

# National Rural Livelihoods Mission

Ministry of Rural Development  
Government of India



## Briefing Book

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## Overview

*During 1999-2000 to 2011-12, the number of SHGs promoted by Swarnajayanti Gram Swarojgar Yojana (SGSY) programme increased from 29.24lakhs (since inception) to 43.34 lakhs, within which the number of women SHGs has grown from 1.76lakhs to 29.51lakhs. Overall, the percentage of SC/STs assisted increased from 44.32 to 47.27%, percentage of minorities assisted increased to 11.12% and the percentage of women assisted increased from 44.62% to 60.59%. However many concerns arose about the quality of implementation of the programme and the sustainability of SHGs that had been formed. The differential impact of the programme in the southern and northern states was also a matter of concern. The Planning Commission constituted a Committee under the Chairmanship of Prof. Radhakrishna to study the credit linked issues of SGSY and propose restructuring of the programme taking into consideration the experience of the states where the programme was seen to have worked. It was seen that formation and handholding of SHG federations brought about a dramatic increase in impact. The mission mode of delivery and investment in nurturing community based human resource was also seen by the Committee to have yielded dividends. SGSY has since been restructured as the Aajeevika-National Rural Livelihoods Mission (NRLM) and approved by the Cabinet in their meeting on 26<sup>th</sup> June, 2010, based on the recommendation of the Prof. Radhakrishna Committee report.*

*Drawing lessons from large scale rural poverty reduction initiatives in the country (especially from the states of Andhra Pradesh, Bihar, Kerala and Tamil Nadu), Aajeevika-National Rural Livelihoods Mission (NRLM)<sup>1</sup> formulated new strategies to move from allocation based disbursement and monitoring of central government resource, to demand driven strategy and provide quality technical assistance to states to formulate their own livelihoods based poverty reduction action plans, annual action plans and state perspective implementation plan, to roll out mission's activities. Aajeevika-NRLM is the second largest program of Ministry of Rural Development in terms of allocation and coverage. It is designed to reach 7 crore BPL households (2001 list) across the country in next seven-eight years. The program is implemented in phases. During the year 2012-13, Aajeevika-NRLM largely has focused on establishing institutional architecture, setting up systems and processes at national and state levels and rolling out mission activities in states. As of December 2012, 18 states are NRLM compliant and have setup SRLMs.*

*NRLM focusses on targets, outcomes and time bound delivery, continuous capacity building, imparting requisite skills and creating linkages with livelihoods opportunities for the poor, including those emerging in the organized sector, and monitoring against targets of poverty outcomes. The program is implemented through a dedicated support structure at national, state, district and block level. Based on the recommendation of the Planning Commission working group on NRLM, the program has adopted identification of poor by a participatory process at the community level, which aims at covering vulnerable groups, persons with disabilities and*

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<sup>1</sup> Formally launched on 3<sup>rd</sup> June 2011

*destitute. NRLM aims, to reduce poverty by enabling poor households to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable improvement in their livelihoods on a sustainable basis, building strong grassroots institutions of the poor.*

*To maintain standards and quality institutions of poor, NRLM has initiated intensive block strategy, wherein community resource person (CRP) and professional resource person (PRP) enters one block and completes five rounds in a year, to ensure adequate social inclusion, creates new SHGs and strengthens existing SHG to comply the principles of Panchasutra (weekly meeting, weekly savings, regular lending and borrowing, timely repayment of loan and maintain books of records regularly and accurately). CRPs provide support to strengthen SHG federation, livelihood and financial inclusion, complimenting institution building process. The experience of two years shows that the intensive block strategy has immense scope to create good quality internal CRPs for maintaining activities of existing SHGs and scaling up institution building process in other blocks. NRLM has identified resource organizations to deploy trained and quality CRP teams and PRPs, to deliver services related to training, immersion and handholding to staff, community and ensure high quality and timely services.*

*The Mahila Kisan Sashaktikarn Pariyojana (MKSP) was introduced as an independent livelihood initiative targeting women in the productive sector (agriculture and allied sector) under NRLM in 2011. The Ministry has sanctioned 37 projects in 12 states under Mahila Kisan Sashaktikaran Pariyojana (MKSP) during the year 2012-13, with a budget of Rs.574.28crores. Non Timber Forest Produce (NTFP) has been included in MKSP as a new vertical, the guidelines of which has been approved this year. The program focus is to improve the present status of women in agriculture and enhance the opportunities for her empowerment.*

*Placement linked skills development projects which began as Special Projects under SGSY for skill development in 2004-05 have been continued in NRLM. 182 projects have been sanctioned and 7.81laks rural BPL youths have been trained of which 6.22laks have been provided with placement. During the year 2012-13, 1.27 laks candidates have been trained and 1.08 laks have been placed. NRLM has been instrumental in bringing rigour into skill development projects and in developing the nrlmskills website in tune with monitoring requirements. A special project under skills - 'Himayat' has been set up exclusively for Jammu and Kashmir.*

*The RSETI programme caters to skilling rural BPL for self-employment, under the aegis of the banking sector. As of 30.09.12, 1.37 lakh persons have been trained against a target of 2 laks. There are 539 RSETIs of which 439 were graded on objective parameters and slotted into 4 quality categories A, B, C and D. The banks have taken on a time bound programme to bring the suboptimal performers among RSETIs to Grade B.*

# 1 Introduction

## 1.1 Evolution of the program: NRLM

The mandate of the Ministry of Rural Development, Government of India, is rural poverty alleviation through programmes directly targeted at the rural poor households. The major programmes of this Ministry that directly targeted poor families for creation of assets, skill development and self-employment started with Integrated Rural Development Programme (IRDP) in the year 1980 and included several other programmes like the Training of Rural Youth for Self Employment (TRYSEM), Development of Women and Children in Rural Areas (DWCRA), Supply of Improved Toolkits to Rural Artisans (SITRA), Ganga Kalyan Yojana (GKY), and the Million Wells Scheme (MWS). The multiplicity of programmes, being viewed as separate programmes in themselves, resulted in a lack of proper intermediation, absence of desired linkages among these programmes inter-se and the implementation being more concerned with achieving individual programme targets rather than focusing on the substantive issue of sustainable income generation.

The Planning Commission set up a committee under the chairmanship of Prof S R Hashim in 1997, to review and rationalize various Central Sponsored Schemes for Poverty Alleviation and Employment Generation. The Committee recommended the integration of allied programme with IRDP for better linkage. The report formed the base for shifting from an individual beneficiary approach to a group approach for poverty alleviation. Based on the recommendations of the Planning Commission, the schemes of TRYSEM, SITRA, GKY, DWCRA and MWS was merged into a single self-employment programme namely *Swarnjayanti Gram Swarozgar Yojana* (SGSY), to be implemented by the states, with effect from April, 1999. The objective of SGSY was to improve the family incomes of the rural poor and at the same time, provide for a flexibility of design at the grassroots level to suit local needs and resources. It was thought that the restructuring will provide a sustainable income generation through micro-enterprise development, both land-based and otherwise. S.G.S.Y. moved from the individual oriented approach of the earlier programmes like the IRDP, TRYSEM etc. to a group based approach with Self-help Groups of rural BPL as the unit of assistance. The cornerstone of the SGSY strategy was that **the poor need to be organized and their capacities built up systematically so that they can access self-employment opportunities**. This restructuring also helped in establishing effective linkages between the various components of the programme, such as capacity building of the poor, credit availability, technology transfer/up-gradation, marketing and infrastructure.

The experience of implementation of SGSY in the ten years (1999 to 2009) brought up a mixed bag of learnings. On one hand, it brought to focus the shortcomings like uneven mobilisation of rural poor and formation of SHGs across the States, insufficient capacity building of beneficiaries, low credit mobilization and lack of professionals to implement the programme. On the other, it amply validated the need for poor to be organized into SHGs and SHG federations as a pre-requisite for poverty reduction and the social & economic empowerment of rural poor. Further, the programme had also apparently reached a level of maturity and it was necessary to take it to the next phase where it could acquire inter & intra-departmental/ministerial and sectoral linkages along with revised economic package of assistance. The situation warranted higher order flexibility and a focus on targets and outcomes. Accordingly, based largely on the recommendations of the Prof. Radhakrishna Committee report, SGSY was restructured.

## 1.2 Establishment of NRLM

The GoI established the National Rural Livelihoods Mission (NRLM) in June 2010 to implement

the new strategy of poverty alleviation woven around community based institutions. as National Rural Livelihoods Mission (NRLM) and renamed as “Aajeevika”. The programme was formally launched on 3rd June, 2011, at Banswada, Rajasthan and is being implemented in a mission mode across the country.

The Key learnings for NRLM from the 2 decade long work of state-wide livelihoods projects in Andhra Pradesh, Kerala and Tamil Nadu and the work of outstanding NGOs in the country are as follows:

1. There is a need for a sensitive support structure right from State level to district and sub district levels. The sensitive support structure has the responsibility for inducing social mobilisation and building strong grassroots institutions of the poor, particularly women.
2. The key role of the sensitive support structure is to build and nurture strong institutions of poor women at SHG level, village level and block (sub-block) level. These institutions provide the continuous nurturing support which a poor household require during this journey out of poverty.
3. For a poor family to come out abject poverty, a nurturing and handholding support of its own organisations for a period of 6 - 8 years is extremely critical.
4. Rural women poor households, organised into SHGs require repeated doses of finance at affordable rates such that over a period of 6 – 8 years they have accessed at least Rs. 100,000/-.
5. The strength of individual SHG in providing support to their members is multiplied when all the poor in a village are organised into SHGs and all the SHGs come together at the village level and form a federation.
6. A second tier of federation of the village federations at the block or sub-block level is required to provide necessary linkages with ongoing Government programmes and to link with the sub-divisional level structure of the State Livelihoods Missions.
7. The poor need to overcome livelihoods risks by developing a variety of livelihoods. This enables them to survive shocks to any particular livelihoods streams.
8. Poor are very vulnerable to shocks and they need safety nets and they need their organisations to access safety needs entitlements under various Government programmes like MGNREGA, Social Assistance Programmes, PDS etc.

It was also seen that the various states are at different stages of progress in terms of institution building and hence require state specific strategies. Common centralised guidelines/strategies would not meet the needs of all the states. Hence differentiated or state specific strategies need to be developed to cater to the specific requirements of each individual State.

The Mission’s primary objective is to reduce poverty by promoting diversified and gainful self-employment and wage employment opportunities for sustainable increase in incomes. The Mission was envisioned to work in conjunction with the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) of MORD and primarily focus on creating self-employment and wage/job employment opportunities for the rural poor who would enable them to cross the threshold of poverty and become productive agents.

## 2 Key elements of the programme

### 2.1 Core belief

The core belief of National Rural Livelihoods Mission (NRLM) is that the poor have **innate capabilities and a strong desire to come out of poverty**. The challenge is to unleash their capabilities to generate meaningful livelihoods and enable them to come out of poverty. NRLM focuses on universal inclusion of the poor, prioritizing the poorest of the poor, identified through participatory processes and converted into institutions of the poor that are supported to leverage formal credit and access services and benefits meant for the poor, as well as develop innovative community led interventions leading to sustainable livelihoods and improved quality of life.

### 2.2 Mission

The mission of NRLM is “to reduce poverty by enabling the poor households to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable increase in their incomes, on a sustainable basis through building strong grassroots institutions of the poor. These institutions enable and empower the poor households to build-up their human, social, financial and other resources, solidarity, voice and bargaining power. They, in turn, enable them to access their rights, entitlements and opportunities.”

### 2.3 NRLM Values

The following core values shall guide all the activities under NRLM:

- strong belief in the capacities and skills of the poor;
- providing a meaningful role for the poor in all project processes – planning, implementation and monitoring;
- promotion of transparency and accountability in CBOs; and
- Reducing their dependence on external support agencies.

### 2.4 Guiding Principles

The following principles inform all the activities of the Mission:

- poor have a strong desire to come out of poverty, and have innate capabilities to realize the same;
- social mobilization and building strong institutions of the poor are critical for unleashing the innate capabilities of the poor; and
- A dedicated and sensitive support mechanism is required to induce the social mobilization, institution building and the empowerment process. and facilitating knowledge dissemination, skill building, access to credit, access to marketing and access to other livelihoods services would facilitate the upward mobility of the poor.

### 2.5 Target group

Recommendation of the Planning Commission working group on NRLM, highlighted the problem in going with the BPL list (2001) as it has large exclusion errors. NRLM has adopted identification of poor by a participatory process at the level of the community. The participatory process aims at covering the vulnerable groups such as tribal groups, SC and ST groups, women headed households, persons with disabilities and destitute.

## 2.6 Implementation strategies

### 2.6.1 NRLP: the Intensive strategy of NRLM

The World Bank is providing an investment support under National Rural Livelihoods Project (NRLP) to MoRD for professionalizing the overall program management of NRLM and moving towards a results-based approach throughout the country. NRLP will support MoRD in creating proofs of concepts and best practice sites in the states in respect of various thematic interventions under NRLM. In addition, NRLP supports the implementation of the NRLM through the transformation of MoRD from the traditional focus of expenditure-based allocation, to one of providing quality technical assistance and results-based financing. Furthermore, being a national level project, NRLP will also make investments in developing a wider base of implementing partnerships with private sector, civil society, and other development institutions for bringing in new ideas, innovations, services, and delivery mechanisms. The primary focus of the implementation support from The World Bank is to support MoRD to become a good quality technical assistance support provider to states and develop program management and monitoring unit at different levels.

The World Bank financing for the proposed NRLP is estimated at US\$1 billion. The NRLP would be implemented in 13 high poverty states accounting for approx. 90 percent of the rural poor in the country. Intensive livelihood investments would be made by the NRLP in 100 districts and 400 blocks of 13 states (*Assam, Bihar, Chhattisgarh, Jharkhand, Gujarat, Maharashtra, Madhya Pradesh, Orissa, Rajasthan, Uttar Pradesh, West Bengal, Karnataka and Tamil Nadu*). Distribution of project funds among the states would be based on the relative share of rural BPL population in the total states.

### **Project Components of NRLP**

The activities detailed in the component description below, will provide the enabling environment for the effective utilization of all the resources allocated by the GoI to the NRLM. With the exception of Component Two that will be implemented in the 12 targeted states, the remaining components will provide support at the national level to enable the smooth rollout of the NRLM throughout the country.

#### **Component A: Institutional and Human Capacity Development (US\$61.3 million):**

The objective of this component is to transform the role of MoRD into a provider of high quality technical assistance in the field of rural livelihoods promotion. This component will finance primarily staff, technical assistance consultancies, and training and related course material. Support under this component will be for all states. To achieve the objective of this component, the proposed project intends to support the following activities:

*A.1 Technical Assistance* - establish teams of high quality professionals under National Mission Management Unit (NMMU) to provide technical assistance to the states in various thematic areas. This team will provide continuous support to state governments in the implementation of the NRLM and related activities in the rural development sector.

*A.2 Human Resource Development* - support development of partnerships with well-established training and research institutions in the field of rural development throughout India that can deliver focused training programs for successful implementation of the NRLM and related activities in the rural development sector. The activities supported will include curriculum development, design and conduct of training programs including e-learning and distance learning

**Component B: State Livelihood Support (US\$793.7 million):**

The objective of this component is to support state governments in the establishment of the necessary institutional structures and mechanisms for the implementation of NRLM activities from the state to the block level, including support to the formation of institutions of the rural poor. The extent of financing to each state will depend on the basis of state-specific needs as detailed in their respective State Prospective and Implementation Plans (SPIP) which will be jointly reviewed and appraised by the MoRD and the WB prior to the financing of any activities. This component will finance livelihood grants to the poor rural households (i.e. SHGs/federations) to undertake productive livelihood activities as detailed in their livelihood plans, support for higher level producer institutions, producer groups, farmers' collectives, and/or producer companies (PCs), technical assistance consultancies, training and related material, office equipment, and operational costs at the state level and below. To achieve the objective of this component, the proposed project intends to support the following activities:

**Component C: Innovation and Partnership Support (US\$45 million):**

The objective of this component is to create an institutional mechanism to identify, nurture and support innovative ideas from across the country to address the livelihood needs of the rural poor. Support under this component will be for all states. This component will finance pilot initiatives and technical assistance consultancies that support innovative livelihoods activities in agriculture, livestock, youth employment, among others, for rural poor households. Support under this component will be for all states.

**Component D: Project Implementation Support (US\$100 million):**

The objective of this component is to strengthen the National Mission Management Unit for effective project management at the national level that develops key systems and processes for coordination and management of the proposed project and the NRLM. Given that the NRLP, and more importantly the NRLM, will be implemented across India, there are substantial managerial requirements which are critical to ensure the satisfactory implementation of both the NRLP and NRLM. In this regard, a dedicated National Mission Management Unit (NMMU) has been established under the MoRD. This component will finance technical assistance consultancies, training and related material, office equipment, MIS development, and operational costs. Support under this component will be for all states.

Over Rs. 320 crores has already been disbursed to the States under NRLP.

### **a. Intensive block strategy**

The State Rural Livelihoods Mission (SRLM) identifies intensive districts and blocks, based on poverty indicators and vulnerability index and demographic set up, as a first step. The State Mission conducts identification and targeting the poor, using PIP methodology. The SRLMS of two states, Andhra Pradesh, and Bihar, which have developed mature SHG federations over the years, function as resource states for the provision of external community resource persons (CRPs) to States transiting into NRLM from SGSY. A professional resource person (PRP), along with an external community resource person (CRP) team (consisting of 4 members) is deployed in one cluster (intensive block divided into 4). The external CRP team works uninterrupted for one month (a round) in one cluster and then takes a months' break. Each external CRP team completes five rounds in one cluster in a given year. Quality institution building is the major role of the CRPs wherein the team creates new SHGs and strengthens existing SHGs to comply with the principles of Panchsutra<sup>2</sup>. The team ensures that there is adequate social inclusion of NRLM target group in institution building process. Senior CRPs are introduced in 3rd year to strengthen the SHG federations formed. Livelihood and financial inclusion CRP are introduced simultaneously, who complements institution building process.

### **b. Non-intensive block strategy**

All non NRLM compliant states fall directly under non-intensive. Even in the NRLM compliant states, certain blocks and districts are not currently covered under the intensive block strategy. The strategy for the non-intensive blocks and districts is geared towards preparation of the blocks and districts for eventual intensive implementation of NRLM and are to be spelt out by the states in their Community Operational Manual. In the case of states that have not transited to NRLM, SGSY continues to be implemented during the interim period. All states are expected to transit to NRLM by end of 2013. The SGSY scheme will then cease to exist.

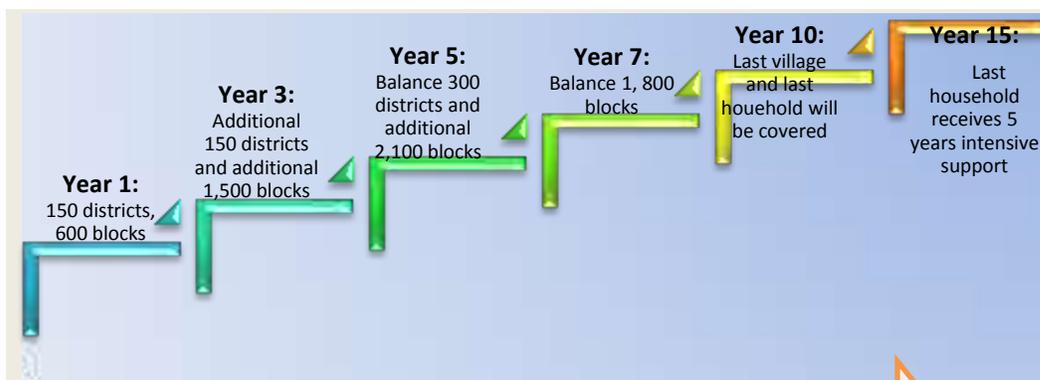
In case of NRLM compliant states (18 states, as on Dec`12), SRLMs are made the nodal agency for supporting District Rural Development Authority (DRDA) for channeling SGSY funds for non-intensive districts (excepting the States of Andhra Pradesh and Kerala, where all districts and block have already been brought under NRLM, and consequently there are no non intensive districts).

### **c. Implementation framework**

In keeping with the flexible nature of the programme, the Ministry prepared a 'Framework for Implementation' of Aajeevika after extensive consultations with key stakeholders including the State Governments, Civil Society Organizations, Bankers and academicians. This framework offers space for development of local plans (as per the local context) and incorporation of learning/ experiences from the ground level implementation. It includes the funding norms and ceilings for funding of different components as well as guidelines as to all the other processes under Aajeevika, which are indicative but not binding on the states. The indicative phasing in terms of coverage of districts and blocks as envisaged by NRLM:

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<sup>2</sup> Panchsutra: (i) Weekly meeting, (ii) Weekly savings, (iii) Regular lending and borrowing, (iv) Timely repayment of loan and (v) Maintaining books of records regularly and accurately.



**Coverage in 10 years targeting 7 crore rural poor households**

Year 1	Year 3	Year 5	Year 7	Year 10	Year 12
150 districts	+150 districts	+300 districts		Last village and last household	<i>Intensive support</i>
600 blocks	+1,500 blocks	+2,100 blocks	+1,800 blocks		
Total districts	300 districts	600 districts			
Total blocks	2,100 blocks	4,200 blocks	6,000 blocks		

**d. Phasing and implementation methodology**

Aajeevika-NRLM is a highly process oriented programme which requires intensive application of resources, both financial and human to mobilize the poor into functionally effective institutions, promote their financial inclusion, diversify and strengthen their livelihood by providing continuous handholding support for a period of about 6-8 years. Considering the magnitude of the task and the intensity with which it has to be done in each block, the programme implementation has to:

- (a) Shift from the allocation based strategy to a demand driven strategy, enabling the Aajeevika-NRLM compliant states to formulate their own livelihoods-based poverty reduction action plans, Annual Action Plan (AAP) and State Perspective Implementation Plan (SPIP),
- (b) Focus on targets, outcomes and time bound delivery, continuous capacity building, imparting requisite skills and creating linkages with livelihoods opportunities for the poor, including those emerging in the organized sector, and
- (c) Monitor against targets of poverty outcomes.

So, instead of focusing on allocation, disbursement, and monitoring of central government resources, emphasis is on providing quality technical assistance to states implementing the NRLM; to transit from SGSY to ‘Aajeevika-NRLM compliant’ stage, the State Government is required to:

- (a) Set up or designate an existing society as the State Rural Livelihoods Mission (SRLM),
- (b) Appoint a full time dedicated officer of sufficient seniority (who has completed his/her tenure as District Collector/Deputy Commissioner) as State Mission Director cum Chief Executive Officer of the society,
- (c) Appoint a multi-disciplinary team at state, districts and sub-districts level to implement the mission activities and manage it professionally,
- (d) Submit an Annual Action Plan for the current financial year and subsequently initiate the preparation of State Perspective Implementation Plan (SPIP) for the next 5-7 years.

## **2.7 Funding Pattern**

Aajeevika is a Centrally Sponsored Scheme and the financing of the programme is shared between the Centre and the States in the ratio of 75:25 (90:10 in case of North Eastern States including Sikkim; completely from the Centre in case of UTs). The Central allocation earmarked for the States is broadly distributed in relation to the incidence of poverty in the States. A state is declared to be NRLM compliant if:

- State Level Mission is established and bank account has been opened in its name
- CEO of the State Mission has been appointed
- Full complement of State and district level staff structure has been recruited and placed
- State poverty reduction action plan has been formulated

### 3. NRLM: Support structure and HRD

#### 3.1 Support structure and HRD

*Support Structure and Human resource Development* has evolved to be one of the major thematic areas in NRLM implementation. The interventions under this theme cut across components 1, 2 and 4 of the National Rural Livelihoods Project (NRLP), these contribute in:

- gearing up Institutional and Human Capacity Development (component 1 of NRLP PIP);
- providing support to the States Government for establishing Institutional Architecture in the mission (Component 2 of NRLP PIP, stated as State Livelihoods Support); and
- establishing efficient Project Management Unit at National Level (Component 4 of NRLP PIP, described as Project Implementation Support).

#### 3.2 Strategies envisaged

NRLM lays emphasis on establishing dedicated and sensitive support structure for the mission. It further advocates for pool of quality human resources and enabling management system to support mission activities. In this context, the thematic interventions have been guided by following key strategies:

- Operationalizing an effective project management system<sup>3</sup> at national level that develops key systems and processes for coordination and management of NRLM across the country
- Creating a national pool of livelihoods professionals<sup>4</sup> to support implementation of NRLM quality technical assistance to be provided to all states in time
- Extending support for setting-up of SRLM<sup>5</sup> with multi-stakeholder governance mechanism, multi-disciplinary team of professionals and efficient HR systems
- Enabling state to get large pool of good professionals for implementing NRLM in the state
- Building capacities and managerial skills of NRLM staff (both NMMU and SRLM) through induction, immersion and training programs

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<sup>3</sup> National Mission Management Unit (NMMU)

<sup>4</sup> Such as team of experts from various thematic domain available full time/part time for support of the state mission, constituting spearhead team and placing resident representatives

<sup>5</sup> State Rural Livelihoods Mission

## 4 NRLM: program elements

The role of National Mission Management Unit (NMMU) at Aajeevika is to provide technical assistance (TA) to the States and other partners for creating and strengthening their institutional capacities leading to effective implementation of the program. While the states are setting up autonomous societies to run the Mission activities, at the Central level the mission's work is being managed by a Program Division of the Ministry, with the help of a Technical Unit, the **NRLM Mission Management Unit (NMMU)**. NMMU provides TA in following program elements:

1. Social mobilization/ institution building/ capacity building
2. Financial inclusion
3. Social inclusion
4. Livelihoods promotion
5. Systems

### 4.1 Social Mobilization/ Institution Building/ Capacity Building

Most of the poor do not have an institutional platform of their own, which could facilitate their empowerment and development. Successful poverty reduction experiences in India and elsewhere have shown that mobilization of poor to form their 'own institutions' is the most important investment for large scale poverty reduction. Functionally effective institutions not only improve collective voice and bargaining power for the rural poor but would create an enabling environment for development. The most important challenge to reaching and delivering services to the rural poor is that they are not organized into functionally effective collectives.

NRLM strives to work towards universal mobilization of poor households into affinity-based thrift and credit groups of women. Organizing all poor households would allow formation of aggregate institutions of the poor that will provide them with voice, space and resources.

Technical assistance under this component ensures that the poor are provided with the requisite skills for managing their institutions, linking up with markets, managing their existing livelihoods, enhancing their credit absorption capacity and credit worthiness. A multi-pronged approach is adopted for providing continuous capacity building of the targeted families, SHGs, their federations, government functionaries, bankers, NGOs and other key stakeholders. Focus is on developing and engaging community professionals and community resource persons (CRP) for capacity building of SHGs and their federations and other collectives. Aajeevika is also setting up architecture for extensive use of ICT to make knowledge dissemination and capacity building more effective.

#### *Social Mobilization*

Social mobilization thematic unit has been set up in NMMU to ensure that the SRLMs implement resource block strategy to develop community managed sustainable resource blocks and develop internal social capital through community level practitioners. This unit has contributed in developing strategy on intensive and non-intensive block

Community Resource Persons: Community Resource Persons (CRPs) are women SHG members who come out of poverty by being members of the SHGs and practiced the cardinal principles of Self-Help. They act as guides and role models for other poor individuals and other institutions. They provide capacity building support to newer groups and act as consultants to each other to successfully implement their plans to come out of poverty. CRPs over the years have evolved as functional specialists with each one having their own strengths in specific areas like social mobilization, gender, financial management, book keeping, marketing, health, gender, paralegal assistants and so on.

approach, provided handholding support to SRLMs in rolling out resource block strategy and partnered with resource organizations. SRLMs like Chhattisgarh, Maharashtra, Jharkhand, Madhya Pradesh and Rajasthan have signed memorandum of understanding (MoU) with SERP. The unit has supported resource states to set up and strengthen NRLM cell in Resource Organizations, which has become extended technical support arm of NRLM to assist SRLMs; facilitated NRLM cells to undertake accreditation of CRP and PRP processes.

### ***Building Institutional Platforms of the Poor***

Community institutions being at the base of the “Ajeevika” implementation, building functionally effective institutions of the poor was the ultimate need of the program to promote sustainable livelihoods of the poor. A training/capacity building and skill building unit was set up in NMMU to ensure that systematic training inputs are offered for community level cadre and also for staff engaged in promoting institutions of poor. The unit has prepared induction and immersion module for newly recruited staff at SRLM and has rolled out for 14 NRLM compliant states. The unit has also inducted senior project staff and other stakeholders from the state to the resource states.

### ***Training and Capacity Building***

Apart from building capacity of the community institutions, the Mission facilitates training of three broad categories of professional’s viz., community organizers, professionals working with the state livelihoods Mission at middle and junior level and professionals working with the State Missions at the senior level. The three categories are trained in attitudes, skills and themes. Training is also provided to all stakeholders and partners of the programme such as civil society organizations and bankers. It helps seek partnerships with Training institutions, reputed NGOs, reputed research and academic institutes for training and capacity building, like developing professionals for rural livelihood programs and where necessary provide technical assistance for faculty development (re-skill building and re-tooling), besides supporting curriculum design, training, pedagogy and development of course curriculum.

### **Components and sub-components**

- Creating good quality community institutions and social capital in select districts/ blocks which would emerge as ‘models’ and ‘demonstration sites’;
- Mainstreaming the institutional model in the entire country by the adoption and replication of above models

### **Strategy envisaged**

- Identification, selection and mobilization of poor rural households into self-managed institutions of SHGs and their federations
- Facilitate implementation of Resource block strategy to develop community managed sustainable resource blocks by:
  - Incubating best practices in specific thematic areas in specific locations of SRLMs
  - Developing proof of concept for social mobilization, Institution building, financial inclusion, livelihoods, etc for replication
- Development of internal social capital through community level best practitioners by:
  - Facilitating partnerships with resource organizations for initial handholding support
  - Organizing Immersion cum exposure to best practices

- Capacity building and training activities for SHG members and federations in group management, e-bookkeeping, financial literacy, livelihood activities and business education.
- Capacity Building of Community Cadre that will be promoted while building the institutions of poor.
- Capacity building of the SRLM staff at SMMU, DMMU and BMMU level.
- Support in
  - Developing guidelines for identification and mobilization of the poor,
  - Developing framework of community institutions including specialized institutions
  - Providing support for preparation of Community Operations Manual
  - Designing strategy of capacity building of community institutions
  - Designing NGO/CSO partnership guidelines

### **Resource Organisations**

Aajeevika-NRLM has identified Resource Organizations to deploy trained and quality CRP teams & PRPs and deliver the services relating to training, immersion and handholding to staff/ community. The Resource Organization will support SRLM to identify internal CRPs and train them to work independently in the new blocks, starting with the resource blocks. The performance and outcomes are monitored jointly by NMMU and SRLM. NMMU provides technical assistance to SRLMs to convert the learning from resource blocks to new blocks. Society for Elimination of Rural Poverty (SERP) and Bihar Rural Livelihoods Promotion Society (BRLPS), with experience of implementing similar programs on large scale, are identified as Resource Organizations by Aajeevika-NRLM for the purpose. These Resource organizations deploy the CRPs and PRPs in the clusters along with the SRLMs team to strengthen the existing community institutions and formation of new ones.

### **Resource Block Strategy**

Resource Block is a block within Intensive Blocks to be identified jointly by National Mission Management Unit (NMMU) and SRLM to demonstrate best practices and processes in Participatory Identification of Poor (PIP), targeting the poorest of poor, financial and economic inclusion, enhancement of Livelihoods by creating strong institutional platforms of the poor in three years. The social capital thus created in the resource block would be used for replicating NRLM to other blocks of the concerned State subsequently.

## 4.2 Social Inclusion and Social Development

Marginalized groups such as the Scheduled Castes, the Scheduled Tribes, poor minorities, women, and persons with disability continue to have very high levels of poverty as indicated in the various poverty and social inclusion assessments carried out until recently. The situation of the rural poor justifies the continued adoption of a comprehensive multi-sectorial approach to rural development but with added focus on inclusive approaches. The new focus should be on enabling the rural poor to participate more effectively in the mainstream growth process and partake in its benefits.

Technical assistance under this component helps Aajeevika target inclusion of vulnerable sections of the society such as SC and STs, minorities and persons with disability, while keeping in view the ultimate target of 100% coverage of BPL families. It ensures that the program implementation is sensitive to handling causative factors of social exclusion and SRLMs are focused on empowerment of vulnerable sections of society including women, SCs, STs, PWDs, Minorities, Communities living in difficult geographies and any other marginalized community of rural society.

### Components and sub-components under the thematic area

- Technical Assistance to states
- Integrating social inclusion in HRD interventions within NRLM
- Streamlining social inclusion in NRLM implementation

### Strategy envisaged

The objective of the Social Inclusion/ Development (SI) unit is to ensure that the ultimate goal of the programme design, approach, implementation and monitoring of NRLM is empowerment of vulnerable sections of society including women, SCs, STs, PWDs, minorities, communities living in difficult geographies and any other marginalized community of rural society. Broadly, following strategies have been devised to help NRLM achieve its social inclusion goal:

- Capacity building of NMMU in Social Inclusion
- Capacity building of state SRLM/SMMU teams in social Inclusion
- Provide strategic guidance to NRLM in the area of Social Inclusion - identification of strategies for social inclusion and vulnerable groups and areas
- Technical assistance to SRLMs to help them develop Social Assessment (SA) and Social Inclusion Plans (SIPs)
- Appraise AAPs and SPIPs submitted by states using Social Appraisal Indicators
- Facilitating cross learning of best practice social interventions
- Technical assistance to SRLMs to help them develop Social Inclusion/development Pilots

### Relative roles and responsibilities of NMMU and SRLMs

#### NMMU

- Provide strategic guidance to NRLM in the area of Social Management (including SMF) identification of strategy for social inclusion and specific focus areas, identification of technical and capacity building resource agencies, workshops, communications etc.
- Provide strategic inputs and prepare guidelines for gender inclusion and development (Prepare manuals and Resource Books on gender inclusion; provide inputs to state assessments and plans)
- Provide technical assistance to states in preparatory work on social inclusion and social development to NRLP.

- Build capacity of state SRLM/SMMU teams in social management – including identification of capacity building resource agency, overseeing development of capacity building modules, arranging cross-learning workshops, etc.
- Undertake monitoring visits to states to get feedback and provide support on SMF implementation
- Dissemination of best practices and cross learning across states

## SMMU

- Coordinate state level social management issues
- Analysis of Gender issues in the state Social Assessment
- Preparation of gender inclusion manuals at the state level
- Identification of social mobilization strategies at the state level
- Capacity building of the district teams on issues of gender and social mobilization
- Dissemination of best practices at the state level
- Provide strategic inputs and prepare guidelines for inclusion of tribals and vulnerable groups
- Prepare manuals and resource books on inclusion of tribals and vulnerable groups

### 4.3 Financial Inclusion

The financial sector in India has seen a robust growth in the last two decades. The commercial banking sector, together with NABARD, has proactively come forward to finance the poor through a variety of approaches, primary of which is the SHG-Bank linkage programme. An environment conducive for the Banks to promote SHG credit linkage has been created in these states. Further, as one of the drivers of inclusive growth, the Ministry of Finance, Government of India has been adopting financial inclusion as a major policy intervention. In pursuance of the financial inclusion policy, the public sector banks are coming forward to formulating innovative projects to take the SHG credit linkage forward. The present environment presents an ideal opportunity for the rural development programmes to facilitate access of the poor to bank credit.

TA under this thematic element helps Aajeevika work on both demand and supply side of financial inclusion. On the demand side, Aajeevika promotes financial literacy among the poor and provides catalytic capital to the SHGs and their federations. On the supply side, it coordinates with the financial sector and encourages use of Information, Communication & Technology (ICT) based financial technologies, business correspondents and community facilitators like 'Bank Mitras'. The programme also works towards universal coverage of rural poor against loss of life, health and assets. Further, the programme has plans to work on remittances, especially in areas where migration is endemic.

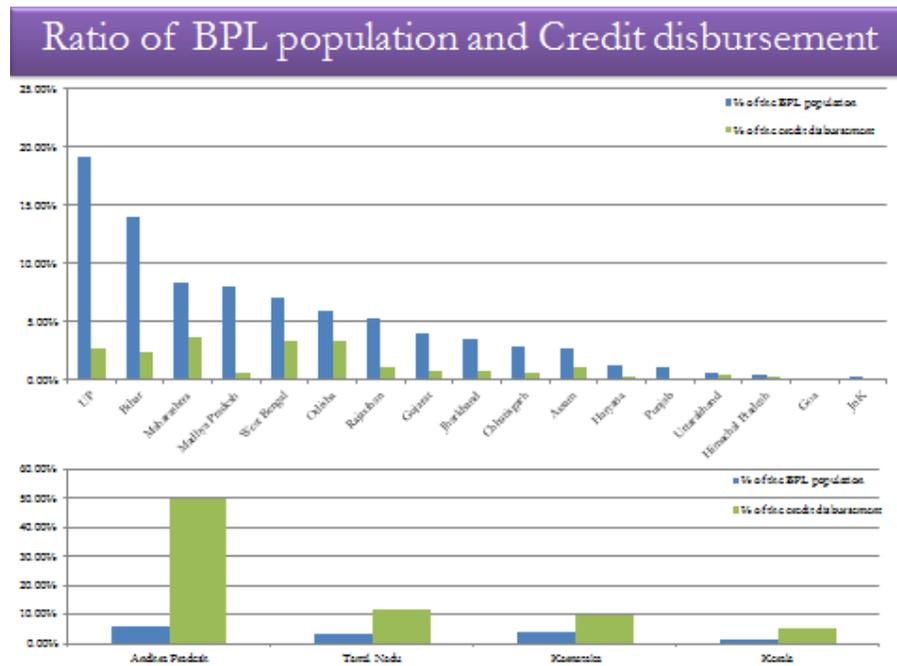
#### Components and sub-components

##### Capacity Building:

- Demand side: This includes the capacity building of the SHGs, SHG Federation, Community Coordinators, staff at block/district and state levels for augmenting the SHG-bank linkage, use of technology and financial literacy.
- Supply side: This includes the sensitization of the bankers towards the SHG-bank linkage through in-house trainings and immersion visits

##### Technical Assistance to the states:

- Training Modules for the state staff for the district and block
- Guidance notes on the financial services/products available
- For any pilot, if desired by the states, technical assistance would be provided by the NMMU staff



### Estimation of the Credit Requirements

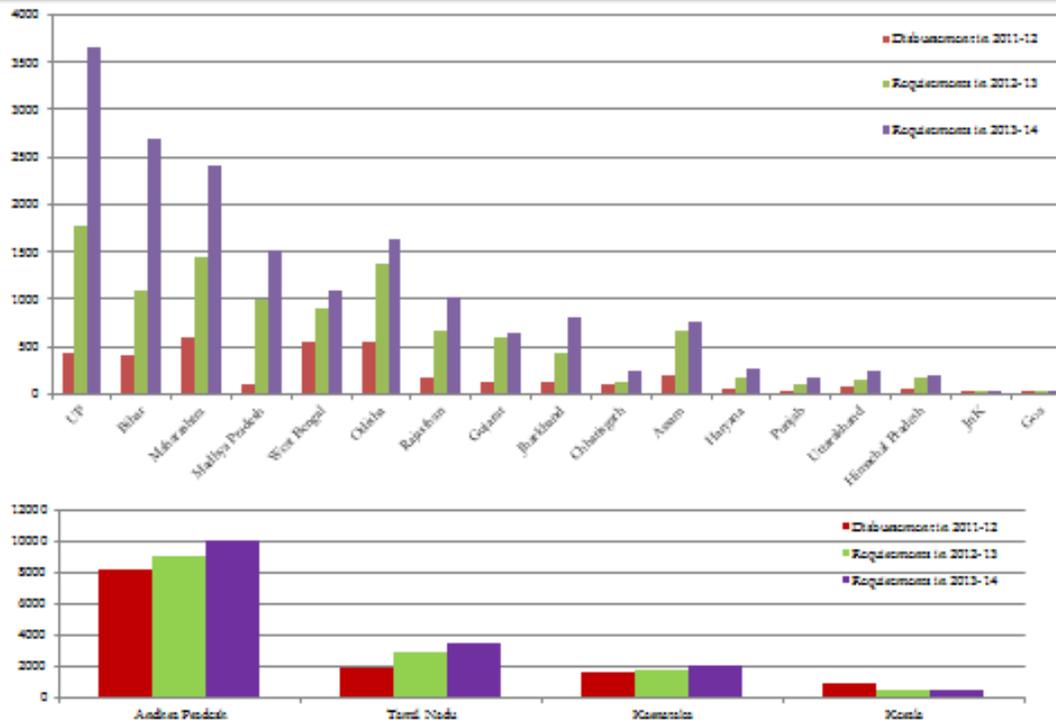
Credit requirement of the states has been estimated by NABARD with the following approach:

- Potential data is based on rural households and poverty head count ratio indicated by Tendulkar Committee +20%
- SHGs which are savings linked but not credit linked have been phased out over two years i.e. 2012-13 and 2013-14 for credit linkage

The assumptions for the credit requirement calculations are:

- One third of the groups which are already credit linked will get repeat finance every year.
- Average loan to SHGs on first linkage Rs.0.50 lakhs
- Average loan disbursed to a SHG in case of repeat finance will increase by 30% over that for the previous year

## Gap in Credit flow and requirements



## Efforts

Meeting the Bankers: To understand causes of less linkages

Problem Identification - No faith in accounting procedures and need for emphasis by higher authorities

Action Taken on the Demand side:

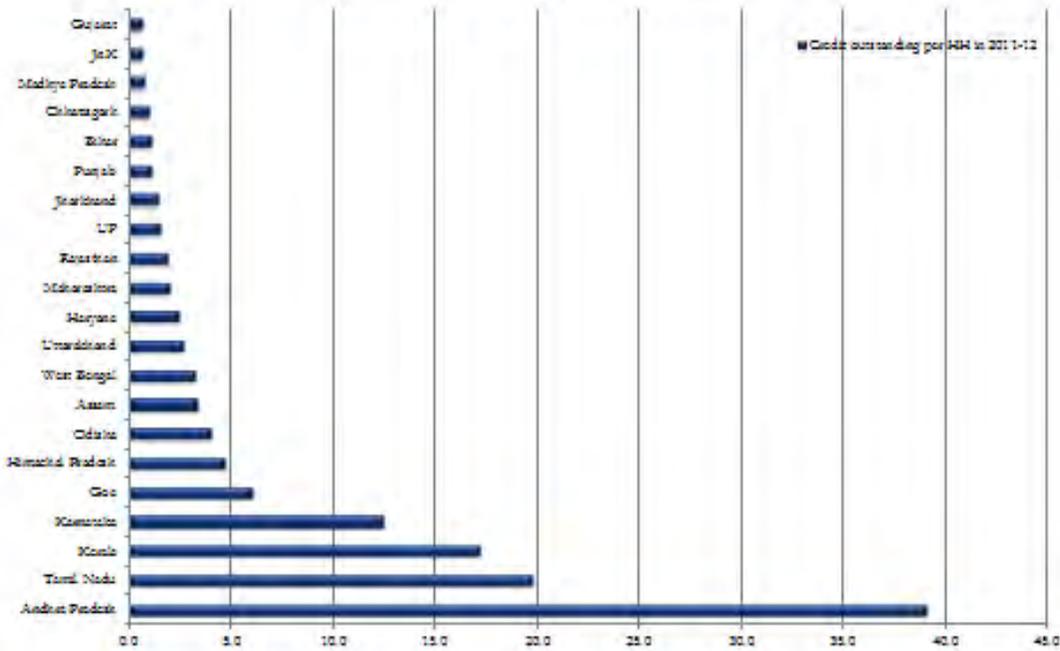
Financial Literacy and Credit Counseling through the micro planning process for responsible borrowing

### Supply Side efforts :

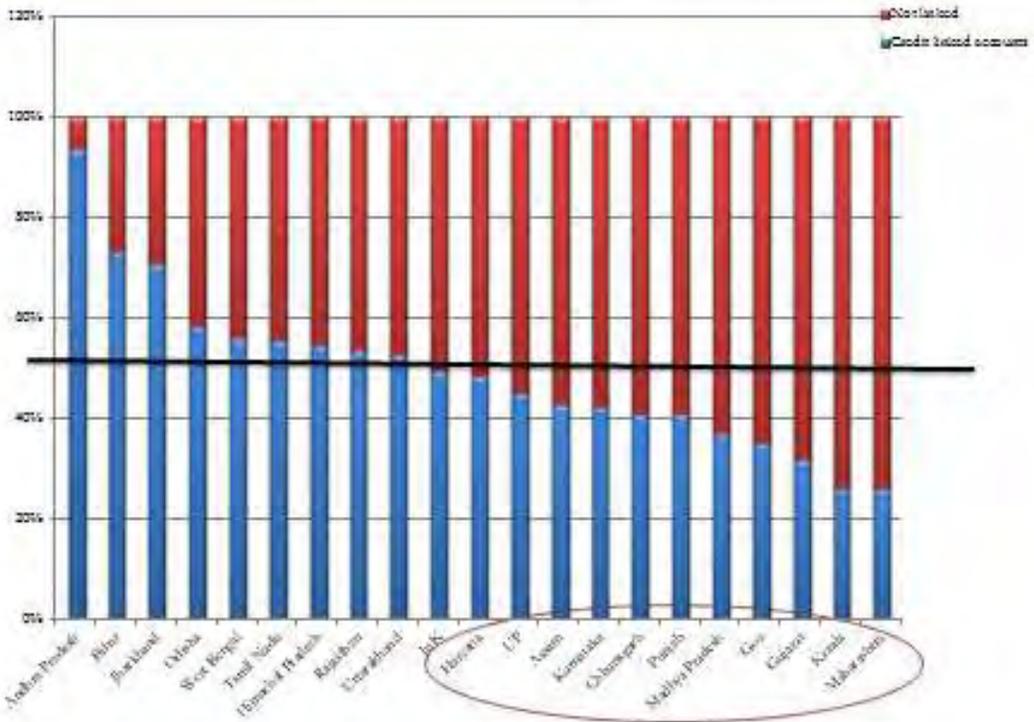
- Preparation of Standardized Books of Records: Inclusion of Case studies methodology and ensuring uniformity in training module.
- Rolling of Uniform Books of Records supported with MIS
- Strategic MoUs with 4 Commercial Banks and 3 RRBs
- Exposure visits for Bank Officials
- Exposure visits both internal and external
- Bank Mitras to help poor clients in banking transactions
- Close follow up with Banks & sharing of report regularly
- Ensuring supply of stationery from Bank

# Annual Credit available/ rural HH through banks (2011-12)

Credit outstanding per HH in 2011-12



# Gap in credit linked SHGs



## Credit flow/ rural HH in the year 2011-12

Name of States	Credit Disbursement in 2011-12*	Requirements in 2012-13*	Requirements in 2013-14*
Andhra Pradesh	8171	9127	10000
Tamil Nadu	1933	2874	3538
UP	445	1784	3651
Karnataka	1629	1720	2100
Kerala	854	436	537
Gujarat	131	608	634
Rajasthan	183	679	1011
Maharashtra	602	1456	2420
Madhya Pradesh	95	1001	1526
Bihar	399	1085	2685
Chhatisgarh	93	127	252
Odisha	541	1377	1643
Jharkhand	127	425	801
Assam	187	679	765
West Bengal	551	897	1104

#### 4.4 Livelihoods Promotion

This thematic vertical strengthens NRLM efforts to stabilize and promote existing livelihoods portfolio of the poor in farm and non-farm sectors and focuses on productivity improvement, quality promotion and cost competitiveness and support pro-poor market systems through aggregation of rural producers and facilitates engagement with market players.

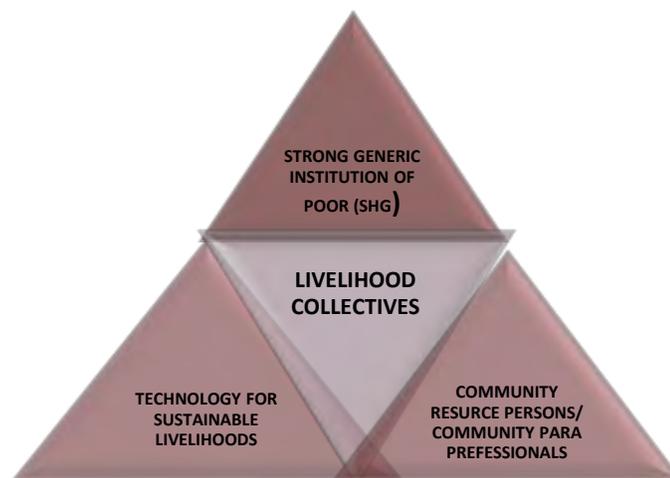


Figure 1 PRINCIPLES

#### Components and subcomponents

- **Primary Livelihoods**
  - *Sustainable Agriculture:* Given the fact that a large percentage of the poor are involved in agriculture, and that sustainable practices in agriculture need to be scaled up to ensure environmental protection of land, water and other natural resources; environment-friendly sustainable agriculture practices on small landholdings and leased lands are being promoted as part of NRLM.
  - *Livestock and Dairying:* Livestock, both cattle and small animals, is the second sector in which NRLM is investing its resources. In this sector, the poor are involved, particularly where agriculture affords limited scope for income, and where, if organized systematically, the value chains benefit the poor through partnering with public dairy federations and large private chains.
- **Promotion of micro-enterprises of poor: RSETIs**

##### 4.4.1 Primary Livelihoods: Strategy envisaged

The livelihoods strategy under NRLM aims to ensure an annual income of Rs 50,000/- on a sustainable basis to every poor household. This will be done by strengthening and stabilizing their primary livelihoods- agriculture, livestock, NTFP and fisheries.

To ensure that NRLM creates a large number of scalable models across the country, MoRD launched Mahila Kisan Sashaktikaran Pariyojana (MKSP) to empower women in agriculture. MKSP is an integral part of the livelihoods strategy of NRLM and systems and processes are

being standardized to capture all the learning in a systematic manner. The learning from these models would be scaled up by the SRLMs in a universal manner, beginning from the resource blocks taken up for social mobilization, as a part of their state livelihoods promotion strategy.



**Figure 2 Core Livelihoods strategy for NRLM**

It has further been envisaged that MKSP projects will emerge as the resource centres and prototypes for scaling up livelihoods initiatives in every state. Moreover, a large pool of community resource persons (CRP), the community best practitioners, will also be identified who in turn would form the core social capital for scaling up through a community to community learning process.

### **Relative roles and responsibilities of the NMMU and SRLMs**

#### Role of NMMU

- Propagating successful models of livelihoods promotion- which are otherwise unable to get replicated due to technical reasons. However, development of agronomic practices etc. is being left to the respective domain ministries & resource organizations.
- Facilitating and creating National/Regional level Consultations and Forums to identify various PIAs and Resource Organizations and their best practices.
- Networking between the Resource organizations, and PIAs with SRLM
- Developing guidelines and protocols for each of the theme under livelihood Promotion through a detailed process of consultation with various stakeholders
- Developing systems and processes for standardizing the implementation of the MKSP
- Technical assistance and capacity building of the SRLMs (Livelihood team).
- Knowledge Management- Consolidation of best practices in various themes, value chain studies etc. through partnering with resource organizations

#### Role of SRLMs

- Gradually owning the MKSP projects. Currently, they are being capacitated to eventually take up all processes of MKSP projects starting from appraisal to monitoring.
- Engaging with the prospective PIAs which can scale up successful sustainable models on livelihoods following the MKSP guidelines and processes.
- Integrating the successful MKSP models into their larger livelihoods strategy and take them to state-wide scale.
- Submitting sectoral AAP/SPIP on MKSP (those states which have adequate trained human resources for promoting the livelihoods).

### *Planned transition of MKSP from MoRD to SRLM*

- States which have qualified through readiness indicators would submit sectoral AAP/SPIP on MKSP.
- The 13 NRLP states and AP and Kerala would graduate into handling the MKSP projects.
- SRLMs would create appropriate state level empowered committees to appraise and sanction the MKSP projects.
- Each year, whenever the SRLMs are capacitated satisfactorily and meet the benchmarks laid by NRLM, the NRLM-PIA relation has to be delinked and would be transferred to the respective SRLMs.

### *LH Vertical Development by SRLMs*

- Develop value chains of key commodities
- Identify and train a large pool of livelihoods CRPs from the existing projects
- Build livelihoods organization around key livelihoods (SHGs and their Federation will not be enough)
- Network with markets and food and nutrition security interventions
- Promote ICT-enabled platforms as strong support structure

### *SRLM action plan*

- Transition plan from MKSP to Integrated Livelihoods plan of the states through AAP/SPIP route by SRLMs
  - SRLMs to gradually own the MKSP projects and take up all the processes starting from appraisal to monitoring
  - Integrate the successful MKSP models into their larger livelihoods strategy and take them to state-wide scale
- Development of MKSP appraisal and monitoring structure at state level
  - Create state level appraisal committee and empowered committees to appraise and sanction the MKSP projects
  - Take up bimonthly review of PIAs implementing MKSP in the state
- Building Livelihoods vertical in each SRLM
  - Each SRLM would build dedicated livelihoods team at state, district and block level that are suitably trained and capacitated to take up the program.
- Roll out of MKSP in resource blocks
  - The successful models of MKSP should be replicated in the resource blocks taken up by the SRLMs. Resource organizations should be identified by each SRLM to help them in roll out this strategy. Within six months of initiating social mobilization, livelihoods CRPs to start promote livelihoods interventions in resource blocks
- Community centric capacity building and scaling up strategy for livelihoods promotion
  - SRLMs should work closely and coordinate with PIAs to ensure emergence of a large number of community resource persons in each state to help scaling up the livelihood programmes. The PIAs to work on developing community video/digital mode of training modules
- Convergence with other programs
  - All the PIAs should also look at the convergence with MGNREGA, Agriculture Department and programmes like ATMA, RKVY etc. The SRLMs may hold regular convergence meeting at state and district level to ensure convergence of these programs with MKSP.

- States Should call all NGO partners under MKSP to the SLBC sub-committee meeting which is held every month, to discuss and sort out various issues related to SHG-Bank linkage (opening of bank account etc.).
- Release state share of MKSP to PIAs
  - Some of the PIAs are yet to receive the state share that was committed to them. SRLMs to ensure that the state share is released on a timely basis.

## **MKSP Proposal Status (NTEFP)- As in annexure I**

### **4.4.2 Rural Self Employment Training Institute**

The Government decided to set up Rural Self Employment Training Institute, one in each district of the country, for basic and skill development training of the rural BPL youth to enable them to undertake micro enterprises and wage employment. These are bank led institutions i.e. are managed and run by the Public Sector/Private Sector Banks with active co-operation from the State Governments. 500 RSETIs were proposed to be set up in the country in the 11<sup>th</sup> Five year Plan. RSETIs core offering includes its free, unique and intensive short-term residential self-employment training programmes with free food and accommodation, designed specifically for rural youth.

RSETIs transform unemployed rural youth in the district into confident self-employed entrepreneurs through need-based experiential training program followed by systematic handholding support and bank linkage. Banks are involved in selection, training and post training follow-up stages. RSETIs partner with others, including the institutions of the poor, to realize their mandate and agenda. Aajeevika encourages public sector banks to set up RSETIs in all districts of the country.

#### **Strategy envisaged**

Ministry of Rural Development bears the one time expenditure, up to a maximum of INR 1 Cr. per institution, on infrastructure development of these Rural Self Employment Training Institutes and through the DRDAs provides support towards cost of training for rural BPL candidates to the sponsor Banks. State Governments provide land, free of cost, to these institutions on priority basis and day to day management of the institute is bank's responsibility.

#### **RSETI- progress**

- 555 RSETIs are functioning across the country as on 31.12.2012.
- 13 State Level Project Coordinators are appointed, trained and placed in States.
- Continuous capacity building of Directors of RSETIs and State Project Coordinators happening through National Academy of RUDSETI Bangalore.
- State-wise/bank wise targets for RSETIs graded B and above fixed and circulated.
- SLBC sub-committee of RSETI is constituted only in the following States:
  - Karnataka, Jharkhand, West Bengal, Assam, Chhattisgarh, Uttar Pradesh, Maharashtra, Madhya Pradesh, Andhra Pradesh
- State workshop on RSETIs held only in following 6 states. Maharashtra, West Bengal, Bihar, Chhattisgarh, Jharkhand and Haryana
- Land allotment/land possession/construction of RSETIs being delayed. Letter from Secretary (RD) to States/CMDs of banks being sent
- DRDA not sponsoring BPL candidates for training and not reimbursing the cost of training to banks
- Only basic SHG trainings being conducted in many RSETIs and no entrepreneurship promotion trainings held.

- One RUDSETI is to be established in each State which would function as centre of excellence. Following States may take steps to establish RUDSETI:-
- Arunachal Pradesh, Chhattisgarh, Himachal Pradesh, Jammu & Kashmir, Meghalaya, Uttarakhand
- PD DRDA not attending LAC meetings
- Strengthening of RSETIs would happen in tandem with the intensive NRLM strategy i.e. in the intensive districts of NRLM, focus would be on supporting all RSETIs irrespective of their grading.
- Statement giving list of intensive district, name of bank and grade is given in annex IV.
- In the non-intensive districts, focus would be on supporting the institutes graded B and above.
- In respect of institutes graded C and D of non-intensive districts, the banks would need to focus on their functioning to bring them to grade B
- Developing state of art MIS for RSETIs is top priority for the States and banks.
- Regular monitoring of RSETI performance against targets at State level through sub Committee on RSETIs
- Sorting out pending issues related to allotment of land/handing over vacant possession of land for establishing RSETIs
- Sponsoring of BPL candidates for training and reimbursement of claims of BPL candidates through DRDA
- Follow up with banks for early adoption of uniform MIS
- All States to hold RSETI state sensitization workshop

#### **RSETIs: Targets Vs Achievements (FY2012-13) (annexure IV)**

##### **4.4.3 Marketing initiatives**

Aajeevika ensures that the infrastructure needs for the major livelihoods activities of the poor are met with. This vertical provides support for marketing to the institutions of the poor. The range of activities in marketing support includes market research, market intelligence, technology extension, developing backward and forward linkages, building livelihoods collectives and supporting their business plans. Aajeevika support partnerships with public and private organizations and their networks/associations for these activities, particularly for market linkages. A credit and marketing cell takes care of SGSY infrastructure creation and marketing support in the Ministry.

## 5 NRLM: systems

### 5.1 M&E, MIS and ICT

The primary objective of NRLM's M&E framework is to institute a comprehensive system of evidence-based decision making process, of both strategic and operational nature, at all levels of the project and community based institutions. The system is expected to play the role of a social observatory, which would provide continuous feedback to the project management and other stakeholders on the progress and quality of implementation of the Mission activities and facilitate informed decision making, mid-course corrections, and adaptations. The M&E components are also expected to facilitate evaluation/assessment of the 'net' contribution of the Mission towards rural poverty reduction, livelihoods promotion, empowerment, quality of life and well-being of the poor. Given the scale and diversity of the Mission, which is geographically dispersed and institutionally decentralized, a comprehensive M&E has been provided with the following sub-components:

- Management Information System (MIS), anchored on a specially developed ICT platform (e-NRLMS);
- Process Monitoring;
- Impact Evaluation, thematic and longitudinal studies;
- CBO Self-Monitoring & Learning;
- Internal Reviews & Learning;
- Social Audit; and
- ICT.

#### Sub-components and progress made

The components of the observatory are designed not only to provide information for the Mission units, but also to involve the primary stakeholders *viz.*, the CBOs in the monitoring and learning process. Thus, the system encompasses the key elements of traditional M&E and combines them with participatory monitoring & learning involving the primary stakeholders.

#### *Management Information System*

##### Strategy envisaged

The Mission envisages institution of a comprehensive web-enabled MIS anchored on an appropriate ICT platform that would meet the information requirements of the MORD-NMMU, the SRLMs (SMMU, DMMU and BMMUs) and CBOs (SHGs and their federations at all levels). While the design and development of MIS is the responsibility of the NMMU, the SRLMs and the CBOs are expected to adopt the centrally designed MIS after customization if necessary. Besides, the states with existing livelihood project would be given flexibility to retrofit their existing systems with the centralized MIS. The Mission envisages that the services of a Technical Support Agency (TSA) and an Application Development Agency (ADA) would be hired for facilitating institution of a comprehensive MIS. While the TSA is expected to provide ICT policy and advice on platform architecture, hardware and software, the ADA is expected to design, develop and facilitate implementation of web-enabled MIS. The states are expected to hire services of implementation agencies to customize, adopt and maintain the centrally designed system. The entire process of design, development and implementation of MIS is expected to be participatory with the NMMU, SRLMs and other stakeholders participating effectively at all stages.

## Process Monitoring

### Strategy

NRLM is a process intensive programme. Based on successful models implemented in a few states, the Mission has designed process intensive strategies for implementation of social mobilization, financial inclusion, economic inclusion and other components. There is an ideal process and sequence in which each activity is to be implemented to achieve the intended results. A process intensive approach is particularly required for the development of the sustainable institutions of the poor. Only through a process of intensive capacity building, nurturing and handholding, SHGs and their federations could emerge as self-managed, self-governed and sustainable institutions, capable of accessing and delivering financial and livelihood services to the poor. NRLM has outlined a step-wise process for the states to implement Mission activities. A critical first step in the process is the development of **resource blocks**, as *proof of concept* and *live workable* model on the ground. Thus, each state transiting to NRLM is required to focus on the development of resource blocks, particularly, during the first 18 to 24 months. The Mission strategy is so interwoven that its success largely hinges on the success of the resource block strategy inbuilt. Monitoring the processes adopted by the states, particularly, the first few states, for the development of the resource block strategy assume critical importance for undertaking strategic changes and course corrections. The Mission therefore provides for process monitoring as part of the overall M&E system. The primary responsibility for undertaking process monitoring is with the State Missions, while the role of the NMMU is to provide technical assistance to the states in terms of methodology support, identification of key areas for process monitoring, suitable indicators to capture them and design of reporting templates.

## Impact Evaluation/Assessment

### Strategy

The objective of impact evaluation is to establish the “net” contribution of the Mission to the livelihoods, reduction in poverty, and empowerment and quality of life of the poor. Measuring the impact would involve comparing the situation of the poor “before” and “after” the project and between the *project* and *control* areas. Since these outcomes would be affected by other factors beyond the project, a randomized sample survey is undertaken to estimate the ‘*net*’ impact of the project in all the states. There are a range of impact evaluation methodologies available with different sampling formats and associated cost implications. These methodologies vary in terms of the rigour and reliability of estimates. The immediate task for each state is to choose an appropriate method and commission baseline study by a competent external agency. The states are expected to undertake mid-line and end-line studies to establish the ‘*net contribution*’ of the Mission to the intended outcomes.

### Social Audit

In addition to the external evaluation and stand-alone studies, the Mission also envisages that the states make efforts to institute social audit systems to assess community perceptions on the impact of the project. However, the states would require the services of external agencies to design the social audit system and implement them. Methods like users’ satisfaction rating, beneficiary/citizen report card and community scorecards would be introduced after the first year of the project, and revisited annually. The states could use the services of CRPs as catalysts to promote social audit. The M&E unit with support from Governance and Accountability unit would also provide technical support to the states for instituting Social Audit systems. The Governance and Accountability unit has initiated early studies to institute financial transparency systems in the community institutions.

### Strategy

NRLM seeks to make optimum use of information technology (electronic platform – hardware and software) in all its activities *viz.*, (i) Mission governance; (ii) monitoring of implementation progress through MIS and FMS; and (iii) delivery of services (social, financial and economic inclusion) at the community level. Use of information technology promotes transparency, accountability and efficiency in the rollout of the Mission and its various operations. The central objective of e-platform (*e-NRLMS*) is to use information technology as an **enabler** for effective delivery of services at the community level to realize the social, financial and economic inclusion objectives of the Mission. Thus, the three key elements of *e-NRLMS* are:

- (i) ***e-Mission Governance***: Use of information technology for Mission governance at all levels (file management, inter and intra office communication, intranet, common user group facility, video-conferencing facility, website, online knowledge resources, e-procurement, HR management *etc.*);
- (ii) ***MIS and FMS***: Creation of MIS and FMS at all levels of the Mission for monitoring the progress of implementation and for evaluating its operational performance; and
- (iii) ***Community Services***: Deploy and promote use of ICT platform (hardware and software applications) that would support delivery of financial and livelihood services at the community level.

While the first element improves the managerial efficiency of the Mission units, the second element (MIS and FMS) seeks to capture and analyze transaction and management data for decision-making at all levels. The third element would enable the Mission to use information technology as an enabler for delivery of services and ensure the social, financial and economic inclusion envisaged by the Mission.

## 5.2 Knowledge Management and Communication

Knowledge management and communication (KM&C) is basically an activity oriented component of NRLM that runs across all the thematic components of NRLM; the key sub-components being:

- a. Mainstreaming knowledge management practices in NRLM implementation, both at national and state level
- b. Establishing knowledge sharing/ collaboration framework (processes and collaborative platforms viz. knowledge hubs, community of practice and knowledge partnerships)
- c. Imparting training to staff on KM&C skills and optimum use of new collaboration/ communication channels respectively
- d. Developing KM products for capturing the knowledge/ learning of NRLM implementation, both at national and state level
- e. Designing and developing communication channels/ products to showcase NRLM (programmatic & operational)
- f. Branding NRLM

During the past two year, collective efforts have been made by the NMMU staff (including the KM&C staff) to collect, analysis and disseminate information on key mission issues, success stories, innovations, best practices etc. The relative role of NMMU and SRLM has been developing a roadmap for streamlining KM &C practices and devising strategic ways of its implementation at the field level respectively.

### Strategy envisaged

#### *Knowledge Management*

It was envisaged that Aajeevika-NRLM will create a knowledge sharing repository at national level to store KM&C products (prepared during the course of implementation and or collected from the existing body of knowledge- annexure) in a digital format. The repository will serve both NMMU and SMMU core team as a reference pool as well as a showcase of impact made at ground. This will reduce the learning curve for NMMU and SMMU vertical (thematic) and will also increase efficiency of program delivery, thus improving the overall program. This will encompass all the three types of knowledge:

- (i) Static (tacit/explicit)
- (ii) Instructional & learning and
- (iii) Dynamic knowledge

#### *Communication*

Within the communication sub-component, Aajeevika-NRLM will apply a two-pronged approach to handle strategic and operational communication:

- a) **Strategic communications** will encompass methods/mechanisms to position the mission and its issues within the broader development agenda, advocate for the rural poor, and forging links with the public and private sector for livelihoods development. This will also include elements of branding, media management and PR management at national level; whereas
- b) **Operational communications** will encompass messages and channels that support the implementation of NRLM include process communications (rules, roles, responsibilities) and thematic communications (finance, management, technical livelihood information, etc.).

The communication materials for both of these approaches will be developed as per NRLM's communication and branding strategy. A comprehensive annual action plan will help in packaging of these materials to customized products targeted at various stakeholders/ events (and as per AAP of NRLM). The prototypes of communication materials will be made available through the KM&C repository/ website to:

- Reduce the communication barrier: NMMU verticals (thematic); SRLMs; PIAs; CSO partners
- Increase efficiency of program delivery and overall program quality, and
- Improve access and insights about the program.

Additionally, communication products will be distilled from KM channels (as discussed above) to help stakeholders learn the process, systems and output of the interventions besides providing a learning framework for implementation of thematic interventions.

## **5.3 Financial Management**

### **Components and sub-components**

- FM systems at NMMU and States, Fund flow, Budgeting, Monitoring and reporting
- Technical assistance to States
- Assessment of State FM systems
- Disclosure of FM information
- CPSMS implementation

### **Strategy Envisaged**

The primary guiding principles are as following

- Use the country fiduciary systems, to the extent feasible and considered satisfactory and meet the essential fiduciary requirements
- Build upon successful models developed and tested in the World Bank funded rural livelihood projects implemented across eight states
- Review of Good practices in National Programs in other sectors (education, health)

## 5.4 Governance and Accountability

Given the size and scale of NRLM, a comprehensive, result oriented and standardized, governance and accountability (GAC) system is critical for the success of the Mission. GAC has been designed as a risk informed and results oriented management tool.

### Components and sub-components

#### GAC Framework

Given the federated implementation structure, the GAC system involves development of an overall ‘*GAC framework*’ and then preparation of *GAC Action Plans (GAAPs)* at the national level and state level (as part of SPIPs). The GAC framework is set up to respond to the key GAC risks and vulnerabilities faced at the three levels of implementation structure *i.e.*, national, state and community institution level. The different GAC mechanisms focus on three aspects:

- *prevention* (e.g. business processes, disclosure mechanisms, HR systems, and capacity building/participatory processes);
- *detection* (e.g., monitoring, grievance redress); and
- *response* (e.g. sanctions policies and performance based incentives).

Four distinct set of actors-NRLM national team, SRLM teams, community organizations and civil society actors are engaged in different types of GAC instruments.

#### Strategy envisaged

A range of GAC innovations have been included in the NRLM design and GAAP:

- setting up of a “*Sevottam*” charter of service standards (including for grievance handling, disclosure and monitoring );
- an annual user report card on project governance and performance;
- an institutionalized social audit system linked to the MIS;
- a GAC window in the Innovations Fair;
- annual GAC awards; and
- pilot programmes for e-bookkeeping and e-procurement as well as use of media tools (e.g. talk back shows) for complaints handling.

## 5.5 Environment Management Framework (EMF)

### Components and subcomponents

1. Preparation of Environment Action Plans (EAPs) as part of EMF and integration into SPIP
  - a. Natural resource Management plans (NRMPs)/Environment Management Plans (EMPs)
  - b. Green business Opportunities (GBOs)
2. Renewable Energy Interventions (not part of PAD/PIP, but included in discussion with JS)

### Strategy envisaged

- For Component 1 – Preparation of EAPs, states will hire consultants/agencies for preparation on EAPs.
- For the sub components of component 1 ‘a’ and ‘b’ – NRMPs and GBOs, pilot is planned in 5 states – Orissa, Rajasthan, Madhya Pradesh, Chhattisgarh, and Jharkhand through a national level TSA and through State level TSA in Tamil Nadu and Bihar
- Renewable Energy interventions – Energy Efficient Cook stoves and Biogas plants is proposed as special projects in selected states. Cook stoves intervention is proposed in Andhra Pradesh, Tamil Nadu, Orissa and biogas in Bihar as pilot.

### Relative roles and responsibilities of the NMMU and SRLMs:

#### Component 1 – Preparation of EAPs

- NMMU: ToR for TSAs, Short listing suitable agencies, Hiring agencies for 5 states and support to 2 states (Tamil Nadu and Bihar) for hiring the agencies, facilitating the pilots
- SRLM: Hiring/Designating Environment Coordinator, Hiring consultants/agencies for EAPs, completion of EAPs, stakeholder consultations and integration into SPIP

#### Sub Component 2- Piloting NRMPs and GBOs

- NMMU: Preparation of ToRs, Short listing suitable agencies, Hiring agencies for 5 states and support to 2 states (Tamil Nadu and Bihar) for hiring the agencies, facilitating the pilots
- SMMU: Hiring suitable agencies and piloting NRMPs and GBOs with the help of Agencies. This includes identification and trainings of Green CRPs with help of TSA.

#### Component 2: Renewable Energy (RE) Interventions:

- NMMU: Identifying suitable RE interventions, Stakeholder consultations, Short listing of suitable RE interventions to NRLM, Preparation of Guidelines and ToRs, Identifying suitable Technical and Extension agencies, Facilitating interested SRLMs to take up pilots.
- SMMU: Taking up pilots in RE with support of state level TSAs.

## 5.6 Innovations

Aajeevika believes that successful innovations can reduce the learning curve for poverty eradication by showing an alternative path out of poverty; 5% of the central allocation is therefore, earmarked for innovations. This vertical ensures that those innovations, which have the potential for reaching out specifically to the poorest or for reaching out to the largest number of poor and having maximum impact with limited resources, would be preferred and supported.

## 5.7 Convergence and Partnership

### *Convergence:*

Aajeevika emphasizes on convergence with other programmes of the Ministry of Rural Development and other Central Ministries and programmes of State Governments for developing synergies directly and through the institutions of the poor.

### *Partnerships with NGOs and other CSOs:*

Aajeevika proactively seeks partnerships with Non-Government Organizations (NGOs) and other Civil Society Organizations (CSOs), at two levels - strategic and implementation. The partnership is guided by Aajeevika's core beliefs and values, and mutual agreement on processes and outcomes. Aajeevika is also developing a national framework for partnerships with NGOs and other CSOs. Further, partnerships will also be sought with other stakeholders at various levels directly or through the institutions of the poor.

### *Linkages with PRIs:*

In view of the key role of Panchayat Raj Institutions (PRIs) in governance impacting the poor, it is necessary to consciously structure and facilitate a mutually beneficial working relationship between Panchayats and institutions of the poor, particularly at the level of Village Panchayats. Formal platforms are being established for regular consultations between such institutions and PRIs so as to channelize resources, services and entitlements to the poor effectively and equitably.

## 6 NRLM: Technical Assistance to States

### 6.1 Objectives of the technical assistance to states

Weak delivery mechanisms characterize public service systems of most states with high incidence of rural poverty. While there is a certain realization of this issue, the States tend to seek a range of services from recruitment of professionals to design of programmes, often without much success. To meet these needs of the states, NRLM provides ‘high quality technical assistance (TA) and hand-holding support’ to develop necessary institutional capacities at the state, district and sub-district levels, particularly, in high priority regions, for effective implementation of poverty reduction and livelihood programmes. The TA catalyzes mobilization and institution building, promotes capacity building and skill development, enables access of the poor to financial services, and also strives to institute a strong ICT based monitoring system.

Besides the technical support in thematic areas, the states require technical support for transiting from their present mode and implement the Mission activities because NRLM constitutes a radical departure from the existing programmes in terms of planning, implementation and financing,. To this effect, the Mission (state anchors from NMMU) provides for wide ranging technical assistance to the states to prepare themselves for the demand driven approach and meet the compliance conditions laid down for accessing funds and implement the SPIPs. This also includes preparing and building the capacities of states to implement NRLM. Broadly, the states are provided with three types of technical assistance *viz.*

- Assistance for establishing SRLMs and preparation of IAP;
- Assistance for preparation of the SPIP; and
- Assistance for NRLM implementation [details as in thematic progress above]

However, six states which are implementing large scale livelihood programmes including five states implementing Bank supported programmes may not require assistance for establishing SRLMs and for IAPs. These states would however require support for scaling up NRLM approaches to other uncovered areas of the states. All other states would require the three types of technical assistance to implement NRLM.

### 6.2 Components and sub-components

The NMMU is the key driver of the technical assistance from the center. The NMMU takes up the following key activities as part of the Technical Assistance to the states:

#### 6.2.1 SRLMs: assistance for establishing SRLMs in the following areas

- setting up of SRLM as an autonomous society;
- putting in place the SMMU; and
- Organizing/facilitating exposure visits to best practice states for the key staff of SMMU.

#### 6.2.2 IAPs: preparation of IAPs;

- Appraisal of IAPs and sanction of funds for pilots;

#### 6.2.3 SPIPs: assistance for preparation of the SPIP involving support for:

- conduct of situational analysis/poverty diagnosis;
- holding of stakeholder consultations and strategy workshops;
- designing of strategies for social mobilization and institution building, financial inclusion and livelihoods;
- putting in place HR and administration policies;
- selection of districts and blocks and inter se phasing among them;

- institution of MIS system, dovetailed with the national system;
- developing financial management framework and the related manuals;
- developing procurement management framework and the related manuals;
- developing social management framework consistent with the national framework; and
- Developing environment management framework.

#### **6.2.4 Implementation Support: assistance for NRLP implementation**

- developing operations manuals including community operation manual for programme implementation;
- fine-tuning of program strategies for social mobilization and institution building, financial inclusion and livelihoods based on learning from pilots;
- updating the HR plan and facilitating recruitment in tune with the project expansion strategy;
- developing guidelines for implementation of specific interventions as and when they are being introduced and scaled-up;
- support for operationalization of MIS and learning systems including process monitoring, CBO self-monitoring, development audit and reviews; and
- Support for troubleshooting during implementation.

## 7 NRLM: progress made under key indicators

### 7.1 Progress made under key indicators

Sl. no	Key Outcomes	No. of States	States
1	Cabinet approval for roll out of NRLM	27	Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Haryana, Himachal Pradesh, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Punjab, Rajasthan, Sikkim, Tamil Nadu, Tripura, Uttar Pradesh, Uttarakhand, West Bengal
2	Setting up of State Society – Society registered	28	Andhra Pradesh, Arunachal Pradesh, Assam Bihar, Chhattisgarh, Gujarat, Jharkhand, Haryana, Himachal Pradesh, Jammu & Kashmir, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Punjab, Rajasthan, Sikkim, Tamil Nadu, Tripura, Uttar Pradesh, Uttarakhand, West Bengal
3	Appointment of full time Mission Director / Chief Executive Officer	23	Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Haryana, Jammu & Kashmir, , Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Rajasthan, Sikkim, Tamil Nadu, Tripura, Uttar Pradesh, West Bengal
4	Recruitment of State Mission Management Unit (SMMU) Core Team – full time	17	Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Kerala, Madhya Pradesh, , Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Punjab, Rajasthan, Tripura,
5	Identification of intensive districts / blocks completed	25	Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Haryana, Jammu & Kashmir, , Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Punjab, Rajasthan, Sikkim, Tamil Nadu, Tripura, Uttar Pradesh, West Bengal
6	Approval from competent authority for HR structure, Salary, recruitment policy	16	Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Haryana, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Odisha, Tamil Nadu, West Bengal
7	Recruitment of staff for intensive blocks and districts	8	Andhra Pradesh, Assam, Bihar, (under progress), Gujarat, Jharkhand, (Partially done), Kerala, Madhya Pradesh, Maharashtra,
8	Resource block strategy finalization and MoU signed with Resource Organisation	5	Assam, Chhattisgarh, Jharkhand, Madhya Pradesh, Maharashtra (Andhra Pradesh, Bihar, Kerala, Tamil Nadu are not required to do this)

9	Resource Block strategy rolled out	3	Chhattisgarh, Jharkhand, Maharashtra, (Andhra Pradesh, Bihar, Kerala, Tamil Nadu are not required to do this)
10	Preparation and submission of Annual Action Plan	18	Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Odisha, Puducherry, Rajasthan, Sikkim, Tamil Nadu, Tripura,
11	Approval for interim HR policy, administrative and financial rules for the initial period	13	Andhra Pradesh, Assam, Bihar, Chhattisgarh, Jharkhand, Kerala, Maharashtra, Meghalaya, Mizoram, Odisha, Rajasthan, Tamil Nadu, West Bengal
12	Preparation and submission of State Perspective Implementation Plan	3	Andhra Pradesh, Bihar, Kerala,
13	Approval of Annual Action Plan and release of fund	12	Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Tamil Nadu,

## 7.2 Progress made: State wise development (as on 31.12.2012)

### 7.2.1 ANDHRA PRADESH

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	All districts are intensive
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Already in place

#### **Capacity Building**

1.	Exposure visit of key persons	Not required
2.	Identification of Resource Blocks completed	Not required
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Not required
4.	Resource block strategy rolled out	Not required
5.	Developing induction strategy for project staff at various levels	Already done
6.	Implementation of staff induction strategy	Already done

#### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Submitted
3.	Preparation and submission of SPIP	Done
4.	Approval of AAP/SPIP and release of fund	SPIP/AAP approved and

		funds released
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	Not required

## 7.2.2 BIHAR

### Institutional structure

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Under Progress – Recruitment agency finalized, agreement signed and advertisement for recruitment published.

### Capacity Building

1.	Exposure visit of key persons	Not required
2.	Identification of Resource Blocks completed	Not required
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Not required
4.	Resource block strategy rolled out	Not required
5.	Developing induction strategy for project staff at various levels	Done
6.	Implementation of staff induction strategy	To be done (after all staff are recruited)

**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	Submitted
4.	Approval of AAP/SPIP and release of fund	Approved and funds released
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	On going
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Done
7.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	On going

**7.2.3 CHATTISGARH****Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Completed
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Completed
7.	Recruitment of staff for intensive blocks and districts	

**Capacity Building**

1.	Exposure visit of key persons in the resource States	Done for existing staff.
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2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Finalised, MoU signed.
4.	Resource block strategy rolled out	Done (2rounds f CRP visit has completed)
5.	Developing induction strategy for project staff at various levels	Done
6.	Implementation of staff induction strategy	Done

#### **Programme requirements: Preparation of SPIP/AAP**

1	Preparation and submission of Annual Action Plan	Done
2	Approval for interim, Admn and financial rules for the initial period	Done
3	Preparation and submission of SPIP	To be done (process of hiring IIT/TISS on)
4	Approval of AAP/SPIP and release of fund	Approval of AAP done (funds released)
5	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done(livelihood pilots planning to initiate)
6	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Financial Manual prepared for initial period. Rest to be done.

#### **7.2.4 GUJARAT**

##### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done (A for profit company has been set up and designated as SRLM)
3.	Appointment of fulltime Mission Director/CEO	Done

4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	HR structure and salary approved. Rest in progress
7.	Recruitment of staff for intensive blocks and districts	Done

### **Capacity Building**

1.	Exposure visit of key persons	Done for state team
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Draft MOU prepared and likely to sign after election
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	Induction of state team completed. Induction strategy for district and BMMU team developed by NMMU and sent to SRLM for its implementation
6.	Implementation of staff induction strategy	Induction of state team completed. District and block team induction also planned and will be completed by December 2012.

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Prepared and submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	In progress

4.	Approval of AAP/SPIP and release of fund	AAP approved and fund release is in the process.
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	In progress

## 7.2.5 HARYANA

### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Completed
2.	Setting up of State Society- Society registered	Completed
3.	Appointment of fulltime Mission Director/CEO	Done. Mr. T.K. Sharma
4.	Recruitment of SMMU core team-full time	Recruitment process in on going
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done except F&A delegation
7.	Recruitment of staff for intensive blocks and districts	To be done

### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Process initiated
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done

6.	Implementation of staff induction strategy	To be done
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**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	1 <sup>st</sup> draft submitted required Revisions once core team is in placed
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done

**7.2.6 HIMACHAL PRADESH**

**Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	To be done (Addl. Charge has given to Director (RD))
4.	Recruitment of SMMU core team-full time	Under process, few Govt. staff have joined
5.	Identification of Intensive districts/blocks completed	To be done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative	To be done

	delegation	
7.	Recruitment of staff for intensive blocks and districts	To be done

### **Capacity Building**

1.	Exposure visit of key persons	In process
2.	Identification of Resource Blocks completed	To be done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	To be submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	In process
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done

### **7.2.7 JAMMU & KASHMIR**

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	To be done
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2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Approved
4.	Recruitment of SMMU core team-full time	To be done
5.	Identification of Intensive districts/blocks completed	Completed
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	To be done
7.	Recruitment of staff for intensive blocks and districts	To be done

### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	To be done (Submitted the draft AAP and comments have been given)
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done

6.	Preparation of Systems and policies	To be done
	a. HR Policy	
	b. Financial and administrative delegation	
	c. COM	

## 7.2.8 JHARKHAND

### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Partially done

### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Done
4.	Resource block strategy rolled out	State resource persons deputed from SERP. PRP joined and start up meeting completed. CRP rounds will initiate in 1 <sup>st</sup> week of November.
5.	Developing induction strategy for project staff at various levels	Done
6.	Implementation of staff induction strategy	Done for present staff of SMMU, DMMU and

		BMMU.
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**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	Draft AAP prepared.
4.	Approval of AAP/SPIP and release of fund	AAP Approved and fund released
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Interim HR and Financial policy done

**7.2.9 KARNATAKA**

**Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	To be done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	HR structure and recruitment policy is approved and the rest is under process.
7.	Recruitment of staff for intensive blocks and districts	To be done

**Capacity Building**

1.	Exposure visit of key persons	Partially completed (CEO has visited AP)
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

#### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Draft submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done

#### **7.2.10 KERALA**

##### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done

3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Done

### **Capacity Building**

1.	Exposure visit of key persons	N.A
2.	Identification of Resource Blocks completed	N.A
3.	Resource block strategy finalization and MoU signed with Resource Organisation	N.A
4.	Resource block strategy rolled out	N.A
5.	Developing induction strategy for project staff at various levels	N.A
6.	Implementation of staff induction strategy	N.A

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	Done
4.	Approval of AAP/SPIP and release of fund	Done and funds released in Feb., 2012

5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	N.A
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Done

### 7.2.11 MADHYA PRADESH

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done (final HR manual is to be approved)
7.	Recruitment of staff for intensive blocks and districts	Done

#### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Done
4.	Resource block strategy rolled out	To be done (state anchor positioned)
5.	Developing induction strategy for project staff	Done

	at various levels	
6.	Implementation of staff induction strategy	Done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	State will go for full-fledged HR manual approval.
3.	Preparation and submission of SPIP	1 <sup>st</sup> draft submitted, appraised and advised to revise.s
4.	Approval of AAP/SPIP and release of fund	AAP approved & fund released
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	No pilot planned
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Draft prepared (HR & Financial revision in progress)

### **7.2.12 MAHARASHTRA**

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial	Done

	and administrative delegation	
7.	Recruitment of staff for intensive blocks and districts	Done

### **Capacity Building**

1.	Exposure visit of key persons	Done for existing staff of first phase districts.
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Done
4.	Resource block strategy rolled out	Done
5.	Developing induction strategy for project staff at various levels	Done for the State Team and District and block team selected
6.	Implementation of staff induction strategy	Partially Done

### **Programme requirements: Preparation of SPIP/AAP**

1	Preparation and submission of Annual Action Plan	Done
2	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3	Preparation and submission of SPIP	Under preparation – poverty diagnostics done
4	Approval of AAP/SPIP and release of fund	Approved and funds released
5	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Partially Done

### 7.2.13 ODISHA

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Not Done

#### **Capacity Building**

1.	Exposure visit of key persons	Done for existing staff .
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Not Done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	Already exists
6.	Implementation of staff induction strategy	To be done for the staff to be recruited

#### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	AAP approved
2.	Approval for interim HR policy, Admn and	Already exists

	financial rules for the initial period	
3.	Preparation and submission of SPIP	Under preparation – 1 <sup>st</sup> draft done
4.	Approval of AAP/SPIP and release of fund	AAP approved by Empowered committee and funds released
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	Few pilots are being implemented
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Done

#### 7.2.14 PUNJAB

##### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Completed
2.	Setting up of State Society- Society registered	Completed
3.	Appointment of fulltime Mission Director/CEO	Not Done(Additional Charge given to Joint Development Commissioner, Rural Development, Punjab)
4.	Recruitment of SMMU core team-full time	Completed
5.	Identification of Intensive districts/blocks completed	Completed
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Partially done
7.	Recruitment of staff for intensive blocks and districts	Partially completed

### Capacity Building

1.	Exposure visit of key persons	Completed
2.	Identification of Resource Blocks completed	Completed
3.	Resource block strategy finalization and MoU signed with Resource Organisation	In process
4.	Resource block strategy rolled out	Yet to start
5.	Developing induction strategy for project staff at various levels	In process
6.	Implementation of staff induction strategy	In process

### Programme requirements: Preparation of SPIP/AAP

1.	Preparation and submission of Annual Action Plan	Prepared
2.	Approval for interim HR policy, Admn and financial rules for the initial period	In process
3.	Preparation and submission of SPIP	Preparation of SPIP is ongoing.
4.	Approval of AAP/SPIP and release of fund	Not Done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	Not Done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Not done

### 7.2.15 RAJASTHAN

#### Institutional structure

1.	Cabinet approval for roll out of NRLM	Completed
2.	Setting up of State Society- Society registered	Completed
3.	Appointment of fulltime Mission Director/CEO	Completed
4.	Recruitment of SMMU core team-full time	Completed
5.	Identification of Intensive districts/blocks completed	Completed

6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done, except financial and administration delegation.
7.	Recruitment of staff for intensive blocks and districts	In process (complete for 10 blocks out of 15 blocks)

### Capacity Building

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	MOU for 10 blocks signed on 31 <sup>st</sup> august, 2012, for 5 blocks, process in on with BRLPS
4.	Resource block strategy rolled out	Ongoing
5.	Developing induction strategy for project staff at various levels	Ongoing
6.	Implementation of staff induction strategy	Ongoing

### Programme requirements: Preparation of SPIP/AAP

1.	Preparation and submission of Annual Action Plan	EC approved on 27 <sup>th</sup> August, 2012
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	In Process
4.	Approval of AAP/SPIP and release of fund	Done, release is in process
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	In process
6.	Preparation of Systems and policies <ul style="list-style-type: none"> <li>a. HR Policy</li> <li>b. Financial and administrative delegation</li> <li>c. COM</li> </ul>	Completed except F&A delegation

## 7.2.16 TAMIL NADU

### Institutional structure

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done (WDC designated as SRLM)
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	In progress (PVP project staff also support certain functions at SPMU)
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	In progress

### Capacity Building

1.	Exposure visit of key persons	Not required as the state has its own successful model
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Not required
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	World Bank supported PVP project has already developed these
6.	Implementation of staff induction strategy	To be done

### Programme requirements: Preparation of SPIP/AAP

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	Draft submitted for comments

4.	Approval of AAP/SPIP and release of fund	Approved and funds released.
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	Not required
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Already in place

### 7.2.17 UTTAR PRADESH

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Completed
2.	Setting up of State Society- Society registered	Completed
3.	Appointment of fulltime Mission Director/CEO	Completed- Mr. Vishal Chauhan
4.	Recruitment of SMMU core team-full time	Recruitment process has been initiated
5.	Identification of Intensive districts/blocks completed	Done (approved by GB)
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Cabinet has approved setting up core team for pilot phase; for larger recruitment process has been initiated
7.	Recruitment of staff for intensive blocks and districts	In process

#### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done

6.	Implementation of staff induction strategy	To be done
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**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	1 <sup>st</sup> draft- revision ongoing
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
5.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done
6.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done

**7.2.18 UTTRAKHAND**

**Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	To be done
4.	Recruitment of SMMU core team-full time	To be done
5.	Identification of Intensive districts/blocks completed	To be done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	To be done
7.	Recruitment of staff for intensive blocks and districts	To be done

**Capacity Building**

1.	Exposure visit of key persons	To be done
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2.	Identification of Resource Blocks completed	To be done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

#### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	To be submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done

#### **7.2.19 WEST BENGAL**

##### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	1/c CEO in place
4.	Recruitment of SMMU core team-full time	To be done
5.	Identification of Intensive districts/blocks completed	Done

6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
15.	Recruitment of staff for intensive blocks and districts	To be done – Recruitment committee formed and meeting held to work out modalities recruitment

### Capacity Building

1.	Exposure visit of key persons	To be done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done – Discussion with SERP is going on
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### Programme requirements: Preparation of SPIP/AAP

1.	Preparation and submission of Annual Action Plan	To be done – AAP preparation is going on
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy	Financial & admin- done

	b. Financial and administrative delegation c. COM	
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## 7.2.20 ASSAM

### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	Completed

### **Capacity Building**

1.	Exposure visit of key persons to resource States	On going
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Strategy finalized MoU to be signed on 8 <sup>th</sup> November
4.	Resource block strategy rolled out	To Be Done/SERP has to give date
5.	Developing induction strategy for project staff at various levels	In Progress
6.	Implementation of staff induction strategy	Not done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial	Done

	rules for the initial period	
3.	Preparation and submission of SPIP	Not done
4.	Approval of AAP/SPIP and release of fund	Done-AAP
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	Pilots worked out
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	Done

## 7.2.21 ARUNACHAL PRADESH

### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	In progress
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	To be done
15.	Recruitment of staff for intensive blocks and districts	To be done

### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done

5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	In progress

**7.2.22 MANIPUR**

**Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	To be done
4.	Recruitment of SMMU core team-full time	To be done
5.	Identification of Intensive districts/blocks completed	To be done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	To be done
7.	Recruitment of staff for intensive blocks and districts	To be done

### Capacity Building

1.	Exposure visit of key persons to the resource States	To be done
2.	Identification of Resource Blocks completed	To be done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### Programme requirements: Preparation of SPIP/AAP

1	Preparation and submission of Annual Action Plan	To be done
2	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3	Preparation and submission of SPIP	To be done
4	Approval of AAP/SPIP and release of fund	To be done
5	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6	Preparation of Systems and policies a. HR Policy b. Financial and administrative delegation c. COM	To be done

### 7.2.23 MEGHALAYA

#### Institutional structure

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done

4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	In progress

### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Resource block strategy drafted and approached resource organisations for rolling out strategy.
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	Under process
6.	Implementation of staff induction strategy	To be done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies	HR Policy prepared. Rest

	a. HR Policy b. Financial and administrative delegation c. COM	yet to be prepared.
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## 7.2.24 MIZORAM

### Institutional structure

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Done
7.	Recruitment of staff for intensive blocks and districts	In progress

### Capacity Building

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	In progress
6.	Implementation of staff induction strategy	To be done

### Programme requirements: Preparation of SPIP/AAP

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial	Done

	rules for the initial period	
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	In progress
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	In progress
6.	Preparation of Systems and policies	Done
	d. HR Policy	
	e. Financial and administrative delegation	Done
	f. COM	In Progress

### 7.2.25 NAGALAND

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	To be done
7.	Recruitment of staff for intensive blocks and districts	To be done

#### **Capacity Building**

1.	Exposure visit of key persons	To be done
2.	Identification of Resource Blocks completed	Done

3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	1st draft submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies g. HR Policy h. Financial and administrative delegation i. COM	To be done

### **7.2.26 SIKKIM**

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Under process
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and	Under process

	administrative delegation	
7.	Recruitment of staff for intensive blocks and districts	To be done

### **Capacity Building**

1.	Exposure visit of key persons to the resource state	Under process
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	To be done
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done
6.	Implementation of staff induction strategy	To be done

### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	To be done
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies <ul style="list-style-type: none"> <li>a. HR Policy</li> <li>b. Financial and administrative delegation</li> <li>c. COM</li> </ul>	To be done

### 7.2.27 TRIPURA

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Done
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Under process
7.	Recruitment of staff for intensive blocks and districts	In progress

#### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Under process
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	Under process
6.	Implementation of staff induction strategy	To be done

#### **Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Done
2.	Approval for interim HR policy, Admn and financial rules for the initial period	Under process
3.	Preparation and submission of SPIP	Poverty diagnostic completed

4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	In progress
6.	Preparation of Systems and policies d. HR Policy e. Financial and administrative delegation f. COM	To be done

### 7.2.28 PONDICHERRY

#### **Institutional structure**

1.	Cabinet approval for roll out of NRLM	Done
2.	Setting up of State Society- Society registered	Done (DRDA designated as NRLM implementing agency)
3.	Appointment of fulltime Mission Director/CEO	Done
4.	Recruitment of SMMU core team-full time	Process initiated
5.	Identification of Intensive districts/blocks completed	Done
6.	Approval from competent authority for HR structure, Salary, recruitment policy, financial and administrative delegation	Process initiated
7.	Recruitment of staff for intensive blocks and districts	To be done

#### **Capacity Building**

1.	Exposure visit of key persons	Done
2.	Identification of Resource Blocks completed	Done
3.	Resource block strategy finalization and MoU signed with Resource Organisation	Process initiated
4.	Resource block strategy rolled out	To be done
5.	Developing induction strategy for project staff at various levels	To be done

6.	Implementation of staff induction strategy	To be done
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**Programme requirements: Preparation of SPIP/AAP**

1.	Preparation and submission of Annual Action Plan	Submitted
2.	Approval for interim HR policy, Admn and financial rules for the initial period	To be done
3.	Preparation and submission of SPIP	Under Process
4.	Approval of AAP/SPIP and release of fund	To be done
5.	Implementation of other pilots –Livelihoods pilots, Financial inclusion pilots, etc	To be done
6.	Preparation of Systems and policies <ul style="list-style-type: none"> <li>a. HR Policy</li> <li>b. Financial and administrative delegation</li> <li>c. COM</li> </ul>	To be done

## 8 FINANCIAL ALLOCATION UNDER NRLM/SGSY DURING 2012-13

S. No.	NAME OF STATES/UTS	No. Of DRDA in the State/UT	ALLOCATION		
			CENTRAL	STATE	TOTAL
1	2	3	6	7	8
1	Andhra Pradesh	22	11623.00	3874.33	15497.33
2	Bihar	38	27649.00	9216.33	36865.33
3	Chattisgarh	16	6141.00	2047.00	8188.00
4	Goa	2	175.00	58.33	233.33
5	Gujarat	25	4375.00	1458.33	5833.33
6	Haryana	21	2574.00	858.00	3432.00
7	Himachal Pradesh	12	1084.00	361.33	1445.33
8	Jammu & Kashmir	22	1342.00	447.33	1789.33
9	Jharkhand	24	10425.00	3475.00	13900.00
10	Karnataka	30	8777.00	2925.67	11702.67
11	Kerala	14	3938.00	1312.67	5250.67
12	Madhya Pradesh	48	13156.00	4385.33	17541.33
13	Maharashtra	33	17349.00	5783.00	23132.00
14	Orissa	30	13294.00	4431.33	17725.33
15	Punjab	20	1251.00	417.00	1668.00
16	Rajasthan	32	6664.00	2221.33	8885.33
17	Tamil Nadu	30	10277.00	3425.67	13702.67
18	Uttar Pradesh	71	39827.00	13275.67	53102.67
19	Uttaranchal	13	2096.00	698.67	2794.67
20	West Bengal	19	14773.00	4924.33	19697.33
21	A&N Islands	3	25.00		25.00
22	Daman & Diu	1	25.00		25.00

23	D & N Haveli	1	25.00		25.00
24	Lakshadweep	1	25.00		25.00
25	Pondicherry	1	275.00		275.00
	<b>TOTAL</b>	<b>529</b>	<b>197165.00</b>	<b>65596.67</b>	<b>262761.67</b>

#### **NORTH EASTERN STATES**

1	Arunachal Pradesh	13	623.00	69.22	692.22
2	Assam	27	16194.00	1799.33	17993.33
3	Manipur	9	1086.00	120.67	1206.67
4	Meghalaya	7	1216.00	135.11	1351.11
5	Mizoram	8	281.00	31.22	312.22
6	Nagaland	11	834.00	92.67	926.67
7	Sikkim	1	313.00	34.78	347.78
8	Tripura	4	1960.00	217.78	2177.78
	<b>TOTAL</b>	<b>80</b>	<b>22507.00</b>	<b>2500.78</b>	<b>25007.78</b>
	<b>GRAND TOTAL</b>	<b>609</b>	<b>219672.00</b>	<b>68097.44</b>	<b>287769.44</b>

(As on  
31/12/2012) (Rs. in Lakh)

Sl. No.	Name of State	Central Allocation (NRLM)	1st Installment Released						2nd Installment Released						GRAND TOTAL
			NRLM Component				EAP	Sub Total	NRLM Component				EAP	Sub Total	
			Part I (Others)	Part II (SC)	Part III (ST)	Total			Part I (Others)	Part II (SC)	Part III (ST)	Total			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	A P	11623.00	2905.75	1685.33	1220.42	5811.50	399.00	6210.500	1467.52	851.16	616.35	2935.03	0.00	2935.03	9145.530
2	Bihar	27649.00	6912.50	4009.25	2903.25	13825.00	6969.00	20794.000							20794.000
3	Chhattisgarh	6141.00	1515.38	878.91	636.46	3030.75	674.225	3704.975	1248.36	724.05	524.31	2496.72	674.225	3170.95	6875.920
4	Gujarat	4375.00	1139.50	660.91	478.59	2279.00	1841.00	4120.000							4120.000
5	Jharkand	10425.00	2606.25	1511.62	1094.63	5212.50	1120.925	6333.425							6333.425
6	Kerala	3938.00	985.00	571.00	413.00	1969.00	225.00	2194.000							2194.000
7	Maharashtra	17349.00	4331.25	2512.12	1819.13	8662.50	1881.87	10544.370	3433.17	1991.24	1441.93	6866.34	1881.87	8748.21	19292.580
8	MP	13156.00	2896.00	1679.68	1216.32	5792.00	1989.50	7781.500	1773.50	1028.63	744.87	3547.00	1989.50	5536.50	13318.000
9	Odisha	13294.00	3323.50	1927.63	1395.87	6647.00	2389.835	9036.835							9036.835
10	Rajasthan	6664.00	1666.00	966.28	699.72	3332.00	1493.625	4825.625							4825.625
11	TN	10277.00	2569.25	1490.16	1079.09	5138.50	1639.55	6778.050	2272.43	1318.01	954.41	4544.85	1639.55	6184.40	12962.450
	<b>TOTAL</b>	<b>124891.00</b>	<b>30850.38</b>	<b>17892.89</b>	<b>12956.48</b>	<b>61699.75</b>	<b>20623.53</b>	<b>82323.280</b>	<b>10194.98</b>	<b>5913.09</b>	<b>4281.87</b>	<b>20389.94</b>	<b>6185.15</b>	<b>26575.09</b>	<b>108898.365</b>
	<b>NORTH EASTERN STATES</b>														

1	Assam	16194.00	3796.1 9	2201.7 9	1594.4 0	7592.3 8	2178.9 0	9771.280	1386.527	804. 190	582.34 0	2773.05 7	2178.9 0	4951.96	14723.23 7
	<b>GRAND TOTAL</b>	<b>141085.0 0</b>	<b>34646. 57</b>	<b>20094. 68</b>	<b>14550. 88</b>	<b>69292. 13</b>	<b>22802. 43</b>	<b>92094.56</b>	<b>11581.50 7</b>	<b>671 7.28 0</b>	<b>4864.2 10</b>	<b>23162.9 97</b>	<b>8364.0 45</b>	<b>31527.0 42</b>	<b>123621.6 02</b>

## **Annexure I:**

### **Sanctioned by PAC (2012-13)**

- **Five states –Multi state by CSB-** Jharkhand, West Bengal, Chhattisgarh, Maharashtra, Odisha
- **Total Cost:** Rs. 52.19 Cr
- **No of NTFP collectors:** 22038

### **Sanctioned by EC (2012-13)**

- **One State-** Andhra Pradesh (**Interim AAP on LH**)
- **Total Cost:** Rs 38.31 Cr
- **No. of NTFP Collectors:** 23928
  - **Expected to come through state Interim AAPs on LH**
- One State: Bihar
- Total Cost: Rs 8.92
- No of NTFP collectors: 3170

## **MKSP proposals in pipe line**

### **Desk and Field Appraisals done, Approved in PSC, PAC awaited**

- 4 states: Odisha (6), Assam(1/Consortium), Chhattisgarh(1), Himachal Pradesh(1)
- Total Cost: Rs 41.72 Cr
- Total No. of Projects: 9
- No of Mahila Kisan: 40950

### **Desk and Field Appraisal done, PSC Awaited**

- 1 State: Gujarat (1)
- Total Cost: Rs 46.98
- No of Mahila Kisans:84960

### **Proposals received, Desk Appraisal Completed**

- 5 states: Jharkhand(15), Odisha(1), MP(6), Karnataka(2), Uttarakhand(1), Maharashtra(1)
- Total Cost: Rs. 185 Cr
- No of Mahila Kisan: 113995

## **MKSP in new areas**

- **States to initiate MKSP - UP, Chhattisgarh, Odisha (NTFP), Maharashtra, MP(NTFP)**

- May organize innovation forum to identify PIAs
- May directly recommend proposals co funded by philanthropic trust funds, multi lateral agencies (should conform to DEA regulations of foreign funding)

*5 proposals from MP(NTFP) and 1 from Odisha (NTFP) are under evaluation process*

**Livelihoods promotion: MKSP- Coverage of minorities during 2012-13**

Sl. No.	States	Target	Achievement	Percentage
1	Andhra Pradesh	15248	620	4.07
2	Chhattisgarh	8057	148	1.84
3	Goa	284	0	0
4	Jharkhand	13677	998	7.30
5	Karnataka	11514	3793	32.94
6	Madhya Pradesh	17259	2601	15.07
7	Maharashtra	22759	582	2.56
8	Punjab	1641	75	4.57
9	Uttrakhand	2750	614	22.33
10	Assam	17704	0	0

**Annexure II: RSETIs: Targets Vs Achievements (FY2012-13)**

<b>State</b>	<b>No of candidates to be trained for 2012-13</b>	<b>Achievements</b>	<b>% Achievements</b>
Andhra Pradesh	16450	14236	87
Jharkhand	33530	4508	13
Chhattisgarh	950	2236	235
Karnataka	21550	25169	117
Madhya Pradesh	5600	10170	182
Maharashtra	7000	6944	99
Assam	2300	2972	129
Punjab	2950	4465	151

Uttarakhand	1400	3254	232
Goa	0	191	-