United Nations Development Programme

Country: India
Annual Work Plan 2009

Project Title
Strengthening Women’s Social, Economic and Political Empowerment in Jaunpur, Mirzapur and Sant Ravidas Nagar of Uttar Pradesh

UNDAF Outcome(s):
By 2012, disparities reduced and opportunities enhanced for disadvantaged groups, especially women and girls, for the achievement of MDG related 11th Plan Goals, through strengthened policy framework and implementation capacity of large scale state and national programmes.

By 2012, accountable and responsive local government systems, in rural and urban areas, are in place in selected districts/cities (within priority states) which promote equitable and sustainable development to achieve MDGs/local development goals with special attention to the needs of disadvantaged groups, especially women and girls.

Expected CP Outcome(s):
Improved effectiveness of poverty reduction and livelihood promotion programmes in disadvantaged regions and for inclusion of poor women and men from SC and ST groups, minorities and the displaced.

Capacities of Elected Representatives and State and District officials in UNDAF focus states/districts enhanced to perform their role effectively in local governance.

Expected CP Output(s):
Disadvantaged people (poor women and men from SC and ST groups, minorities and the displaced) in at least four UNDAF states benefit from national and state poverty policies, programmes and livelihood strategies through enhanced public expenditure, private sector engagement and better delivery mechanisms.

Elected representatives at all three levels, members of District Planning Committees and local functionaries understanding and performing their role in formulation, execution and monitoring of participatory integrated local development plans and budgets, which ensure the inclusion of poor women and men from the SC and ST groups and from minorities.

Increased ability of vulnerable groups to seek remedies and of service providers, formal and informal, to deliver justice in 7 UNDAF states.

Implementing Partner:
UNDP

Responsible Parties:
NGO’s and CBO’s, Academic and Technical Institutions, Consultancy Organizations etc.
Brief Description

The women’s empowerment project in Uttar Pradesh is an add-on component to the IKEA supported UNICEF Child Rights Project, also known as the Bal Adhikar Pariyojana (BAP), implemented during 2000-07 in Jaunpur, Mirzapur and Sant Ravidas Nagar districts of the state. UNDP builds on the social empowerment processes initiated under BAP by adopting an integrated approach to strengthen simultaneously all key dimensions of women’s empowerment—social, economic and political and reach out to 50,000 women in 500 villages in the aforesaid districts. The key objective of the project is to ensure that women supported secure enhanced income levels and effectively participate and contribute to decision-making in domestic and public spheres by 2013.

Since it is the first year of the planned 5 years project cycle (2009-2013), this year’s strategy will focus on setting up the project team(s), selection and capacity development of the community facilitating organizations, selection of technical agencies, conducting baseline reviews and development of training materials and tool kits.

<table>
<thead>
<tr>
<th>Programme Period:</th>
<th>2009-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Result Area (Strategic Plan):</td>
<td>Promoting gender equality, inclusive growth and MDG achievement</td>
</tr>
<tr>
<td>Atlas Award ID:</td>
<td>49864</td>
</tr>
<tr>
<td>Start date:</td>
<td>18 September, 2009</td>
</tr>
<tr>
<td>End Date</td>
<td>31 December, 2009</td>
</tr>
<tr>
<td>PAC Meeting Date</td>
<td></td>
</tr>
<tr>
<td>Management Arrangements</td>
<td>Direct Implementation</td>
</tr>
</tbody>
</table>

2009 AWP budget: USD 498274

Total resources required: USD 7,991,517*
Total allocated resources: USD 7,991,517

- Regular:
  - Donor

- Other:
  - Donor
  - Donor
  - Government

Unfunded budget: NA
In-kind Contributions: NA

(1USD = 0.695 EUR)

Agreed by UNDP:

[Signature]

Deputy Country Director (Programme), UNDP
I. Project Overview:

1.1 Situational Analysis

Uttar Pradesh as the most populous state of India is also the second largest economy in the country. It has historically been a hub of culture, education and literary knowledge but its overall performance has of late been poor with GSDP contribution at 10637\(^1\) - one of the lowest in the country. The carpet belt of Eastern Uttar Pradesh where the project is located contributes over 80% of India’s carpet exports and brings together a constellation of manufacturers, sub-contractors and artisan groups to the area. However, amidst these opportunities also lie strong economic pressures that often lead to child labour practices and social impediments leading to women’s subjugation and discrimination - visible especially in socially marginalized groups. As a result, the Uttar Pradesh Human Development Report (2003), has ranked Eastern UP lowest as compared to other regions in the state – Western, Central and Bundelkhand. Surveys and studies conducted by UNICEF (2008) reveal that poverty levels in the area are high with 44 percent of households having “BPL cards” issued by the government. Majority of these households belong to socially marginalized communities referred to as Scheduled Castes (36 percent), Other Backward Caste groups (46 percent) and nearly 13 percent belong to the minority group (Muslims). The main sources of livelihoods are agriculture and allied activities such as animal husbandry (46 percent) and carpet weaving (12 percent). Both these sectors are facing decline and are consequently leading to high levels of unemployment. A significant proportion of the surveyed households (75 percent) reported a member working outside the village.

Women do not have access to or control over the means of production as land is mostly held in the name of male members. Women also face restrictions with respect to mobility in the predominantly caste and feudal context of the project area. While the overall literacy rate is 57 percent, the rate is high for men at 74 percent and low for women at 40 percent. The National Family Health Survey - 3 (2005-06), for Uttar Pradesh recorded the percentage of ‘ever married’ women who experienced spousal violence at 42.4 percent (36 percent in urban areas and 44.3 percent in rural areas). With regard to political participation, women are still unable to voice their own interests effectively in local decision-making processes.

1.2 Project Strategy

The project is located in 500 villages already covered in Phase I of the IKEA Social Initiative - UNICEF partnership on child rights. The Phase II UNDP component is designed within an overarching objective of women’s empowerment in view of the prevailing socio-economic and political conditions in Eastern Uttar Pradesh. In UNDP’s perspective, gender equality cannot come only through changes in women’s condition alone i.e. in terms of their health, income and education; it also requires transformation of the structures and systems, which lie at the root of inequality to bring about a change in their position. Therefore promoting gender equality in the project area will demand a process that goes beyond economic empowerment and encompass effective participation in social and political processes as well.

This is aptly summarized in the following components comprising women’s empowerment (UN Inter-Agency Task force²)

- Enhancement in women’s sense of self worth
- Their right to have and to determine their choices
- Their right to have access to opportunities and resources
- Their right to have the power to control their lives (both outside and at home)
- Their ability to influence the direction of social change and to participate in the creation of a just social and economic order, nationally and internationally

To achieve the above the project will be housed within a rights based framework that aims to augment women’s rights, opportunities, voices, skills and choice throughout the project cycle. Specific strategies to deliver the programme mandate will include:

a. Deepen and broaden the process of social mobilization: including building on the social mobilization process of Phase I by enhancing local organizational capacity, reaching out to marginalized women, creating functional literacy, strengthen negotiating power by consolidating SHG’s into clusters, networking for partnerships and sensitizing both men and women on gender issues at individual, household and community level.

b. Expanding Economic Opportunities and Choices: entailing concerted efforts to support SHG’s make the transition to secure and enhanced livelihoods through promotion of enterprises, facilitate linkages with MFIs and banks, support in development of viable business plans, provide trainings on financial literacy and entrepreneurship skill development, facilitate access to government schemes thereby enhancing their ability to generate and control resources and benefits.

c. Enhancing Political Participation and Representation of Women: entailing development of a cadre of local leaders to contribute to local governance processes through leadership development, sensitization of women’s groups and elected women’s representatives on rights and entitlements, awareness on legal awareness and by creating linkages between representatives of SHG’s and PRI’s.

1.3 Project Deliverables

Under the key objective of ensuring that project women in Jaunpur, Mirzapur and Sant Ravidas Nagar districts achieve a secure and enhanced income and effectively participate and contribute to decision-making in domestic and public spheres by 2013, the following deliverables are envisaged during the project period (2009-2013):

Social Empowerment: Poor women are organized into strong collectives/federations at group and cluster levels and their capacities are developed for running these sustainably. This includes:

- Formulation of 50,000 women into SHG’s wherein 60% come from vulnerable and marginalised sections.

---

• Training of all 50,000 women on functional literacy and ensuring that 20,000 women become functionally literate.
• Ensuring that federations/ collectives are operational and satisfy over 60% women with their services.

**Economic Empowerment:** Economic enterprises of women are established and/or strengthened for enhanced household income. This includes:

• Training of 35,000 women on entrepreneurship and financial literacy out of which 20,000 benefit from the training and begin running micro-enterprises and 20% of all SHGs begin accessing formal financial services.
• Identification of livelihood intensive value chains and bringing 10,000 project women to participate in the same.

**Political Empowerment:** Women leaders are supported to contribute effectively in local decision-making and to demand quality public services. This includes:

• Training of 4,500 Elected Women’s Representatives and SHG leaders in political awareness and legal awareness out of which 2500 begin spelling out their entitlements under government schemes and legislations.

**Overall (2009-2013):**
• There is average improvement in status for over 60% women within households/ SHG’s/ CBOs and Elected Bodies.
• There is increase by 20% in average household incomes for women supported by the project.
• At least 3000 women report improvement in political participation at village level

### 1.4 Project Deliverables for 2009

**Output 1: Social Empowerment**

**Activity Result 1.1: Project Action Plan and Social Empowerment Strategies Finalized:** Development of a project database, integrated baseline and organization of stakeholder consultations will feed into development of year wise action plans for social mobilization including commissioning of a relevant tool box for functional literacy.

**Activity Result 1.2: Partners identified and Capacities of Project Team, CFO, SHG’s and Community strengthened to roll out project action plans:** In this starting year, key partnerships with local implementing agencies, technical organizations and government will be established. Further, to build the ‘pro-women’ institutional framework, capacities of project staff, CFO’s, field teams and community stakeholders will be strengthened to enable them to develop an enhanced perspective on women’s empowerment (all components –social, economic and political). Trainings on UNDP systems and procedures for project management will also be undertaken.

**Output 2: Economic Empowerment**

**Activity Result 2.1: Project Action Plan and Economic Empowerment Strategies Finalized:** The project will utilise a basket of participatory tools such as rapid assessments of rural economy, value chain analysis (agriculture, livestock, fisheries, crafts and small enterprises) and stakeholder consultations to
develop a roadmap for economic interventions. Based on the same, the project will develop year wise action plans for economic empowerment including commissioning of a tool box for entrepreneurship development. As an add-on component from a pre-existing UNDP-NABARD partnership, the project will also benefit from the services of the Indian School of Micro finance for Women who will train community women on financial literacy.

Output 3 – Political Empowerment

Activity 3.1.: Project Action Plan and Political and Legal Empowerment Strategies Finalized: Based on the situation and capacities emerging in the integrated baseline, the project will develop year wise action plans for political empowerment including commissioning of tool boxes for local governance and legal awareness. Further a select group of project stakeholders will be oriented on voter awareness and initial planning for election year will be initiated.
## II. Annual Work Plan

**Year: 2009**

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Time Frames</th>
<th>Responsible Party</th>
<th>Planned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1: Social Empowerment</strong></td>
<td>Action 1.1.1 Project database established based on secondary data (inc. mapping of local institutions, government schemes, project geographical &amp; demographic information)</td>
<td>Q1</td>
<td>x</td>
<td>UNDP</td>
</tr>
<tr>
<td></td>
<td>Action 1.1.2 Integrated Baseline study commissioned at village capturing LFA indicators and other selected parameters including Gender development and empowerment indicators, SHG grading and identification of Potential Leaders</td>
<td>Q1</td>
<td>x</td>
<td>To be identified (TBI)</td>
</tr>
<tr>
<td></td>
<td>Action 1.1.3 Visioning workshop conducted with poor women, empowerment indicators captured and action plan development initiated.</td>
<td>Q1</td>
<td>x</td>
<td>UNDP</td>
</tr>
<tr>
<td></td>
<td>Action 1.1.4 Strategy of Social Mobilization developed for all districts</td>
<td>Q1</td>
<td>x</td>
<td>UNDP</td>
</tr>
<tr>
<td></td>
<td>Action 1.1.5 Commissioning of assignment to technical agency for developing Tool Box for Functional Literacy</td>
<td>Q1</td>
<td>x</td>
<td>TBI</td>
</tr>
<tr>
<td>Indicator:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No of key stakeholders identified and trained on project management and women's empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseline (2009) – 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target (end 2009):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Staff - 7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFO staff of 3 agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field teams - 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community leaders - 300</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Result 1.2: Partners identified and Capacities of Project Team, CFO, SHG's and Community strengthened to roll out the project action plan</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 1.2.1. Selection and deployment of CFO’s in project Districts.</strong></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2.2 Project team &amp; CFO's trained on integrated approaches to women’s empowerment</td>
<td>X</td>
<td>TBI</td>
<td>IKEA SI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2.3 CFO’s initiate pre-consensus building (with men and women) at district/block level</td>
<td>X</td>
<td>CFO</td>
<td>IKEA SI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2.4 Block level refresher trainings for existing Community leaders conducted.</td>
<td>X</td>
<td>CFO</td>
<td>IKEA SI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Service Companies (72100)</td>
<td>22,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Consultant - Tech (71300)</td>
<td>15,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expected Outputs</td>
<td>Planned Activities</td>
<td>Time Frames</td>
<td>Responsible Party</td>
<td>Planned Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------</td>
<td>-------------</td>
<td>-------------------</td>
<td>---------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2: Economic Empowerment</td>
<td>Economic enterprises of women established and/or strengthened for enhanced household income.</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity Result 2.1: Project Action Plan and Economic Empowerment Strategies Finalized</strong></td>
<td><strong>Action 2.1.1. Rapid Assessment of local economy and livelihood options conducted in all districts including assessment of Micro &amp; Small Enterprise potential</strong></td>
<td>X</td>
<td>X</td>
<td>TBI</td>
<td>IKEA SI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Action 2.1.2 Sub-Sector scoping study for 3 value chains and assessment of regulatory environment action research completed</strong></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Action 2.1.3 Commissioning of assignment to technical agency for developing Tool Box for entrepreneurship skill building</strong></td>
<td>X</td>
<td>TBI</td>
<td>IKEA SI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Action 2.1.4 Developing Tools on Financial literacy and training of women in the same</strong></td>
<td>X</td>
<td>X</td>
<td>Indian School of Micro Finance for Women</td>
<td>UNDP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Contractual Service Companies (72100) Local Consultant - Tech (71300)</td>
<td>24,250</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3 An amount of USD 61403 is being channelized to support financial inclusion activities in the project area.
<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Time Frames</th>
<th>Responsible Party</th>
<th>Planned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3 – Political Empowerment</td>
<td><strong>Activity 3.1: Project Action Plan, Political and Legal Empowerment Strategies Finalized and trainings initiated</strong></td>
<td><strong>Action 3.1.1</strong> Technical Resource Agency hired for compilation and design of tool box on local governance.</td>
<td>Q1: X</td>
<td>TBI</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Action 3.1.2</strong> Technical resource agency hired, compilation of legal awareness material on laws and schemes initiated. Adaptation &amp; simplification of material into training tools and modules initiated.</td>
<td>Q1: X</td>
<td>TBI</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Action 3.1.3</strong> Orientation and planning workshop with CFO’s and potential partners on Pre Election Voter Awareness Campaign conducted</td>
<td>Q1: X</td>
<td>TBI</td>
</tr>
</tbody>
</table>

**Indicators:**
- Draft Toolbox on Local Governance and Legal awareness designed.
- Baseline (2009) – No toolbox
- Target (end 2009) – 1
- Draft Toolbox each on Local Governance and Legal awareness designed
- No of key stakeholders identified and oriented on basics of Local Governance, voter awareness and Legal awareness
- Baseline (2009) – 0
- Target (end 2009):
  - Project Staff - 7
  - CFO staff of 3 agencies
  - Field teams - 10
  - Community leaders - 100

**Source of Funds**
- Contractual Service Companies (72100)
<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Time Frames</th>
<th>Responsibility</th>
<th>Planned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 4 - Project Management</td>
<td><strong>Activity Result 4.1: Project Monitoring, Evaluation and Capacity Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.1 Project Staff Costs</td>
<td>X X UNDP IKEA SI Contractual Services – Indiv. (71400)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.2 Project Office Costs</td>
<td>X X UNDP IKEA SI Rental and Maintenance (73100), IT Equipment (72800)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.3 Technical Committee, Advisory Committee and Steering Committee setup and meeting convened</td>
<td>X X UNDP IKEA SI Contractual Services – Companies (72100)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.4 Participatory M&amp;E and Results based Management System established</td>
<td>X X UNDP IKEA SI Contractual Service Companies (72100)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.5 Travel for Project Team</td>
<td>X X UNDP IKEA SI Travel (71600)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.6 Communications &amp; M&amp;E</td>
<td>X X UNDP IKEA SI Communications (72400)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.7 Implementation Support Services</td>
<td>X X UNDP IKEA SI ISS (73500)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.8 Administrative Expenses and Sundries</td>
<td>X X UNDP IKEA SI Support Cost (74500)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1.9 GMS</td>
<td>X UNDP IKEA SI GMS(75100)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>498,274</strong></td>
</tr>
</tbody>
</table>

(1 Dollar=INR 48.65)
III. Management Arrangements

3.1 The Implementing Partner:
The project was formulated in close consultation with primary stakeholders in the three project districts and with UNICEF. The project will be directly implemented by UNDP in close consultation with primary stakeholders, relevant government line departments and UNICEF. UNDP will hire a dedicated project team from the project funds to manage the project. UNDP Country Office will be responsible for financial management, reporting, procurement and recruitment services for the project as per its rules and procedures.

UNDP will prepare a budgeted Annual Work plan on an annual basis, as per UNDP rules and regulations which will be shared with the donor.

3.2 Project Steering Functions:
A Project Steering Committee (PSC) comprising UNDP, IKEA Social Initiative, representatives from women’s groups and relevant stakeholders as appropriate will be setup. The UNDP Country Director (or delegated to appropriate UNDP official) will chair the PSC and be responsible for the project and achievement of results. The PSC will be responsible for project assurance (monitoring and oversight). Its responsibilities will include:

- Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations.
- Build consensus around the project’s strategies and planned results.
- Oversee progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management.
- Assess performance and approve annual work plans

The PSC will meet every quarter and project progress will be prepared on a quarterly basis and shared with stakeholders. The Project Manager will act as the secretariat of the PSC.

At UNDP, a Technical Group (TG) will be setup to provide thematic and programmatic advice to the project and will be convened by the Project Officer Quarterly. At the state level, a project Advisory Group will be setup to facilitate coordination and networking on common agendas and will be convened by the Project Manager bi-annually.

3.3 Project Management Team:
A full time Project Manager hired on project funds will lead project implementation and will be overall responsible for project implementation and will ensure that the project produces the results specified in the project document to the required quality standards. S/he will develop and implement the quarterly and annual work plans and develop project risk log, issue log, monitoring plans, quality log, lessons learnt log etc using standard reporting formats. S/he will
provide technical feedback to the PSC. Other members of the project team will comprise four subject matter specialists on livelihoods, local self-governance, Gender and Monitoring and Evaluation as well as finance and administration. A centrally placed Officer at UNDP will provide oversight support in detailing and operationalizing project strategies, serve as an operational link between the Project Team and the Technical Group and PSC, handle donor relations and reporting, monitor project progress and communications.

3.4 Project Assurance:
Project assurance will be the responsibility of the Head-Poverty Unit. This role ensures that appropriate project milestones are managed and completed.

3.5 Monitoring and Evaluation

The M & E and reporting systems of the project will be as per UNDP’s prescribed policies and procedures, including tracking project progress through project field visits, preparing quarterly progress and technical reports, annual reports, conducting review meetings, processing budget reviews and making provisions for evaluation and audit. To ensure transparency and objectivity, different persons will perform monitoring and implementation functions.

To complement the need of the donor to have assessments based on women’s own progress indicators, a participatory and decentralized project monitoring system will be set in place within the first year of the project. A sub-set of indicators on women’s empowerment will be identified in consultation with women members from SHGs, cluster groups and federations. An Issues, Risks and lessons learned Log will be maintained to ensure that major project learning’s are tracked in a timely manner and issues are addressed expeditiously. An Annual Project Review shall be conducted during the fourth quarter of every year to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. Physical and financial reports will be submitted to IKEA Social Initiative as per their formats and requirements. In line with UNDP’s Evaluation procedures, Mid-term and end-project evaluations will be conducted. The PSC may also commission thematic evaluations from time to time as and when required.

Learning & Knowledge Management

Project lessons learned would be actively captured to ensure ongoing learning and adaptation within the organisation. Based on the Lessons Learned Log created and updated above, a final Lessons Learned Report would be prepared at the end of the project to foster the learning process. In addition, in order to promote knowledge sharing, ideas, experiences and lessons deriving from the project would be shared/ disseminated to all stakeholders and as well as colleagues on the Practice Knowledge Networks (e.g. answer a referral, participate in an e-discussion or peer review/assist, contribute to the development of a knowledge product).
3.6 Financial Management and Reporting:
UNDP will ensure that financial management under the project as per UNDP Direct Implementation (DIM) guidelines.

Under this modality, project budgets and expenditures will be managed using ATLAS (UNDP’s corporate on line project and financial management tool) to keep track of the financial status of the project, to control expenditure, to handle outstanding obligations, to make payments to responsible parties. ATLAS will provide information on the availability of funds, transfers, payment and will generate appropriate payment instructions and produce the Combined Delivery Report (CDR).

The project manager will be responsible for preparation and submission of the quarterly physical & financial progress reports. The quarterly physical progress report of the project will be supported by a financial report.

Financial reporting will comprise the following:

- The Combined Delivery Report (CDR) will be certified by the appropriate designated UNDP official.
- The Expenditures detail will be used to monitor the correctness of the recorded expenditures, and to provide detailed financial information.
- The Project Budget Balance will be used as a tool for financial management to monitor the project’s budget, expenditures, commitments and budget balance.
- Commitment Control will be checked regularly in order to verify funds availability for project activities

Existing UNDP forms and formats for financial reporting will be used by the project. The report will, provide quarterly information on expenditures made by budget line and will show available balances.

At the closure of the project, if funds utilized are not UNDP regular funds, the remaining balance of funds deposited in the UNDP accounts for the project activities will be reimbursed to the same Donor that initially provided the funds, or may be re-programmed if so agreed with the Donor.

Cost Recovery:
Appropriate costs will be budgeted and recovered as per UNDP rules for GMS & ISS. The AWP budget will also allocate upto 2% for M&E and 1% of the total project for communication purposes undertaken by UNDP.

Management of Assets:
All assets acquired within this project will remain the assets of the project and not of the UNDP office. Equipment purchased with the project’s funds will be utilized for the project’s activities.
The projects’ equipment will be reflected in separate inventories, and not in the UNDP office equipment inventory. The project manager will be responsible for maintaining the equipment inventory of the project.

Audit:
The project will be subject to audit in accordance with UNDP procedures, rules and regulations. The audit of this DIM project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP’s Office of Audit and performance Review) The Resident Representative may also request OAPR to exceptionally undertake audits of DIM projects.

3.7 Potential Partners:
UNDP assumes overall management responsibility and accountability for project implementation. UNDP may identify a Responsible Party to carry out activities within a DIM project. This party may be the government, an NGO, or an Agency of the UN System.

Potential partners for undertaking activities envisaged in the project will include (among others to be identified):

- NGO’s and CBO’s
- Academic and Technical Institutions
- Private Consultancies
- Key Government and line departments at state level
- Other UN agencies

The responsible party (ies) will ensure that none of the UNDP funds received pursuant to the Project Document (Annexure I) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amount provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts and sub-agreements entered into under this Project Document.

3.8 Project Closure:
Projects would be financially completed not more than 12 months after being operationally completed. Between operational and financial closure, the Implementing Partner is required to identify and settle all financial obligations and prepare a final expenditure report. No adjustments can be made to a financially completed project.

3.9 Annexure
Project proposal titled Strengthening Women’s Social, Economic and Political Empowerment in Jaunpur, Mirzapur and Sant Ravidas Nagar of Uttar Pradesh (Add-on Component for the IKEA Social Initiative supported UNICEF Child Rights Project in Uttar Pradesh)
## 3.10 Quality Criteria

### Output 1: Social Empowerment
Poor women organized in strong collectives at group and cluster levels and their capacities developed for running these sustainably.

End Date: 31 Dec, 2009 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>To ensure that Baseline and data systems are setup in the first year and contributes to development of year wise social mobilisation action plans.</td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Baseline studies for data collection and analysis commissioned, stakeholder consultations organized for detailing of project strategy and toolbox on Financial Literacy commissioned.</td>
<td></td>
</tr>
<tr>
<td><strong>Quality Criteria</strong></td>
<td>Base line study and project database captures key indicators on social, economic and political issues of the 3 districts and effectively feeds into M&amp;E system.</td>
<td></td>
</tr>
</tbody>
</table>
| **Quality Method**                  | Group of relevant experts review design of Baseline study and project database  
Draft version of Baseline report reviewed by project staff and suggestions incorporated. |
| **Date of Assessment**             | October, 2009  
and November, 2009 |
| **Visioning Process**              | Indicates and Strategy developed in consultation with major local stakeholders and validated by them. |
| **Toolbox on Functional Literacy** | Functional Literacy Tool Box is validated in consultation with different stakeholder groups. |
| **Date of Assessment**             | November, 2009  
December, 2009 |

### Activity Result (Atlas Activity ID)
Activity Result 1.2: Partners identified and Capacities of Project Team, CFO, SHG’s and Community strengthened to roll out the project action plan

| **Purpose**                         | To ensure that meaningful partnerships are established and key partners are equipped to deliver project plans as per the women’s empowerment framework and UNDP operational guidelines. |
| **Description**                     | Implementation Partners identified through selection process; project staff and partners trained as per need and requirement and consensus building/trainings initiated at village level. |
### Quality Criteria
Partners identified possess required capabilities to deliver overall project mandate

### Quality Method
A review panel is constituted to facilitate a transparent selection process to ensure effective selection.

Capacity development areas for staff and partners are identified and relevant experts consulted for development of training packages.

### Date of Assessment:
- October, 2009
- November, 2009

Design of gender sensitization events are based on local context and easy to understand to make them relevant for community members.

Select gender experts assess the design of gender sensitization events.

### Date of Assessment:
December, 2009

---

### Output 2: Economic Empowerment
- Economic enterprises of women established and/or strengthened for enhanced household income.

End Date: 31 Dec, 2009 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>To ensure that research studies / field assessments capture the livelihood potential of women based on which relevant trainings are rolled out.</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Studies to assess local economy and value chain commissioned and reports received; toolbox for entrepreneurship development commissioned and trainings for financial literacy rolled out.</td>
<td></td>
</tr>
<tr>
<td>Quality Criteria</td>
<td>Study on Local economy and Value Chain capture all aspects of women’s livelihood potential and define the economic roadmap ahead.</td>
<td></td>
</tr>
<tr>
<td>Quality Method</td>
<td>Inputs provided by UNDP while designing study methodology. Review of research studies produced by panel of experts</td>
<td></td>
</tr>
<tr>
<td>Date of Assessment</td>
<td>November, 2009</td>
<td></td>
</tr>
<tr>
<td>Toolbox on Entrepreneurship</td>
<td>Capacity needs assessment done prior to design of toolbox. Quality of Tool Box is reviewed by relevant Experts and tested with women stakeholders.</td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>December, 2009</td>
<td></td>
</tr>
</tbody>
</table>
End Date: 31 Dec, 2009 |  
---|---|---|  
**Purpose** | To ensure that tool boxes developed set the stage for effective capacity development on political empowerment and key stakeholders begin receiving trainings. |  
**Description** | Toolboxes for legal awareness and local governance commissioned, tools field tested and made available. Based on the same, trainings are rolled out for key stakeholders. |  
**Quality Criteria** |  
Design of Draft Tool Box captures all information needs and capacity deficits of women, is locally relevant and comprehensive. |  
**Quality Method** | Capacity needs assessment done prior to design of toolbox. Tool box content reviewed by group of experts while designing tool box. | Date of Assessment:  
November, 2009 |  
Orientations on Local Governance and legal awareness are relevant to local context and build the capacities for staff and partners to initiate work on political empowerment. |  
Orientations on Local Governance and legal awareness are relevant to local context and build the capacities for staff and partners to initiate work on political empowerment. |  
Training Need Assessment of staff done prior to design of Training. Training design and modules reviewed by group of experts. | December, 2009 |  
Orientation Workshop on voter awareness prepares partners on voter’s rights and responsibilities for forthcoming elections in 2010. |  
Orientation Workshop on voter awareness prepares partners on voter’s rights and responsibilities for forthcoming elections in 2010. | Workshop methodology and content, list of participants and resource persons reviewed by panel of experts. | December, 2009 |