

AAJEEVIKA

Meghalaya State Rural Livelihoods Mission

Annual Action Plan (AAP)

FY: 2013-2014

Submitted to

National Mission Management Unit,

Ministry of Rural Development,

Govt. of India

Submitted by

Meghalaya State Rural Livelihoods Society (MSRLS)

Community & Rural Development Department

Govt. of Meghalaya

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ABBREVIATIONS & ACRONYMS

AEC	Area Employment Council
BLF	Block Level Federation
BPIU	Block Project Implementation Unit
BDO	Block Development Officer/Office
BPL	Below Poverty Line
BPM	Block Project Manager
CBO	Community Based Organization
CA	Community Activist
CC	Cluster Coordinator
CEO	Chief Executive Officer
CIF	Community Investment Fund
CLF	Cluster Level Federation
COM	Community Operational Manual
COO	Chief Operating Officer
CRP	Community Resource Person
CP	Community Professional
DMMU	District Mission Management Unit
DPM	District Project Manager
EC	Executive Committee
ETC	Extension Training Centre
FI	Financial Inclusion
GB	General Body
GC	Governing Council
HH	Household
IB&CB	Institution Building & Capacity Building
LP	Livelihoods Promotion
M&E	Monitoring & Evaluation
MIP	Micro Investment Plan
MIS	Management Information System
NGO	Non Governmental Organization
NMMU	National Mission Management Unit
NRLM	National Rural Livelihood Mission
PD	Project Director
PoP	Poorest of the Poor
PIP	Participatory Identification of the Poor
NRO	National Resource Organization
SHG	Self Help Group
SIRD	State Institute of Rural Development
SMD	State Mission Director
SMMU	State Mission Management Unit
SMM	State Mission Manager
ALF	Area Level Federation

Introduction:

In 2009, MoRD developed a strategic paper entitled **“Poverty Eradication in India by 2015: Rural HH centered Strategy”**. This paper draws lesson from experience of SGSY and other poverty reduction initiatives in India. As per this paper, it is estimated that out of estimated 70 million rural BPL HH, 45 million still needs to be organized into SHGs. Based on it, MoRD decided to restructure SGSY through establishment of NRLM and the Government of India approved it in 2010 and was formally launched on June 2011 in Rajasthan.

With a mission to reduce poverty by enabling the poor to access gainful self-employment and skilled wage employment through their institution, NRLM will reach out, mobilize & support 7 crore BPL h/h across 600 districts, 6000 blocks, 2.5 lakh GPs in 6 lakh villages through self-managed SHGs and its federated institution of the poor and support them for livelihoods collectives in a period of 8-10 years.

As per the guidelines of NRLM, the Government of Meghalaya has formed a state society in the name - Meghalaya State Rural Livelihoods Society (MSRLS). The society is registered under the Meghalaya Society Registration Act XII of 1983 and was designated as the Nodal Agency for implementing NRLM in the state. The basic purpose of forming this society is to put in place a dedicated and sensitive support structure from the State level down to the sub-district level which will focus on building strong and self-managed institution of the poor at different levels. This will provide the poor a platform for collective action based on self-help and mutual cooperation, build linkages with mainstream financial institutions and Government departments to address the multi-faceted dimensions of rural poverty.

Initially, the NRLM/Aajeevika project period is from 2012-13 to 2017-18 to cover all the 39 C&RD blocks of the 11 districts of the state in a phase manner. The programme will be rollout first in four Intensive blocks of two districts namely; Rongram & Dallu blocks of West Garo Hills district and Mairang & Mawkyrwat blocks of West Khasi Hills district respectively as per provision of 25% of district and 10% of block of the state. Of these four Intensive blocks, Rongram and Mairang blocks will be the resource block and implement CRP strategy of any of the notified Resource Organization with which MSRLS will entered a partnership.

The Governing Council of MSRLS in its first meeting has approved the AAP, the HR manual and also adopted the NRLM Procurement Manual. The government of Meghalaya appoints two senior MCS officer as CEO and COO respectively. The Society has set-up its SMMU office and has recruited five State Mission Managers to be the state core team and lead the mission in the state. With a dedicated support staff to be places at various levels, the MSRLS is believed to implement NRLM successfully in the state.

Chapter 1: STATE CURRENT SITUATIONAL ANALYSIS

1.1. Brief information on Location, Population, Political Administration and Economy:

Meghalaya emerged as a full-fledged state within the Union of India on 21st January 1972. 'Meghalaya' (not an indigenous name) meaning 'abode of clouds' reflects the salubrity of its climate. The state has an area of 22429 sq.km and is located between 24^o57' North latitude and 26^o10' North latitudes and 89^o46' and 92^o53' East longitudes. The wettest place in the world is also located here. The temperature varies from 2 degrees Celsius to 35 degrees Celsius depending upon the altitude which varies in hills from 300 metres to 2000 metres above mean sea level. It has predominantly hilly terrain with foothills as plains and flood-prone areas. It is bounded by the Brahmaputra valley of Assam in the North and Northwest and Cachar area of Assam in the East; the Surma valley (Bangladesh) borders in the south and partly in the Southwest. The state has about 443 kms. of international border with Bangladesh. The Capital city, Shillong is located at an altitude of 1496 metres above mean sea level.

The state has a population of 2,964,007 as per the 2011 census of which 79.92 percent live in rural areas. The overall population density of 132 (382 all India) per sq. km. has shown increase as against 103 per sq.km in 2001. The sex ratio continuously declined from 1036 in 1901 to 937 in 1961. Since then it shows an upward trend and stands at 986 in 2011. The population of Meghalaya is predominantly tribal. The main tribes are Khasis, Jaintias and Garos, besides other plain tribes such as Koch, Rabhas and Bodos etc. 79.92 percent of the population of the state live in rural areas and are largely dependent on agriculture for livelihood. The state has a total of 6800 inhabited villages (2011 census).

Table 1.1.1 Administrative Districts in Meghalaya

Name of the District	Head quarter	Area (sq. km.)	Population (2011 census)	Density of population	Sex ratio
Jaintia Hills	Jowai	3819	392852	103	1008
East Khasi Hills	Shillong	2820	824059	292	1008
Ri Bhoi	Nongpoh	2376	258380	109	951
West Khasi Hills	Nongstoin	5247	385601	73	981
East Garo Hills	Williamnagar	2603	317618	122	968
West Garo Hills	Tura	3715	642923	173	979
South Garo Hills	Baghmara	1849	142574	77	944
Meghalaya	Shillong	22429	2964007	132	986

Source : Census of India, 2011

Principle languages are Khasi and Garo, with English as official language in the state. With originally two districts and three subdivisions only, the state has now 11 administrative districts and 39 blocks. The state has a unicameral legislature, consisting of 60 members (29 Khasi Hills, 7 Jaintia Hills and 24 Garo Hills). In addition, there are three Autonomous Districts Council; Khasi Hills Autonomous District Council, Jaintia Hills Autonomous Districts Council and Garo Hills Autonomous Districts Council functioning in accordance with the provisions of the Sixth Schedule of the Constitution of India.

A predominantly agricultural economy with 79.92 percent population dependent on it and only about 11 percent of the land being under cultivation. Besides agriculture, the allied activities of fishery, livestock, piggery, poultry and sericulture has immense potential strength. The region has good tradition of handicrafts and weaving. The state is rich in coal, limestone, clay and kaolin, uranium and silimanite, phospherite, glass sand, granite, quartz and feldspar. Though there has been some improvement over the years, when judged by the parameters of the Human Development Index (HDI) and other socio-economic indicators, the state has a long way to go in respect of basic services to improve health, education and economy. The state ranked 22nd in HDI in 2001, 21st in Index of Social and Economic Infrastructure, 16th in per capita consumption of electricity, 25th in road density, 30th in per capita utilization of credit, 19th in per capita income, 13th in Infant Mortality Rate and 24th in Literacy Rate.

Table 1.1.2 (District wise population as per 2011 census)

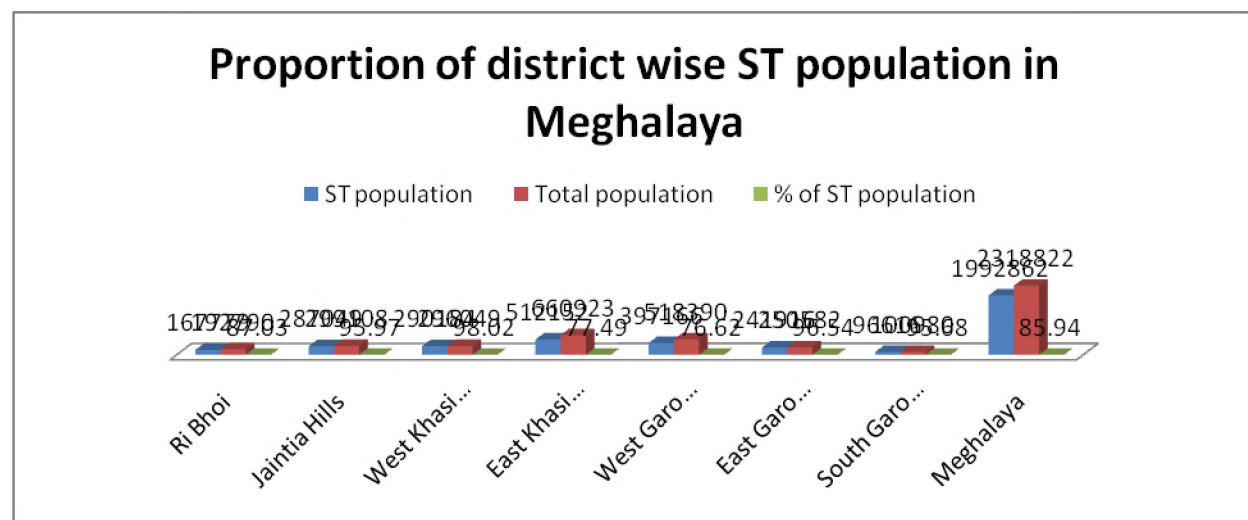
Name of the Districts	Population (Rural-Urban)	Population(Male-Female)			Density	Sex ratio	Population growth
		Total	Male	Female			
Jaintia Hills	Total	392852	195641	197211	103	1008	(+) 31.34
	Rural	364369	181865	182504	72	1004	(+) 37.11
	Urban	28483	13776	14707	3212	1068	(+) 21.63
East Khasi Hills	Total	824059	410360	413699	292	1008	(+) 24.68
	Rural	458010	228118	229892	141	1008	(+) 24.91
	Urban	366049	182242	183807	7970	1009	(+) 120.16
Ri-Bhoi	Total	258380	132445	125935	109	951	(+) 34.02
	Rural	233226	118610	114616	75	966	(+) 51.43
	Urban	25154	13835	11319	287	818	-
West Khasi Hills	Total	385601	194628	190973	73	981	(+) 30.25
	Rural	342613	173378	169235	51	976	(+) 27.03
	Urban	42988	21250	21738	358	1023	(+) 141.29
East Garo Hills	Total	317618	127474	123108	122	968	(+) 26.75
	Rural	214675	109090	105585	83	968	(+) 21.40
	Urban	35907	18384	17523	2071	953	(+) 199.13
West Garo Hills	Total	642923	263424	254966	173	979	(+) 24.02
	Rural	459412	233219	226193	126	970	(+) 28.70
	Urban	58978	30205	28773	3223	953	(+) 28.03
South Garo Hills	Total	142574	52007	48973	77	944	(+) 41.19
	Rural	92337	47399	44938	49	948	(+) 29.73
	Urban	8643	4608	4035	982	876	(+) 46.64
Meghalaya	Total	2964007	1492668	1471339	132	986	(+) 27.82
	Rural	2368971	1194757	1174214	84	983	(+) 29.04
	Urban	595036	297911	297125	1977	997	(+) 31.03

As available in table 1.1.2 above, while East Khasi Hills district is the most populous as well as the most densely populated district, South Garo Hills district is the least populous district as well as the thinly populated district of the state. While East Khasi Hills has the highest urban population, Ri-Bhoi district has the least urban population. Jaintia Hills district has the highest overall Sex Ratio and South Garo Hills district has the lowest overall Sex Ratio. Except for urban area of Ri-Bhoi district, all districts have positive population growth. While Ri-Bhoi district has the highest overall decadal population growth, East Khasi Hills district has the lowest overall decadal population growth lower than the state average growth rate.

Table 1.1.3 (District wise Percentage of ST & SC population details. 2011 census)

Name of the District	ST	SC	Other	Total	% of ST	% of SC	% of Other
Ri Bhoi	167779	300	24711	192790	87.03	0.16	12.82
Jaintia Hills	287049	456	11603	299108	95.97	0.15	3.88
West Khasi Hills	290184	42	5823	296049	98.02	0.01	1.97
East Khasi Hills	512152	2332	146439	660923	77.49	0.35	22.16
West Garo Hills	397166	7436	113788	518390	76.62	1.43	21.95
East Garo Hills	241916	347	8319	250582	96.54	0.14	3.32
South Garo Hills	96616	226	4138	100980	95.68	0.22	4.10
Meghalaya	1992862	11139	314821	2318822	85.94	0.48	13.58

As shown in table 1.1.3, Schedule Tribe in Rural Meghalaya constitutes 85.94 percent of the total population of the state. West Khasi Hills district has the highest ST population out of the total population of the state and also the lowest SC population. West Garo Hills district has the highest district wise concentration of SC population and as well as the highest concentration of other population. East Khasi Hills district has the highest concentration of other population at 22.95 percent of the total state population. SC has the highest concentration in the West Garo Hills district constituting 1.43 per cent of the district population.



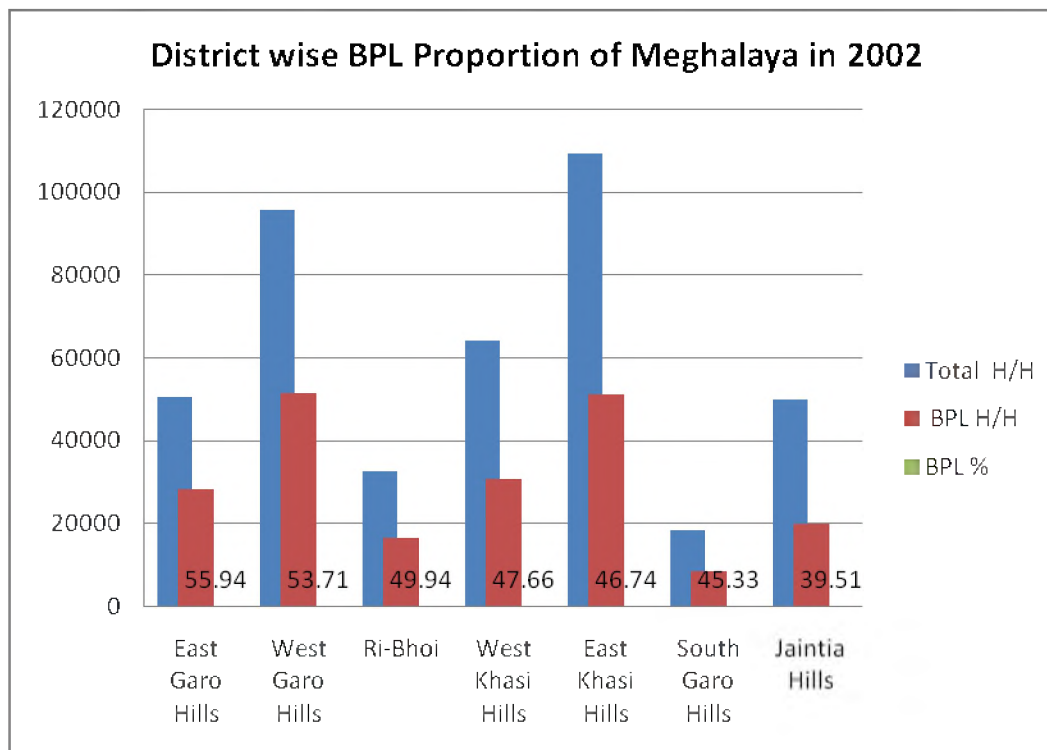
1.2 Poverty and Human Development Scenario:

Table 1.2. District wise-poverty indices in Meghalaya BPL household

Sl. No	Name of the district	Total H/H	BPL H/H	BPL %	Rank in no. of BPL H/H
1	East Garo Hills	50,398	28,192	55.94	1
2	West Garo Hills	95,699	51,400	53.71	2
3	Ri-Bhoi	32,590	16,276	49.94	3
4	West Khasi Hills	63,952	30,480	47.66	4
5	East Khasi Hills	1,09,115	50,997	46.74	5
6	South Garo Hills	18,148	8,226	45.33	6
7	Jaintia Hills	49,771	19,663	39.51	7
Total		4,19,672	2,05,234	48.90	

(Source: BPL Census, 2002)

The above table shows that the proportion of households living below poverty line is a staggeringly huge figure at 48.90 percent. East Garo Hills District has the highest incidence of poverty at 56 percent followed by West Garo Hills District at 54 percent. Jaintia Hills District has the lowest proportion of households below poverty line at a little less than 40 percent. The incidence of poverty in the other districts is in the range of 45-50 percent.



Source: BPL census, 2002

1.3 Literacy Scenario in Meghalaya:

The percentage of literate person in the state is 75.48 per cent compared to the national average of 74.04 (Source: 2011 census). The tables below shows the literacy rates in the state.

Table 3.1 District wise literacy rate in the state by sex (as per 2011 census)

Name of district	Male	Female	Persons
Jaintia Hills	59.75	66.71	63.26
East Khasi Hills	85.26	84.15	84.70
West Khasi Hills	80.29	78.30	79.30
East Garo Hills	79.56	71.32	75.51
West Garo Hills	73.31	63.34	68.38
South Garo Hills	76.77	67.72	72.39
Ri Bhoi	78.52	75.85	77.22
Meghalaya	77.17	73.78	75.48
All India	82.14	65.46	74.04

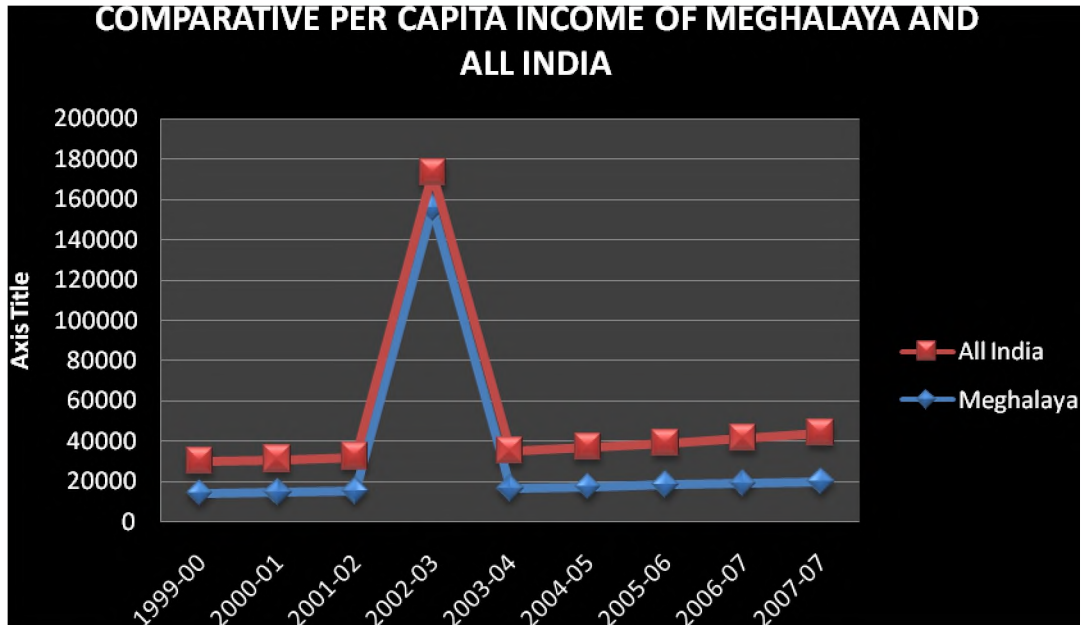
As shown in the above table, East Khasi Hills district has the highest literacy rate in all the three categories; male, female and overall. On the other hand West Garo Hills district has the lowest male and overall literacy rate and West Garo Hills district has the lowest female literacy rate. Moreover, South Garo Hills district has the highest literacy gap between male and female and only Jaintia Hills district has more female literacy rate than male literacy rate. One important thing to ponder is that; How can Meghalaya, a small state with a small population having population density much lower than the national average has lower literacy rate than the national average.

1.4 Per Capita NSDP:

The PCI (NSDP) at current prices rose from ₹ 14355 in 1999-2000 to ₹ 19702 in 2003-04 and then to ₹ 26636 during 2007-08 (Adv.). While at constant (1999-2000) prices, the PCI was estimated at ₹ 14355 in 1999-2000. It increased to ₹16658 during 2003-04 and increased further to ₹ 20094 during 2007-08 (Adv.). The PCI of Meghalaya fall below the national level PCI which recorded ₹ 15881, ₹ 18317 and ₹ 24256 respectively during the above periods at constant (1999-2000) prices.

Year	199 9- 2000	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005	2005 - 2006	2006 -2007	2007 -2008
Meghalaya	14355	14910	15518	155882	16658	17595	18501	19292	20094
All India	15886	16223	16910	17281	18517	19649	20813	22553	24256

Source: CSSO & Directorate of Economics & Statistics, Meghalaya



District wise Per Capita Income (in ₹)

Year	Jaintia Hills	East Khasi Hills	West Khasi Hills	Ri-Bhoi	East Garo Hills	West Garo Hills	South Garo Hills	STATE
1999-2000	19932	21084	9739	12775	11653	13060	21300	15995
2003-2004	23246	25659	10632	15428	12408	14437	25786	18647
2007-08 (Adv.)	26015	31202	12592	19866	15365	17566	28749	22352

Source: Directorate of Economics & Statistics, Meghalaya

As available in the above table; South Garo Hills has the highest Per Capita Income for the given years which is much more than the state average. In 199-2000 price, East Garo Hills district has the lowest PCI and in 2003-04 price, West Khasi Hills district has the lowest PCI. South Garo Hills district has the fastest growth in the PCI over the years and West Garo Hills has the slowest increase in PCI for the same calculated years.

1.5 Human Development Indices of Districts of Meghalaya:

The district with the highest HDI is East Khasi Hills district followed by West Garo Hills district. Two major towns of the state, viz. Shillong and Tura, are in these two districts and the relatively higher HDI of these two districts seems to suggest that Human Development in Meghalaya has been urban-centric. The other five district exhibits HDI that are lower than the state average.

Districts	Infant Mortality Rate	Literacy	Combined GER	NSDP Per Capita at current prices (₹)	HDI	HDI Rank
East Khasi Hills	34.51	74.74	63.10	24793	0.676	1
West Garo Hills	18.13	50.78	65.99	13782	0.571	2
Ri-Bhoi	60.63	66.07	50.47	14752	0.496	3
South Garo Hills	102.01	55.82	85.52	23321	0.484	4
Jaintia Hills	77.34	53.00	43.31	20405	0.469	5
West Khasi Hills	86.17	65.64	79.13	9926	0.405	6
East Garo Hills	90.60	61.70	60.91	12047	0.396	7
Meghalaya	52.28	63.31	62.87	17595	0.585	26

Note on data sources:

- i) IMR are as per the estimates obtained from the Birth & Mortality Survey, 2007
- ii) Literacy rate are as per the Census of India, 2001
- iii) The GER is obtained by dividing the combined enrolment numbers by the population aged 5-19 years in 2001. The combined enrolment numbers are for class I-XII as per all India Seventh Education Survey, 2002.
- iv) The Net State Domestic Product Per Capita at current prices are for the year 2004-05 provided by the Directorate of Economics & Statistics, Government of Meghalaya.

A closer look at some of the components of the HDI suggests that there has been stagnation or no development in Meghalaya in some areas. For instance, the IMR of Meghalaya has remained more or less constant in the recent years. In the spheres of education and income, available data show that there has been improvement and growth during the 25 years period of 1981 to 2005. However, the deterioration in the ranking of the state in HDI implies that the rate of development is slower than the rate in most of the state and hence many states have improved their ranking while Meghalaya has lagged behind.

1.6 Social mobilization status of the poor:

1.6.1 District wise distribution of SHG (as on March, 2012)

Sl. No	Name of the District	No. of SHG	Grade I	Grade II	SHGs taken up IGA	defunct since inception	BPL families that crossed Poverty Line
1	East Garo Hills	1466	1049	648	583	267	275
2	East Khasi Hills	1504	853	306	913	130	NA
3	Jaintia Hills	1044	605	282	819	433	NA
4	Ri-Bhoi	1025	631	376	284	NA	NA
5	South Garo Hills	791	127	67	194	NA	NA
6	West Garo Hills	4905	4248	474	1513	NA	80
7	West Khasi Hills	2551	638	525	1264	146	NA
TOTAL		13286	8151	2678	5570	976	355

1.6.2 District-wise distribution of SHGs affiliation/federation (Table 1.7.4)

Type of organization	Name of the district							Total	Per cent
	EKH	WKH	JHD	RBD	WGH	EGH	SGH		
Mahila Mandal	10	11	19	12	65	34	23	174	15.25
DWCRA	16	8	28	1	32	48	13	146	12.80
Seng Kynthei/Mothers Union	79	79	41	61	17	15	13	305	26.73
Seng Samla/Youth Organization	90	28	24	39	8	28	14	231	20.25
NGO/VO	27	52	14	21	64	38	69	285	24.98
Total	222	178	126	134	186	163	132	1141	100.00

Source: SHGs in Meghalaya Survey and Assessment, State Coordinator for SHG, Govt. of Meghalaya 2009

In the above table, East Khasi Hills district has the largest number of SGH affiliation while Jaintia Hills district has the lowest numbers of SHG affiliation across the different types of organization affiliation. Also regarding the type of affiliation, Mothers Union has the largest number of SHG affiliation while Mahila Mandal affiliation is the lowest. Thus, Mothers Union affiliation is the most preferred types of affiliation constituting almost two-third of the total affiliation.

1.7 Credit situation/Financial Inclusion of the Poor:

1.7.1 Banking infrastructure in Meghalaya

District-wise No. Of Commercial Bank Branches in Meghalaya (31st March 2012)

Name of district	Rural	Semi-urban	Urban	Total Branches
East Garo Hills	16	4	0	20
East Khasi Hills	45	18	79	141
Jaintia Hills	35	10	0	45
Ri Bhoi	20	5	0	25
South Garo Hills	5	2	0	7
West Garo Hills	25	15	0	42
West Khasi Hills	17	7	1	25
Meghalaya	165	61	79	305

1.7.2 Loans Credit Disbursement and Repayment in SHG

As for the loans taken by SHGs across the districts of the state (Table 4.4) out of the total 9395 SHGs in the state, a total of 831 SHGs (8.85%) had taken loans amounting to Rs. 2,17,64,801. Thus the average loan amount per SHG was approximately Rs. 26, 191.

Table 1.7.2 District-wise distribution of loans taken by SHGs

Sl. No	District	Particulars of Loans			Total SHG
		Loans (₹)	No. of SHG taken loans	NR	
1	East Khasi Hills	70,66,088	52	1136	1188
2	West Khasi Hills	33,24,617	43	688	731
3	Jaintia Hills	19,47,972	23	674	697
4	Ri-Bhoi	4,77,700	12	649	661
5	West Garo Hills	40,28,477	550	3908	4458
6	East Garo Hills	45,75,630	134	1135	1269
7	South Garo Hills	3,44,317	17	374	391
Frequency		2,17,64,801	831	8564	9395
Per cent			8.85	91.15	100.00

NR - no response

1.8 Desired Type of Work by the Unemployed in Meghalaya, 2003:

The prevailing employment market scenario and the relative status of various occupations in the society greatly influence the job aspiration of the persons entering the active working life. The Institute of Applied manpower Research (IAMR) New Delhi, (Table 13.2) has found that regular salaried job in government is the most sought after work by all the employed, followed by self-employment in business trade.

Table 1.9: Desired Type of Work by the unemployed in Meghalaya, 2003 (in percent)

Type of work desired	Rural			Urban		
	Male	Female	Total	Male	Female	Total
Self-employment in business/trade	30.1	14.0	22.6	11.8	7.7	9.5
Self-employment in agriculture	8.3	12.5	10.2	0.8	0.7	0.7
Regular salaried job in govt. sector	46.3	63.2	54.2	71.4	77.4	74.8
Regular salaried job in pvt. Sector	4.6	2.6	3.7	4.2	7.1	5.8
Agricultural wage labour	3.8	3.8	3.8	NA	NA	NA
Non-agriculture wage labour	4.6	2.6	3.7	0.8	0.0	0.4
Any other	2.3	1.3	1.8	10.9	7.1	8.8
Total	100	100	100	100	100	100

1.9 Labour and Employment Continuum Situation:

Table 1.10 shows the unemployment rate in Meghalaya in the most recent five rounds of NSS survey. We observe that the unemployment rate has decreased from 1.42 percent in 1983 To 0.18 per cent in 1987-88. However, the unemployment rate increased marginally from 0.18 percent in 1987-88 to 0.21 percent in 1993-94 and further to 0.83 percent in 1999-90. The decline in unemployment rate was perceptible both in the rural and urban areas. The urban unemployment rate in all the rounds was higher than the rural unemployment. A possible explanation for this might be the rural-urban migration. Again, the rural as well as the urban sector unemployment rate of the females was higher than that of the males.

1.10 Various Rural Development Initiatives in the State:

Meghalaya state has the presence of good numbers of both governmental and non-governmental organizations/agencies working for various rural developments in the state/region. The contributions of these organizations are worth mentioning to take stock of the rural development scenario of the state. Notable organizations are such as North Eastern Resource Community Resource Management Society (NERCRMS), Meghalaya Rural Development Society (MRDS), Bethany Society, North East India Committee on Relief and Development (NEICORD), Bosco Reach Out (BRO), and few other small CBOs. All these organizations have done a commendable job in the fight against rural poverty in the state. Of these, the projects implemented by NERCRMS and MRDS include IFAD projects, State Government projects and Ministry of DoNER projects. The brief outreach of these two organizations may be given as under;

MRDS Project Status (as per the fact sheet 2008):

MRDS has implemented IFAD projects in five districts viz. East Garo Hills, Jaintia Hills, Ri Bhoi and South District covering 15 Blocks of the state. The coverage is as under;

The total Household coverage so far: 32564 (out of Appraisal target of 29, 300).

No of Villages covered so far is 582 (out of Appraisal target of 570)

No of Male SHGs: 318

No of Female SHGs: 411

No of mixed SHGs: 166

No of SHGs formed by the project so far: 895 (out of target of 1955)

Rural Finance status

Total corpus of SHGs Rs. 62,55,684 /-

Total savings generated Rs.37,46,422/-

Group Contributions Rs. 4,55,346/-

Interest earned on Loans and savings Rs.1,53,726/-

Total fund available for internal lending Rs. 41,89,635 /- of which Rs. 13,16, 338 internally revolving (31.42%)

No. of SHGs given Seed Capital 203 (Rs.3,44,100 /- disbursed as seed money)

NERCORMP Project Status (as per the News Letter September 2012)

The project is implemented in three states viz. Assam, Meghalaya and Manipur covering a total of 21212 households in 465 villages. The project has a total of 497 NaRMGs and 1391 SHGs in the three states. In Meghalaya, the project is implemented in two districts viz. West Khasi Hills and West Garo Hills covering 76 and 75 villages respectively. The project covers total of 7246 households having 174 NaRMGs and 394 SHGs in the state. MRDS, NERCRMS and CBOs/NGOs have created a good number of social capital in the state and MSRLS will enter a partnership with them especially in the areas of Livelihoods Promotion and Institution and Capacity Building.

Chapter 2: Preparatory Works Undertaken/Current Status

The Community and Rural Development department of the Government of Meghalaya has taken up various activities to roll out NRLM in the State which can be briefly given as under:-

- 1) Critical Assessment of existing Rural Development Organizations in the State:** C&RD has done critical analysis of Rural Development Society such as MRDS (Meghalaya Rural Development Society) and NERCRMS (North Eastern Region Community Resource Management Society) of the Government of Meghalaya and North Eastern Council respectively. The main purpose of the assessment was to find if either of the two notable Societies in the State is suitable to be notified as State Nodal Agency for Implementing NRLM. However, due to different organizational set-up and implementation structure, the Government decided to set up its own State Society.
- 2) Setting up State Society:** The C&RD department has set up a State Society- Meghalaya State Rural Livelihoods Society (MSRLS) under the Chairmanship of the Chief Secretary. The Society-MSRLS was registered and notified as Nodal Agency for implementing NRLM in the State. The Government has appointed two senior MCS officer namely Smt. C. Kharkongor and Shri. E Kharmalki as Chief Executive Officer and Chief Operating Officer respectively.
- 3) Assessment of Current Practices in IB & CB in the State:** The Young Professional of MoRD, who is attached with C & RD department has visited four Blocks viz. Rongram in West Garo Hills district, Umshning in Ri-Bhoi district, Mairang block in West Khasi Hills district and Myllem Blocks to take stock of the current practices in the IB &CB process in the state under various programmes. The various findings through the interaction with several SHGs and federation promoted by different NGOs, Government Agencies were taken into account in the preparation of the Community Operational Manual, CRP strategy and dividing the Block into four clusters.
- 4) Selection of Intensive and Resource Blocks:** The Government has identified and selected four Blocks from two districts to be Intensive blocks of the state. The four Intensive blocks are Rongram and Dallu of West Garo Hills district and Mairang and Mawkyrwat of West Khasi Hills districts respectively. Of the four Intensive blocks, Rongram and Mairang Blocks are selected for Resource Blocks of the State. Keeping in view the high chances of success of the Intensive blocks, the following points are taken into consideration while selecting these blocks as Intensive blocks:-
 - *Presence of good numbers of SHGs and federations in the block;*
 - *Presence of good social capital/potential social capital in the block;*
 - *Presence of enough numbers of Financial Institutions in the Block;*
 - *Better transport and communication facility as compare to other blocks;*
 - *Nearness of the Blocks with district Hq. for easy communication and;*

- *Language of the people (Khasi-Jaintia speaking and Garo Speaking group) for Internal CRP strategy for Resource Blocks of the State.*

- 5) Setting up SMMU and Staffing of SMMU:** MSRLS has set-up well furnished SMMU office at Montfort Building, Dhankheti, Shillong-01 and has installed necessary furniture, computers and other IT gadgets. The Society has recruited five SMM and form a team of 7 members including the CEO and COO. The recruitment of one more SMM-MIS-M&E is in process.
- 6) Field Visit by SMMs & identification of potential CRPs:** The SMMs has visited Mairang Block and interact with SHGs and federation. SMMs have identified potential Internal CRP and Bank Mitra and BPIU office in the BDO office. Similar visit will be arranged for the three remaining Intensive blocks. With the involvement of BDO, Nodal Officer, Block Coordinator and the Gram Sevikas from the respective Intensive four blocks, a total of 85 potential CRP are identified in the four Intensive blocks. The main criteria used in identification of potential CRP are;
- i) Recognized as role model in their SHG/ CLF and have good articulation & communications skills.*
 - ii) Are not a nursing/pregnant mothers/women.*
 - iii) Have at least 4 years of experience as members in their groups and have accessed multiple doses of loans and improved their livelihood base and standard of living.*
 - iv) Women members who have come out of poverty with the active support, guidance and assistance provided by the SHG and CLF.*
 - v) Their SHGs & CLF have become strong and mature organizations adopting good management practices and addressing social issues successfully.*
 - vi) They had bitter experience of poverty in the past and as members of the groups gained good knowledge and experience on SHG concept, group management norms, SHG meeting process, clarity on the need of Book keeping and role of Bookkeeper, CLF meeting process, agenda fixation, various functions of ALF and its committees.*
 - vii) They have the ability and skills to conduct trainings to the community by drawing lessons from their personal experiences and the best practices of their SHGs & ALF .*
- 7) NRLM Workshop with SIRD/ETC:** In collaboration with ETC/SIRD, Shillong, MSRLS has till date organized 4 District Level workshop at Tura, Shillong, Nongstoin and Jowai respectively for PDs/DRDA, APOs, BDOs and NGOs in the respective Block. Besides these workshops, MSRLS has sent its SMMs to various workshop, seminar and training in different places and different thematic areas.

8) Exposure Visit to NRO:

As suggested by the NMMU to undergo Exposure visit in National Resource Organizations(NROs), MSRLS, in collaboration with SPEM and SERP, organized exposure/immersion programme for 18 member team of key officials from Intensive blocks, faculty of ETC and MSRLS's staff. The programme was held during 29th April 2013 to 4th May 2013, in four districts of Kerala and during 5th May to 11th May 2013 in one district of Andhra Pradesh respectively. In Kerala the exposure team are divided into four groups and visited four different districts. And in Andhra Pradesh, the team visit Poderu Mandal in Vishakapatnam District.

Main objectives of the visit:

- a) Understanding the concept, power, functions and management of various levels of Implementation structure of SERP & SPEM.*
- b) Understanding the Kudumbashree-PRI convergence and its relevance for replication in Meghalaya with a customization in the Meghalaya context.*
- c) Understanding the concept, functions and management of SHG, VO, MMS, NHG, JLG, ADS, CDS and to suggest a model for Meghalaya.*
- d) Understanding the SHG-Bank Linkage and the concept of Bank Mitra.*
- e) Understanding the concept and function of Bima Mitra, Abhya Hastham and other insurance services of SERP/IKP.*
- f) Understanding the various HRD services viz. Health & Nutrition, Education, Disability and Jobs.*
- g) Any other successful story/ best practices/innovations in livelihoods promotion which will be relevant to replicate in Meghalaya.*

Expected output of the visit:

The exposure team will come up with an IB & CB strategy for Meghalaya including the CRP strategy. The visit will also bring up a suggestion for project support structure at various levels and its CBOs structure and its level of federation.

The exposure was a good learning exercise and the exposure team has come up with an IB&CB model for Meghalaya after understanding both the IKP and Kudumbashree model. Moreover, the teams were also exposed to various livelihoods option including entrepreneurships which are believed to be easily replicable in Meghalaya.

Chapter 3: Office Set-up (SMMU and Intensive Districts/Blocks)

Requirement:

- ⇒ Setting up of MSRLS's state Head Office with all modern office facilities in the State Capital, Shillong.
- ⇒ Setting up of 2 interim DMMU & four functional BPIU offices in Intensive districts/blocks.

Action Plan:

a) For SMMU office:

MSRLS has set up its SMMU office at Dhankhetti, Shillong-01 and occupied the same. The Society has hired an Interior design and refurbishment firm through advertisement in leading local dailies and has done refurbishment and partition. The SMMU office has all the necessary modern gadgets to run the office effectively. Only supply of few more office furniture/fixtures is yet to be made in the SMMU office.

b) For DMMU office:

Once the NRLM is roll out in the State, for interim DMMU office, an arrangement will be made with the respective DRDA office to accommodate the skeletal spearhead team of the DMMU. The interim office will soon have a fully functional DMMU office once the Intensive intensive block increases considerably. The interim DMMU office will have adequate computer and its IT gadgets necessary to fun the office effectively.

c) For Intensive BPIU office:

As soon as the NRLM is roll out in the state, MSRLS will set up four fully functional Block Offices for the four Intensive Blocks in the respective Block Headquarters. The Office will be well furnished and equipped with all necessary IT gadgets and furniture to run the office effectively. Firstly, every BPIU office will try to be based in BDO office. However, if office space is not available in the concerned BDO office, the BPIU offices will be set up near the respective Block Development Office so as to have better coordination with the Block Office.

Implementation Arrangement:

The COO has been coordinating all the procurement activities in setting up the SMMU office. MSRLS has now well quipped, well furnished SMMU office at Montfort Building in Dhankhetti, Shillong-01.

The government will issue and order for the use of SGSY office/room in the respective DRDA office for the interim office of the MSRLS's DMMU office. The COO in close coordination with the DMM will put all necessary IT gadgets, furniture/fixtures in the interim DMMU office at the DRDA office of the concern districts.

The Government will issue an order relating to the use of existing SGSY office/rooms in the respective Block Hq. for the BPIU office. The COO in the SMMU will coordinate all Procurement activities for all the Society's office set-up and ensure that various suitable Firm/Agency is engaged for refurbishment, supply of furniture & fixture, supply of computers and other IT gadgets for the 4 BPIU offices.

The COO will ensure that all procurement is carried out as per the procurement manual of the NMMU. The office set-up at the Block Level will also be coordinated by the DMM in close coordination with the Procurement Cell of the SMMU.

Chapter 4: Human Resource & Capacity Building (SMMU & Intensive Districts/Blocks)

Requirement:

- a) To have in place various Thematic Experts at SMMU, DMMUs and BPIUs for intensive Intensive districts /blocks.
- b) To have in placed a good HR Manual and Administrative & Financial Management system.

Propose Action Plan:

a) *For SMMU office:*

As mentioned in the introduction section, five State Mission Managers viz. Financial Management, Institution Building & Capacity Building, Financial Inclusion, Livelihoods Promotion and Monitoring & Evaluation have been recruited for the SMMU office. The Chief Operating Officer will also be in charge of Procurement Management System. Recruitment for SMM for MIS-cum-M&E is in process. The SMM for other thematic areas such as Skill & Placement, HR and Marketing, etc. will be recruited in the following year as the programme expands. (Annex profiles of Key SMMU staff).

b) *For DMMU offices:*

A three member skeletal team of DMMU comprising of the District Project Manager, Project Manager-IB & CB and Project Manager-FI will be places in the interim DMMU office at the respective DRDA office of the two Intensive districts.

c) *For BPIUs offices :*

An eight member team of dedicated and sensitive support staff comprising of a BPM, an Accountants, a Computer Operator, 4 CC, and an Office Assistant, will be placed in each of the four Intensive Blocks. (Annex profiles of Key BPIU staff).

To have in placed a good HR policy and Administrative & Financial management system, the following action has been taken;

- The Society has prepared its HR manual and was adopted by the Governing Council in its first GC meeting.
- The Society has hired Financial Consultant from open market to prepare the Society's FM Manual and Administrative & Financial delegation of power. The draft manual had been shared with the NMMU for comments/suggestions. The final draft will be put-up in the Governing Council meeting for approval. The approved manual will thenceforth be used for all HR related matters of the Society.

Implementation Arrangement:

- ✓ The recruitment for the SMMs team was conducted by the Selection Committee constituted by MSRLS.
- ✓ The recruitment of the staffs for the four Intensive Blocks will be carried out by the Selection Committee of the Society with the involvement of the NMMU. The recruitment will be done immediately after the approval of the AAP.
- ✓ MSRLS will have a partnership with a NRO for organizing field immersions/exposure.
- ✓ NMMU will conduct induction and orientation for the staffs and coordinate the immersion/exposure of the Intensive districts/blocks staff.
- ✓ One SMM will Anchor one particular block and work in close coordination with the block team. The four Intensive blocks will be directly monitored by SMMU in close coordination with the DMM of the concerned district.

Training and capacity building process:

The induction programme envisaged for the staff under human resource development will be in two parts.

The first part of the training will consist of;

- *Information about organizations, programme, its value system, key parameters and partners.*
- *The purpose of the programme and understanding its functions.*

- *Information about the policy, service rules, administrative, financial and procurement guidelines.*
- *Develop understanding about the targeted community covered under the programme*

The second part of the induction programme will consist of:-

- *Deputing staff to field level to actually feel the various concepts of the programme. This may be for 10-15 days.*
- *Arrange 7 days exposure visit of similar project outside the state.*
- *Arrange feedback session of the staff about above training inputs for 1 day.*

The induction and training programme will prepare staff to take up their responsibilities in a better way. It will also help state unit to get feedback from trainees to improve various aspects of the programme.

Periodic/specific training programme will cover following areas: -

- Training on specific activity like formation of groups, federations etc.
- Training to monitor and supervise special development projects under NRLM
- Programme in behavioral and motivation aspects, management aspects, discipline etc.
- Training on communication skills, office practices, computer uses, MIS, administrative aspects, and financial discipline etc.
- The above programmes will be planned for experienced staff and will be of short duration ranging between 3-5 days.
- In addition to above training interventions, the staff will also be involved in workshops, seminars to be arranged by MSRLS in association with SIRD or any other agencies relating to this programme.
- Regular meetings, reviews etc. will be arranged by SMMU from time to time to share experiences and promote learning from each other wisdom.
- Staff will also be deputed to outside programmes arranged by reputed institutions relating to the project.

Methodologies for training

- The training modules will be prepared keeping in view the various training programmes.
- The methodology followed for various types of training will be developed with care to enable participants to receive it well.
- For induction of staff, mix of in-house training and exposure to successful livelihood programme inside and outside state will be arranged.
- Training on specific topics will be arranged through reputed resource training institutions and deputation to outside reputed institutions.
- The Society will enter partnership with ETC/SIRD and NRO for conducting trainings & immersion/exposure visits which are necessary to build a strong pool of dedicated and efficient sensitive support staff at various levels.

Requirement:

Sufficient dedicated sensitive professional support staff to be placed at State and Intensive Districts/Blocks structure across the state for intensive operation.

Propose Implementation Structure at different levels:

The implementation structure is arranged from the State level down to the Block level with dedicated and sensitive professional staffs as under:

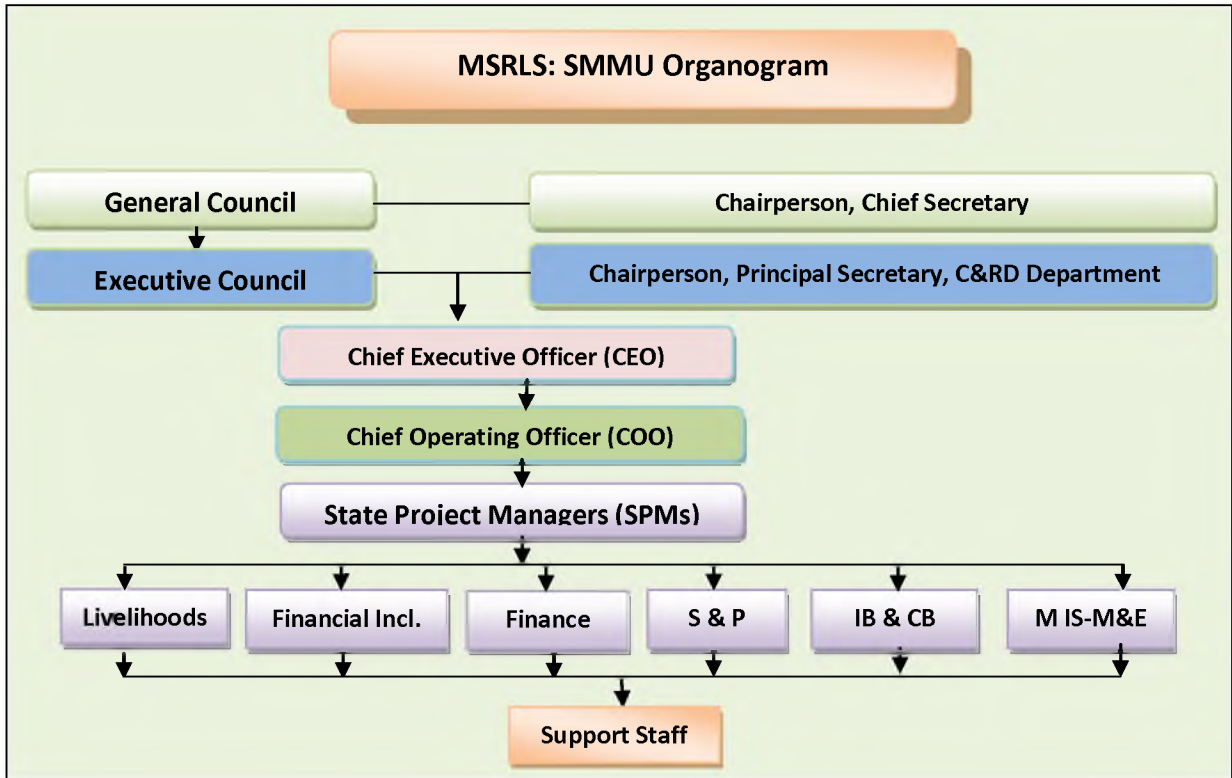
1) At the State level: The State Level Office will have the State Mission Management Unit (SMMU) headed by the State Mission Director who is also the CEO of the Society. The CEO will be assisted by Chief Operating Officer (COO), State Mission Managers (SMMs), who are subject specialist and other support staffs. As the program components expands, various other post such as SMM-Marketing, Dairy, Non-Farm, Gender, Disability etc. will be created as required.

2) At the District Level:

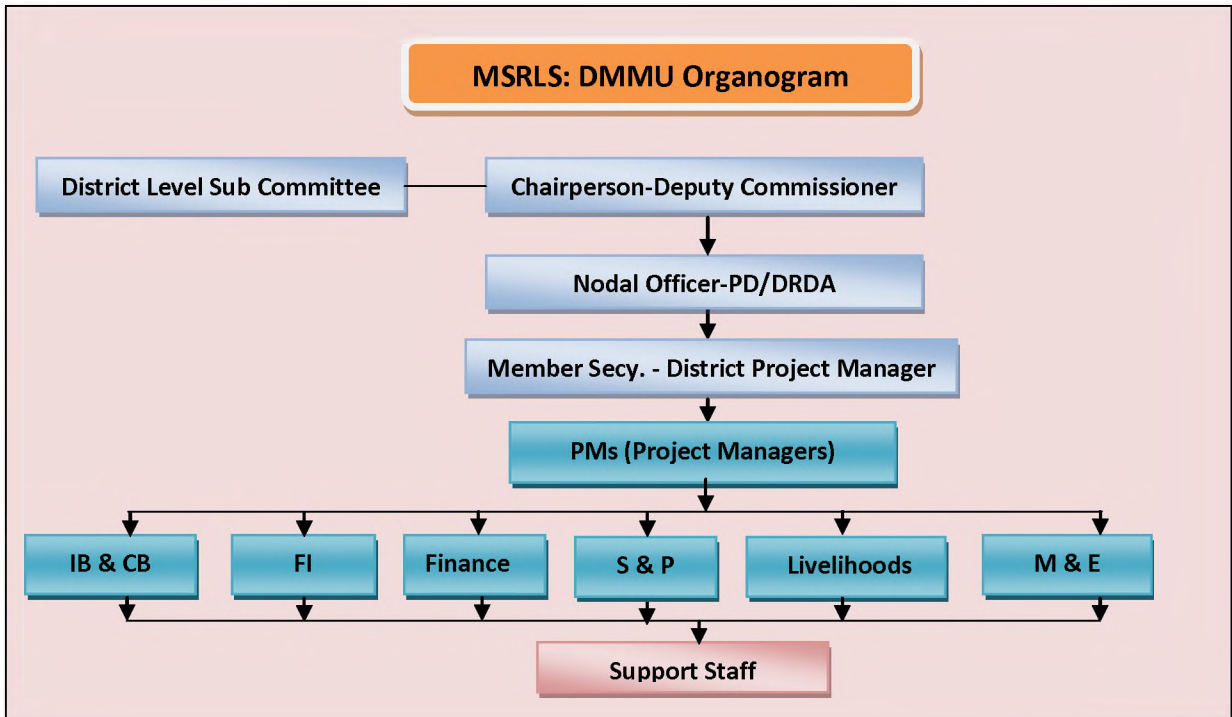
Since NRLM is to be roll out in a mission mode, only few blocks are taken up in the initial years. Hence, only skeletal team at the district office headed by the District Project Manager and assisted by Project Manager-Financial Inclusion and Project Manager-IB&CB will be placed. The interim DMMU office with skeletal team will gradually turned into a fully functional DMMU office with sufficient dedicated staff as the programme expands in the blocks.

3) At the Blocks level: The Blocks Project Implementation Unit (BPIU) will be headed by the Blocks Project Manager with a dedicated team of support staff drawn from the community and also from open market. The BPM will be assisted by a Block Accountant, a Computer Operator, 4 Cluster Coordinators and an Office Assistant. Each Block is sub-divided into four Clusters and each Cluster will be looked after by one Cluster Coordinator (CC).

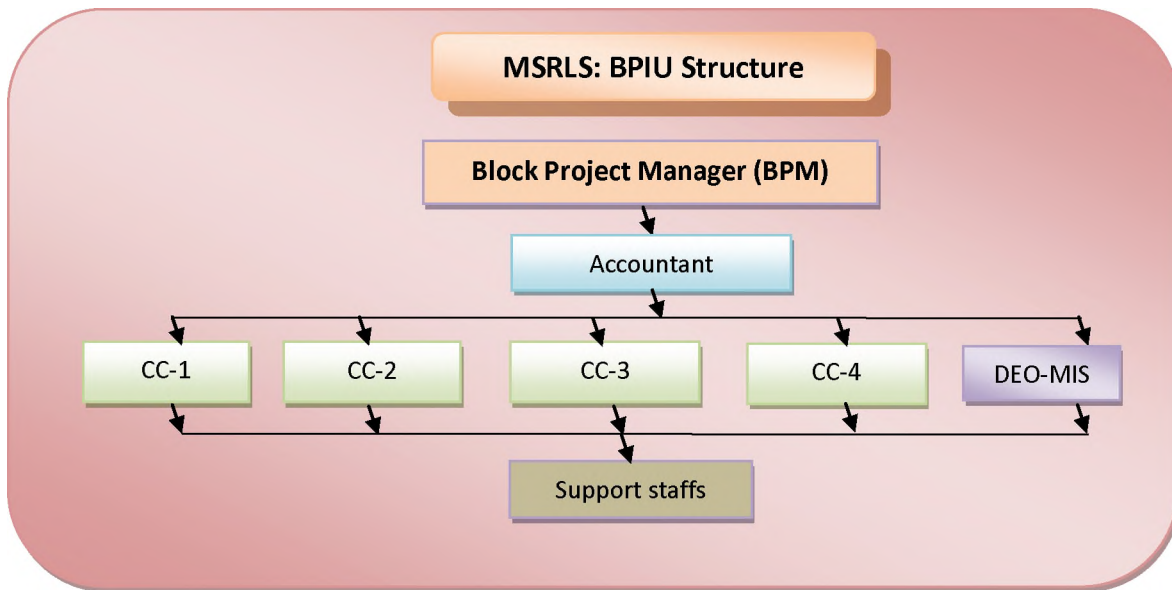
Support Staff at State Mission Management Unit (SMMU) Level



Support Staff at District Mission Management Unit (DMMU)



Block Project Implementation Unit (BPIU) Level



Implementation Arrangement:

1. The SMMU will anchor the Intensive intensive blocks and the DPM and its team will also be responsible to anchor the non-intensive blocks so as to prepare the non-intensive blocks to be ready for intensive block operations in the next phase of implementation of the intensive blocks.
2. Convergence will be made at the district level and MSRLS will have separate office, separate dedicated sufficient staff at the block level, independent from the Block Development Office. Hence, the Block Project Manager is the overall head at the block level. However, at district level, the Deputy Commissioner will head the District Level Sub-Committee and the Project Director-DRDA will be the Nodal Officer.

Chapter 6: State Perspective and Implementation Plan (SPIP)

Requirement:

Good quality SPIP (5-7 years plan) to be submitted to NMMU/MoRD

Propose Action Plan:

In order to produce a good quality SPIP for the state, the following activities will be taken;

- a) Situational analysis: This activity of conducting the State Situational Analysis will include; Poverty diagnostics – indicators and poverty mapping, Assessment and profiling of the quality of current/existing SHGs, Assessment and profiling of existing social issues and constraints in inclusion of poor, Assessment and profiling of current status of financial inclusion and Successful livelihood initiatives in the state.
- b) Developing intervention strategies and implementation plan for NRLM in the state taking into consideration the ground reality of the state.
- c) Preparation of Social Management Manual/Social Inclusion Plan and Environment Management Manual/Environment Action Plan in the context of the state.
- d) Preparation of Community Operations Manual which will be specifically designed for the state.
- e) Stakeholder consultations to have stakeholders' opinion, suggestion, feedbacks for the smooth and successful implementation of the program.
- f) An advertisement in leading national and local dailies shall be float to invite interested reputed firm/institute to carry out the state Situational Analysis and preparation of EMF, SMS and other manuals.

Implementation Arrangements:

- a) The selected reputed firm/institute shall be given a maximum period of 3 months to finish its Situational Analysis so as to have sufficient time to incorporate the findings in the SPIP.
- b) The CEO, COO and SMMs will work in a team and prepare the SPIP. The various thematic managers of the SMMU will take up their concerned thematic areas of the SPIP.
- c) MSRLS will seek comments/suggestion/guidance from NMMU to ensure the SPIP prepared is of good quality and follows the national framework/template.
- d) A regular State Level, District Level and Block Level workshop and consultative meetings will be organized to incorporate the new learning and the unlearned from the field in the SPIP and also the views and suggestion from stakeholders.
- e) An individual consultant will be hired to lead the thematic SMMU managers to prepare the SPIP.
- f) Concerned thematic managers will be responsible for organizing specific workshop/consultation on thematic subject in close coordination with the CEO and COO.

Technical Assistance Required from NMMU:

- ToRs for studies (poverty diagnostics, SHG quality, financial inclusion, livelihoods and value chains, SMF, EMF).
- Timely comments/feedbacks/suggestion while preparing to produce high-quality SPIP.

Chapter 7: Financial Management System (FMS)

Requirement:

Proper Financial Management System to be placed at State level and in the Intensive blocks including Resource Blocks.

Propose Action Plan:

To have the above requirement, the Society has taken up/will take up the following activities immediately;

- a) The State has hired a FM Consultant to prepare Financial Management Manual and Administrative and Financial rules and clear business processes for payroll and other payments for the MSRLS and a draft is ready.
- b) Setting up computerized accounting system, including developing chart of accounts to align with the financial reporting requirements of NRLM.
- c) Entering a MoU with Leading Banks for arrangement of electronic fund transfer to district and block level units as relevant for the Intensives.
- d) Conduct FM training for Core team and staffs of Intensive Blocks at State and District level respectively.

Implementation Arrangement:

- a) MSRLS will have one Senior Meghalaya Finance Service Officer as independent State Financial Advisor from the Govt. The SMM-FM with the help of the State Finance Adviser will lead in setting up proper Finance and Accounting System, Administrative and Financial Rules (delegation of powers) in all levels of the organizational structure as per NRLM's FM framework.
- e) The Society's Banker- Axis Bank will be entrusted for arrangement of electronic fund transfer to districts and blocks. The same bank will also be entrusted for Setting up computerized accounting system.

- f) At the State level, the CEO and the Chief Operating Officer is the joint Account Holder of the Society's State Account. The CEO will be the DDO of the SMMU.
- g) At the district level, the PD/DRDA and the DPM will be the joint Account Holder. However, the funds for intensive blocks will be directly transfer to the respective BPIU account from the SMMU.
- h) For Intensive intensive Blocks, the BDO and the BPM will be the joint account holder for the BPIU Account. However, the BPM will be the DDO of the BPIU, who is the overall in charge of all the project activities in the Blocks. However, in non-intensive blocks, all project money will be managed by the BDO.
- i) The funds for CIF, Interest subsidy, Revolving Fund and other funds which are meant for SHG & its federation will be directly channeled from SMMU to the SHG's federation account at Block/Cluster level. However, for initial year, all funds will be channeled through the BDO's/BPIU's accounts and continues until such time the SHGs has its Cluster/Block federation with separate Bank Account.
- j) The SMMU will transfer the funds to the DMMUs/DRDAs as per the district allocation of funds. The DMMUs/DRDAs will in turn transfer the funds to the respective BPIUs/BDOs as per allocated depending on the approved Blocks Action Plan. However, for Intensive Blocks, funds will come directly from SMMU.
- k) Each DRDA/DMMU will prepare its own budget which will be the consolidation of budget prepared by the respective BDO/BPIU. The BPIU will prepare its budget as per the funds allocated for the Blocks.
- l) The Annual Audit of the Society will be done by the Auditor General of the state. Each DMMU/DRDA will submit the Annual Audited report collected from the BPIU/BDO to the SMMU. A private Chartered Accountant firm will be engaged for auditing of DMMU/DRDA and BPIU/BDO. The internal audit of the SHGs, AEC level federation and CLFs will the responsibility of the concerned BDO/BPM and Block Accountant of the respective BDO/BPIU.
- m) The funds for non-intensive will be kept at DRDAs. The DRDA will transfer the funds to the BDO or NGO (if engaged as implementing partner in a Block). The funds intensive blocks will be directly transferred from SMMU to BPIU and will be managed by the respective BPIU.

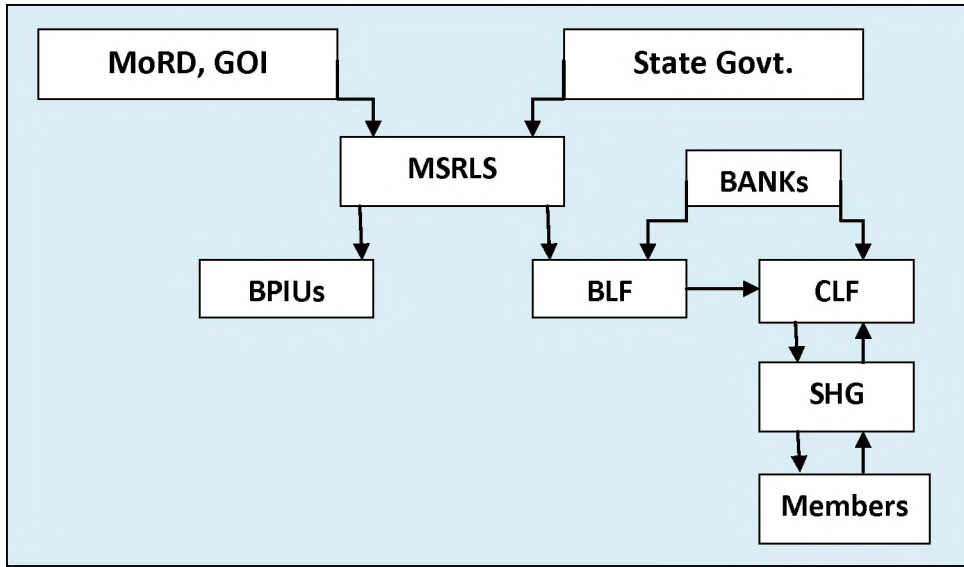
Process to be followed in the FM system:

The financial management is an integral part of the project management. It is made up of a number of distinct processes that happens in a cyclical way. Managers at various levels receive support from their finance section to manage their finances.

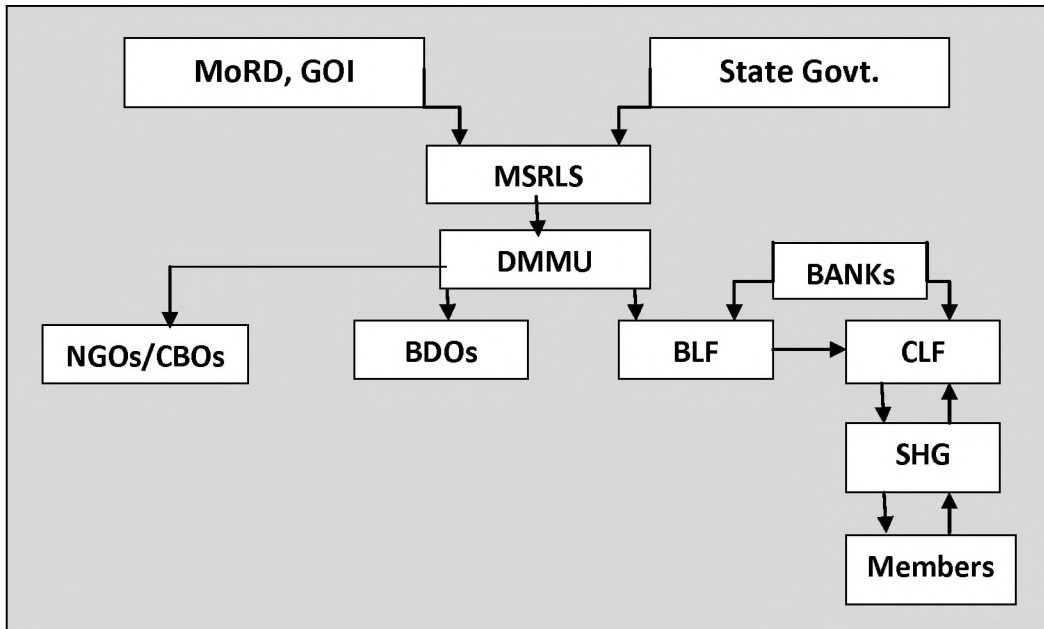
The processes that will make up the financial management for MSRLS are explained in the table below;

Process	Description
Financial Planning: <ul style="list-style-type: none">- Budgeting- Setting targets for monitoring & evaluation	Assessing the current position, linking resources to service plans and determining the budget; <ul style="list-style-type: none">- Drawing up the budget which will guide how money is spent in order to achieve the goal set- Setting target for community saving and expenditure
Resource allocation	Allocating resources across districts and blocks services
In-Year management: <ul style="list-style-type: none">- Operating,- Monitoring,- Safeguarding	<ul style="list-style-type: none">- Ensuring that funds are spent according to the financial plan which is prepared as per the NRLM Financial Management Framework- Ensuring that there are good internal control measure and monitor that these are applied
Evaluation: <ul style="list-style-type: none">- Reviewing and- Reporting	<ul style="list-style-type: none">- Linking expenditures to service outputs and analyzing with respect to efficiency and sustainability- Drawing up an annual report- Identifying key strategic issues for the next District Investment/ expenditure Plan

Fund Flow for Intensive Operations:



Fund Flow for Non-Intensive Operations



Requirement:

To set up Procurement Management System at the State level and also for the Intensive Blocks and to conduct PMS training to core staffs

Propose Action Plan:

- a) The Governing Council of the MSRLS, in its first GC Meeting has passed a resolution and adopted the NRLM Procurement Manual for all procurement activities of the Society.
- b) MSRLS will set-up a procurement cell at the SMMU to be headed by the COO and assisted by Procurement Assistants.
- c) The Society will conduct Procurement Management Systems training for SMMU, DMMU and BPIU staffs.

Implementation Arrangement:

- a) The Procurement Cell of the SMMU will coordinate all procurement activities of the Society.
- b) The Procurement Head will be adequately support by at least two support staff and coordinate all procurement activities at the state and blocks in line with the procurement manual of the NMMU.
- c) A handholding support to establish the procurement management system may be sought from the NMMU.

Requirement:

- 1) To placed dedicated Professional Staff at Intensive intensive Block offices.
- 2) Start implementation of CRP strategy in 4 Resource Clusters of Intensive Blocks.
- 3) To enter a formal partnership agreement with National Resource Organization.
- 4) To incorporate field experience/learning from Intensive while preparing the SPIP.

Propose Action Plan:

To achieve the above requirement, the following activities will be taken up immediately;

- 1) Immediate recruitment and placement of dedicated Block team comprising of 4 Block Project Managers, 4 Block Accountants,) 16 Cluster Coordinators (4 CC per block), 4 Computer Operator and 4 Office Assistants.
- 2) Organizing orientation, induction and training of Block teams along with SMMU by NMMU or National Resource Organization.
- 3) Organizing of exposure visit and field Immersion for DMMU and BPIU team in resource organization to gain first-hand experience on various component of NRLM.
- 4) Arrangement of exposure visits to Resource Organization for Bankers and successful SHGs leaders of Resource Blocks.
- 5) Conducting Awareness Program at all AEC centres and Block Headquarters.
- 6) Conducting rapid diagnostics of the area for mapping and assessment of all pre-existing SHGs, quality of existing SHGs, Financial Inclusion scenario, livelihoods analysis of poor households, etc. and social mobilization/PIP exercise at all VEC centre.
- 7) Identification of potential internal CRP, filtering of identified potential CRP, conducting orientation, induction, training and exposure visit of selected internal CRP in NRO.

- 8) Identification and selection of potential Community Professionals by MSRLS and to be trained and inducted by NMMU/NE Resource Centre to roll out Resource Cluster strategy.
- 9) Implementation of CRP strategy in four Resource Clusters from the four Intensive Blocks of the state and conducting various thematic training on CB & IB activities for various stakeholders.
- 10) Design basic MIS and periodic review & feedbacks for preparation of good quality SPIP.
- 11) Conducting PIP exercise in each VEC for identification of PoP and Poor.
- 12) Implementing Intensive on thematic areas such as FI Intensive at Mairang Block, Convergence with Village Institutions Intensive at Rongram Block, and Food Security Intensive at Dallu Block respectively.

Implementation Arrangement:

- 1) Prepare Participatory Identification of the Poor (PIP) and Community Operational Manual (COM) for scaling up the Intensive by SMMU.
- 2) Enter a formal partnership agreement with NRO for implementing CRP Strategy/Resource Cluster strategy and providing handholding support for a minimum period of at least 2 years and groom the BPIU team. Identifying State Resource Organization for helping MSRLS in IB&CB activities.
- 3) For the initial year, Intensive Blocks will be directly monitored by SMMU and one SMM of the SMMU will anchor one each Block and works in close coordination with the BPIU team.
- 4) For the first initial year, among the four clusters in each block, one cluster will be selected to be the Resource Cluster of the block. Main criteria to be used in selection of Resource Cluster includes- Existing of good SHG and its federation, comparatively good transport & communication network, proximity of villages in the cluster, and presence of CBO /NGO with its SHG/SHG federations.
- 5) An arrangement will be made with the existing SHG/federation of NGOs for using them in Social Mobilization and Capacity Building. The resource clusters will be developed to be the place of exposure visit for the rest of all non-intensive and intensive blocks of the state.

- 6) For the initial 6 months of implementation of the CRP Strategy, all the BPIU staff will work collectively in the resource cluster with the CRP teams to develop the cluster into a resource cluster as fast as possible. Only after 6 months of implementation, the CC will disperse and work in their respective allotted cluster. One CC and CP will continue to remain in the resource cluster and saturate the cluster and coordinate exposure visit from other blocks/clusters in the resource cluster.

Resource Cluster CRP strategy for First Year

Introduction:

The importance of institutional building for poverty alleviation has been accepted widely in the development sector. The interdependence of institutions with the human, physical and macroeconomic sides of development has also been widely stressed. Of the various institutions, the institution of the poor formed by the poor for the poor in the name of SHG, need a larger platform for better coordination to fight for achieving the same goal of poverty alleviation. In this context, MSRLS will implement CRP strategy in four Resource Cluster of the four Intensive Blocks. Meghalaya has good numbers of NGOs and Government Agencies working for Rural Development by implementing several projects including IFAD. One of the outputs of these projects is the creation of large pools of *Social Capital* in the project villages. Thus there are over 200 CRPs in the project villages of MRDS alone. Considering the similarity of the nature of these projects with NRLM, with proper new orientation and training, these CRPs can be utilized as NRLM's CRPs.

CRPs in the context of NRLM in Meghalaya:

1. CRPs are active community leaders selected from the members of mature SHG & CLF.
2. CRPs are such women members who have come out of poverty with the active support, guidance and assistance provided by the SHG federation.
3. They have at least 4 years of experience as members in their groups and have accessed multiple doses of loans and improved their livelihood base and standard of living.
4. They are recognized as role model in their SHG & its federation and have good articulation and communications skills.
5. Their SHGs, ALF & its federation have become strong and mature organizations adopting good management practices and addressing social issues successfully.
6. They had bitter experience of poverty in the past and as members of the groups gained good knowledge and experience on SHG concept, group management norms, SHG meeting process,

clarity on the need of Book keeping and role of Bookkeeper, CLF meeting process, agenda fixation, various functions of CLF and its committees.

7. They have the ability and skills to conduct trainings to the community by drawing lessons from their personal experiences and the best practices of their SHGs & CLF .
8. They have the ability to use their folklore in the trainings and facilitation for motivating the poor women.
9. They document their SHGs & its federation, institutional maturity progress, best practices nurtured and adopted member's case studies & achievements and use them as training materials.
10. They are not pregnant, nursing mother/women and are willing to impart training to their fellow poor women in other village/blocks/districts.

CRP Team Composition:

CRP team will comprise 2 Women members, 1 Sr. Bookkeeper and 1 CP from CLF.

Identification, orientation and training of CRP:

SMMU will conduct 2-Day Block Level NRLM Workshop in collaboration with ETC (SIRD) and also conduct field visit in the four Intensive blocks. SMMU will ensure the participation of all existing CRP of MRDS/NERCORMP in the programme. After the programme, along with the existing CRPs, SMMs will visit the SHGs and federation which has CRPs. The SMMs will study in detail the SHGs and federations of the CRPs to ascertain the quality of the existing CRPs and also have a personnel interaction with the existing CRPs. Those found qualified will be given orientation, immersion, exposure and training.

Block Division & Assumptions:

1. The four Intensive blocks has an average of 170 villages with an average of 10,591 HHs and average of 6096 BPL-HHs.
2. Each Intensive Block will be divided into 4 geographical clusters for operational convenience.
3. Each cluster may have 40-50 villages, over 1300-1500 BPL-HHs and a potential for 130-150 SHGs, 10-15 ALF and 1 CLF. Each AEC may have 1-5 VEC and each VEC may have 1-3 village. Each AEC may have 10-15 SHGs.
4. Women from 10-15 BPL-HHs form 1 self-help group. After 6 months of CRP strategy, SHGs in 1-3 VEC will be federated into 1 Area Level Federation (ALF). After 2 years of ALF formation, all ALF in a cluster will be federated into a CLF. If feasible and necessary, after 3 years of CLF, all CLFs will be further federated into a BLF. Hence, it will take 6-7 years to have a BLF in a Block.

5. For every 1 ALF, MSRLS will train and position 2 Bookkeeper for writing SHG records in their meetings. For 2 years the MSRLS will meet the cost and gradually the Bookkeeper will be paid monthly honorarium from the group's earnings.
6. Every ALF will have 1 ALF Assistant as its employee to facilitate meetings and write ALF records. The ALF Assistant will be trained by the project. For two (2) Years the cost shall be met by the Project and gradually he will be paid by the ALF from its earnings.
7. For every Cluster, there will be 1 CRP team and 1 CP. They will be trained and positioned as Cluster Federation Staff. Initially for 2 Years they will be paid from project funds and gradually their cost will be met by the CLF out of the interest earnings on CIF loans. MSRLS will facilitate recruitment of CLF Assistant and CP.

Profile of RESOURCE CLUSTER

Sl. no	Resource Cluster Name	Name of dist.	Name of Block	Total GS	Total AEC	Total VEC	Total HHs.
1	Hq. Cluster	West Garo Hills	Rongram	5	13	46	2,797
2	Block Hq. Cluster		Dalu	5	16	69	3,747
3	Block Hq. cluster	West Khasi Hills	Mairang	3	16	36	3,235
4	Mawthawpdah cluster		Mawkyrwat	4	10	27	2,291
Total		2	4	17	55	178	12,070

One CRP rounds will be for 15 days and cover the following activities;

- *The team will meet the Nokma/Village Headman and other village elders and brief them the purpose of visit.*
- *Conduct a meeting of all SHGs and leftover PoP and Poor to have a diagnostic study of the status of SHGs and the poverty issues in the village.*
- *Prepare a status report to have a base line and form new groups with left over poor*
- *Conduct group level member's trainings to each SHG for 3 days.*
- *Facilitate groups meetings in the night and develop group management norms and financial management norms in the SHGs.*
- *Facilitate SHG members to identify Bookkeepers.*
- *Give intensive trainings to Bookkeeper on their roles and Bookkeeping skills for 5 days.*
- *Get all the groups records updated and bring the actual financial status to their notice.*
- *Facilitate leadership rotation in the groups where same leaders continued for long years.*
- *Facilitate ALF members to identify two good groups from PoP and Poor and give intensive training on 7 step MIP process and get the plans prepared.*

- Give training to all SHG members on how to constitute ALF around members' common social and economic interest.
- Facilitate ALF's GB and EC meetings to develop clarity on ALF seating arrangement, meeting process, agenda preparation, discussion and decision making, review of community activist and SHG performance in the meeting through Monthly Reports and appraisal of MIPs from SHGs in the ALF meeting and develop terms of partnerships for the MIPs.
- Facilitate ALF members to identify social audit committee and give training to the members.
- Give training to the community activist on ALF bookkeeping and preparation of ALF Monthly Report
- Identify 2 or 3 strong community leaders and hand hold them for 15 days.
- CRP Team and CC will prepare day wise work done report.
- On the last day, CRP will prepare the Block Team follow up Action Plan for the village and handover the report to the PD (Project Director) through the DPM in the **feedback meeting** held by the PD after completion of village visit.
- During village stay, the CRP team will also attend ALF meeting if it synchronizes with the village visit.
- In each CRP round, CRP team will identify CA from the community at least @ 1 per ALF covered by them. The MSRLS will conduct immersion and training to all the Women Activists for a period of 10 days in NRO to build their skills on social mobilization process, SHG-concept and Management, Bookkeeping, MIP process, ALF & CLF formation.

After 3 months of the 1st CRP round, the CC and CP of the respective cluster will take up 5 days follow-up programme in the respective ALF where CRP round had been implemented.

Cluster Level CRP Team Movement Plan for FY: 2013-14 for 1 Resource Cluster

Team	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
4 CRP team	ALF 1& 2	ALF 3&4	ALF 5&6	ALF 7&8	-	-	ALF 9 &10	A LF 11&12	180 days
4 CC &	-	-	-	ALF	-	ALF	ALF	ALF	40

4 CP				1&2		3&4	5&6	7&8	days
Total Days	30 Days	30 Days	30 Days	40 Days	-	10 Days	40 Days	40 Days	220 Days

Resource Cluster Action Plan for FY: 2013-14

S. no	Activity	Apr.	May	Jun	Jul	Aug.	Sep.	Oct.	Nov.	Dec	Jan.	Feb.	Mar.
1	Block Level workshop & Identification of CRPs	✓	✓	✓									
2	Recruitment & positioning of BPIU staff				✓								
3	Orientation & trg. Of BPIUs staff & CRPs				✓								
4	Immersion of BPIUs staff & CRPs				✓								
5	Cluster Level Awareness Prog. & finalization of CRP movement plan			✓	✓								
6	Start-up meeting with & CRP team will have a at BPIU office on 15 days Village Action Plan.				✓								
7	Roll out of CRP strategy					✓	✓	✓	✓	✓	✓	✓	✓
8	Exposure visit by Bankers						✓						
9	5 days follow-up program								✓		✓	✓	✓
10	5 days Cluster Level trainings to CLF Activists									✓			
11	3-day trainings to on ALF formation											✓	
12	Quarterly Review Meeting								✓				✓

Expected CRP Strategy Outputs in First Year in 1 Resource Cluster:

1. The BPIU Team is well trained on Social Mobilization process, SHG & ALF Concept & Management.
2. Four CRP teams create at least 100 strong SHGs adopting panchna sutras.
3. BPIU team provides intensive follow up support to the CRP strategy and create 50 new groups adopting panchna sutras in the Block.
4. Bankers operating in the Resource Block are sensitized to initiate SHG Bank linkage programme with the support of the Block Level Staff.
5. Over 100 SHGs got their book updated and switched over to Panchna Sutra adopting best practices in group management.

6. Over 20 trained SHG bookkeepers & 10 trained ALF Assistant are made available for providing book keeping service and Management of the SHGs and ALF.
7. Over 10 ALF has regularity in meeting & member's attendance, introduced Monthly Report and participatory decision making and sustainability improved.
8. In 10 ALF, at least 10 Youth groups are organized in SHG and enrolled in ALF.
9. In 10 ALFs, all the left over poor are organized into SHG and enrolled in ALF.
10. At least 50 SHGs have withdrawn idle funds from banks and put into internal lending.
11. All persons with disabilities in 10 ALFs are organized into SHGs and enrolled in ALF.
12. All SHGs and ALF have started discussing Social Agenda in their meetings and takes steps for addressing social issues.

General Expected Output by April 2014

1. Has functional SMMU and 4 BPIUs. 2 Skeletal DMMUs and 4 BPIUs in placed after proper induction, exposure and immersion.
2. Entered MoU with SRO/ NRO for IB&CB activity and CRP strategy
3. Organized 35 various types of training, immersion, exposure visit, workshops etc. for staffs and stakeholders.
4. Conducted exposure visit for 40 SHG leaders & 16 CRP teams in NRO.
5. Conducted; 200 village Level, 16 Cluster Level, 2 Dist, Level, 4 Block Level and 1 State Level Awareness Program.
6. In placed: 160 BKs, 80 CAs, 16 CP and 30 Bank Mitras.
7. MSRLS has SHG database, Baseline data, SMF , EMF and CoM.
8. SPIP prepared, submitted and get approved.
9. Initiated; Recruitment process for staff of 5 BPIUs and 2 DMMUs. Completed screening of existing SGSY staffs for Non-Intensive blocks.
10. Works begin for office space, refurbishment of 5 BPIUs and 2 DMMUs.

Expected IB &CB output by April 2014

1. 30 ALFs are formed and capacitated in IB & CB processes.
2. Over 800 SHGs switched over to weekly meetings, weekly savings and internal lending adopting best practices in group management.

3. 220 trained SHG bookkeepers are made available for providing book keeping service to the SHGs and receiving remuneration from the groups.
4. Over 800 SHGs got their books updated and adopted best practices in their meetings.
5. 80 CA emerged in the 80 ALFs to conduct trainings on MIP process for the SHGs independently and facilitate appraisal and development of Terms of Partnership including Social Audit procedures.
6. 80 ALFs has improved in meeting, attendance and participatory decision making
7. In 80 ALF, trained CA acquired facilitation skills and ALF book keeping skills.
8. 80 ALF has rented offices for their meetings, custody of ALF records and materials.
9. In the 80 ALF, at least 30 Youth Groups are organized and enrolled into ALF.
10. 800 SHGs & 80 ALF introduced Monthly Report for monitoring their performance.
11. 600 SHGs have withdrawn idle funds from banks and put into internal lending.
12. In the 80 ALF, all the left over poor are organized into SHG and enrolled into ALF.
13. All persons with disabilities are organized into SHGs and enrolled in ALF.
14. In 80 ALF trained Functional Committees constituted & are performing active roles.
15. All SHGs and ALF have started discussing Social Agenda in their meetings and takes steps for addressing social issues.

Protocol for Operationalization of CRP Strategy

Step	Program	Action Point	Person responsible at	
			Block	Dist/ State level
1	Selection of Resource Cluster	To implement the CRP strategy systematically, 4 clusters are selected as resource cluster from 4 Intensive blocks.	BDO & BPM	DPM/SMM anchoring the Block
2	Assessing current status of selected Resource Cluster	The final outcome of the SGSY for the year 2012-13 achieved by the Intensive Block are assessed and their status report with regard to IB, RF & Subsidy management at SHG and federation level is prepared by the BPIU staff and the SMM anchoring the Block.	BDO & BPM	DPM/SMM anchoring the Block
3	Immersion and exposure of Project Staff and Community Leaders	BPIU staffs of Intensive Blocks will have immersion and exposure to the mature and strong SHGs and ALF in NRO to thoroughly understand the best practices adopted by them and to directly interact with the women members who have come out of poverty.	BPM	SMM anchoring the Block
4	Selection of	In the district women members who have effectively addressed	BDO & BPM	DPM/SMM

	Internal CRP teams in the district	the poverty and gained good experience of group building, group management, good articulation skills and also experience bookkeepers are selected from mature SHGs and ALF and constituted into Internal CRP teams to work in the Resource Clusters. The selection process shall be done by the BDO, APO, PD and the SMMU team.		anchoring the Block
5	Orientation, training & immersion/ exposure of selected Internal CRP teams	The Internal CRP teams will be given orientation, exposure/immersion training by SMMU & NRO to enable them to have role clarity and to enhance their abilities to articulate their life experiences, member's case studies and best practices of their SHGs and ALF in IB & CB. The teams will also document the profiles and progress of their SHGs and ALF for narration to the new groups and members.	BDO & BPM	DPM/SMM anchoring the Block
6	Preparation of CRPs Strategy Action Plan for 1 year	A two Block level workshop will be held with CRP teams and BPIU staffs to finalize CRP Team movement plan with timeline for 1 year, 15 days village Action Plan and operational procedure and logistics to be followed for each round in the selected Intensive Blocks.	BDO & BPM	SMM anchoring the Block
7	Implementation and Monitoring arrangements	<p>At the beginning of the 1st round SMMU team and BPIU staff will have a start-up meeting at BPIU office with CRP teams, to give orientation on 15 days Village Action Plan, to provide CRP kits, to verify the documentation made by the CRP team about the institutional processes and members case studies and make arrangement for deploying the teams in the selected villages to work for 15 days.</p> <p>On the completion of the 1st round, a feedback meeting will be held at BPIU office by the SMM & BPIU staffs, 2 representatives of ALF, to assess the work done in 15 days and the outcome achieved.</p> <p>For the 2nd round, the CRP team will directly proceed to their respective assigned cluster and start the work in the 2nd ALF as per the movement plan.</p> <p>After completion of 2nd round, all the CRP teams along with 2 representatives each from the concerned ALF will attend the feedback meeting at BPIU office for presenting their village reports and the outcomes achieved. The meeting will be convened by the BPM & SMM anchoring the Block.</p> <p>In this way the feedback meetings will be held for all the rounds on the last days as per CRP movement plan for 1 year</p> <p>The CRP team will attend the ALF scheduled meetings if the meeting dates fall within their 15 days stays in the village to facilitate speedy replication by the other ALF in their villages.</p>	BPM	DPM/SMM anchoring the Block
9	Non-negotiable	<p>The BPM shall be responsible to place the CRP teams in the selected ALF as per the plan and report to the SMMU every month. The BPM shall neither resort to splitting of the CRP team nor diverting to other programme under any circumstances.</p> <p>The CC & CP shall stay in the village for 15 days along with the CRP team & undergo thorough immersion to the IB processes and equip himself/herself with necessary skills for follow-up</p>	BPM	DPM/SMM anchoring the Block
			BPM	

		and replication.		
		During every round the BPM shall stay at least 5 days in villages while the CRP teams are working.	BPM	
		The BPM of the Intensive Block shall visit the villages on the 1 st 2 days for tying up all arrangements with the ALF and SHGs for CRP teams and shall frequently visit to achieve the expected outcomes as envisages in the strategy.		
		The BPM shall be fully responsible to coordinate with CC & CP and ensure that the teams would take up the work in the villages strictly as per movements plan. He shall also visit villages while the teams are working and shall be responsible for CRP team deployment arrangement, feedbacks meetings for every round, monitoring and reporting the outcomes at the block level.	BPM	

Technical Assistance required from NMMU:

- a. Handholding support for Intensive resource cluster strategy.
- b. Thematic Experts and Resource Persons in IB, FI and M&E at NE Resource Centre to provide handholding support to MSRLS.

Chapter 10: Non Intensive Blocks Strategy (SGSY Blocks)

Requirement:

To start implementation of NRLM in non-intensive block (SGSY blocks) after having proper implementation arrangement and preparation of the block to be ready for an intensive operation.

Thrust Areas of Non-Intensive Blocks:

1. *Capacity building of the officials of DRDAs, Blocks and other stakeholders.*
2. *Training & capacitating of existing SHGs to bring them up to the level of strictly following the Panch sutra of NRLM and to build their capacity for formation of federations.*
3. *Continue giving of Revolving fund & CIF and interest subsidy to NRLM compliant SHGs/Federations.*
4. *Skill development and up-gradation for placement, development of entrepreneurship and enterprises etc. for rural youth.*
5. *Identification, mapping and up-scaling of best practices in livelihoods promotion.*
6. *Promoting financial literacy among existing SHG/federations, implementing Financial Inclusion and facilitating Bank Linkages. Introducing Bank Mitra & Community Based Recovery Mechanism.*
7. *Organizing exposure visit for Bank Managers and Youth to best practices sites.*

Support Staff:

1. At District Level:

- a) Once NRLM is roll out in the state, there shall be an arrangement with the respective DRDA for re-deployment and re-designation of SGSY staffs to give them proper orientation, induction, training and exposure/immersion and given new job profile.
- b) After proper screening, those APOs of SGSY, who are found capable/eligible for the new mission will be re-designated as the District Project Manager to coordinate all project

activities in the district and operated from the current DRDA/SGSY office. This will continue until such time fully functional DMMU has been set up in the district in phase wise expansion of intensive districts & blocks coverage.

2. At Block Level:

Two types of intervention will be made in Non-Intensive blocks;

- i). In some blocks where reputed NGOs have already done commendable livelihoods projects, MSRLS will enter a formal MoU with such NGO as implementing partner and the same shall be entrusted to saturate the entire block.
- ii). In the rest of the Blocks, the existing SGSY staff will continue to be engaged in the new mission. The Gram Sevekass, Gram Sewaks, Extension Officer and SGSY Nodal Officer who are currently associated with SGSY at the Block level will be properly screened and those found suitable/eligible for the new mission will be given new induction, orientation, training, immersion and new job profile.

Proposed Activities:

1. Taking SHG inventory to have a data base of existing SHG
2. Nurturing of existing SHG in capacity building bringing them to be NRLM compliant SHG.
3. Brining financial literacy and facilitating bank linkage to existing SHGs.
4. Giving Revolving Fund and Community Investment Fund to NRLM compliant SHGs
5. Giving training and capacity building to existing DRDA and BDO staff engaged in SGSY activities.

Chapter 11: Activity-Outcome-Timeline Matrix

A) Office Set Up

Sl. No.	Key Activities	Implementation Arrangement	Expected Output	Time Line
1	To set up SMMU Office	- Hiring of Interior design & Refurbishment firm	Well-furnished & fully functional SMMU office set-up at Shillong	March, 2013
2	To set up interim dist. & functional BPIUs Offices	- Immediately arrange interim office at DRDA & BDO office and set-up fully functional BPIUs for Intensive Blocks - Procurement Team to Coordinate the office set-up	Interim dist. & Block office at DRDA & BDO and Functional BPIUs at block Head Quarters.	April-July 2013

B) Human Resources

Sl. No.	Key Activities	Implementation Arrangement	Expected Output	Time Line
1	To recruit and positioned SMMU Team for initial year	- Government deputation. - Open Market recruitment	All Key posts in SMMU filled for Initial year	July, 2013
2	To positioned skeletal Team at DRDA & BDO	- Government deputation/ re-designation/re-deployment	Skeletal teams at DRDA. and BDO offices	July, 2013
3	Recruitment of staffs for Intensive Blocks	Open Market recruitment with the involvement of NMMU	Sufficient staffs at 4 BPIUs	June-July 2013
4	Orientation, induction, immersion of all staffs	Formal partnership with Resource Organization and State Resource Organization with the help of NMMU	Recruitment, training and immersion of large batch of professional staff SMMU & BPIUs	July, 2013

C) State Perspective and Implementation Plan.

Sr. No.	Key Activities	Implementation Arrangement	Expected Output	Time Line
1	To set up core group and thematic work groups to prepare SPIP	- SMMU team will prepare SPIP - Feedback/suggestion from NMMU	Good quality SPIP is ready for submission to MoRD	Aug 2013 February, 2014
2	To identify suitable agency for carrying out sector specific studies	Hiring of consultant/firm through open tender	Study report incorporated in SPIP	October, 2013
3	Implementation of Resource Cluster strategy in 4 blocks and starting of other Intensive blocks after 6 months	- Partnership with Resource Organization for implementing CRP strategy	Field experience/ learning from Intensive to include in preparing the SPIP	Aug 2013- March 2014

D) Financial Management System

Sl. No.	Key Activities	Implementation Arrangement	Expected Output	Time Line
1	Hiring of FM specialist to prepare FM manual, policy etc.	Hiring from Open Market	Good quality FM; manual, policy and Administrative & financial rules available	June, 2013
2	To set up FM system at all levels	Preparation by FM specialist and State Finance Adviser with the help of NMMU	Good quality FM system in place	Aug, 2013

Chapter 12: Program Cost

NRLM ESTIMATED COSTS (CONSOLIDATED SHEET)						
No.	(Figures are in Rupees Lakhs	Q-1	Q-2	Q-3	Q-4	Total
	FUNDS AVAILABLE WITH SRLM UNDER NRLM AS ON 31st MARCH, 2013					29.02
	FUNDS AVAILABLE IN THE STATE UNDER SGSY AS ON 31st MARCH, 2013					382.19
A	Administration Cost					
A1	Investment Cost		116.53	2.00	12.00	130.53
A2	Recurrent Cost		15.46	19.33	18.93	53.72
	Sub-Total		131.99	21.33	30.93	184.25
B	Institution Building and Capacity Building					
B1	Intensive Blocks					
	IB & CB,		94.44	94.44	94.44	283.32
	RF/CIF		20.00	40.00	60.00	120.00
	BMMU cost (training/emersion/salary etc)		49.96	3.60	31.60	85.16
	Sub-Total		164.40	138.04	186.04	488.48
B2	Non Intensive blocks					
	Training & Capacity Building		9.50	174.60	174.60	358.70
	RF/CIF			300.00	300.00	600.00
	SGSY staff (DRDA/BDO) training		52.50	52.50	52.50	52.50
	Sub-Total		52.50	527.10	527.10	1,011.20
C.	RSETI				22.00	22.00
D.	INTEREST SUBVENTION				105.00	105.00
	GRAND TOTAL		348.89	686.47	871.07	1,810.93

Annexure-I

State Mission Management Units (SMMU)												
Figures are in Rs.Lakhs	Units	Quantities					Unit costs INR	Base Cost (INR Costs)				
		Q-1	Q-2	Q-3	Q-4	Total		Q1	Q2	Q3	Q4	Total
A. Investment Costs												
State Mission Management Unit (SMMU)												
1. Office furnitures. Fixtures etc/b	SMMU								10.00	0.00	0.00	10.00
2. Office Equipment	SMMU								39.53	0.00	0.00	39.53
Staff Training/CB at State, District												
1. Recruitment Cost									5.00			5.00
2. Induction/Immersion/Exposure Cost									60.00	0.00	0.00	60.00
3. Refresher Cost									0.00	0.00	10.00	10.00
4. Workshops, consultations, visits etc.									2.00	2.00	2.00	6.00
A. Total Investment Costs									116.53	2.00	12.00	130.53
B. Recurrent Costs												
Staff Salaries												
COO	1		1	1	1	3	0.55		0.18	1.65	1.65	3.48
State Mission Managers	6		6	6	6	18	0.45		8.10	8.10	8.10	24.30
Consultants	1			1			0.80			2.40		2.40
Support Staff	2		2	2	2	6	0.10		0.60	0.60	0.60	1.80
Staff allowances. TA,DA etc.									1.48	1.48	1.48	4.44
Subtotal									10.36	14.23	11.83	36.42
Operating Costs												
Office Rent							0.50		1.50	1.50	1.50	4.50
Office Running Expenses							1.20		3.60	3.60	3.60	10.80
Miscellaneous expenses (audit) etc											2.00	2.00
Subtotal									5.10	5.10	7.10	17.30
B. Total Recurrent Costs									15.46	19.33	18.93	53.72
Grand Total									131.99	21.33	30.93	184.25

Annexure-II

2 District Mission Management Unit (DMMU)													
			Quantities					Unit Costs	Base cost (INR lakh)				
		Unit	Q-1	Q-2	Q-3	Q-4	Total	(INR Lakh)	Q-1	Q-2	Q-3	Q-4	Total
A.	Investment Costs												
	A. Refurbishment cost	DMMU		2				2.00		4.00			4.00
	B. Office Equipment	DMMU		2				3.89		23.34			23.34
	sub-total									27.34			27.34
B.	Recurrent Costs												
	Office Running Expenses	DMMU		2	2	2	6	0.35		2.10	2.10	2.10	6.30
	Grand Total									29.44	2.10	2.10	33.64

Administrative Cost (Others)													
No	Activity	Units	Quantities					Unit Cost (INR Lakhs)	Base Cost (INR Lakhs)				
			Q-1	Q-2	Q-3	Q-4	Total		Q-1	Q-2	Q-3	Q-4	Total
1	Partnerships with Resource Organisations	SMMU						0.50		1.50	1.50	1.50	4.50
2	Monitoring & Learning	SMMU						1.00		1.00	1.00	1.00	3.00
3	Baseline Surveys	SMMU								5.00			5.00
GRAND TOTAL										7.50	2.50	2.50	12.50

Annexure-IV

Budget for 4 Intensive Blocks (Rs in Lakhs)													
No	Activity/Item	Units	Units	Units	Units	Units	Units	Rs.L	Rs.L	Rs.L	Rs.L	Rs.L	Rs.L
			Q-1	Q-2	Q-3	Q-4	Total	Unit Cost	Q-1	Q-2	Q-3	Q-4	Total
A	IB & CB for Community												
	Cost of CRPs rounds	BMMU		4	4	4	12	3.19		38.28	38.28	38.28	114.84
	IB/Training/CB for community institutions	BMMU		4	4	4	12	2.64		31.68	31.68	31.68	95.04
	Bank Linkage Facilitation	BMMU		4	4	4	12	0.38		4.56	4.56	4.56	13.68
	Internal CRP development	BMMU		4	4	4	12	1.66		19.92	19.92	19.92	59.76
	Sub-total									94.44	94.44	94.44	283.32
B	CIF heads												
	RF to SHGs	SHG		200	300	400	900.00	0.10		20.00	30.00	40.00	90.00
	Vulnerability Reduction Fund to VOs/ALFs	ALF			10	20	30.00	1.00			10.00	20.00	30.00
	Sub-total									20.00	40.00	60.00	120.00
C	BMMU Training												
1	Induction & initial training - 30 days plus immersion & exposure visits of 15 days	Staff		28			28	0.64		17.92			17.92
2	Refresher Training - 5 days	Staff				28	28	0.5		0.00		14.00	14.00
	Sub-total									17.92		14.00	31.92
D	BMMU Costs												
1	BMMU start-up (furniture, equipment etc.)			4			4	2		8.00			8.00
2	BMMU Staff												
	Block Mission Manager	BMMU		4	4	4	12	0.25		3.00	3.00	3.00	9.00
	Block accountant	BMMU		4	4	4	12	0.22		2.64	2.64	2.64	7.92
	computer Operator-MIS	BMMU		4	4	4	12	0.20		2.40	2.40	2.40	7.20
	Cluster coordinator	BMMU		16	16	16	48	0.18		8.64	8.64	8.64	25.92
	Support staff	BMMU		4	4	4	12	0.08		0.96	0.96	0.96	2.88

	Functional Specialist	BMMU		2	2	2	6	0.30		1.80	1.80	1.80	5.40
	Sub-total									19.44	19.44	19.44	58.32
3	BMMU Travel and related, 15% of 2 above									2.92	2.92	2.92	8.75
4	BMMU Running Expenses												
	Office Rent	BMMU		4	4	4	12	0.10		1.20	1.20	1.20	3.60
	Office Running Expenses	BMMU		4	4	4	12	0.20		2.40	2.40	2.40	7.20
	sub-total									3.60	3.60	3.60	10.80
	BMMU cost									31.04	3.60	17.60	42.72
	GRAND TOTAL									163.40	160.40	192.33	521.11

Annexure-V

BUDGET FOR 35 NON INTENSIVE BLOCKS													
No	Activity/Item	Units	Units	Units	Units	Units	Units	Rs.L	Rs.L	Rs.L	Rs.L	Rs.L	Rs.L
			Q-1	Q-2	Q-3	Q-4	Total	Unit Cost	Q-1	Q-2	Q-3	Q-4	Total
A	IB & CB for Community												
	IB/Training/CB for community institutions	BMMU			35	35	70	1.5			157.50	157.50	315.00
	Bank Linkage Facilitation	BMMU			15	20	35	0.38			17.10	17.10	34.20
	Sub-total										174.60	174.60	349.20
B	CIF heads												
	RF to SHGs	SHG			250	300	550	0.10			75.00	90.00	165.00
	Vulnerability Reduction Fund to VOs/VLFs	ALF			100	100	200	1.00			300.00	300.00	600.00
	Sub-total										375.00	390.00	765.00
C	BMMU Cost												
	Training/Expousre/travel etc.	BMMU		35	35		35	0.50		52.50	52.50	52.50	52.50
	Grand Total									52.50	549.60	617.10	1219.20

Procurement Plan of MSRLS (Goods/Works/Consulting/ Non-consulting Services)

Ref. No.	Goods/Works Description	No. of Units/ Lump sum	Estimated Cost (₹Rs in Lakhs)	Category (Goods/ Works)	Procurement/ Selection method	Responsible Unit	Review (Prior or Post) based on Proc Manual	Expected Advertisement issue date	Expected Bid Opening date	Expected Contract Award date
1	Hiring of Vehicle for SMMU	2	12.00	Non Consulting	Rate Contract	SMMU - Proc Unit	Post	July 2013	Aug. 2013	Aug. 2013
2	Hiring of firm for Refurbishment & interior design for 2 DMMUs	2	8.00	Works	Limited Tendering	DMMU – Proc Unit	Post	July 2013	Aug. 2013	Aug. 2013
3	Hiring of Vehicle for 2 DMMUs	2	4.80	Non Consulting	Rate Contract	DMMU – Proc Unit	Post	July 2013	Aug. 2013	Aug. 2013
4	Hiring of firm for Refurbishment & interior design for 4 BPIUs	4		Works	Limited Tendering	DMMU – Proc Unit	Post	July 2013	Sept. 2012	Sept. 2012
5	Supply of furniture & fixtures to 4 BPIUs	Lump sum	2	Goods	Rate Contract	DMMU – Proc Unit	Post	Aug.2013	Sept. 2012	Sept. 2012

Annexure: VII

PROFILE FOR KEY STAFF OF MSRLS at SMMU & BPIU

1. SMMU Staff (STATE MISSION MANAGEMENT UNIT)

Position	Profile
Chief Executive Officer (CEO)	A senior MCS officer deputed by the State Government. Leading the mission in the state.
Chief Operating Officer (COO)	Substantially senior professional with management background. Having relevant experience of managing large development programme. Supporting Mission Director and guiding programmatic/administrative issues of the mission. OR Govt. Officer not below the rank of Senior MCS
State Mission Managers (SMMs)	Professionals with at least PG degree (preferably from premier agencies) with minimum relevant experience of not less than 5 years in poverty reduction/livelihoods programme and working with poor. Thorough knowledge of the respective domain and related policies. Experience of working with government and possess good analytical as well as communication skill. They will work in team for each vertical and responsible for policy formulation, implementation framework and handholding support to field teams.
Other support staff	As decided by MSRLS

2. DMMU Staff (DISTRICT MISSION MANAGEMENT UNIT)

Position	Profile
District Project Manager (DPM)	Professionals with at least PG degree (preferably from premier agencies) with minimum relevant experience of not less than 3 years in poverty reduction/livelihoods programme and working with poor. Experience of working with government and possess good analytical as well as communication skill. Person should have programme implementation skill and trainer quality. DPM hold responsible for all programme, administration, fiduciary, HR management and handholding support to field teams.
Project Manager	MSW/MBA/RDAP/M.Sc degree. They are functional specialist and having relevant experience and responsible for implementing their respective domain.
Other support staff	As decided by MSRLS

3. BLOCK LEVEL (BLOCK PROJECT IMPLEMENTATION UNIT)

Position	Profile
Block Project Manager (BPM)	BSW/BA/B.Sc. Experience of poverty reduction/livelihoods programme would be given preference. Person should have programme implementation skill and trainer quality. They will work like team lead at block level and responsible for all programme, administration, fiduciary and HR management there. Also responsible for handholding support to field teams.
Block Accountant	B.com having relevant experience. Working under the guidance of Block Project Manager and responsible for required accounts and book keeping at BPIU level.
Cluster Coordinator	Local candidate who has completed CI-XII. Will be the subject matter specialists functioning as Generalists for initial years and later on get into specialized functions.
Support staff	As decided by MSRLS

Annexure: VIII**Profile of Intensive Block for taking up SM, IB & CB activity. (As on 31st May 2013)**

Sl. no	Particulars	Mairang	Maw-kyrwat	Rong-ram	Dalu	Total	Average
1.	Name of District	West Khasi Hills		West Garo Hills		2	-
2.	Total Population	82,720	54,365	58,081	53,686	2,48,852	62,213
3	No. Of villages	166	136	164	188	654	163.5
	No. of villages with no SHGs	57	25	Nil	Nil	82	20.5
3.	No. of households	14,270	9,037	9,493	8,764	41,564	10391
4.	No. of BPL households	7,089	5,042	7,834	4,417	24,382	6095.5
5.	Total VEC	166	136	155	190	647	161.75
6.	Total AEC	62	55	40	43	200	50
9.	No. of banks branches	6	4	21	3	34	8.5
10.	No. of SHGs (SGSY) till date	348	426	1,191	580	2,545	636.25
11.	No. of SHGs (non SGSY)	15	-	750	-	765	191.25
12.	No. of defunct SHGs	10	6	6	51	73	18.25
13.	No. of SHGs passing grade-I	189	191	339	293	1,012	253
14.	No. of SHGs passing grade-II	74	196	58	43	371	92.75
15.	No. of SHG federations (SGSY)	9	14	78	17	118	29.5
16.	No. of SHG federations (Others)	3	-	1	1	5	1.25
17.	No. of trained Book keepers	279	205	309	235	1,028	257
18.	No. of SGSY staffs in the block	3	2	5	4	14	3.5
19.	No. Of identified potential CRP	15	16	40	14	85	21.25



Certificate of Registration of Societies
Act XXI of 1860

NO. SR/MSRLS-14/11 OF 2011


I hereby certify that "MEGHALAYA STATE RURAL LIVELIHOODS SOCIETY (MSRLS)

has this day been registered under the Meghalaya Societies Registration Act, XII of 1983.

Given under my hand at Shillong

this EIGHTEENTH day of the month of NOVEMBER Two thousand and ELEVEN

Registration fee of ₹250/- paid.


(L.KHARKONGOR)
REGISTRAR OF SOCIETIES,
MEGHALAYA, SHILLONG

**GOVERNMENT OF MEGHALAYA
COMMUNITY AND RURAL DEVELOPMENT DEPARTMENT**

No.CDD.62/2007/Pt.II/84;

Dated Shillong, the 13th September, 2011.

NOTIFICATION

Subject :- **Establishment of the Meghalaya State Rural Livelihoods Society [MSRLS] for implementing the National Rural Livelihood Mission [NRLM].**

As per the directions of the Ministry of Rural Development, Government of India vide D.O. No.M.13015/01/2010-SGSY-I, dt. 5/2010, No.M.13015/01/2010-SGSY-I, dt. 13-7-10, No.I-12011/24/2010-SGSY-Trg, dt. 4.8.10, No.I-12011/24/2010-SGSY-Trg, dt.11.8.10, it has been decided by the State Government to set up a dedicated administrative structure for implementing the National Rural Livelihoods Mission in the State of Meghalaya.

"Meghalaya State Rural Livelihoods Society [MSRLS]" is hereby notified. The Society will be chaired by the Chief Secretary, Meghalaya with the following members:

Chairman	Chief Secretary
Vice Chairman	Addl. Chief Secretary i/c Finance Department
Member	Principal Secretary, Finance Department
Member	Principal Secretary/Commissioner & Secy, Agriculture Department
Member	Principal Secretary/Commissioner & Secy, A.H & Vety. Department
Member	Principal Secretary/Commissioner & Secy, Industries Department
Member	Principal Secretary/Commissioner & Secy, Labour Department
Member	Principal Secretary/Commissioner & Secy, Education Department
Member	Principal Secretary/Commissioner & Secy, Health & Family Welfare Department
Member	Principal Secretary/Commissioner & Secy, Social Welfare Department
Member	Principal Secretary/Commissioner & Secy, Fisheries Department
Member	Principal Secretary/Commissioner & Secy, Planning Department
Member	Principal Secretary/Commissioner & Secy, Sericulture & Weaving Department
Member	Representatives from the Ministry of Rural Development, Government of India
Member	Director, National Institute of Rural Development [NERC], Guwahati
Member	Director, State Institute of Rural Development, Nongsder
Member	State Level Representative(s) of RBI, NABARD, Convener SLBC
Member	Representative of SHG members/Federations
Member	CEO, LIFCOM
Member	Project Directors of MRDS and NERCOMP
Member	State Mission Director [MSRLS]
Convener	Commissioner & Secretary, C & R D Department

4. The key functions of the Society will be :-
- (i) To provide overall policy guidance and direction for efficient functioning of the Society and to bring about strategic and policy changes that may be necessary for the implementation of the Mission/NRLM and other projects assigned to it by the State Government.
 - (ii) To review the performance of the Mission and secure active involvement and participation of Non-Governmental Organisations, individuals and other stakeholders committed to poverty alleviation.
 - (iii) To bring about effective decentralization in basic planning for poverty alleviation by involvement of the people through a process of training and awareness building and creation and/or utilisation of the structures, formal or otherwise.
 - (iv) To secure constructive and participatory involvement of local people and grassroot leadership for the achievement of the project's objects and for this purpose establish and/or utilise formal as well as informal structures.
 - (v) It shall consider and approve the Balance Sheet and Annual Audited Accounts of the Society, presented by the Member Secretary.
 - (vi) It shall consider the Annual Report and ratify District Budgets.
 - (vii) It shall consider any comments made by funding agencies on the progress and requirement in the implementation of the projects sponsored and funded by them.
 - (viii) It shall ensure technical and non-technical resources by harnessing the existing institutions and through establishing new ones, if required.
 - (ix) Organise Conferences, Symposia, Workshops etc on matters related to the Society and to the project.
 - (x) Advise State Government in the implementation of poverty alleviation programmes.
5. The Society will open separate bank accounts to receive and disburse NRLM fund. Accounts of the Society will be audited annually and the financial year will be from 1st April to 31st March

Sd/- [K.N. Kumar]
Commissioner & Secretary to the Government of Meghalaya,
Community & Rural Development Department

Memo. No.CDD.62/2007/Pt II/84-A,

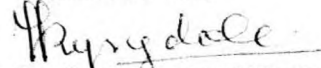
Dated Shillong, the 13th September, 2011

Copy to :-

1. P S. to the Hon'ble Minister i/c Community & Rural Development Department for kind information of the Minister.
2. The Chief Secretary to the Government of Meghalaya.
3. The Addl. Chief Secretary i/c Finance Department
4. The Joint Secretary to the Government of India, [NRLM], Ministry of Rura Development, Government of India, Krishi Bhavan, New Delhi-110001 for kind information
5. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Planning Department.

6. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, A H & Vety Department
7. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Education Department.
8. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Industries Department.
9. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Health & Family Welfare Department.
10. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Finance Department.
11. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Agriculture Department.
12. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Social Welfare Department.
13. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Sericulture & Weaving Department.
14. The Principal Secretary/Commissioner & Secretary to the Government of Meghalaya, Labour Department.
15. The Commissioner & Secretary to the Government of Meghalaya, Community & Rural Development Department.
16. The Commissioner & Secretary to the Government of Meghalaya, Fisheries Department
17. The Director, National Institute of Rural Development [NERC], Guwahati.
18. Director, State Institute of Rural Development, Nongserd
19. The Reserve Bank of India, Guwahati
20. The General Manager, NABARD, Shillong
21. The Convener, SLBC
22. The CEO, LIFCOM
23. The Project Director, MRDS, Shillong
24. The Project Director, NERCOMP, Shillong.
25. The State Mission Director [MSRLS], Shillong
26. All Deputy Commissioners in Meghalaya.
27. All Project Directors in Meghalaya.
28. All the Block Development Officers in Meghalaya.

By Orders etc.,



Secretary to the Government of Meghalaya,
Community & Rural Development Department