

United Nations Development Programme

CPAP 2008-2012

Annual Work Plan 2011

Project Title: Support to National Rural Livelihood Mission (NRLM)



Award ID: 00049804

Project ID: 00078300

Project Start Date: 01 August 2011

Project End Date: 31 December 2012

Corresponding CP Outcome: Improved effectiveness of poverty reduction and livelihood promotion programmes in disadvantaged regions and for vulnerable groups, especially women.

Corresponding CP Output: Disadvantaged people (poor women and men from SC and ST groups, minorities and the displaced) in at least four UNDAF states benefit from national poverty programmes and livelihood strategies through enhanced public expenditure, private sector engagement and better delivery mechanisms.

Brief Description

UNDP's Poverty Reduction programme is aligned with the Government of India's Eleventh Plan priorities and UNDP's Country Programme Action Plan (CPAP) signed between the Government of India (GOI) and UNDP. The CPAP focuses on 7 priority states - Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh and on disadvantaged groups including women, Scheduled Castes, Schedule Tribes, minorities, displaced persons and persons with disabilities.

The GOI-UNDP project on National and State-Level Support to Livelihood Promotion Strategies with a total project budget of USD 12.89 million will focus on the following as approved at Local Project Appraisal Meeting held in September 2008: strengthening government capacities & coordination mechanisms, supporting effective models of vulnerability reducing livelihood strategies and instruments in selected districts, increasing opportunities for diversifying livelihoods and skill development through engagements with private sector and integration with market and supporting advocacy and knowledge sharing for greater reflection of priorities and voices of the poor in design and implementation of programmes and policies.

The objective of the partnership with National Rural Livelihoods Mission (NRLM) is to support improved planning and delivery of the poverty reduction and livelihoods promotion programme in various states. NRLM, which has emerged from the restructuring of existing centrally sponsored Scheme "Swarnjayanti Gram Swarozgar Yojana" (SGSY), aims at reducing poverty through promotion of diversified and gainful self-employment and skilled wage employment opportunities resulting in appreciable increase in the income of the rural poor on a sustainable basis. The work plan for two years (2011-2012) will support a combination of initiatives: strengthening and speeding up the program implementation by positioning dynamic and professional managers, help in knowledge generation and management, collaborate on MDG acceleration and measurement, disseminate best practices on financial inclusion and women led value chain development.

Project and AWP 2011 BUDGET:

UNDP funds	Government funds	Donor funds	Total
US\$ 925,000	-	-	USD 925,000 (for entire project duration)*
USD 100,000	-	-	USD 100,000 (for 2011)

*subject to availability of Funds

Agreed by UNDP:

Alexandra Solovieva

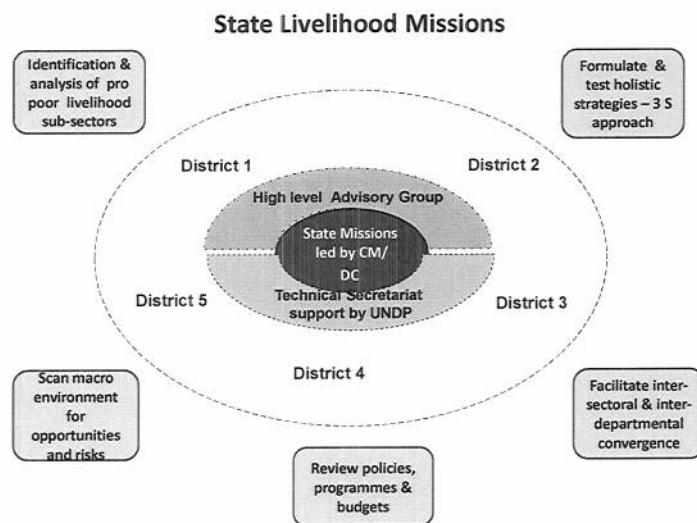
22/07/2011

Alexandra Solovieva
UNDP Deputy Country Director

I. PURPOSE

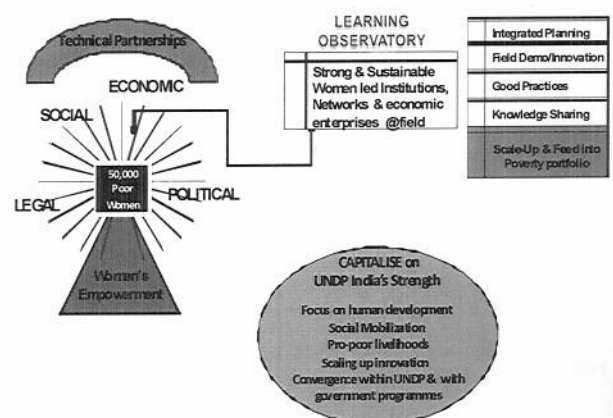
The ongoing project on 'National and State-Level Support to Livelihood Promotion Strategies' seeks to improve the livelihood security and employability of poor and marginalized groups in both rural and urban areas and expand employment opportunities in disadvantaged regions. The project with two operational levels National and at the state level has been in operation during the current project cycle. At the national level, the project is designed to facilitate partnership development with state governments the knowledge and advocacy component at national level, experience sharing across 7 UN focus states– Bihar, Chhattisgarh, Jharkhand, M.P., Odisha, Rajasthan and Uttar Pradesh, and generation of feedback on relevant national policies and programmes, including inputs into the XII Plan formulation process.

State level work in the project began with Rajasthan in Oct 2008; with Jharkhand in April 2009 and with Odisha in October 2009. Livelihood missions set up within State Governments with highest level political / administrative endorsement in Rajasthan & Jharkhand are promoting livelihood strategies that focus on reducing disparities and enhancing income opportunities. While the state partnership in Rajasthan and Jharkhand are aimed at setting up institutional mechanisms for holistic livelihood promotion and facilitating convergence across key department and schemes, the request from Odisha government focused on supporting it to demonstrate in 2 districts design and implement demand driven wage and self employment strategies for disadvantaged groups that would simultaneously place pressure on supply side – mainly the state and district administration as well as financial institutions.



In 2009, with support from IKEA Foundation, UNDP launched a women's empowerment programme in three poor districts of Eastern Uttar Pradesh that combined social, economic, political and legal dimensions of empowerment. Starting with social mobilisation and organising 50,000 poor women, the programme is building capacities of women to participate and play decision making roles within the household as well as in economic, political and social spheres. In 2010, a large number of women from the project area contested and won elections to institutions of local self governance (*Panchayati Raj*) where they will be looking at issues that concern them directly as well as the larger development issues. Women are actively involved in setting up producer companies in the craft and dairy sectors to

Women Empowerment Project – Eastern U.P.



start with, whereby they will not only engage at higher levels in the supply chain management but also become shareholders in the company. Starting with 17,000 women, these economic organizations are expected to bring many more women into their fold and engage with the larger economy. Based on the success of this approach, UNDP plans to replicate and reach out to nearly 2.2 million women and their households across four states in India – Gujarat, Rajasthan, Maharashtra and Uttar Pradesh.

The institutional mechanism conceptualised and launched in the form of state livelihood missions in Jharkhand and Rajasthan have proven to be effective in addressing the key barriers to livelihood promotion: lack of inter-departmental coordination, absence of convergence between schemes and resources, poor outreach to disadvantaged groups and regions and inadequate engagement with civil society, private sector and organizations of the poor. With the launching of the National Rural Livelihood Mission (NRLM), these institutional mechanisms are offering a viable platform to roll out the mission at the state and district level.

Government of India has in June 2010 approved the restructuring of its existing Centrally sponsored flagship Scheme “Swarnjayanti Gram Swarozgar Yojana” (SGSY) as “National Rural Livelihood Mission” (NRLM) which will be launched in June 2011. This has been done in view of the shortcomings pointed out by various independent evaluation/research studies and recommendations by various committees and the experience of implementation of the programme in the last ten years. The Mission aims at reducing poverty through promotion of diversified and gainful self-employment and skilled wage employment opportunities resulting in appreciable increase in the income of the rural poor on a sustainable basis through building strong grassroots institutions of the poor. The NRLM will function in a mission mode for target based time bound delivery of outcomes following a demand driven approach which would allow the states to formulate their own poverty alleviation plans on the basis of available allocation, resources and skills. The Budget requirement for NRLM is Rs.16,400 crore for the last two years of the 11th plan including the Rs.2984 crore already allocated for the current Financial Year.

The Mission will broadly adopt the following objectives: (i) Universal Social Mobilization (ii) Formation of People’s Institutions (iii) Universal financial Inclusion (iv) Training and Capacity building for Self Employment (v) Stabilizing and enhancing the existing livelihoods of the poor and subsequently diversifying their livelihoods (vi) Enhanced Package of Economic Assistance for setting up of Micro enterprises (vii) Convergence and larger role for the Self Help Groups (SHGs) and their federations (viii) Skill development and Placement for Wage Employment.

Under the Mission during the remaining period of the 11th Plan, 10 lakh SHGs will be formed and 40% of the SHGs will be taken up to micro-enterprise level and skill training will also be provided to these ‘swarozgaris’. Formation of federations will be actively encouraged at various levels under NRLM. About 17 lakh rural Below the Poverty Line (BPL) youth will be provided skill upgradation training for placement in the private sector for wage employment under the Special Projects component of NRLM.

NRLM will provide a combination of financial resources and technical assistance to States so they can use the comprehensive livelihoods approach encompassing four inter-related tasks:

- Mobilizing all rural, poor households into effective SHGs, SHG federations and producer organizations and create an effective institutional platform of the rural poor;
- Enhancing access to financial, technical, and marketing services;
- Building capacities and skills for gainful and sustainable livelihoods; and
- Improving the inclusive delivery of social and economic support services to the poor.

In view of the synergies between the progress achieved under the UNDP supported 'National and State-Level Support to Livelihood Promotion Strategies' project, IKEA supported and UNDP implemented 'Integrated Women Empowerment' project and Government of India's NRLM it has been decided to forge a partnership between UNDP and NRLM. The project components outlined below have been finalized in consultation with the team at NRLM.

II. EXPECTED OUTPUTS

The approved project document envisages several outputs and deliverables and the activities to be carried during the programme period 2011-2012. Accordingly, this work plan has been formulated detailing specific activities under two main outputs:

Output 1: Government capacities and coordination mechanisms strengthened for designing and implementing livelihood strategies for disadvantaged groups and regions

NRLM plans to set up dedicated sensitive support units at the National, State, district and sub-district levels, to catalyze social mobilization, build institutions & capacities and skills, facilitate financial inclusion and access to financial services, support livelihoods and convergence and partnerships with various programmes and stakeholders. NRLM has a plan to create job opportunities for 10 million rural poor through its multi-pronged interventions. This process could be further strengthened and speeded up by positioning dynamic and professional managers at various states to drive these support units. These managers would support the respective state governments:

- In rolling out NRLM activities in the state and setting up of State Rural Livelihood Mission (SRLM);
- In drafting policies and implementation guidelines of the mission at the state level;
- In building district and sub-district implementation/support structures;
- In ensuring quality implementation of different components/thematic interventions;
- In managing convergence and partnerships;
- In ensuring the employment creation mandate of NRLM in the states.

The managers could be positioned at MORD or in the states based on formal requests received from the state governments. States that are struggling with delivery and governance issues would be given a priority including the seven UN focus states.

Output 2: Knowledge sharing facilitated among stakeholders to replicate "successful" approaches, share tools and good practices and identify policy and institutional bottlenecks in implementing poverty reduction schemes and programmes.

The role of sharing knowledge – of what works and what does not - among stakeholders engaged in poverty reduction is increasingly recognized as an important input to influence programmes and policy design and improve implementation. Linked to it is the growing importance of documentation of 'good practices' - a useful tool to distil lessons from experiences at the field level. Special emphasis will be made to include livelihood strategies that work for disadvantaged groups and regions. Together, these contribute to learning for the larger community of practitioners, administrators, policy makers and people's representatives. Both the NRLM and UNDP are well placed to facilitate dialogue and partnerships between diverse stakeholders. The following activities will be undertaken to achieve this output:

- Setting up / strengthening existing e-knowledge sharing platform for NRLM as a forum for dialogue between the private sector, government and communities sharing the successful practices of UN Solution Exchange of connecting diverse set of stakeholders – practitioners, academics, regulators, policy makers and people's organizations.
- Establishing a system of knowledge product generation and dissemination that makes best practices (e.g., field practice, innovation, approach, tools, etc) in the field easily available to implementers with guidance on how to adapt and replicate these. This would

also include access to best practices emerging from UNDP supported projects on Livelihood Promotion, Women Empowerment and Financial Inclusion.

- UNDP's recently launched Millennium Development Goals (MDGs) Acceleration Framework, an innovative approach designed to help countries identify and resolve barriers to eradicating extreme poverty, and achieving sustainable development, would be used to facilitate consultations to identify and scale up specific, high-value interventions within NRLM which make the biggest difference and sustain momentum.
- Support to National and regional conference/ workshop and support for knowledge products and marketing events organized around the issues related to Livelihood of the poor.

III. MANAGEMENT ARRANGEMENTS

Implementation Arrangements

The project will be directly implemented by UNDP in close cooperation and consultation with the MoRD.

UNDP will designate a Project Manager for the day-to-day management of the project. The UNDP Country Office will be responsible for all financial management, reporting, procurement and recruitment services and issues. UNDP recruitment and procurement rules will apply. MoRD will provide focal point(s) to support the implementation of different activities of the work plan.

UNDP will prepare a budgeted Annual Work Plan on an annual basis, as per UNDP rules and regulations, which will be shared with DEA for comments and inputs.

Under the Government of India (GOI)-UNDP Country Programme (2008-12), Programme Management Boards (PMB) have been set up to provide guidance and oversight to the different programme areas. This project will be reviewed at the PMB meetings of the Poverty Reduction Programme which is jointly chaired by GOI and UNDP and meets twice a year.

Project Steering Committee

A Project Steering Committee (PSC) will comprise of representatives from the MoRD, UNDP and relevant stakeholders, as appropriate. UNDP will be accountable for the quality of the deliverables of the project. The PSC is responsible for project assurance (monitoring and oversight functions). The PSC will have the following responsibilities:

- Oversight of the project
- Ensure project is in line with national priorities and objectives
- Provide advice when substantive changes are needed in the project's planned results, strategies or implementation arrangements; and ;
- Monitor progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from the experience, are taken into account by the project management.
- Review project expenditures against activities and outcomes; and
- Approve Annual and Quarterly Work Plans.

The PSC will be the group responsible for making, by consensus, management decisions for the project and holding periodic reviews. In order to ensure UNDP's ultimate accountability, the final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the PSC will be carried out on a quarterly basis during the running of the project. The Project Manager will act as the secretariat of the PSC with the responsibility to call meetings, distribute information and follow up on their recommendations.

Project Manager

The UNDP designated Project Manager will be responsible for the day-to-day management and decision making of the project and will be accountable to UNDP and the PSC. S/he will prepare the Annual Work Plans (AWPs), detailed activity and monitoring plan based on the AWP and Budget and submit it to the PSC for endorsement. The Project Manager will plan and organize project review meetings, provide technical feedback to senior management, ensure that project activities are carried out within the financial limitations of the budget, supervise the technical and administrative support personnel and coordinating project activities with stakeholders. The Project Manager will also ensure that the project produces the results specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Project Manager will prepare and submit to the MoRD and to UNDP the following reports/documents:

Annual Work Plans, half yearly and annual progress reports (substantive and financial), Issue Log, Risk Log, Quality Log, Lessons Learnt Log, Communications and Monitoring Plan using UNDP standard reporting formats.

Responsible Parties

To achieve project results, Responsible Parties will be identified who could be individual consultants, NGOs, civil society organizations (CSOs), financial institutions, private sector development agencies or UN agencies. The Responsible Party for the project will be responsible for the implementation of project activities and will carry them out under the overall guidance of the Project Steering Committee.

UNDP will sub-contract institutions/organizations or procure the services of consultants to ensure proper implementation of project activities. Procurement of services from Responsible Party (ies) will be as per the established UNDP procedures. Notwithstanding, the contracting arrangements will be fully documented and endorsed by the Project Steering Committee.

Project Assurance

Project Assurance will be the responsibility of UNDP. The Project Assurance role will support the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed.

Monitoring & Evaluation

The monitoring function would include following up on management actions, keeping track of progress benchmarks, visiting project sites, preparing progress and technical reports, annual reports, processing budget revisions, requisite financial reports, and making arrangements for evaluation and audit.

The quarterly and annual progress reports shall be submitted by the Project Manager to the PSC using the UNDP standard report format available.

To ensure transparency and objectivity, different persons will perform monitoring and implementation functions.

An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. A Risk Log shall be activated in Atlas and regularly updated every quarter by reviewing the external environment that may affect the project implementation. A project Lessons-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Fund Flow Arrangement

The UNDP Financial Rules and Regulations as well as charges will apply for expenditure incurred under the project. Funds will be released to vendors and third parties according to the approved AWP. The Project Manager will be responsible for compilation and collation of the Financial Reports and will coordinate the preparation of financial reports with the finance section of the country office. Unspent funds from the approved AWP's will be reviewed in the early part of the last quarter of the calendar year and funds reallocated accordingly.

Audit

The project shall be subject to audit in accordance with UNDP procedures, rules and regulations.

Budget Head wise breakup of expenditure:

Project Targets for 2011 Remember to ensure that targets are 'SMART'	PLANNED ACTIVITIES Remember to add M&E activities and procurement activities, as applicable	Indicative month of completion	RESPONSIBLE PARTY (where possible)	Budget (USD)
Target 1 for 2011 At least 7 professionals recruited and positioned to support operationalization of NRLM in states with weak institutional structures.	Competitive recruitment and selection of professionals leaders with necessary competence from open market and government systems.	September 2011	TBI	10000
	Salary support to the selected professionals (November-December 2011)	December 2011	TBI	40000
Total				50000
Target 2 for 2011 Knowledge sharing facilitated among stakeholders to replicate "successful" approaches, share tools and good practices.	Support to establish/ strengthen an e-knowledge sharing platform for systematic knowledge product generation and dissemination provided to NRLM.	December 2011	TBI	7500
	Linkages between NRLM implementation and achievement of MDGs 1, 3 & 7 using UNDP's acceleration framework developed through stakeholder consultation and made available to NRLM for implementation.	December 2011	TBI	10000
	At least 3 ongoing UNDP prototypes on innovative approaches to livelihood promotion and financial inclusion documented and shared with NRLM for possible replication.	October 2011		0
	A National conference on Livelihoods with focus on women and publication of State of the Sector Report on Livelihood supported.	November 2011	TBI	21000
Total				38500
ISS				2500
Communication (upto 1%)				1000
Audit, Micro assessment costs				4500
State level monitoring costs				2500
Sundry				1000
AWP Grand Total in USD				100000



Annual Work Plan

India - New Delhi

Award Id: 00049804
 Award Title: Poverty Reduction
 Year: 2011

Report Date: 7/19/2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		Project Management	3/6/10	31/12/10	NAM-National Planning Commissi	04000	UNDP	71600	Travel	3,000.00
					NAM-National Planning Commissi	04000	UNDP	72100	Contractual Services-Companies	1,800.00
					NAM-National Planning Commissi	04000	UNDP	73100	Rental & Maintenance-Premises	5,000.00
					NAM-National Planning Commissi	04000	UNDP	73500	Reimbursement Costs	3,124.00
		Strengthen 7 UNDAF States	10/6/10	30/11/10	NAM-National Planning Commissi	04000	UNDP	72100	Contractual Services-Companies	62,360.00
TOTAL										84,898.00
00078300	Support to NRLM	Knowledge Sharing- Stakeh	1/4/11	31/12/12	UNDP(MDTF/PUNO only).	04000	UNDP	72100	Contractual Services-Companies	38,500.00
		Pjkt Mgt, Monitoring, Audit	1/4/11	31/12/12	UNDP(MDTF/PUNO only).	04000	UNDP	71600	Travel	2,500.00
					UNDP(MDTF/PUNO only).	04000	UNDP	73500	Reimbursement Costs	3,500.00
					UNDP(MDTF/PUNO only).	04000	UNDP	74100	Professional Services	4,500.00
					UNDP(MDTF/PUNO only).	04000	UNDP	74500	Miscellaneous Expenses	1,000.00
		Support operationaliz NRLM	1/4/11	31/12/12	UNDP(MDTF/PUNO only).	04000	UNDP	71300	Local Consultants	50,000.00
TOTAL										100,000.00
GRAND TOTAL										5,242,564.10