STRATEGIC PLAN

OF

DEPARTMENT OF RURAL DEVELOPMENT

MINISTRY OF RURAL DEVELOPMENT
GOVERNMENT OF INDIA

INTRODUCTION

The Department of Rural Development has embarked on an ambitious journey of preparing a long term Strategic Plan (SP) of the Department in pursuance to the guidelines issued by the Cabinet Secretariat (Performance Management Division), New Delhi, (Ref. D.O. letter No. P.11011/2/2010-PM, dated 9th February, 2010).

The Process:
Following steps will be taken in the process of preparing the Strategic Plan:-

Define the aspiration: This defines the articulating core purpose of the Ministry
Asses the Situation: This defines the external forces, internal strengths, stakeholders and knowledge and skills to prepare the Strategic Plan.
Develop the Strategy: This defines the initiatives, internal actions, stakeholders, learnings, priorities that will help in developing the strategy.
Plan Implementation.:- This defines how the Strategic Plan is to be implemented keeping in view the resources and also measure the success of the Strategy.

1. Define the aspiration

VISION

Sustainable and inclusive growth of rural India

MISSION

Sustainable and inclusive growth of rural India through a multi pronged strategy for eradication of poverty by increasing livelihood opportunities, providing social safety net and developing infrastructure for growth and improvement of quality of life in rural India.

2. Assess the situation:

A.What External factors will impact us ? This defines various external factors such as political, economic, socio-cultural, technological, environmental and legal that will impact us in assessing the situation.

B.Who are our Stakeholders? This defines the details of stakeholders who are going to be benefitted from the Programmes and what are their powers, stakes etc..

C.What are our Strengths and Weaknesses ? This defines the Internal strengths and weaknesses of the programme which need to be strengthened.

D. What do we need to learn ? This gives the learning agenda for preparing the strategic plan keeping in view the information which we have in abundance or very less.

2. Assess the situation

2A. What External factors will impact us

Factors	Opportunities	Threats	Tailwinds	Headwind
Political	Strong political commitment by the Central Government for "Bharat Nirman" Popularity of Mahatma Gandhi NREGA	Political support at State Government/Panchayati Raj Institutions vary widely Uncertainty of political support towards Stability in State and District level Administration	Sufficient budgetary support	Left Wing Extremism Political resistance
Economic	Strong GDP growth Increase in income, particularly in rural economy. Globalisation Definite budgetary support	Inflation Increase in Interest rates Poor/non- availability of credit Poor economic infrastructure in rural areas Exorbitant increase in wage rates	Increased Minimum Support Price (MSP) for Crops Income generation through convergence of Govt. Schemes Growth in demand for unskilled manual work	Insufficient financial inclusion Faster Urbanization resulting in demand-pull migration of workers.
Socio-cultural	Inclusive growth Young population "Demographic Dividend" Large population of workers.	Fragmentation of society on Caste/Creed lines Geographical diversities Tribe and Caste based social stratification.	Support of Civil Society activists, NGOs, CSR, PPP,VOs, Media	Casteism leads to social fragmentation LWE Insurgency Domination of upper caste groups in rural society.
Technological	Information-Communication Technology (ICT) revolution, Banks - Business Correspondent Model Equipment-manufacturer for construction of Rural Roads	Farm mechanization leads to labour displacement Equipment manufacturing do not diversify from their existing line of manufacturing, which is more suitable for higher roads	IT-Common Service Centre at Panchayat level Sufficient requirement and diversification would be in their	Deficient Power and other Infrastructure Lack of awareness as well as sufficient business in existing line of manufacture.

Factors	Opportunities	Threats	Tailwinds	Headwind
	(PMGSY) Innovative development of devices for faster and cheaper communication of information. Electronic integration of banks facilitating smooth flow of funds. Development of Geographical Information System (GIS)	Over designing of data base required for programme management	commercial interest Sprad of common service centre E-enablement of Gram Panchayats.	Inadequate availability of power and other inputs in rural areas.
Environmental	Green movement, Watershed development Social forestry Organic farming Stress on drought proofing, afforestation, water conservation under MGNREGA Priority to development of land, forests, water and other natural resources under MGNREGA.	Climate change Degradation of natural resources leads to weakening of livelihood base of poor Depletion of water and forest resources.	Sharing of information, Experience and best practices with other International Bodies/Organisations in the field. Conservation of environment provides livelihood opportunities to poor	• Forest Conservation Act affects activities on forest land especially when there is a delay by the States/UTs in furnishing information..
Legal	• MGNREGA Act leads to awareness of Rights • Creation of rights for livelihood • Time-bound redressal of grievances • Mandatory social audit.	• Legal cases • Increase in litigation	• Judicial Activism • Support from legal services Authority	• Delay in disposal of cases.

2B. Who are our Stakeholders.

Group / Individuals	Power		Stakes	
	How can they help us ?	How can they block us ?	What would they want from us ?	What do we want from them
1.Workers and rural households	Organised SHGs (Self-Help Groups), Federations Proper works planning and execution Effective Social audit	Misuse of assistance/subsidy	Timely allocation of work Timely payment of wages Insurance Compensation Ex-gratia Worksite facilities Awareness generation Sustainable livelihood	Proper attendance at worksite Proper outturn Proper filing of grievances Proper social audit
2. BPL families	Organised SHGs (Self-Help Groups), Federations	Misuse of assistance/subsidy	Financial support Hand holding Skill development Sustainable livelihood	Awareness Demand generation Organised pressure group Utilise opportunities Entrepreneur spirit
3. APL families	• Awareness generation to poor brethren	• Appropriating assistance meant for BPL.	-do-	-do-
4. PRI (Panchayati Raj Institutions)	• Better delivery, • Proper identification of targeted beneficiaries, • Effective implementation and monitoring	• Leakage • Clash of vested interests.	• Autonomy • Financial Control	• Accountability • Transparency • Effective implementation • Social audit • Timely grievance redressal • Proper maintenance of records.

5. Field Administrators of RD (Block, Distt., DRDAs)	Efficiency / Effectiveness in delivery	• Leakage	• Autonomy • Additional manpower	• Accountability • Transparency • Effective implementation • Monitoring • Social audit • Timely grievance redressal • Proper maintenance of records.
6. Technical Line Deptt.	• Efficiency / Effectiveness in delivery • Technology inputs in planning of schemes	• Leakage	• Autonomy Additional manpower	• Accountability • Transparency • Effective implementation • Monitoring • Timely grievance redressal • Proper maintenance of records.
7. MLA/MPs	Political support	Opposition	More stake	Support
8. State Govts.	Better delivery	Inefficiency in delivery	• Autonomy • Financial support • Timely releases	• Strengthen staff in field formations • Efficient and effective Implementation/Monitoring of the programmes • Timely submission of Audited Statements of Expenditure and Utilisation Certificates

9..Banks and Post Offices	• Opening of Accounts • Providing of Credit facilities • Increasing bank reach • Setting up of ATMs, Banking Correspondent, Mobile Banking	• Opening of accounts/ credits facilities not being extended • Non - sanctioning of credit • Delay in payment of wages	• Sound and viable project proposals • Support for managing increase in workload	• Support efficient services • Adequate staff availability
10.NGOs	Spreading of awareness	• Fictitious NGOs • Spreading of misinformation	• Financial support	• Awareness generation
11. Knowledge Institutions viz. IITs, IIMs	• Skill & technology	--	• Sponsor training programmes	• Handholding support for effective implementation. • Latest skill and technology inputs. • Proper assessment of implementation of MGNREGA
12. Private Sector	• Innovations in business models for inclusive growth	• Unfair trade practices	• Financial incentives for investment in rural areas	Innovations in business models for inclusive growth
13. Central Government Ministries/Departments	• Convergence	• Sectoral interests can block/hamper growth	• Convergence for inclusive growth	• Priority to rural poor in their programmes • Priority to Mahatma Gandhi NREGA Workers in their programmes
14. Training Institutions viz. NIRD, SIRDs, Extension Training Centres etc.	Capacity Development of RD & PRI functionaries by imparting training	-	Financial Support	Training Programmes of good quality for capacity development.

| 15. Transport providers, grain marketing, fruits and vegetable growers and milk federations. | Projecting their requirement for sufficient design of the services | By not letting bidders to undertake PMGSY Roads construction in some LWE Areas. | Consultation during selection of the farm to market concept of connectivity in their own way | Feedback during planning and construction, not misusing by plying over-loaded vehicles. |

2 C What are our Strengths and Weaknesses ?

Elements	Strengths	Weaknesses
1. Capabilities	Long experience, National level outreach	Dependent on State district admn. – PRI, weak structure in some States, inadequate structure. Non-availability of skilled labour & trained technical personnel, non-availability of equipments suitable for Rural Roads, limited capacity & capability of contractors.
2. Internal Communication	MIS, Web based	ICT deficient in the field formations
3. Resource adequacy	Adequate for some programmes like MGNREGA, SGSY	Inadequate for some programmes – PMGSY, IAY, Escalating/ever increasing Unit cost.
4. Transpacency	At Central Government level Three Tier quality monitoring.	Less at local level
5. Internal alignment	Cohesiveness	Scope for better convergence of PRIs
6. Open-mindedness	More at Central level, Rural public supports PMGSY	Less at local level
7. Systems and processes	Strong Publication of manuals and standardization of specification and process.	Weak at Dist./Block level
8. Accountability	Strong at Central Govt. level	Weak at District, PRI level
9. Databases	Strong	Continuous revision/upgradation/genuineness of data
10. Speed of decision making	Strong	Weak at local level due to bureaucratic hurdles and nepotism
11. Understanding of stakeholders	Strong	Weak
12. Track record of delivery	Strong Goodwill and credibility.	-do-

13. Controls		Strengthening required
14. Knowledge	Involvement of academia.	Weak, No holistic overview
15. Weather/Climate		Adverse weather condition and natural calamities
16. Assets maintenance	Inbuilt provision for initial 5 year maintenance, increasing awareness, Finance Commission Grants	Inadequate efforts for maintenance of assets adversely affects optimization of benefits from PMGSY roads.

2D What do we need to learn ?

LEARNING AGENDA

MOST IMPORTANT	Necessary	Critical Learning Agenda
What do we need to learn	• Experiencial learning of various programmes • Organization behaviour of people at work in different places	• Poverty definition • BPL families census • Impact evaluation of our programmes • Analysis • International experience • Effectiveness of targeting beneficiaries • Provisions of law of MGNREGA • Modern and accessible tools for dissemination of information • Documentation and dissemination of best practices in planning, social mobilization, staffing, training, wage payment, social audit, convergence, ICT application, monitoring and evaluation. • Innovations in implementation design – use of mates, estimation of works, use of GIS, schedule of rates, use of hand held devices, biometrics, mobile telephony etc. • Effective convergence with other government programmes • Transparent methodology for release of funds to the States • Approach to equitable and balanced implementation of the Act in all the States and also within the States.

		• Effective monitoring and vigilance in implementation. • Strengthening of computer based MIS • Coordination with Media • Coordination with National legal Services Authority for campaign for legal literacy and protection of rights • Effective Social Audit structure in States • Useful interventions for small and marginal farmers. • Determination of the rural wage structure • Mobilization of rural communities for implementation of measures for environmental protection. • Organization of census of completed works. • Comprehensive database of assets created
LESS IMPORTANT	• Lots of information in progress reports but no analysis	• Longitudinal study • BPL to APL • Manpower/Capacity development (RD functionaries) • Success Stories

A LOT   **HOW WELL DO WE KNOW ABOUT IT**   **VERY LITTLE**

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3. **Develop the Strategy:**

A. What are potential strategies ? This explains various initiatives based on analysis of external forces and internal capabilities

B. How will we engage the Stakeholders?   This defines mode of interaction with stakeholders, when and the person responsible for doing it.

C. How will be build our knowledge and capabilities ? This explains our learning plan as to from where or from whom can we learn, its organization and the person responsible for doing it.

D. What are the priorities? This explains the key considerations for determining priorities and their prioritization with assessment on three dimensions of suitability, feasibility and acceptability.

Programme-wise details are enclosed.

3. Develop the Strategy
3A. Identify initiatives based on analysis of external forces and internal capabilities

Internal Assessment/ External forces	Strengths	Weaknesses
	SGSY DIVISION	
Opportunities	- Universalise the SHGs movement to enable rural poor households to optimize self employment opportunities.. - Provide skills training and ensure placements through projects in PPP mode. - Incorporate best practices from ongoing rural livelihoods like use of CRPs, role of federations etc. and disseminating the best practices among states. - Provide support to States through creating state specific teams of resource persons. - Develop partnership with institutes like IRMA, NIRD for creation of development professionals. - Creating knowledge database of best practices. - Strong Communication strategy.	- Establishment of dedicated support structure at State, district and sub-district level by providing professional and technical personnel. - Create a pool of Community Resource Persons and community best practitioners.. - Providing credit at low rate of interest. - Convergence with related line Ministries. - Put in place a comprehensive MIS including real time financial tracking for increased transparency and accountability.

| Threats/Hindrances | • Increasing the political and bureaucratic will for poverty eradication in the states through series of meetings with key stakeholders, exposure visits to 'best practices locations, etc.
• Garnering sufficient financial resources from all sources.
• Ensuring pro-poor banking policies, practices, and innovations for poor in remote areas through dialogue with Department of Financial Services, RBI, NABARD and other Banks. | • Prioritising states with higher concentration of poverty for focused attention.
• Special strategies for LWE affected areas.
• Continuous capacity building of SHG/federation members and all stakeholders for forming healthy and effective people's institutions.
• Insulate the SHGs and Federations from hijack/capture by vested interests.
• Use of social capital for all processes – implementation by the poor
• Universalizing risk management for rural poor. |

	PMGSY DIVISION	
Opportunities	• Strong political commitment of Government of India for Bharat Nirman and inclusive growth in rural areas • Strong public demand for rural connectivity and quality consciousness to appreciate good road while depreciating bad ones. • Comparatively easy to verify quality of a road. • Institutional arrangements in place for implementation • Set of manuals defining the implementation methodology • Strong Communication Technology. • Time bound redressal of grievances. • Support of Finance Commissions (for maintenance funding) 3 tier quality control arrangements for ensuring quality of roads constructed under PMGSY.	• Varying implementation capacity across States. Weaker States Lagging behind but have potential. • Lack of adequate trained and skilled manpower in some States. • Lack of awareness in the Corporate Sector regarding business opportunities in infrastructure development (PPP and equipment manufactures for rural roads- tremendous potential). • Delays, primarily due to time taken in getting clearances (forest) & support (Revenue for land, Finance for maintenance budget, trained manpower etc.) • Resistance in some States to adopt new technologies and materials because of lack of knowledge.
Threats/Hindrances	• Inadequate availability of Resources for development of infrastructure • Increase in project costs due to inflation, longer leads for suitable material. • Left-wing extremism (LWE) in some districts.	• Lack of uniformity in delivery speed in different parts of the country leading to delay in getting connectivity for the public. • Commitments at State level for putting proper institutional arrangements in place and providing adequate funds for maintenance of assets required.

TRAINING DIVISION		
Opportunities	High priority by GOI for rural development programmes	Training need analysis.
	A slew of Flagship Programmes like MGNREGA, NRLM etc and Bharat Nirman Programmes	Need for enhancing the quality of training by engagement of professional training agencies.
	The existence of 28 SIRDS, 89 ETCs at Regional level and District Centres. The capabilities of these institutions to be fully developed.	Training Module for different Thematic areas to be developed
	A National level Training Institutions like NIRD providing technical support to the SIRDs and ETCs for training and research. NIRD to be developed as a training Institution of international repute	SIRDs not involved in monitoring of RD and MoPR programmes. Need for wide dissemination of knowledge Inadequate ICT applications
Threats and Hindrances	Ensuring filling up of five core faculty members in all the SIRDs	States to fill up faculty posts in SIRDs and ETCs with competent persons by ensuring adequate budget provisions.
	Strengthening the infrastructure of SIRDs and ETCs by providing adequate funds	SIRDs and ETCs to undertake/update visioning exercise leading to desired improvement in the infrastructure of SIRDs and ETCs
NSAP SECTION		
Opportunities	Expand scope of NSAP to cover more vulnerable beneficiaries	Finalize operational guidelines of NSAP
	Annual verification of beneficiaries to eliminate ineligible/bogus beneficiaries	Provision of administrative charges
		Timely and smooth flow of funds from Centre to State and State to Districts
		Strengthening of District/Block level infrastructure
		Issue of smart cards with UID number
Threats/Hindrances	Achieve universal coverage of all eligible beneficiaries	Opening of bank/post office account to beneficiaries
	Creation of Database of all beneficiaries	Engagement of business correspondents and common service centres for disbursement

		Introduce system of social auditing to increase accountability
		Operationalisation of transaction based NSAP - MIS
RURAL HOUSING		
Opportunities	Finalize and launch National Rural Housing and Habitat Policy to cover all sections of rural poor	Provision of adequate funds for implementation of the Homestead Scheme to provide land to landless poor for house construction.
	Preparation of State Action Plans for the purpose of achieving the goals of the vision/policy and to indicate therein source of funding and timelines	Incentive states to allot homestead to all poor
	Access to basic amenities such as water sanitation, electricity, clean fuel, health care, education as well as gainful employment through convergence of IAY with other schemes being implemented by the Government as well as through private enterprise and innovation in these fields	Set up Resource Centre at Centre for handling, technical, financial and research needs for Rural Housing Habitats and set up similar Centres at States Coordinate with NDMA/CBRI/NIRD and others to develop options for technology, designs and materials for rural houses and sustainable habitats
	Develop, promote and transfer use of appropriate, local environment – friendly, energy efficient and disaster – resistant technology, designs and building materials for rural housing and habitats.	Creation of web based knowledge network of appropriate technology for specific regions/areas of the country for IAY houses with an aim to create a knowledge repository Constitute Committee to formulate bankable schemes.
Threats and Hindrances	Roll out Bankable Schemes so that funding is available at concessional rates and is affordable for rural housing for BPL, EWS and APL	Skill upgradation of masons and other construction workers involved in construction of houses.
	Organize awareness campaign for beneficiaries	Effective implementation of IAY scheme Capacity Building and training of PRI and other stakeholders.
MGNREGA DIVISION		
Opportunities	Existence of a strong legal framework of implementation	Inadequate staff
	Strong consultative mechanism for decision making	Inadequate capacity for management of the programme
	Independent Central Employment Guarantee Council	Participatory micro level rural development planning
	Experience in implementation of the Act	Weak grievance redressal mechanism

	Network of staff in the States, Districts, Blocks and Gram Panchayats	Weak audit including social audit
	Electronic fund transfer to the States and Districts	Delay in payment of wages
	ICT based MIS	Inactive Vigilance and Monitoring Committees
	Network of Professional Institutions for Monitoring and Evaluation	Delay in processing of financial proposals
Threats/hindrances	**Finance** 1.Limitations of budgetary support and delays in release of funds to the implementing agencies 2. Underdeveloped network of financial institutions in rural areas causing huge strain on the financial system and delay in delivery of financial services, including delay in payment of wages **Natural Disasters** Proneness to natural disasters of certain regions like floods, cyclones and droughts that impose heavy demand on administrative apparatus for relief and rescue operations Social Disorganisation Left wing extremism, insurgency and other cases of chronic social disorganization that disrupt implementation of the Act	**Social Framework** 1. The existing culture and social structure of the Indian society characterized by inegalitarian stratification system largely resistant to social mobility for weaker and marginalized social groups. 2. Village level functionaries that polarize communities into antagonistic social groups on religious, caste, ethnic, lines and prevents equitable distribution of benefit of government programmes. 3. Lack of awareness of the rural communities regarding the key provisions of the Act. 4. Access to Right due to low literacy. 5. The key role of ensuring livelihood guarantee is assigned predominantly to States under the law of Mahatma Gandhi NREGA and the Central Government has limited role and ability to remedy the weakness of the States.

3B. How will we engage our stakeholders.

Stakeholders (from 2B	Questions we must ask	Mode of interaction	When	Who will be responsible for doing it
SGSY Division				
Rural poor i.e BPL families	How to bring all in SHG network	Organizing meeting, field visits, Training	Regularly (number of times in a month)	Professional Team State/DRDA/Block officials.
PRIs	How the PRIs can be involved in the various processes of the programme	Organizing meetings, field visits.	Periodical	SIRD/Professional Team/State/DRDA/Block officials/resource persons.
Field Administrators of RD	-How to build convictions in the capabilities of the poor and need for building institutions of the poor. - How the benefits of the programme can reach to the poorest of the poor.	- Training & exposure visits - Meetings at Ministry level - Video Conferencing	Periodical	State Level implementing agency, MoRD
State Governments	How the strategies would be disseminated and political will be created.	Workshops, meetings and road shows	1st year of roll out of strategy	Ministry Officials, Resource persons and eminent personalities.

Banks/Financial Institutions	(i)How would the flow of credit to be improved. (ii)Banking Coverage in the unbanked areas through the use of IT. (iii)Availability of credit to the rural poor systematically and smoothly (iv) Use of IT for tracking loan disbursement, repayments etc.	- Meetings with Senior officers of RBI, Ministry of Finance NABARD and other banks. - Exposure visits of bankers to successful SHGs and pro-active bankers.	Continuous process	Ministry Officials and bank officials
Knowledge Institutions	(i)What new models and initiatives are available? (ii) Creating knowledge data base (iii)Designing of new course material / curriculum	Consultations /meetings/MoUs	Continuous process	Ministry Officials and resource persons
Private sectors	What role the private sector can play in providing training in skill and livelihood opportunities for the rural poor	Consultations /meetings/MoUs with Industry trade associations and individual companies	Continuous process	Ministry /state government
NGOs/ civil society	What role can they play in the scheme and provide the value addition	Through Consultation/ Workshops/ trainings	As and when required.	Ministry /state government

Training Institutions	-How will the training institutes be strengthened and used to suit the requirements of the programme -How to ensure creation trained manpower and trainers - Designing of new course material / curriculum	Through consultations and MoUs	Continuous process	Ministry /State Governments
PMGSY DIVISION				
State Government.	Is the vision of MoRD in tune with their horizon. Steps taken to clear bottlenecks such as inadequate institutional arrangements, lack of sufficient contracting capacity etc.	Through various review meetings.	On half-yearly basis.	Nodal Officer-RC division
Technical Line Department.	Are they equipped to implement the infrastructure programme funded by Government. What are measures required to be taken for strengthening their capacity.	Through performance output data.	At the time of Review meetings, Empowered Committee meetings.	

Knowledge Institutions.	Do they have the requisite expertise and the willingness to devote their time. What would be the requirements for contract agreements for optimum utilization of their expertise.	Letters/email and regional review meetings	At the time of regional review meetings.	
Central Govt. Min./ Deptt.	Are they in a position to provide the necessary resources and also resolve issues which may hold-up achievement of goals.	Meetings and workshops by the Govt. including NRRDA	At the time of meeting and workshop.	
Training Institutions.	Will they include the training requirements in their schedule. Will they add on to their infrastructure, if necessary, to meet the demands.	Through training and correspondence.	At regular intervals.	

Users			
a) Rural House Holds.	Their views on requirements making improved utility of the scheme.	Through designed questionnaire, by awarding a study, through the district administration.	Oct–Dec. 2010
b) Transport Service Providers.	Additional facilities required from Govt. of India/ State Govt. for providing and or improving the existing level of service.	Through the State Level Standing Committee (SLSC) meeting at the State level.	In consultation with States
c) Govt. Departments	In what manner the infrastructure is helping in improved delivery in their domain.	-do-	-do-
	What additional requirements are arising in respect to the infrastructure being provided.	Through SLSC meetings, feedback questionnaire.	Periodic including video conferencing by Planning Commission

Elected representatives	In what manner infrastructure is helping in meeting their vision of development in the area. Suggestion for improving the utility of the programme.	Through periodic Interactions at the Ministry levels and by States	Time to time In consultation with elected representatives.	
TRAINING DIVISION				
State Governments	Commitment on Training Action Plan, TNA and provision of adequate funds, manpower and infrastructural support and use of ICT	Discussion in meetings of Performance Review Committee of Ministry and National Colloquia of SIRDs and ETCs	Quarterly meetings of the PRC and annual colloquia.	State Governments and Training Division.
NIRD	Details relating to organization of training and research programmes, quality training modules, networking, dissemination of knowledge, use of ICT etc	Meetings of General Council and Executive Council of NIRD, National Colloquia, Discussions in the meetings of Standing Committees of NIRD	As and when required	NIRD and Training Division
SIRD and ETCs	TNA, details relating to organization of training and research programmes, quality training modules, networking, dissemination of knowledge, utilization of grants, filling up of posts, use of ICT etc	Monthly Progress Reports, visits to SIRDs/ETCs, National Colloquia, telephones, etc	Monthly Annual National Colloquia for SIRDs/ETCs	SIRDs/ETCs, NIRD, States and Training Division

Trainees	What to learn? • How benefited? • Utility in their job • improvement in programme performance • Assessment of training institutions	Questionnaire, focused discussions, evaluation reports.	Immediately after the completion of the programme and after one year	SIRDs/ETCs and NIRD
Other Training Institutions	• Programmes they can undertake. • Networking facilities • Functioning as Centres of Excellence	Networking, discussions in meetings, assignment of specific programmes	As and when needed	SIRDs/ETCs, States and Training Division
Media Units	Extent of their involvement in RD programmes, dissemination of information, organization of quiz programmes, operationalisation of independent rural development television channel, etc	Workshops and meetings and monitoring	August, 2010 Quarterly Reviews	Mo RD, Media Units of Ministry of Information and Broadcasting and States
NSAP SECTION				
Planning/Ministry of Finance/Home Affairs	• Consistency of NSAP guidelines in line with extant policy of the Government • Resources for expansion of NSAP	Through meetings	As per requirement	Mo RD and NSAP Division in particular

State Governments and Union Territories	• Are the NSAP guidelines in lines with their own schemes in this regard • Do they have the required infrastructure to implement NSAP • Methods to improve the existing system to ensure the assistance to all eligible beneficiaries	Through meetings/video conferencing.	Once in three months/as per requirement	Mo RD and NSAP Division in particular
Filed Administration	• Accuracy in selection of beneficiaries. • Adequacy in the coverage of beneficiaries	Through meetings/video conferencing.	As per requirement	Mo RD and NSAP Division in particular.
Beneficiaries	• Do all the eligible BPL beneficiaries actually receive the benefits in time • Is the existing system suitable to them. If not, the alternatives	Through field visits	Two States and a UT in a month	Mo RD and NSAP Division in particular.
Elected Representatives	• Is the NSAP programme meeting their vision regarding the provision of assistance to the needy • Suggestions for improvement of the programme	Through Consultative Committee/Standing Committee and Vigilance and Monitoring Committee meetings	During meetings	Ministry of Rural Development

RURAL HOUSING				
Rural Poor i.e BPL Families	• Impact of the scheme • Adequacy of grant • Availability of technical knowledge • Access to schemes which have been coverged with IAY	• Conducting research and impact assessment studies • Field visits • Training Programmes • Publicity programmes	Yearly	Mo RD/State/Govt/Block officials/Gram Panchayats
PRIs	• Requirement of training • Identification and selection of beneficiaries (i) whether as per guidelines (ii) whether transparent	• Inspection by Block/State and Central level officers NLMs	Half Yearly	State Governments/DRDAs/Block Development Officers
Field Administrators of RD	• Difficulty in implementation • Progress and Monitoring	• Meetings at Ministry Level. • Telephonically • Video conference • Field visits	At regular intervals	Ministry/State/DRDA/Block Officials
State Governments	• Adequacy of funds • Improvement in delivery system • Difficulties in implementation at field level	• Workshops • Meetings • Written communications	Frequently	Ministry

Banks/Financial Institutions	• Improved flow of credit to the poorest of the poor in the rural areas and other section of rural populace • Role that can be played in quick disbursement of grants and loan in the rural areas	• Meetings with Senior officers of RBI, NHB, Ministry of Finance, NABARD and other banks	Continuous process	Ministry/Officials and bank officials
Knowledge Institutions	• Develop options for technology, designs and materials for rural houses • Impart Training to all stakeholders on latest and sustainable technologies for capacity building	• Consultations • Meetings • MoUs	Continuous Process	Ministry officials and resource persons

Private sectors	• Role the private sector can play in providing training in skills upgradation • Contribute in building sustainable habitats in rural areas • Role, private sector can play in addressing the problem of rural housing through improved access to housing credit which will enable poor households in rural areas to build or acquire new pucca houses	• Consultations • Meetings/MOUs with industry trade associations and individual companies	Continuous process	Ministry/State Governments
NGOs/civil society	• Role they can play in better implementation of the programme • Create awareness about the programme	• Through Consultations/ Workshops/Trainings	As and when required mostly on regular basis	Ministry/State Governments
Training Institutions	• Organize training for the implementators/ stakeholders/workers at ground level	• Meetings • Conferences • Workshops	Continuous process	Ministry/State Governments
MGNREGA DIVISION		•		

a. Wage earners b. PRIs c. District Administration including Line Departments. d. State Government e. Central Government	• Consistency of Act and guidelines in lines with extant policy of the Government	• Through meetings	As per requirement	Ministry of Rural Development. a. District Administration including Line Departments b. State Governments
	• Are the guidelines in lines with their own schemes in this regard • Do they have the required infrastructure to implement Act • Methods to improve the existing system to ensure the assistance to all eligible beneficiaries	• Through meetings/video conferencing	Once in three months/ as per requirement	Ministry of Rural Development and State Governments - RD Division in particular.
Elected Representatives	• Is the annual action plan and selection of work meeting their vision regarding the provision of assistance to the needy • Suggestions for improvement of the programme	• Through CEGC/Village Committee and vigilance and monitoring Committee meetings	During meetings	DPC and State Government

3C Make our learning plan

What do we need to learn (from 2 D)	From where or from whom can we learn	How will we organize this	Who is responsible

SGSY Division			
1. Best Practices and new interventions tried under different rural livelihood projects.	Externally Aided Rural livelihoods projects and projects by NGOs	Workshops, meetings and field visits.	Divisional Head
2. Technological developments including IT sector	Concerned Ministries, States, international experience.	Workshops, meetings and field visits, researches and studies.	Divisional Head
3. Organisational Development	Externally Aided Rural livelihoods projects State projects	Workshops, meetings and field visits, researches and studies.	Divisional Head
4. Impact evaluation / concurrent evaluation of the programme, social auditing.	Research studies by various organization/institutes, practices followed under different programmes and in different States.	Commission studies and researches, cull out learnings from available researches and studies, introduce periodical social audit of programme	Divisional Head and concerned Divisions in the Ministry.
5. Progress through regular monitoring	Through on-line monthly progress Reports/MIS	Developing suitable programmes for colleting and collating desirable information.	NIC
6. BPL Family Census	Country wide BPL census	House to house survey	Concerned Division in the Ministry
7. Effective targeting of beneficiaries	Externally Aided Rural livelihoods projects, State projects, NGOs, experience of NGOs, international experience	Workshops, meetings and field visits, researches and studies	Divisional Head
8. Documentation and dissemination of best practices in formation of people's institutions, training, livelihood	Externally Aided Rural livelihoods projects, State projects, NGOs, line Ministries, private sector,	Workshops, meetings and field visits, researches and studies	Divisional Head

interventions, technologies, marketing initiatives etc.	international experience		
9. Effective coordination with Media	Concerned Ministry, media experts, and best practices adopted by various programmes/projects and states	Through consultations, researches	Divisional Head and concerned Divisions in the Ministry.
PMGSY DIVISION			
1. Impact evaluation of programme.	Local inhabitants/rural households.	Assessment through designed formats- using expert consultants.	Nodal Officer-RC
2. Innovations in implementing designs – GIS (Maintenance, Quality).	National & International best practices, through Publications, domain experts	Forming a core group in the Ministry, co-opting domain experts, practioners.	Nodal Officer-RC
3. Documentations & disseminations of best practices, success stories.	Agencies implementing & evaluating the programme.	Collection of information on quarterly basis, compilation and publishing on PMGSY website. Films, Training, Modules, Magazines, TV/Radio channels etc. Outsource if necessary.	Nodal Officer-RC
4. Effective monitoring & vigilance in implementation.	Domain experts including administrators technocrats/ Elected representatives.	Study the best practices and strengthen the existing systems.	Nodal Officer-RC
5. Strengthening of Web based MIS.	List out the outputs required for effective monitoring system. Also from system analysts	Use the expert agency for generating the outputs from the input data. Focus on maintaining integrity	Nodal Officer-RC

	including NIC.	of the data being uploaded.	
6. Mobilization of Rural communities for environmental protection.	Consultation & study of the existing guidelines and laws of land from the Public, Elected representatives, States etc.	Interaction with the community at Panchayat level during transact walk and implementation monitoring.	Nodal Officer-RC
7. Approach to balanced & equitable development in all areas of the country.	Use the data on the penetration of connectivity & serviceability in different parts.	Use the data for focused and concentrated attention on creation and maintenance of infrastructure for sustained benefits.	Nodal Officer-RC
TRAINING DIVISION			
TNA of RD functionaries, PRI members and others for RD programmes	RD and PRI functionaries	By entrusting TNA to region-wise Institutions	States and SIRDs
Networking of Training Institutions	NIRD, SIRDs, ETCs and other Training Institutions	By creating a network of Training Institutions with NIRD as the apex.	NIRD, SIRDs, ETCs and other Training Institutions.
Enhancement in the quality of training	Experts in NIRD, SIRD, ETCs and other reputed training Institutions and senior programme officers implementing the schemes of MoRD and MoPR both at Centre and the States	i) By developing quality modules in ready to use mode for different thematic areas with components such as objectives, learning experience, course materials, audio-visuals, best practices, games/exercises etc. (ii) By switching over to module mapping. (iii) Switching over to participatory method with	Institutes (NIRD, SIRD, ETCs)

		games.	
Developing Training Institutions into a field related knowledge bank	States, Training Institutions, Programme implementing agency	i) By creating a repository of case studies/best practices including learning outcomes and lessons through field visits and by association with Institutions and Commissioning studies	Institutes(NIRD, SIRD, ETCs)
Wide dissemination of knowledge	NIRDs, SIRDs, ETCs and State Governments, media units of Min. of I & B including regional Doordarshan Kendras & AIR	Designing of TOT for the SIRDs/ETCs/ATIs/Sister training Institutions, training of elected PRIs, creating web based applications, publication of books/periodical/journals/ Articles, writing in newspapers, magazines and other reputed journals/articles, writing in newspapers, magazines and other reputed journals, starting independent RD channel	NIRDs, SIRDs, ETCs, and State Government, medical units of I &B including regional Doordarshan Kendras and AIR
Envisioning exercises by SIRDs and ETCs	SIRDs, ETCs, RD & PRI functionaries	By training faculty for doing envisioning exercises	Mo RD, SIRDs & ETCs
NSAP SECTION			
Details of Welfare Scheme of State Governments and related Central Ministries	State Governments	State wise interaction with District level officers in the respective states	Central Government
Structure and functions of implementing agencies at District and Block levels	District Administration	Exposure, visits to countries who have a better track record.	Central Government

State specific strength and weaknesses	Experience of other countries in the implementation of social welfare schemes.		State Government District Administration
RURAL HOUSING			
Documentation and dissemination of best practices in planning, social mobilization, staffing, training, social audit	From search/impact assessment studies conducted by premiere institutions like HUDCO, BMPTC, CBRI etc involved in rural areas Interaction with experts, beneficiaries and field level officers	Workshops, meetings and field visits	Divisional head
Technological developments in construction and materials	Concerned Ministries, States, international experience	Workshops, meetings and field visits, researches and studies	Divisional Head
Effectiveness of targeted beneficiaries	From research/impact assessment studies conducted by premiere institutions involved in rural areas	Workshops, meetings and field visits, researches and studies	Divisional Head
Effective convergence of the scheme with all other schemes meant for the BPL category	Practices followed under different programmes and in different states Research studies by various organization / institutes	Interaction with experts, beneficiaries and field level officers Field visits	Divisional Head and concerned divisions in the Ministry
Transparent and fast	Monthly progress	MIS and field visits	Concerned divisions in the Ministry

methodology for release of funds to the States	reports/MIS Filed visits		
MGNREGA DIVISION			
1. Provisions of law to Mahatma Gandhi NREGA 2. Modern and accessible tools for dissemination of information. 3. Documentation and dissemination of best practices in planning, social mobilization, staffing, training, wage payment, social audit, convergence, ICT application, monitoring and evaluation. 4. Innovations in implementation design – use of mates, estimation of works, use of GIS, schedule of rates, use of hand held devices, biometrics, mobile telephony etc. 5. Effective convergence with other government programmes 6. Transparent methodology for release of funds to the States.	State Governments District Administration Experience of other state/district in the implementation of MGNREGA	State-wise interaction with District level officers in the respective states Exposure visits to state/districts who have a better track record	Central Government State Government District Administration.

7. Approach to equitable and balanced implementation of the Act in all the States and also within the States 8. Effective monitoring and valance in implementation 9. Strengthening of computer based MIS 10. Coordination with Media 11. Coordination with National Legal Services Authority for campaign for legal literacy and protection of rights.' 12. Effective Social Audit Structure in States 13. Useful interventions for small and marginal farmers 14. Determination of the real wage structure. 15. Mobilization of rural communities for implementation of measure.				

3 D Prioritize with assessment on three dimensions

Initiatives	Suitability	Feasibility (ease of	Acceptability (by	Overall priority

	(effectiveness & impact)	implementation)	stakeholders)	
SGSY Division				
1. Reorganisation of the Division at the Ministry level	√√√	√√√√	√√	√√√
2. Prioritization of States for focused attention and providing suitable technical support.	√√	√√√√	√√√√	√√√
3. Setting up of core teams in the States and their capacity building	√√√	√√√√	√√√	√√√
4. Setting up of State, district and sub district programme management units.	√√√√	√√√√	√√√√	√√√√
5. Putting in place expert advisory teams at the Centre and specific technical support teams for the States.	√√√√	√√	√√	√√
6. Preparation of action plans for poverty reduction by States.	√√√√	√√√√	√√√√	√√√√
7. Creation of knowledge data base	√√√√	√√√	√√√	√√√
7. Garnering sufficient resources for programme implementation	√√√√	√√√√	√√√√	√√√√
8. Monitoring & Evaluation.	√√√√	√√√√	√√√√	√√√√
PMGSY DIVISION				
1. Standardization, Evaluation and Review of Engineering Standards.	√√√	√√√	√√√	√√√
2. Capacity Building.	√√√√	√√√	√√√	√√√
3. Quality Assurance.	√√√√	√√√√	√√√√	√√√√
4.Maintenance Management.	√√√√	√√√√	√√√√	√√√√
5.Review of PMGSY Accounting Manuals and Internal Audit Guidelines.	√√	√√√	√√	√√
6.Research & Development of Rural Roads.	√√	√√	√√	√√
7.Online Management, Monitoring and	√√√√	√√√√	√√√	√√√√

Accounting System (OMMAS).				
8.Capacity Building of Panchayati Raj Institutions (PRIs)	√√√	√√√	√√√	√√√
9.Transparency and Complaint Handling	√√√√√	√√√√	√√√√	√√√√
10.Collaboration with International Organizations.	√√√	√√√	√√√√	√√√
11.Interaction with construction Industry/Equipment manufacturers.	√√√√	√√√	√√√	√√√
TRAINING DIVISION				
Capabilities of SIRDs and ETCs to be fully developed	√√√√√	√√√√	√√√√	√√√√√
NIRD to be developed as a training Institution of international repute providing technical support to SIRDs and ETCs	√√√√	√√√√	√√√√	√√√√
Increasing in campus and off campus training programmes by SIRDs	√√√√	√√√√	√√√√	√√
Filling up of core faculty	√√√√√	√√√	√√√	√√√√
Augmenting infrastructure of SIRDs and ETCs	√√√√√	√√√√	√√√√√	√√√√
Lab to Land initiatives	√√√√	√√√√	√√√√	√√√√
ICT application	√√√√√	√√√√	√√√√√	√√√√√
Initiate Virtual Classrooms to other ICT applications,	√√√√	√√√√	√√√√	√√√√
Development of training Website	√√√√	√√√√	√√√√	√√√√
NSAP SECTION				
Achieve universal coverage of all eligible beneficiaries	√√√√√	√√	√√√√√	√√√√
Provision of administrative charges	√√√√√	√√√√	√√√√√	√√√√√
Finalize operational guidelines of NSAP	√√√√	√√√√	√√√√	√√√√
Expand scope of NSAP to cover more vulnerable beneficiaries	√√√√	√√√	√√√√	√√√
Timely and smooth flow of funds from	√√√√	√√√	√√√	√√√

Centre to State and State to Districts				
Strengthening of District/block level infracture	√√√√	√√√	√√	√√√
Operationalization of transaction based **NSAP –MIS**	√√√√	√√√	√√√	√√√
Creation of Database of all beneficiaries	√√√√	√√√	√√√	√√√
Annual verification of beneficiaries to eliminate ineligible/bogus beneficiaries	√√√√	√√√√	√√√	√√√
Introduce System of social auditing to increase accountability	√√√√	√√	√√√	√√√
Opening of bank/post office account to beneficiaries	√√√√	√√√	√√√	√√√
Engagement of business correspondents and common service centres for disbursement	√√√√	√√√	√√√	√√√
Issue of smart cards with UID number	√√√√	√√	√√√	√√
RURAL HOUSING				
Launch National Rural Housing and Habitat Policy	√√√√√	√√√√√	√√√√√	√√√√√
Formulate Bankable Schemes	√√√√√	√√√√√	√√√√√	√√√√√
Ensure that State Action Plans are formulated	√√√√√	√√√	√√√√√	√√√√√
Set up Resource Centre and knowledge at Centre for handling technical, financial and research needs for rural housing habitats	√√√√√	√√√	√√√√√	√√√√√
Train the programme implementators with managerial skills for smooth implementation and achievement of expected outcome/outreach with the enhanced unit cost, bank linkages for assistances, preference to minorities, extended coverage of convergence and the new homestead	√√√√√	√√√√√	√√√√√	√√√√√

schemes				
Organize training programmes for skill upgradation at the grass root level of masons and other construction workers involved in construction	√√√√	√√√√	√√√√	√√√√
Organize awareness campaign for beneficiaries	√√√√	√√√√	√√√√	√√√
Continue efforts by way of reviews and coordination with other Ministries for convergence with DRI, RGGVY, Insurance Schemes, Renewable and Conventional Energy Sources, SGSY and MGNREGA	√√√√	√√	√√	√√√√
MGNREGA DIVISION				
1. Review and strengthen NREGA Cells/Offices/Division at National, State, District, Block levels to identify personnel gaps and deploy dedicated key staff at GP Block, District, State and National level	√√√√	√√	√√√√	√√√√
2. Strengthen Participatory micro level rural development planning	√√√√	√√√	√√√√	√√√√
3. Grievances redressal mechanism	√√√	√√√	√√√	√√√
4. Strengthen GP like mini secretariat	√√√	√√	√√√	√√√
5. Expand financial services to check delay in payment of wages	√√√	√√	√√	√√
6. Strengthen Vigilance and Monitoring Committees	√√√	√√	√√	√√
7. Creation of core accountability system for cashless transfer of funds.	√√√	√√	√√	√√
8. Modern and accessible tools for dissemination of information	√√√	√√	√√	√√
9. Documentation and dissemination of best	√√√	√√	√√	√√

practices in planning, social mobilization, staffing, training, wage payment, social audit, convergence, ICT application, monitoring and evaluation				
10. Innovations in implementation design – use of mates, estimation of works, use of GIS, schedule of rates, use of hand held devices, biometrics, mobile telephony etc	√√√√	√√√√	√√	√√
11. Effective convergence with other government programmes	√√√√	√√	√√	√√
12. Transparent methodology for release of funds to the States	√√√√	√√	√√	√√
13. Approach to equitable and balanced implementation of the Act in all the States and also within the States	√√	√√	√√	√√
14. Effective monitoring and vigilance in implementation.	√√√√	√√	√√	√√
15. Strengthening of computer based MIS	√√√√√	√√√√√	√√√√√	√√√√√
16. Determination of the real wage structure	√√√√√	√√√√√	√√√√√	√√√√√

4.   Plan for implementation:

A. What is the detailed implementation Plan ?   This explains various strategic initiatives, engagement of stakeholders and learning agenda for impelementation of the Plan.

B. What resources will be required ? This explains details of resources required in terms of people, money and infrastructure for implementation of the Plan.

C. How will we track and measure success ? This explains the details of measurables and observables to assess the progress, methods of reviews, methods for corrective actions.

   Programme-wise details are enclosed.

4. Plan the Implementation

1. Strategic Initiatives

Name of the Programme	Details of Strategic Initiatives
SGSY Programme	**Programme Support Acivities** 1. Preparation of "Implementation Framework" of the Programme. 2. Preparation of State specific poverty reduction strategies. 3. Strategic Phasing of implementation of the programme in States. 4. Establishment of Programme Management Unit at Ministry. 5. Setting up of support structure at various levels in the State/UTs. 6. Technical support to the States by the National Mission Management Unit. 7. Supporting innovations. 8. Creating knowledge management & learning platforms.
	Social Mobilisation and Institution Building 1. Universal social mobilization – bringing each & every BPL households under SHG network and their further aggregation into federations. 2. Training and capacity building of the targeted familiies and other stakeholders through a mutli-pronged approach including e-learning training modules. 3. Creating social capital – developing Community Resource Persons (CRPs) and resource districts/centres for programme dissemination through 'ripple effect'.
	Financial Inclusion 1. Facilitating availability of basic banking services for rural poor, promotion of financial literacy among them etc. 2. Proactively engaging with the banking sector for better service delivery. 3. Strategic use financial assistance under the programme (Revolving Fund, Capital Subsidy and Interest Subsidy) for building corpus of SHGs/Federation for inter loaning for various purposes and liveraging Bank Credit for the rural poor. 4. Provision of credit @ 7% rate of interest to rural BPL.
	Livelihood Promotion 1. Promotion of Four streams of Livelihoods for the rural poor: • coping with vulnerabilities – debt bondage, food insecurity, migration & health shocks.

	• Existing livelihoods – stabilizing and expanding them and making them sustainable.
	• Self employment – micro-enterprise development.
	• Skilled wage employment – Taking up placement linked skill development projects on a large scale in PPP mode.
	Convergence and Partnerships
	1. Convergence with programmes of Ministry of RD and other Central Ministries and state government programmes and programmes of donor agencies for developing synergies.
	2. Involving PRIs in programme implementation and building interactive platforms between PRIs and SHGs/Federations for mutual support.
	3. Partnership with NGOs and CSOs to tape their areas of strength and experience.
	4. Partnership with academic and training institutions, Public, Private and Cooperative Sectors.
	Monitoring, Evaluating and Learning
	1. Monitoring and Learning-through web-enabled MIS, inter-active websites, regular meetings, visit by Area Officers, thematic studies, impact evaluations, promote social accountability practices to bring transparency.
	2. Use of IT technology – for smooth transfer of funds, submission of proposals, linkages with banks.
	3. Linkage with 'Aadhar' (UID No.)
	4. Linkage with GIS, Rajiv Gandhi Soochna Kendras.
MGNREGA Proramme	(i) Stepping up IEC
	(ii) Strengthening Monitoring Systems
	• National Institutional Network of Independent Appraisal Agencies
	• Performance Output Matrix
	(iii)Strengthening Resource Support & Capacity at District/ Block, GP level
	• Fund Flow systems
	• Bharat Nirman Rajiv Gandhi Sewa Kendra as village knowledge resource centre
	• Dedicated Personnel
	• ICT
	• Energize Gram Sabha for Planning & Social Audit
	(iv) Increasing transparency and public accountability
	• District level Ombudsman
	• State Grievance Redressal Rules
	• Social audits being conducted in campaign mode. Online reporting

	• Modalities of collaboration with UID being worked out • Monitoring by 100 Eminent Citizens • Measures to check delay of payments (v) Enlarging scope of work, improving quality of works and productivity through convergence • Strengthening Expansion of scope of works to include works on the land of small and marginal farmers • Convergence with Ministries of Agriculture, Water Resources, Environment and Forest, Deptt of Land Resources and Ministry of Tribal Affairs (vi)Working Groups set up for recommendation on strengthening implementation (vii) Empowering the poor • Strengthen Workers' Rights in MGNREG transactions • Linking MGNREGA workers for skill building through NRLM • Organising workers through SHGs • Safety net and insurance cover to MGNREGA worker through RSBY
PMGSY Programme	Quality Assurance Maintenance Management Standardization, Evaluation and Review of Engineering Standards Institutional monitoring Capacity Building Online Management, Monitoring and Accounting System (OMMAS) Transparency and Complaint Handling through Citizen Charter and Grievances Redressal Mechanism (GRM). PMGSY Accounting Manuals and Internal Audit Research and Development in Rural Roads 10. Collaboration with National and International Organizations
IAY Programme	Formulation of Bankable Schemes Finalization of State Action Plan Setting up of Resource Centre Operationalization of Knowledge Network Capacity Building of Programme Implementers & Supervisors Training & Skill Up-gradation of persons involved in construction of rural houses

	Improvement of programme awareness among beneficiaries Convergence with other programmes Operationalization of IAY-MIS
NSAP Programme	Identification of all eligible beneficiaries Provision of administrative charges Strengthening of District/Block level infrastructure Annual verification of beneficiaries Conduct of social audit to increase accountability Creation of Database of all beneficiaries Operationalization of transaction based NSAP-MIS Conduct of training programmes for field personnel Opening of bank/ post office account to beneficiaries Engagement of business correspondents and common service centers for disbursement Issue of UID cards IEC campaign for increasing Programme awareness Expand scope of NSAP to cover more vulnerable beneficiaries

Capacity Development and Training	Capabilities of NIRD, SIRDs, ETCs to be developed (new Center at Jaipur)
	  Envisioning Exercises in SIRDs and ETCs
	  Module Mapping
	  Quality Modules in ready to use modes
	E- learning
	  Networking
	  Create a pool of Rural Managers
	  NIRD to be developed as a training institution of international repute to improve training and development research
	  ➢ Alliances with world class Universities/ Institutions.
	  ➢ Country specific training modules
	  ➢ Upgradation of facilities
	Modernisation of Training Programmes by use of ICT
	  ➢ E-learning

		➢ Virtual Class rooms	
		➢ Digital Library	
		➢ Online tests	
		➢ Distance mode of education	
		Lab-to-land Initiative	
		➢ In selected Blocks for better delivery of all rural programmes through benchmarking	
		➢ Engagement of District Collectors, BDOs, Line Depts, NGOs	
		➢ Facilitation by SIRDs	

2. Stakeholder engagement

	Names of Stakeholders	When	How
SGSY Programme	Rural BPL Households	As per requirement	Through field visits, video conferencing.
	SHGs/Federations at various levels.	As per requirement	Video conference/consultation meetings/field visits.
	PRIs	As per requirement	Through meetings, video conferences, field visits.
	Legislators	As per requirement	Through meetings/Consultative Committee/Standing Committee/Vigilance Monitoring Committee.
	CSO, NGOs, etc.	As per requirement	Meetings/Correspondence
	District Programme Management, Block Programme Management units and field administration	As per requirement	Video conference/consultation meetings/field visits.
	State Governments (State Rural Livelihoods Mission (SRLM).	Quarterly/as per requirement	PRC/PD conference/Nodal Officers meeting/video conference/Appraisal Missions
	Planning Commission/Ministry of Finance and other Ministries	As per requirement	Meetings/Correspondence.
	RBI, NABARD, Public Sector Banks, RRBs, MFIs etc.	Half yearly basis/as per requirement	CLCC/consultation meetings.

	Private Sector including industries associations	Half yearly basis/as per requirement	Meetings and conferences
	Academic and training institutions	As per requirement	Meetings, Conferences, MoUs
	Media Agencies	As per requirement	Meetings.
MGNREGA Proramme	Beneficiaries	During review meetings/field visit	Through Field Visit
	Elected Representatives (PRI members)	During meetings/field visit	Through meeting with stakeholder/vigilance and monitoring committee
	District Administration	As per requirement	Through Meetings / video conference / correspondence
	State Governments and Union Territories	As per requirement	Through Meetings / video conference / correspondence
	National Level Monitor (NLM)	As per requirement	Field visit and enquiry
	Prime Minister office/Planning commission/Ministry of Finance/Ministry of Law	As per requirement	Meetings/correspondence
	Parliament	As per requirement	Through meeting of consultative committee/standing committe
PMGSY Programme	Beneficiaries Rural House Holds. PRIs Transport Service Providers. Govt. Departments	Once a year	The questionnaire to be designed by a Committee of experts. Feedback to be taken by the States through SRRDAs. Compilation by NRRDA.
	Executing Agencies of the States	At the time of periodic review meetings and Empowered	Through the output data of their performance

		Committee meetings	
	Knowledge Institutions like IITs and IIMs	As per requirements	Letters / email
	Training Institutions.	Once a year	Through correspondence, workshops
	State Government	On half-yearly basis.	Through periodic review meetings, seminars and workshops
	Elected representatives	At district level, at the time of DVMC meetings, at the State level, half yearly and at national level, once in a year.	Through Periodic Interaction : a) At district level, Meeting of District Vigilance & Monitoring Committees b) At State level, SRRDA may develop mechanism for interaction. c) At the Ministry level, in the meeting of Standing Committee.
	Central Govt. Min./ Deptt.	As per requirement.	Meetings and workshops.
IAY Programme	Rural poor i.e BPL families	Yearly	Conducting research and impact assessment studies Field visits Development of e-learning & Training module publicity programmes
	PRIs	At regular intervals	Workshops/Meetings/Orientation Programmes

	Field Administrators of RD	At regular intervals	Meetings at Ministry Level. Telephonically Video Conference. Field Visits/NLM Visit Development of e-learning & Training module
	State Governments	Frequently	Workshops Review meetings Written communications Development of e-learning & Training module
	Banks/Financial Institutions	Continuous Process	Workshops/Meetings/Informal consultations
	Knowledge Institutions	Continuous Process	Consultations /Workshops meetings/ MoUs
	NGOs/ civil society	As and when required mostly on regular basis	Through Consultation / Workshops / trainings
	Training Institutions	Continuous process	Meetings Conferences Workshops
	Elected representatives	During Meetings	Through meetings of consultative committee/Standing Committee/Vigilance & Monitoring Committee

NSAP Programme	Beneficiaries	Two states and a UT in a month	Through field visits
	Field Administration	Once in three months/As per requirement	Through meetings/ video conferencing
	State Governments and Union Territories	Once in a month/ as per requirement	Nodal officers meetings/PRC /video conferencing
	Planning Commission/ Ministry of Finance/ Home Affairs	As per requirement	meetings/correspondence
	Elected Representatives	During meetings	Through meetings of Consultative / Standing Committees / V& M Committee/State & District level Committees
Capacity Development and Training	States, NIRD, SIRD, ETCs, other Ministries, International bodies, Institutions (academia, NGOs, private business) involved in development research and working on learning management systems	Monthly, Quarterly, Annually	Organization of regular meetings, workshops, seminars, webinars, videoconferencing Mapping the interest of stakeholders and understanding how they can benefit from us Formation and execution of explicit contracts with selected stakeholders Evaluation and Reward system

3. Learning Agenda

	What	When	How
SGSY Programme	Best practices on social mobilization, institution building, financial inclusion, livelihood initiatives, human resource policy, convergence, engagement with PRIs in various States/UTs.	Regularly	By visiting States/meetings, studies by experts, E-learning.
	Identification of state specific issues which the State poverty reduction strategies would seek to address	Half-yearly intervals	Visit of appraisal Missions to states.
	Lessons from various livelihood programmes of External Agencies (WB, IFAD, DFID), Ministry/Departments/NGOs etc.	Regularly	Through visits/meetings/correspondence, E-learning.
	Identification of collaborating institutions and agencies for knowledge management, training, panel studies etc.	On-going process	Collecting information from States, Banks, external Agencies and other partners, E-learning.
	Monitoring, Evaluation and Learning tools and Agencies	On-going process	Studying existing practices under implementation in States, Meeting with relevant experts/agencies etc.
MGNREGA Proramme	1. Provisions of law of Mahatma Gandhi NREGA 2. Modern and accessible tools for dissemination of information	➢ During the periodical meeting State Governments/district Administration ➢ During Experience sharing	➢ State-wise interaction with District level officers in the respective states ➢ Exposure visits to states/districts who have a better track record. ➢ Documentation and dissemination of

	3. Best practices in planning, social mobilization, staffing, training, wage payment, social audit, convergence, ICT application, monitoring and evaluation.	workshop of state/districts in the implementation of MGNREGA ➤ Report présentation of Professional institutions	good practice ➤ Involving professional institution for action research
	4. Innovations in implementation design – use of mates, estimation of works, use of GIS, schedule of rates, use of hand held devices, biometrics, mobile telephony, etc.		
	5. Effective convergence with other government programmes		
	6. Transparent methodology for release of funds to the States		
	7. Approach to equitable and balanced implementation of the Act in all the States and also within the States.		
	8. Effective monitoring and vigilance in implementation.		
	9. Strengthening of		

	computer based MIS 10. Coordination with Media 11. Coordination with National Legal Services Authority for campaign for legal literacy and protection of rights 12. Effective Social Audit structure in States 13. Useful interventions for small and marginal farmers 14. Determination of the real wage structure. 15. Mobilization of rural communities for implementation of measures for environmental protection.		
PMGSY Programme	Impact evaluation of programme	Once in a year	Assessment through designed formats- using expert consultants, quantitative score card
	Application of Quality evaluation tools for score on quality of maintenance	Once in a year	Through structured feedback on quality of maintenance of roads completed under the programme through National Quality Monitors.
	Innovations in implementing designs – GIS (Maintenance, Quality).	Half yearly	Core group headed by JS (RC) along with domain experts and practioners in convergence with MGNREGA .

	Documentations & disseminations of best practices, success stories	Yearly	Collection of information on yearly basis, compilation & publishing on PMGSY website. Outsource if necessary.
	Effective monitoring & vigilance in implementation.	Half Yearly	Study the best practices and strengthen the existing systems. Rigorous monitoring in weak implementing States, low in high performing and routine is normal performing States. Ask for action plan from all States.
	Strengthening of Web based MIS and Training.	First Qtr. 2011	Use the expert agency for generating the outputs from the input data. Focus on maintaining integrity of the data being uploaded. Development of interactive website, e-learning training modules, web based examination of field staff.
	Mobilization of Rural communities for environmental protection.	Through SRRDAs at the time of DPR preparation	Development of pamphlets, interaction with the community at Panchayat level during transact walk and implementation monitoring.
	Developing Social audit mechanism	Once a year	Involvement of PRIs, Nehru Yuvak Kendras and other civil society organizations of repute. Up-scaling of citizen monitoring and social audit pilot projects.
	Approach to balanced & equitable development in all areas of the country.	Yearly	Analysis of data on percentage eligible habitation connectivity Statewise to access how gaps amongst the States are being

			addressed.
IAY Programme	Documentation and dissemination of best practices in planning, social mobilization, staffing, training , social audit	At regular intervals	Workshops, Meetings and Field Visits
	Technological developments in construction and materials	Periodically	Workshops, Meetings and Field Visits, Research and Studies
	Informed awareness of targeted beneficiaries	On-going	Workshops, Meetings and Field Visits, Research and Studies
	Effective convergence of the Scheme with other schemes meant for the BPL category	Yearly	Interaction with Experts, Beneficiaries and Field level Officers Field Visits
	Transparent and fast methodology for release of funds to the States	Half-yearly	MIS and Field Visits
	Engagement with construction industry	On-going	Interaction with experts/informal consultations/MoUs/Workshops
	Enhancement of earning capacity of beneficiaries by provision of kitchen garden	On-going	Consultation with Ministry of Agriculture/Ministry of Environment & Forests/States and other Stakeholders Roll out action points for the States

NSAP Programme	Central Government: ➢ Details of Welfare Schemes implemented by State Governments/related Central Ministries/ other countries. ➢ Integration with similar schemes ➢ IT enabled solutions ➢ Structure and function of implementing agencies at District and Block levels in various states. ➢ State specific strengths and weaknesses	➢ During the periodical meetings/ video conferencing/field visits ➢ collaboration with academic/training institutions	➢ Through state-wise interaction with District level officers ➢ Development of e-modules ➢ Development of course material ➢ Use of GIS in convergence with MGNREGA divn. ➢ Exposure visits to countries who have a better track record.
	State Governments: ➢ Details of Welfare Schemes of Central Ministries. ➢ Integration among similar schemes ➢ IT enabled solutions ➢ Structure and function of implementing agencies of various schemes in other states. ➢ State specific strengths and weaknesses	➢ During the periodical meetings/workshops and training / video conferencing/field visits ➢ During training in collaboration with academic/training institutions	➢ Through e-modules ➢ Through course material developed in collaboration with academic /training institutions ➢ Exposure, visits to other states who have a better track record.

Capacity Development and Training	Causes of shortfalls in programme performance and solutions – internal/external, political, environmental, financial, technological, systemic, strategic, behavioural, personnel and institutional	Concurrent, monthly, quarterly, annually	1. Interaction with stakeholders 2. Research and analysis, Delphi method, experimentation 3. Use of diagnostic tools – six sigma, DMAIC 4. Workshops, seminars, meetings, webinars, videoconferencing 5. Collaboration with experts, Academia, NGOs, States, other Ministries, private and public sector organizations, international bodies

4. Resources required

	People	Money	Infrastructure
SGSY Programme	1. Professional of various streams at Ministry level for National Management Unit (approx. 40) 2. Profesional of various streams at State/UT level (approx. 20 per state – will be on the basis of states' requirement). 3. Professional of various streams at district level (approx 10 per district – will be on the basis of requirement). 4. Professional of various streams and field staff at sub-district level (approx 8 per sub-district – will be on the basis of requirement). 5. Thematic experts for advisory functions. 6. Trainers for Training of all stakeholders.	1. Rs. 25,000 crore over next 5 years (2011-12 to 2015-16). 2. Credit Mobilization from banks amounting to Rs. 1,00,000 crores.	1. Setting up offices with computer facilities and other facilities at various levels. 2. Setting up of Rural Self Employment Training Institutes in each district. 3. Common infrastructure at village level for production activities. 4. Setting up State/district/village haats and other marketing promoting infrastructure.
MGNREGA Proramme	1. Panchayat Development Officer, GP Secretary, Technical Assistant, Accountant and Extension Officer at GP level 2. Programme officer ,Assistant	➢ Rs 40,100 crore for 2010-2011 The requirement likely to go up in case demand increase	➢ Computer facilities at block and GP level ➢ Internet connectivity ➢ Professional support at GP/Block level/district ➢ Training centre for capacity

	Programme Officer, Technical Assistant, Accountant , Computer Assistant at block level and district level 3. State Employment Guarantee Council 4. State level monitors 5. Expert in the area of MIS, convergence, Social Audit, monitoring, research at State and district 6. Additional director/DS/US/SO at Ministry 7. Expert in different area at the Centre 8. Professional Institution for action research, monitoring and evaluation 9. National Level monitor 10. Eminent citizen for monitoring 11. Central Employment Guarantee council at Center		building ➢ Institutional support for social audit, ombudsman ➢ Banking infrastructure for wage payment ➢ Physical and human infrastructure at the Ministry
PMGSY Programme	Adequate manpower for implementation of PMGSY at the State level So far core group is Ministry and SRRDAs.	Year-wise requirement of funds is proposed as under: **Rs. in core** **Year Amount** 2011-12 Rs.27,000 2012-13 Rs.30,000	Use of MIS tools, Engagement of professionals in field, in SRRDA & NRRDA

	Outsourcing of a few activities (Development of documents, collection and analysis of data, Studies and Surveys)	2013-14 Rs.33,000 2014-15 Rs.36,000 **Total: Rs.1,26,000**	
IAY Programme	Involvement of field officers at district and sub-district level Strengthening of manpower at execution level ➤ Establishment of resource centre Dedicated cell at State level	Rs.10,337 cr for financial year 2010-11 ➤ Fund required to meet incremental expenditure in programme implementation- 3% of budgetary outlay The above requirements will be re-assessed on receipt of State Action Plans & assessment of housing shortage ➤ Fund flows from financial institutions	➤ Computational and Networking facilities at District/block levels Internet connectivity ➤ Engagement of trained professional personnel ➤ Pool of trained masons etc. at district level
NSAP Programme	Programme Implementation Unit at Centre A District Programme Coordinator (DPC) and an Additional District Programme Coordi-nator at district level A Programme Officer (PO)	➤ Rs 5,762 cr during 2010-11 ➤ The requirement likely go up in case of – ❖ Implementation of Tendulkar Committee recommendations ❖ Disability criteria	➤ Computational facilities at district/block levels ➤ Internet connectivity at GP/block level ➤ Engagement of trained professional personnel at GP/block level for offline updation ➤ Transaction based Management

		reduced to 40% ❖ Age for widow pension reduced to 18 years ❖ Increase in the amount of assistance	Information System
Capacity Development and Training	External professional support to be outsourced	2010-11 Rs 170 crores (budget allocated) 2011-12 Rs 290 crores 2012-13 Rs 320 crores 2013-14 Rs 240 crores 2014-15 Rs 210 crores	Land Building Office Equipment ICT Equipment

5. Tracking and measuring

	Measurables and observables to assess progress	Method of review	Methods of corrective action

SGSY Programme	**Indicators for assessing the progress – Institution Building**
	• Number of SHG/Federation formed.
	• Total savings by SHGs,
	• Number of SHGs provided credit from banks.
	• Number of primary federations formed.
	• Beneficieries received training.
	Indicators for assessing the progress – Financial Inclusion
		1. State level monitoring studies by external agencies.
		2. Regular Monitoring through web based MIS.
		3. Tracking Fund Flow through web based system.
		4. Monthly progress report.
		5. Periodical nodal officers and PRCS meetings.
		6. Panel studies.
			1. Self correction mechanism of SHGs and federations
			  • CRP visits
			  • Sub-Committees of federations.
			  • Community audit.
			2. Joint review missions of MoRD officials, national experts and representatives of external donor agencies.
			3. Periodic evaluations.
			4. Thematic evaluations.
			5. State-wise base line surveys.
			6. Sevottam compliance.
			7. Grievance redress mechanism.

	• Amount of credit provided by federation to SHGs • Amount of credit mobilized. • Repayments made by beneficieries. • Monthly Expenditure of Programme funds. **Indicators for assessing the progress – Livelihoods** • No. of beneficieries taken up new livelihoods. • No. of beneficieries taken innovative agricultural practices. • No. of beneficieries trained and placed. **Indicators for assessing the progress – Support Structures** • Setting up of various committees and team of professional at National level. • Setting of State Rural Livelihoods Mission – in all States/UTs, district programme management units with suitable linkages with DRDA, block programme management units.		
MGNREGA Proramme	• Number of Rural Households Demanded employment under	MGNREGA MIS/monthly progress reports/New paper report/periodical nodal officers	➢ MIS Report ➢ Control of fund release based on actual utilization and VIP complain

		MGNREGS	and PRC meetings/video conferencing/field visit of nodal officer/eminent citizen/ National level monitors /Review by Central Employment Guarantee Council/regional review	➢ Policy review and advisory to state government
		• Number of Rural Households provided employment under MGNREGS		
		• Number of Persondays generated under NREGS		
		• Percentage of persondays generated under MGNREGS (Scheduled Castes)		
		• Percentage of persondays generated under MGNREGS (Scheduled Tribes)		
		• Percentage of persondays (women) generated under MGNREGS		
		• Average persondays per household, Number of households completed 100 days of employment		
		• Central Release, Total Available Fund, Total Fund Utilized		
		• Percentage of wage expenditure and material expenditure		
		• Percentage of administrative		

	expenditure • Total works taken up, Percentage of works completed • Approval of Labour Budget of 50% of States • Organization of MGNREGA Sammelan • All awardees presented awards • Number of meetings held ➢ Sevottam compliant citizens charter /Grievance Redress System • (Since Mahatma Gandhi NREGA is an Act, the targets specified are overall guides to action and should not be seen in the popular sense)		
PMGSY Programme	Percentage connectivity of eligible habitations Km of roads constructed since beginning and during the Financial Year. Improvement in percentage of satisfactory works in third tier of Quality monitoring.	Through periodic reports. Web based MIS system Field visits, survey, report of various audit groups.	Through review of reports. Feedback from various audit groups Feedback from States and grievances put forth by beneficiaries. Workshops, discussions in Core group of the Ministry

	Percentage of online reporting Percentage of complaints redressed during the prescribed time limit indicated in GRM grievance redressal. Percentage of complaints acknowledged within stipulated time. Improvement in percentage of satisfactory maintenance of roads through third tier of Quality monitoring.		
IAY Programme	➢ Number of new beneficiaries added ➢ Expenditure incurred on new construction ➢ Progress of implementation of the programme	➢ Performance Review Meetings ➢ Monthly Progress reports/MIS ➢ Nodal officers meeting ➢ Field Visits	Monitoring through web-based Management Information System – AWASSOFT GIS based monitoring system in convergence with MGNREGA Grievances Redress System Sevottam compliant Citizens' Charter Social audit
NSAP Programme	➢ Number of beneficiaries covered under pension Schemes vis-a'-vis estimated numbers ➢ Number of persons paid and amount disbursed	➢ NSAP-MIS ➢ Monthly progress reports ➢ periodical nodal officers and PRC meetings ➢ Video conferencing	➢ Social Audit/verification of beneficiaries ➢ Sevottam compliant citizens charter / Grievance Redress System ➢ Periodical training of field level

		Field visits by area officers and NLMs	officials
	➤ Number of households assisted under NFBS ➤ Releases made/Expenditure incurred ➤ Database of beneficiaries created as well as uploaded in the public domain		➤ Development of e-modules ➤ Development of course materials ➤ Implementation of transaction based Manage-ment Information System ➤ MIS Reports for Centre /State /District/Block level Officers ➤ Control on fund releases based on utilization
Capacity Development and Training	No of Training programmes No of Participants Budget utilization	Organization of meetings on a monthly basis with stakeholders, PRC meetings, monthly reports.	Independent evaluation Regular performance appraisal Personnel development Amendment / Rescission / Review of contracts with stakeholders Positive and negative reinforcement

6. Overall plan and milestones.

	Activities	Points of coordination	Milestones and review points
SGSY Programme	1. Setting up of Mission Management Unit at Ministry. 2. Setting up of support structure at various levels in the State. 3. Preparation of State specific poverty reduction action plan and their approval.	1. Credit mobilization from banks. 2. Involvement of NGOs/CSOs. 3. PPP model for replacement linked skill development and innovative projects. 4. Synergy with various livelihood programmes. 5. Coordination with activities of	1. States/districts set up support structure 2. Submission of State Poverty reduction action plan. 3. Primary Federation of SHG formed. 4. Bank linkages of SHGs and federation.

	4. Convergence with various Ministries/line Departments. 5. Engagement with banks through formal and informal mechanisms. 6. Monitoring, Evaluation and Learning.	related Ministries.	
MGNREGA Proramme	• Biometric enable ICT infrastructure at GP/block/district level • BNRGSK at each GP/Block level • Professional support at GP level • UID number to each beneficiaries • Revised guideline of social audit • Online financial proposal • GIS and community based planning • Development of standard and bench mark for community based works • Leveraging MGNREGA for sustainable development through intersectoral convergence especially on watershed based convergence • Linking MGNREGA workers	• Prime Minister office for DMU • Planning Commission • Ministry of law and justice • Ministry of Finance • Ministry of Panchayati Raj/Ministry of Agriculture/Ministry of Environment & Forest/Ministry of water resources / Ministry of Tribal Affairs • Different departments of Ministry of Rural Development • State government and District administration	➢ Role out Biometric enable ICT plan ➢ State with 100% MIS ➢ GIS based platform for intersectoral convergence ➢ Role out of BC model ➢ Set up National Professional Network ➢ Initiating e- learning modules ➢ Implementation and documentation of convergence pilots ➢ Online submission and disbursement of financial proposal ➢ Conduct of social audit ➢ district level Ombudsmen ➢ BNRGSK at each GP/Block level ➢ Participatory people planning basis for labour budget ➢ Functional Gram Sabha ➢ Linking MGNREGA workers for skill building through National Rural Livelihood Mission (NRLM)

	through National Rural Livelihood Mission • Payment through Business correspondent model • Setting up district level Ombudsmen • Development of training material • Mobilization through NYK volunteers		
PMGSY Programme	Periodic Targets & their achievements for respective States with respect to independent quality inspections, Physical Targets, accuracy and integrity of data on OMMAS, grievance redressal. Introduction of citizen charter Interactive Website for training, learning, developing capacity through examination. E-procurement. Third party monitoring of innovative technologies (it could be one of the IITs). Divide States into 3 groups – High performer, Moderately performer and Low performer so as to devise the monitoring system. In low performing States intensity of monitoring	1. MOF, Planning Commission, MHA, PMO for DMU reporting. 2. Nodal department in State Governments. 3. Related Ministries of GOI (Ministry of Environment and Forest and Ministry of Home Affairs) 4. Civil Society Organizations	Use of interactive website. Sevottam compliance Rigorous review of States which are not able to come up to the required level of performance in terms of quality & Strategic Plan outcome

	could be high. All States to give action plan. Online processing of release of funds to the States. Online scrutiny and processing of DPRs and their sanctions. Uploading on website digital photographs and abstract of inspections for 2nd tier & 3rd tier quality monitoring.		
IAY Programme	➢ Operationalize fully IAY-MIS On-line receipt of proposals, issue of sanctions and transfer of funds	➢ New BPL survey ➢ Coordination with State Government ➢ Coordination with other Ministries/Departments on convergence issues ➢ Coordination with NGOs, Private sector organisations	100% MPRs online Release of funds/instalments on-line
NSAP Programme	➢ Identification of all eligible beneficiaries ➢ Monthly disbursement of pension on a fixed day ➢ Conduct annual medical camps to issue disability certificates ➢ Conduct of 100% annual verification as well as social audit ➢ Opening of bank/post Office accounts for financial	➢ Prime Minister's Office and Planning Commission ➢ Ministry of Finance and Ministry of Home Affairs ➢ M/o Social Justice & Empowerment ➢ M/o Urban Housing & Poverty Alleviation ➢ M/o Labour and Employment ➢ International Organizations ➢ Voluntary/Civil Society	➢ Districts which achieved 100% coverage ➢ Districts which uploaded 100% of database ➢ No of bank/post office accounts opened as compared to number of beneficiries ➢ Disbursement of pensions made through MIS ➢ Number of blocks where disability camps are held

		Organizations	
	inclusion ➢ Core Accounting System to be introduced ➢ Preparation of operational guidelines ➢ Media campaign for programme awareness ➢ Development of MIS for Central and State Pension Schemes ➢ Creation of database of beneficiaries and uploading it in the public domain ➢ UID number for each beneficiary ➢ Conduct of impact assessment and evaluation studies		
Capacity Development and Training	Building collaboration with States and Other Ministries Collaboration with International Bodies Collaboration with academia, NGOs, experts Developing action plans Resource mobilization Invitation for contracts with stakeholders Formation, execution and closure of contracts	States, District Collectors, BDOs, other Ministries, Private Bodies, International Bodies, Peoples' institutions Knowledge of Plan Programmes and instructions thereon Innovations and best practices Benchmarking for faster and inclusive growth	Organization of workshops, meetings, seminars Documentation of decisions Formation of contracts Monitoring and Evaluation Reward to outperformers