

## Before you begin..

Since you are reading this document, it means that you have been part of the first phase implementation of MPRLP and have been invited to participate in the second phase as well. Congratulations. Not all NGO partners from Phase I have been invited for participation in Phase II.

You are aware that the project is shifting its strategy for partnerships with NGOs. It is moving from task based contractual relationship (input driven) to an outcome based partnership. Development and design of a proposal from the NGO side is an essential preliminary step to building of this partnership.

In order to facilitate the development of proposals under the Outcome Based Contracting system for Phase II, MPRLP has developed a simple format. The pages below give you a format and guideline to develop your proposal. All of you who are familiar with LFA, terms like outcomes, outputs, milestones etc may find the explanations a bit tedious. Please ignore them as they are meant for those who are not as familiar with the terminology.

Please read the following guidelines even **before** you begin to write the proposal. These have been discussed in the workshop on the 21<sup>st</sup> of December and you are aware of the same. However, in case you need help, do not hesitate to first call / write / meet the DPO in your district. These details are also put up on the MPRLP website [www.mprlp.in](http://www.mprlp.in) in the section titled 'Project Documents' Only if the query is not resolved at district level, contact Ms. Tasneem Khorakiwala / Mr. Shivendra Pandey in SPMU.

1. Please follow the format in its entirety and do not deviate. If you wish to expand on a particular aspect and cannot find the appropriate place for it in your proposal, please use Annexures. This format is designed to help you and also the appraisal team.
2. As far as possible your proposal should be in English. In case you find it difficult to develop the same in English, you may use Hindi. In any case, the proposal must be neatly typed and presented. Language is not important, clarity is.
3. Please submit a soft copy of the main proposal and budget statement along with the printed version. In case of a Hindi proposal, please convert the soft file into Acrobat (\*.pdf) form to enable us to access and distribute electronically. You may either e-mail the soft copy or burn it on a CD.
4. Please write to the point and avoid rambling. You can use bullets / numbered lists to make your point. We are all part of the same project and you need not state obvious things. The main document should not exceed 10-12 pages.

These are only some guidelines. Please note that you should write your proposal in a way in which **your approach, what you want to do, what you will achieve etc are evident**. This is a very good opportunity to ensure that your ideas and strengths are reflected in your proposal ultimately enriching the project and benefiting the poor.

The project LFA has been finalised after a lot of discussion and analysis of learning of the first phase. The same is attached at Annexure I to this note. **This LFA is not negotiable. It has been accepted by Government of Madhya Pradesh and DFID. Your proposal must adhere to this LFA as far as the Goal, Purpose and Outputs are concerned. The LFA affords a fair amount of latitude and we expect you to be able to easily plan your project in the framework.** Inputs and processes can be designed by you.

Please ensure that the proposal reaches the SPMU latest by the evening of the 21<sup>st</sup> of January 2008. Please address the envelope to Ms. Tasneem Khorakiwala and clearly mention "PROPOSAL FOR SECOND PHASE PFT" on the envelope.

**All the very best.**

**COVER PAGE**

Name of Organisation	:	
Address of the Organisation to be used in correspondence	:	
Contact details		
Telephone with STD Code	:	
E-mail	:	
Website (if any)	:	
Contact Person / Institution Head	:	
Proposed area details		
Cluster(s)	:	
Number of villages covered (Annex the list)	:	
District(s)	:	
Population	:	

## **Section 1. Situational Analysis**

In this section you are expected give a brief description of the proposed project area /clusters including the socio-economic context of the project and description and analysis of the issue of livelihoods and gramsabha.

Please base it on your experience of the first phase, other studies, baseline information etc. Please try and be as thorough as possible. It may be advantageous to remember that the outputs and outcomes that you are planning depend entirely on your understanding of the issues related to the 4 key outputs in the MPRLP LFA and your estimation of how much progress you can make on these. Please remember that your estimation of how much of a difference you can make is going to be the basis of your performance review. Please be sure to include all pertinent facts related to the situation which will affect the performance on outcomes. For instance if the area you are going to be working in

- Is geographically inaccessible (like Pushparajgad in Anuppur),
- Has difficult working conditions (Alirajpur in Jhabua),
- Has no Sachiv in place in many villages (thus affecting approval and disbursement),
- Has migration in large numbers thus meaning that a number of people / families will not be accessible for part of the year.
- Is affected by drought / floods
- Gap between income earning opportunities and expenditure patterns.

Do mention and analyse that. These are things that affect performance and your outcomes need to take this into account.

This is only a line of thought on how to write the situational analysis. The idea is that the reader should be able to understand (1) the situation and (2) your analysis of it.

## **Section 2. Problem Statement**

Give a precise Statement of the Problem that you wish to address. In the situation analysis you may have identified a number of issues affecting livelihoods and decision making, but you may choose to focus your work on some specific problem. Please do state that problem concisely. Please note that the problem statement should logically flow from your situation analysis above.

Your problem statement could be

- 'Total lack of alternate sources (apart from seasonal labour) of livelihoods for the landless'
- 'Alienation of women from all forms of decision making at the community level'
- 'Unsustainable social practices leading to serious erosion of wealth and debt trap'
- 'Unproductive agriculture due to lack of awareness of techniques and poor access to inputs'
- 'Poor access to Forest and Non Timber Forest Produce leading to denial of source of livelihoods'
- 'Fractured community structures leading to divided society and inability to take decisions affecting community'

- Gap between income earning opportunities and expenditure patterns

You could identify more than one problem statement to work on in your project.

### **Section 3. Goal of the project**

Please articulate a Goal and Purpose statement. This should be, naturally, aligned with the overall purpose of your organisation's work. **The Goal statement should naturally be in line with the MPRLP LFA goal & purpose.**

### **Section 4. Objectives**

Please clearly state the objectives you expect to achieve. Objectives must be SMART (Specific, Measurable, Achievable, Rational and Time Bound).

Some of the objectives that your project can set for itself could include

- Reducing distress migration in the project villages by half through development of sustainable livelihood mechanisms in the villages.
- Strengthen the gram sabha so that it becomes a forum for decision making for all issues related to development of the village.
- Increase by 70% the amount in the Gram Kosh through inter-lending.
- Reduce by 80% expenses incurred on social events like death-feasts, marriages and festivals.
- Improve productivity of rain-fed agriculture by 40% through better inputs, techniques and crop diversity.
- Increase income earning opportunities by 30% in households of C & D WBR categories.
- Reach out to 80% of all families in the C & D WBR category through livelihood interventions.
- This is only an indicative list. You should design and develop your project objectives so that they are achievable by your team given the resources in hand and socio-economic-political-geographical situation and your strengths.

### **Section 5. Expected Outputs**

Please be very repeat very clear of the outputs that you intend to achieve. Articulate them well. Be realistic. This is the crux of your project and is on the basis on which your project will be monitored. Outputs should be mentioned along with clear indicators of measurement.

Please use this form for elaborating your outputs.

#### **Project LFA output # (# indicates project output 1- 4)**

The outputs of your project that will contribute to the realisation of this output	Indicators to measure progress of this output	Means of verification
1.		
2.		
3.		
4.		

That means that you will have 4 tables of this nature in your proposal – one for each of the project outputs.

The outputs that your project could specify include

Outputs	Indicators of measurement	Means of verification
Gramsabhas conducted regularly in all the project villages.	Number of gramsabhas conducted in each village in the year	Minutes of the gramsabha Decisions taken
At least 50% of the gramsabha members attend each gramsabha, at least 40% of the participants are women.	Number of participants in the gramsabha meetings compared with total strength of the gramsabha. Number of women in the meetings.	Reports of the gramsabha Attendance register Observation
80% of families in category C & D reached with livelihood interventions through the project	Number of families in categories C & D whose proposals were presented and accepted by the gramsabha. Amount and % of funds spent on families in this category. Types of interventions supported Number of families continuing with that intervention even 3 years after the inputs was given. Number of families who have returned part or whole of the amount received from MPRLP to the Gramkosh.	Records of gramsabhas Proposal registers Disbursement / purchase records.

Outputs are only an intermediate step. What we should be focussing on are the outcomes.

## Section 6. Expected Outcomes

Outcomes are critical. They refer (should refer) to change in lives of people. This change should be either measurable or observable. Indicators for this change must be developed.

There is no need to necessarily spilt the outcomes according to the project LFA outputs. It is assumed that one or more than one output will lead to the realisation of the outcomes.

Let us try and see what could be outcomes for this project.

Outcomes	Indicators of measurement	Means of verification
Gramsabhas become the forum of deliberation and decision making on all common issues in the villages.	<p>Range of issues raised and discussed in the gramsabhas</p> <p>Instances where common development work / schemes were discussed and decided in the gramsabhas.</p> <p>Instances where beneficiaries of government schemes were selected in the gramsabhas.</p> <p>Instances where the gramsabha acted as a social audit mechanism for government programmes (NREGA), schemes (PDS) and officials (teacher, ANM etc)</p>	<p>Minutes of the gramsabha</p> <p>Decisions taken</p> <p>Case studies</p> <p>Observations</p> <p>Independent reports</p>
Women's participation in gramsabha processes increases.	<p>Average % of women members attending the gramsabhas.</p> <p>Instances where women have put up proposals which were accepted by the gramsabha.</p> <p>Instances where women held Mahila Sabhas prior to the gramsabha.</p> <p>Representation of women in gram panchayat committees.</p> <p>Number of women in the village capable of raising issues and discussing them in the gramsabhas.</p>	<p>Reports of the gramsabha</p> <p>Attendance register</p> <p>Observation</p> <p>Case studies</p>
Livelihood mechanisms and options for the families in category C & D strengthened.	<p>% of families which have stopped migration.</p> <p>% of families where the period of migration has reduced.</p> <p>Number of families continuing with the livelihood intervention even 2/3 years after the inputs was given.</p> <p>Number of families who have returned part or whole of the amount received from MPRLP to the Gramkosh.</p>	<p>Base line data</p> <p>Records of gramsabhas</p> <p>Reports of the NGO / LP</p> <p>End project survey data.</p>

These are only indicative. Your project can define its own outcomes in its own terms. The outcomes you propose **MUST** reflect the **change** your interventions are going to cause and how you plan to track them. Tracking the outcomes brings us to MILESTONES.

## Section 7. Milestones

Milestones are intermediate steps that help the project track whether progress is being made towards the outcomes. The term is also derived from its original meaning 'a stone or sign telling a traveller the distance left for the destination'. Thus for instance if a person is travelling by road from Bhopal to Indore, the milestones on the edge of the road indicate the distance left to reach Indore (the destination). Depending on the mode of transport, time of the day, mentality of the driver etc the traveller can expect to reach particular milestones at a particular time. For instance, if travelling in a good 4 wheeler in the early hours of the morning, the traveller can expect to reach Sonkutch (around 90 m away from Bhopal) in about 2 hours of travel. If travelling by public bus in the afternoon, the same distance may take 3-4 hours. In any case checking (by peeking out of the window and reading the signs) that one is on the right road is necessary for the traveller. Else there is danger that one may reach Panchmadhi!

Similarly it is necessary for the project to develop its own milestones depending on its strategy, situation in the project area, ultimate outcome desired (destination).

Given below is ONE example of a milestone on the first outcome listed above. Please note that unlike road journeys, milestones of social change will rarely follow a linear path. Please avoid dividing the final outcome into 4 equal sections to be achieved at the end of the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> years! The progress will be slow to begin with but should accelerate later.

Outcome <sup>1</sup> expected at end of Year 1	Outcome expected at end of Year 2	Outcome expected at end of Year 3	Outcome expected at end of Year 4
At least six gramsabhas will be held each year in every village and at least 15% of the members will participate <sup>2</sup> in these.  Gramsabhas discuss only MPRLP related matters like proposals and grants.	Participation increases to 25% of the gramsabha and matters related to some government schemes like NREGA, PDS etc are discussed and action taken.	Over 50% of the gramsabha members attend each of the 6 meetings discussing all matters related to MPRLP and all government schemes / programmes that are being implemented in the village.	Gramsabhas become the forum of deliberation and decision making on all common issues in the villages.

Indicators should be developed for each of the milestones in the same manner as that for the outcome at the end of year 4.

## Section 8. Interventions

Please detail out the interventions that you will use. The interventions must be presented in a rational manner. Please also note that your intervention plan should account for around 75% of the time of your team. **It is necessary that around 25% of the time in hand be left for common activities of the project – reporting, training,**

<sup>1</sup> Some of the outcomes cannot be tracked in a linear fashion at the end of each year. In these cases the process must be mentioned. That too will enable tracking.

<sup>2</sup> Participate is meant to be more than attendance. It involves active listening and raising issues.

**exposure, events, project exigencies (interventions asked for by government) etc.**

The interventions that you design are a chance for you to leverage your institutional strengths in achieving project goals and purpose. Please however, ensure that you address all the project outputs. Avoid focussing on one or two interventions, whatever your strengths in the same. Very few livelihood interventions, for instance will address the needs of all sections of the community at once. This is what your project is expected to do. For instance, watershed related inputs though very powerful (if done well) may not address the long term needs of the landless and marginal land owners. These sections will require separate strategies. Similarly MED in itself cannot address needs of all sections because issues like market linkages, raw material sourcing, skills come into play.

In case you are phasing out the project, please describe the interventions in the phase-wise manner. Keep the descriptions brief. Cover all interventions you are planning, even if you may not be asking for a budgetary provision for them. Also cover how you will manage this project – reviews, reporting etc.

**Section 9. Team**

In this section, please propose the team that you will be deploying in the project. Please also indicate whether they will be available full time to the project. This section must have roles & job descriptions of each of the members in the team, whether they are covered in the budget or not. In case you are deploying existing staff, please attach brief CVs. In case you will be recruiting new staff, please describe the 'desired profile' covering academic qualifications and experience.

**Section 10. Budget**

There are no strictures and 'rates' for interventions but these must be reasonable. Some suggestions are as under

- The budget must be reasonable and in line with the outputs / outcomes expected.
- The budget to be submitted is only for facilitation related inputs. Some exceptions can be (1) team capacity building, (2) internal reviews and (3) entry point activities, preferably at the community level.
- Please make the budget in way that the reader is not required to guess the basis of your calculations. Give explanations wherever appropriate.
- Try and submit the budget statement in MS Excel so as to facilitate analysis.
- Try and keep the facilitation budget per cluster to around 9 lacs in the first year. This will make it comparable to the budget of the MPRLP PFTs which will be working in adjoining clusters
- Do make provisions for increase in salaries of around 10% in the coming years.
- Please try and keep a decent ratio of maximum to minimum salary within the PFT. Too much of a difference could be counter productive to team work.
- Please ensure that the salary component of budget is not more than around 60% of the overall budget you are proposing.

**..... a few words at the very end..**

MRPLP has shown the sensitivity to change its style of working from phase I. The system of outcome based partnerships with NGOs will herald a new way of working in the development sector in MP. A key to the success of this experiment is the quality of proposal that is developed by you. Your proposal should demonstrate to the reader that you have

1. A clear understanding of the livelihood issues in your project area,
2. Internalised the MPRLP goal and purpose.
3. Something to contribute to the project in terms of thinking and processes

Development of proposals is serious business. Ideally planning the interventions should be an exhaustive exercise involving the team and community. You have the experience of working in Phase I. Do leverage that experience and let it be visible in your proposal.

In case you have any difficulty, do not hesitate to call us or write to us. We are part of the same team and together we have the responsibility of alleviating the poverty of the poorest of poor in our state.

MPRLP Team

December 2007