioritization within the disabled:** The project recognizes that all the disabled poor requiring special assistance. However, for extending the support and assistance, it will initially cover the disabled persons with ‘multiple’ impacts - severity or degree of disability, disabled women, children and those who are living under difficult circumstances namely no shelter or living single in the same order of priority.

31. **Disabled women:** Women with disabilities are amongst the poorest of all people, the most marginalized and the most abused. They have been subjected to deliberate neglect, verbal abuse, physical assaults and sexual harassment. In every sphere of live, women with disabilities in the villages experience a triple bind: they are discriminated because they are women, because they are disabled and because they are from the very poor families.

32. Moreover, they are regarded as inferior beings by society at large. They are deprived of nutrition and health services; education services during childhood, love and affection throughout their lives. They are prevented from learning skills necessary for enhanced productivity and income.

33. Hence, the project shall prioritise the special needs and issues of disabled women among the disabled and ensures adequate safeguard measures.

34. **Children with disabilities:** Among the all, the children with disabilities are mostly deprived and exposed to vulnerability due to lack of basic needs such as nutrition, health care, rehabilitation services and better education. This deprives the children to experience childhood, access to quality education due to physical, attitudinal and other barriers that exist in the current education system.

35. The project would explore opportunities to meet their special needs such as early stimulation, pre-schooling, education, medical, communication, physiotherapy, appropriate aids and appliances and other suitable rehabilitation measures.

36. **Sensitisation:** People with disabilities have a right to be included in all aspects of life. In order to fight for the right to inclusion, people with disabilities need to live in an environment in which they are empowered. Social exclusion is often the hardest barrier to overcome, and is usually associated with feelings of shame, fear and rejection. Negative stereotypes are commonly attached to disability devalue them. Much of the discrimination experienced by them is based on an implicit notion that they are not the same as others and so cannot be expected to share the same rights and aspirations. The culture plays a big role in disabled people's place in social, parental and economic life.

37. Hence, it is vital to create conducive environment and desirable attitudinal changes among the community and project stakeholders aiming the inclusion possible. Along with the community, the disabled persons and their family members will also be sensitised for desirable attitudinal changes by the project team.

38. **Social Mobilization:** The recently proclaimed national and international engagements like Asian Pacific Declaration as well as the UN Millennium Development Goals have all recognized the social mobilizations approach as key to empowerment and dignity. Considering experiences around the world, it has been imperative for the project to proactively incorporate social mobilization and community institution building approach to respond to the concerns of the disabled poor and other vulnerable. It means that:

- Exclusive self-help groups of the disabled persons at the habitation level will be first layer of institutions.
- In case of vulnerable, the aged between 18 and 65 will be encouraged to be a member of groups either inclusive or exclusive in nature. The children, aged and persons affected by chronic illness shall be supported through individual assistance.

- Exclusive federation of the Disabled Persons Groups (DPGs) at block level will be second crucial layer;
- And the next layer will be either at District or State level will be left to the experience, aspiration and wisdom of the disabled person's institutions. Accordingly, the project strategy for the disabled and vulnerable is developed.
- While exclusive institutions of the disabled is a good strategy to build the confidence and empower them, it is important that for livelihood and economic activities, close alliance and linkage is forged with other CBOs and also occupy key niche in different processes in the processing/value chain which may best be handled by the disabled.
- Accessing financial and technical support for especially economic activities may be better when the disabled team up with other CBOs till there is greater sensitivity among service providers including financial institutions.
- Synergy between various governmental and non-governmental approaches and programs is also critical to enable similar mobilization and institutional building processes.

39. **Criteria for eligibility – institutional membership:** The project views all persons with disabilities and the vulnerable as defined earlier, living in a particular village panchayat as the target. The benefits to them will be facilitated mostly through the groups and not directly individuals. Therefore, all the disabled and other vulnerable have to become members of the SHGs. However, the aged persons and other most vulnerable who are less in size to form a self-help group will be exempted from group formation. Membership can either be in an exclusive disabled persons group (DPG) or in an exclusive vulnerable group or in existing women self help group or other existing group.

40. The vulnerable who are incapable of any physical work or livelihoods earning activities will have to be supported through social protection interventions - safety nets including pensions etc.

41. **39. Composition and size of the group:** Prevalence of disability has no boundaries and cuts across caste, age and gender. Disabled Persons Groups, therefore, can be mixed groups of men, women, and children with disabilities. With regard to Persons with mental disabilities and those with severe physical disabilities, the guardians/care givers, i.e. parents, spouses, and in extraordinary cases other members of the families, to represent the disabled member in their family. However, in such cases the primary member will still be the person with disability. The global prevalence figures for disability are diverse and in a few habitations disabled persons may be small in number, and hence, for the formation of the DPG, the minimum number required is 5. However, for the vulnerable group, the minimum size would remain 12.

42. **Multiple memberships for multiple vulnerabilities:** A family with an additional member with disability will have additional burden in many ways. For each member with disability, the way family loses out in the battle to survive is different and difficult. Hence, members with disabilities will be recognized as unit for support, rather

than the household. Hence, the disabled shall receive special fund assistance, seed funds and livelihood fund as well through EAGs.

43. **Institutional formation and first level of federation:** The DPGs will be promoted exclusively for the disabled poor. In every hamlet, habitation and village panchayat, social mobilization process and group formation for exclusively the disabled members will be initiated within 3 months of PIP. All the DPGs will be affiliated to appropriate federations to voice their needs, aspirations and issues of disabled persons.

44. **Institutional Structure for Self Advocacy- Block level federation:** The village level DPGs primarily committed to meet the primary issues related to livelihood, skills development, special rehabilitation needs and work towards community integration. However, the capacity of the hamlet level DPG is mostly confined to villages and do not have collective power to voice over the rights of the disabled at regional levels. Hence, the DPGs shall exercise more power together as a Block level. This Block Disability Federation (BDF) will bring together all the DPGs belonging to all the habitations and Panchayats. After the preliminary phase, a higher- level federation at the district level, will be left to the experience, aspirations and wisdom of the disabled persons institutions.

45. **Seed Capital as an instrument to Institutional Strengthening:** As a special incentive for triggering appropriate institution development processes, for social mobilization and strengthening DPGs, a grant upto Rs.10,000 per functional group towards seed capital will be provided. This seed capital will provide the DPGs with a lot of confidence and be utilized essentially for creating a basis for transactions amongst the members, bringing in financial discipline and habit – a discipline necessary for lasting programs for better quality of life and livelihood promotion. Further, this seed capital amount may be leveraged with banks for additional funds. The experience will enrich DPGs and enhance their ability to start moving into opportunities in the larger world. Therefore, it is important to release this seed capital to the functional DPGs i.e. 2-3 months old groups and functioning well with group norms, group meetings, regular savings. The early release will catalyse the groups to be ready for livelihoods scanning and evolving their concrete plans within the next 6-months. Credit rating is not imperative for releasing the seed capital for the special groups.

46. Seed capital, as an instrument, not only facilitates DPGs to begin the transactions, but also prepares them to build credit history, thereby building credibility with appropriate federations, VPRC and other financial institutions. This will be from the general Seed Capital Fund of Village Fund.

47. **Village Poverty Reduction Committee:** At least one person with disabilities and vulnerable (one each) will be a member of the VPRC, so as to voice the concerns of the disabled and other vulnerable and protect their interests in the cutting-edge village level institution of the project.

48. **Village level Community Disability Facilitator:** Disability is both a cause and consequence of poverty. Eliminating poverty is unlikely to be achieved unless the rights and special needs of the people with disabilities are taken into account. The special needs shall be addressed through one to one support at family level. The VPRC shall identify an active disabled person (preferably a woman) as the Community Disability Facilitator (CDF), who will work under the guidance of BDFA.

49. The CDF shall be selected based on the number of disabled and vulnerable people requiring specialized home-based support services. If such need arise for 10 and above persons in a Panchayat, the VPRC shall engage one CDF. Alternatively, the BDFA would assist the VPRC to evolve alternate strategies like, building the capacity of parents/ caregivers or referral services.

50. The responsibility of the CDF will be identifying the disabled persons, assisting special group facilitators to mobilize all the disabled poor in the respective village into groups and be on the rolls of the DPGs as the Bookkeeper. Over a period of the first 6-months, her/his services will be broad-based to include servicing the disabled persons in providing home based therapy and other rehabilitation support services and in exploring appropriate livelihoods.

51. The remuneration for the CDF will be decided by the VPRC and will be paid for 3 years. The overall support to the CDF will be by the Block Disability Facilitation Agency (BDFA), which will be identified and contracted by the District Vazhndhu Kaatuvom Society. In addition, the BDFA will depute one special facilitator to each PFT who will exclusively look after disability and vulnerability component.

52. **Community-based Rehabilitation, Life Skills and Tools:** Disabled and other vulnerable will be facilitated towards a better living with dignity, before the livelihoods skills and ventures. The disabled and other vulnerable persons who are in groups will be encouraged to seek support for acquiring life skills, tools, implements, medical support etc., that help them to a better living, and community-based rehabilitation for those who require this. The VPRC can take up rehabilitation schemes for disabled and most vulnerable from this component.

53. Funds will be made available from Special Assistance to Vulnerable of Village Fund. A minimum amount of beneficiary contribution will be decided by the community for all rehabilitation interventions utilizing special assistance fund.

54. **Skill Building:** Skill Building, within the realm of existing livelihoods as well as new potential opportunities in the changing market and society, is important in building livelihoods for the disabled and other vulnerable. Creating specialized learning contexts suitable to the disabled poor and positively influencing the larger job market through their institutions will open up avenues for the disabled. Investments into skill building for taking up appropriate future livelihood options and occupations, particularly for the disabled youth, have to be made. At least 20% of the Special Assistance to Vulnerable of Village Fund will be made available for skill building.

55. **Livelihood Business Support:** It is assumed that the above two processes precede this phase. Disabled persons, fully equipped with right attitude, skills and strong skill training in a particular option(s), will be facilitated to develop livelihoods/business investment proposal. This will be appraised and the feasible and viable proposals will be assisted and there will be no compromise with respect to the feasibility assessment – this is a departure from previously existing initiatives wherein this is overlooked heavily burdening the disabled with products that do not have a market. Investment required will come from the Special Assistance to Vulnerable of the Village Fund and the bank finance. Up to 70% of the Livelihood Fund amount will come from the project which will be used to finance any gaps in the overall investment and / or value addition and the balance will be from other sources including the beneficiary contribution. The project support is available only to the beneficiaries who are in the DPGs or in existing SHGs.

56. The most vulnerable can avail of the support from Special Assistance, if they are in the existing SHGs or special SHGs of their own. It may be noted here that the Disabled and most vulnerable are eligible for livelihood assistance under the general livelihood fund in addition to the Special Assistance to Vulnerable sub-component. When disabled and most vulnerable EAGs access livelihood fund for economic activities, the grant from the project will be up to 70% of the project cost. The equity contribution can be 30% including bank credit (5% upfront individual contribution and 25% from other financial sources).

57. **Convergence to Disabled and vulnerable people:** While implementing, the project will try to converge various support programs targeted at disabled and vulnerable people from other organizations. The convergence of these programs is summarized in Table 11.6.

Table 11.6 Convergence of programs for the Disabled and Vulnerable

SL	Organisation	Nature of Service extended
A. Convergence of programs for the Disabled		
1	Block level NGOs implementing SSA	<ul style="list-style-type: none"> • Technical and handholding support to integrate disabled children into schools. • Educational tools and other assisting aids required for school children.
2	District Disabled Rehabilitation Office	<ul style="list-style-type: none"> • The special programmes implemented by the State and Central Government pertaining to disabled persons such as, issuing ID cards, education assistance, travel concessions, marriage and maintenance allowance, aids and appliances, NHFDC etc
3	District Rural Development Agency	<ul style="list-style-type: none"> • 3 % reservation in all poverty alleviation programmes implemented by the department such as giving seed fund to credit rated SHGs and financial assistance to initiate livelihood activities.
4	TAHDCO	<ul style="list-style-type: none"> • 3 % fund allocation to SC/ST disabled persons availing livelihood assistance and seed fund for the groups.
5	Service providing organizations	<ul style="list-style-type: none"> • Skills training, rehabilitation supports, medical, special education and care services.

B. Convergence of programs for the Vulnerable		
1	Taluk office	<ul style="list-style-type: none"> • Availing pension, ration card, free rice, housing patta and other welfare measures.
2	District Social Welfare Office	<ul style="list-style-type: none"> • All state government schemes for vulnerable women such as short stay homes, skill training centres. • Dr.Dharmambal Ammaiyar Ninaivu widow remarriage assistance scheme; • E.V.R Maniyammaiyar Ninaivu widow daughter marriage assistance scheme • Annai Therasa Ninaivu Orphan Girl Marriage assistance scheme • Sathiyavani Muthu Ammaiyar Ninaivu Free supply of sewing machines • Free supply of Text book and note book to widow's children • Education support and government homes for the orphan and destitute children. • Government old age homes.
3	Service providing organisations	<ul style="list-style-type: none"> • Government and Charity hospitals for medical treatment to persons affected with chronic illness and other vulnerable people.
		<ul style="list-style-type: none"> • Services of NGOs extending care and welfare measures aimed at vulnerability reduction and protection.

58. **Institutional Arrangement** for implementing the disabled and most vulnerable strategy is summarized in Table 11.7.

Table 11.7 Institutional Arrangement for implementing Programs for the Disabled and Most Vulnerable

Institutional Level	Organization / Individual	Roles and responsibilities
State Level	<ul style="list-style-type: none"> • Specialist, Disability, Vulnerability and Tribal Development in SPMU 	<ul style="list-style-type: none"> • Developing, co-ordinating and monitoring implementation of strategy for the disabled and most vulnerable.
	<ul style="list-style-type: none"> • State and District Level Resource Organizations and resource persons: 	<ul style="list-style-type: none"> • Preparing capacity building modules on implementing action plan for disabled and most vulnerable. • Build capacity of Asst. Project Manger, Social Safeguard, Facilitator –Special groups and handhold them in implementing special programs for the disabled and most vulnerable. • Training master trainers for sensitizing project staff and leaders of SHGs and Federations.
District Level	<ul style="list-style-type: none"> • Asst. Project Manager, Social Safeguard in DPMU 	<ul style="list-style-type: none"> • Co-ordinate with BDFa in nominating Facilitator – Special Groups in PFT; • Build capacity and extend handholding support to special group facilitator; • Build network with government departments, resource organizations and service providers to support the disability and vulnerability plans;

Institutional Level	Organization / Individual	Roles and responsibilities
Cluster Level	<ul style="list-style-type: none"> Block Disability Facilitation Agency (BDFA) 	<ul style="list-style-type: none"> Depute one special facilitator to each PFT; Backstop the functioning of Facilitator – Special Groups and CDFs; Extend human resources and other capacity building measures to the special groups in designing and implementing CBR components, guidance for livelihood and strategic support to strengthen DPGs and federation.
	<ul style="list-style-type: none"> Facilitator – Special Groups in PFT 	<ul style="list-style-type: none"> Be responsible for implementation of special programs for disabled and most vulnerable at the village level such as identifying disabled and vulnerable persons, organizing them into self-help groups and federations, meeting their livelihood and other special rehabilitation needs, organizing training for the parents and SHG leaders. Build capacity and handhold village level community disability Facilitator to carryout community based rehabilitation initiatives of disabled persons and vulnerable.
Village Level	<ul style="list-style-type: none"> Community Disability Facilitator 	<ul style="list-style-type: none"> Assist VPRC in including programs for disabled and most vulnerable in VPRC Plan; Assist special facilitator to organize the persons with disabilities and vulnerability into self-help groups; Assist the special groups in book keeping and record maintenance; Provide regular home based rehabilitation support services to the needy disabled, HIV/AIDS and aged; Assist EAGs to mobilize disabled and most vulnerable in livelihood activities.

L. ENVIRONMENT MANAGEMENT FRAMEWORK

L.1 Environment Management Framework

1. A key objective of the Project is to support employment generation and livelihoods improvement for the poorest sections of the populations in the project area. The project will accomplish this objective through a participatory and community-driven process. Under this approach, the project interventions will be focused on forming and strengthening VPRCs, SHGs and EAGs, which will become the decision-making bodies in regards to the employment generation and livelihood improvement activities in their respective areas. These activities would be demand-driven Business plan Proposals, and will be proposed by the EAGs based mostly on the analysis of their livelihoods in terms of their skills, resources, income-expenditure patterns, value-chains and the opportunities for new and innovative livelihoods

2. It is imperative to ensure that the environment is not compromised in the process of livelihoods generation. Since the subproject proposals will be proposed by the EAGs, exact information on subprojects that will arise out of the Project is not available *a priori*. While the nature and scale of subprojects are not expected to cause any serious long-term adverse impacts on the environment, it is important to design environmental safeguards for ensuring that:

- Livelihood Business plan Proposal with severely adverse and unmanageable environmental impacts are not approved;
- Livelihood Business Plan Proposal are designed and implemented with adequate and appropriate environmental mitigation measures;
- Cumulative environmental impacts of subprojects are addressed;
- Environmental benefits of subprojects are enhanced and environment-enhancing livelihood activities are promoted; and
- Long-term sustainability of the benefit from subprojects is assured by securing the natural resource base on which they are dependent.

3. **Environmental management Framework:** To achieve these objectives in a comprehensive and coordinated manner, an Environmental Management Framework (EMF) has been developed for the project. The framework approach has been adopted so that environmental aspects can be adequately addressed for a vast range of subproject activities that could be potentially proposed by EAGs and supported by the project. The EMF comprises of the following components:

- Environmental appraisal procedure for categorization of subprojects and triggering of appropriate mitigation measures;

- Technical Environmental Guidelines (TEGs), which have been developed to address the environmental concerns associated with specific subproject activities likely to be supported by the project. These are complemented by a list of subproject activities that would not be supported by the project due to their severely adverse environmental consequences. The EMF also incorporates a cultural property plan and a pest management plan for the subprojects where these issues may be significant;
- Environmental Monitoring and Evaluation Plan; and
- Environmental Training and Capacity Building.

4. **Implementation Arrangement:** The EMF lays out the roadmap for activities pertaining to environmental aspects of subprojects that have to be carried out at the planning, approval and implementation stages of the subproject cycle.

5. A Village Livelihood Plan (VLP) will be developed by the VPRCs. Based on this and other information, individual subprojects will be developed by EAGs and will be subject to an environmental appraisal. The appraisal will include environmental categorization of the proposed subproject, and prescription of the required environmental assessment requirements and the required mitigation measures. The subproject proposal will also be scanned to ensure that it is not included in the “negative” subproject list (subprojects with potential severely adverse and unmanageable environmental impacts)

6. The EMF lays out the organization process for ensuring that the environmental safeguards are followed through all the stages, starting from subproject proposal submission by the EAGs, through the implementation of the subprojects. The specific activities at each step are delineated, along with the assignment of responsibilities for them. A summary of the EMF activities in relation to Village Development Cycle is presented in Table 12.1:

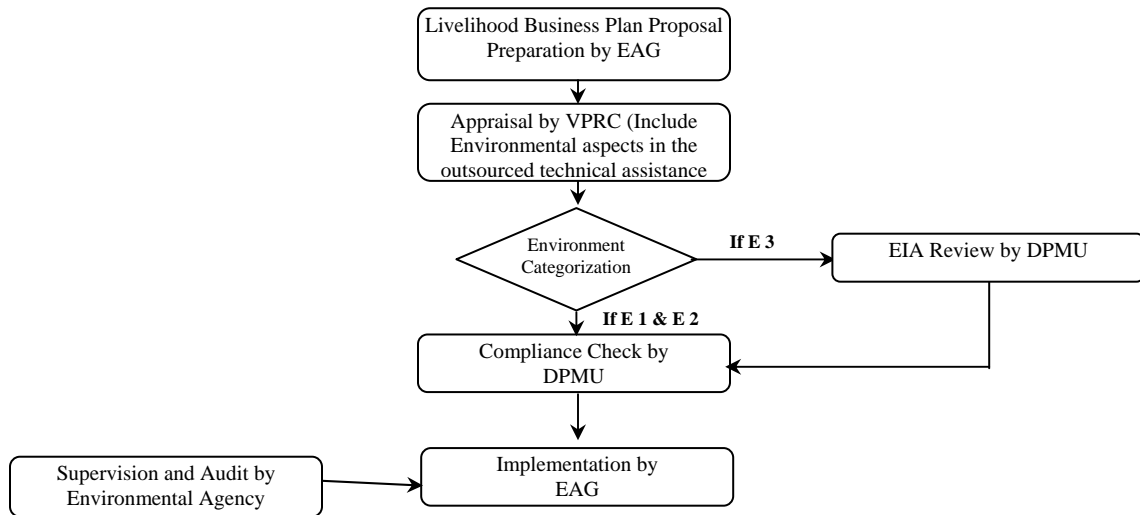
Table 12.1 EMF activities in Village Development Cycle

Responsible Agency	EMF Activities	Outcomes
PLANNING AND DESIGN STAGE		
VPRC and Gram Sabha	A. <u>Communications Campaign and VPRC Plan Preparation</u>	VPRC Plan
EAG	B. <u>Submission of Business Plan Proposal to VPRC</u>	Environmental Checklist in the Livelihood Business Plan Proposal
EAG (with the assistance of the DPMU Appraisal Team, which includes an Environmental Appraiser)	C. <u>Environmental appraisal of Business Plan Proposal</u> <ul style="list-style-type: none"> • Environmental appraisal is a part of the over-all appraisal of the proposed Business Plan. • Environmental appraisal checks for absence of the proposed Business Plan activity from the list of “negative” activities. • Appraisal includes environmental 	<ul style="list-style-type: none"> • Completed form A-1 for each Business Plan Proposal proposal. • TEGs relevant to the proposed Business Plan Proposal are prescribed. • Unless there are issues requiring

Responsible Agency	EMF Activities	Outcomes
EAG Environmental Appraiser at DPMU	<p>categorization (E1, E2, or E3) of the proposed Business Plan Proposal activity.</p> <ul style="list-style-type: none"> • Completion of Form A-1 for the proposed Livelihood Business Plan Proposal • The Environment Appraiser will document the baseline site-specific environmental information for each proposed Business Plan Proposal on Form A-1. • Relevant TEGs (from ERM) are attached to Form A-1. • Conditions for final environmental clearance, if withheld, are to be recorded in Form A-1. • If the Livelihood Business Plan Proposal activity is classed E3, an EIA needs to be conducted and its report submitted to VPRC with the proposal. The EIA report is submitted to DPMU for evaluation. <p><u>D.Commissioning of EIA study (for E3 class Livelihood Business Plan Proposal)</u></p> <p><u>E.Evaluation of the EIA report (for E3 Livelihood Business Plan Proposals)</u></p> <ul style="list-style-type: none"> • Livelihood Business Plan Proposal activity is rejected if the EIA report does not adequately address the anticipated environmental impacts. • If the EIA report is acceptable, the Livelihood Business Plan Proposal is given the final environmental clearance and forwarded to the VPRC. 	<p>revision in the Business Plan Proposal, environmental clearance is provided for E1 and E2 class Business Plan Proposal.</p> <ul style="list-style-type: none"> • For E3 class Business Plan Proposal, the requirement for EIA study is communicated to the Business Plan Proposal proponent. • EIA report is submitted to VPRC, which forwards it to DPMU • Final decision for E3 class Business Plan Proposal proposals.
IMPLEMENTATION		
DPMU	<p>F. Monitoring and Evaluation</p> <ul style="list-style-type: none"> • 5% of the E1 and E2 class Business Plan Proposal in operation are randomly selected for environmental monitoring every year. <p>G. All E3 class Business Plan Proposal are monitored for the specified parameters at the monitoring frequency stipulated in the monitoring plan prepared as a part of the EIA.</p>	<ul style="list-style-type: none"> • Yearly supervision reports

7. The process flow chart for implementing environmental mitigation framework is summarized in Figure 12.1.

Figure 12.1 EMF Flow Chart



7. Environmental Monitoring and Auditing: The EMF includes an environmental monitoring and evaluation plan, as well as an environmental consultancy/audit to periodically evaluate the adequacy of the EMF and to modify it as required. In order to mainstream the environmental aspects into the process of livelihoods generation, the EMF also includes an environmental capacity building component, aimed at developing professional environmental management capacity as well as promoting environmental awareness in the project villages

8. The procedures and materials that have been developed as components of the EMF for the project have been compiled as the “Environmental Resource Manual”, and included in the COM

9. Institutional Arrangement for Implementation of EMF at the different levels of project management are summarized below:

10. SPMU Level: At the state level, the Specialist, Livelihoods will be responsible for the overall environmental aspects of Vazhndhu Kaatuvom Project including the environmental training program and the environmental audit for the whole project (to be conducted twice during the project duration).

11. The environment capacity at the SPMUU will be complemented with support from the Environment Agency (EA), which will be contacted to provide technical and environmental management assistance for the duration of the project. The EA will have

the responsibility of facilitating the implementation of the EMF. This EA will be responsible for providing state-level support to the project team, development and delivery of training, education and communication materials, providing technical assistance in coordinating environmental assessment process for E3 class Business Plan Proposal, and conducting project-level environmental audits. The ToR for the Environmental Agency is given in **Attachment L.1**.

12. DPMU Level: At the district level, the Asst. Project Manager, Livelihoods and Environment will be looking after the environment aspects which will include:

- Identification and capacity-building of resource persons at district level for creating capacity for environmental appraisal of Business Plan Proposal
- Identification and capacity building of resource agency for conducting yearly environmental supervision of the selected Business Plan Proposals.
- Ensure environmental appraisal of Business Plan Proposal proposals
- Arranging for and participating in the yearly environmental supervisions, and to submit yearly supervision reports to the SPMU.
- Serve as Master Trainer for environmental management training programs
- Facilitation of environmental audits.
- Implementation of specific environment-enhancing Business Plan Proposals Guidelines are also attached for selection of agencies for conducting the EIA for E3-class Business Plan Proposals

13. **Block and Village Levels:** the Facilitator, Livelihoods in the PFT and VPRC members will be trained in EMF and will be responsible for implementing environmental aspects

14. Capacity Building on Environmental Aspects: The training program developed for the Vazhndhu Kaatuvom Project aims at building environmental awareness and environmental management capacity in the project administration structure as well as in the intended target communities. The training programs for the staff in the project agencies at various levels as well as for the village communities will be organized by the Environment Agency at the SPMU, which will be given the overall responsibility for environmental training and capacity building on a state-wide basis. The training program has two distinct objectives:

- To develop and enhance capacity for environmental management in the project implementation agencies, and
- To create environmental awareness and sensitisation in the target communities

15. Technical Training for Environmental Management: The Environment Agency will develop a specific training program for the key officials of the project, focused on the procedural and technical aspects of environmental assessment and management. This

training would be mandatory for Environment and Eco-friendly Livelihoods Officers and the Environmental Appraisers from the DPMU of each district.

16. The training will involve initial orientation, main training program and refresher training programs. The main and refresher training programs will be for duration of 2-3 days each, where as the initial orientation workshop will be of duration of one day. EMF and TEG refresher training program will be offered once in a year. This training cycle is suggested keeping in mind people's training retention time, change in officers and likely changes in methods and/or approaches. The main themes of the content of the training program will be:

- Environmental overview
- Need of environmental impact assessment studies
- Tools and techniques for environmental assessment
- Environmental mitigation measures
- Environmental regulations and Acts
- Pollution- its classification, monitoring
- Environmental Management Framework: Familiarization with the Environmental Resource Manual (ERM) for the Vazhndhu Kaatuvom State Society
- Micro-level activities and environmental related issues.
- Technical environmental guidelines – Techno-economically viable treatment options including raw material handling, proper system for collection, segregation and storage.
- Reduction, recycle and reuse options.
- Eco-friendly technologies and its importance.
- Coastal based activities and its limitations.
- Energy needs- use of non-conventional and renewable energy sources.
- Proactive environmental intervention through innovative Business Plan Proposals
- Conservation of natural resources
- Disaster and crisis management

17. General Training for Environmental Awareness and Sensitization : For the purpose of general environmental awareness and sensitization, the master trainers at the Environment Agency will develop a Core Group of Trainers (CGT) in each district. In addition to other members, the CGT will include the Environment and Eco-friendly Livelihoods Officer and the Environmental Appraisers from the DPMU of each district. Ideally, the CGT in each district would have at least 5 trainers. The CGT trainers will in turn train the trainers, who may be the key officials in the village/ block level agencies of their region as well as the interested pictorial/ graphical. These trainers will then target the communities in their respective regions, focusing on the following topics:

- Linkages between environment and poverty
- Basic concepts in environment and ecology
- Environmental issues in the community/ region
- Facilitation and Preparation of formats
- Micro-level activities and environmental related issues.

- Technical environmental guidelines – Techno-economically viable treatment options including raw material handling, proper system for collection, segregation and storage.
- Waste-reduction, recycle and reuse options.
- Eco-friendly technologies and its importance.
- Coastal based activities and its limitations.
- Energy needs- use of non-conventional and renewable energy sources.
- Conservation of natural resources.
- Environment and Sustainable Development.

18. The training programs will be organized regionally and will be designed to reach extensively in the target communities. It is intended that each community will get exposure to at least three environmental awareness programs during the five-year project period.

19. The community representatives like, VPRC, EAG and SAC members will also receive training in order to sustain environmental concepts beyond the project period.

M. MONITORING EVALUATION AND LEARNING

The Monitoring, Evaluation and Learning (ME&L) System for the project has been designed to work in conjunction with the capacity building and communication components of the project.

M.1 Objectives

1. The main objective of monitoring, evaluation and learning component of the project are:

- To support information gathering and analysis to the project management and other stakeholders on the quality of project implementation so as to facilitate appropriate and timely project decisions;
- To institutionalise a learning mechanism and set up social accountability mechanisms and systems; and
- To assess the outcomes and impact of the project vis-à-vis the objectives.

The guiding principles in designing ME&L System are:

- Only relevant information required for the decision making process is generated
- There is involvement of all stakeholders in the process to ensure quick feedback and link it with the decision making process and
- Learning forums are created at various levels to continuously monitor the results on the ground and adjust and refine the model and approach as required

M.2 Components of ME & L

The ME&L system have the following components:

- **Setting up a Project Baseline-** for assessing the pre project conditions
- **Progress and Performance Monitoring** -MIS based input-output system to track the progress and performance against planned activities
- **Institutional Performance Tracking:** on qualitative aspects to assess the performances of the different village level institutions like VPRC, EAG, Federations against a set of Institutional Development Indicators (IDI).
- **Internal Learning-**
 - Participatory Monitoring, evaluation and learning:
Internal management review and learning group system (monthly review and planning and internal learning meetings and monthly reporting by the project staff at various levels, particularly at district, block, cluster and village level) and
 - Concurrent process monitoring:

to track the processes and verify the quality of project implementation on continuous basis (to provide leads and direction on the process of progress towards the achievement of the various end results of the project components)

- Impact evaluation-
External impact evaluation involving mid-term review and impact assessment (by independent agency) for comparison of qualitative and quantitative outcomes before and after the project and between the project and control areas and
- Social accountability mechanisms and systems –
to monitor the responsiveness and downward accountability of office bearers of the CBOs, service providers, project management etc.

The Table 13.1 summarizes the framework of ME&L System

Table 13.1 Framework for ME&L System

ME&L Components	Information collected on	Instrument	Type of data & Source	Frequency	Responsibility
Baseline	Determining pre project conditions to establish the net contributions of the project to the sustainable livelihoods of the targeted families “before” and “after” the project and “between” the project and control areas.	Baseline study A hypothesis document that would identify key hypotheses regarding demand for different types of project interventions by specific groups as well as the impact of such interventions and the methodology to measure them B, Sampling document- that would describe the methodology adopted for baseline survey including control and surveyed areas, justification for choosing samples and size of samples, weightage etc., C. Questionnaires for households, beneficiary self help local governments, groups and village leaders with retrospective questions wherever appropriate.	Quantitative and qualitative	Before project	External Consultants
Progress Performance Monitoring	Tracking progress against planned activities on inputs/outputs Measuring project progress on qualitative aspects, especially against key performance indicators..	Reports and review meetings based on : Aggregate and disaggregated data on geographic coverage, demographic coverage, coverage of vulnerable groups, project components, human resources, capacity building, services provided, number of SHGs/ EAGs/ VPRCs etc., are formed. 1. Pro-forma, Computerized MIS	Computerised MIS Quantitative Qualitative	Monthly . Half Yearly	VPRC/PFT to DPMU PFT-DPU- SPU

ME&L Components	Information collected on	Instrument	Type of data & Source	Frequency	Responsibility
Institutional Performance tracking	Measuring progress on CBOs	2. External Studies	Qualitative	Half yearly or annual	External
Internal learning – Participatory Monitoring, evaluation and learning and Concurrent Process and Learning	Engaging primary stakeholders in monitoring project processes and results: Project processes Verify the quality of the project implementation on a continuous basis to identify the processes through which the inputs converted into outputs, necessary action to increase efficiency etc.,	1. PML*-, formation of learning groups at all levels- village, cluster, district, state- Social accountability mechanisms 2.CPML**	Qualitative	1. Quarterly 2. Half yearly or annual	Internal External Consultants
Impact Evaluation	Project impacts and outcomes	Impact study with impact and outcome indicators as a point of reference to establish the net effect of the project	Quantitative & Qualitative	Mid term & Post project	External Consultants
Social Accountability	Performance including facilitation style of office bearers of CBOs, Service Providers	Community Score Card Gram Sabha/ Village Assembly meetings, social audit, display bulletin boards	Qualitative data	Some tools monthly, some half yearly some annually	CBOs / SAC facilitated by PFT

*Participatory Monitoring, evaluation and learning
evaluation and learning

**Concurrent Process Monitoring,

Data, information, instruments frequency and responsibility would be refined over the life of the project as information needs emerge and as capacities and systems to undertake different monitoring activities developed

Baseline: The objective of baseline is to establish the net contribution of the project to the sustainable livelihoods of the targeted families “before” and “after” the project and “between” the project and control areas. The baseline will consist of:

- A **hypothesis document** for identifying key hypotheses regarding demand for different types of project interventions by specific groups and the impact of such interventions and the methodology to measure them;
- **Sampling document** for describing the methodology adopted for baseline survey including control and surveyed areas, justification for choosing samples and size of sample, basis for weights, etc.; and
- **Questionnaires** for households, beneficiary local governments, and village leaders with retrospective questions wherever appropriate.

An external agency would be contracted to undertake the baseline survey. The agency selected needs to have required capacity and experience to design,

implement and analyse large scale surveys. The Terms of Reference for the Agency and the framework for the Baseline study are presented in **Attachment M.1**.

Progress and Performance monitoring: The objective of progress and performance monitoring are:

- To track progress against planned activities on inputs/outputs at frequency
- To assess the service standards and resource accountability;
- For validating project hypotheses for achieving project development goals.

Progress monitoring – This will track project progress against the planned activities on a monthly basis. This will be mainly the numbers of either initiation or completion activities. Computerized Management Information System (CMIS) will be established which will do the necessary processing of primary data once entered and make it available to all levels of project management in the analyzed form and also in aggregated and disaggregated form by operational unit of management. The CMIS will be Web based and can be accessed at all levels of project management including the World Bank. This data would be used for periodic review of project progress at the cluster, district and state level and will serve the purpose of reporting by the project to the GoTN, GOI and the World Bank.

Performance monitoring - Input/output monitoring is required to assess the service standards and for the resource accountability. The outcome tracking is mainly for validating project's hypotheses for achieving project development goal especially, against the key performance indicators. The progress or activity monitoring will be done through review meetings and pro-forma reporting. The data on the initiation and completion of activity would be collected for each component/sub-component. The performance monitoring against the key performance indicators will be done by an external agency on every six month, called *Six-monthly Performance Monitoring*. Also, the project would commission theme-based studies for detail understanding of the issues that might have been flagged or alerted by the M E&L system.

The ToR for developing the MIS for progress and performance tracking is given in **Attachment M.2**. The MIS formats for various levels have been developed and being used. The Quarterly Progress Reports (QPR) and Financial Monitoring Reports (FMR) are sent at the succeeding month of every quarter.

Institutional Performance Tracking: The objective of this component would be to assess the performances of the different project induced CBOs against a set of Institutional Development Indicators. The institutional performance tracking would be undertaken annually for all types of community institutions. The results of institutional performance tracking would be shared at all levels of project organizations. This would

trigger for special studies and designing/ redesigning of project inputs for institutional capacity building. Under the direction of State ME&L Specialist (SME&LS) the District ME&L Specialist will be responsible to accomplish this component on a timely basis with the help of the PFTs and other front line staff of the project. The PFTs and the front line staff would be trained to facilitate the process at the CBO level in a fashion that it becomes a learning experience for the CBOs for them to undertake corrective measures.

Internal Learning: Internal learning is crucial for the project to be responsive to the changing context of the project as it moves forward. The internal learning component of the ME&L system would consist of:

- Participatory Monitoring, evaluation and learning (PME&L)
- Concurrent Process Monitoring, evaluation and learning (CPML);

Participatory Monitoring, evaluation and learning (PML): The formation and institutionalization of Learning Groups (LGs) at different levels would be the key for internal learning to be effective. A four tier Learning Groups are envisaged involving stakeholders of the project at different levels. These LGs will be dovetailed within the existing institutional structures created for project management as detailed in Table 13.2.

Table 13.2 - Internal Learning through Groups

Learning Groups	Community Learning Groups (CLG)	Cluster Learning Group	District Learning Groups (DLG)	Institutional Learning Groups (ILG)
Level	Village	Cluster	District	State
Members	The Gramasabha including members of GP, VPRC, SHG, CIG, PLF and community at large	VPRC and PFT	DPU, PFTs and supporting resource agencies,	PD & SPU staff, consultants
Responsibility	SAC ¹ , with active support from the PFT Team	Facilitator - Accounts and Monitoring	District ME&L Specialist (DMLS)	State ME&L Specialist (SMLS)

¹ Social Audit Committee at the village level appears to be the right kind of mechanism to anchor PML process at the village level since their primary role, as envisaged in the project, is auditing /monitoring of the project activities at the village level.

Concurrent Process Monitoring, evaluation and learning (CPML): The monitorable issues on which project needs qualitative assessment can be broadly divided in to two categories:

- Project management and organisational development related issues like,
 - Staff recruitment and their capacity building
 - Staffing at different project management unit
 - Relationship between different levels of project management
 - Role clarity of staff, Sensitivity of staff towards the need of vulnerable group viz. poor, women, disabled, etc.
 - Sub-project proposal appraisal process

- Field implementation related issues like,
 - Business plan Proposal preparation, process of preparation of Livelihood plan
 - Inclusiveness in planning, execution and benefits sharing
 - Formation and institutional performance of GPs and other project induced CBOs viz. VPRCs, SHGs, EAGs, etc.

An external agency will be contracted to conduct CPML. The reasons for engaging external agency are: bringing in objectivity to the exercise, and deal with the constraints of lack of capacity of internal staff and avoiding biases in the findings that might come into play. The ToR for conducting process monitoring is given in **Attachment M.3**.

The CPML will be an ongoing process covering all districts along side the project implementation. The Monitoring, evaluation and learning study, which is undergoing currently will develop detail strategy including the sampling. The Specialist, ME&LS at SPMU will conduct an Institutional Learning Group (ILG) meeting at the state level once a quarter, in which he/she will make a presentation to the ILG, identifying issues emerging from CLG and DLG that need to be addressed at the state level. The follow up of the decisions/ action points made at the DLG meeting and the ILG will be done through Action Taken Report (ATR) submitted by the Asst. Project Manager, ME&LS at DPMU and the Specialist, ME&LS, SPMU to the District Project Manager and Project Director respectively, once in every quarter. Findings/learning coming out of all other initiatives like CPML, CBO performance monitoring, Community score card, Process learning through experience sharing or any other such initiatives being taken by the project to promote internal learning should be shared at these LGs quarterly depending upon the relevance of the subject to that level.

Impact Evaluation: Impact evaluation will involve comparing qualitative and quantitative outcomes before and after the project and between project and control areas. The impact and outcome indicators will be the point of reference to establish the net effect of the project. The impact evaluation would consider major assumptions to establish causal relationship between input, outputs and outcomes. The impact evaluation

study would require rigorous methodology and quality analysis. An independent agency, will be contracted for the impact study in control and project villages on sample basis and will undertake the following activities:

- Development of internal monitoring and review system;
- Preparation of tools & reporting formats;
- Capacity building of ME&L units at State and District level

Social Monitoring: The project will implement the social audit mechanisms and systems as elaborated in Table 13.3.

Table 13.3 Social Monitoring Tools and Mechanisms

Tools/ Instruments	Monitoring Whom	Monitoring What
Community Score Card	<ul style="list-style-type: none"> • VPRC and EAG Office Bearers • Service Providers • PFT, DPMU Members 	<ul style="list-style-type: none"> • Compliance with Vazhdhu Kaatuvom non-negotiable principles • Compliance with agreed performance standards • Village level financial and procurement related transactions • Meetings capacity building programs, guidelines, selection of beneficiaries
Social Audit Committee	<ul style="list-style-type: none"> • VPRC and EAG Office Bearers • Service Providers 	
Gram Sabha / Village Assembly Meetings	<ul style="list-style-type: none"> • VPRC and EAG Office Bearers • Service Providers • Sub committee members 	
Village Displays / Bulletin Boards	<ul style="list-style-type: none"> • VPRC and EAG 	

Models of Village Bulletin Boards have been detailed in COM book 2 Chapter 9.

Models of Self monitoring tools for VPRC has been detailed in COM Book 4.

M.3 Levels of Operation

The M E & L System will operate at four levels – village, cluster, district and state. The structure will enable information flow both horizontally and vertically and information will be made available across the system. In order to increase effectiveness of the M E & L system and reduce data redundancy, each level will be responsible for maintaining data at that level.

M.4 Monitoring, Evaluation & Learning System – Institutional arrangements

The institutional arrangements for implementing ME&L System of the project are summarized in Table 13.4.

Table 13.4 Institutional Arrangement for ME&L

Institutional Level	Agency / Person	Key Responsibilities
Village Level	VPRC, EAG, SAC	<ul style="list-style-type: none"> Collecting and analysing village level data and information on project implementation Preparing monthly progress reports and submitting it to DPMU through PFT Report progress and learning to Gram Sabha/ Village Assembly Set up and update village display boards / bulletin boards
Cluster Level	PFT Facilitator, Accounts and Monitoring	<ul style="list-style-type: none"> Building capacity of VPRC, EAG and SAC members on ME&L activities including social accountability monitoring Collect and consolidate cluster level village wise MIS reports Facilitate ME&L activities especially by external agencies at the village level Facilitate village level and cluster level interactive learning forums
District Level	DPMU Asst. Project Manager, ME&L	<ul style="list-style-type: none"> Train PFT members on ME&L Monitor ME&L activities at the village level Collect aggregate and analyse data at the district level Monitor compliance to service standards
State Level	SPMU Specialist, ME&L Specialist, MIS	<ul style="list-style-type: none"> Design and implement ME&L and MIS system for the project Facilitate training of district and PFT members on ME&L and MIS systems Monitor ME&L and MIS implementation Maintain databases at the state level Facilitate learning forums at district and state level Generate quarterly, half yearly and annual progress reports on project implementation

M.5 Key Monitoring and Results Indicators of the Project

The component wise key indicators for monitoring the process, output and financial level progress are summarized in Table 13.5. The key results indicators for monitoring the success of the project at the project closure is also incorporated.

Table 13.5 Component wise Key Monitoring Indicators

Name of the Component	Process Indicators	Output Indicators	Financial Indicators	Results Indicators
A. Village Livelihood Program				
A.1. Formation and Strengthening of Village Institutions	<ul style="list-style-type: none"> • No. of villages receiving initiation fund • No. of villages where PIP completed • No. of left out poor organized into SHGs • No. of Gram Sabhas and Village Assemblies organized for decision making the project 	<ul style="list-style-type: none"> • No. of VPRCs formed • No. of tribal VPRCs formed • No. of tribal sub committees formed • No. of SACs formed and made operational • No. of office bearers trained on project principles and roles and responsibilities 	<ul style="list-style-type: none"> • Amount of initiation fund released to villages 	<ul style="list-style-type: none"> • <i>Inclusion</i> • At least 70% of identified vulnerable population, example: disabled and tribals are organized into SHGs and have accessed special assistance fund • In at least 90% of CBOs poor/ultra poor women are occupying decision making positions
A.2.(i) VPRC Fund	<ul style="list-style-type: none"> • No. of VPRC Plans prepared • No. of left out poor undertaken by SHGs • No. of exposure visits undertaken • No. of VPRC offices set up • No. of persons undergone skill development • No. of COM training undertaken • No. of technical assistance for Business plan Proposal preparation • No. of VPRCs maintaining books of accounts • No. of villages where bulletin boards set up • No. of disabled organized into groups 	<ul style="list-style-type: none"> • No. of VPRC Plan approved in Gram Sabha • No. of VPRC Agreements signed • No. of VPs accessing each instalment of VPRC Fund • No. of SHGs of the identified poor linked to banks • No. of disabled receiving assistance 	<ul style="list-style-type: none"> • Amount of VPRC Fund released • Amount of Seed Funds granted • Amount of credit extended by banks 	<ul style="list-style-type: none"> • At least 80% of the CBOs (VPRCs, SHGs, VPs and Federations) have accessed and managed project funds • At least 70% of all VPRCs and other CBOs supported by project are independently rated as good in a classification of good, average and poor • At least 70% of the individuals trained have secured gainful employment or have started and successfully running business. • At least 70% of the identified vulnerable/ disabled are organized into SHGs and have accessed special assistance funds • At least 70% of the SHGs/ EAGs of the poor have accessed funds through linkage with banks and other financial resources

Name of the Component	Process Indicators	Output Indicators	Financial Indicators	Results Indicators
A.2.(ii) Livelihood Fund	<ul style="list-style-type: none"> No. of villages completing resource analysis and opportunity identification No. of Business plan Proposal prepared No. of Business plan Proposal appraised 	<ul style="list-style-type: none"> No. EAG financing agreement signed No. of market linkages established and functioning No. of Business plan Proposal implemented as per approved Sub-project Proposal and following key project principles No. of disabled and most vulnerable receiving benefits from Business plan Proposal 	<ul style="list-style-type: none"> Amount of Livelihood Funds released to EAGs Amount of equity mobilized by EAGs Amount of profit sharing by members of EAG 	<ul style="list-style-type: none"> At least 70% of the eligible households and 70% of the very poor and tribal households have benefited by the Livelihood Fund through Sub-project Proposals. At least 80% of the EAGs of the target poor and tribal have accessed funds through linkage with banks and other financial institutions.
A.2.(iii) VP Incentive Fund	<ul style="list-style-type: none"> No. of proposals received for Incentive Fund, processed and no. qualified No. of evaluations conducted for release of second instalment 	<ul style="list-style-type: none"> No. of VPs accessing second instalment of Incentive Fund 	<ul style="list-style-type: none"> Amount of Incentive Fund released to VPs 	<ul style="list-style-type: none"> At least 30% of total VPs have accessed both instalments of Incentive Fund
A.2.(iv). Para-professional and Federation Development	<ul style="list-style-type: none"> No. of Para-professionals undergoing on the job training No. of EAGs/SHGs forming Federations No. of technical support given to Federations 	<ul style="list-style-type: none"> No. of Para-professionals identified and developed No. of Federations implementing Sub-project Proposals and become enterprises 	<ul style="list-style-type: none"> Amount of support given to Federations Average amount of earnings by Para-professionals 	<ul style="list-style-type: none"> At least 15% of cluster based EAGs are federated and functioning as financially viable business enterprises.
B . District and State Support for Village Livelihood Program	<ul style="list-style-type: none"> No. of exposure visits organized No. of resource institutions and resource persons identified, oriented and networked No. of training programs, workshops organized No. of revisions of training modules 	<ul style="list-style-type: none"> No. of officers at state, district and PFT levels engaged in project implementation No. of linkages functioning 	<ul style="list-style-type: none"> Amount of expenditure under capacity building, Monitoring, evaluation and learning and linkages 	<ul style="list-style-type: none"> At least 70% of VPRC and EAGs receive support for livelihood plans in accordance with agreed service standards conducted through Report Card At least 70% of EAGs working in partnership with private sector organizations or other institutions

Name of the Component	Process Indicators	Output Indicators	Financial Indicators	Results Indicators
B . District and State Support for Village Livelihood Program	<ul style="list-style-type: none"> No. of evaluations of capacity building programs No. of market linkages established No. of innovation fund tested No. of report card / community score cards feedback set up No. of village bulleting boards et up No. of interactive learning sessions held at village, cluster, district and state level 	<ul style="list-style-type: none"> No. of new technologies ready for scaling up No. of baseline report set up No. of evaluations and reviews conducted No. of process monitoring reports finalized No. of annual reports on project implementation 		
C. Project Management	<ul style="list-style-type: none"> No. of SPMU personal recruited No. of DPMUs functioning with full contingent of team members No. of PFTs functioning with all members 	<ul style="list-style-type: none"> No. of DPMUs fully established No. of PFTs fully established Percentage of staff turnover within one year of recruitment 	<ul style="list-style-type: none"> Amount of expenditure under project management 	<ul style="list-style-type: none"> At least 70% of VPRCs and EAGs have accessed funds in accordance with service standards At least 70% of DPMUs and PFTs receive positive scores (community for VPRC, VPRC for PFT, PFT for DPMU, DPMU for SPMU) through community /report scorecards At least 4 six-monthly COM revisions based on feedback from the field and independent reviews.

M.6 Arrangements for Results Monitoring

The yearly targets for results monitoring and the data collection and reporting arrangements are summarized in **Attachment M.4**.

M.7 Conflict Resolution

Since Village Communities are directly accessing financial resources and having decision-making powers devolved to them for the first time, conflicts are bound to happen at the village level. The likely areas where conflicts can arise are selection of committee members, participatory identification of the poor, selection of beneficiaries etc. Even though institutional arrangements at the village level and the capacity building of the office bearers are given due attention in the project, still certain conflicts may arise.

The COM contains details of the mechanism for conflict resolution systems at the village level. The COM also describes case studies of conflicts in pilots and ways of dealing them. The Conflict redress mechanism system for the village at various levels has also been described in COM. Compliant boxes to be installed at VPs and methods of operating it have also been described. In order to institutionalize a conflict resolution mechanism, running through all project stakeholder levels, a communication tree showing names, telephone numbers and email ID of PFT, DPMU, SPMU and World Bank will be displayed in all villages and is summarized in Table 13.6.

Table 13.6 Conflict Resolution Mechanism

Step No.	Communication Level	Redressel mechanism and Time limit
Step – 1	A conflict/dispute occurs	<ul style="list-style-type: none"> • Try to resolve with other community members • The community member can directly resolve with the VPRC • The community member can bring it up to the SAC
Step – 2	Take up with Gram Sabha	<ul style="list-style-type: none"> • Bring it to the notice of the Gram Sabha and wait for 2 weeks to resolve • 80% of the conflicts are expected to be resolved at this level
Step – 3	Take up with PFT Leader	<ul style="list-style-type: none"> • Allow 2 weeks for action to resolve • 10% of the conflicts are expected to be resolved at this level
Step – 4	Take up with District Project Manager	<ul style="list-style-type: none"> • Allow 1 week to resolve • 5% of the conflicts are expected to be resolved at this level
Step – 5	Take up with Project Director, SPMU	<ul style="list-style-type: none"> • Allow 1 week for resolving • 4.5% of the conflicts are expected to be resolved at this level
Step – 6	Bring to the attention of World Bank	<ul style="list-style-type: none"> • The conflict will be resolved within 48 hours • Only 0.5% of exceptional cases will reach this level

M.8. Exit Rules

If there are conflicts among the community, differences arising among GP, VPRC, EAG, Federations etc., the PFT will try to resolve the conflicts. If the parties concerned do not resolve the conflicts, PFT will allow 30 days for resolving the conflicts by themselves. Thereafter if the conflict remains unresolved, the PFT can suspend the project activities in the village. Similarly, if there are misappropriation of project funds by anyone in the village, VPRC /PFT can suspend the project activities to the group concerned or for all of the village in case the mistakes are not corrected within a notice period of 30 days. The key exit rules are summarized in Table 13.7.

Table 13.7 Exit Rules

Institution Level	Nature of Problem	Exit Action with Time Limit	Decision-making Responsibility
Village Level	<ul style="list-style-type: none"> Lack of consensus among community members, office bearers 	<ul style="list-style-type: none"> PFT will try to resolve difference of opinions and give 15 days to resolve DPMU will facilitate to resolve the difference and give 15 days to resolve 	SPMU cancel the village from project list
Village Level	<ul style="list-style-type: none"> Misappropriation of funds Gross violation of project principles 	<ul style="list-style-type: none"> PFT give notice to VPRC to rectify the mistake within 30 days DPMU will inspect the village for rectification of the defects and if the defects are not rectified within 15 days, will recommend to SPMU 	SPMU will cancel the village from the project list

At the end of the project : The project period is for six years. Though the outcome indicators would reflect the impact of the project interventions, the village poverty reduction committee, which by then would have emerged as an empowered body, should stay and continue to work the poorest and the marginalized sections of the Panchayats. Hence, after the exit of the project, if the following milestones are ensured :

- VPRC is able to raise resources and run independently without project support.
- The Panchayat maintains and continues and continues good governance and be pro-poor.
- The economic activity group and the federations are running as viable business enterprises.
- The Community Resource Persons (CRPs) identified and trained by the project are skillfully employed.
- The overall income level of the Panchayat is increased and specific interventions are targeted through convergence with other government schemes for very poor and marginalized sections.

N. RISK AND MITIGATION STRATEGIES

1. The Vazhndhu Kaatuvom Project will be operating in the socio political milieu of Tamil Nadu and hence will have multiple interfaces with existing institutions, processes and way of doing business. The achievements of the project outcomes will largely depend on how best the project will be able to insulate its functioning protecting the non-negotiable principles, project processes, guidelines etc. The success will depend on how the project is able to influence and improve the existing environment rather than the project is being influenced and interfered with external factors

2. The project design has reckoned key areas of concern relating to internal and external environment which may influence / interfere smooth project implementation and hence achievement of the avowed objectives. These areas have been identified as risks and suitable mitigations measures have been incorporated in the project design as summarized in Table 14.1.

Table 14.1 Key Project Risks and Mitigation Measures

Sl. No	Key Risks Identified	Risk Rating	Mitigation Measures
A State Level			
1.	Interference by political bodies in the operations of the state and district societies affecting targeting of the poorest	Medium	<ul style="list-style-type: none"> • State and District Societies have been formed as autonomous organizations managed by independent executive committee, competent Project Director / DPM assisted by multi disciplinary professional team • The monitoring, evaluation and learning system will enable close monitoring of State and District Society functioning including compliance with agreed rules • Project Implementation Plan and Community Operational Manual have included well defined criteria and a transparent process for selection of project area and target families • Participatory identification of the poor as a transparent process to identify the target poor
2.	Resistance from project teams to implement CDD principles and devolution of decision making powers to village communities	Low	<ul style="list-style-type: none"> • Intensive IEC campaigns on CDD principles followed by capacity building and support to implement CDD approach • Using exposure visits to be practices to build capacity and confidence of the staff • Fund releases conditional on the principle of inclusion and transparency • 90 percent of resources flow to the organizations of the poor, • Information on widely accessible rural websites.
3.	Implementation of similar projects / schemes both by Government and other donors with supply driven approaches	Low	<ul style="list-style-type: none"> • Project processes elaborate enough to involve village communities right from beginning for full ownership of project principles • Communication campaigns to focus on the need for long term sustainability of results achieved • Knowledge management and policy support measures to influence Government and other donors to adopt project principles in related and unrelated sectors

Sl. No	Key Risks Identified	Risk Rating	Mitigation Measures
4.	Vulnerable people's voice is not heard and their interests are sidelined in the VPRC	Low	<ul style="list-style-type: none"> Participatory identification of the poor will be done to target the eligible beneficiaries VPRC has representation from the different vulnerable groups e.g., tribal and disabled; and each habitation (an SHG woman from target poor)
5.	The non poor in the village especially the elite may not be interested in project activities	Low	<ul style="list-style-type: none"> The project will improve the overall service delivery efficiency of the VP and hence provide services to everyone. VP Incentive Fund will implement activities for improving the overall quality of life of everyone in the village
6.	EAGs are not able to select appropriate livelihood activity, negotiate and access adequate support, with no impact on incomes	Low	<ul style="list-style-type: none"> Village Livelihood Plan will be developed to understand various opportunities, skills and resources Findings from the Resource Mapping and Opportunities study will be widely disseminated among the target poor and promoters of livelihoods for the communities PFTs will provide adequate information and exposure to the community to negotiate and bargain with suppliers and private sector EAGs will be federated, wherever necessary to enhance their bargaining power.
7.	PFTs at the cluster level do not have capacity to respond to the community needs and priorities.	Low	<ul style="list-style-type: none"> Selection of PFTs will be done on a competitive basis through a specialized agency A well thought through Human Resource Development strategy has been included to build capacity and skills of PFTs The PFT's will be accountable to the DPMU and the village Assembly.
8.	VPRC and EAGs may not be able to maintain the books of accounts for the project funds as per rules and requirements.	Low	<ul style="list-style-type: none"> A clearly articulated strategy for facilitating and enabling book keeping capacity building at the village level has been prepared PFTs will have designated staff with specific responsibilities in monitoring quality and accountability arrangements and providing support to the master trainers and book keepers
9.	Communities may not be able to mobilize funds for their contribution to livelihood activities	Medium	<ul style="list-style-type: none"> Project teams will actively facilitate networking of community groups with banks and other financial resources All project teams – state, district and cluster – include a person fully dedicated to micro finance and linkage with banks and other partners.
10.	Fund releases to VPRC, VPs and EAGs may not be timely and could delay implementation.	Medium	<ul style="list-style-type: none"> Simple and community friendly procedures in place and the project teams to be fully oriented to key steps involved in planning, appraising and transferring funds to the communities Up-front actions by DPMU and PFTs on supply side inputs (like directory of service providers, rate banks, technical expertise) Service standards have been agreed and will be monitored.
11.	Office bearers of the VPRC and other CBOs may not be able to demonstrate a facilitating and enabling style of performance and may become power centres	Low	<ul style="list-style-type: none"> The project processes reckon mobilization of the CBOs at a stage when communities have clearly understood the roles and responsibilities of leaders. COM elaborates detailed eligibility criteria and selection process for CBO Leaders The project design entrust the responsibility of decision making at the Gram Sabha village assembly level and Village Leaders are accountable to these bodies <p>Independent SACs evaluation the performance of Leaders for compliance of project principles</p>
12.	Direct release of project funds to Village Communities may result in misappropriation/ misuse of funds	Medium	<ul style="list-style-type: none"> Adequate capacity building before fund releases Social accountability mechanisms in place Fund releases are in instalments subject to satisfactory achievement of milestones Internal control mechanisms like, 2 signatories to open bank account in place

Sl. No	Key Risks Identified	Risk Rating	Mitigation Measures
13.	Procurement capacity of village communities	Low	<ul style="list-style-type: none"> • COM describes step wise clear guidelines on community procurement using simple methodologies and formats • Capacity building of CBOs on community procurement • Specialized sub committee – Financial and Procurement Sub Committee of the VPRC to assist CBOs in community procurement
14.	Market risks relating to design changes, technology obsolescence, price changes and competition may affect livelihood activities	Low	<ul style="list-style-type: none"> • State level, District level and Village level resource analysis and opportunity identification to support livelihood activities • Technical assistance in assessing the viability of Business Plans • Livelihood thematic advisory groups at the district and state level to support livelihood activities • Provision of District level livelihood capacity building organization and resource persons • Technical support to communities in establishing forward and backward linkages • Provision for market information, linkages and other supports • Promotion of cluster based approach, investment in productive infrastructure and higher scale of activities •
15.	Delay in flow of funds to the villages	Low	<ul style="list-style-type: none"> • Agreed service standards for appraisal and certification of milestones and release of funds • Report card feedback from village community to monitor timely flow

Performance Appraisal for Asst.Project Managers (Blockwise performance based on block progress will be made)

Name of the position	Key Performance areas
1. District Project Manager	<ul style="list-style-type: none"> • Timely submission of monthly/annual work plans reports and budgets • VPRCs in Phase I maintain proper books of accounts • VPRCs have display boards and transparency mechanisms in place. • Conduct of GB, EC meetings on time. • VPRCs adopt project principles and receive funds.
2. Assistant Project Manager - Village Funds	<ul style="list-style-type: none"> • Completion of compliance check for VPRC fund release as per service standards • GPs/ VPRCs / EAGs maintain accurate and updated accounts in a transparent manner. • VPRC and EAGs are following community procurement guidelines • Timely submission of SOEs.
3. Assistant Project Manager (Micro Finance, Business Finance)	<ul style="list-style-type: none"> • All eligible left out poor mobilised in SHGs • All eligible SHGs are credit rated • All poor SHGs receive either project benefits or from banks. • All new SHGs are supplied with registers and maintain books of accounts properly. • Poor SHGs are federated to PLF and PLF Functioning actively.
4. Assistant project Manager – Livelihoods and Environment	<ul style="list-style-type: none"> • Skill development training arranged for eligible target poor • Target poor received skill training from project are gainfully employed. • EAGs receive support for livelihood Proposal in accordance with agreed service standards • Develop ----- demononstration sites • Poor SHGs are mobilised in to EAGs and functioning profitably.
5. Assistant Project Manager Marketing, Linkages and Economic Activity Federations	<ul style="list-style-type: none"> • Organising yearly atleast 2 District level trade fairs and exhibitions and promoting EAGs to participate in various trade fairs and exhibitions • EAGs are working in partnership with private sector organizations or other institutions • Cluster based EAGs are federated and functioning as business enterprises in partnership with private sector organizations or other institutions are financially viable

Name of the position	Key Performance areas
<p>6. Assistant Project Manager Capacity Building and Communication</p>	<ul style="list-style-type: none"> • Quarterly workshops with PFTs organised to prepare the training calendar, schedule, training supportive material etc., for training GPs, VPRCs and its sub committees, SACs. • Exposure visits of PFTs / CBOs. Arranged once a year. • All VPRCs know their roles and responsibilities. • Master trainers are updated and their skills in specialised areas developed. • Minimum 7 para professionals to be developed in all the GPs and offering services. • Quarterly compilation of success stories and key learning. • Preparation and Distribution of IEC materials at district level • Contributions to the monthly news letter on success stories reported. • Orient GPs and members on project principles to enable them to do activities under initiation fund.
<p>7. Assistant Project Manager (Monitoring & Learning & HR)</p>	<ul style="list-style-type: none"> • Conduct of internal learning meetings at district and cluster level every quarter in all VPRCs and feedback system established. • Sending timely reports of MPR, QPR and maintain village level database on project progress • All CBOs use community score cards and rated good. • All VPRCs maintain and update display boards and bulletin boards. • All decision-making positions in Village level Poverty Reduction Committee and EAGS are women
<p>8. Assistant Project Manager – Social Safeguards</p>	<ul style="list-style-type: none"> • All eligible identified disabled, tribal and vulnerable people are organized into functioning SHGs • All eligible disabled get id cards • All eligible disabled are assisted either through project funds or through convergence. • Special funds are spent by VPRCs for eligible special groups. • All BDFAs are monitored and receive quarterly payment in accordance with milestones. • All tribal SHGs are credit rated and linked with banks. • One block level federation of disabled formed and delivering services to the special groups • Eligible adult disabled and vulnerable people are engaged in profitable economic activities

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

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

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

Name of the position	Key areas of Responsibilities	Key outputs
<p>4. Assistant project Manager – Livelihoods and Environment</p>	<ul style="list-style-type: none"> • Assist in village level resource and opportunity analysis and preparing Livelihoods Sub Project Proposals • Facilitating exposure visits for EAGs to gain hands on experience • Assist and updating rate bank for livelihoods at regular interval • Preparing and maintaining list of appraisers • Doing compliance check for the Livelihood <u>Business Plans</u> including EMF compliance • Certification of milestones and release of funds for Livelihood <u>Business Plans</u> • Guiding and assisting formation of EAGs and their federation at appropriate level. • Identify village / block / cluster level specific livelihoods opportunities and resource institutions • Identifying and establishing area specific themes for demonstration centres • Identifying resource persons for constituting district level thematic advisory groups and identifying new opportunities to generate and testing the viability of innovative ideas • Supporting and guiding PFTs and EAGs on business risk mitigation measures. • Handholding Facilitator – Livelihoods in implementing livelihood activities 	<ul style="list-style-type: none"> • At least 30% of cluster based EAGs are federated and functioning as business enterprises private sector organizations or other institutions and are financially viable. • At least 90% of EAGs receive support for livelihood Sub Project Proposal in accordance with agreed service standards.

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<p>5. Assistant Project Manager Marketing, Partnerships, Linkages and Economic Activity Federations</p>	<ul style="list-style-type: none"> • Supporting the EAGs, federations of the EAGs in Product Development (quality control, branding, packaging, pricing, etc), Market Planning and Marketing their products • Developing Backward and Forward linkage chain for the ongoing livelihoods of EAGs • Facilitate partnerships, collaborations for Livelihood <u>Business Plans</u> • Identifying the District specific Livelihood opportunities and resource institutions for the various target groups • Collect the information on Markets, Products, Prices and emerging trends at the district level • Disseminate Markets information, Products, Prices and emerging trends to the PFTs and EAGs • Organising District level trade fairs and exhibitions and promoting EAGs to participate in various trade fairs and exhibitions • Arranging for training to the PFTs & EAGs on market linkages • Identify institutions and partners for skill training and employment generation • Informing the EAGs on legal and taxation issues like FPO licensing, Sales tax, registration, etc • Arrange for organising skill dev. programmes and helping the trained persons linked with employment agencies. • 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 • Support federations of EAGs with partnership and market linkages. • Promoting Collective Purchase of inputs and Collective Marketing • Operationalizing the innovative fund- inviting proposals, appraising and follow up. • Scanning the market for product / design/ technology obsolescence and inputs for price revision • Train and provide backstopping to Facilitator – Business Finance and Facilitator – Livelihoods in implementing partnerships and linkages and Federations 	<ul style="list-style-type: none"> • At least 85% of the EAGs are working in partnership with private sector organizations or other institutions • • At least 15% of identified very poor have been imparted skill development training in at least 90% of the GPs • • 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 • • At least 85% of the EAGs and those federated are working in sustainable mode
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Name of the position	Key areas of Responsibilities	Key outputs
6. Assistant Project Manager (Monitoring & Learning & HR)	<ul style="list-style-type: none"> • Make available base registers, reporting formats for PFT and village community levels. • Maintain District level MIS and generate reports • Facilitate conduct of internal learning meetings at district and cluster level. • Train PFTs in institutional performance tracking for CBOs in self-monitoring. • Facilitate in building capacities of VPRC, sub committees, Social Audit committees and gram sabhas in Monitoring and learning tools. • Facilitate implementation of social accountability systems like community score cards etc., • Maintain village level database on project progress • Train and handhold support to Facilitator – Accounts and Monitoring • HUMAN RESOURCE: • • Maintaining personnel function including database of all project staff in DPMU and PFTs • Implement and execute performance appraisal system and incentive schemes. • Managing the statutory obligations relating to HR issues. • Providing logistics support including transport, arranging for workshops etc., 	<ul style="list-style-type: none"> • 90% of CBOs use community score cards • 90% of CBOs are rated as good in community scorecards. • 95% of the villages maintain and update display boards and bulletin boards. • 95% of facilitators give good rating in performance scores for APM. • Quarterly meetings are regularly facilitated by PFTs in villages. • Quarterly internal meetings are regularly conducted and information disseminated back to villages. •

<p>7. Assistant Project Manager – Social Safeguards</p>	<ul style="list-style-type: none"> • Guide, support and monitor the performance of the BDFAs. • 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. • promoting and building the capacity of block level federations of disabled persons. • Assist State specialist in capacity building measures of BDFAs, facilitators (special groups) and CDFs. • Build network with government departments and banks to support the rehabilitation and livelihood initiatives of target groups. • Organise periodical meetings with BDFAs, federations and frontline workers (CDF and facilitators) to facilitate internal learning, systematic review and plans. • Guide VPRCs and PFTs to ensure effective inclusion and participation of women, tribal, disabled and vulnerable in all village development activities. • Facilitating VPRC formation with adequate representation of Very poor, women, disabled and tribals. • Facilitate PFTs to build the capacity of women to bring about gender equality • Sensitizing all stakeholders on gender issues, tribal and disabled. • Identifying and implementing activities to include youth in project activities. • Build capacity of Facilitator – Special Groups and provide handholding support in implementing disability, tribal and vulnerability reduction activities • 	<ul style="list-style-type: none"> • Atleast 80 % of the identified disabled, tribal and vulnerable people are organized into functioning SHGs; • Atleast 80 % tribal SHGs are credit rated and linked with banks. • One block level federation of disabled formed and delivering services to the special groups • Atleast 60 % adult disabled and vulnerable people are engaged in profitable economic activities • 100% SHGs and EAGs book keeper are women • At least 95% of decision-making positions in Village level Poverty Reduction Committee and EAGS are women and 30% of them are youth.
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Name of the position	Key areas of Responsibilities	Key outputs
8. Assistant Project Manager (Capacity Building & communication)	<p>TRAINING:</p> <ul style="list-style-type: none"> • Coordinate with CB agencies for scheduling capacity building events, monitoring quality of trainings and feedback of training programmes for DPMUs and PFTs. • Guide and provide handholding support to the PFTs for conducting the training to the GPs, VPRCs, sub committees and SACs on COM. • Organise quarterly workshops with PFTs to prepare the training calendar, schedule, training supportive material etc., for training GPs, VPRCs and its sub committees, SACs. • Arrange for exposure visits of PFTs / CBOs. • Identify the capacity building needs/gaps and arrange for demand driven trainings to PFTs. • Identify and maintain the database of resource institutions, resource persons in various functional areas for capacity building. • Maintain and update the list of master trainers and develop their skills in specialised areas. • Maintain and update the PFTs training profile regularly • Mentoring and backstopping the VPRCs/EAGs/SHGs in all project activities. • Sharing the key learning of field level project implementation to incorporate into COM and training manuals. • Guide and handhold PFTs and VPRCs in preparing and updating capacity building plan and incorporating in VPRC plan. • Help CBOs in identifying and developing Para professionals. • <p>COMMUNICATION:</p> <ul style="list-style-type: none"> • Prepare and implement the communication strategy incorporating the local needs and situations. • Preparation and Distribution of IEC materials at district level • Coordinate and Monitor the functions of District cultural Troupe ToTs and PFT level cultural troupes • Documenting the key project activities at the district level • Organising Thematic Communication campaigns. 	<ul style="list-style-type: none"> • At least 95% of VPRCs including tribal VPRCs consistently get satisfactory performance scores in community score card • At least 95% of PFTs, District units receive positive scores through community scorecards. • Minimum 7 para professionals to be developed in all the GPs • Quarterly compilation of success stories and key learning. • •

	<ul style="list-style-type: none">• Document and disseminate lessons learnt from the Project at district and PFT level• Assisting the District Project Manager in Media Management• Guiding Participatory Communication Needs assessment at the District level.• Sensitizing all the stakeholders at District level• Collect information from field experiences to contribute to the monthly news letter• Orient GPs and members on project principles to enable them to do activities under initiation fund.	
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