

Government of India (GoI)

United Nations Development Programme (UNDP)

Support to Operationalization of the National Rural Employment Guarantee Act

The National Rural Employment Guarantee Act (NREGA) passed by Parliament in August 2005 is a legislation that guarantees wage employment on public works to any adult who is willing to do unskilled manual work, subject to a limit of 100 days per household per financial year. Failing this, the person will be provided with a daily unemployment allowance (one third to one half of the minimum wage). If employment or compensation is not given, the concerned person has the right to seek judicial intervention to secure his/her rights. This is not a targeted programme but one based on the principle of self-selection. There are several challenges in implementing the NREGA, but in the start up phase there is a need to focus on some key priorities. These would include communications, advocacy and social mobilization; social audit to ensure transparency and accountability; participatory planning for preparing need-based shelves of projects; and monitoring and evaluation including MIS for enhancing efficiency and effectiveness. This would require all round capacity building for different implementing agencies and other key stakeholders. Gender equity concerns need to be mainstreamed.

This project will support the MoRD in its efforts to operationalize the NREGA. This project will be implemented in phases. The **first phase** will commence immediately for a period of 12 months and would focus on development of national and sub-national communications strategies, development of capacity building tools to support the state governments and development of modules and prototypes for ICT-based MIS and M&E systems, including social audit and local planning. Consultations will also be held with key resource organizations which could support implementation of NREGA.

The **second phase**, of 5-year duration, will build upon the insights gained in the first phase and, sustain National efforts initiated towards strengthening management capacities, supervision, monitoring & evaluation, research and capacity building measures.

Country: India

UNDAF Outcome(s)/Indicator(s)

Enhanced capacity of institutions for planning and monitoring and service delivery

Expected Outcome:

Implementation of NREGA made more transparent, accountable and equitable with enhanced levels of community awareness leading to the development of sustainable livelihood resources.

Expected Output(s)

Enhanced capacities of central and state governments for implementing NREGA in a Rights-Based framework and preparation of poverty reduction strategies in line with MDG goals.

Executing Agency :

Ministry of Rural Development (MORD),GOI

Responsible parties:

Implementation agencies as identified under the Project

Programme Period: 1 April 2006-30 April 2007 (1st phase)
1 May 2007 – 31 May 2012 (2nd phase)

Programme Component: 1) Personnel, 2) sub-contract, 3) Equipment, 4) Training and capacity development

Project Title: Support to the Operationalization of the National Rural Employment Guarantee Act

Project ID: _____

Project Duration: 1+5 years

Management Arrangement: NEX/DEX

General Management Support Fee _____

Allocated resources: _____

- Government _____
- Trac US\$2,000,000

- **Total budget:**
US\$2,000,000 for 1st phase

- In kind contributions _____

On behalf of: **Signature** **Date**

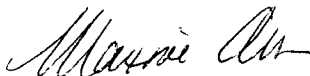
Government



Executing Agency

Mahane 29.3.06

UNDP



Name/Title

Madhu Sujan Prasad, Joint Secretary DEA

Amita Sharma, Joint Secretary, MoRD

Maxine Olson, Resident Representative, UNDP

United Nations official rate of exchange on the date of last signature of Project Document: US\$ 1 = Rs.45.02

Part I. Situation Analysis

Despite growing at the rate of six percent, the Indian economy has witnessed marked deceleration in employment generation. Even traditionally labour-intensive sectors like agriculture have seen a decline in employment elasticity leading to the phenomenon of "jobless growth". This has been a major source of rural distress. Special wage- and self-employment schemes have in the past been designed to improve employment and reduce poverty in rural areas.

These schemes were all (a) targeted and hence required identification of beneficiaries and (b) lacked an element of guarantee (and payment of any unemployment compensation in case work was not available). Not treating employment as an enforceable right led to ineffective implementation of these schemes with doubtful impact on either employment generation or creation of durable community assets. Lack of transparency and accountability in these schemes, or any sense of participation in their design, were some of the other weaknesses in their implementation.

The National Rural Employment Guarantee Act (NREGA) passed by Parliament in August 2005 is a path-breaking legislation that guarantees wage employment on public works to any adult who is willing to do unskilled manual work for 100 days per household per year at minimum wages as prescribed in the Minimum Wages Act, 1948. Failing this, the person will be provided with a daily unemployment allowance (one third to one half of the minimum wage). If employment or compensation is not given, the concerned person has the right to seek judicial intervention to ensure his/her rights. This is not a targeted programme¹ but one based on the principle of self-selection. In these respects, the NREGA is very different from other employment guarantee programmes that have been implemented in India.²

The NREGA requires every state government to formulate an "employment guarantee scheme" (EGS) within six months, for the purpose of giving effect to the guarantee in areas where it applies. The Act is expected to come into force in 200 districts initially, and to be extended to the whole of rural India within five years. This will require strong systems for the effective management and implementation of the Schemes. The funds are on an unprecedented scale and therefore transparency and accountability will be key issues. For the first time Government will not be identifying beneficiaries through a targeted approach.

¹ It may be necessary to do some targeting to ensure equity. Global experience shows that when employment guarantee programmes involve hard physical labour, there is also the danger of excluding the most 'deserving lot' in need of the social protection. This might include people who are physically challenged or differently abled, people living with HIV/AIDS, destitutes, under-nourished men and women, female-headed households burdened with the care of young children and the aged who may have to work longer hours adding to their workload. Old people and some people who are physically challenged may also not be in a position to do as much hard manual labour, and therefore different innovative strategies need to be worked upon to find employment opportunities other than hard manual labour

² On the whole, there is sufficient global experience to show that cash transfer programmes do reduce income poverty. "The higher the value and the longer the duration of the cash transfers, the more beneficiaries were able to acquire productive assets, to invest in farming and informal economic activities, to save, and to provide assistance to their relatives. Secondary beneficiaries of these safety net programmes included not only the participants' immediate and extended family, but also local traders and others who benefited from income multipliers generated by spending of transfer income." (Devereux Stephen (2002) "Social protection for the poor: lessons from recent international experience", *IDS Working Paper 142* Institute of Development Studies, Sussex, p.14).

Therefore for successful implementation, potential beneficiaries need to be aware of their work entitlements and the essential elements of the Schemes. Besides their roles and responsibilities the implementing agencies also need to be aware of the legal implications as employment has been guaranteed as a right. Productive assets have to be created so that there is economic growth and for this there is a need to ensure that these assets are an integral part of the district plans.³

The NREGA is undoubtedly an innovative piece of legislation that has no parallel anywhere in the world. This is the first time that a government is guaranteeing work, failing which an unemployment allowance has to be given⁴. The task is enormous. Economists are concerned about the financial outlays required to deliver on this commitment. One major concern is whether guaranteeing employment is a way to alleviate poverty. Some field-based studies and impact assessments of the Employment Guarantee Scheme (EGS) in Maharashtra suggest that though poverty rates may not have fallen, the EGS does provide some security to poor households. Studies have shown that while the head-count ratio of poverty may not have gone down significantly, there is a considerable effect on the severity/depth of poverty because EGS wages augment the incomes of the poor.⁵

Given the diversity of the country and the different levels of preparedness, the Ministry of Rural Development (MoRD) requires to ensure that state governments, district authorities, implementing agencies such as panchayats and local government officials such as the Block Development Officers (BDOs) (who are likely to be the Programme Officers), are aware of their roles and responsibilities.

The Act provides a legal framework. The state governments have the legal liability and central government provides the fiscal guarantee. The Act ensures that there is decentralised planning. A perspective plan is to be prepared for whole district, which would provide a shelf of projects to be maintained by the Programme Officer, based on proposals from Gram Panchayats/ Intermediate Panchayats/ District Panchayats. Each Gram Panchayat proposal should have recommendation of Gram Sabha. A list of permissible works is given in Schedule I of the Act. These are concerned mainly with water conservation, minor irrigation, land development, rural roads, etc. However, the Schedule also allows "any other work which may be notified by the Central Government in consultation with the State Government".

³ A USAID funded large scale rural public works programmes in Bangladesh in 1980 (Title II food aid), generated each year 25 million days of labour and over 6000 miles of rural roads and one evaluation concluded that completed roads improved local communication, reduced transportations costs, increased commercial activity, improved access to health services, use of family planning services and primary school attendance.

⁴ Some international experiences also indicate a preference for cash payment around harvest time, agricultural inputs during plantation, and food during the hungry season. Women are more likely to request payment in food than men; communities closer to the road more likely to request for cash as compared to those further from roads and towns.

⁵One illustration of this comes from the fact that Maharashtra seems to be the only state that was successful in preventing an increase in any of the poverty measures during the 1987-8 drought. Gujarat experienced a 4 percentage point increase (over the HCR in 1983) in the HCR during the 1987-8 drought, whereas poverty continued to fall in Maharashtra through this crisis. This indicates that though poverty decline in Maharashtra could have been better, the EGS certainly enhances security. See, Khera, Reetika (2005) "Maharashtra's Experience with the Employment Guarantee Scheme" (draft for discussions).

The Act includes various provisions for transparency and accountability, such as regular social audits by the Gram Sabhas, mandatory disclosure of muster rolls, public accessibility of all EGS documents, regular maintenance of job cards, etc. A copy of the same will be made available to the public on demand.⁶ The Act states that "whoever contravenes the provisions of this Act shall on conviction be liable to a fine which may extend to one thousand rupees".

Role of Central Government

The central government will be responsible to make rules, issue guidelines, notify areas for the application of the Act, communicate the provisions of the Act, provide a budget and release the central share. They have to establish a fund called the Central Employment Guarantee Fund. They will set up a Central Employment Guarantee Council (CEGC) which will promote the widest possible dissemination of information about the Act and the Schemes made under the Act. The functions of the CEGC are: 1) to establish a central evaluation and monitoring system and advise the Central Government on all matters concerning the implementation of this Act; 2) to review the monitoring and redressal mechanisms; 3) to monitor the implementation of this Act and 4) to prepare annual reports to be laid before Parliament on the implementation of this Act. The Central Council will have the power to undertake evaluation of the various Schemes and collect necessary information/data for this purpose. The Central Government will pay for unskilled labour costs and 75 per cent of the material cost of the scheme including payment of wages to skilled and semi skilled workers.

Role of State Governments

The state governments will make rules on matters pertaining to state responsibilities. They will have to make and notify the State employment guarantee scheme and communicate the same. They have an option to setup a State Employment Guarantee Fund for the purpose of the implementation of the scheme. They will have to make a budget provision, release the state share and support the planning and implementation of the National Rural Employment Guarantee Act (NREGA). They will have the core responsibility for training and capacity development as well as monitoring and evaluation.

For the purposes of regular monitoring and reviewing the implementation of this Act, every State Government has to constitute a State Employment Guarantee Council. The functions of the State Council will include 1) advising the State Government on all matters concerning the Scheme and its implementation in the State; 2) promoting the widest possible dissemination of information about this Act and the Schemes under it; 3) reviewing the monitoring and the redressal mechanisms; 4) monitoring the implementation of this Act and the Schemes in the State and coordinating such implementation with the Central Council and 4) preparing the annual report to be laid before the State Legislature by the State Government. State governments have to pay the unemployment allowance and 25 per cent of the material cost and wages to skilled and unskilled workers.

⁶ A safety net programme implemented in Mozambique, (between 1992-1997), appeared to be performing well in cost efficiency terms when its cost of administration fell from 13% to 7% in 1995. But lack of supervisions of project staff and monitoring of beneficiaries resulted in massive leakages to non poor and petty corruption by state officials.

Role of District Administration

The role of the district administration is very important. The Chief Executive Officer (CEO), Zilla Parishad or the District Collector or any other district level officer will be designated as the District Programme Coordinator (DPC). The DPC will assist the District Panchayat/Zilla Parishad at the district level in discharging its functions under this Act and any Scheme made under this Act. DPC will also assist in consolidating the plans prepared by the blocks. All such plans will be included in the shelf of projects to be approved by the District Panchayat. The DPC will also review, monitor, conduct periodic inspection of the works and redress the grievances of the applicants. DPC's responsibilities include ensuring that funds are utilized properly.

A person in the rank of Block Development Officer (BDO) will be designated as the Programme Officer (PO) and will assist all the panchayati raj institutions in the block. The PO will assist the process of plan preparation, monitor the projects, ensure prompt and fair payment of wages, ensure payment of unemployment allowance, ensure regular social audits as well as disposal of disputes or complaints within seven days or forward it to any other relevant authority for resolution.

The unemployment allowance payable to the household will be sanctioned and disbursed by the Programme Officer or any other designated local authority (including the Panchayats). Every case of non-payment or delayed payment of unemployment allowance shall be reported in the annual report submitted by the District Programme Coordinator to the State Government along with the reasons for such non-payment or delayed payment.

Role of Panchayats and other implementing agencies

The Panchayats at district, intermediate and village levels shall be the principal authorities for planning and implementation of the Schemes made under this Act. It is envisaged that the Gram Panchayats will implement half of the EGS works in terms of cost but implementing agencies may include other departments such as public works, forest, agriculture, irrigation and so on. Private contractors are banned. Panchayats will play an important role in the formulation of plans and shelf of projects at all levels.

The Gram Sabha will monitor the execution of the works, conduct regular social audits and the Gram Panchayat will prepare and maintain relevant documents with all details and make available all documents pertaining to the works to the Gram Sabha for this purpose.

Key challenges

There are several challenges in implementing the NREGS. The foremost challenge comes from the fact that a number of institutions and departments have implementation responsibilities. Therefore institutional arrangements have to be made at every level. The foremost being the strengthening of the administrative structure to implement NREGA. These include the centre, state, district, block and village levels. A large number of institutions will be involved in decision-making, implementation, grievance redressal, disbursement of funds, planning works and appointing staff to run the scheme. Employment Guarantee Councils have to be set up at the centre and in states.

UNDP also supports major initiatives in terms of strengthening state plans for human development, decentralized planning and also Gol's backward districts programme in select states and districts as well as state livelihood missions in Rajasthan and Orissa.

Operationalization of the Right to Information Act, 2005 is critical to the success of the implementation of NREGA. Therefore, simultaneous action is also required to put systems in place to give effect to this Right. Both the rights are inextricably inter-linked: one is important for the other.

The challenges facing the implementation of the NREGA are enormous. The effective implementation of the NREGA would require improved planning and management capacity, enhanced transparency and accountability, convergence of other employment schemes and programmes and access to information. Some priority areas are discussed below:

Communications, advocacy and social mobilization

Communications strategies are required to ensure an understanding of the scheme among key stakeholders such as rural households, Panchayati Raj Institutions (PRIs), user groups, local-communities, NGOs and local government officials. A broad outline for a strategy would be required that can be tailored to local conditions for raising awareness about the Scheme and social mobilization among potential participating households. This would help them to understand their rights and entitlements, the role of the implementing agencies and government functionaries, the redressal mechanisms and as this is a right, the legal recourse available to them. Local NGOs, local communities, user groups and village-level organizations may have the role of providers of information. They need to be mobilized and sensitized about the Act and its rules and guidelines so that they can supplement and assist implementing agencies in doing their work.⁷ Similarly, implementing agencies like PRIs and local government officials need to understand their roles and responsibilities. At the district level, officials would be required to understand not only the needs of the beneficiaries and the implementing agencies, but also their own roles and responsibilities. For a two-way interaction between these stakeholders, a People's Information System (PIS) could be developed. The effective implementation of EGS depends on people's access to information about the programme, its rules and regulations, guidelines, mechanisms for enforcement and so on. It is essential that the Right to Information Act, (RTI) recently enacted, is also enforced in letter and spirit⁸.

Capacity development

The implementation of the NREGA hinges upon organized and systematic capacity development of people at all levels. Starting from households that need support to identify

⁷ UNDP in partnership with MoRD is supporting a project on social mobilization around natural resource management for poverty alleviation in 11 districts in the three states of Orissa, Jharkhand and Rajasthan.

⁸ UNDP has experience of supporting Gol in this area. Under the RTI projects (with DoPT), UNDP has supported right to information work by enhancing the capacity of government officials through training and exposure visits to public hearings. Building perspectives and providing a platform for interaction of a diverse set of stakeholders including NGOs and media on RTI and enhancing the capacity of citizens to demand information have been other priorities. Under the newly signed project on Access to Information, UNDP will support the Gol to operationalise the RTI Act 2005.

their labour requirements to the panchayats, local NGOs, user groups, village-level organizations and local government officials – all require capacity development to understand their own roles and responsibilities in the implementation of the Act. Training modules focusing on NREGA would need to be developed for each category of stakeholder. Since the government has a whole range of central and state-level training institutes, including state administrative training institutes (ATIs) and state institutes of rural development (SIRDs), it will be important to ensure that capacity development interventions under NREGA link up to these institutions, as well as other quality Institutions.

District planning

District planning needs to be strengthened so that works that are taken up are of relevance and of enduring quality. Skills have to be upgraded to match the needs of the area so that through this process of providing employment guarantee, rural economic growth is ensured. This would require support to districts to prepare area development plans. Village development plans need to take into account all available natural and human resources and issues related to seasonality, employment opportunities, access to credit and local markets. Above all, steps will have to be taken to ensure that rural households participate in the district planning and identification of works. The NREGA provides for participation of rural households in the planning process through Gram Sabha, which is to be buttressed qualitatively through planning methodology. This district and sub-district planning would assist the district administration in coming up with both short-term projects as well as long term plans. The district administration will also require technical support for assessing the viability of the work programmes identified at the village-level.⁹

Monitoring and evaluation

For tracking expenditure under the NREGA as well as for plugging leakages and ensuring that the works are of endurable quality, close monitoring and concurrent evaluation of the programme would be required for mid-course corrections. The monitoring and evaluation mechanisms at the Centre, state and District levels would need to be strengthened to ensure effective implementation of the NREGA. There is need to ensure that linkages are strengthened between the planning departments and the nodal department identified for the implementation of the NREGA at the state level. It would also be necessary to gauge and bridge the inter-state differences in performance under this programme. This will also provide an opportunity for cross-learning between and within states as also strengthen databases for further development planning at various levels. Strong inter-linked MIS needs to be put in place to enable implementing agencies to keep track of the programme. A strategy also needs to be developed where local NGOs, user groups and village level organizations can monitor the use of NREGA funds with the government in a participatory manner so that transparency and accountability are ensured. Monitoring of the programme should be

⁹ Under the Planning Commission-UNDP project on Strengthening State Plans for Human Development, about 25 districts (in 8 States) that have low Human Development Index values are initiating the preparation of district HDRs. The district level reports prepared in a participatory manner with the involvement of the PRIs and district administration are designed to serve as tools for district planning and could also be used for preparing sub-district and district level plans for NREG. Similarly, under another UNDP-Planning Commission project on district planning in nine districts (in four states of MP, Chhattisgarh, Orissa and Rajasthan), the process is under way to build capacities of panchayats to prepare local development plans, strengthen their fiscal domain and oversight role of local bodies (especially gram sabha) through social audit. UNDP's ongoing capacity development programmes for PRI's with Ministry of Panchayati Raj could integrate NREG training modules.

undertaken by independent agencies, NGOs, and experts so that they also play a watch dog role.

Part II Strategy

The challenges for implementing NREGA are both at the national as well as the state levels. Therefore the strategies will vary according to levels. Since a lot of preparatory work is required, it is proposed that the project activities be implemented in a phased manner.

In the **first phase** (which will be for a period of 12 months), preparatory activities will be initiated. These will include providing expert support to MoRD at the national level, supporting development of national and state level strategies on communication and advocacy, monitoring and evaluation systems, development of capacity building tools for local planning, skill development, monitoring and evaluation and social audit, preparing modules and prototypes for field testing.

Identification of resource institutions for capacity building, developing Information Technology enabled system for NREGA, monitoring and evaluation, planning, preparation of communication materials, designing works, developing measurement systems and social audit will be undertaken during the first phase of the project. In addition it will be in the first phase where estimations will be made of the financial outlay required to replicate the strategies in all the identified districts for the second phase of 5 years.

There are lessons to be learnt from international experiences in implementing social protection programmes, even though they may not have provided legal guarantee in the same manner as the NREGA. ILO has been working for several decades on promotion of productive employment for men and women combined with their basic rights at work, as well as protection for and dignity of workers. They are well placed to bring together practitioners and development specialists who have worked on employment guarantee issues in different parts of the globe. This would be immensely useful for the GoI as it begins to implement the NREGS. UNDP and ILO could support the sharing of international best practice during the first phase so that lessons learnt can be incorporated in the main phase of the project.

In the **second phase**, which will be for a period of 5 years, the strategies developed in the first phase would be continued based on a deepening analysis of contextual needs and emerging challenges. Under the ICT related component some of the possible interventions are detailed in **Annexure I**. Preliminary discussions on these have been held with the Department of Information Technology, Ministry of Communications & Information Technology (MOCIT).

Part III. Management

A. Management Structure

Project Executive: The Ministry of Rural Development (MORD) would execute the project and in this role assume the overall responsibility for the achievement of the project outcomes. As a part of its overall coordination role, MoRD will assist in linking the project partners with the relevant on-going schemes and programmes of the Ministry and with the state government initiatives. MoRD will also facilitate technical support through expertise, materials, etc. to facilitate state government and national efforts to implement NREGA.

National Project Director: Joint Secretary, MoRD will be the National Project Director. S/he will co-ordinate project execution on behalf of MoRD. S/he will designate a senior officer as the Executive Officer for the project.

Empowered Project Standing Committee (PSC): The NPD would manage the project through a 'project executive group' to be called the Empowered Project Standing Committee (PSC). The PSC would be chaired by the NPD and have the following as members: Director Department of Economic Affairs, UNDP Assistant Resident Representative, Finance Division of MoRD and would be free to invite experts as and when required.

The main functions of the PSC are as follows:

- Approval of annual project work plan and budget.
- Approval of project implementing agencies.
- Implementing the monitoring, evaluation and research (MER) strategy, particularly ensuring that participatory monitoring and evaluation (PME) at the grassroots is the base on which the overall M&E superstructure is built.
- Assessing development outcomes vis-à-vis the planned targets.
- Identifying policy lessons from the Project, which are replicable.

The Empowered Standing Committee would meet at least once in three months to review progress.

Project Manager: A fulltime Project Manager will be appointed by MoRD to coordinate the management functions and monitor the project's progress. The Project Manager would submit quarterly progress report to the PSC. The Project Manager would maintain a log of the main issues (Issues Log) that may require decision-making by the PSC. The Project Manager would also maintain a log of risks (Risk Log) that may affect the project's progress towards the achievement of outcomes.

The Project Manager will also manage the project cell and the experts recruited by UNDP-MoRD for that purpose.

Project Support: The Project Manager would be supported by a project support structure, which would be structured according to need. This will include a core group of experts, who would comprise the first tier of Project Cell and their draft Terms of Reference are attached at **Annexure II**. The experts will be supported by National UN Volunteers (NUNVs), programme officers and support staff so that each expert has a small unit to assist her/him.

Project Assurance: UNDP's primary responsibility under the partnership would be to support the Project Assurance function which provides an independent feedback (through periodic monitoring, assessment and evaluations) on how appropriate project management milestones are managed and completed.

UNDP Support for Project Management: Apart from the project staff and experts recruited and paid for by UNDP, they would also sub-contract expert institutions at the specific request of MoRD. UNDP would use the sub-contract modality for transferring funds to the resource institutions.

UNDP would also provide support for travel, office accommodation (till such time as MoRD makes space available for the Cell) and provide support for office equipment.

Implementing Agencies (IAs): The identified State Governments, networks of NGOs (at national and state levels), identified resource agencies and select PRIs will be the Implementing Agencies.

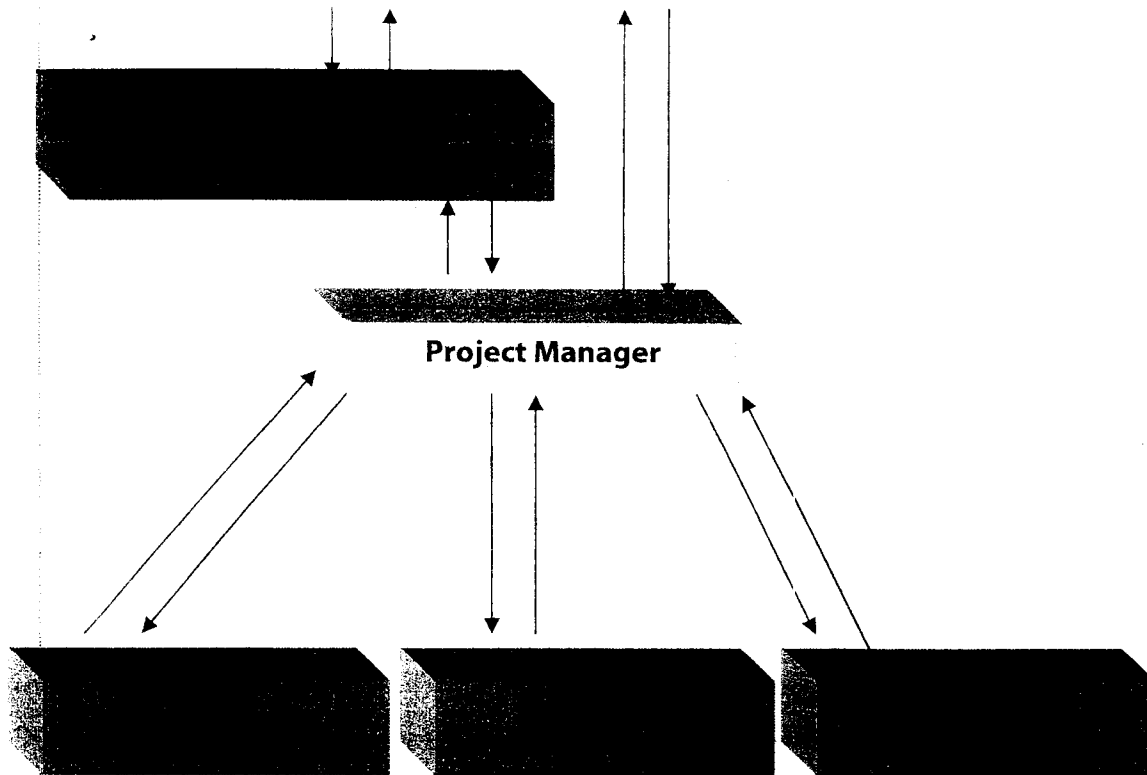
UNDP/Project Manager will enter into a Project Cooperation Agreement (PCA)/Memoranda of Understanding (MOU) with IAs. As part of the agreements, IAs will sign an undertaking on the attached HIV and AIDS Policy (**Annexure III**) and will abide by the suggested policy on sexual harassment (**Annexure IV**), if not in place already.

IAs will submit annual workplans (with timelines and budget), and annual revisions to the Project Manager for approval by the PSC. They will report on quarterly basis to the Project Manager and UNDP on agreed lines and seek the guidance of PSC through the Project Manager in case of exceptions.

Project Management Arrangements

Empowered Project Steering Committee (Project Executive Group)

- Executive – MORD
- Senior Supplier – SDRR/ARR, UNDP
- Department of Economic Affairs
- Representatives from Finance Division of MoRD and UNDP



Part IV. Monitoring, Evaluation and Research

The primary responsibility of monitoring this project would be that of MoRD supported by UNDP. Monitoring indicators would be developed by MoRD and UNDP in consultation with experts. Monitoring would be an on-going process and independent agencies, NGOs and experts would be hired to ensure that there is transparency and accountability. Mid-course corrections would be made to ensure that this is a dynamic process.

Process documentation and research would be commissioned during the life of the project. Independent institutions would be subcontracted to undertake process documentation and provide feed-back to the government of India so that corrective action and directions can be given in time.

Monitoring indicators would be developed at the national level for use by the state governments.

Part V. Risk Analysis

Given the complexities involved in the implementation of such an ambitious programme with a large number of stakeholders at various levels, there are chances that some components of the project may be inordinately delayed. The success of the project depends largely on government ownership, particularly that of state governments and district officials. Given the strong political commitment at the highest level and the partnership with civil society organizations which made this Act possible, the risks are few. The project has sufficient flexibility to absorb any potential risks.

Part VI. Legal Context

This project document shall be the instrument envisaged in the supplemental provisions to be the project document, attached hereto.

The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes.

Revisions in, or addition of, any of the Annexes of the project document (with the exception of the Standard Legal Text for non-SBAA countries which may not be altered and agreement to which is a pre-condition for UNDP assistance;

Revisions which do not involve significant changes in the immediate objectives, outputs of activities of the project but are caused by the re-arrangements of inputs already agreed to or by cost increases due to inflation; and

Mandatory annual revisions, which replace the delivery of, agreed project inputs or increased experts or other costs due to inflation.

The Executing Agency and Implementing Agency shall, at all times, ensure compliance with the NEX Guidelines annexed hereto and also comply with the requirements contained in the UNDP Procedures for National Execution (April 1998) to the extent they do not conflict with the said NEX Guidelines or extant rules and provisions of GOI.

Section II - Results and Resources Framework

The Results and Resources Framework (**Annexure V**) represents activities to be implemented in the first Phase. A separate Results and Resources Framework would be developed for the second Phase during the implementation of the first phase.

Section III—Total workplan and budget

The first phase budget is at **Annexure VI**. The project would be implemented in a phased manner. The first phase would be for a period of 12 months. This would be followed by the second phase of 5 years. The first phase will start on 1 April 2006 up to 30 April 2007. The second phase will start on 1 May 2007 and continue till 31 May 2012. The first year detailed annual work-plan is at **Annexure VII**. UNDP would make available US\$ 2 million from its core budget for activities mentioned in the results and resources framework. Additional resources would be mobilized with assistance from MoRD and DEA. The budget for the first phase would be US\$2,000,000. Additional resources of up to US\$ 15,000,000 would be made available at the request of the government of India.

Towards more effective & transparent pro-poor public infrastructure & employment creation: a role for information & communication technologies

Mainstreaming ICTs in the GOI- National Rural Employment Guarantee Scheme

Strategy

- Support people centered public information systems for enhancing people's employment entitlements.
- Improve access to information and accountability in the NREGS programme.
- Support State Governments in smooth implementation and monitoring of the NREGS programme.

A brief scoping exercise/planning phase will be undertaken in the selected states, districts to determine the exact interventions that will be needed to provide information, communication and support of IT tools for smooth implementation of the NREGS.

Some of the possible interventions are outlined below which will be refined after the planning phase.

- *Facilitating access to information and participation:* A detailed communication strategy will be designed and put in place for enabling people to know about their entitlements under the NREGS and access the same. An information needs assessment may also need to be undertaken for developing the communication strategy. The provisions of the Act necessitates that people should know the process of registration of their household for issuance of a job card, participate in identifying the shelf of works, enroll one adult member from the household, know about the minimum wage, payment schedule, unemployment allowance in case of non-availability of work and participate in social audit.

The information should be available in the local languages. It must be ensured that all information is available to the community in simple accessible formats at the gram panchayat level. Wide publicity using mass media should be made. A mix of communication tools could be designed which use print, electronic as well as other traditional media. The potential of radio, TV, Public Address system, panchayat websites, internet or popular culture (puppetry, kalajathas and others) will be harnessed. This awareness creation will be through a campaign using advertisements in the local newspapers; announcements/episodes/advertisements in the Television channels and radio; announcements/pamphlets to gram sabhas, use of rural libraries/youth clubs; notice boards of gram panchayats, use of posters/wall paintings; and other traditional methods. It will particularly look at opportunities offered by ICT technologies.

A cadre of people could be created from the panchayat representatives at the village, intermediate and district level along with other opinion leaders as well as community members (women, ST, SC, OBCs and minorities representatives) and trained for developing the content as well as in use of the different media for communicating the entitlements to people.

In order to ensure transparency and accountability, information regarding the development plans, list of persons provided with work, works undertaken, budget estimates, implementing agencies, accounts, procedures for payment of wages and unemployment allowance, wages given in cash and/or kind, compensation for late payment of wages, notifications from the state or district including reasons for inability to disburse the wages or unemployment allowance, ex-gratia payment in case of accidents would be fed into the computer and posted for the general public at the block level (on kiosks at the block panchayat office) and wherever connectivity is available, at the Gram panchayat level. The annual report of the DPC, PO and the GP containing facts and figures can be printed and made available to the public on demand and on payment of fees. The computer generated muster rolls will show the disaggregated data with the number and details of SCs/STs/Women and others who have been provided employment and wages given. This could be provided with the scanned copies of the bills, vouchers, measurement books, copies of sanction orders and other connected books of account for which scanning facility can be made available at the block or gram panchayat level. The GP on receiving valid applications could issue a computerized dated receipt to the applicant as well as a printed documentation on assignment of the work. This should be distributed to each of the gram panchayats at the village level where the information will be shared by the gram panchayat members in the gram sabha meetings. Computerised simplified formats with different details for social audit can also be prepared which can be regularly printed and shared with the gram sabha members. Public Address system can be used at the village level to inform people about the works as well as the types of reports and information available at different levels. The information will also be broadcast through the local All India Radio stations. This is to ensure that the statutory minimum days of employment and wages are received by the rural households in the stipulated time period. The dissemination of information about this Act and the Schemes under it will be done in collaboration with the SEGC.

The scope for Smart Cards will be explored for providing information on entitlements (under NREGS) to the target group of communities as well as in keeping track of the workdays, wages paid and payment of unemployment allowance if any. This could have demographic, photographic and biometric data of target group. Simputers could be made available at the panchayat level where data can be uploaded and validated which then can be linked to data centres at block or district level. It is important that a confirmation is obtained from the citizen that she/he has actually received the wages through biometrics as a means of validation of the identity. It is however, recognized that this is capital intensive and logistically difficult to provide computing equipment at each gram panchayat to implement biometric validation.

In case there are grievances or malpractices that come to light, the community members will be able to lodge their complaints (less than stipulated minimum wages, non payment of unemployment allowance, non-payment of timely wages or unemployment allowance, use of contractors, labour displacing machines and others) through public information kiosks (emails) at the gram panchayat or block panchayat level. The PO/ PRI representatives responsible for ensuring prompt and fair payment of wages or unemployment allowance and regular social audits should monitor the complaints at the kiosks (apart from other mechanisms that may have been developed) for prompt dealing with the complaints through appropriate channels at the block and district levels. The PO could maintain a computerized complaint register and provide a computerized receipt to the complainant and forward the complaint to the concerned authority through email. The envisaged redressal mechanism under the NREGS will need to support the applicants for redressal at the district and state level.

- Co-ordinated planning process and convergence of schemes and programmes, essential for accelerated development and scaling: As perspective plans and budgets will be prepared for the district, GIS applications can be deployed to facilitate preparation of these plans. As the PRIs at different levels are responsible for determining the shelf of projects from the gram sabha, finalise and approve them, the Panchayats at different tiers could make use of suitable applications to aid the process of planning. These could include development of related databases of information on the district. The database would provide information on available schemes and funds, schemes being implemented in a particular area and the development needs of the area. For creation of the database for the works under the NREGS, data from both secondary as well as primary field surveys would be necessary and some of the data will be required in the digitised environment. The software applications would be deployed as a tool for facilitating convergence, and would allow hands-on planning at the district level and below to develop a perspective plan and budget for district development as envisaged under NREGS. The PO could be sent the plan through emails from the information kiosks by the PRIs for preliminary approval who could forward the same to the DPC.

- Tracking and monitoring: Monitoring systems need to be created at different levels such as the Centre, State as well as district and sub-district levels. The fund transfer from the Central Government and the state to the district could be tracked and its proper utilisation and management by the DPC could be streamlined using systems and tools developed on open source applications so that it can be tailored according to the needs of each state. The systems will need to take into account the MIS being created by MORD, state governments as well as CAG audit and accounting arrangements. Appropriate databases could also be created to document the receipts of cash from the State and the Central Government and the aggregate balances with the Panchayats or other local authorities and implementing agencies. This will assist the government to keep track of release of funds from Central Government to the District Panchayat.

As the CEGC will establish a central evaluation and monitoring system, efforts to support the same can also be made under this project. Possibilities for outcome based project management tools can be developed to assess the impact on employment creation and increase in income levels. Development of similar systems or tools can be explored for SEGC to assist them in monitoring and evaluating the implementation of this ACT and the scheme as well as in preparation of annual reports. As the District Programme Coordinator, Programme Officer and the PRIs are responsible for monitoring, conducting periodic inspection, grievance redressal of the applicants, the initiative could support development of simple monitoring softwares/tools that will assist the Panchayats and the District Administration to keep track of the funds released to the implementing agencies, receipt of utilization certificate and other necessary documents. This could keep the records of the job cards, passbooks issued, details of the applicants, number of days of employment generated per household, continuous days of employment per applicant, assets created with required details of the project, cost involved, benefits obtained, quality of infrastructure created and other relevant particulars including photographic records of the various stages of the work. In case the employment is provided beyond 5 kms, the concerned GP representative or the PO should enter the information in the computerized format to ensure that extra wages are given to the person to meet the additional transportation and living expenses. The processes would help in mid-course correction.

- Decision-making tools and re-engineering: There will be need for business process reengineering at different levels; district as well as state for implementation and

management of NREGS. BPR studies can be undertaken to determine the requirement of processes that need to be changed which then could be followed by changes in the processes that may be required as a result of study recommendations.

- Capacity development and training: Orientations and need based trainings would be organized for panchayat representatives, Programme Officers, District Programme Coordinators, other implementing agencies to understand the various perspective planning tools, information planning and dissemination mechanisms and tools, monitoring systems as well as grievance redressal mechanisms. This would also include sensitization as well as training of gram sabha members for participation in planning process, social audit mechanisms, in accessing information on NREGS and in other monitoring mechanism planned under the Scheme.

While the project will attempt to develop the communication strategy for the NREGS, various other components along with the communications strategy will be demonstrated in a few identified backward districts under the NREGS. UNDP support would pilot demonstration of the same in 6-8 districts under the GOI-UNDP Rural Decentralization programme. The overall communication strategy would be approved by the Central Employment Guarantee Council.

All these efforts will lead to increasing the effectiveness, transparency and accountability of different actors. It will improve people's access to information on their entitlements and bring about transparency in the creation of employment and disbursement of wages. This will also help to reduce human intermediation thereby reducing leakages and ensure timely access to their entitlements.

This initiative will link up with the ongoing work on GOI-UNDP ICT for Development programme which is being executed by MOCIT and National Institute of Smart Government.

Terms of Reference for Hiring Experts for Project Cell for NREGA

A Project Cell to assist in implementation of National Rural Employment Guarantee Act [NREGA] (information on NREGA can be accessed at <http://nrega.nic.in>) is to be setup in the Ministry of Rural Development [MORD]. In this Project Cell experts with experience and expertise in the following field are required:

1. Communication
2. MIS and Information Technology
3. Monitoring & Evaluation
4. Capacity Development
5. Planning
6. Works

These experts would be required to work according to the guidance provided by the MORD and would be involved in formulating strategy, in development of mechanism, sourcing in expertise, review and monitoring of the Programme of the Programme. They would have to undertake travel to the implementing States and districts to fulfill the role assigned to them. These experts would provide expert support to the MORD in implementing the NREGA.

I. TOR for Communications Expert to for NREGA

(a) Communications Expert

Communication strategies are required to ensure an understanding of the scheme among key stakeholders such as rural households, Panchayati Raj Institutions (PRIs), user groups, rural communities and district level government officials. A communication strategy to raise awareness about the Scheme among the households, with the aim to help them understand their rights and entitlements, the role of the implementing agencies and government functionaries, the redressal mechanisms, is a necessity. The facilitators who have direct access to the rural household can play the role of providing of information, which enhances transparency in operation of the NREGA. They need to be mobilized and sensitized about the Act and its rules and guidelines so that they can supplement and assist implementing agencies in doing their work. Similarly, implementing agencies like PRIs and functionaries need to understand their roles and responsibilities.

Duties and responsibilities

The incumbent would perform the following tasks:

- Develop methodologies for a comprehensive communications strategy targeting different stakeholders starting from the beneficiaries, to those who have to implement the Programme.
- Field testing communications prototypes as well as mapping communications capacities.
- Track the progress of the development of both the strategy as well as the action plan
- Ensure that the funds allocated for this purpose are used appropriately and all communications material is developed sensitively keeping the needs of local people in mind.
- Ensure that a multi-pronged communications strategy is developed targeting different stakeholders and coordinate implementation
- Ensure that materials that are developed are gender sensitive.
- Ensure that best practices are widely shared.
- Identify experts working in this field.
- Build up a district and block-level roster of communications specialists and continually update the same in order to support state governments in their endeavour to implement the Act.
- Facilitate and coordinate evaluation and impact assessment
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Qualifications:

Post-graduate degree in the Social Sciences, particularly Mass Communications. At least 5 years experience of working on media and advocacy issues at the national level would be a requirement. Experience of working with rural communities at the grassroots level would be an added qualification. Experience of working with mass media and popular culture is a requirement. Knowledge of languages [Hindi & English], Print, audio-visual media and the mass communication media is a necessary requirement.

II. TOR for MIS and IT based system expert for NREGA

(a) Management Information System (MIS) and IT based systems Expert

The effective implementation of the NREGA require improved planning and management systems to monitor the Programme with objective to enhance transparency and accountability, as well as the access to information by people. Information and Communication Technology can be used to facilitate rational decision-making and increase access to information of decision-makers.

Duties and Responsibilities

The incumbent will be required to perform the following tasks:

- Study existing management and tracking systems and business processes at different levels and recommend suitable ones.
- Study the ICT-based tools and develop tools for effective implementation, monitoring and administration of NREGA.
- To manage the MIS for NREGA developed by MORD and the States.
- To suggest technology options and develop tools for improvement in the existing System, if required.
- To assist in monitoring and evaluation of the Programme by MORD.
- Identify best practice of using ICT for information dissemination in the country
- Identify global best practice which could support local initiatives.
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Qualifications:

Post-graduate degree in Computer Sciences with specialization in e-governance. At least 5 years knowledge and experience of designing computerized MIS systems would be a necessity. Knowledge of connectivity issues and networking technologies and experience in ICT applications for development is a requirement. Written and Speaking fluency of English and Hindi languages is desirable.

III. TOR for Monitoring & Evaluation expert

The Monitoring and Evaluation [M&E] is a very critical part of NREGA implementation. Monitoring of indicators, outcomes and analysis of reports generated from the data captured could bring about qualitative improvement in the Programme. The objective of M&E is to measure and assess performance of States/Implementing agencies of the Programme. It does not only include the input assessment and assessing implementation process, but the performance's measurement against identified outcomes of the Programme and the information so gathered can be used in improving strategies of implementation.

Duties and Responsibilities

- Ability to identify, develop, evaluate, modify M&E system and capacity to setup a Monitoring and Evaluation system.
- Such an M&E system be able to generate reports of performance and lack of performance.
- Ability to prepare plan and implement the plan of capacity development of those responsible for running M&E system
- Ability to analyse reports on the parameters of outcomes of the Programme.
- Ability to assess the impact of the Programme.
- Should be able to apply best practices in the M&E system.
- To integrate the State's M&E systems, if any with the Central System.
- Travel to States to help remedy their M&E related issues.
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Qualifications:

Post-graduate degree in the Economics with at least 5 years of experience in the field of Monitoring and Analysis. Expertise in designing and running M&E systems in rural based projects is also a requirement. Sound knowledge of Computers and computer based analytical tools is also an essential requirement. Written and Speaking fluency of English and Hindi languages is also desirable

IV. TOR for Capacity Development Expert for NREGA

(a) Capacity Development Expert

Organized and systematic capacity development of functionaries at all levels is critical to implementation of NREGA. . Starting from households that need support to identify their labour requirements, to the *panchayats*, rural communities, user groups, village-level organizations, PRIs and other implementing agencies – all require capacity development to understand their own roles and responsibilities in the implementation of the Act.

Duties and responsibilities:

- Identify institutions which could develop the capacity of government, NGOs, user groups and PRIs.
- Provide training methodologies so that training and capacity building work is done at the local level by local institutions in local languages/dialects.
- Ensure that institutions are able to develop appropriate training modules which are relevant to local situations.
- Ensure that the materials that are prepared for training are gender sensitive and that equal number of women are given training along with men at all levels.
- Identify local trainers of trainers for widespread replication.
- Track, to ensure that training programmes are organized in a systematic manner at the village, block and district levels.
- Design capacity development programmes in all aspects of NREGA: awareness, planning, implementation and monitoring.
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Qualifications:

Post-graduate degree in the Social Sciences with at least 5 years of experience in the field of training including designing training programmes, field testing modules and developing training pedagogy is a requirement. Experience as a Trainer would be an added qualification. Written and Speaking fluency of English and Hindi languages is desirable.

V. TOR for Planning Expert and Works Expert for NREGA

(a) Planning Expert and Works Expert

Planning has an important role in implementation of NREGA, so that works that are taken up are of relevance and of enduring quality. Skills upgradation is required to match the needs of the area so that through this process of providing employment guarantee, rural economic growth is ensured. This would require support to districts to prepare Perspective/Annual Plans. Village Development Plans based on all available natural and human resources and issues related to seasonality, employment opportunities, gender and disabled individual's sensitivities, The NREGA stipulates planning and identification through rural households participation through Gram Sabha. The district administration also requires technical support for assessing the viability of the works.

An important feature of employment planning is to develop a shelf of projects which are provided technical and administrative approval. The designing of works with the aid of technology which are to be taken up under the Programme is a critical component of implementation of NREGA. The development of different variations of prototypes depending upon the nature of the work and the location would also be an important aspect of works planning. Another concomitant aspect would be demystification of the complex technical estimates into estimates which can be easily understood by people and which will also reduce transaction costs and dependence on availability of suitable technical experts at the local level.

Duties and responsibilities of Planning Expert

- Identify resource institutions/agencies in developing a planning framework.
- Identify resource institutions/agencies in developing area-based plans.
- Assist in developing an employment planning tool-kit.
- Assist in development of Perspective Plans.
- Assist MORD in assessment of Perspective Plans.
- Ensure that employment planning is gender and disabled individual

Annexure II

- Ensure that employment planning takes care of those categories of people who are physically challenged, destitute and not in a position to do heavy manual work.
- Ensure that rural infrastructure created under NREGA are linked to the promotion of sustainable livelihoods, ensure enhanced food security and reduction distress migration.
- Identify experts, both individual and institutions for developing a shelf of prototype projects, measurement norms and for developing project manuals.
- Identify institutions at the local level which could develop a cadre of para professionals for helping PRIs and other implementing agencies in implementing NREGA.
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Qualifications:

Post-graduate degree in any of the Social Sciences with at least 5 years experience in micro/area-based planning. Familiarity with GIS based planning tools and other technical tools used for planning, would be an added qualification. Written and Speaking fluency of English and Hindi languages is desirable.

Duties and responsibility of Works expert:

- Assist MORD in designing works for NREGA
- Assist in the designing of gender and physically challenged person's sensitive works.
- Assist MORD in developing tools for preparation of estimates with the aid of computers
- Assist in developing physically monitoring parameters for works.
- Identify experts, both individual and institutions for developing a shelf of prototype projects, measurement norms and for developing project manuals
- Any other responsibility in consonance with the Job Profile, as identified by MORD.

Annexure II

Qualifications:

Post-graduate degree in Civil Engineering with at least 5 years of field experience in designing and execution of Land based works. Familiarity with computers and GIS based planning tools and other technical tools used in designing, would be an added qualification. Written and Speaking fluency of English and Hindi languages is desirable.

Undertaking on HIV and AIDS

By Partner Organisations

Discrimination against staff or service user due to HIV is unacceptable. Discrimination due to HIV in any form will not be tolerated and may lead to disciplinary action.

1. The only medical criterion for recruitment is fitness to work.
2. There will be no HIV screening of candidates for recruitment.
3. AIDS will be treated in the same manner as any other medical condition in considering medical classification.
4. Nothing in the pre-employment examination should be considered as obliging any candidate to declare his or her HIV status.
5. HIV infection or AIDS should not be considered as a basis for termination of employment.
6. If fitness to work is impaired by HIV-related illness, reasonable alternative working arrangements should be made.
7. Any staff member with AIDS should enjoy the same health and social protection as that afforded to employees suffering from other serious illnesses.
8. HIV/AIDS screening, whether direct (HIV testing), indirect (assessment of risk behaviours) and/or questioning about tests undertaken, should not be required.
9. Confidentiality regarding all medical information, including HIV/AIDS status, must be maintained.
10. There should be no obligation on the part of the employee to inform the employer regarding his or her HIV/AIDS status.
11. Persons in the workplace affected by, or perceived to be affected by HIV/AIDS, must be protected from stigmatisation and discrimination by co-workers, unions, employers or clients.
12. HIV-infected employees, and those with AIDS, should not be discriminated against, including with regard to their access to and receipt of benefits from statutory social security programmes and occupational-related schemes.

Suggested
Sexual Harassment Policy
For Partner Organisations

1. Sexual harassment in the workplace, or in connection with work, is unacceptable. Sexual harassment in any form will not be tolerated and may lead to disciplinary action.
2. Sexual harassment is defined as "any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, when it interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. It is particularly serious when such behavior is committed by someone who is in a position to influence the career or employment conditions of the recipient of such attentions.
3. Sexual harassment can take many forms. It may include, but is not limited to: unwelcome sexual advances, the forcing of sexual attention, verbal or physical, on an unwilling person; or the attempt to punish the refusal to comply.
4. Specific examples are: verbal harassment or abuse, subtle pressure for sexual activities, unnecessary touching, patting, or pinching, leering at a person's body, constant brushing up against a person's body, demanding sexual favors accompanied by implied or overt threats concerning employment or advancement, physical assault including rape.
5. In general, sexual harassment falls into two main categories
 - Sexual Favor for Jobs: under this category of sexual harassment, submission to sexual advances, requests for sexual favors or other verbal or physical conduct is made a condition of employment; or submission or rejection of the unwelcome conduct is used as a basis for an employment decision. These cases normally involve persons who have authority or power over another person's job status or working conditions.
 - Hostile Work Environment: under this category of sexual harassment, the sexual conduct interferes with work, or creates an intimidating, hostile, or offensive work environment.
6. Behavior or conduct of a sexual nature that is unwelcome by a staff member may constitute sexual harassment whether or not the alleged offender believes that such behavior or conduct is inoffensive or otherwise appropriate.
7. Whoever believes to have been the victim of sexual harassment is encouraged to inform the alleged offender that such behavior or conduct is unwelcome.
8. There may however be instances where the work relationship of the two parties may make such direct confrontation difficult. In that case, it is advisable to keep a description of what happened, including names of witnesses and anyone to who the incident(s) may have been mentioned, for possible referral of the case to the Grievance Committee.
9. When seized of a complaint, the Grievance Committee will have full authority to hear and

investigate sexual harassment complaints and accusations, and to decide on possibly disciplinary action upon the conclusion of his/her investigation.

10. The Grievance Committee will have 5 members, of whom at least 3 will be women. Among the members, 4 will be staff members elected from among the staff; 1 will be an external member (a woman who has experience of dealing with issues of sexual harassment and no professional or personal connections with the NGO; she will be proposed by the Board to the majority vote of staff members).
11. The NGO will implement without delay the recommendation of the Grievance Committee.
12. It is essential that all staff members, especially those in management and supervisory roles, develop a greater awareness of the issues surrounding sexual harassment in the workplace and a fuller appreciation of the pernicious effect that such unacceptable behavior can have on the morale and productivity of staff members.
13. Supervisors are fully expected to support both the letter and the spirit of this policy. It is the affirmative responsibility of supervisors to ensure that the working environment is free of sexual harassment, and to take immediate corrective action whenever they become aware of an incident which may constitute such unacceptable behavior.
14. This policy shall be displayed prominently at the offices and other operational sites of the Organisation.
15. All staff members shall be given a copy of the policy at the time of recruitment or when this policy comes into effect. Efforts will be made to sensitise the staff about this policy.

Annexure V

FIRST PHASE: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Rural poor, the main beneficiaries of the National Rural Employment Guarantee Act assured their entitlements and rights in a manner which ensures the creation of productive rural assets and economic growth</p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</p>				
<p>Applicable MYFF Service Line:</p>				
<p>Partnership Strategy: UNDP will play a key role in bringing together partners from different backgrounds on a common platform. These partners include MoRD, MOPR, MOCIT, Planning Commission, state governments, technical institutions, NGOs, experts and organizations involved with the right to work, right to food and right to information campaigns.</p>				
<p>Project title and ID (ATLAS Award ID): Support to operationalizing the National Rural Employment Guarantee Act</p>				
Intended Outputs	Output Targets (years)	Indicative Activities	Responsible parties	Inputs
<p>1.1 Implementation, monitoring and management arrangements established.</p>	<p>A National-level project established within 3 months for an initial period of 9 months, extendable. Concurrent monitoring and evaluation strategies developed for centre,</p>	<p>Preparing TOR for experts Advertising the posts Recruiting the experts and other staff including national UN Volunteers Setting up the project cell Identify monitoring & evaluation indicators</p>	<p>MoRD/state govts. and UNDP</p>	<p>Personnel costs, rental of space, purchase of expendable and non-expendable equipment.</p>

	State and district levels	Develop an MIS	MoRD and UNDP	Sub-contract institutions and NGOs. to
1.2 Partnerships established between civil society organizations and other resource institutions	At least 5 national and state-level organizations and institutions contracted within the next 3 months. This process will continue throughout the first phase of 9 months.	Develop training modules, pilot them in select areas and field test and refine these modules. Issues around which these institutions will develop modules include social audit, training of workers, panchayats and Programme Officers in select districts, develop MIS system/ communic. material. Consultations with the State governments.	MoRD and UNDP	Sub-contract institutions and NGOs. to
1.3 National and State level communication strategies developed and ICT based plans formulated.	National, state and regional materials finalized. This will be a process that starts immediately and continues throughout the duration of the first and part of the second phase of the	Identify institutions that can prepare materials and field test them Identify agencies that can prepare TV spots, logos and other campaign material Sub-contract institutions	MoRD and UNDP	Preparation of TV spots, funding of people's conventions, preparation of street plays, puppet shows, kalajathas, songs as well as ICT based plans.

	<p>project.</p> <p>ICT based plans including plans for process reengineering developed for state and district level.</p>	<p>to undertake the work</p> <p>Sub-contracting institutions for development of ICT applications</p>		
<p>1.4 Capacity building tools developed for planning, monitoring and evaluation and social audit at different levels.</p>	<p>Training material developed</p>	<p>Piloting training modules for panchayats and workers</p> <p>Field testing of modules</p> <p>Developing prototypes for wider replication</p>	<p>UNDP, MORD</p>	
<p>1.5 Global best practices shared</p>	<p>At least 1 international workshop sharing global best practice organized by ILO in the first phase. At least 2 consultations organized with stakeholders to discuss and finalize phase two strategies and activities.</p>	<p>Sub-contract ILO to take on specific activities such as organizing workshops and consultations bringing in international best practice and experience</p>	<p>ILO, MoRD, UNDP</p>	

United Nations Development Programme
 India
 Annual Workplan
 Year: 2006
 Project Number:
 Project Title: Support to Operationalisation

Proj. ID	Expected Output	Key Activities	Timeframe				Respon. Party	Fund	Donor	Planned Budget		
			Q1	Q2	Q3	Q4				Budget Description	Amount	US\$
	Institutional support provided for implementation of NREGA	Project cell to track progress of NREGA implementation	X	X	X	X	MORD/UNDP	UNDP	71300 Local Consultants	9,180,000.00	200,349	
									71500 NUNV	1,308,981.00	28,568	
										71610 Travel		
										72200 Equipment	1,308,518.00	28,558
		Resource groups for planning social audit, research, communications/ cultural inputs to be established with clear TOR	X	X	X	X	MORD/UNDP	UNDP	72500 Sub-contracts	2,500,000.00	54,561.33	
		Sub-Total										
	Communications, Advocacy, Social Mobilisation initiated to ensure that workers know their rights and implementing Agencies know their roles and responsibilities	NREGA Guidelines illustrated, edited, designed and printed in English and all major regional languages. *	X	X	X	X	MORD/UNDP	UNDP	71300 Local Consultants	600,000.00	13,095	
									72500 Sub-contracts	4,500,000.00	98,210	
		NREGA Primer approved by MORD. Translated in all regional languages, illustrated, printed and distributed. Charter of community rights and workers entitlements prepared in regional languages	X	X	X	X	MORD/UNDP	UNDP	71300 Local Consultants	200,000.00	4,365	
		5 TV spots commissioned and telecast, 2 songs commissioned and broadcasted. **	X	X	X	X	MORD/UNDP	UNDP	72500 Sub-contract	400,000.00	8,730	
		10 short information films prepared in regional languages and screened ***	X	X	X	X	MORD/UNDP	UNDP	72500 Sub-contracts	12,500,000.00	272,807	
		Baseline survey in two districts in two states undertaken. ****	X	X	X	X	MORD/UNDP	UNDP	72500 Sub-contracts	2,500,000.00	54,561	
		Logo finalised	X	X	X	X	MORD/UNDP	UNDP	72500 Sub-contracts	5,000,000.00	109,123	
		Consultations/workshops to be organised with experts	X	X	X	X	MORD/UNDP	UNDP	71300 Local Consultants	200,000.00	4,365	
									71300 Local Consultants	175,000.00	3,819	
									71610 Travel	500,000.00	10,912	
									72500 Miscellaneous	200,000.00	4,365	

Capacity built of peoples' organisations, Panchayats and Programme Officers in pilot States	Commissioning of an interactive websites for MORD and development of materials for websites	X	X	X	X	X	X	X	MORD/ UNDP	UNDP	71300	Local Consultants	100,000.00	2,182
Sub-total	A set of 10 training manuals prepared for training of trainers on works measurements, redressal mechanisms, social audit mechanisms, rights and entitlements, roles and responsibilities. Translation in all major languages and printing	X	X	X	X	X	X	MORD/ UNDP	UNDP	71300	Local Consultants	26,875,000.00	586,534	
Sub-total	Coordination meetings between MORD, MOCIT, NISG and UNDP	X	X	X	X	X	X	MORD MOCIT NISG UNDP	UNDP	71610	Travel	5,200,000.00	113,488	
Sub-total	Preparation and finalisation of ICT Approach Paper for NREGS by NISG in consultation with MORD	X	X	X	X	X	X	MORD MOCIT NISG UNDP	UNDP	71300	Local Consultants	70,000.00	1,528	
Sub-total	Organising a workshop of ICT partners/agencies for presentation of a strategy for using ICTs for planning, monitoring and increasing transparency and accountability in NREGS.	X	X	X	X	X	X	MORD MOCIT NISG UNDP	UNDP	71610	Travel	400,000.00	1,091	
Sub-total	Subcontract for IT Pilots							MOCIT MORD UNDP	UNDP	72500		3,000,000.00	8,730 65,474	
Sub-total										72500	Miscellaneous	20,000.00	436	
Sub-total														
TOTAL													85,527,499.00	1,866,598

* Assamese, Bengali, Oriya, Telugu, Kannada, Tamil, Marathi, Gujarati.

** 60 second TV spot 35 mm, multi-localational @ Rs.25 Lakhs per TV spotx5=12500000.00

*** 10 short films @Rs.5 Lakhs per film x10=50000000.00

**** @Rs. 25 Lakhs per district