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File No. K-14014/4/2014-UPA
Government of India
Ministry of Housing and Urban Poverty Alleviation
(UPA Division)

Nirman Bhawan, New Delhi
Dated: 2nd June, 2014

To

All State Secretaries
(NULM-in-charge)
except Andhra Pradesh.

Subject: Engagement of Resource Organisation for formation of Self – Help Group (SHG) under SM&ID component of the National Urban Livelihoods Mission (NULM)-reg.

Sir/ Madam,

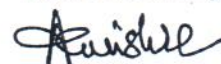
I am directed to refer to the above mentioned subject and to say that in order to catalyse the formation of SHGs and their federations and to promote the financial inclusion of Self-Help Group (SHG) members under NULM, autonomous registered agencies set up by the State or Central Government or well-established long-standing federations of SHGs or non-government organisations may be engaged as Resource Organisations (ROs) under the Social Mobilisation & Institution Development (SM&ID) component of the National Urban Livelihoods Mission (NULM). Under NULM, ROs will be expected to identify affinity groups for the formation of SHGs and their federations in urban areas, build their capacities, facilitate financial inclusion, ensure SHG bank linkage, provide them with handholding support, and ensure their sustainability in the long run.

2. As indicated in the Operational Guidelines for Social Mobilisation & Institution Development (SM&ID) under NULM, autonomous registered agencies of state / central government may be preferred as ROs. To facilitate this, the Ministry solicited proposals from relevant state agencies to function as ROs under NULM.

3. The Ministry has received a proposal from the Mission for the Elimination of Poverty in Urban Areas (MEPMA), G/o Andhra Pradesh to serve states as an RO under NULM. I am enclosing herewith copy of their detailed proposal for your consideration. Should you choose to engage MEPMA as an RO in your state, it is suggested that the state may enter into an agreement with MEPMA for work in this regard.

Encls: As above.

Yours faithfully




(Avanish Kumar Mishra)

Deputy Secretary to the Government of India

Tele No. 23061303

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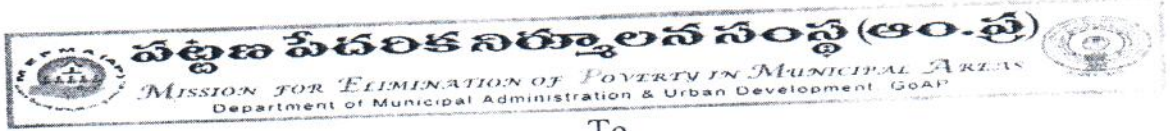
All Nodal Officers
(NULM-in-charge) - 
except Andhra Pradesh 3/6/14

Copy Also to:

1. **Shri S.K.Joshi**, Principal Secretary, Municipal Administration and urban Development Department, Government of Andhra Pradesh, Room No 104, L-Block Secretariat, HYDERABAD-500 022
2. **Smt. Anita Ramachandran**, Mission Director (MEPMA), Government of Andhra Pradesh, Kasana Building, AC Guards, Opposite PTI Building, HYDERABAD – 500 004.



(Avanish Kumar Mishra)
Deputy Secretary to the Government of India
Tele No. 23061303



From
Smt Anita Ramachandran, I.A.S.,
Mission Director
Hyderabad,

To
The Joint Secretary,
Government of India,
Ministry of Housing & Urban
Poverty Alleviation, Nirman Bhavan
New Delhi - 110001.

Lr.Roc.No. 4554/2011/D1 -dated: 5.3.2014

Sir,

Sub: MEPMA – Proposal on the package of services that MEPMA can offer states for Social Mobilization under NULM – submitted - regd.

Ref: 1.D.O No K.14011/1/2013 – UPA dated 17.10.2013 from GOI.

2.This office Lr Roc No 4554/2011/D1 dated 6.11.2013.

3. Discussions during review meeting dated 13.1.2014 at New Delhi.

4. This office Lr **Roc.No. 4554/2011/D1 -dated: 29.1.2014**

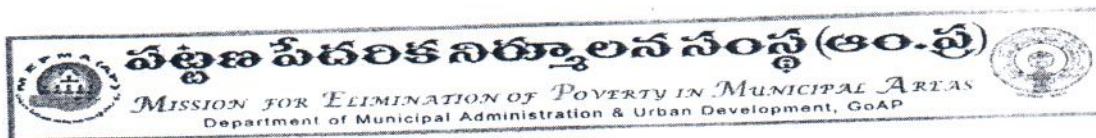
5. D.O No K-14014/4/2014-UPA dated 28.2.2014 from Deputy Secretary , (UPA), New Delhi.

MEPMA is thankful for being identified as resource organization for replicating the Social Mobilization practices in other states. In the ref. 5th cited , GOI has requested to furnish the revised proposal duly including the aspects of Bank linkage etc., in expected outcomes for the 1st year.

Accordingly I enclose herewith the revised proposal for package of the services that MEPMA can offer to other states for taking up social mobilizations activities covering deployment of MEPMA CRP teams, formation of CBOs SHGs, ALFs and CLFs, capacity Building programmes, Bank linkages and opening of Bank A/cs and financial inclusion for ALFs and CLFs in the course of 1st year .

Sd/Smt Anita Ramachandran, I.A.S.,
MISSION DIRECTOR, MEPMA

Encl: Proposal



Mission for Elimination of Poverty in Municipal Areas (MEPMA) came into existence in the year 2007 as 1st of its kind in the country. Governing body headed by Hon'ble Chief Minister, and Executive Committee headed by Secretary, MA & UD.

Strategy:

- Building organizations of the poor is an essential prerequisite for poverty alleviation. Though these organizations, the poor can save and invest efficiently.
- Empowerment of the poor is the means to poverty eradication. Through empowerment, the poor can also assert the right to resources intended for them and enhance their dignity and self-respect.
- The need for sensitive support mechanism to catalyze the process of social mobilization. A new kind of animator/facilitator who is part of these support mechanisms is created.
- Participatory monitoring and evaluation built into the process so that self-corrective action can take place as the process evolves.

Institution Building:

By mobilizing the communities at the grass-root level, the MEPMA facilitated the formation of Self Help Groups (SHGs), Slum level Federations and Town Level Federations with an objective to organize the poor in urban areas into self-reliant and self-managed groups through taking up CRP (Community Resource Person's) strategy in all the slums .

Formation of Women SHGs

a)

No. of SHGs – 3.10 lakh SHGs
 No. of women covered in SHGs - 31.00 lakhs members

b) Corpus available with CBOs:

CBOs	Corpus available as on 15.1.2014
3.10 Lakh SHGs	Rs 880 .00 Crs
9700 SLFs	Rs.77.00 Crs
225 TLFs	Rs.14.00 Crs

b) **Formation of SLFs:**

No. of SLFs - 9700 Nos
 No. of SLFs registered - 7096 Nos

c)	No. of TLFs	-	225 Nos
d)	No. of SHGs of PWDs	-	12647 Nos, 87,343 members
e)	No. of TVSSs	-	139

Continuous capacity building programmes:

Series of capacity building programmes were taken up from SHG member level to Executive Committee and office bearers of SLFs and TLFs through the trained community resource persons from slum level to district level in a concerted manner.

Other Activities of MEPMA

Micro finance and access to credit:

- SHG-Bank Linkage programme has now made MEMPA one of the premier players in micro financing segment in the state.
- So far from 2004-05 achieved 9700.00 Crores

Skill Training for Employment Opportunities for Urban Poor (STEP-UP) / RYK:

- So far MEPMA trained 2,40,000 and placed 1,70,000
- The target for the year 2013-14 is 73,410.
- Achieved 43799, placed 18,972 remaining placements are under processing.

Urban Self Employment Programme (USEP):

- Achieved upto 31st March, 2011 is 34,056
- Target for 2013-14 is 10,000, achievement of sanctioned 2896

Urban Women Self Help Programme (UWSP):

- Group enterprises
- Target for 2013-14 is 150, achievement 34

Social Security Schemes for the Urban Poor:

No. enrolled in Abhaya Hastham - 4.20 SHG members
No. enrolled under JBY - 6.40

Urban Wage Employment Programme (UWEP):

- So far 352 community halls sanctioned and 212 community halls constructed.
- 240 community halls are converted into Multi Purpose Community Resources Centres with required infrastructure facilities like TV., DVD., Computer, Training Material etc., for the purpose of trainings to the CBOs.
- 133 Mahila Swasakti Bhavans @ Rs.25 Lakhs each sanctioned, out of which 9 are completed and for 64 work under progress

Community Health & Nutrition

- MEMPA's objective under this component is to empower the CBOs to build up their capacities on access of services on health and educate at individual and community level to maintain their quality of life in a sustained manner.

Organizing and regulation of Street Vendors:

- Based on GoI Street Vendors Policy 2009, MEPMA prepared draft AP Street Vendors' (Protection of Livelihood and Regulation of Vending) Act, 2011, and it is under consideration of the Govt.
- So far profiled 1.33 lakhs street vendors in all ULBs and it is going on.
- 2191 groups are formed.
- 148 Town vending committees are formed in ULBs

MEPMA Bazaar

- SHGs were also promoted to exhibit their products every year in NUMAISII from the year 2011-12.
- On the name of Swasakthi brand the SHGs products have been marketed throughout the state
- Total sales Rs.1.21 Crores
- Regional exhibitions are also conducted
- SHGs were given opportunity to market their products in Delhi PragathiMaidan.

Rajiv AwasYojana (RAY):

- RAY Phase I ULBs – 28
- The Govt. of India has agreed for funding 11 ULBs in Phase I, which have more than 3 lakh populations as per 2001 Census. (GHMC, GVMC, VMC, TMC, Kakinada, Rajahmundry, Guntur, Nellore, Kurnool, Warangal, Ramagundam)

PROPOSAL FOR TAKING UP SOCIAL MOBILISATION ACTIVITIES IN OTHER URBAN AREAS OF OTHER STATES:

The National Urban Livelihoods Mission (NULM) was launched in September 2013 by the Government of India with the aim of reducing poverty and vulnerability of the urban poor households and resting on the foundation that the mobilization of urban poor households into Self-Help Groups (SHGs) and their federations at the area and city levels, is an important investment for an effective and sustainable poverty reduction programme. Under NULM, to catalyse the formation of SHGs and their federations and promote the financial inclusion of SHG members, Resource Organisations (ROs) may be engaged. In addition to NGOs, ROs can be autonomous registered agencies of the state or central government such as MEPMA. This proposal is for MEPMA to use its experience in social mobilization and institution building and act as an RO for other states under NULM.

I. Scope of the partnership:

The objective of this partnership is

- through deployment of high quality Community Resource Person (CRP) teams under NULM to other / host states.
- Through deployment of State Resource Persons (RPs) for giving necessary support to ULBs in other / host states.
- Provide technical support in preparation of IEC material for social mobilization and institution building.

II. Key activities and tasks of partnership:

The following are the key activities envisaged to promote social mobilization and institution building under NULM in the host state:

- Immersion, induction and training of the Host state's officials / staff (all levels), community staff and members in the selected urban areas of the host state
- Deployment of high quality external teams.
- Deployment of high quality resource persons.
- Assistance in designing customized training modules , Books of Accounts to the other state staff
- Any activity jointly agreed by other state and MEPMA and National Urban Livelihood Mission, Ministry of Housing & Urban Poverty Alleviation, GOI.

III. Expected Outcomes/Outputs in an ULB for first year:

- The staff at the selected state and city level will be trained in the areas of Social Mobilization, Institution Building (IB) and Financial Inclusion and other core competencies required for project implementation.
- Comprehensive IB and Training Action Plan will be developed.
- Presuming a city /ULB population of 100,000 people with 6,000 urban poor households, on an average, 600 SHGs will be formed and facilitated to form at least 25 Area level federations and one city level federation in one ULB.. The actual number of SHGs and federations formed and sustained will be based on the need jointly identified by MEPMA and the host state.
- One Book keeper for 3-4 SHGs will be identified and 600 Book keepers will be trained to write the records of the SHGs.
- Community managed Books of accounts will be introduced.
- SHG, ALF and CLF – system of Monitoring the meetings will be set up. 25 ALF RPs will be trained for monitoring the SHG meeting systems regularly.
- By the end of the year city/cluster level federation will be formed and strengthened
- Training of Trainers (ToTs) for up to 10-15 CRPs will be undertaken in IB and book-keeping in one ULB.
- Credit enablement through SHG Bank linkage for SHG groups formed will be ensured in the course of year 1 ; and
- Opening of Bank account and facilitation of financial inclusion for all ALFs and CLFs formed in the course of year 1 will be ensured.

IV. Expected outcomes for the 2nd year:

Extending technical support through providing trainings/exposure visits to the field functionaries involved in the programme for ensuring proper follow up and sustainability.

V. Role and responsibility of each partner agency:

MEPMA:

- Diagnosis of existing level of Social mobilization, promotion of CBOs and IB process in ULBs and suggest suitable strategy to other states for taking up various activities in ULBs.

- Participate in the joint workshop held at other state and guideline for finalization of Books of Accounts for SHG and ALFs and CLFs.
- Participate in the state level meeting and guide the other states in positioning of sensitive support mechanism.
- Deployment of CRP teams & RP teams continuously for a period of one year initially and subsequently, in the 2nd year, based on the requirement
- 30 teams deployed for 6 rounds in the financial year 2013-14 in Urban local bodies in a phased manner.
- Depute teams to ULBs @ 5 teams per ULB to work in the clusters/cities to take up social mobilization activities like formation of SHGs, ALFs and CLFs.
- Assist and guide other states for conducting start up and feedback meetings to CRP teams to assess their work and achieve the outcomes.
- Select nodal CLF by the MEPMA team as per the approved rates and implement strategy through them.
- Assist and guide the other states to formulate city-level training plans and conduct follow up training to the community members and community professional by the state resource persons.
- Conduct training programmes to SHG members, ALF Executive Committee (EC) members, CLF EC members, CRPs and ALF resource persons and guide other states to utilize their services for continuous monitoring of the functioning of CBOs.
- Attend the joint review meetings conducted by the other states once in 3 months for monitoring the processes and assess the outcomes in the Resource Cities on CRP strategies and resource person's strategies.
- Depute experienced professional to the other states to work as State Anchor Person
- Support other states in designing and development of training modules, Books of Accounts, material, audio visual aids.

Host State:

- Identify select ULBs in the host state (at least 6 per state). These will be treated as Resource Cities. These ULBs/clusters should be accessible by road and be geographically contiguous.

- Recruit and position a state level specialist team in their state for taking up Social mobilization activities like IB, Financial Inclusion, HR and Finance who will partner with the MEPMA team in the selected cities / ULBs.
- Conduct local immersion programme to the team members in the clusters of the said ULBs at least for 7 days to understand poverty issues and impact of various programme interventions for poverty removal.
- Designate one dedicated Project Manager level person as anchor for ULB strategies and ensure that he/she gives quality time and put in effort towards the objective of resource cities continuously.
- Shall ensure that, the follow-up activities as mentioned in the Annexure-2 would be taken care by the respective local functionaries in other states.
- Shall liaise with SLBC, banking and other financial institutions to ensure bank and credit linkage for SHGs and their federations formed by MEPMA in the selected cities / ULBs.
- Timely release of funds to MEPMA

Role of ULBs: as per follow up action mentioned in detailed work plan.

Detailed work plan for 1 year is enclosed hereunder:

I.Detailed activity Plan by one CRP team in one slum for 1st round for 15 days:

Team composition:	Process	Work plan for 15 days:
<p>Each CRP team consists of 3 external CRPs from MEPMA and one local CRP</p> <p>Each team would cover one slum with 15-20 SHGs (if slum size is too small 2-3 slums may be clubbed so as to make a critical mass/cluster of 15-20 groups)</p>	<ul style="list-style-type: none"> • Entering MoU with MEPMA • Action plan • Empanelment of CRPs • MEPMA CRPs & Urban Interface meeting • Planning session • Deployment of teams • On-job support • Debriefing sessions • Follow up 	<ul style="list-style-type: none"> ➤ CRP team will conduct a meeting at slum level with ward leaders and other members and develop rapport with the community ➤ Collect basic data on the no. of households in slums, no. covered in SHGs and to be covered & details of functioning of SHGs if already existing. ➤ Prepare action plan for formation of SHGs with BPL households in slums. ➤ Motivate them to form into SHGs with songs and role play. ➤ Form SHGs ➤ Orient SHG members on group dynamics through role-play, games, songs etc., ➤ Facilitate the SHGs to have proper agenda and meeting process ➤ Identify Book keepers and Community activists. ➤ Train identified book keepers& community activists. ➤ Form new groups & ensure A/c opening to the new groups. ➤ Conduct Debriefing session on 15th day at town level with all the teams. ➤ To suggest follow up by the ULB

The gap period after completion of 1st round is one and half month during which ULB has to monitor the follow up action.

Follow up action by the ULBs after 1stround (1.5 months):

1. Handover the available data of population & households - slum wise while preparing action plan
2. Ready with the Book sets to be supplied to SHGs
3. Complete the process of Accounts opening of SHGs in Banks
4. Attend for their meetings and observe the group dynamics and record the gaps .
5. Savings facilitation

II. Detailed activity Plan by one CRP team in one slum for 2nd round for 9 days in a slum:

CRP team imparts intensive training to SHG members on Book keeping for 4 days, meeting process and other aspects for 2 days and facilitates them to have meeting with proper agenda including hands-on practice. They enable the SHGs to write the resolutions and other books of A/cs

The gap period after completion of 2nd round is one and half month during which ULB has to monitor the follow up action.

Follow up action by the ULB after 2nd round (1.5 months):

1. Monitor the SHG meetings regularly -
- Update the Books of Accounts,
3. Town level Bankers meeting for facilitating Bank linkages
4. Prepare SHGs with documentation for Bank linkages
5. Masanivedika (or monthly) reporting system

2.

III. 3rd round : Formation of ALFs for 9 days

Preconditions for formation of ALFs	
<ul style="list-style-type: none"> • CRP strategy must have been implemented for one round for 15 days • 80% of BPL Households in the slum must have covered under SHGs • All the members of SHGs must have undergone member training. • The leaders of SHGs must have undergone training • At least 60% of the SHGs are conducting regular meetings • At least 50% of the SHGs of the slum must have obtained bank linkages • All the SHGs must have updated their books of accounts as on the date of formation to become eligible for federated. 	<p>Process</p> <ul style="list-style-type: none"> • Empanelment of CRPs by DPMU units • 3 CRPs from MEPMA + 1 local CRP from ULB per team • External & Internal CRPs interface meeting • Planning session • Deployment in slums • Debriefing session <p>Work plan for 9 days:</p> <ol style="list-style-type: none"> 1. Collecting the basic data on SHGs in the slum 2. Orientation to all SHG members on SLF concept through facilitation by Sr CRPs (importance of federations & services etc.,) 3. Orientation to SHG leaders on ALF concept 4. Resolutions from SHGs – nominating representatives as EC members in ALF 5. Office Bearers (OB) members selection 6. Formation 7. Account opening 8. 2 day training to EC&OB members of ALFs on their roles and responsibilities

The gap period after completion of 3rd round is one and half month during which ULB has to monitor the follow up action

Follow up action by the ULB (1.5 months):

1. Complete the Account opening of ALF
2. Attend for SLF meetings
3. Promote savings from SHGs to SLFs
4. Supply the Books of A/cs to SLF

IV. Detailed activity Plan by one CRP team in one slum for 4th round for 7 days in a slum :

CRP team imparts ALF EC&OB member trainings 2nd phase

- Facilitating ALF registration process
- Positioning of ALF RP towards support mechanism and training them
- Enable ALFs to maintain the Books of A/cs and have the meeting with proper agenda and reporting system to next tier of CBO ,i.e, City level federation.

The gap period after completion of 4th round is one and half month during which ULB has to monitor the follow up action

V. 5th round City level federation formation – 10 days by 2 resource persons:

1. After forming ALFs in at least more than 70% of the Slums in the concerned town, than to initiate the form a Town level federation.
2. CLF formation shall be completed in 4 to 5 Steps.
3. In the first Step all office bearers of ALFs shall be called to Town level, explain the need for TLF and take their consent.
4. The second Step - conduct the general body meeting with all SLFs (all members of SHGs) and explain the need and services of TLF.
5. TLF will be promoted in the third and fourth Step. 3-5 office bearers will be elected by the executive committee of TLF. All the Office bearers of SLFs shall form the General Body of the Town Federation and elect one or two representatives preferably from the poorest of the poor & poor, SC/STs, disabled persons to Town level executive committee. Similar to SLF, TLF shall also constitute functional committees from the executive committee based on its activities and requirements and conducts executive committee meetings at least once in a month.

The gap period after completion of 5th round is one and half month during which ULB has to monitor the follow up action

Follow up action by the ULB:

Continuous monitoring, TLF meetings attendance, Book keeping ;systems etc.,, savings promotion from SLF to TLF

6th round by the 2 resource persons for 10 days:

- CLF EC&OB member trainings (2 phases) including exposure visit
- Support mechanism for monitoring of SLFs in TLF .ToT training to local CRPs
- SHG Member level trgs. 3rd phase

The gap period after completion of 6th round is one and half month during which ULB has to monitor the follow up action

Follow up action by the ULB:

Continuous monitoring, Capacity building programmes through CRPs and others

Two resource persons will accompany 5 teams for all the four rounds. They conduct training programme to staff of ULB and others regarding CRP strategy.

State level anchor person would visit 15 days i.e., 2 – 3 days for each round for 6 rounds and meet senior functionaries and necessary guidance to the resource persons and CRP teams

Abstract of the proposal :

Cost of one team to form , train 20 SHGs and 1Area level federation	: Rs 1,68,000/-
Cost of 30 teams – covering 25 ALFs and 600 SHGs in one ULB	: Rs 51,00,000/-
Cost of formation of city level federation	:Rs 60,000/-
Cost of support mechanism providing 2 resource persons with 5 teams and 2 state resource persons	: Rs 8,67,000/-

Rs59,67,000/- per ULB

Cost per SHG

:Rs9945/-

CRP strategy cost varies from ULB to ULB based on the no.of poor households and potential for SHG formation.

Additional services possible: In addition, based on MEPMA's vast experience in social mobilization, the following additional services are also possible. However this would have to be negotiated separately with the host state and is not covered in the per-SIIG cost quoted above.

Training and developing implementation/managerial capability of the staff of other state, community professionals and other stake holders like district officials, Bankers, PRI members including members of Self Help Groups through

- Induction training and immersion (both local as well outside particularly in AP)
- Learning & Exposure visits
- Interaction with CRPs and state resource persons.
- Any other method deemed fit by both the parties.

Developing/improvising knowledge management and learning systems.

- a) Training need assessment and formulating training plans
- b) Capacity Building tool kits including training modules, case studies, training materials, audio visual aids etc.,
- c) Data gathering & capturing MIS development.
- d) Training of Trainers and other resource persons.

Developing Best practice sites and immersion locations

- a) Resource cities
- b) Generating internal social capital like CRPs and Community para professionals etc.,

Implementation support in specific activities/locations.

- Social mobilization through CRPs
- Livelihood interventions, formation of livelihood collectives etc.,
- Secondment of staff and state resource persons.