

# Operational Guidelines for Programme Administration & Monitoring under Swarna Jayanti Shahari Rozgar Yojana (SJSRY)

## Introduction

1. The Swarna Jayanti Shahari Rozgar Yojana (SJSRY), in operation since 01.12.1997, has been comprehensively revamped with a view to addressing the drawbacks observed in implementation. The Revised Guidelines have come into effect from 1.4.2009. The three key objectives of the revised Swarna Jayanti Shahari Rozgar Yojana (SJSRY) are:

- Addressing urban poverty alleviation through gainful employment to the urban unemployed or underemployed poor;
- Supporting skill development and training to enable the urban poor have access to employment opportunities provided by the market or undertake self-employment; and
- Empowering the community to tackle the issues of urban poverty through suitable self-managed community structures and capacity building programmes.

The delivery of inputs under the Scheme shall be through the medium of Urban Local Bodies (ULBs) and community structures. Thus, SJSRY calls for strengthening of these local bodies and community organizations to enable them to address the issues of employment and income generation faced by the urban poor.

2. The revamped SJSRY has five major components, namely-
- (i). Urban Self Employment Programme (USEP)
  - (ii). Urban Women Self-help Programme (UWSP)
  - (iii). Skill Training for Employment Promotion amongst Urban Poor (STEP-UP)
  - (iv). Urban Wage Employment Programme (UWEP)
  - (v). Urban Community Development Network (UCDN)

The above programmes have to be implemented in convergence with other programmes relating to slum development/urban poverty alleviation such as Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Prime Minister's Employment Generation Programme (PMEGP), Aam Aadmi Bima Yojana (AABY), Rashtriya Swasthya Bima Yojana (RSBY), National Rural Health Mission (NRHM), Sarva Shiksha Abhiyan (SSA), Mid-day Meals Scheme (MMS), Integrated Child Development Scheme (ICDS), Janani Suraksha Yojana (JSS), National Social Assistance Programme (NSAP), Skill Development Initiative Scheme (SDIS) – Modular Employable Skills (MES), etc.

3. As the problems of urban poverty are likely to assume critical proportions with the level of urbanization going up, SJSRY Guidelines 2009 contemplate that States/UTs develop appropriate policy frameworks for the planned development of economically productive, environmentally sustainable, financially vibrant, socially just and inclusive cities. It is suggested that States/UTs embark upon a Mission mode approach for the alleviation/reduction /eradication of urban poverty by launching State/UT-wide Mission and providing adequate support staff and funding for implementing the same.

## Delivery Mechanism & Administrative Support

4. The SJSRY Guidelines envisage the setting up of a dedicated cadre/service of officers specializing in urban poverty alleviation /community mobilization and development for supporting the implementation of urban poverty alleviation and related programmes in States/UTs. These officers are to be appointed at ULB/District/State levels, with suitable promotion avenues, for implementation of various urban poverty alleviation schemes including SJSRY with a professional approach. The instant

guidelines aim at guiding the creation of an appropriate programme administration structure, supported by experts engaged on outsourcing/contract/deputation basis to effectively implement SJSRY and other urban poverty alleviation programmes in cities and towns.

### **Financial provision for supplementing the administrative support structure**

5. SJSRY Guidelines 2009 envisage administrative, technical and community mobilization support from the Central Government as follows:

- 5% of SJSRY allocation could be spent for Administrative and Other Expenses (A&OE).
- 10% of SJSRY allocation meant for Urban Community Development Network (UCDN) component could be expended towards meeting the cost of community development activities including remuneration to Community Organizers.
- Small Enterprise Advisory Services (SEAS) could be provided through the Micro Business Centres (MBCs) equipped with specialists covering 5 key areas: (1) Community Mobilization including Survey and Identification of Beneficiaries, Cluster Development, etc. (2) Capacity Building including Skill & Entrepreneurship Development, (3) Business Development, (4) Finance & Credit, and (5) Marketing under USEP. The expenditure on MBCs/SEAS should not to exceed 10% of the allocation under USEP.

It must be appreciated that the above financial support for implementation of SJSRY cannot substitute and is meant only to supplement the States/UTs' own dedicated cadres of professionals and experts to address the critical issues of urban poverty. The need for the State/UT to have its own staff for the programme delivery is imperative as on only the above financial provisions, it will not be possible for the State to create an adequate and effective administrative delivery structure.

6. While some States have launched State-wide Urban Poverty Eradication Mission and provided for an elaborate administrative set up/organizational structure for the effective implementation of such Mission (*Examples of Andhra Pradesh & Kerala at Annexure-I*), some States/UTs are still managing with meagre staff even though SJSRY is now 12-years old and States/UTs were expected to establish their own administrative structures by this time. Lack of an appropriate management structure is seen to hamper supervision and monitoring of SJSRY. It is felt that whether by way of permanent cadre or a mix of permanent cadre, officers on deputation/contract and outsourced experts, every State/UT should establish a suitable administrative structure for implementing and converging urban poverty alleviation programmes including SJSRY with a minimal staffing pattern. This would cover three levels – State, District and Urban Local Body. These guidelines suggest certain structures at these levels. These are suggestive only; States/UTs may adopt their own staffing patterns and designations as deemed appropriate.

### **State Nodal Agency with UPA Cell**

7.1 The following is envisaged as the minimum requirement for an effective delivery structure:

7.2. At the State/UT level, every State/UT shall designate a State Nodal Agency and a State Nodal Officer for SJSRY who could be the Director of Municipal Administration or Director of SUDA or Mission Director of State Urban Poverty Eradication Mission, for all urban poverty alleviation efforts including SJSRY. This State Nodal Agency shall house the State UPA Cell which will function under the overall supervision of the State Nodal Officer for UPA/SJSRY reporting to the State Nodal Officer. This Cell will work closely with JNNURM [Urban Infrastructure & Governance (UIG), Basic Services to Urban Poor (BSUP), Urban Infrastructure Development Scheme for Small & Medium Towns (UIDSSMT) and Integrated Housing & Slum Development Programme (IHSDP)] and Rajiv Awas Yojana (RAY). It should be equipped with proper manpower and logistic support.

7.3 The functions of the State UPA Cell, headed by designated State Nodal Officer for SJSRY will be:

- Guide and monitor SJSRY for the proper implementation of all its components,
- Provide suitable policy directions on poverty and livelihoods-related issues, keeping in view programmes like SJSRY, JNNURM and RAY,
- Facilitate the convergence with SJSRY of policies and other programmes impacting on the urban poor,
- Liaise with the State Level Bankers' Committee for credit flow to urban poor micro-entrepreneurs and Self-Help Groups,
- Receive and distribute Central and State funds to the DUDAs/ULBs for implementation of the scheme, and
- Closely work with National/State Resource Centre(s) for capacity building/training/skill development training of all stakeholders to ensure the effective implementation of SJSRY.

### **State Level Monitoring Committee**

7.4 The State UPA Cell will service the State Level Monitoring Committee for SJSRY under the chairpersonship of the Secretary concerned and having Secretaries/HoDs in charge of social sector departments like Education, Health, Social Security, Woman & Child Development, Labour, Micro & Small Industries, Rural Development, Skills Training etc. (concerned with implementation of programmes like JNNURM, RAY, PMEGP, AABY, RSBY, NRHM, SSA, Mid-day Meal Scheme, ICDS, JSS, NSAP, SDIS-MES etc.), Coordinator of State Level Bankers' Committee, select Mayors/Chairpersons and Experts as members.

### **State UPA Cell**

7.5 The State UPA Cell may have the following minimum staffing:

- Programme Officer (UPA)
- Programme Accountant
- Programme Assistant
- Computer Operator /MIS Programmer.

7.6 The State UPA Cell may to be supported by experts/specialists in the area of poverty alleviation, livelihoods, slum development/redevelopment, community mobilization, social development, research and training etc. The States/UTs may consider combining the State UPA Cell under SJSRY and Programme Management Unit (PMU) under JNNURM (BSUP & IHSDP). If not, at least two of the specialists provided for PMU under JNNURM (BSUP & IHSDP) should be seconded to the State UPA Cell. The specialists placed in the State UPA Cell may be entrusted with the following portfolios:

- Livelihoods Specialist/Officer – to be in charge of Micro-enterprise Development and Skill Training (USEP, UWSP and STEP-UP)
- Social Development Specialist/Officer – to be in charge of Community Development Networks (CDN) involving Neighbourhood Groups (NHGs), Neighbourhood Committees (NHCs), Community Development Societies (CDSs), Self-Help Groups (SHGs), SHG-Bank Linkage, Micro-finance, Convergence with Social Sector Programmes covering Education, Health, Social Security etc., Surveys & MIS and Social Audit.
- Technical Officer in charge of Civil Works (UWEP) and coordination with JNNURM (BSUP & IHSDP) and RAY.

The Research & Training Coordinator engaged in PMU shall be common to both JNNURM (BSUP & IHSDP) and SJSRY.

States/UTs may decide on the number and designation of specialists to be engaged. The specialists may be taken on deputation, contract or outsourcing basis, selected by a Committee headed by the State Secretary concerned, with another Secretary dealing with social sector programmes and State Nodal Officer for UPA/SJSRY as members. The specialists in State UPA Cells will work in close collaboration with specialists in Programme Management Unit (PMU) established under UIG/UIDSSMT and BSUP/IHSDP.

7.7 The staffing patterns indicated above are suggestive only. The States/UTs may suitably modify the administrative structures suggested, but the broad elements of support for implementation of SJSRY by Urban Local Bodies/Community Structures must be put in place.

### **District Level – District UPA Cell**

8.1 At District level, a District Urban Development Agency, i.e. DUDA or a District level agency / mechanism (where DUDA does not exist) would be necessary to coordinate SJSRY and other programmes impacting on the urban poor and undertake capacity building activities for all ULBs within the District. This agency may house a District Urban Poverty Alleviation Cell coordinated by District Project Officer (UPA), reporting to District Collector/Deputy Commissioner. The District Project Officer should be supported with the following minimum staff:

- Technical Officer
- Office Assistant.

The above staffing pattern is suggestive only. The officers may be taken from the State/District cadres.

8.2 The functions of the District Urban Poverty Alleviation Cell would include the following:

- Liaise with Line Departments for implementing and converging urban poverty alleviation, skill development and related programmes including SJSRY, BSUP/IHSDP, RAY, PMEGP, SDIS-MES etc. without duplication,
- Coordinate with the District Planning Committee set up in the District in accordance with the Constitution 74<sup>th</sup> Amendment Act,
- Monitor the setting up as well as functioning of Micro-Business Centres (MBCs)/Urban Resource Centre(s) and provision of support services to micro-entrepreneurs,
- Undertake coordination with District Level Banker's Committee/Banks for the effective implementation of self-employment and SHG-Bank linkage programmes under SJSRY,
- In order to eliminate overlaps between PMEGP and SJSRY, DUDA/district level agency will closely associate with the activities of the District Industries Centre (DIC), the implementing body for PMEGP and UPA Cells in ULBs, the implementing agencies for SJSRY. In this way, each programme implementation agency will be able to keep the other informed of the areas of focus and thus eliminate duplication of services, efforts and beneficiary coverage between PMEGP and SJSRY.
- Work in close collaboration with reputed Community Based Organisations (CBOs) / Non-Governmental Organisations (NGOs) for the effective implementation of SJSRY and various activities meant for benefiting the BPL population.

### **City Level – Town UPA Cell**

9.1 At the city level, there shall be a Town Urban Poverty Alleviation Cell under the Executive Officer or Commissioner of the Municipal Corporation/Municipality. The Town UPA Cell may have the following minimum staffing:

- Town Project Officer (PO) in charge of UPA – for large cities / Town Assistant Project Officer (APO) for UPA – for small towns.
- Office Assistant-cum-Accountant.

If it is not possible to provide the above staff immediately, staff working in the Municipality may be asked to hold the charges till full time arrangements are made.

9.2 The Town UPA Cell will discharge the following functions

- Coordinate the activities of all the Community Development Societies (CDSs) and Community Organisers (COs),
- Ensure the convergence between activities of the CDSs, the ULB and Line Departments,
- Identify the urban poor clusters and areas for setting up of community structures like NHGs, NHCs and CDS,
- Guide and monitor the works of CDSs and COs, rendering assistance for the preparation of Community Development Plans and the ULB's Poverty Sub-Plan and Budget for the Urban Poor (P-Budget),
- Conduct Slum, Household and Livelihoods Surveys, identify beneficiaries for various schemes, promote SHG-Bank linkages, and train Community Organizers for this purpose,
- Establish links between the community structures and the ULB structures under the 74<sup>th</sup> Constitution Amendment Act,
- Promote convergence between various urban development and poverty alleviation programmes, and
- Mobilize human and financial resources at the city level and monitor programme activities by deploying suitable MIS/e-governance tools, etc.

### **Community Level – Community Organiser**

10.1. At the community level a Community Organizer (CO) may be engaged for about 2,000 identified poor families (or for an average urban population of 50,000). Such Community Organizer should, as far as practicable, be a woman. She should be a full-time functionary, engaged on a contract basis. She should be paid suitable remuneration (may be up to Rs. 5,000/- per month) commensurate with her qualification and experience. (A suggestive norm may be Rs. 5,000 for Graduate/Post-Graduate and Rs. 4,000/- for Matriculate-Pass candidates preferably from the local community).

10.2. The Community Organizer (CO) will be the main link between the urban poor community (represented through the CDS) and the implementation machinery i.e. Urban Poverty Alleviation Cell at the ULB level. The major responsibilities of a CO, under the guidance of the Town Urban Poverty Cell will include:

- (i) Facilitating and promoting voluntarism and organizing community structures/groups;
- (ii) Guiding and assisting the community in assessing its needs, organising community structures, developing a community vision, and formulating community development action plans;
- (iii) Coordinating the conduct of Slum, Households and Livelihoods surveys and maintaining database on the urban poor and their needs;
- (iv) Working with the community to implement and monitor SJSRY and related programmes or activities;
- (v) Assessing skill needs of the urban poor and facilitating skill development training and post-training handholding;
- (vi) Liaising with the sectoral departments to establish initial contacts with the community in support of their programmes;
- (vii) Facilitating community empowerment through community level training, information sharing, exchange of experiences, community skills enhancement programmes, etc.;

- (viii) Identifying suitable beneficiaries for self-employment ventures, preparing applications for securing bank credit after approval of the names of beneficiaries by the CDS, and taking subsequent follow up with the ULBs/Banks/Administration until final disposal of the applications;
- (ix) Regularly following up with the financed beneficiaries to monitor the progress of their self-employment venture as also the timely repayment of loans, etc. and
- (x) Any other function as may be assigned for furtherance of the target of alleviating /eradicating urban poverty.

10.3 The selection of Community Organisers shall be done in a transparent manner through a Selection Committee comprising the District Collector/Deputy Commissioners or his/her deputy, the District Project Officer (UPA) and Executive Officer/Commissioner of Municipality concerned. The State Level Nodal Agency will communicate suitable guidelines to the concerned in this regard.

### **Programme Monitoring**

11. Progress of SJSRY will be monitored at the National level through Quarterly Progress Reports (QPRs) from the States/UTs. In addition, field visits by the officers of Ministry of Housing & Urban Poverty Alleviation, supported by select resource centres/agencies, will be undertaken on regular basis to review the actual implementation at ground level. Periodic review meetings will also be held at National/State level for reviewing the performance of the Scheme. The formats for QPRs are given at **Annexure II**.

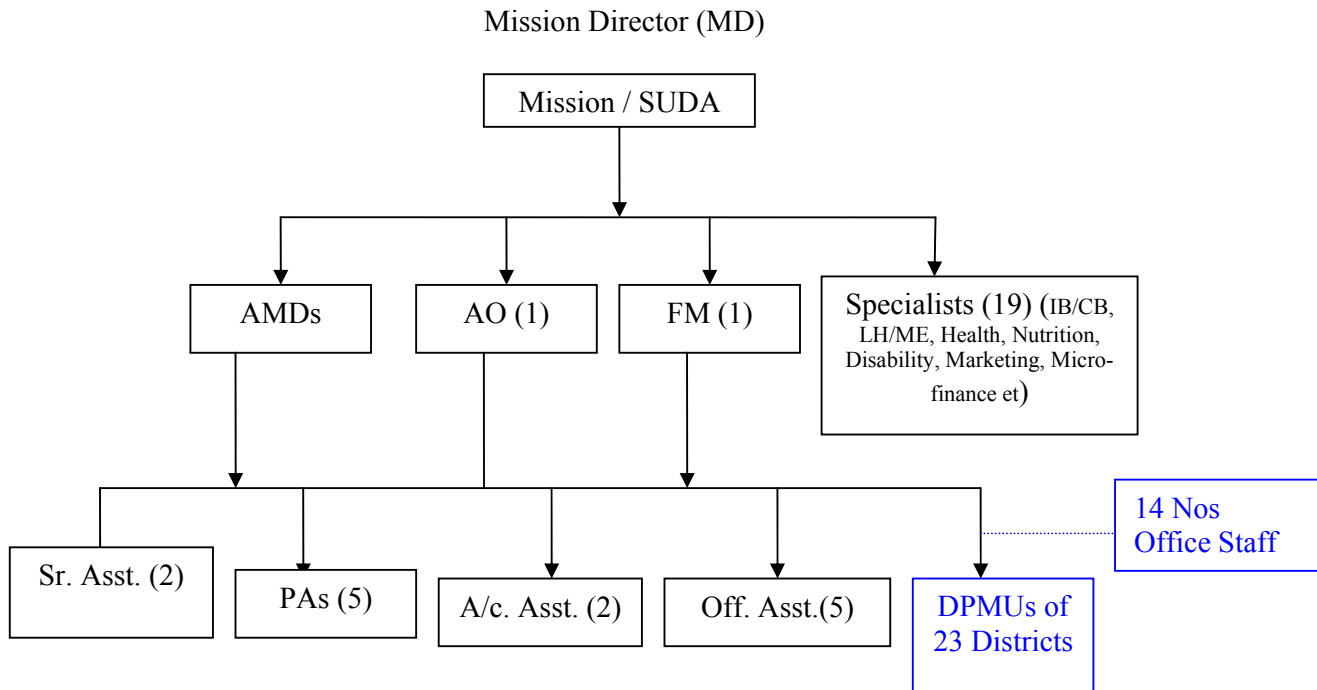
In addition to QPRs, State Level Nodal Agencies shall submit information on certain key progress parameters on a monthly basis. The formats for these Monthly Progress Reports (MPRs) are at **Annexure III**.

The State/UT Governments may engage an MIS specialist/expert with knowledge of e-Governance/computer applications in the State UPA Cell to look after MIS and reporting-related works. Online reporting systems shall be developed by States/UTs to monitor physical and financial progress under SJSRY. The Government of India will provide broad templates/ frameworks under its programme of Integrated Urban Poverty Monitoring System (IPoMS) covering database development and maintenance; slums, urban poverty and skill needs assessment MIS/GIS; SJSRY Progress Tracking System etc. through the National Resource Centre on Data & MIS on Urban Poverty, Slums & Housing at National Buildings Organisation (NBO) and the Scheme of Urban Statistics for HR & Assessments (USHA) operated by NBO. States/UTs may make suitable adjustments to the tool in accordance with their need. In this regard, States/UTs should establish MIS Cell at various levels to address the requirements for SJSRY, BSUP, IHSDP, RAY, Survey Data, GIS Mapping etc. comprehensively.

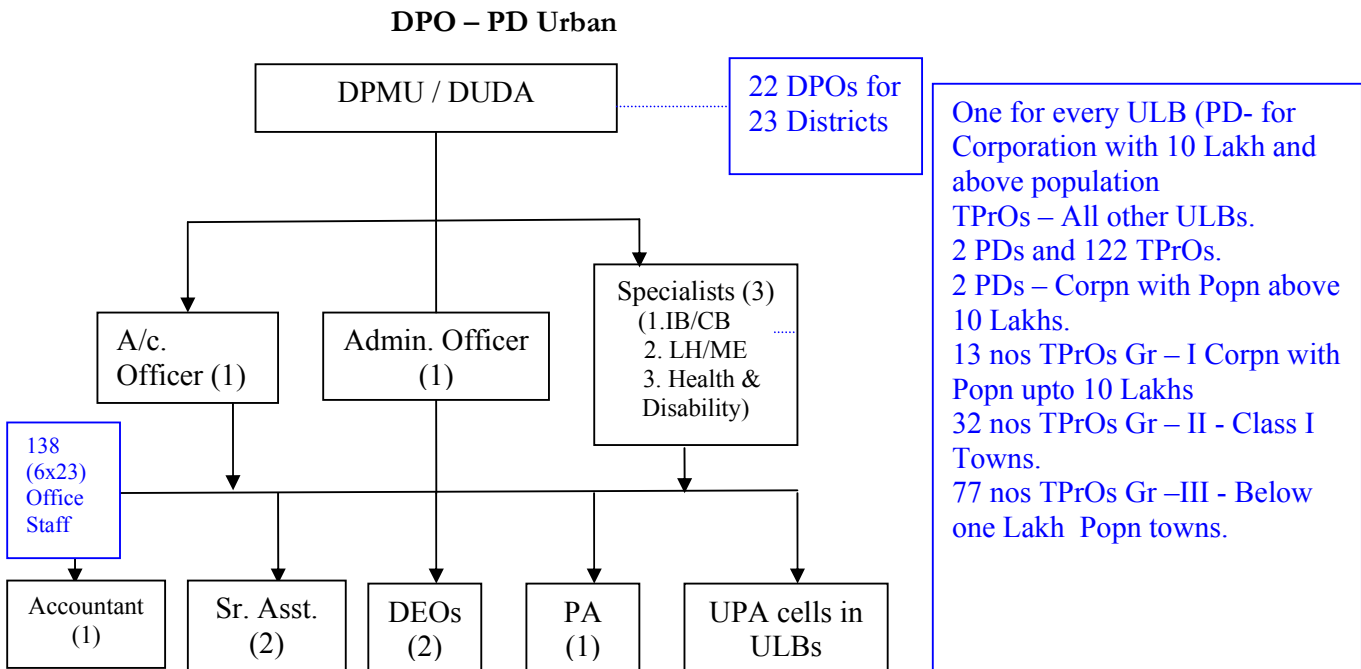
12. All the States/UTs are requested to implement these guidelines with appropriate modifications to suit local conditions if needed and take steps to establish cadres of Town Project/Assistant Project Officers (UPA), District Project Officer (UPA) and State Programme Officer (UPA)/(SJSRY)/Other Officers and engage experts on outsourced/ contract/deputation basis. They may prepare and submit an organogram in connection with implementation of SJSRY and other urban poverty alleviation programmes in their States/UTs and send the same to the Ministry by 30<sup>th</sup> September 2009. Only such States/UTs having appropriate structures and staffing for the effective implementation of SJSRY will be considered for additional funding support by way of incentives in the 3<sup>rd</sup> and 4<sup>th</sup> quarters of the financial year. Support under SJSRY will not be extended if there is no effective mechanism established for the implementation of the Scheme at various levels.

**Organisational Structures of Mission for Eradication of Poverty in Municipal Areas (MEPMA) in Andhra Pradesh**

**State Level Institutional Set Up:**



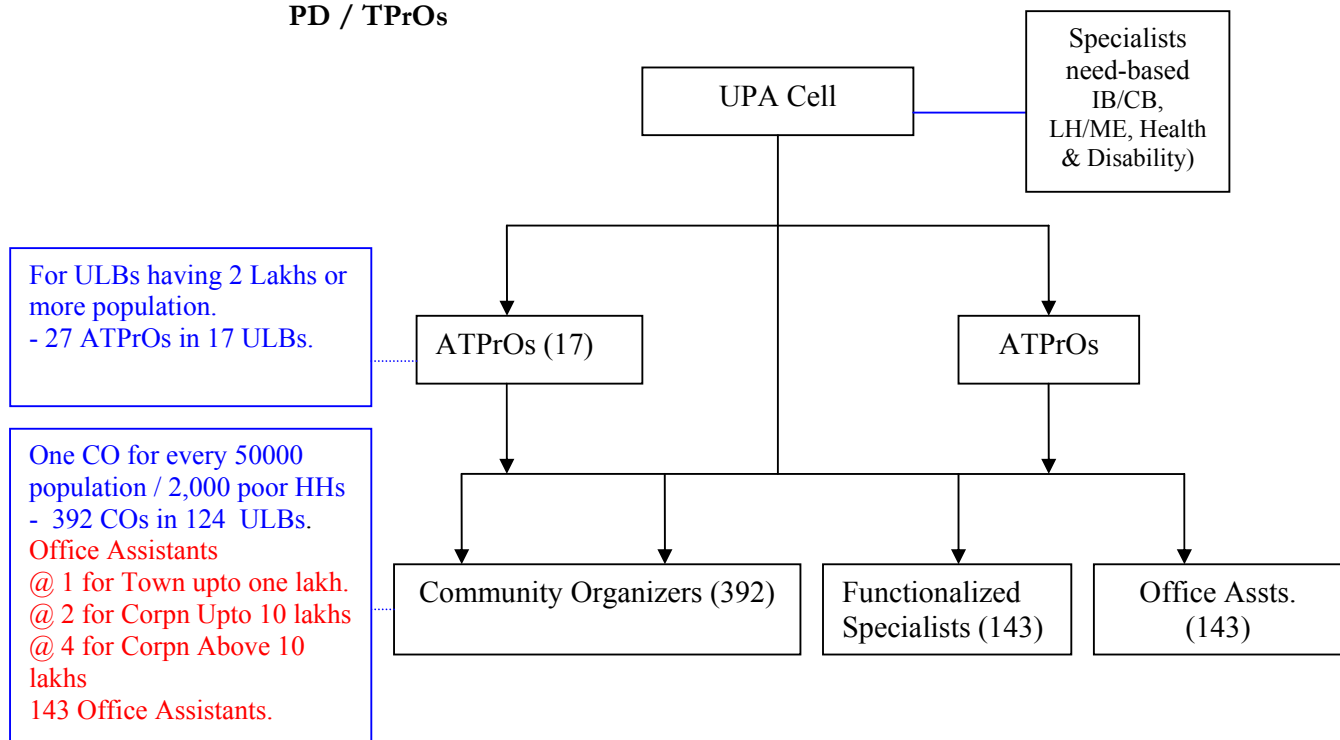
**District Level Institutional Set Up:**



IB - Institution building, CB – Capacity building , LH - Livelihoods, ME – Micro-enterprises

## Urban Local Body Level Institutional Set Up:

### PD / TPrOs



Committees at State Level, District level, and ULB Level (As per Government Order - GO. Ms. No. 393)

#### A) At State Level:

##### 1) Executive Committee at State Urban Development Agency (SUDA) / State Project Monitoring Unit (SPMU) level - Composition

1.	Secretary to Government & Commissioner, UPA, MA&UD Department	Chairperson
2.	MD, MEPMA	Member Convener
3.	C&DMA	Member
4.	CEO, SERP	Member
5.	Commissioner of Rural Development	Member
6.	Commissioner and Director of Women Development & Child Welfare Department	Member
7.	Secretary to Commissioner of Revenue Dept.	Member
8.	Commissioner of Social Welfare	Member
9.	Commissioner of Health & Family Welfare	Member
10.	Commissioner of Primary Education	Member
11.	Commissioner of Labour	Member
12.	Commissioner of Employment & Training	Member
13.	The Director of Town and Country Planning, AP.	Member
14.	Engineer in Chief (Public Health Dept.)	Member
15.	Special Commissioner, GHMC	Member
16.	Commissioner, GVMC,	Member
17.	Commissioner, VMC.	Member

**Terms of Reference:** The Executive Committee shall meet at least once in three months to facilitate/ coordinate / implement and review the following SUDA tasks:

- Formulation of Urban Poverty Alleviation Strategy
  - Organisation of the Poor, Strengthening CBOs / Livelihoods /Social development / Vulnerability / Social Security / Land /Housing/ Infrastructure
- Developing Partnerships
- Capacity building
- Convergence
- Resource mobilization
- Monitoring & Evaluation
- Guidance and Support to the District Units / ULBs
- Conceptualizing Programmes
  - Periodic meetings
  - Brainstorming
  - Linkages with private sector - Functioning/ Corporate/ New Economy sectors
- Community Self survey / Mapping livelihoods / Survey of local economy

**2) Governing Body of MEPMA - Composition:**

1.	Hon'ble Chief Minister	Chairperson
2.	Hon'ble Minister for Municipal Administration and Urban Development Department	Vice-Chairperson
3.	Secretary to Government & Commissioner, UPA, MA&UD Department	Member-Convener
3.	Principal Secretary to Government, MA&UD Department	Member
4.	Principal Secretary to Government, Rural Development Department	Member
5.	Principal Secretary to Government, Women Development and Child Welfare Department.	Member
6.	Principal Secretary to Government (IF), Finance Department	Member
7.	Principle Secretary to Government, Revenue Dept.	Member
8.	Commissioner and Ex-officio Principal Secretary to Government, GHMC.	Member
9.	Principle Secretary to Government, Social Welfare Department.	Member
10.	Principle Secretary to Government, Health Department	Member
11.	Principle Secretary to Government, Primary Education	Member
12..	Principle Secretary to Government, Labour Department	Member
13.	C&DMA	Member
14.	CEO, SERP	Member
15.	MD, MEPMA	Member
16.	General Manager and Convener, State Level Bankers Committee (SLBC), AB, Hyd.	Member
17.	Five Representatives from NGOs working in the poverty sector to be nominated by the Government.	Members

**Terms of Reference:** The Governing Body shall meet as decided by the Chairperson or on the requisition of the Executive Committee to provide policy formulation, adequacy, strategy and finances.

**B) At District Level:** Coordination & Monitoring Committee at District Urban Development Agency (DUDA) / District Project Monitoring Unit (DPMU) level - Composition:

1.	District Collector	Chairman
2.	Joint Collector	Vice-Chairman
3.	Project Director (IKP-Urban)	Member Convener
4.	Vice-Chairman, UDA or his representative	Member
5.	Executive Director S.C. Corporation	Member
6.	D.S.W.O. (BC Welfare / ST Welfare / District Manager, TRICOR)	Member
7.	D.S.W.O. (Manager APBC Welfare Corporation)	Member
8.	D.D. (Social Welfare)	Member
9.	Asst. Director, Physically Handicapped-cum-District Manager, A.P. Physically Challenged Welfare Corporation	Member
10.	Dist. Women & Child Welfare Officer-cum-District Manager, A.P. Women's Finance Corporation	Member
11.	District Medical and Health Officer	Member
12.	District Education Officer	Member
13.	Lead District Manager (Lead Bank)	Member
14.	General Manager, District Industries Centre	Member
15.	Chief Executive Secretary for Training & Employment Promotion (STEP)	Member
16.	Youth Co-Ordinator, Nehru Yuva Kendra	Member
17.	Commissioners of the Municipalities / Corporation concerned	Member
18.	DM Housing – In charge of Urban Housing	Member
19.	Dy. Commissioner / Asst. Commissioner of Labour	Member
20.	District Employment Officer	Member
21.	RD-cum-Appellate Commissioner of Municipal Administration	Member
22.	Regional Director of Town and Country Planning	Member
23.	Superintending Engineer (PH)	Member
24.	President of TLF of each ULB	Member
25.	Representative of NGOs and Private Corporate Sectors (to be nominated by the Collector)	Special Invitees

**Terms of Reference:** The Committee shall meet once in a month to facilitate/coordinate / implement and review the following DUDA tasks:

- Link between MEPMA (State Unit) and ULBs
- Facilitating common services
- Bank linkages
- District credit plans
- Convergence and coordination,
- Capacity building and training,
- Guide and support ULBs - especially smaller ULBs
- Integration of Urban Poverty Alleviation Programmes with District Plans
- Monitoring & Evaluation

**C) At ULB Level:** MEPMA Co-ordination & Monitoring Committee at ULB Level / Circle Level in Mission Cities of Hyderabad, Vijayawada & Vishakhapatnam - Composition:

1.	Municipal Commissioner / Dy. M.C. in circles of Mission Cities	Chairman
2.	Town Project Officer / Poverty Resource Person	Member Convener
3.	Community Organizers	Members
4.	Municipal Sectoral Staff (Health, Town Planning, Engineering & Revenue)	Members
5.	Representatives of Social Sector Line Departments at the Town Level a). Education, b). Health, c). Family Welfare, d). Housing, e). Social Welfare, f). Women & Child Development, g). Industries, h). Revenue	Members
6.	President of Town Level Federations (CDS)	Members
7.	Presidents of Slum Level Federations (NHC) by rotation for every one year (Minimum Three)	Members
8.	Women ward members priority may be given to reserved categories by rotation for every one year (Minimum Two)	Members
9.	Representatives of NGOs (Minimum one), Commercial / Co-operative Banks (minimum of three), Industries, Business and Private Co-operative Sectors (three)	Members

**Terms of Reference:** The Committee shall meet once for every fortnight to facilitate/ coordinate / implement and review the following TUPA Cell tasks:

- Community Self survey of Slum, Poverty and Livelihoods – profiling of all Urban Poor.
- Preparation of Municipal Urban Poverty Alleviation Acton Plan
- Social Mobilisation and Strengthening of CBOs
- Capacity Building Programmes and training
- Development of Livelihood Programmes and Bank Linkages
- Skill formation, upgradation and change
- Social Development
- Survey of Local Economy
- Programme implementation
- Infrastructure provision to slums, Housing, Land tenure
- Provision of Civic Services
- Poverty Budgeting

**Recruitment of Community Organisers and Project Officers – Duties and Responsibilities – Remuneration to be paid.**

The PO and COs shall preferably be taken on outsourcing basis based on expertise in community organization and development and preferably women. Their monthly remuneration may be Rs. 5500/- for COs and Rs.8500/- for POs as followed in AP presently. The Roles and Responsibilities of POs and COs may be as follows:

**1: Town Project Officer (TPrO/Project Officer (PO) in Municipalities and Municipal Corporations other than Mission Cities**

**Role:**

The Town Project Officer is head of the Urban Poverty Alleviation and Livelihood cell (UPA&LC) in Municipalities where there is no Project Director.

Town Project Officer is one of the Heads of Sections in ULB, charged with Urban Poverty Alleviation Programmes and facilitating planning and implementing interventions directly under supervision of all the Municipal authorities and also accountable for Urban Poverty Alleviation.

### **Responsibilities:**

Responsible for mobilizing the communities, strengthening the community-based organizations and planning and implementation of urban poverty programmes in the slums and areas habited by the poor. The key functions broadly include:

1. He/she shall be available in the office for not more than 3 hrs in a day and rest of time in field work – related to strengthening of CBOs
2. Facilitate, strengthen and capacitate ULB to undertake all poverty-related programmes of all convergent departments.
3. Preparation of community based action plans at SLF (NHC)&TLF(CDS) level covering
  - Programme components like strengthening of CBOs, bank linkages, implement social initiatives, livelihoods, disability, health etc.,
  - Convergence Plan of poverty alleviation programmes separately.
4. Facilitate convergence of the activities of UPA with sectoral departments of the Government.
5. Social mobilization including constitution and strengthening of CBOs (Community Based Organizations), CDN (Community Development Network) etc.
6. Capacity building and training of CBOs, COs, public representatives, sectoral departments and staff involved.
7. Coordinate social development issues - education, health, disability, vulnerability, etc.
8. Undertake community self-survey in poverty profiling through CBOs & update information periodically at slum level.
9. Programme implementation.
10. Facilitating implementation of infrastructure project in slums at all levels i.e., identification, prioritization, execution, monitoring and O&M by the community
11. Monitor UPA programmes and their implementation.
12. Assign tasks to UPA & L Cell and monitor their work.
13. Organize weekly review meetings with the CD staff and maintain event register in UPA
14. Ensure submission of reports on programme implementation.
15. Coordinate the activities of SHGs, their federations and COs.
16. Ensure convergence between the TLF (CDS), CDN and the ULB.
17. Maintain back end data of the beneficiaries under various development programmes at least for the last 3 years
18. Facilitate and involve other sections of the ULB in UPA meetings at town level.
19. Facilitate for preparing the P-budget (Poverty budget) and Sub-plans for SC, STs
20. Facilitate service delivery under improved housing, security of land tenure, sanitation, water supply, convergence of health & education, services, and social security ( 7-point Charter)
21. Identify & develop resource pool of trained social capital on various aspects like IB, Book keeping, SWM/Environmental hygiene etc., and ensure optimum utilization.
22. Facilitate establishment of livelihood development centres/CRCs for poverty alleviation in ULBs
23. Ensure optimum utilization of existing Govt. buildings /others, if any, for organizing CBO related activities
24. Maintain resource material on concepts & guidelines, modules on various aspects of UPA programme & Social development.
25. In ULBs wherever the UPA section is headed by PRP – PRP shall take the responsibility of sending the administrative sanction files through Manager and to MC.
26. Facilitate social audit for poverty alleviation programmes.
27. Facilitate rehabilitation-resettlement processes of the projects being implemented in ULB/Corpn.

## 2. Community Organizer (CO) in Municipalities and Corporations

### Role:

1. The Community Organizer works in the Urban Poverty Alleviation and Livelihood Cell (UPA &LC) in Municipalities/Corporations.
2. Community Organizer is one of the field functionaries in UPA & L Cell charged with implementation of Urban Poverty Alleviation Programmes in allotted poor settlements directly under supervision of Town Project Officer/ Project Director.

### Responsibilities:

1. CO shall be available in the office for not more than 2 hrs and rest of the time shall be spent in field work i.e., SHG (NHG), SLF (NHC) formation and strengthening etc
2. Organize the community in the poor settlements.
3. Facilitate community in forming into groups.
4. Ensure that all the households join the self-help groups.
5. Facilitate in formulation and implementation of aspects related to SJSRY.
6. Facilitate and coordinate for CDN (Community Development Network) in place in ULBs.
7. Disseminate information relating to development programmes.
8. Mobilize communities and ensure their full participation in development activities –planning, implementation and monitoring.
9. Develop community level comprehensive database on infrastructure, assets and social aspects, update the database periodically, at least once a year.
10. Support and strengthen SHGs and their federations including the SHGs of disabled persons in accessing convergent services.
11. Help CBOs in proper identification of beneficiaries under different development programmes.
12. Establish liaison with CBOs including NGOs and Government Departments for convergence.
13. Undertake regular visits to poor settlements.
14. Ensure that CBOs organize regular meetings and discuss common issues.
15. Organize periodic orientation to the members of CBOs on their role and responsibilities and development.
16. Identify local resources – human, financial and material & ensure optimum utilisation.
17. Guide and assist in surveys and needs assessment.
18. Support implementation of development works like community contracts, O & M of community assets etc.,
19. Document the working of CBOs and good practices, disseminate and discuss the good practices from outside.
20. Submit periodic reports as necessary.
21. Facilitate and promote voluntarism.
22. Organize community level training and information sharing.
23. CO shall prepare and follow the calendar of SHG (NHG)/SLF (NHC) meetings in his/her jurisdiction.
24. Any other responsibility/duties as assigned from time to time by the ULB Unit/District Unit/State Unit of the Mission.

### *For further Details Contact:*

**Mission Director, Mission for Elimination of Poverty in Municipal Areas (MEPMA)**  
**3<sup>rd</sup> Floor, E-N-C (PH) Office Complex, 640, A. C. Guards, Opposite PTI Building,**  
**Hyderabad – 500 004 (Tel No. 040 – 2337044)**  
**Website: [www.apmepma.gov.in](http://www.apmepma.gov.in)**

## **Organizational Structures of Kudumbashree in Kerala**

Launched by the Government of Kerala in 1998 for wiping out absolute poverty from the State through concerted community action under the leadership of Local Self Governments, Kudumbashree is today the largest women-empowering programme in the country. Kudumbashree has 37 lakh members and covers more than 50% of the households in Kerala. Built around three critical components – micro credit, entrepreneurship and empowerment, the Kudumbashree initiative has succeeded in addressing the basic needs of the less privileged women – thus providing them a more dignified life and a better future.

### **Structure of Kudumbashree -The Community Based Organisation**

Kudumbashree conceived of poverty as a basket of relative deprivations and vulnerabilities and developed an innovative methodology to identify the poor using non-economic parameters. The poor thus identified were organised under a well networked Community Based Organization (CBO). This methodology has since been incorporated into the policy framework of the State for identification of the poor.

### **Neighbourhood Group (NHG)**

For effective convergence of the programme, a three tier Community Based Organisation (CBO) is in action. The lowest tier constitutes the Neighbourhood Group consisting of 10-20 women members selected from economically backward families. Meetings are convened on a weekly basis in the houses of NHG members. In the weekly meeting all members bring their thrift, which will be collected and recycled, to the system by way of sanctioning loans. In each Neighbourhood Group from among the poor women Five office bearers are selected for undertaking various functional activities.

1. Community Health-Education Volunteer
2. Income generation activities volunteer (IGA)
3. Infrastructure Volunteer
4. Secretary
5. President

### **Area Development Society (ADS)**

The second tier is the Area Development Society, which is formed at ward level by federating all the NHGs in the ward. The activities and the decision in the ADS are decided by the representatives of the women elected from various NHGs. The Area Development Society consists of

- 1) General Body - consisting of all Presidents, Secretaries & 3 sectoral volunteers of the federated NHGs.
- 2) Governing Body – consisting of seven member governing body elected from the general body. The seven member governing body consists of ADS chairperson, ADS vice chairperson, ADS secretary.

The following are the ex-officio members of ADS general body and governing body.

1. ICDS/Anganvadi worker
2. Saksharatha prerak
3. Two experienced ex-ADS office bearers
4. Local Junior public health nurse

There is also provision for proportionate representation of SC/ST members of NHGs in the Committee.

## Community Development Society (CDS)

At the Panchayat / Municipal level a Community Development Society (CDS), a registered body under the Travancore-Cochin Literacy Scientific and Charitable Societies Act is formed by federating all ADSs in the local bodies. The CDS consists of

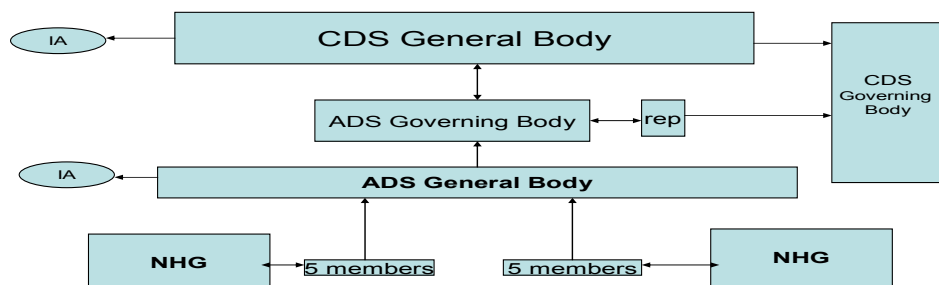
1. General Body - It consists of all ADS Governing Body members.
2. Governing Body –The modified Byelaw seeks to bring in proportionate representation of all the ADS. Hence each ADS governing body sends its nominee (one of the governing body members) to the CDS. The Governing Body selects a Chairperson, Vice chairperson, and internal auditor. The ex- officio member secretary is an officer of the LSG who undertakes this work as additional responsibility to his/her regular duties.

The CDS Governing body also consists of 5 women elected representatives and two experienced ex-CDS representatives as ex-officio members. SC/ST proportionate representation is also ensured.

## Participation of Vulnerable Groups

The modified byelaw provides for ensuring proportionate representation of the SC and ST communities as well as for creation of special ADS to cater to the requirement of specific vulnerable groups.

## CBO structure



10

## Role of CDS

The CDS is the representative structure of the vast network of NHGs in the Grama panchayat/Municipal areas. It works in close liaison with the LSG and serves as both dissemination organ for government programmes and as enunciator of community needs in governance issues. A listing of its range of functions is attempted below:

1. LSG liaison at the level of CDS
2. Linkage Banking co-ordination
3. Information Dissemination
4. Community network Strengthening Activity
5. Facilitating Income Generating Activity
6. Facilitating Identification of Poor for the purpose of LSG led Development Programmes
7. Articulation of Community demand for Development
8. Leadership of NHGs
9. LSG Plan Intervention
  - Anti Poverty Sub Plan,
  - Women Component Plan,
  - Local Economic Development
10. Legal Literacy
11. Facilitation of Centrally Sponsored Schemes

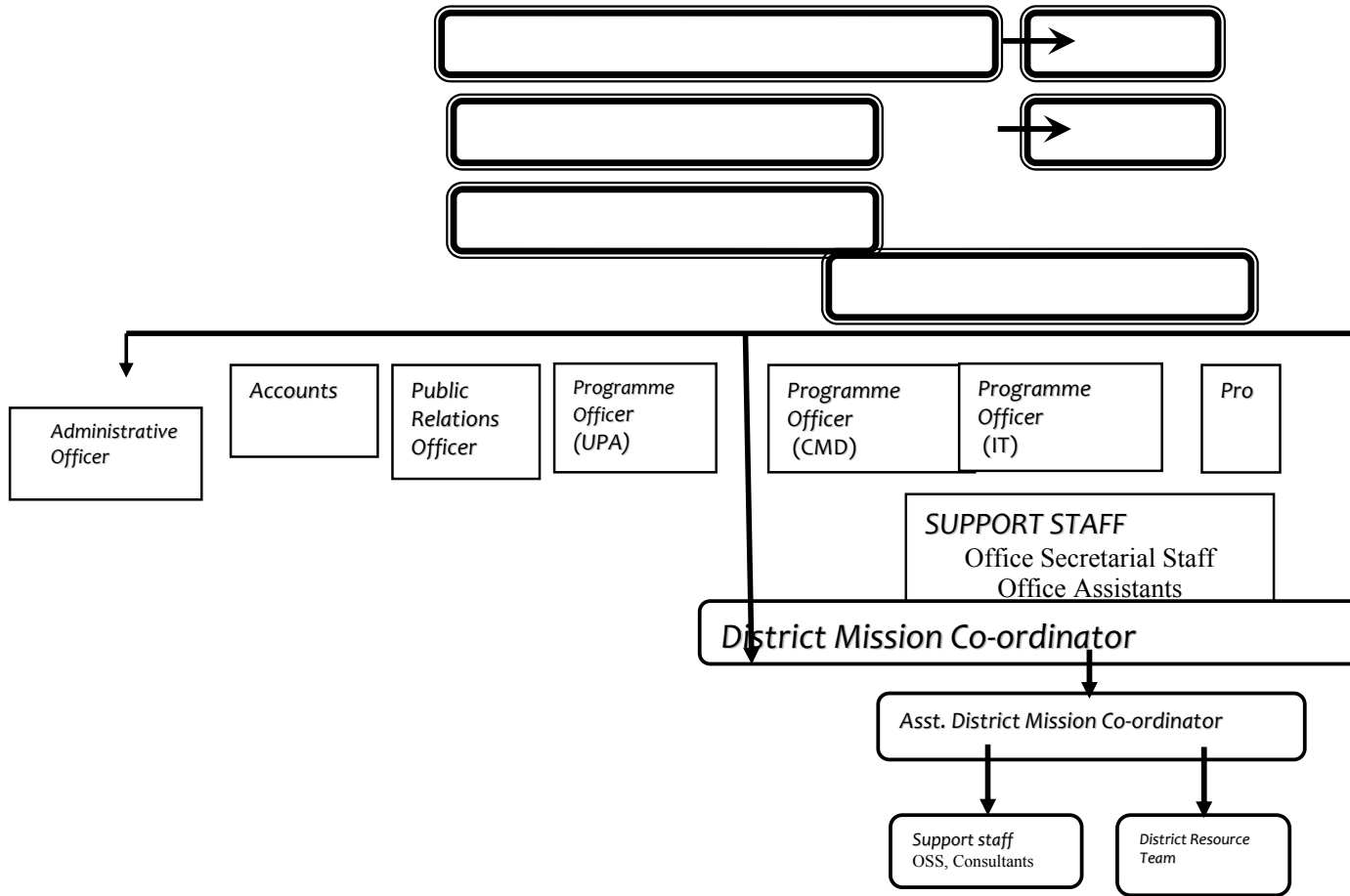
**Evaluation Committee of the CDS**

A committee headed by the Mayor/Municipal Chairperson/Gram panchayat President is responsible for supervising the activities of the CDS, and coordinating for interface with the development plan of the LSG. The CDS action plan, which is a convergent demand plan prepared from the NHGs upward, and is approved by the LSG, becomes the base document for review and support by the Evaluation committee, which has as its members all the Standing committee chairmen of the LSG, concerned departmental officers and invitee banks. The CDS is represented by its chairperson, member secretary and subcommittee heads.

**The State Kudumbashree Mission – Organisational Structure**

The organizational structure at the state and district levels which co-ordinates the activities of Kudumbashree in the field is as follows.

1. Governing Body & Executive Committee- Apex bodies which control various activities of the mission
2. State Mission - Co-ordinates all the activities of the mission at state level
3. The District Missions- Co-ordinate various activities of the mission at district level.



## Management and Administration of the Mission

### Governing Body

The Management and Administration of the Mission is vested with a Governing Body with Minister (LSG) as Chairman and Principal Secretary LSG as the Vice Chairman. The Executive Director is the Chief Executive of the Mission who is responsible for the overall management & administration and implementation of the project as per the byelaw of the Mission. As per G.O.(Rt) No.3320/06/LSGD dated 26-12-2006, government have reconstituted the governing body with the following members.

### Governing Body members

1. Hon'ble Minister for Local Self Govt. - Chairman
2. Principal Secretary (LSGD) - Vice-chairman
3. Prof. R.Bindu, W.Mayor, Thrissur Corporation - Member
4. Smt. Subaida Ishaak, District Panchayat President, Palakkad - "
5. Adv. Smitha Gopi, Chairperson, Aluva Municipality - "
6. Sri.D.Sureshkumar, Ex-Chairman, Punalur Municipality - "
7. Smt.P.Baby Balakrishnan, President, Block Panchayat, Kanhangad, Kasaragod - "
8. Shri.P.AyyappanPillai, Ex-President, Block Panchayat, Vellanad, Thiruvananthapuram PIN- 695 543
9. Smt. Beena Sunny, President, Puzhakkattiri Grama Panchayat, Malappuram, PIN 679 321
10. Smt. M.Lekshmy, President, Udma GramaPanchayat, Kasaragod PIN 671 319
11. Dr.T. N. Seema, TC 42/366(1),Parambil Junction, Vallakkadavu.P.O., Thiruvananthapuram Ph .9447077556
12. Smt. Fathima Abdulkhader, Pampinezhatu, Mathilakam.P.O., Kodungallur , Thrissur PIN 680 685
13. Shri. M.K.Sudheerkumar, Ex- President, Mangattidam ('Sree', Ayithrambram.P.O, Koothuparamba, Kannur PIN- 670643)9447051162
14. Dr.M.Beena I.A.S, District Collector, Ernakulam
15. Secretary, Local Self Government (Urban)Department
16. Secretary, Finance Department
17. Secretary, Social Welfare Department
18. Secretary, SC/ST Department
19. Secretary, Health & Family Welfare Department
20. Secretary, General Education Department
21. Director, Panchayats
22. Director, Urban Affairs
23. Member Secretary, State Planning Board
24. Chief General Manager, NABARD Regional Office , Thiruvananthapuram
25. Chairperson, State Commission for Women

### Executive Committee:

As per G.O. (MS) No.70/08/LSGD dated 11-3-2008, government have constituted the Executive Committee with the following members.

1. Principal Secretary, LSGD - Chairman
2. Director of Panchayats - Member
3. Representative from Finance Dept. - Member
4. Director, Urban Affairs - Member

5. Commissioner for Rural Development	-	Member
6. Dr.T.N Seema	-	Member
7. Executive Director, Kudumbashree	-	Convenor

All the officers and staff of the Mission are government officers on deputation from various departments and government agencies. Consultants have also been taken on a contractual basis, to help with specific areas and projects (like marketing and micro finance). The head office team has been delegated specific responsibilities as below:

1. Organisation
2. Micro finance
3. Micro enterprise development
4. Human resource and livelihood support
5. Marketing
6. Samagra (convergent livelihood projects)
7. Training
8. Urban affairs
9. Social development
10. Administration (establishment)
11. Enabling Environment

The Head Quarters of the Mission is functioning in the TRIDA Rehabilitation building, 2<sup>nd</sup> floor, Medical College. P.O, Thiruvananthapuram. There are 14 district offices one each in every district. The structure of the District mission offices is given below:

The district Mission is headed by a district mission coordinator. He/She is supported by a 3 – 4 member team of assistant district mission coordinators, who are also delegated specific responsibilities in line with the state mission – (micro finance and organisation, livelihood and Samagra, marketing and Urban, Social development). The office avails of the secretarial assistance of 2 clerks and 2 office assistants. The district mission is in direct coordination with the CDS of both rural and urban LSGs. In view of the volume and complexity of work, resource persons have been pooled at all three levels (state, district and LSG), who help out in both coordination and trainings – they mostly work on voluntary basis, with their travel costs covered by the mission.

***For further Details Contact:***

**KUDUMBASHREE**  
**State Poverty Eradication Mission,**  
**2nd Floor, TRIDA Rehabilitation Building,**  
**Chalakuzhy Road, Medical College PO,**  
**Thiruvananthapuram -695011**  
**Kerala, India**

**Phone :** 91-0471-2554714,  
91-0471-2554715,  
91-0471-2554716,  
91-0471-2334317.

**Fax :** 91-0471-2334317

**e-mail :** [info@kudumbashree.org](mailto:info@kudumbashree.org)

**Website:** [www.kudumbashree.org/](http://www.kudumbashree.org/)

**SJSRY – Quarterly Progress Report Formats**  
**Physical Progress:**

Name of State:

Progress Report for the Quarter ending.....

Programme/Monitoring Parameter	Annual Target	Achievement from beginning of Year to beginning of Quarter	Achievement During the Quarter	Cumulative Achievement by end of Quarter	% of Annual Target Achieved by end of Quarter
(1)	(2)	(3)	(4)	(5)	(6)
<b>Urban Self Employment Programme (USEP) – Individual Micro-enterprises</b>					
Total No. assisted with USEP Subsidy for Micro-enterprises					
SCs					
STs					
Disabled					
Total					
Women out of Total					
Total No of Micro-enterprises established					
SCs					
STs					
Disabled					
Total					
Women out of Total					
No. belonging to Minority Community assisted with USEP Subsidy for Micro-enterprises					
No of Micro-enterprises established by Minority beneficiaries					
<b>Urban Women Self-employment Programme (UWSP)</b>					
<b>UWSP – Group Micro-Enterprise</b>					
No. of Groups assisted with UWSP Subsidy					
No. of Members assisted with UWSP Subsidy					
No. of Group Enterprises established					
No of Members in the Group Enterprises established					
<b>UWSP – Revolving Fund</b>					
No of Groups assisted with Revolving Fund					

No of Members assisted with Revolving Fund					
<b>Skills Training for Employment Promotion amongst the Urban Poor (STEP-UP)</b>					
<b>Skills Training for Wage/Salaried Employment</b>					
Total No Trained for Wage/Salaried Employment					
	SCs				
	STs				
	Disabled				
	Total				
	Women out of Total				
Total No of Trained Persons placed with Employers					
	SCs				
	STs				
	Disabled				
	Total				
	Women out of Total				
No belonging to Minority Community Trained for Wage / Salaried Employment					
No of Trained Persons belonging to Minority Community placed with Employers					
<b>Skills Training for Self-Employment</b>					
Total No Trained for Self-Employment					
	SCs				
	STs				
	Disabled				
	Total				
	Women out of Total				
Total No of Trained Persons assisted with establishment of Micro-enterprises					
	SCs				
	STs				
	Disabled				
	Total				
	Women out of Total				
No belonging to Minority Community Trained for Self-Employment					
No of Trained Persons belonging to Minority Community assisted with establishment of Micro-					

enterprises					
<b>Urban Wage Employment Programme (UWEP)</b>					
No. benefited under UWEP					
No. of Mandays Generated					
<b>Urban Community Development Network (UCDN)</b>					
No of Neighbourhood Groups (NHGs) established					
No of Neighbourhood Committees (NHCs) established					
No of Community Development Societies (CDS) established					
No. of SHGs/T&CS established					
Total No. of SHG/T&CS Members					
Total Savings mobilized by Self-Help Groups/T&CS					
Total Credit availed by Self-Help Groups/ T&CS					

**SJSRY – Quarterly Progress Report Formats**  
**Financial Progress:**

Name of State:

Progress Report for the Quarter ending.....

<b>Source of Funding</b>	Balance at the beginning of Year (Rs. Lakhs)	Annual Outlay (Rs. Lakhs)	Released by the end of Quarter	Total Amount Available by end of Quarter	Total Utilised by end of Quarter	% of Annual Allocation Utilised by end of Quarter
(1)	(2)	(3)	(4)	(5) = (2 + 4)	(6)	(7) = (6/3) X100
<b>Central Share</b>						
Allocation						
Allocation for Minorities						
<b>State Share</b>						
Allocation						
Allocation for Minorities						
<b>Total (Central + State Share)</b>						
Allocation						
Allocation for Minorities						

**SJSRY – Monthly Progress Report Format  
(Physical & Financial)**

Name of State:

Progress Report ending Month.....

Component	Physical Progress			Financial Progress		
	Annual Target (No)	Cumulative Achievement by end of Month (No)	% Achieved by end of Month	Annual Outlay (Rs. Lakhs)	Cumulative Expenditure by end of Month (Rs. Lakhs)	% Achieved by end of Month
(1)	(2)	(3)	(4)	(5)	(6)	(7)
<b>SJSRY – Overall</b>						
USEP – No of Micro-enterprises assisted						
UWSP – Group Enterprises (No. of Groups assisted)						
UWSP – Group Enterprises (No. of Members assisted)						
UWSP – Revolving Fund (No. of Groups assisted)						
UWSP – Revolving Fund (No. of Members assisted)						
STEP-UP – Skills Training (No. Trained)						
Total No. of Individuals assisted under SJSRY						
<b>SJSRY - Minorities</b>						
USEP – Micro-enterprises (No)						
STEP-UP – Skills Training (No)						
Total (Minorities)						