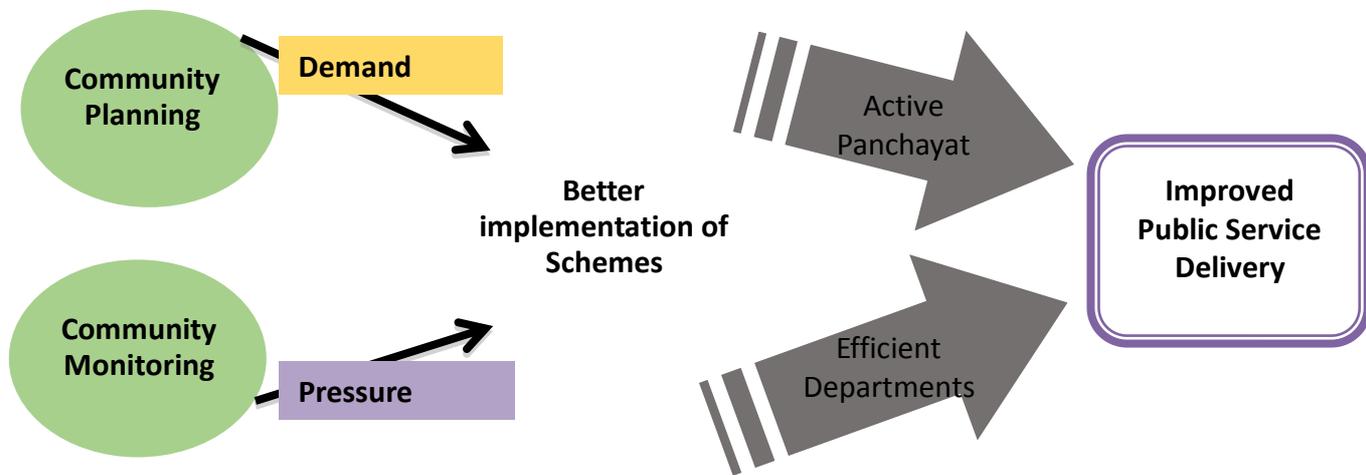# Innovations of PRI-CBO Convergence Project

PRI-CBO Convergence Project envisages developing a strong community cadre and local institutions to improve the reach and quality of public service delivery. To enable this, a set of participatory assessment and planning tools are developed. Participatory Assessment of Entitlement (PAE), Entitlement Access Plan (EAP) and Gram Panchayat Poverty Reduction Plan (GP2RP) are the tools used by the vulnerable SHG households for understanding and documenting gaps in entitlement access, planning for action to access entitlements and jointly planning with Gram Panchayats (GP) for eradicating poverty at the village level. These tools help in generating a collective energy and a conducive atmosphere for the PRI and CBO to work together for village development. At the same time the entire process capacitates the local institutions to meet the developmental needs of the village.

Rationale and Objective

PAE, EAP and GP2RP are developed as the major activities under the Convergence Project for mobilisation of the SHG members, assessment of their entitlement and preparation of comprehensive action plan to meet the demand from the community. The demand that comes out of these exercises is taken up with Gram Panchayat and Departments for necessary follow-up actions. The processes through which these exercises are undertaken in SHG network helps in sensitising and mobilising the community about their entitlements and developing necessary capabilities and mechanism to access them. The data captured in PAE will be used as the Baseline Data for the project for the regular monitoring of the Result Framework mandated for the project. At the same time it will be used as a potential 'knowledge bank' of the community to take up collective effort for access to entitlement and for improvement in the public service delivery system. This idea is conceptualised as the underpinning philosophy of the project itself.

Participatory Assessment of Entitlement (PAE) and Entitlement Access Plan (EAP)

PAE is SHG level interaction based tool that helps in generating awareness on various entitlements and local-self governance systems. Using PAE, the community generates a database on its access to schemes and participation in governance process. This database is used for making demand plans by the CBO and is also treated as a baseline for measuring success in achieving entitlements by the community. The PAE exercise is facilitated by the designated community cadre called Local Resource Group formed in each pilot GP

Entitlement Access Plan (EAP) is a target plan prepared by each Village Organisation (VO) to address the gaps in the access to entitlements identified during PAE. Using PAE data as the baseline, each VO sets quarterly targets for various schemes. These targets are regularly monitored and evaluated by the VO.

Components of PAE Module

- Access to local public institutions such as Gram Panchayat Office and Aanganwadi
- Engagement of SHG members in local self governance systems such as Gram Panchayat and Gram Sabha
- Household benefit schemes such as Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Swachh Bharat Mission (SBM), National Social Assistance Programme(NSAP), RashtriyaSwasthyaBimaYojana (RSBY), Integrated Child Development Scheme (ICDS) and other State-specific schemes
- Financial Inclusion

Participatory Assessment of Entitlement has been completed in all pilot GPs of PRI-CBO Convergence Project. Based on this VO/LF/CLF (Primary Federation) has successfully prepared Entitlement Access Plan and followed up it accordingly. The data given below shows the Activity Coverage as on February, 2017.

STATES	No, of Pilot GPs	No. of SHG	No of SHGs completed PAE	No. of VO/WLF	No. of VO prepared EAP
Assam	36	2765	2765	226	226
Jharkhand	29	1655	1655	204	204
Karnataka	40	1433	1433	186	186
Maharashtra	58	1220	1164	91	91
Odisha	12	800	709	79	79
Rajasthan	67	2029	2029	151	151
TOTAL	**242**	**9902**	**9755**	**937**	**937**

The Process

Step 1. Capacity building of Local Resource Group (LRG)

- The designated community cadre in the PRI-CBO Convergence Project known as Local Resource Group (LRG) members are trained on PAE and EAP. As part of the training, detailed information is imparted about the local-self governance processes and the schemes covered in the PAE.

Step 2. SHG Meetings for PAE

During a regular or specially convened meeting of each SHG, PAE is facilitated by LRG members who moderate the discussion and record the response of participants. These responses form as the database on the community's access to entitlements and schemes.

The Ribbon Exercise

Every partner-State prepares its own context-specific PAE module. LRG members facilitate PAE in each SHG using this module. Discussions are held on each component of the module and SHG members respond to the each question by tying ribbon of different colours around their wrists.

Example:

- Attendance in Gram Sabha: Those who have attended previous Gram Sabha tie a blue ribbon
- Individual Household Latrine under SBM: Those who have toilets at home tie a green ribbon. Those who also use the toilet tie a white ribbon.

Use of ribbons avoids the monotonous question and answer format and makes the process interactive as well as visually appealing. At the end of each section, the SHG member(s) having the maximum number of ribbons on her hand is asked to explain to the others about how she got access and took benefit of the particular entitlement. Her input is supplemented by the LRG. Simultaneously, during this process, the LRG member counts the ribbons, and records in the SHG-level PAE form. These are later consolidated at the Village Organisation (VO) level and GP level.

Having ribbon on one's wrist is seen as a symbol of accomplishment, knowledge and enhanced confidence. The discussion about individual entitlement status in the group helps a woman to share her access or lack thereof in front of a larger audience. This exercise has proved to be an effective tool to motivate SHG members to engage with local-self governments and access their entitlements.

Step 3. Consolidation of PAE at VO level

Once PAE is completed in all the SHGs, consolidation of the data generated and its presentation is done at a meeting at the VO level. Representatives from all SHGs and GP-ward members attend this meeting which is facilitated by LRG members and VO leaders. This data helps the VOs understand the current status of entitlements of their SHG households.

Step 4. Consolidation of PAE at GP level

The PAE data is consolidated at the GP level by the VO representatives and LRG members. This data is presented to the elected representatives and officials of the Panchayat in the presence of all SHG members of the GP. The presentation of the PAE data gives an opportunity for the panchayat and CBO to come together on a common platform to address the entitlement gaps identified. The compiled data is treated as baseline by the CBO to make target plans referred to as the 'Entitlement Access Plan.'

Step 5. Preparation of EAP at VO level and consolidation

The EAP is prepared by each VO in a specially convened meeting for the purpose under the office bearers. This is done through a sensitisation activity on how benefits offered under various schemes can improve the quality of life. The plan prepared under the leadership of VO office bearers sets target for each component of schemes that need to be achieved in a

timeframe manner. The targets are consolidated at GP level and taken up with gram panchayat and departments accordingly.

Capacity building for and through PAE

The tools developed under the project for participatory assessment and planning like PAE and EAP are envisioned in such a way that the process not only yields a baseline and plan for access to entitlements but is also a process for capacity building. LRG members are envisaged as agents of change who through the use of these tools will capacitate and seek to bring about change in the community as well.

The impact of the capacity building and activity have been mapped out as below:

- Awareness about entitlements
- Sensitisation of targeted community about the benefits of schemes
- Consolidated target demand for various schemes
- Increased discussion on entitlements in the SHGs
- Entitlement status data for follow-up actions
- Strengthening of CBO to pursue the entitlement demands
- Support to PRI for the effective implementation of schemes
- Environment creation for participatory planning process
- A tool for situation analysis and participatory planning
- Strengthening of community cadre
- Ownership of CBO in ensuring the access to entitlements
- Support to PRI from CBO in enhancing the outreach of social welfare schemes
- Capacity building of PRI and CBO on plan preparation and effective implementation of schemes

Taking the PAE and EAP Forward

- ➢ Consultation of CBO with PRI and Line Departments:
- ➢ To present the entitlement access status of SHG households to the GP
- ➢ Opportunity for CBO to present the consolidated entitlement demands with the PRI
- ➢ To share the entitlement gap among the key stakeholders and to find out a plan to address this
- ➢ Presentation of PAE and EAP in GS and approval:
  - ➢ To formally present the entitlement demand in front of the larger public and get commitment from the PRI and Line departments
- ➢ CBO Governance and Institutional Mechanism:
  - ➢ Organic formation of sub-committees based on schemes
  - ➢ Strengthening of VO sub-committees
  - ➢ Identification of scheme based volunteers in SHGs
  - ➢ Institutionalisation of consultative platforms with GP

Case let:

"How ribbon exercise brought back our Gram Sabha!"

Kolegaon is a panchayat in Mohol with population of 4000 people. There are 32 SHGs and a VO existing in this village. Here majority of the people especially women had hardly heard about of Mahila Sabha. Even those who had some idea about Mahila Sabha like Community Resource Person (CRP) and Anganwadi Teacher believed that it was an informal gathering of village women. Failure of Gram Sabha in taking up the issues faced by the women and their demands kept away all women from Gram Panchayat
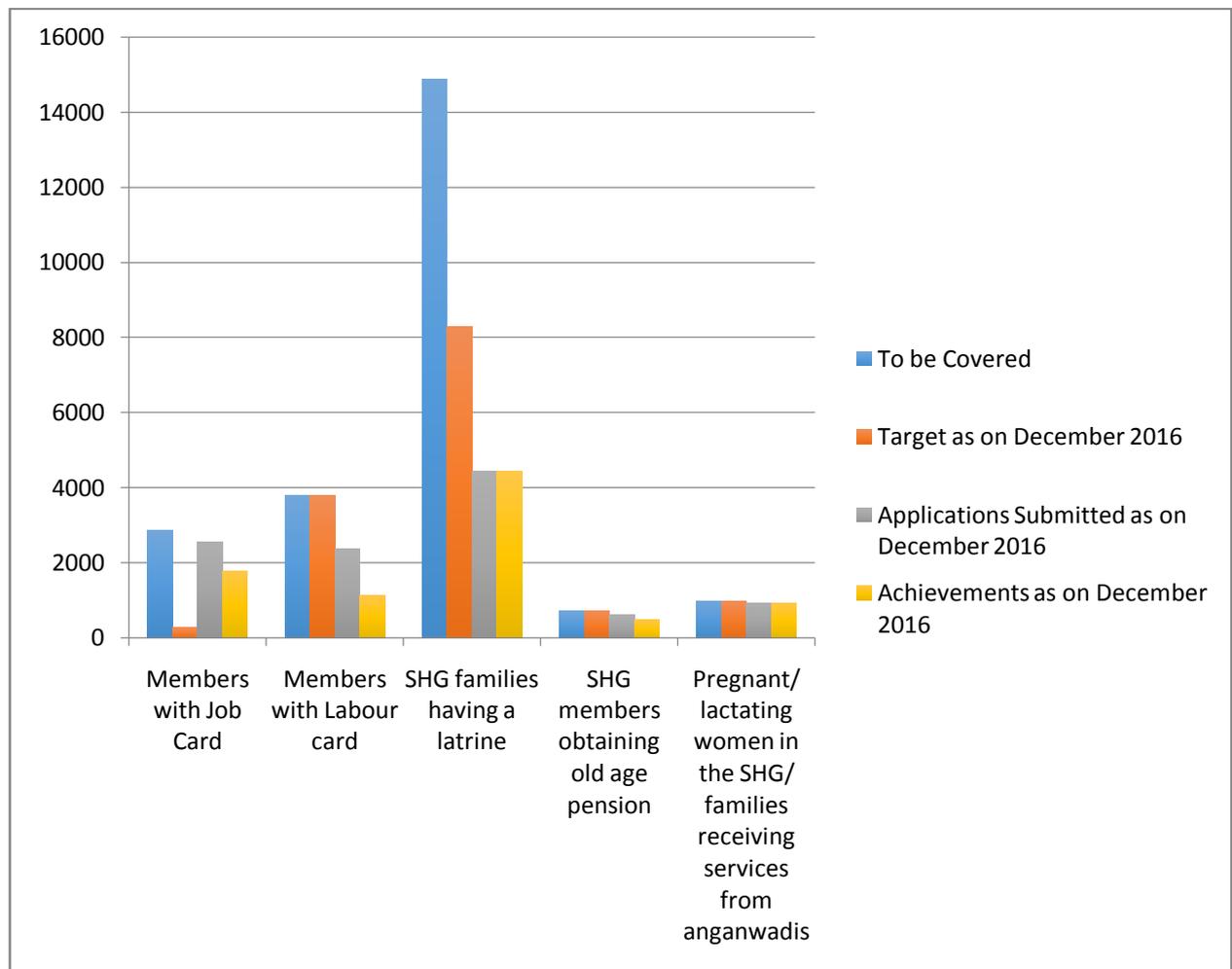
After the information given by LRG to SHG women, Mahila Sabha of 14th August, 2014 was the first ever Mahila Sabha happened in Kolegaon. There was not much enthusiasm among SHG members to attend the Gram Sabha however. Kudumbashree mentors were also not available fully to encourage LRGs and women. Only couple of women went to panchayat and signed in paper given by Sarpanch. It was not all planned and not even single women raised her voice in meeting.

From November onwards large scale mobilization was undertaken through PAE. LRG members decided that a notice to Sarpanch and Gram Sevak should be given by VO to conduct Mahila Sabha and Gram Sabha. The VO called a general body meeting which was represented by all 32 SHGs of the village. All SHGs were asked to shortlist their demands as early as possible and to submit to VO. Once this exercise was completed LRG members supported VO to prepare the final agenda notice and VO executives along with LRG submitted the notice to Sarpanch. The Sarpanch was taken aback to see the SHG women coming together and taking up such initiatives. He agreed to call Mahila Sabha in morning of 25th Jan 2015.

25th January witnessed a celebrative mood in village. First time in history of the village, women were seen coming in groups to Gram Panchayat. This was due to VO's decision that each SHG will ensure attendance of its members. Finally 112 women who all are from SHGs, participated in Mahila Sabha. Number of VO members and LRG members were designated to speak in Mahila Sabha. Schemes like NBA, MGNSREGS, NSAP and RGJAY were the main areas of discussion. The Gram Sevak provided the various documents, applications required to be filled for the different schemes. All participants were delighted to see the success of their effort and assured that all of them will attend in Gram Sabha also. Participation of around 150 women in Gram Sabha on 26th January was also result of this enthusiasm for a new movement led by women of the village. The village had never witnessed such participation in Gram Sabhas earlier and the Gram Sabha had to be taken in the narrow verandah of the primary school where many of the women did not even have place to sit!

Access to Entitlements: An Example from Rajasthan

PAE and EAP was initiated in 4 blocks of Rajasthan in April 2016. Baseline was assessed and targets were set by each of the VOs. The data above depicts the status of access to entitlements across the 4 blocks of Kherwara, Sangod, Asind and Rishabhdev.

Gram Panchayat Poverty Reduction Plan

The Gram Panchayat Poverty Reduction Plan (GP2RP) is a comprehensive demand plan for local development prepared by the self-help groups and their federations in partnership with the gram panchayats. It is an integral aspect of the convergence efforts of the National Rural Livelihoods Mission. GP2RP is the consolidation of the demands for livelihoods, health and sanitation, social security, natural resource development and basic infrastructure development prepared by the poor families who are members of the Self-Help Groups (SHG) formed as part of the National Rural Livelihoods Mission. The document will serve as the mission and plan document around which the Gram Panchayat and the community organization network works together to address the basic needs of the poor in the village.

Gram Panchayat Poverty Reduction Plan has been completed in 5 states and is ongoing in Rajasthan. The data given below shows the Activity Coverage as on February, 2017.

STATES	No, of Pilot GPs	No. of SHGs prepared GP2RP	No. of VO/WLF prepared GP2RP	No. of GPs prepared GP2RP
Assam	36	2718	226	36
Jharkhand	29	1908	141	29
Karnataka	40	1530	201	40
Maharashtra	58	1220	91	58
Odisha	12	770	80	11
Rajasthan	67	2370	186	67
TOTAL	**242**	**10516**	**925**	**241**

Objective

☐ To prepare a comprehensive and an inclusive demand plan for local development under the leadership of the community organisation network in consultation with the local government
☐ To strengthen the community organisations and their leadership for active participation in poverty reduction activities
☐ To facilitate organic interface between the SHG federation and panchayat raj institutions for the socio-economic development of the village through appropriate mechanisms.

Components

GP2RP is the consolidation of the demands for livelihoods, health and sanitation, social security, natural resource development and basic infrastructure development prepared by the poor families who are members of the Self-Help Groups (SHG) formed as part of the National Rural Livelihoods Mission. It also includes the plan to bring the left out households into the SHG-fold for the larger integration into the activities taken up by the CBO.

Component	Description
Social Inclusion Plan	Plan for inclusion of vulnerable people/household into SHGs under NRLM

Entitlement Plan	Demand for various entitlements based on the entitlement gap identified through Participatory Assessment of Entitlements (PAE). Areas covered under PAE are employment (MGNREGS), health (SBM) and social security (Pensions, RSBY, ICDS)
Livelihoods Plan	Specific demand for enhancing livelihood through developing agriculture, animal husbandry, production and service enterprises and skilled training for placement etc.
Credit Plan	Demand for various financial support available from NRLM scheme and bank linkages
Infrastructure Development Plan	Demand for necessary basic infrastructure and for renovation of the existing infrastructure for better service delivery.
Resource Development Plan	Demand for protection and development of natural resources like land, water, forest and other locally available resources.

Process

The PAE and EAP method of participatory assessment and planning can be the foundation for developing a comprehensive GP level Poverty Reduction Plan (GP2RP) envisaged under NRLM. Using the SECC - TIN as the identifier, demand from each and every family with membership in NRLM SHGs can be collected, prioritized, combined at the village and GP levels, to present a demand plan to the GP. The process will involve the following steps:

- Access of entitlements mapped and consolidated at SHG level, through PAE is merged   with Social Inclusion Plan, Livelihoods Plan, and Credit Plan of the SHG to form the **'SHG Livelihoods & Entitlement Plan'.**
- SHG level plans consolidated at the VO level, merged with village level resource and infrastructure development plans to form the **'Village Livelihoods & Social Security Plan.'**
- Plans prepared by the VO or group of VOs to form the **'Gram Panchayat Poverty Reduction Plan'**. Scheme based demands are integrated to the allocation from GP, Line Departments and NRLM.

Capacity building for and through GP2RP

Like PAE and EAP, the process of GP2RP ensures the building of capabilities of both LRGs as well as the community and also ensures the preparation of a comprehensive demand plan which can be worked on togther by the CBO network as well as the panchayat, line departments and SRLM.

The impact of the capacity building and activity have been mapped out as below:

- Sensitization of the community on the comprehensive way in which poverty can be addressed
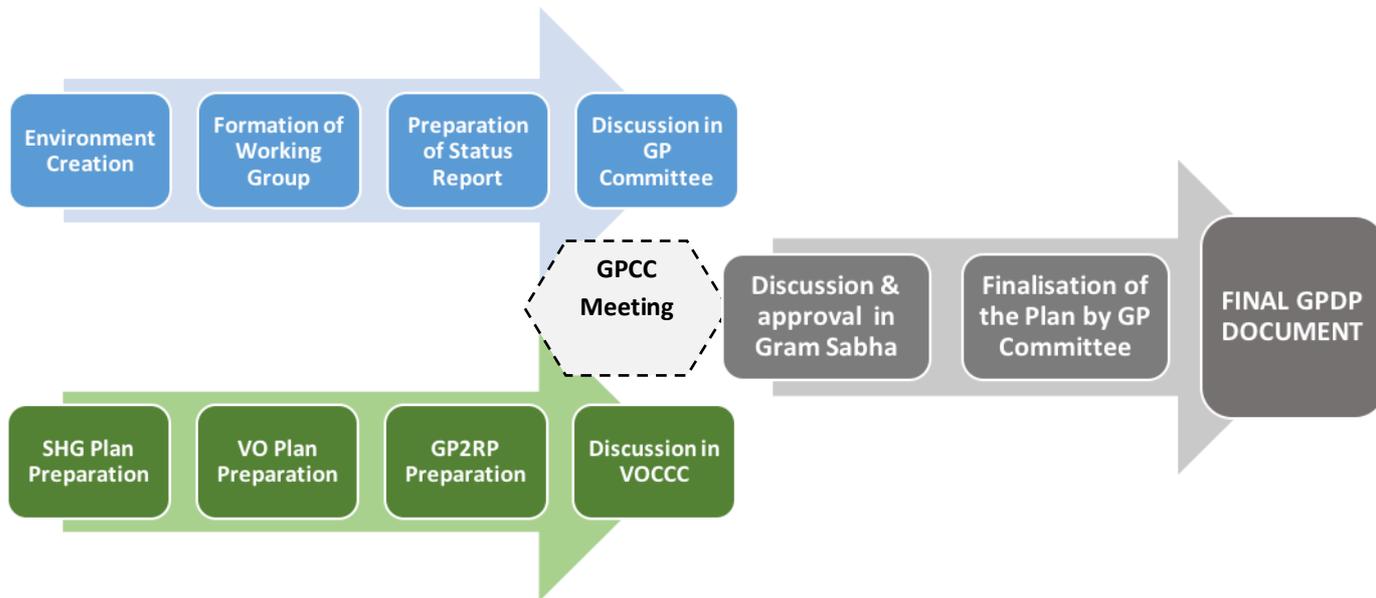
- Awareness about various schemes and other entitlements and benefits that can be availed from various stakeholders including panchayats, line departments and SRLM
- Localised and specialised poverty reduction plans are made through participatory activities
- Increased participation and capacity building of womenin local governance processes
- Strengthening of the planning process for development through plan prepared by CBO and in consultations with PRI
- A tool for situation analysis and also environment creation
- Strengthening of participatory planning of local self government instituions through integration of plans with GPDP and IPPE exercises.
- Building of relationship between CBO and PRI with the latter ecognising the potential of working with CBO
- Development of an organic and symbiotic convergence between CBO, PRI and various line departments
- Strengthening of community cadre and their eventual gradation as Convergence Community Professionals
- Support to SRLM in its core activities of social inclusion and credit planning
- Greater awareness and planning for financial resources and livelihood opportunities
- Ownership of CBO in ensuring the access to various benefits
- Focus on not just individual benefits but also on the development of the region
- Effective implementation of various schemes and benefits by different stakeholders

Taking the GP2RP Forward

Engaging with various institutions and resources in the field, a continuous strategy is envisaged to take up the GP2RP document actualised. It includes the integration of this demand plan with the development plan of the GP and with the programmes and schemes implemented by departments and NRLM.
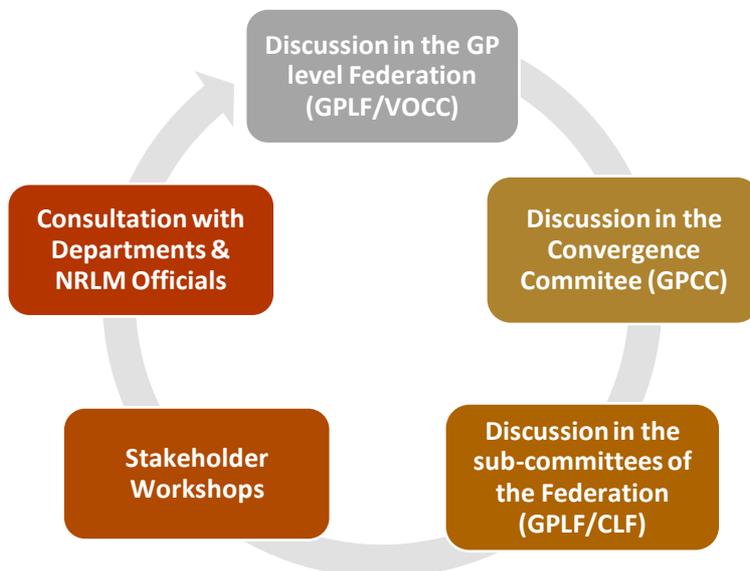
a. Integration with Gram Panchayat Development Plan (GPDP)

Gram Panchayat has been given substantial powers and resources to address local developmental issues. In the context of Fourteenth Finance Commission awarding a huge grant to the local-self bodies, integration of the GP2RP document with Gram Panchayat Development Plan (GPDP) is crucial. It is also mandated that GPs adopt a participatory planning process to ensure fair, transparent and effective utilization of this grant and other resources over which they have command. Thus, GP2RP prepared by the CBO through a community-driven process adds value to the plan of a GP. To facilitate such integration following processes and institutional engagement are conceptualised:

b. Converging with the Programmes of departments and NRLM

Line departments and NRLM also possess sufficient resources to respond to the demands of the CBO consolidated through GP2RP process. It includes scheme specific allocation from the departments, livelihoods support system available from various departments and especially the credit support from NRLM. Aligning these resources with the demands from the field is another route to take forward GP2RP. The GP level coordination committee (Village Organisation Coordination Committee- VOCC) / GP level federation (GPLF) of the CBO will be playing a leading role in initiating the necessary engagement with concerned stakeholders and doing proper monitoring.

Lessons Learnt

1. Recognition of the capability of the CBO by the panchayat to identify and plan for the local economic development of the village.
2. Boosted the confidence of SHG network and increased their enthusiasm and leadership skills to involve themselves in matters of public affairs and development.
3. Since the plan was prepared through a participatory process led by the CBO, it is more credible and greater ownership can be expected from the community, especially with respect to the effective implementation of the plan
4. Through the use of participatory planning and assessment tools, an inbuilt convergence can be developed between the PRI and CBO in their day to day functioning.

Case let

"Amar Gaon Amar Achoni – GP2RP and the inroads it made in Assam"

Sutargaon Panchayat is located in Bajigaon block of Nagaon district in Assam with a population of 6808 members. From the inception of the project in 2014, making inroads into the Panchayat was difficult owing to the immense pressure from the political leaders. During consultative meetings and Gram Sabhas it was evident that the elected representatives of the people had no role or powers within the Panchayat. Progress with respect to access to entitlements was also very limited due to this. It was a great pressure for the community network to conduct an activity on their own without the permission of local political leaders. Hence the participatory planning activities such as PAE and EAP could only make a limited impact with respect to liaising with the Gram Panchayat and community network in the GP.

GP2RP was initiated in the Panchayat early in February of 2016 with the training of LRG members and subsequently the training of CBO leaders by the LRGs. Three members from each SHGs were trained for this purpose. The process of capacity building saw the gradual gradation and capability of LRGs to take up the role of mentors and trainers. Since GP2RP was the first experience in which the community network got the opportunity to prepare a plan for themselves, it played a vital role in strengthening the existing institutional structure of the community organization. The individual plans of each SHG was prepared and submitted to the Village Organization. The different components of the GP2RP plan made them engage with different line departments and learning experience that the CBO was exposed to was sufficient to bring a silent change inside the SHG network to fight against the marginalization of the women collectives from being mere NRLM groups for thrift and credit activities. Gradually the VOs became strong and the formation of VOCC led to the community presenting a unified face of women collectives in front of the political leaders.

The streamlined SHG federations started demanding for their rights and entitlements under the leadership of VOCC. The frequent federation meetings and consultative meetings with the Gram Panchayat gradually changed the scenario in Sutar GP. Especially when the CBO leadership was able to prepare a resource and basic infrastructure map of the Panchayat, the role of community network in the village development was appreciated. The recognition of the potential of the CBO becomes evident from the fact that the Panchayat integrated the GP2RP plan with the GPDP plan prepared by them. There were 10 prioritized demands put forth by the VOCC which has been approved by the Panchayat committee. One of the demands was the repair of roads in 10 of the wards in the

Panchayat. Funds for the repair of four of these roads have been sanctioned and work has begun in these areas.

With the liaising of VOCC with the agriculture department, various materials are being provided to the SHG members based on the demands put forth by them. Training programmes are also being planned by the agriculture and veterinary departments. Based on the social inclusion plan, 251 members who were identified by the SHG members have been included into the SHG fold. Of the 40 youths who demanded for work under DDU-GKY, 13 have already been placed. This change witnessed in Sutargaon and many other Panchayats in Assam have been owing to the sea of change in confidence level of SHG women in putting forth and following up on their demands. It has also led to effective convergence between institutions of the poor and various institutions like the Panchayat, line departments and the SRLM.

Performance Tracking System for the micro enterprises

Performance Tracking System (PTS) is a method of systematic collection and analysis of business information, to understand and measure business performance

It involves:

- Micro-Enterprise Consultants (MEC) ensuring that the entrepreneur maintain basic records for the business

- MEC collecting the transaction information from the records of the business, and generating financial statements

- The financial statements allowing for comparison with:

    - Same enterprise over a period of time

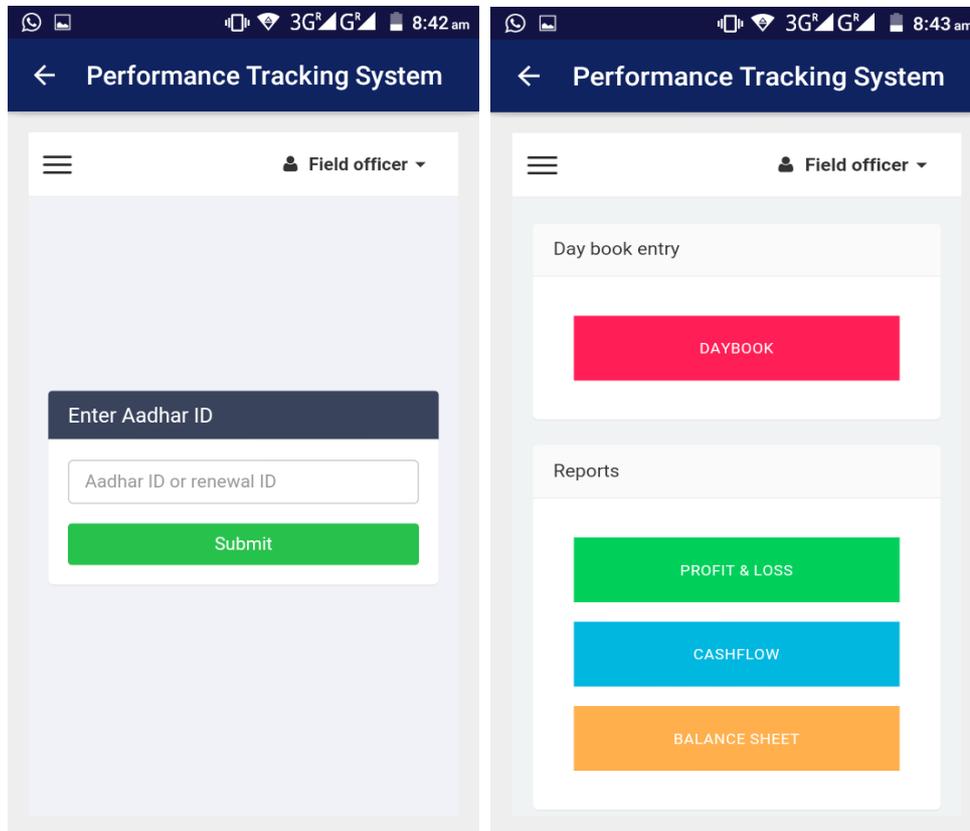   - Similar businesses in the same marketplace

Components of PTS

- Enterprise Registration: It captures the basic information of an enterprise at the onset of MEC intervention

- Maintenance of Business records: MECs train the entrepreneur to maintain daily record of transactions

- Intermediary Calculations: MEC consolidates the daily records kept by the entrepreneur to generate a PTS Sheet

- Financial Statements as Outputs: MEC uses the information from business records to compute Cash Flow statement, Profit and Loss statement and Balance Sheet of the enterprise

- Comparative Analysis: Using financial statements, the MEC compares the performance of the enterprise over time and with other enterprises in the same time period

- Advisory Services: Based on the analysis, MEC offers advice to the entrepreneur for improving business performance

Mobile App for PTS

PTS Mobile application to be used by all MECs on smartphones

Project Accomplishments

- Master trainers pool from partner states have been created to facilitate capacity building of MECs
    - By partner states as part of scale up activity
    - By KS-NRO while implementing Start-up Village Entrepreneurship Program (SVEP) in partner states.
- Internal mentors have been created in partner states for scale up activities
- SVEP design has been substantially based on the experiences of MEC Project pilots undertaken by KS-NRO
- KS-NRO has developedcapacity building training syllabus in business skills, pedagogy and materials for SVEP

- First-of-its-kind Micro Enterprise accounting and near- (Enterprise Resource Planning) ERP application has been initiated through introduction of Performance Tracking System (PTS) and its Mobile App