

Sub Project 1: Action Plan for Streamlining Administrative Systems and Accountability

Target/ Aim : Enhance the efficiency and accountability of administrative processes within the Bodoland Territorial Council (BTC) through a structured decision-making process, clear delegation of powers, effective monitoring systems, and capacity building.

1. Decision Making Process

Target: Establish a transparent and structured decision-making process.

Strategy and Implementation

- Categorise decisions into strategic, operational, and routine.
 - a. Strategic Decisions: Long-term planning, policy formulation, budget allocations, and major developmental projects.
 - b. Operational Decisions: Day-to-day management, project implementation, resource allocation, and coordination among departments.
 - c. Routine Decisions: Regular administrative tasks, approvals, and minor adjustments within departments.
- Develop decision protocols with clear timelines, documentation requirements, and approval hierarchies for decision-making.
- Establish stakeholder consultation mechanisms - Engage relevant stakeholders through formal mechanisms for feedback and transparency.

2. Structure of Delegation of Powers

Target: Clearly define delegation of powers and develop delegation matrix to ensure efficiency and accountability.

Strategy and Implementation

- Map powers according to roles and responsibilities- Identify all powers and map them according to roles and responsibilities within BTC.
- Develop a delegation matrix- Develop and document a clear delegation matrix outlining the delegation of power.
- Conduct training sessions- Conduct training sessions to ensure staff understand their roles and responsibilities.

Structure of Delegation of Powers

Current Structure:

- Chief Executive Member (CEM)
- Deputy Chief Executive Members (Dy. CEMs)
- Executive Members (EMs)
- Principal Secretary (PS)
- Secretaries, Joint Secretaries, Deputy Secretaries, Under Secretaries, and other officers

3. Mode of Operationalisation of Decisions

Target: Ensure effective implementation of decisions.

Strategy and Implementation

- Develop detailed implementation plans for each decision including timelines, responsible persons, and required resources.
- Communicate decisions and implementation plans clearly to all stakeholders through official channels and ensure all relevant parties are informed.
- Establish mechanisms for monitoring implementation and obtaining feedback for continuous improvement.

4. Issuance of Orders

Target: Establish a clear and standardized process for issuing orders.

Strategy and Implementation

- Define the approval process for issuing orders including necessary sign-offs.
- Ensure clear and prompt communication of orders to all relevant parties.
- Maintain a centralized system for recording orders.

5. Monitoring the System

Target: Establish robust monitoring mechanisms to track performance and compliance.

Strategy and Implementation

- Define Key Performance Indicators (KPIs) for various functions- Develop KPIs for monitoring the performance of different functions within BTC.
- Identify and Implement tools for real-time monitoring and reporting of performance data : IT enabled system and tools be put in place.
- Conduct regular audits to ensure compliance with established processes.
- Establish a feedback mechanism for continuous improvement- Establish a system for collecting and acting on feedback from staff and stakeholders.

6. Establishment of e-Office Systems

Target: Implement and monitor e-office systems to enhance administrative efficiency.

Strategy and Implementation:

- Conduct a comprehensive evaluation of the existing e-office systems.
- Study the e-office system as is presently operational in Govt. of Assam
- Upgrade the present e-office systems including advanced features to improve document management, workflow automation, and communication.
- Conduct training programs for staff to ensure effective use of the upgraded systems.
- Regularly monitor system performance and address issues promptly.

7. Development of Manuals

Target: Develop comprehensive manuals to guide administrative processes and ensure consistency.

Strategy and Implementation

- Identify areas requiring comprehensive manuals.
- Study the Manuals of Govt. of Assam.

- Draft detailed manuals for identified areas covering all administrative processes.
- Review, discussion and approval of draft Manuals with relevant stakeholders.
- Distribute Manuals and conduct training sessions to ensure proper understanding and adherence.

8. Capacity Building and Training

Target: Enhance the skills and knowledge of staff through regular training programs.

Strategy and Implementation

- Training Needs Assessment: Identify skill gaps and training needs through assessments.
- Develop Training Programs tailored to address identified gaps.
- Conduct Training Sessions for staff at all levels.
- Evaluate and assess the effectiveness of training programs and make necessary adjustments.

9. Evaluation of KPIs

Target: Regularly evaluate key performance indicators to ensure accountability and performance improvement.

Strategy and Implementation

- Establish clear and measurable KPIs for administrative functions.
- Implement systems for collecting and analyzing KPI data.
- Report KPI performance to stakeholders for performance analysis
- Make recommendations for improvement after report findings are deducted.

10. Creation of a Monitoring Cell in CEMO

Target: Establish a dedicated cell within the Office of CEM, BTC [CEMO] to oversee and monitor administrative processes.

Strategy and Implementation

- Design a structure and hierarchy of officials in CEMO
- Define Roles: Clearly define the roles and responsibilities of the monitoring cell.
- Staffing: Recruit and train staff for the monitoring cell.
- Tools and Resources: Provide the necessary tools and resources for effective monitoring.
- Integration: Ensure the monitoring cell is integrated with other administrative functions for seamless operation.

11. Flagship Programs and Responsibility Mapping

Target: Map responsibilities to ensure effective implementation of flagship programs

Strategy and Implementation

- Identify Flagship Programs: Select key programs to focus on as flagship initiatives.
- Responsibility Mapping: Map responsibilities for each program to specific departments and individuals.
- Implementation Plan: Develop detailed implementation plans for each flagship program.
- Monitoring and Reporting: Establish mechanisms for monitoring the progress of flagship programs and reporting to stakeholders.

Monitoring Procedure for BTC Action Plan

- Feedback Collection: Collect feedback from stakeholders through surveys and consultations to improve decision-making processes.
- Quarterly Audits: Perform quarterly audits of delegated powers to ensure compliance and identify areas for improvement.
- Staff Feedback: Implement feedback mechanisms to gather input from staff on the effectiveness of the delegation matrix.
- Review Meetings: Hold bi-monthly review meetings to discuss audit findings and implement necessary changes.
- Order Tracking: Implement an order tracking system to monitor the status and execution of issued orders.
- KPI Reviews: Review key performance indicators (KPIs) on a monthly basis to track administrative performance.
- Real-Time Monitoring: Utilize software tools for real-time monitoring and reporting of performance data.
- Stakeholder Feedback: Collect feedback from stakeholders on KPI relevance and effectiveness.
- System Performance Reviews: Conduct monthly reviews of the e-office system performance.
- User Feedback: Gather feedback from users to identify and resolve any issues with the e-office systems.
- System Audits: Perform bi-annual audits to ensure the e-office system meets operational requirements.
- Manual Reviews: Conduct quarterly reviews of developed manuals to ensure they are up-to-date and comprehensive.
- Training Sessions: Monitor the effectiveness of training sessions through participant feedback and assessments.
- Feedback Mechanism: Collect feedback from staff on the clarity and usefulness of manuals

Timeline

Activities	Timeline : 2024-25									
	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Analysis:										
Decision Making Process, Structure of Delegation of Powers										
Mode of Operationalisation of Decisions										
Understanding the process of issuance of orders										
Identification of monitoring the system										
Establishment of e-Office Systems										
Development of Manuals										
Capacity Building and Training										
On-Ground Identification:										

Develop decision protocols, including timelines, documentation requirements, and approval hierarchies	■	■	■							
Establish mechanisms for monitoring implementation and obtaining feedback-		■	■	■	■					
Define key performance indicators (KPIs) for various functions	■	■	■	■						
Implement tools for real-time monitoring and reporting	■	■	■	■	■	■				
Regularly monitor e-office system performance	■	■	■	■	■					
Implementation System										
Develop a delegation matrix				■	■	■	■	■		
Creation of a Monitoring Cell				■	■	■	■	■		
Evaluation of KPIs				■	■	■	■	■		
Capacity Building and Training						■	■	■	■	■
Flagship Programs					■	■	■	■	■	■
System Audits plus Quarterly Audits			■			■	■	■	■	■

Action Plan for Sub Project 2 : Strengthening and Advancing VCDCs Empowerment.

Village Community Development Committees (VCDCs) play a pivotal role in grassroots development, fostering community participation, and ensuring local governance. However, there's a need to strengthen and advance VCDCs' empowerment to enhance their efficacy in addressing social development and creating a well-functioning society. This project proposal outlines strategies to streamline VCDCs' structural functions, enhance their capacities, and ensure their active participation in various development initiatives.

Target

The primary objective of this project is to strengthen and advance the empowerment of VCDCs to facilitate inclusive social development and foster community participation in alignment with the guidelines of VCDCs.

Key objectives include:

- i) Enhancing the capacity of VCDCs to effectively manage village-level institutions and functions.
- ii) Empowering VCDCs to address key social issues including strengthening grassroots governance, climate change, gender equality, poverty alleviation, and social justice.
- iii) Facilitating VCDCs' participation in centrally sponsored and state schemes for holistic development.
- iv) Establishing mechanisms for VCDCs to monitor and evaluate the implementation of Socially Oriented Projects and Programs within their jurisdictions.

1. Strategy:

a. **Overview of VCDCs Current structure:** An Overview To understand the current structure, power & function, Roles & Responsibilities of VCDCs.

b. **Deep understanding of VCDCs (Field Understanding):** To ensure and understand the peoples participations and development activities and stakeholder opinion and feedback on various development schemes and programs, knowledge on power & functions, social activities like Cultural functions, common property protection, forest protection, volunteerism or Shramdhan etc, a field tour activity to be scheduled for each districts of BTR (5 VCDCs per District).

c. **Gaps Identification:** To Identify gaps on present VCDC administration & Institutions, a random survey from each district to be taken on Roles and Responsibility, Political Involvement, Gram Sabha, Local Festivals, public participation, women participation, SHGs involvement, women empowerment, child & women Development, School Committees, Health Facilities & sanitation, Anganwadis, Market Committees, Village Administration. Feedbacks to be taken as Opinion.

d. **Analyzing Development & Socio-Economic :** To analyse and understand the index of social & rural development, literacy rate and economic status, peoples' participation in the interest of social wellbeing & governance a community based analysis to be prepared from available govt data or secondary sources by CRISP team.

e. **Training Needs Analysis:** Conduct a comprehensive training needs analysis on basis of their performance to identify the specific areas (MGNREGA, PM-AY, VPRP, VCDC planning, Gram Sabha, Local Governance) where VCDC chairmen and members require capacity building training interventions.

f. **Capacity Building:** Conduct workshops and training sessions to enhance the skills and knowledge of VCDC chairman and members on governance, project management, and community development in performance basis of VCDCs of each districts of BTR as piloting with the help of RSETI, SIPRD (State Institute of Panchayat Raj & Rural Development) or Local development Training Institutes of each Districts.

Action Plan for Sub-Project 3: Decentralised Planning Process [DEPP]

1.Target/ Aim: To empower local communities within the BTC region of Assam by establishing a decentralised planning process, thus also facilitating the success of good governance.

2. Strategy:

Analysis:

- a. Analyse the Assam GPDP Guidelines
- b. Analyse the MGNREGA, VPRP Guidelines
- c. Analyse the Planning process of State Owned Priority Development (SOPD) Schemes and Centrally Sponsored Scheme
- d. Analyse the Planning process of VCDC
- e. Analyse existing budgeting processes to identify areas for improvement, such as participatory planning and realistic revenue projections.
- f. Analyse and evaluate the current accounting system, including record-keeping practices, internal controls, and financial reporting procedures.

On-Ground Identification:

- a. Identify the financial resources available for decentralised planning-
 - Fifteenth Finance Commission
 - Government of Assam Grant
 - BTR Revenue resources
- b. Identify Human Resources: Village Council members Representatives from CBOs(women's groups, youth groups, self-help groups, etc) for
 - Capacity building
 - Planning
- c. Identify the participation pattern of different socio-economic groups in the planning process.
- d. Identify Low Cost, No Cost Planning Activities
- e. Identify traditional leadership and planning activities and implement the learnings in the current format.

3. Implementation System:

- a. **Village Development Report:** This would primarily look into major villages of the 5 districts, and prepare a report focusing on different criterias and parameters.
 - b. **Review Existing Structures:** Analyse current planning and development processes within the BTC. Identify existing committees, resource allocation mechanisms, and any existing elements of decentralised planning.
 - c. **Stakeholder Mapping:** Identify all relevant stakeholders, including village councils, community-based organisations (CBOs), women's groups, youth groups, and government departments at all levels.
 - d. **Participation Pattern:** To ensure that the planning processes are inclusive and participatory, allowing for the meaningful participation of women and other socio-economic groups at all stages.
 - e. **Develop Decentralisation Framework within the BTC:**The framework would outline:
 - Allocation of decision-making authority and resource allocation to village councils and mechanisms for participatory planning at the village level through the VCDCs.
 - Village Development Report: This would primarily look into major villages of the 5 districts, and prepare a report focusing on different criteria and parameters.
 - f. **Develop capacity building and training plan for VCDC:** Prepare modules for the same and meet the training needs by involving the above identified human resources.
 - **Some topics for the modules may be-**
- ❖ **Decentralisation:** Introduction to decentralised planning concepts and principles.
- Roles Responsibilities of village councils and CBOs in the planning process

- Understanding local government structures and budgets
- ❖ **Participatory Planning:** Techniques for conducting community consultations and needs assessments
 - Facilitating inclusive and equitable participation
 - Conflict resolution and negotiation skills
- ❖ **Project Management:** Project cycle management (identification, formulation, implementation, monitoring & evaluation)
 - Budgeting And Financial management for community projects
 - Project Proposal writing and resource mobilisation
- ❖ **Leadership and Governance:** Effective leadership and communication skills
 - Transparency, accountability, and grievance redressal mechanisms
 - Gender Mainstreaming In Planning and decision-making processes

g. **Funding pattern/structure of VCDCs:**

Aim: To establish a robust and transparent funding system for Village Council Development Committees (VCDCs) within the Bodoland Territorial Council (BTC), empowering them to effectively manage resources and drive local development

1.Assessment and Planning Review Existing Structures: Analyse current funding mechanisms, allocation formulas, and reporting requirements for VCDCs within the BTC.

2.Stakeholder Consultation: Organize meetings with representatives from VCDCs, BTC government departments, and relevant civil society organizations. Discuss current challenges and priorities related to VCDC funding and management.

3.Needs Assessment: Conduct a needs assessment across VCDC villages to identify critical areas requiring additional funding (infrastructure, social services, livelihood generation).

4.Develop Funding Framework and Identify areas needing more funding: Draft a comprehensive funding framework for VCDCs, outlining:

- Potential funding sources (central government grants, state allocations, etc.)
- Allocation formula based on objective criteria (population, poverty levels, development needs)
- Eligibility criteria for VCDC access to funds
- Modalities for transfer of funds (direct bank transfers, disbursement through departments)
- Financial management systems for VCDCs (budgeting, accounting, internal controls, auditing)
- Work out modalities for transfer of funds to VCDCs : Evaluate current methods of transferring funds to VCDCs (direct bank transfer, disbursement through departments). Identify the most efficient and transparent method considering factors like security and technical capacity at the village level.

5. Develop systems for managing funds: Assess the existing capacity of VCDCs in financial management practices (budgeting, accounting, internal controls). Develop a baseline understanding of current strengths and weaknesses in fund management.

- Training of VCDCs in fund/financial management: Design and deliver training programs for VCDC members
- Budgeting And Financial planning
- Financial record-keeping and reporting
- Procurement Procedures
- Internal controls and anti-corruption measures
- Utilise a combination of training methods: workshops, and mentorship programs.
- Develop Fund Transfer Mechanism
- Finalise the most suitable method for transferring funds to VCDCs based on the assessment
- setting up dedicated bank accounts for VCDC for VCDCs establishing clear procedures for departmental disbursements

4 .Timeline:

Activities	Timeline: 2024-25										
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Analysis:											
Analyse the Assam GPDP Guidelines- And VCDC guidelines of BTR											
Analyse the MGNREGA Guidelines											
Analyse the Planning process of State Owned Priority Development (SOPD) Schemes and Centrally Sponsored Scheme											
Analyse the Planning process of VCDC											
On-Ground Identification:											
Identify the financial resources available for decentralised planning											
Identify Human Resources: Village council members Representatives from CBOs(women's groups, youth groups, self-help groups, etc) for											
Identify the participation pattern of different socio-economic groups in the planning process.											
Identify Low Cost, No Cost Planning Activities											
Identify traditional leadership and planning activities and implement the learnings in the current format.											
Implementation System											
Review Existing Structures											
Stakeholder Mapping											
Participation Pattern											
Village Development Report											
Develop Decentralisation Framework within the BTC											
Develop capacity building and training plan for VCDC											

5. Monitoring:

Formats: for capturing various processes of planning and implementation will be developed for each deliverable.

- a. Activity description (e.g., training conducted, meeting held)
- b. Location
- c. Participants involved
- d. Progress made against planned targets

- e. Challenges encountered
- f. Any deviations from the plan and their justifications

Data collection: Utilize a mix of methods to gather monitoring data:

- a. **Site visit reports:** Conduct periodic visits to VCDC meetings, training sessions, or pilot project locations and document observations, and verify progress and adherence to financial guidelines.
- b. **Surveys:** Conduct short surveys with stakeholders (VCDC members, community representatives) to gauge their experience and feedback.
- c. **Data analysis:** Analyse collected data to identify trends, areas needing improvement, and project effectiveness
- d. **Financial Reporting:** Develop standardized reporting formats for VCDCs to submit regular financial reports to a central monitoring body.
- e. **Audits:** Implement internal and/or external audits to ensure proper financial management practices are followed.
- f. **Approval Process:** Establish a clear approval process for VCDC disbursements, with defined roles and responsibilities for review and authorization.

Approval Mechanisms:

- a. **Internal approvals:** Approvals with the State Lead and respected mentors of the CRISP during the weekly reviews.
- b. **Stakeholder approvals:** For crucial decisions or deliverables, approvals might be needed from relevant BTR administration officials or VCDC representatives.
- c. **Committee approvals:** Consider forming a steering committee with representatives from BTR administration, VCDC and other CBO members, and general stakeholders to provide oversight and approve major project plans or adjustments.

Action Plan for Sub-Project 4:- Poorest of Poor Strategy(PoPs)

Introduction: Poorest of Poor Strategy(PoPs) will focus on addressing the needs of the most vulnerable or marginalized groups in society. It recognizes the urgency and importance of addressing the needs of those who are most vulnerable and ensures that resources and efforts are directed where they can have the greatest impact.

1. **Target/ Aim:** To improve the Livelihood of Poorest of Poor(PoP) in BTR Region by identifying and providing support to the most marginalized households, providing them with livelihood opportunities.

2. **Strategy:**

Analysis:

- a. **Target Population Identification:** Identifying the specific population in BTR region considering income levels, social vulnerability, and other relevant criteria.
- b. **Analysis of Government Data:** Government agencies often collect data on income levels, poverty rates, and other socio-economic indicators. Census data, household surveys, and poverty assessments conducted by government bodies can provide valuable insights into the economic status of different communities within a region.
- c. **Non-Governmental Organizations (NGOs):** NGOs working on poverty alleviation often have firsthand knowledge of the communities they serve. They may conduct surveys, assessments, or participatory research to identify the most vulnerable populations in a region.

On-Ground Identification:

- a. **Needs Analysis:** Understand the challenges faced by the PoP, including economic, health, education, and social issues. Identify gaps in existing services and resources available to them.
- b. **Explore livelihood opportunities.** Analyse the possible entitlements. Provide vocational training, microfinance, and income-generating activities. Sustainable livelihoods can lift the PoP out of poverty.
- c. **Taking a holistic approach.** Address not only economic poverty but also social exclusion, health disparities, and lack of education.
- d. **Gathering Public Opinion:-**Gather Public Opinion on Poverty through Questionnaire as Sample.(10 Samples each
- e. **Listing Possible Entitlements:-**Listing the eligibility criteria for PoPs combining the Govt. Data and NGOs.

3. **Implementation System:**

- a. Identification of 1(one) Poorest of Poor (POP) Group at each BMMU through the assistance of Block Coordinators including PRA exercise at the field level.
- b. Listing the eligibility criteria for PoPs combining the Govt. Data and NGOs.
- c. Identification of deprived/missing entitlements and Govt. Programs.
- d. Plan and Prepare a PoP Scheme for each family accordingly.

4. Timeline

Activities	Timeline: 2024-25									
	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Analysis										
Target Population Identification										
Analysis of Government Data										
Non-Governmental Organizations (NGOs)										
On-Ground Identification										
Needs Analysis										
Explore livelihood opportunities										
Taking a holistic approach										
Gather Public Opinion on Poverty through Questionnaire as Sample.(10 Samples each)										
Listing the eligibility criteria for PoPs combining the Govt. Data and NGOs.										
Implementation System										
Identification of 1 Poorest of Poor(POP) Group at each BMMU through the assistance of Block Coordinators including PRA exercise at the field level.										
Listing the eligibility criteria for PoPs combining the Govt. Data and NGOs										
Identification of deprived/missing entitlements and Govt. Programs.										
Plan and Prepare a PoP Scheme for each family accordingly.										

5. Monitoring System:-

- a. **Program Coverage:** Assess the reach of the POP Strategy across targeted households.
- b. **Impact Assessment:** Measure the effectiveness of livelihood interventions.
- c. **Challenges Faced:** Identify implementation hurdles and adapt accordingly.
- d. **Google Tracking System:-**A Google tracking system to be developed with access to all the BMMU officials, DMMU officials, Stakeholders for tracking for fast and better result. All the Stakeholders will take a follow-up on the schemes of their own level to uplift the PoP Family in BTR Region.

Action Plan for Sub Project 5 : Social Audits and Transparency System (SATS)

Introduction: To establish a comprehensive and effective Social Audit and Transparency System in the Bodoland Territorial Region (BTR), drawing from best practices in Meghalaya, Government of India (GOI) and Government of Assam (GOA) guidelines, and to ensure accountability in public services delivery and implementation of schemes through community participation.

1.Strategy:

a. Overview of Social Audits: To understand Social Audit's current structure, roles & responsibilities of BTR, GOI, GOA and mechanisms of auditing guidelines relating to The Meghalaya Community Participation and Public Services Social Audit Act, 2017.

b. Review of Meghalaya's Social Audit practices: To understand the running structure & process and functioning system of social audit implementing in Meghalaya state in comparison to Assam's Social Audit policy & guidelines.

c. Overview of Government of India (GOI) and Government of Assam (GOA) guidelines on social audits: To understand the systems Structures & guidelines to the SA of GOI & GOA to comparing with Meghalaya Community Participation and Public Services Social Audit Act, 2017.

d. Integration of SA guidelines into the BTR context: Study the current structures of SA and understand the system flows, roles and responsibilities, guidelines in association with the Financial or Social Audit team of BTR.

e. On ground study for SA: Institutions like Anganwadi, Hospitals, Schools etc.

g. Public Hearing & Gaps Observation: To find the gaps and difficulties in making social audit in BTR and people's perceptions and knowledge on schemes guidelines in MGNREGA and NRLM projects via Field assessments and surveys or questionnaire

h.Social Audit strategies for BTR: Analysis of GOI, GOA, Govt. of Meghalaya SA guidelines and make a mechanism of BTR for better transparency and accountability.

i. Data Collection

Document Review: Collect and review relevant documents such as financial records, implementation reports, and beneficiary lists from departmental databases and secondary datas.

2. Implementation

a.To Ensure Transparency in Village Council Development Committees (VCDC)

- Ensure participation of citizens and VCDCs in social audits.
- Mechanisms to ensure transparency and accountability within VCDCs.

b.Proactive Disclosure by Community

- Importance of proactive disclosure of information.
- Strategies for ensuring community-led information disclosure.

Case studies from NRLM (National Rural Livelihoods Mission) and MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act).

c. Review Citizen Score Card on Different Schemes and Services

