

United Nations Development Programme

PROJECT DOCUMENT

Project Title: Implementation of rural sanitation initiatives for Ganga rejuvenation in Jharkhand

Implementing Agency: United Nations Development Programme (UNDP)

Brief Description

The project's primary objective is to improve the water quality and rejuvenation of the Ganga river through supporting ongoing efforts of the Ministry of Water Resources, River Development and Ganga Rejuvenation and the Government of Jharkhand to facilitate a shift from unsustainable to sustainable sanitation practices. Sustainability of project initiatives will be ensured through an integrated livelihoods approach. The aim will be to improve the health and quality of life of around 45,000 households located in 78 villages of the Ganga river basin in Jharkhand through improved sanitation practices, while also improving the quality of waste water and storm water runoff flowing from the 78 villages into the river Ganga. Under the overall guidance of the Ministry of Water Resources, River Development and Ganga Rejuvenation and the Government of Jharkhand, UNDP will implement a comprehensive, environmentally safe sanitation programme in the Ganga river basin areas of Jharkhand through community organizations and NGOs. Project initiatives will contribute to improved, sustainable solid and liquid waste management in the identified villages and to reducing contamination in the Ganga from rural sources including

Programme Period:

Start date: January 1st, 2016
End Date: June 30th, 2018

Total resources required in INR: 127,84,71,782

MoWR, RD & GR: INR 96,78,26,007
Community, CSR & others: INR 23,27,55,800
UNDP (inclu. SGP): INR 7,78,89,975

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1. SITUATION ANALYSIS

A. *Context and national significance of Ganga rejuvenation initiatives in India:*

A.1. National and project context:

The Ganga basin is the largest river basin in India in terms of catchment area, constituting 26% of the country's land mass. In addition to the immense religious significance of the river Ganga in the country, it also supports livelihoods and well-being of around 45% of the country's population. However, high pollution levels in the Ganga are a cause of concern to humans and also to the diverse biodiversity supported by the river. In this context, the national government has taken up rejuvenation of the river Ganga as a national priority. To address this priority, the National Mission for Clean Ganga (NMCG) has been established as the nodal agency of the Government of India mandated with the responsibility of ensuring abatement of pollution and rejuvenation of the river Ganga through a river basin approach promoting inter-sectoral co-ordination for comprehensive planning and management. NMCG also aims to ensure minimum ecological flows in the river Ganga with the aim of ensuring water quality and environmentally sustainable development.

Through this proposal, UNDP aims to provide technical and implementation support to the Ministry for Water Resources, River Development and Ganga Rejuvenation (MoWR, RD & GR) in its efforts along with the Government of Jharkhand to create a model stretch in Jharkhand for rejuvenation of the river Ganga. The proposed engagement with MoWR, RD & GR builds on the extensive experience of UNDP in the country on a diverse range of aspects including ecological restoration, water management, institution building, capacity development and community mobilization. This engagement will be implemented by UNDP through the Development Support Services (DSS) modality¹ in close cooperation, oversight and guidance of MoWR, RD & GR, NMCG and the Government of Jharkhand. Through this modality, UNDP will receive funds from MoWR, RD & GR/NMCG, and will be responsible for effective use of resources and the achievement of the project outputs indicated in this proposal.

A.2. Socio-economic and Environmental context:

With a total population of 1,150,567 (Census of India, 2011), Sahibganj is the eighth most densely populated district in the state of Jharkhand with 588 persons per square kilometre. 82.12% of the population of Sahibganj district lives in rural areas, with the Scheduled Tribe population constituting 26.8 % of the total population. Due to its geographical remoteness, Sahibganj is among the relatively more underserved part of Jharkhand.

The economy of the district mainly depends on cultivation or related work. More than 64% of the total workers are engaged in the primary sector. The data presented by the Census of India (2011) also suggests that the majority of the population is engaged in agricultural labour constituting 42.21 % of the district's population. Along with agriculture, forestry and fishing are the other dominant activities. A small proportion of the households is engaged

¹ The GoI-UNDP Country Programme Action Plan 2013-17 signed between the Department of Economic Affairs, Ministry of Finance and UNDP envisages that “with a view to supporting administrative efficiency and developing capacities of government agencies, UNDP will provide demand-based development support services (DSS), including procurement support services, with requisite professional skills, personnel and technical resources and with applicable UNDP's standard management fee”.

in mining and quarrying, construction and other sectors. 24.89% of households draw their drinking water from uncovered wells and 62.39% of households use hand pumps as their main source of drinking water.

From a sanitation perspective, it is interesting to note that 44.58% of the urban population and 90.35% of the rural population defecates in the open. This indicates that much of the district population is exposed to unhygienic conditions, with a large part of this waste flowing into the river Ganga through storm water runoff.

Of the total 1,819 villages in the district, 78 are located immediately adjoining the Ganga river. Of these, 78 villages, 9 villages are either partially or fully affected by floods each year with the communities here shifting during the flood period to areas with higher elevation. It is these 78 villages which will be the focus area of the project over a period of thirty months (January 2016 – June 2018).

A.3. Policy and Institutional Context:

A. *Policy Analysis*

Ganga rejuvenation is currently one of the most important priorities of the National Government. The Union Budget 2014-15, noting the substantial amount of money spent in the conservation and improvement of the Ganga over the past three decades, has also highlighted the need for collaborative and concerted efforts by all stakeholders concerned.

Accordingly, the National Mission for Clean Ganga, an institution of the Ministry of Water Resources, River Development and Ganga Rejuvenation has been mandated with the significant responsibility of mobilizing national efforts to rejuvenate the Ganga river.

Further, recognizing the multi-sectoral nature of the strategy required for Ganga Rejuvenation, the key Ministries comprising of (a) Water Resource, River Development and Ganga Rejuvenation (b) Environment, Forests & Climate Change, (c) Shipping, (d) Tourism, (e) Urban Development, (f) Drinking Water and Sanitation and (g) Rural Development are working together to develop and implement an action plan through NMCG.

The national government has also highlighted the potential to develop model demonstration strategies for Ganga rejuvenation in the Jharkhand stretch of the river basin. These strategies will have significant implications for replication and upscaling in other parts of the river basin. The Government of Jharkhand has already initiated focussed activities on sanitation in the Ganga river basin areas of Sahibganj district. Through this project, UNDP aims to support such initiatives through implementation of related activities especially on Solid and Liquid Waste Management and linked livelihood enhancement efforts.

B. *Stakeholder and Baseline analysis*

B.1. Stakeholder Analysis:

1. Eradication of open defecation practices and sustainable management of solid and liquid waste management remains a significant challenge in India, especially in remote areas of Jharkhand like Sahibganj district. Flooding in some of the villages along the Ganga river, adds to the precarious situation. An analysis of the status, patterns of change, cause-effect, and likely trajectory of the status of sanitation in Sahibganj is given in the next section.

2. Sound sanitation management will require multiple actions at different levels. The governments, private sector and community actors need enhanced capacities and appropriate technologies; the planning process needs to be transformed to become inclusive and bottom-up and those most affected and marginalized need to be mobilized to enhance their participation in collective management for improved sanitation. Further, to remove the direct drivers

of uncontrolled sanitation waste and contamination of soil and water resources, there is need to develop/ strengthen and demonstrate community led strategies for effective management that would lead to environmentally safe sanitation practices, and effective solid and liquid waste management.

3. The project will primarily be implemented through the strategic guidance provided by the Ministry of Water Resources, River Development and Ganga Rejuvenation and the Government of Jharkhand.

4. In addition, other ministries at the national and state level related to Drinking Water, Sanitation, Rural Development, Agriculture, environment and forests will play a crucial role in implementation of project initiatives to create inter-linkages between drinking water, sanitation, and agriculture based livelihoods. At the state level, the Swachh Bharat Mission (Gramin) will play the crucial role of facilitating cross-linkages of project activities with other state government agencies/departments including for developing linkages with urban sanitation solution in Sahibganj. Other State Government Departments such as Urban Development, Water Resources, Rural Development and Agriculture will be important stakeholders contributing to the success of project initiatives.

5. The other key stakeholders for the rural sanitation initiative are the communities living in the 78 villages along the Ganga river in Sahibganj district. Communities will be mobilized through a range of institutions including women’s Self Help Groups and Drinking Water and Sanitation Committees. Panchayats play an important role in implementation of drinking water and sanitation activities through flagship government programmes like Swachh Bharat Mission and the National Rural Drinking Water Programme. The project will focus on developing awareness, vision and institutional capacity of these community institutions to effectively plan, monitor, implement and maintain sanitation initiatives in their villages. Communities will be encouraged to monitor these initiatives from the perspective of improving water quality in the Ganga river in the Jharkhand stretch.

6. Other important stakeholders are local NGOs working closely with communities. These will be key conduits for reaching out to the grassroots on account of their local presence, reach, flexibility of operations and rapport and so are advantageously positioned to work closely with remote, rural communities outside the reach and realm of conventional development programmes. Local government administration at the district and block level are also key stakeholders of the programme. Further, engagement of private sector agencies will be crucial for bringing in technical and funding support for various project initiatives.

7. These stakeholders will bring in requisite information, knowledge, skills and practices on rural sanitation. The details of different stakeholders and their indicative roles and responsibilities in the context of project are given in the following Table 3.

Table 3. Key stakeholders and their indicative roles and responsibilities in the Project

Key stakeholders	Relevant Roles and Responsibilities (Indicative)
Ministry of Water Resources, River Development and Ganga Rejuvenation (MoWR, RD & GR)	MoWR, RD & GR is responsible for framing policy and implementing programmes for the development and promotion of water management programmes in India. The Ministry serves as the main driver of this project. MoWR, RD & GR will provide the strategic steering for the project, oversee the accomplishment of project objectives and tasks, lead co-funding requirements, initiate policy actions on its own and through other departments, and facilitate coordination with other key stakeholders including the Ministry of Drinking Water and Sanitation, Ministry of Rural Development and Ministry of Agriculture for effective implementation of project initiatives.

National Mission for Clean Ganga	The National Mission for Clean Ganga (NMCG) is the nodal agency of the MoWR, RD & GR, Government of India mandated with the responsibility of ensuring abatement of pollution and rejuvenation of the river Ganga through a river basin approach promoting inter-sectoral co-ordination for comprehensive planning and management. NMCG also aims to ensure minimum ecological flows in the river Ganga with the aim of ensuring water quality and environmentally sustainable development. NMCG will guide the process and facilitate cross-linkages with other ongoing initiatives in Jharkhand and in other parts of the Ganga river basin for rejuvenation of the river. NMCG will ensure smooth flow of funds to the project.
Department of Drinking Water and Sanitation (DWSD), Government of Jharkhand	DWSD, Government of Jharkhand is the nodal agency in the state for implementation of sanitation initiatives through the National Rural Drinking Water Programme and Swachh Bharat Mission. DWSD will incorporate toilets planned through the project into its Annual Implementation Plan (AIP) and will allocate funds from the same. In addition, DWSD will also allocate Swachh Bharat Mission funds for Solid and Liquid Waste Management activities to the Panchayats covered through the project. DWSD will be an important stakeholder determining sustainability of project initiatives. The Swachh Bharat Mission (Grameen) of DWSD will directly supervise and advise the State-level team of this project.
State Programme Management Group, Government of Jharkhand	The State Programme Management Group (SPMG) is the nodal agency in Jharkhand responsible for implementation of the Ganga rejuvenation efforts. The project will be implemented within the larger framework and priorities of the SPMG in partnership with UNDP.
Other Union Ministries	Other union ministries of GoI have an indirect bearing on this project. They are the Ministry of Drinking Water and Sanitation (for implementation of the National Rural Drinking Water Programme and Swachh Bharat Mission), Ministry of Agriculture, Ministry of Rural Development (for implementation of National Rural Livelihoods Mission and Mahatma Gandhi National Rural Employment Guarantee Programme); Ministry of Panchayati Raj; and the Ministry of Environment, Forests and Climate Change.
Jharkhand State Government Agencies	Various State Departments like Drinking Water and Sanitation, Water Resources, Rural Development, Panchayati Raj, Education, Planning, Agriculture, Animal Husbandry, Fisheries, Land and Water Resources, Environment & Forests and the State Livelihoods Mission are particularly noteworthy in the context of efforts on eco-regeneration of the Ganga river. Jharkhand Renewable Energy Development Agency (JREDA) is engaged in promoting use of renewable energy sources in the state. Being a nodal agency, JREDA is working for implementation of fiscal and financial incentives made available by the Ministry of New and Renewable Energy Sources (MNRES), Govt. of India and Indian Renewable Energy Development Agency (IREDA). The project will link with JREDA for technical and financial support for setting up biogas plants and improved chulhas in project villages.
District/Block Administrations	Considering that the District/Block Administration plays a crucial role in monitoring and convening different Line Departments for convergent action, the project will maintain close coordination with the District Administration of Sahibganj district and Block Offices. In addition, at the taluka/block level the project will also engage with Panchayat Samitis, Block Development Officers (BDOs) and Gram Panchayats to ensure administrative and political support for project initiatives. The District Project Management Unit will be located within the District Water and Sanitation Committee's office and will work under the close guidance and advice of the Deputy Commissioner.
Agricultural Universities, ICAR, KVKs and other national science, environment and educational	Various Technical Institutes and Indian Council for Agricultural Research (ICAR) have helped build capacity at the grass root through the low cost, easy to adopt technologies (agro-biodiversity, with special emphasis on animal husbandry and livestock practices- large ruminants) tested on farmers' fields. Through the project, links will be made between community practices, educational institutions and universities so as to develop sanitation-agriculture-livelihood linkages, build business models and approaches around these linkages, source young men and women as interns for studies, analysis,

universities and institutions	documentation and local capacity building. The project will also link with the Organic Farming Authority of Jharkhand to promote vermicomposting and other activities in support of organic farming in the project area.
NABARD, Regional Rural Banks	Through the project, communities will be linked at the local levels to access formal credit facilities through small kinship based, women's Self Help Groups (SHGs). This access to extra funds will not only helping in building local community institutions, trust at the community and project levels, but will also enhance the adoption of technologies and skills by local communities. The project will especially link communities with sustainable agriculture programmes of NABARD to mobilize funds for composting initiatives to be undertaken through the project.
Community Based Organizations (CBOs).	CBOs, including Panchayats, Drinking Water and Sanitation Committees, Self Help Groups and Farmer Groups will be crucial to successful implementation of the programme. Their responsibilities will include effective implementation of project activities, building skills, and use of easy to handle technologies, including training and documentation of experiences. As they are networked locally, they would also additionally take on the role of peer sharing of innovative practices developed and replicated/ scaled up through the project. Strengthening of the CBOs through improved awareness, exposure visits, training, handholding support for planning, implementation and monitoring will be an important determinant of sustainability of project initiatives. In addition to being project beneficiaries, they would also be the repository of knowledge and contribute to replication of best practices, sharing of information and low cost, easily adaptable methods.
Private Sector, Industry and other Donors	Collaboration between the project, private sector and industry are crucial for leveraging resources, knowledge, practices, skills and funds. Linkages with private sector agencies is also expected to enhance management capacity of implementing agencies and especially rural communities. These linkages will also help in building more confidence and credibility of the project and its approach at the community level. Further, the collaborative approach will also lead to mutual benefits between the private sector and the project, resulting in wider impacts at the local and national levels.
UNDP	UNDP will serve as the Implementing Agency for this project. UNDP will also fund some of the project activities through its own resources. It will be responsible through its designated team of officials to implement proposed project activities and results. UNDP officials from different units such as procurement, administration and audit and accounts will support for effective implementation of the agreed project activities. UNDP will be responsible for deployment and management of quality human resources, project management, procurement of all goods and services required, mobilization of technical resource persons/agencies for strengthening of project initiatives, and communication of project strategy and achievements within and outside the project area. UNDP will also be responsible for developing partnerships with a range of agencies who could contribute to project activities through technical expertise, technological innovation and financial resources. UNDP will undertake quality assurance of all project activities and ongoing review and necessary correction of the implementation strategy. Project operations will be decentralized with clear articulation of processes and procedures in the Operational Manual. Further, UNDP will facilitate coordination across sectoral government and non-government agencies at the district level for collaborative action for Ganga rejuvenation. UNDP will also bring in engagement of existing partner organizations involved in implementation of programmes related to rural housing, climate change, disaster risk reduction and Panchayat strengthening.
UNDP/GEF Small Grants Programme (SGP)	SGP will link at the program and individual grantee level through ongoing GEF projects to seek, leverage, mainstream mutual learning and best practices for innovative practices in rural sanitation, improved local livelihoods and local/global environment benefits. SGP through its ongoing projects has demonstrated leverage and access of these technologies, and practices, skills enhancement at the community levels. The SGP programme will draw on its rich experience of initiating innovations in different parts of the country to support local NGOs in implementing innovative, but tested ideas related to rural sanitation in project villages. SGP will also provide financial support to three local NGOs for

	implementation of innovative ideas related to sanitation and linked livelihoods. Innovative ideas to be supported will include pilot demonstration of flyash based community bathing facilities and facilities for safe disposal of dead animal carcasses in selected villages.
Technical Consultants	Technical Consultants from Small Grants Program of GEF/UNDP and some NR Management Consultants Pvt. Ltd. (NRMC) will be sourced who bring in technical inputs related to rural sanitation, especially drawing on their experience in the states of Bihar and Jharkhand. Consultants will also support in capacity building, technical monitoring, documentation and dissemination of project learning.

B.2. Baseline Analysis:

8. The baseline project is comprised primarily of programmes implemented by the Department of Drinking Water and Sanitation (DWSD), Government of Jharkhand for improved sanitation in the 78 villages to be covered by the project. The focus of DWSD currently is primarily on ensuring open defecation free status in the 78 villages. A few agencies are currently engaged in the district on promoting awareness for the construction and use of toilets. However, these agencies do not address solid and liquid waste management. Of the 33,132 toilets to be constructed in villages not severely affected by floods, 11,000 toilets have already been constructed by DWSD and 1,000 toilets are currently under construction. However, no toilets have been constructed yet in the 9 villages which are severely affected by floods in the district.

9. There is currently no activity implemented in the rural areas of the district on promoting awareness and implementing any specific activity focussed on effective solid and liquid waste management. Though there is provision under the Swachh Bharat Mission for the same, no concrete activity is currently underway in the district till date. Further, there is no evidence of any comprehensive work undertaken by Jharkhand Renewable Energy Development Agency (JREDA) for establishment of biogas plants in the rural areas of Sahibganj to facilitate effective management of cattle waste on a sustainable basis. There is very little exposure of rural communities in Sahibganj to biogas technology.

C. *Barriers and Root Causes to inadequate sanitation management in rural areas:*

10. In spite of increasing focus, especially at the national level on improved community sanitation, there are significant constraints at all levels for developing suitable infrastructure and sustainably managing sanitation in rural areas. On a broader scale, root causes for this situation include institutional constraints, knowledge and capacity gaps, limited realization of economic gains for communities from sanitation management activities, limited integration of policies and actions across line agencies for long-term sanitation solutions, unclear mandate of community institutions on sanitation management. An analysis of the overall status of rural sanitation and underlying causes for its inadequate management are listed below²:

Barrier1: Low levels of awareness and capacity levels of poor people

- Poor awareness of hygiene in many rural areas, evidenced by the common practice of open defecation, leads to soil contamination, surface and groundwater pollution.
- The feminization of rural areas has resulted in productive activities being left to women, in addition to domestic and care responsibilities. Nevertheless, social restrictions limit women's participation in projects.
- Poor rural people do not have the resources, know-how or support to ensure construction and management of quality sanitation/Solid and Liquid Waste Management infrastructure

Barrier2: Poor access to adequate means of livelihoods

² Source: IFAD

- Low levels of education, skills and capacities resulting in low household incomes and weak investment capacities.
- Migration of the young, able and skilled from rural to urban areas creates seasonal labor bottlenecks and can mean that the non-migrants are those with relatively low capacity levels.
- Insufficient use of toilets due to high levels of seasonal migration

Barrier3: Poor access to appropriate technology

- Poor rural communities lack access to appropriate, low-cost and locally produced technology for water, sanitation and hygiene needs. Urban approaches and scales have often been used in rural areas, rendering interventions unsuitable to economically weaker, relatively lower-density populations.
- The financial, operational and institutional resources required have often proved too great for sustained provision of even the most basic improved sanitation systems to the poorest groups in a community. 'Lesser', cost-effective technologies are not considered serious alternatives to improved facilities.
- Competition for land in rural habitats and quality water resources is likely to intensify amid increasing populations, continuing unsustainable abstraction and pollution of water, and unpredictable water supplies

Barrier4: Inadequate focus on establishing support structures for community-managed services

- Many community-managed water supply systems have fallen into disrepair for technical, financial and managerial reasons.
- Rural sanitation provision has focused on communities and has largely ignored the surrounding supportive infrastructure and institutions (non-governmental organizations (NGOs), the local private sector, etc.), which are commonly weak but potentially important for support, and to promote innovation and stimulate market-oriented solutions to fill the gaps in sector resources and capacities.
- There is a lack of reliable, comprehensive data on water resources at end-user, national and international levels, limiting decision-making for integrated management of water resources.

Barrier5: Inappropriate design of rural sanitation interventions

- Many sanitation interventions fail to appreciate prevailing social, cultural and religious norms and preferences that affect their acceptance and understanding by beneficiaries.
- Such factors can also prevent vulnerable groups from participating in projects, or restrict their participation, rendering them voiceless and unlikely to benefit.
- Due to a lack of attention to multiple water needs, there is a common disparity in water use between what was planned and what actually happens.
- Multiple uses of single-use water systems limit the longevity of facilities, create health hazards, and foster unrest and conflict over reduced or polluted supplies.
- The financial sustainability of community water systems remains a major challenge: rural communities, particularly dispersed ones, find it challenging to cover the cost of operation, let alone capital costs.
- A persisting emphasis on hardware as opposed to software means that physical capital cannot be supported and sustained by social and human capital.
- There is a disparity in the perception of the benefits of sanitation interventions by poor rural people and by development professionals that severely hampers the creation of demand in order to bring about behavioral change.
- Hygiene promotion campaigns have tended to be short term and not sufficiently supported by local government or coordinated with the health and education sectors for them to have any meaningful long-term impact.

2.

PROJECT STRATEGY

A. *Project Rationale: Project objective, outcomes and outputs/activities*

11. **Project Strategy:** To contribute to overcoming the barriers described above, UNDP under the guidance of MoWR, RD & GR and the Government of Jharkhand will implement a comprehensive, environmentally safe, rural sanitation programme in the Ganga river basin areas of Jharkhand. Project initiatives will contribute to improved, sustainable solid and liquid waste management in the identified villages and to reducing contamination in the Ganga river from rural sources including agriculture. Project initiatives in the identified villages aim to develop best practices and cost-effective technologies, using local materials where possible, so as to develop a model of effective sanitation management for further upscaling in other parts of the Ganga river basin in the country facing similar challenges. Sanitation challenges will be linked to livelihood opportunities of local communities to ensure sustainability of project initiatives. The project will focus on three significant interventions to achieve this objective:

- a) Promotion of safe, individual hygiene practices to ensure Open Defecation Free status of all 78 villages along the river Ganga
- b) Promotion of cost-effective, appropriate local, low cost, easy to manage, technologies using local resources to ensure improved access, sustained use and maintenance of infrastructure created for effective management of solid and liquid waste
- c) Strengthening of local institutions including Panchayats, Village Level Sanitation Committees and Self Help Groups to effectively manage, enhance and maintain facilities established for improved sanitation in the villages and an integrated and a holistic livelihoods approach.

12. The project's primary objective is to establish infrastructure and systems to sustainably manage discharge of environmentally unsafe solid and liquid waste contaminating the river Ganga. This will be achieved by improving the health and quality of life of around 45,098 households located in 78 villages of the Ganga river basin in Jharkhand through improved sanitation practices and by improving the quality of waste water and storm water runoff flowing from the 78 villages into the Ganga. The project will engender a shift from unsustainable to sustainable sanitation practices by developing sanitation-livelihood linkages through achievement of the outcomes under the following six components:

Component 1. Improved awareness among rural communities and other stakeholders regarding sanitation issues leading to realistic planning, sequencing and improved management of sanitation facilities

Outcome 1.1: All concerned stakeholders have sufficient knowledge, capacity and resources to effectively manage sanitation issues in the 78 villages

Output 1.1.1 Strategic plans developed and implemented for Information Education Communication (IEC) and Behaviour Change Communication (BCC) in the 78 villages for comprehensive sanitation management including especially solid and liquid waste management

Output 1.1.2: Conduct of exposure visits to successful village sanitation models within and outside Jharkhand for all stakeholders including communities, government officials and local NGOs

Output 1.1.3: Conduct training programmes for all stakeholders, especially community based organizations (Panchayats, Village Level Sanitation Committees, Self Help Groups) to develop adequate capacity to plan, implement and maintain sanitation facilities at the individual and collective level

Outcome 1.2: Creation of an enabling environment for adoption and sustenance of safe sanitation practices in the project area

Output 1.2.1: A cross-sectoral platform institutionalised at the district level in Sahibganj to support effective solid and liquid waste management in rural areas

Output 1.2.2: Multi-stakeholder workshops conducted to ensure sustainability of effective sanitation practices adopted

Component 2. End open defecation in the 78 villages through ensuring access to sanitation facilities and sustained use of such facilities, for safe containment and disposal of human faecal waste. Ensure special attention to sanitation needs of individuals in vulnerable groups such as single women, children, aged and disabled.

Outcome 2.1: Ensure access to toilets at the level of household and at points of community use such as Bathing Ghats, Crematoriums, Panchayat office, schools, hospitals and religious structures

Output 2.1.1: Training programmes conducted for all households, local masons and government functionaries for construction, use and maintenance of toilets using cost-effective, locally manageable technologies

Output 2.1.2: Total sanitation coverage ensured for the approximately 45,000 households in the project area through direct construction of toilets through the project and through collaboration with ongoing government programmes. While toilets for eligible households will be constructed by DWSD, construction of toilets through the project will be undertaken for 5,694 slipback households and 4,650 households not eligible under the Swachh Bharat Mission. Construction of 5,456 toilets in flood-affected villages using bio-digester technology will be undertaken through co-financing from DWSD.

Output 2.1.3: Ensure construction of 40 community toilets in discussion with the concerned agencies including Panchayats.

Outcome 2.2: Ensure sustained use and maintenance of the toilets constructed

Output 2.2.1: Develop and establish a community-led system for ongoing monitoring of use of individual and community toilets, including those constructed in these villages in previous years

Output 2.2.2: Depending on the unique context of each village, develop village-level systems to effectively maintain household-level and community toilets in a sustainable manner

Component 3. Sustainable solid and liquid waste management: Design and implementation of cost-effective, community-based solutions to ensure effective management of all solid and liquid waste generated in the 78 villages in a sustainable manner. Link solid and liquid waste management strategies with local livelihood opportunities to ensure sustained maintenance of sanitation initiatives.

Outcome 3.1: Effective management of solid waste to keep the village environment clean in a sustained manner

Output 3.1.1: Community-led systems established in each of the 78 villages for sustainable management including disposal of garbage generated within villages at the household level and at community places such as health centres, schools and religious places. Feasibility of establishing sanitary landfills to serve two or more villages will be explored, including the possibility of linking with the proposed landfills to be set up in the urban areas of Sahibganj and Rajmahal. Design of such facilities set up in rural areas will be done within the context of Municipal Solid Waste Rules of the Government of India to ensure collection of leachate and other hazardous waste so that the river does not get polluted. In villages that get flooded, this issue will be given special attention to withstand flooding.

Output 3.1.2: 78 units established in project villages for collection, storage and composting of degradable solid waste and for setting up small enterprises for non-biodegradable material

Output 3.1.3: 5,460 households supported for adoption of composting facilities using vermicomposting for productive use of animal and agro-waste

Output 3.1.4: 1,860 households supported for adoption of biogas plants to facilitate safe disposal of animal waste

Output 3.1.5: 8 village-level crematoriums and 32 bathing ghats constructed along with community toilets

Outcome 3.2: Effective management of liquid waste to keep the village environment clean in a sustained manner

Output 3.2.1: Establishment of 10,108 soak pits through community participation to safely contain and dispose surplus and waste water emerging from household and community managed handpumps

Output 3.2.2: Community-led construction of 152,000 metres of open channel drains in project villages to ensure speedy and safe disposal of domestic waste and storm water runoff

Output 3.2.3: Construction and refurbishment of 92 community ponds to enable bio-treatment and safe disposal of domestic waste and storm water runoff

Component 4. Develop innovative partnerships with a range of institutions to bring in technical expertise, state of the art technology expertise for sanitation and livelihoods, local solutions and co-financing funding support in villages

Outcome 4.1: Facilitating engagement of various Government Agencies, NGOs, Scientific Institutions and Private Sector Organizations concerned with environment, water management, rural development and health

Output 4.1.1: Institutionalize mechanisms to facilitate convergence of efforts of district level Government agencies, NGOs and Scientific Institutions to ensure sustainable, environmentally-safe sanitation and linked livelihood initiatives in project villages, with special emphasis on the livestock; better breed improvement (large Ruminants) and animal husbandry practices, including fodder development

Output 4.1.2: Facilitate engagement of Private Sector Organizations to bring in innovative ideas, market linkages and financial resources into project initiatives

Output 4.1.3: Ensure a more integrated and a holistic approach to low cost, integrated local solutions for sustained incomes to check induced migration so as to ensure continued use of toilets

Component 5. Documentation and dissemination of best practices for learning and adoption in other parts of the Ganga river basin

Outcome 5.1: Documentation of best practices including norms, protocol and sustainability mechanisms developed as part of project interventions in the various villages

Output 5.1.1: Documentation and publication of 100 good practices over the project period to enable replication within and outside the project area

Output 5.1.2: Manual developed on process steps for development of comprehensive, community-led, rural sanitation in the context of the Ganga river basin

Output 5.1.3: Development of 10 short films, brochures, knowledge management reflecting best practices on effective sanitation management adopted through project initiatives

Outcome 5.2: Establish a system for cross-learning and convergence of efforts across project villages regarding innovative sanitation practices

Output 5.2.1: Two workshops held every six months for representatives of project villages including Panchayat and Self Help Group leaders to facilitate cross-learning and convergence across project villages

Output 5.2.2: Organize one workshop each year for representatives of all 78 villages and other stakeholders to share achievements, discuss challenges and solutions to ensure collective efforts for environmentally-safe sanitation in the project area

Outcome 5.3: Conduct of learning events for dissemination of lessons learnt

Output 5.3.1: Two multi-stakeholder workshops conducted during the project period to disseminate project learnings including to identify solutions to significant challenges in the project initiatives

Component 6. Support to establish sustainable project management unit and effective implementation systems

Outcome 6.1: Human Resources recruited for implementation of project initiatives

Output 6.1.1: Recruitment of competent Human Resources (as per implementation structure outlined in the project document) required for effective implementation of project interventions

Outcome 6.2: Standard Operating Procedures established for smooth implementation of project initiatives

Output 6.2.1: Operational manual developed to specify detailed operating procedures including financial management processes for effective implementation of project activities

Output 6.2.2: Monitoring processes and mechanisms developed for regular, ongoing monitoring of quality and progress against planned activities and results

Other activities such as water quality monitoring, impact assessment, urban sanitation, etc. may be taken up by UNDP as may be suggested by MoWR, RD & GR and the Government of Jharkhand. Proposed project activities may be modified on the advice of MoWR, RD & GR and the Government of Jharkhand as may be required, within the overall framework of the approved budget.

3. PROJECT RESULTS FRAMEWORK:

A. RESULTS FRAMEWORK

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Outcome 4.3 Progress towards meeting national commitment under multilateral environmental agreement; and output 4.3.2 National efforts supported towards conservation and management of natural resources					
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy					
	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective To improve the health and quality of life in rural areas through improved sanitation practices, while also reducing solid and liquid waste being disposed from the 78 villages adjoining villages in Jharkhand into the river Ganga.	Number of households having improved access to sanitation facilities at household and community level and playing an active role in solid and liquid waste management.	No focus on solid and liquid waste management. Some toilets constructed recently through DWSD, but significant slip-back from previous years.	45,098 households	Evaluation reports, field visits, case studies, progress reports	Communities, district and local authorities are able and willing to support comprehensive sanitation initiatives in the 78 villages
	Community-led systems established in each of the 78 villages for sustainable management of solid and liquid waste	0	Solid and Liquid Waste Management systems established in 78 villages	Evaluation records, grantee reports, agreements, project assessments and reports etc.	Communities adopt the systems and are able to link project activities with livelihood opportunities for improved sustainability
Evaluation reports, field visits, case studies, progress reports	Amount of new and additional financial resources leveraged for community-led, rural sanitation in Ganga river basin areas of India.	0	Rs. 31.06 crores	Government records, letters of commitment from partners, etc	The assumption is that Private sector organizations would be keen to provide financial support to the proposed Ganga rejuvenation initiatives.
Component 1: Improved awareness among rural communities and other stakeholders regarding sanitation issues leading to realistic planning, sequencing and improved management of sanitation facilities					
<i>Outcome 1.1: All concerned stakeholders have sufficient</i>	Completion of a comprehensive baseline survey of all 78 villages to enable ongoing monitoring and evaluation	Some sample data available	Baseline survey completed by Month 2 of the project	Baseline report, technical studies	Ongoing monitoring of baseline indicators will reflect success of project initiatives

<i>knowledge, capacity and resources to effectively manage sanitation issues in the 78 villages</i>	of project initiatives against key indicators				
	Strategic plans developed and implemented for Information Education Communication (IEC) and Behaviour Change Communication (BCC) in the 78 villages for comprehensive sanitation management including especially solid and liquid waste management	Plans currently implemented by local NGOs only focus on IEC and BCC for control of open defecation	Components of IEC/BCC plans in 78 village plans; Separate plan for district/block level prepared.	Village plans, progress reports, training reports	Communities are receptive to IEC/BCC activities.
	Conduct of exposure visits to successful village sanitation models within and outside Jharkhand for all stakeholders including communities, government officials and local NGOs	A few exposure visits of selected Panchayat leaders have been conducted by Government	78 Exposure visits	Progress reports, government records.	More communities may see value and adopt technologies for improved sanitation and better livelihoods.
	Conduct training programmes for all stakeholders, especially community based organizations (Panchayats, Village Level Sanitation Committees, Self Help Groups) to develop adequate capacity to plan, implement and maintain sanitation facilities at the individual and collective level	Some training currently imparted by local NGOs limited to open defecation.	390 village level trainings	Progress reports, field visits, government records, Evaluation studies.	Communities may be slow to convert training inputs into action.
<i>Outcome 1.2: Creation of an enabling</i>	A cross-sectoral platform institutionalised at the district level in Sahibganj to support effective solid	0	Established by end of project	Progress reports, government records, minutes of meetings	Different stakeholders may be slow to come together for coordinated action for Ganga rejuvenation

<i>environment for adoption and sustenance of safe sanitation practices in the project area</i>	and liquid waste management in rural areas				
	Multi-stakeholder workshops conducted to ensure sustainability of effective sanitation practices adopted	0	Four workshops conducted by project end	Progress reports, government records, workshop report	Coordinated action by multi-stakeholders will ensure sustainability of project initiatives
Component 2. End open defecation in the 78 villages through ensuring access to sanitation facilities and sustained use of such facilities, for safe containment and disposal of human faecal waste. Ensure special attention to sanitation needs of individuals in vulnerable groups such as single women, children, aged and disabled.					
<i>Outcome 2.1: Ensure access to toilets at the level of household and at points of collective use such as Panchayat office, schools, hospitals and religious structures</i>	Training programmes conducted for all households, local masons and government functionaries for construction, use and maintenance of toilets using cost-effective, locally manageable technologies	Few trainings being conducted by local NGOs	Forty trainings in Year 1 on use of alternative technology in toilet construction	Village plans, progress reports, training reports, Evaluation report	Communities will be interested in use of alternative technology for toilet construction
	Total sanitation coverage ensured for the approximately 45,098 households in the project area through direct construction of toilets through the project and through collaboration with ongoing government programmes	Toilet construction ongoing by DWSD	All households covered by IHHL	Field visits, progress reports, Government records, Evaluation report	All households will adopt toilets by end of project
	Ensure construction of toilets at community places along with cremation and bathing ghats, in discussion with the concerned agencies including Panchayats and the Department of Water Resources.	0	40 community toilets constructed along with bathing and cremation ghats	Field visits, progress reports, Government records, Evaluation report	Cooperation from concerned Line Departments for construction of toilets at their village level centres

<i>Outcome 2.2: Ensure sustained use and maintenance of the toilets constructed</i>	Develop and establish a community-led system for ongoing monitoring of use of individual and community toilets	0	Established by end of project	Field visits, progress reports, Evaluation report	Collective acceptance by village communities of the systems established
	Depending on the unique context of each village, develop village-level systems to effectively maintain household-level and collective toilets in a sustainable manner	0	Established by end of project	Field visits, progress reports, Evaluation report	Collective acceptance by village communities of the systems established
Component 3. Design and implementation of cost-effective, community-based solutions to ensure sustainable management of all solid and liquid waste generated in the 78 villages in a sustainable manner. Link solid and liquid waste management strategies with local livelihood opportunities to ensure sustained maintenance of sanitation initiatives.					
<i>Outcome 3.1: Effective management of solid waste to keep the village environment clean in a sustained manner</i>	Community-led systems established in each of the 78 villages for sustainable management including disposal of garbage generated within villages at the household level and at community places such as health centres, schools and religious places	0	Established by end of project	Field visits, progress reports, Evaluation report	Collective acceptance by village communities of the systems established
	Systems established in project villages for segregation of garbage, composting at household level, storage and setting up of small enterprise units for sustainable disposal of degradable solid waste	0	78 garbage management units established by the end of project	Field visits, progress reports	Collective acceptance by village communities of the systems established
	5,460 households supported for adoption of composting facilities using vermicomposting and NADEP for productive use of animal and agro-waste	0	5,460 households have access to composting facilities	Field visits, progress reports	Compost pits will support enhancement in agricultural productivity and reduced use of chemical agriculture inputs

	Communities supported for adoption of biogas plants to facilitate safe disposal of animal waste	0	1,860 household level biogas plants constructed	Field visits, progress reports	Maintenance systems will be established to ensure full functionality of biogas plants
<i>Outcome 3.2: Effective management of liquid waste to keep the village environment clean in a sustained manner</i>	Establishment of soak pits through community participation to safely contain and dispose surplus and waste water emerging from household and community managed handpumps/drinking water systems	Some soakpits established but not maintained leading to saturation	10,108 soak pits constructed	Field visits, progress reports	Maintenance systems will be established to ensure full functionality of soak pits
	Community-led construction of 152,000 metres of open channel drains in project villages to ensure speedy and safe disposal of domestic waste and storm water runoff	Some drains constructed but dysfunctional due to absence of maintenance	152,000 metres of open channel drains constructed	Field visits, progress reports	Maintenance systems will be established to ensure functionality of drains
	Construction and refurbishment of 92 community ponds to enable bio-treatment and safe disposal of domestic waste and storm water runoff	Some community ponds existing but not linked to liquid waste management	92 community ponds used for liquid waste management	Field visits, progress reports	Maintenance systems will be established to ensure full functionality of community ponds
	Construction of 8 efficient cremation ghats and 32 Bathing ghats in rural areas	0	8 cremation ghats and 32 bathing ghats used for safe disposal of cremated remains. Further innovative techniques will also be piloted through the Small Grants Programme for safe disposal of dead animal carcasses and flyash based community bathing facilities.	Field visits, progress reports	Maintenance systems will be established to ensure full functionality of cremation ghats

Component 4. Develop innovative partnerships with a range of institutions to bring in technical expertise, state of the art technology expertise for sanitation and livelihoods, local solutions and co-financing funding support in villages					
<i>Outcome 4.1: Facilitating engagement of various Government Agencies, NGOs, Scientific Institutions and Private Sector Organizations concerned with environment, water management, rural development and health</i>	Institutionalize mechanisms to facilitate convergence of efforts of district level Government agencies, NGOs and Scientific Institutions to ensure sustainable, environmentally-safe sanitation and linked livelihood initiatives in project villages	0	Convergence mechanisms established by end of project for engagement with scientific institutions	Field visits, progress reports, Government records, Evaluation report	Cooperation from concerned agencies for collaborative efforts
	Facilitate engagement of Private Sector Organizations to bring in innovative ideas, market linkages and financial resources into project initiatives	0	Mobilization of technology support and financial resources from atleast 10 Private Sector Organizations	Progress reports, Evaluation report	Private Sector Organizations are interested to engage in Ganga rejuvenation efforts
Component 5. Documentation and dissemination of best practices for learning and adoption in other parts of the Ganga river basin					
<i>Outcome 5.1: Documentation of best practices including norms, protocol and sustainability mechanisms developed as part of project interventions in the various villages</i>	Documentation and publication of 100 case studies over the project period	0	Case studies published and disseminated	Published documents	Case studies will facilitate sharing of learning
	Manual developed on process steps for development of comprehensive, community-led, rural sanitation in the context of the Ganga river basin	0	Manual developed	Published manual	Manual will support upscaling of project strategy
	Development of 10 short films reflecting best practices on effective sanitation management adopted through project initiatives	0	10 films developed	Films	Films will support upscaling of project strategy
<i>Outcome 5.2: Establish a system for cross-learning</i>	Two workshops held every six months for representatives of project villages including	0	10 workshops held till project end	Progress reports, workshop reports	Regular meetings of village representatives will facilitate cross-learning

<i>and convergence of efforts across project villages regarding innovative sanitation practices</i>	Panchayat and Self Help Group leaders to facilitate cross-learning and convergence across project villages				
	Organize one workshop each year for representatives of all 78 villages and other stakeholders to share achievements, discuss challenges and solutions to ensure collective efforts for environmentally-safe sanitation in the project area	0	2 workshops conducted	Progress reports, workshop reports	Collective discussions among district level stakeholders will ensure sustainability of project initiatives
<i>Outcome 5.3: Conduct of learning events for dissemination of lessons learnt</i>	Two state-level, multi-stakeholder workshops conducted during the project period to disseminate project learnings including to identify solutions to significant challenges in the project initiatives	0	2 workshops conducted	Progress reports, workshop reports	The workshops will enable resolution of policy challenges and dissemination of learning
Component 6. Support to establish sustainable project management unit and effective implementation systems					
<i>Outcome 6.1: Human Resources recruited for implementation of project initiatives</i>	Recruitment of competent Human Resources (as per implementation structure outlined in the project document) required for effective implementation of project interventions	0	Required Human Resources recruited	Project records, progress reports	Placement of competent Human Resources will greatly enhance quality of project activities.
<i>Outcome 6.2: Standard Operating Procedures established for smooth</i>	Operational manual developed to specify detailed operating procedures including financial management processes for effective implementation of project activities	0	Operational manual based on Standard Operating Procedures of UNDP developed for the project	Printed Manual	Development of the Operational Manual will enable smooth project implementation

<i>implementation of project initiatives</i>	Monitoring processes and mechanisms developed for regular, ongoing monitoring of quality and progress against planned activities and results	0	Results Based Monitoring system established	Progress reports	Monitoring systems help in reviewing effectiveness of project strategy and any mid-course correction that may be required
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B. Key Indicators, risks and assumptions

Risk	Risk Rating	Risk Mitigation Strategy
There is a significantly slow start to on-the-ground project activities.	M	Major partner agencies to be engaged in implementing the project are already working together during the proposal development phase. Further, field-level NGOs to be engaged in implementation of project activities in each block will also be oriented and engaged in planning processes. This will ensure that once all the necessary project approvals are obtained, the project can then be implemented with the least possible delays.
There is a lack of necessary leadership and slow decision making in the project's implementation.	M-L	A detailed Operations Manual will be developed to define key accountabilities, management responsibilities, and operational procedures for all levels of the project's implementation. A strong PSC and review structure at all levels will be established and will be given strong support to ensure the ongoing effectiveness and efficiency in the project's implementation.
Due to difficult access to Sahibganj district, and due to challenging living conditions in the district, it may become difficult to recruit and retain quality Human resources at the district level.	M	Human resources in the proposed team will be recruited on UNDP contracts, thus creating an incentive for them to join. Further, adequate compensation package will be provided to ensure sufficient incentive for talented staff to continue in the project. Special provisions will be made to ensure that team members are able to deliver their job responsibilities effectively in a challenging environment. Further, efforts will be made from Day one of the project to develop local capacity at the village level to support and eventually manage all project initiatives.
There is risk of sanitation technology underperformance or failure (technical risk), especially in flood affected parts of the project area.	L	The project's mix of rural sanitation – rural livelihood technology packages is carefully balanced between well proven sanitation and rural livelihoods applications and the extension of proven sanitation technologies into new rural livelihood applications.
The livelihood activities supported under the project may not add significantly to income opportunities of communities, keeping in mind inflationary trends so that the dependency on natural resources is reduced.	L	Livelihood interventions/options shall be finalized after extensive consultations, agreements through local institutions to be done in sharing costs, decisions and responsibilities by the locals, including women during the course of project implementation. Feasibility of the interventions among the villages and the market for the products shall be looked into, business plans will be encouraged both at the individual and group levels. While identifying livelihood strategies, implementing agencies shall take special care to address the real needs of communities in building the livelihoods options. Grantees shall also be encouraged to select a range of activities with substantial livelihood augmentation and income generation potential.
The multiple key central and state level funding support does not remain fully available during the project's implementation period.	M - L	The use of multiple subsidies reduces the project risks arising from changes to any single subsidy. The use of beneficiary contribution also reduces the project risk from any changes to individual subsidy levels or eligibility rules. Further, the component of UNDP contribution to the project will help in cushioning such delays and minor deviations in the subsidy policy.
The many relevant State, District and Local level agencies do not co-operate and do not remain engaged for the project period through changes in State	M	Project activities will be initiated on the basis of institutionalized agreement with key stakeholder agencies crucial to the implementation of the project strategy. Officials from all these agencies will be closely engaged with the project through

Risk	Risk Rating	Risk Mitigation Strategy
Governments, Ministers and bureaucrats (institutional risk).		facilitating their visits to the field and through their engagement in project meetings at different levels for enhanced ownership.
The demonstration, replication and upscaling activities are not able to pool and/or access the available government funds in a timely fashion without excessive transaction costs and/or time delays.	M	Two high-level Project Steering Committee (PSC) project oversight and governance focussed meetings will be held annually in Delhi. Site visits will be held back-to-back with state level meetings to highlight project successes and challenges. The PSC and state-level meetings will together facilitate the necessary ongoing high-level ownership of the project to facilitate ongoing access to available funds. In addition, strong project engagement and ownership has already started in 2015 with the initial consultation meetings between NMCG, UNDP and other core implementation partners to be engaged in the project.
Improved rural sanitation for rejuvenation of the Ganga river does not remain an important item on the relevant central or state political agendas.	L	Considering the high levels of contamination through rural sources in the Ganga river, and the highly inadequate levels of rural sanitation facilities in Jharkhand including the lack of any systems for solid and liquid waste management, it is highly likely that there will be a suitable ongoing central and local commitment to rejuvenation of the Ganga river.

C. Sustainability of project initiatives is an important part of project design, implementation strategy and expected outcomes of the project.

The project will undertake the following actions to ensure institutional sustainability of the programme:

13. Support the decentralization efforts of National and State Governments: The ongoing efforts of National and State Governments to decentralize key functions and programme to local governments would be strengthened through this project. The project will support Gram Panchayats to own, operate and manage the project. Learning from these initiatives will demonstrate that Gram Panchayats and Village Water and Sanitation Committees are capable of planning, implementation, operation and management of their services. Enabling policy guidelines that ensure increased funds, functions and functionaries to local government would be advocated for the local governments and institutions to become strong and sustainable.

14. Build capacity of local institutions: The project will support capacity building of local institutions like Drinking Water and Sanitation Committees involved in delivery and management of the sanitation programme. These institutions will be supported in developing perspective plans, use evidence and analysis for decision making and leverage resources from the Swachh Bharat Mission to become resourced and effective institutions. These institutions will also be exposed to best practices in the sanitation sector so that they could emulate them.

15. Integrated approach to Water, Sanitation, Health and Nutrition: The project will advocate for and demonstrate integrated service delivery model at the local level. The local government institutions are best poised to ensure convergent action on basic services. UNDP by using the enabling convergence mechanism in various national flagships would ensure that services are delivered in a collaborative manner. It would support Gram Panchayats to develop integrated plans for health, sanitation, nutrition and education by effectively using the Village Health Sanitation and Nutrition Days. It would support Village Water and Sanitation Committees to effectively link their interventions to schools and anganwadis, ASHAs and other frontline workers at the local level.

16. **Increased and improved institutional accountability:** Project staff will be located within the existing institutional system engaged in implementation of Ganga rejuvenation initiatives. At the national level, the National Coordinator will report to and work under the guidance of the Ministry of Water Resources, River Development and Ganga Rejuvenation and UNDP. State level project staff will be housed in SBM (G) under the direct supervision of the Director. The district project management team will be located within the office of the District Water and Sanitation Committee under the chairmanship of the Deputy Commissioner. The project will support District Water and Sanitation Mission (DWSM) develop accountability mechanisms so that stakeholders perform their responsibilities. Following accountability mechanisms will be supported:

- Mechanisms to review performance of district functionaries especially DWSM and DWSC on a half yearly basis
- Performance measurement of NGOs and Sub-Grantees involved in the programme on a quarterly basis.
- Use of UNDP commissioned independent reviews and data analysis for decision making
- Development and implementation of inclusive Behaviour Change Communication plan. Adequate utilization of Information Education Communication budget provisioned under Swachh Bharat Mission
- Organizing social audits of the programme to gather community feedback and response

17. **Building Technical Capacity:** The programme will support sector capacity building at the State and District level through the following:

- Research, advocacy and learning components of the programme – action research around developing sanitation technology in flood prone areas would immensely benefit sector practitioners.
- Training and capacity building interventions for SWSM and Key Resource Centres (KRCs) would result in development of modules and training designs which could be easily emulated by other institutions working on sanitation and hygiene.
- Work around defining and designing the Ganga rejuvenation work under the programme would help the sector with evidence of effective funding instruments for sanitation, sustainable sanitation delivery models and successful behaviour change approaches.

18. **Financial Sustainability:** The sanitation sector in India is well financed. The challenge in the sector is around effective absorption and utilization of allocated resources. This project is designed to support government institutions to effectively utilize available funds. The proposed project is expected to provide robust evidence to government on institutional and funding mechanisms to support large numbers of people realize sustainable services. It is foreseen that the government would be able to use the experience and model demonstrated through the project for supporting people with sustainable services and maintain the scale and funding beyond the programme.

D. Replicability

19. One of the key priorities of UNDP programmes is to demonstrate development programme strategies with high potential for replication. The 78 villages of Sahibganj, though a very small part of the Ganga river basin, provide a fairly representative sample of a large part of the river basin. As such, the project offers immense potential for replication of technological innovations and institutional mechanisms, norms and protocol developed through the project. The following activities undertaken through the project will enhance replicability of project strategy:

- The focus of the project strategy on promotion of rural sanitation with a focus on community livelihoods and an entrepreneurial approach at the community level will offer a robust economic model that has significant incentives for adoption by communities in similar contexts.
- Project activities will focus on the use of local materials for setting up sanitation infrastructure and livelihood initiatives. Learning from processes adopted by the project to design and promote such interventions will enable replication.
- Emphasis on awareness creation and training in all projects of grantees and also at the PMU has been built into the project across all components and outputs.

- Support and provide qualitative inputs to institutions including Gram Panchayats and Government agencies for including aspects of sustainability and replicability into design of technical and process inputs.
- The project will facilitate peer-to-peer learning, trainings, exposure trips, and knowledge platforms to ensure wide dissemination, upscaling and mainstreaming of project strategy and learning
- The project will work to bring in new partners, especially from the private sector, the scientific community and NGOs to create new models of collaborative engagement for upscaling across the Ganga river basin.
- UNDP's communications team will mobilize professional documenters, photographers and videographers to develop communication products for dissemination of project learning to a wider audience including for government agencies and communities in other river basins.
- Learning from project implementation will support deliberations on national and state policy processes related to river rejuvenation

E. Integration with other State Programmes

20. The program will work on the principles of co-creation, co-financing and convergent action. This intervention will integrate with the ongoing programmes and schemes on sanitation and hygiene in the State and District to maximise impacts. The programme will integrate with the Swachh Bharat Mission (SBM) programme for purposes of household level toilets and all resources for eligible households will be leveraged from SBM. A list of eligible households will be made available to the District Water and Sanitation Committee, Sahibganj for incorporation in the Annual Implementation Plan and secured funding. Only those households which fall under “slip back” category and those who are ineligible for funding support under SBM programme will be supported through funds from Water resources department. The programme will also dip into the provisions for solid and liquid waste management available under the Swachh Bharat Mission. A maximum of Rupees twenty lakhs is available which will be used for solid and liquid waste management work mainly in those villages of the selected Panchayats which are not among the priority villages to be covered through the project.

21. The project will also work closely with the **National Rural Drinking Water Programme (NRDWP)** for collaborative planning for the promotion of soak pits, and more importantly for ensuring strong technical and institutional planning for integrating Solid and Liquid Waste Management activities with Drinking Water supply initiatives of NRDWP.

22. The project will collaborate closely with the **Department of Water Resources, Government of Jharkhand** for effective planning and design of community cremation and bathing facilities. The Department will especially support in bank strengthening to ensure protection for the facilities and sustained use.

23. The project will also work with the **Department of Education and the Department of Health, Government of Jharkhand** to develop and support communication with rural communities on basic hygiene and sanitation.

24. Engagement will be ensured with the **Department of Urban Development, Government of Jharkhand** to enable safe disposal of inert solid waste generated in rural areas. Landfills being developed by the department for urban areas in Sahibganj district may be also used for safe disposal of solid waste collected in nearby rural areas.

25. Learning and implementation focus of **ongoing UNDP programmes in Jharkhand** on rural housing, climate change, disaster risk reduction and Panchayati Raj strengthening will be mobilised and synergies will be built to provide an integrated programme for rejuvenation of the Ganga river.

4. MANAGEMENT ARRANGEMENTS

1. **Project Implementation Arrangements:** The Project is co-financed with primary funding from the Ministry of Water Resources, River Development and Ganga Rejuvenation (MoWR, RD & GR), Government of India. UNDP acts as the Implementing Agency and will be responsible for the day-to-day management and implementation of project activities through the Project Management Unit (PMU) with the support of a full time National Coordinator, (NC) based in the UNDP Country Office (CO) and working under the guidance of MoWR, RD & GR through UNDP. The state level coordinator will be based in Ranchi in the office of the SBM (G) working under the guidance of the Director, SBM (G) supported by the State Project Management Unit at Ranchi. The District Project Management Unit (DPMU) proposed at the District level will work as a vertical of District Water and Sanitation Committee, Sahibganj and would align its planning and implementation with the plans and implementation schedule of DWSC. A monthly sharing of plan and progress will be ensured to DWSC so that the program runs in tandem with the DWSC planning and implementation cycle. The existing Village Water and Sanitation Committees (VWSC) at the revenue village level will continue to work as the nodal agency for planning, implementation and operation and management. The project will be implemented as per UNDP Operational Guidelines, and under the leadership and guidance of the Project Steering Committee (PSC). Project budgets will be approved and project funds released from the GoI as per its requirements and procedures, and MoWR, GoI will designate a competent authority to approve the Annual Work Plans and corresponding budgets, receive audits on behalf of the GoI as well as ensure availability of committed financing. Funds will be released to UNDP on an annual basis with subsequent instalments being released on utilization of 75% of the previous grant. UNDP will also ensure that the project receives technical and managerial support, as needed, from the UNDP Country Office, national, and local consultants, GEF/UNDP Small Grants Program and from the UNDP regional team, responsible for project oversight for all upgraded country programme projects.

2. **Project Steering Committee (PSC):** PSC will act as the Project Board, responsible for taking appropriate management decisions to ensure that the project is implemented in line with the UNDP/GOI Operational Guidelines and the agreed project design; and is consistent with national and state development policies and priorities of the National Mission for Clean Ganga and the Government of Jharkhand. The PSC will meet at least twice a year and for special meetings as needed to provide the required oversight for the project and also ensure the overall coordination of the programme. The membership of the Project Steering Committee, will be constituted by UNDP in consultation with MoWR, RD & GR, as appropriate, with process validation to be done by the UNDP Country Office.

The PSC, chaired by the Secretary MoWR, GoI, will include one representative of UNDP, one from MoWR, Mission Director - National Mission for Clean Ganga (NMCG); Director, Ministry of Drinking Water and Sanitation, GoI. It will also have participation from the State of Jharkhand through the Director, State Programme Management Group, Nodal Officer - Ganga Rejuvenation (Jharkhand), Secretary, Drinking Water and Sanitation Department, State Director, Swachh Bharat Mission and a representative of the Chief Secretary Jharkhand. Besides this two national level member with relevant experience in the sector from civil society, including private sector will also be selected jointly with MoWR by UNDP. The National Coordinator of the project will act as the secretary to the board. One of the persons selected shall be a woman relating to gender-based development, and other areas of importance to the objectives of this project. The Chairperson will invite specific technical experts, Representatives from GEF/UNDP Small Grants Program, NR Management Consultants, and other agencies associated with the project to the PSC meetings on an 'as-needed' basis. The National Coordinator shall act as the non-voting member and Secretary to the PSC. The PSC shall determine the strategic criteria for project eligibility within the overall framework provided by the Operational Guidelines and the Project Document. The PSC will also be supported by a Technical Advisory Group (TAG), and shall play a crucial role in quality assurance and accountability by ensuring adequate project monitoring and evaluation.

The PSC ensures that required resources are committed and arbitrates any conflicts related to the project or negotiates a solution to any problems with external entities. On the agreement of the project a Memorandum of Agreement on the Project will be signed by the GoI designated officer/Secretary MoWR with the UNDP Country Office. Thereafter the designate officer/ Secretary MoWR will sign the Annual Work Plan (AWP) with UNDP on an annual basis, as per

UNDP rules and regulations. Representatives from the agencies providing co-financing to the project may also be invited to participate in the PSC meetings as appropriate. A minimum of 60% of the members must be in attendance at a meeting for it to be considered valid, and all proposals will be endorsed by consensus. In addition to approval of AWP, the PSC's activities will include strategic efforts in line with the Project and strategic priorities that will enable aggregation of community-driven impacts for improved sanitation, local-to-global strategic portfolio learning and capacity development, dissemination of best practices, and network building for better total sanitation portfolio. This approach will support the projects and UNDP CO catalytic roles by contributing to replication and up scaling of good practices.

3. **Technical Advisory Group (TAG):** A Technical Advisory Group will be instituted at the inception of the project to provide advice on the technical interventions proposed for implementation by the project. The TAG will comprise of six, high-level renowned experts in the sectors of rural sanitation, integrated water resource management, rural livelihoods, agriculture, environment and social development. The TAG will meet thrice a year, preferably at Sahibganj and will bring in innovative ideas and support the project to develop linkages with potential partners. The TAG will advise the PSC on the quality and progress of the activities being implemented by the project, including community processes. As required, additional technical experts may be invited to attend the TAG meetings for specific inputs or discussions. The National Coordinator of the project will also be a member and will act as the secretary to the TAG.

4. **Project Management Unit (PMU):** The PMU under the leadership of the PSC and National Coordinator (NC) will be the administrative hub for the project. The PMU will serve as the Secretariat to the PSC and will be responsible for the day-to-day implementation of project activities based in the UNDP CO in New Delhi. The PMU will constitute a full time National Coordinator and relevant support staff. The team will work under the guidance of the UNDP Country Office on all matters related to project implementation and will coordinate with the decentralized State level team. The State team will work in close coordination with key agencies of the Government of Jharkhand engaged with Ganga rejuvenation efforts. The State team will be supported by the State Project Manager (SPM) as the state unit head and will be based within the Swachh Bharat Mission (Grameen) at Ranchi, reporting to the Director. Necessary support staff will be provided as required at the State Unit. (Organogram below)

5. The State Management Unit will be supported by the **District Program Management Unit (DPMU)** headed by the District Project Manager (DPM) based in the district of Sahibganj, Jharkhand. The DPMU will be supported by four district coordinators, one each in the area of Solid and Liquid Waste Management (SLWM); Livelihoods and NGOs; Community Development, Gender and Institution building; and Capacity building & IEC activities for sanitation. All four coordinators will be stationed at Sahibganj. The DPMU will also have a Management Information System in the project, and will be supported through a Monitoring and Evaluation (M&E) Coordinator who will be based out of the district office, directly reporting to the District Project Manager. The DPMU will also be supported through three locally based Non-Governmental Organizations (NGOs) selected through a due diligence process.

6. The project will develop guidelines in the form of **Standard Operating Procedures (SOPs)** for the selection, role and responsibilities and implementation of the programs of the NGOs. Preference will be given to those which are locally based and having field offices and operations, experienced in the fields of water; water and sanitation; and livelihoods, maintain good relations with local and state authorities and have an excellent track record with the communities in the community development and IEC materials. These NGOs one for two blocks each will facilitate all aspects of community leadership, in village meetings, institutional building, sanitation awareness and using the Community Led Total Sanitation approach to trigger the communities in sanitation. The NGOs would also facilitate through the community organizers and village mobilizers in each village the implementation of livelihoods issues and activities. Monitoring systems will be developed for each activity, at the village levels and at the NGO levels reporting back to the project unit. Capacity building and workshops will be organized and a systemic approach will be developed at the start of the project. NGOs will also be guided and supervise the activities as required. More exposure visits will be done for communities and the NGO teams to activate and trigger the motivation in communities to have leadership

and sustainable ownership of the program. Each NGO will be supported by the project to deploy the services of one community development functionary and one Junior Engineer, each with some experience in water and sanitation. The NGOs will also hire the services of the Community Organizers (COs), one for a cluster of 6-7 villages in their agreed geographic areas. The concerned NGOs will also identify and recruit the services of one Village Motivator from each village, preferably a women. The Village Motivator will serve as a crucial link between the project and the village communities.

7. Implementing Partner - United Nations Development Program (UNDP): UNDP will serve as the Implementing Agency for this project. In addition to putting in funds from its own resources for the project, UNDP will also mobilize project co-financing from communities, other government agencies and communities. To manage the multi-partner engagement, UNDP will link the project with its own robust systems to track receipt and utilization of funds. Human Resources recruited by UNDP for the project will be managed and monitored through its existing Human Resource Management systems for orientation and appraisal. Project progress and achievement of outcomes will be monitored regularly at the highest level of Country Office management. Procurement of all goods and services required will be governed by UNDP protocol. Further, UNDP's Communication Unit will take responsibility for communication of project strategy and achievements within and outside the project area.

8. Technical Resource Agencies: The project will draw on the significant experience of the GEF/UNDP Small Grants Program (SGP) in implementing innovative technology and livelihood initiatives in rural areas across the country. SGP will support the project in the form of a partnership for working with new, innovative technologies in the field of water and sanitation, livelihood development, community development and institution building. SGP will support through identification, orientation and support to the local NGOs to be engaged in implementation of project initiatives. SGP support will draw from its own experiences and that of its partner organizations on sanitation and livelihoods. Capacity building inputs and exposure visits will be facilitated as necessary for technology adoption, knowledge management and training.

NR Management Consultants Pvt. Ltd (NRMC) along with others may be engaged with the project as Technical Consultants, bringing in technical inputs related to rural sanitation and supporting in capacity building, technical monitoring, documentation and dissemination of project learning.

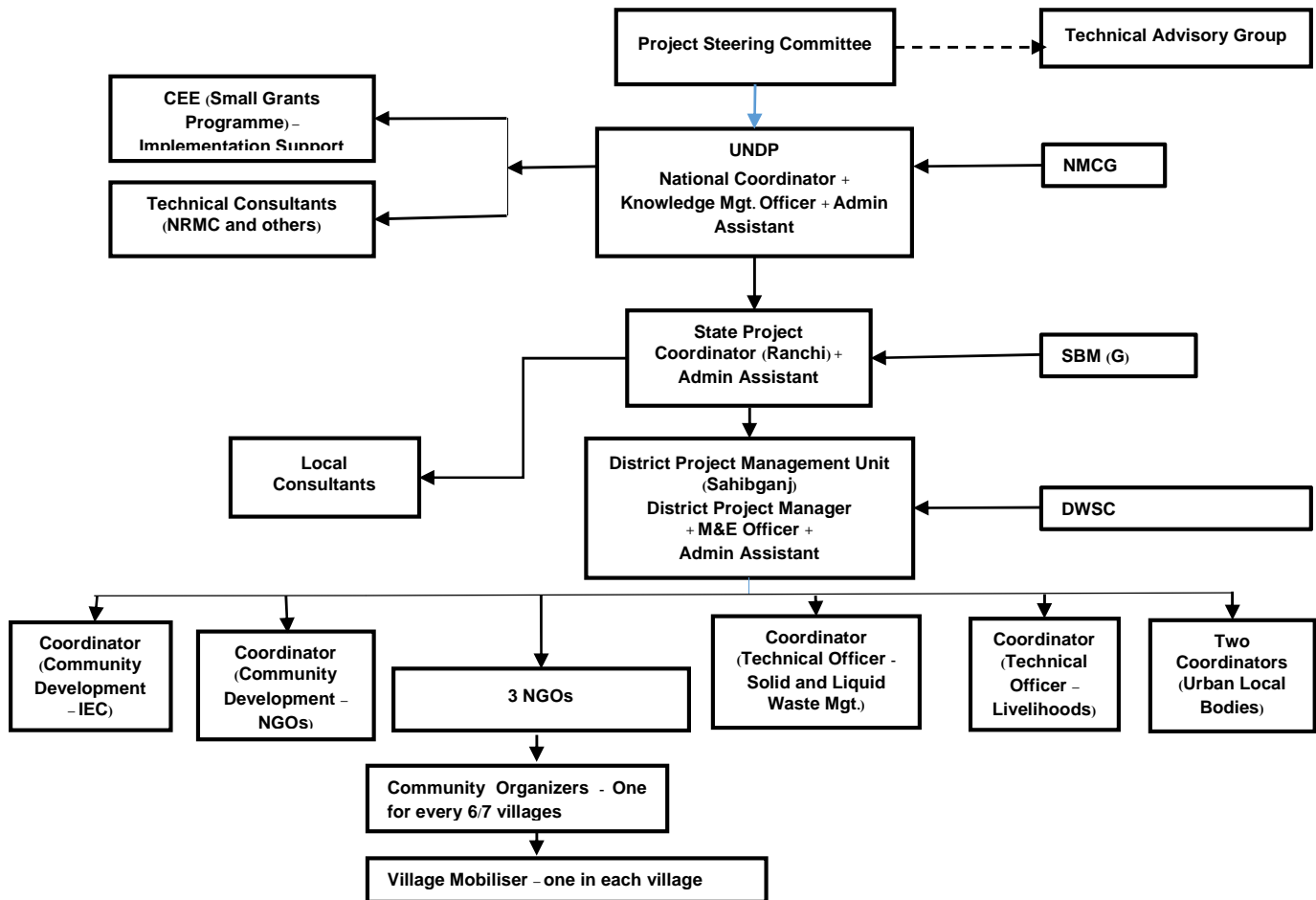
9. Project Audit Arrangements: The project will be audited in accordance with UNDP Financial Regulations and Rules and applicable audit policies and guidelines.

10. Use of Institutional Logos on Project Deliverables: The programme will ensure good visibility to the Ministry of Water Resources, River Development and Ganga Rejuvenation, the National Mission for Clean Ganga and the Government of Jharkhand through all communication material developed for project activities including publications, films, posters, banners and technical reports. In addition, sufficient visibility will also be ensured for the Government of Jharkhand and any other partners engaged in implementation of specific project activities.

11. Project selection criteria for UNDP-GEF/Small Grants Programme will include the following: The selection of individual projects under the SGP will be based on the global GEF SGP guidelines/templates and the country programme strategy, India. The templates will be tailored to address the needs and priorities locally of the area and the country. Priority will be given to those proposals aimed at meeting the explicit objectives of GEF SGP, including improved natural resource management, addressing land degradation, global environment benefits, people's participation, flexibility, partnership and transparency in their approach, building more viable local institutions, leveraging more in cash and in kind co-financing, demonstrating high replicability and potential for upscaling, creating local ownerships, addressing livelihoods, equality and gender concerns and sensitivities. Training of the local women

and men villagers, as village volunteers will be a criteria to determine eligibility of the proposals. Innovative ideas such as safe disposal of dead animal carcasses and flyash based community bathing facilities will be piloted.

Project Implementation Structure



5. MONITORING AND EVALUATION (M&E)

The project will be monitored through the following M&E activities.

12. **Project Start Up:** A Project Inception Workshop will be held within the first month of project start with all those as assigned roles in the project organization structure: PSC members, TAG members, UNDP, SGP Country Program Manager, Technical Consultants, field-level NGOs to be engaged in project implementation at Sahibganj and other stakeholders. The Inception Workshop is crucial to brief all participants on the overall vision, objectives and implementation strategy of the project, and for collective agreement on the operational strategy and processes.

13. **The Inception Workshop will address a number of key issues including:** Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of NMCG, SPMG (Jharkhand), UNDP, Technical Resource Agencies, NGO partners and others. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed and agreed as required.

- Based on the project results framework finalize the first annual work plan, and agree on a schedule for grant approval for the entire project life.
- Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.

- Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.

- Discuss financial reporting procedures and obligations, and arrangements for annual audit.

14. **The Inception Workshop** report is a key reference document and must be prepared by UNDP and shared with participants to formalize various agreements and plans decided during the meeting and shared with participants to formalize various agreements and plans decided during the meeting.

15. **Plan and schedule Project Steering Committee (PSC):** Roles and responsibilities of all project team organisation structure should be agreed and meetings planned. The first Project Steering Committee meeting should be held within the first six months following the inception workshop.

16. **Information on the project portfolio** shall be updated in the UNDP Project Intranet. Based on the initial risk analysis submitted, the risk log shall be regularly updated to UNDP project management systems. Risks become critical when the impact and probability are high.

17. **Progress Reports:** UNDP will submit quarterly and annual progress reports to MoWR, RD & GR and the Government of Jharkhand along with a financial report. A forecast of resources needed in the following period should be submitted to the Ministry as a requirement for disbursement of next instalment. Similarly Technical Resource Agencies and field implementing NGOs will submit progress reports to UNDP at a similar frequency. All the reports by these organizations will be supported by the audited utilization certificates duly signed by the Certified Chartered Accountant.

The Annual Progress Report will include, but will not be limited to reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lessons learned/good practice.
- Annual Work Plan (AWP) and other expenditure reports
- Risk and adaptive management

18. **Mid-term of project cycle:** The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (approximately June 2017). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided in consultation with MoWR, RD and GR, NMCG and SPMG, Jharkhand. The mid-term evaluation requires a management response along with an action plan to address any suggestions that may be made.

19. **End of Project:** An independent Final Evaluation will take place during the final six months of the project and will be undertaken in accordance with guidance from MoWR, RD and GR, NMCG, Government of Jharkhand and UNDP. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of environmental benefits/goals. UNDP, in consultation with MoWR, RD and GR and the State Government will prepare the Terms of Reference for this evaluation.

20. During the last three months, the project team will prepare the **Project Terminal Report**. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

21. **Field Monitoring Visits:** Field areas in the project will be visited at least twice each year by PSC and TAG members with relevant expertise in project-related technical areas as appropriate. The use of UN Volunteers and Interns will be facilitated by UNDP to ensure effective monitoring and documentation of project learning.

6. Project Budget: