

## PPCP Plan Framework

	<b>Topic</b>	<b>Page No.</b>
	<b>Executive Summary</b>	
<b>1</b>	<b>Prelude</b>	
<b>2.</b>	<b>Genesis</b>	
<b>3.</b>	<b>PPCP Framework</b>	
<b>4.</b>	<b>Aggregation Module – Integrating PPCP in the District Plan</b>	
<b>5.</b>	<b>Mainstreaming PPCP into the Plan Framework</b>	
	<b>Annex 1: Opportunity Analysis</b>	
	<b>Annex 2: Public Resource Analysis</b>	
	<b>Annex 3: Participatory Sub-Sector Analysis (PSSA)</b>	
	<b>Annex 4: Detailed Project Report</b>	
	<b>Annex 5: Typology of Legal Frameworks</b>	
	<b>Annex 6: PRA during PSSA</b>	
	<b>Annex 7: Relevant Quotes from the Ramachandran Committee Report</b>	

## Executive Summary

In the poorer states of India, return from sectoral initiatives have either stagnated (e.g. in the agricultural sector) or have remained low (e.g. in the non-farm) rural sector. This is more so for poverty intensive households, with even restricted earning opportunities. However there are hand full of exceptions too, largely due to initiatives taken by various NGO/GO/private sector representatives, who have successfully linked (often equipped with development support) partially/fully community owned rural business ventures to appropriate value chain partners, thereby providing high/reasonable rates of return to the local community. Hence, there exists a strong case for promoting such community led business ventures.

The degree of uncertainty in such ventures implies that these ventures are at best quasi-developmental (or quasi-commercial), which are expected to become fully commercial ventures in the future. Here, while the private sector needs to get involved to sustainably and continuously provide market linkage and related intelligence to a commercial venture; in the absence of appropriate handholding organizations, the public sector needs to take the role of a lead facilitator. As the process matures and attains sustainability, the facilitative role of the public sector for a typical venture reduces. Such ventures may be termed as public private community partnership (PPCP). Finally, the public sector makes an exit leaving the community and the private sector to take that particular (now completely private) venture forward. Needless to say, such quasi-developmental ventures, will keep on adding over time.

PPCP interventions do not limit itself to activities related to economic growth only but also addresses the developmental needs like health, education, etc. along with livelihood promotion activities.

Setting the ball rolling implies that (a) demand for such support actually emanates from the village/block/district vision document and (b) adequate resources are available to plan and provide handholding facility to the process on a continuous basis. Hence these initiatives are best suited to be a part of a district planning exercise with some added initiatives. Being a part of the district plan, legitimates the inclusion of such initiatives as deliverables and also provides resources for coordination, capacity building and even project support.

Given the uncertainty involved in a would be business process like PPCP, the district planning process needs to do some additional exercise before inclusion of such initiatives in the District Plan. To start with, local wisdom can be analyzed to identify such PPCP initiatives by organizing block level exercises. The suggested initiatives can then be tested for likely returns and prioritized by analyzing secondary block level or village level micro planning data (opportunity analysis). A SWOT analysis of promoting such activity with the targeted community and their degree of involvement needs to be detailed for each PPCP product (participatory sub-sector analysis). Once found viable these products may need bank finance, choose a marketing strategy, require capacity development, etc. and hence will need detailed feasibility analysis. In the absence of appropriate community organization, there may also be need for creation and capacity building of such organizations (bridge analysis). The entire process will take a time period of 24 weeks.

In identification of PPCP opportunities, the initial basic planning unit can be a block. However, places where desired data for village level micro plan is available, one must use that data base to understand opportunities. The final planning unit will be conglomeration of communities, optimally situated in a few villages and towns in a block or few villages and few towns in a few adjacent blocks. Again with the passage of time and the success of few such models, as the village level households become conscious of this business development aspect of planning, the basic planning unit can be reduced to a village itself. This process will also ensure that PPCP is integrated into the district PPCP plan in a truly decentralized spirit in line with the spirit of District Planning Committee framework. Going with the current trend, the suggestive plan period for PPCP is proposed as five years.

Needless to say, new thoughts gain ground with action research and repeated success at the ground level. Here again the experience will differ with respect to the level of preparedness of different state governments. Hence to start with there may be need for capacitated guidance and handholding inputs for some states, especially where degree of devolution is low and DPC is not formed. Here (UNDP Project, i.e. action research based) entities like District Technical Support Organization (DTSO), District Forum (DF), District Cell (DC), State Forum (SF), State Cell (SC), etc. as planned by the current project. Such functional set-ups might not be required in some states, where the DPC is functional and the state is quick to create the other desired functional facilities.

## 1. Prelude

Efforts for development of community, as a part of the planning exercise is not new and is almost as old as the planning exercise itself. Community Development Programme was launched as early as in 1952 with a welfare philosophy for increasing production and productivity of rural areas with the efforts of peoples' cooperation and creative participation. It targeted among others development of village cooperatives, PRIs, agriculture and other primary and secondary activities. It turned out as a method through which the rural community will lead their socio-economic advancement democratically on through own resources and efficiency. For this purpose, the nation was administratively sub-divided into 5000 blocks, each having 100 villages and a population of sixty to hundred thousand. Interestingly it also brought specialists from various disciplines together and also focused among others, on distributive justice and reducing social and economic disparities.

However, to start with, urban centers, which provide main sources of non-agricultural employment was kept out of this process. Secondly it had a strong in-built welfare angle and the community was considered to be only entity for any identified activity. Accordingly, the typology of activities expected was those that added to the welfare of the entire community of people in a block. Thus there was less scope for promotion of private entity of select groups in a community. Some of these issues especially the role of the urban sector, were taken care of (a) in the Growth Centre Strategy (based on growth pole theory) and (b) the Integrated Area Development Programme (IAD).

The Growth Centre Strategy was introduced in late 1960s. It looked into the issue of dependence of the rural centers on the urban centers. One of the main concepts of growth centre strategy was that the process of rural and urban development should not be treated as separate but looked at from the reciprocity that exists between them. This however implicitly implied that a typical rural centre becomes dependent on the possibilities that its urban periphery provides and to that extent its growth option becomes limited.

In IAD, which was introduced in the mid 1970s, one area of prime importance was that it brought both rural and urban sectors under the ambit of development. One other area was that it stressed on the development of various economic activities such as agriculture, forestry, animal husbandry, industry, etc. based on the potential and existing resources of the area.

It was also observed that the above tools were 'equity neutral', i.e. they did not naturally promote development of backward areas or people. Accordingly various area and people specific development programmes, e.g. Drought Prone Area Programme (DPAP), Tribal Area Development programme (TADP), etc. was already being introduced. Here again the development route gave more emphasis on development based on local possibilities and capability development rather than promotion of business of select communities based on their potential. For example, the DPAP worked for providing subsidiary occupation to agriculture and TADP worked on land alienation, indebtedness, bonded labour, malpractices in exchanges of agriculture and forest produce, agriculture and allied activities with particular emphasis on including a change in the traditional pattern of agriculture and irrigation facilities, etc.

This was followed by the Integrated Rural Development Programme (IRDP) that targeted poverty alleviation by increasing productivity of the rural poor. IRDP, that came in 1978, factored in advantage of the rural setting and equity thrust of the people centred programmes. Thus micro level planning gained importance as means to establish and strengthen linkages between sectoral and spatial components of the development plan of an area. "...Though employment generation was a target objective of IRDP, yet, while the programme focused strongly on developing productive assets, it was weak on providing forward linkages to the outputs thus created..."

Simultaneously, by the early nineties, efforts for involvement of the private sector in rural/backward area/capability generation activities, purely from a business consideration, had already been initiated. This was witnessed in both income and capability generation issues.

In an effort to promote SMEs in the backward areas of the state/Union Territories, the Central Government planned development of 50 Integrated Industrial Development (IID) centres over a period of five years in the eighth five year plan (1992-97). Each IIDC was provided with public funds of Rs. 5.00 crores in order to create infrastructural facilities of a minimum order for the effective running of small-scale industries. Private sector investment was to follow in the form of creation of units.<sup>1</sup>

Private sector participation is seen in education, Punjab is evolving as a promising hub of specialized universities. Of late "...the state government has received proposals from 10 private players, including ... Reliance Industries group, Bharti telecom..., ...Chitkara group, Ryat and Bahra group ....., which are keen for setting up universities in the state. State government has decided to formulate a broad policy framework and law to enable the opening of universities in the private sector. .... The state will have to ensure that the quality of education is maintained and the fee structure is not beyond the limits of middle class society...."<sup>2</sup>

By the ninth plan period, "...Some States like Maharashtra, Madhya Pradesh and Andhra Pradesh have initiated the action for privatization of irrigation projects in the form of .... Build-Own-Operate (BOO) or Build-Own-Operate-Transfer (BOOT) or Build-Own-Lease (BOL) basis"<sup>3</sup>. In fact of late, "... the Maharashtra government has invited expression of interest from the private sector to complete the Nira Deoghar irrigation project in Krishna Valley on build-operate-transfer (BOT) basis...."<sup>4</sup>.

Role of community have also started showing. In irrigation "...Private sector participation involves not only the private corporate sector but also groups like farmers' organisations, voluntary bodies and the general public. About 90-95% of ground water development is by private efforts either through own financing or institutional financing or both. ....". Simultaneously, there also emerged a general consensus in favour of transfer of responsibility of irrigation schemes on the principles of "Irrigation Management Transfer" or "Participatory Irrigation Management" by the conclusion of the eighth plan. Working Group on Participatory Irrigation Management for the Ninth Plan suggested a three – pronged strategy as detailed below with role of local NGOs in bringing members of different communities, creation of Water User Farmers' Associations (WUAs), capacity building, provision of legal backing and lending support to the Associations in their dealings with the State agencies.<sup>5</sup>

Involvement of the private sector and the community is also witnessed in agricultural extension services<sup>6</sup>. Till 1960 agricultural extension was purely a function under guidance of State Department of Agriculture with very limited involvement of few of voluntary organizations. Involvement of Indian Council of Agricultural Research (ICAR) in National Demonstration Program in 1966 paved the way for creation and spread of Krishi Vigyan Kendras (KVKs) – a legal body (NGO) of representative of community and technical experts. By the 1980s more non Government entities like NGOs, producers' co-operatives, farmer's associations, agro-input industries and agro-processors entered the field of agricultural extension. NGOs vary in their size, outreach, skills and operations and are mostly dependent on funds from Govt. and other Donors. Their operations are restricted to very few farmers and villages and replication at larger scale is always precarious.

---

<sup>1</sup> [www.geocities.com/mpconedp](http://www.geocities.com/mpconedp)

<sup>2</sup> [http://www.indiaedunews.net/Punjab/private\\_players\\_await\\_Govt's\\_nod\\_to\\_set\\_up\\_universities\\_in\\_Punjab\\_3199/](http://www.indiaedunews.net/Punjab/private_players_await_Govt's_nod_to_set_up_universities_in_Punjab_3199/)

<sup>3</sup> Ninth Five Year Plan

<sup>4</sup> Financial Express, September 24, 2007

<sup>5</sup> Ninth Five Year Plan

<sup>6</sup> Rasheed Sulaiman. V and Sadamate, V.V. (2000), Privatising Agricultural Extension in India, Policy paper – 10, NCAP, New Delhi.

It is being argued that “....considerable scope exists for successful integration of efforts public agencies, private sector and farmers groups as a community. The strategies to be adopted should take into consideration, recognition and encouragement to organizations outside the public systems, contracting out few services to these agencies and bringing in more services on fees basis. It also requires building core competency among public, private and community organizations for sharing of responsibilities and integration of efforts of these agencies....”. A few of the examples in agricultural extension sited below reiterates the scope of convergence among public, private and community players.

**Table 1.1: PPCP in Agriculture Extension**

Name of Organization	Extension Services	Type of Organization	Constituencies
MRDBS	Divisional Group Discussions, Annual Seminar , Publication of literature, import of inputs, Research and Development,	Farmers Association – Community	Member Grape growers in Maharastra
Kerala Mushroom Growers Association	Training , Inputs supply, credit linkages, publication,	Farmers Association - Community	Member and Non member farmers
Mithila Dugdh Utpadak Sahkar Sangh (MDUSS)	Organization building, Training	Producer Co-operative- Community	Member Producers
Ankur Seeds Pvt. Ltd.	Farmer’s Field Demonstration, Farmer’s Field Day, Publication	Seed Company- Private	Farmers in 6 states 153 Districts
Messina Beej Private Ltd.	Demonstration , Publication, Advertisements	Seed Company- Private	Farmers in 27 Districts of Bihar
IFFCO	Demonstrations, Field Programs, Seed Multiplication, Village Adoption	Ltd. Company - Public	Farmers in 16 states
Consultancy Cell, College of Agriculture , Nagpur	Agro-Poly Clinic , Consultancy	Academic Institution- Public	Farmers in Nagpur
BAIF	Animal Husbandary Extension Services , Publication	NGO- Private	Farmers in 7 States

At the PRI level too the community also started playing a proactive role. In West Bengal, Gram Unnayan Samity(GUS) - village development committee have been empowered to prepare annual and perspective plan pertaining to the Gram Sansad, which becomes integral part of a Gram Panchayat Plan. GUS have also been authorized to open bank account to receive and utilize funds from Gram Panchayats and other institutions (through Gram Panchayats) for implementation of grass root level activities for which normally there is no scheme. The process includes series of neighbourhood meetings, collection of data pertaining to each and every household, analysis of such data and formulation of community-based, community-owned and community-managed plans which take care of no-tech, low-tech and no-cost, low-cost activities which are possible on the part of Gram GUS to take care of, mostly with people's resources and some financial support available from Gram Panchayats. Focus of such planning is on both social development (education, public health, women & child development) and utilization of local resources, aiming at strengthening livelihoods of the poorest and most marginalized sections.

While efforts for enhanced role of the private sector and the community is ongoing the country also witnessed various other direct employment generation programmes like JRY (1989), PMRY (1994), SJSY (1999), SGRY (2001) and of late programmes like NREGA (2005), etc. While JRY, PMRY focused on creation of individual entrepreneurship: SJSY and SGRY promoted creation of select community enterprises (self help groups – SHGs) of BPL families based on their potentials after factoring in the spatial dimension. These led to creation of private community based entrepreneurship with huge scope for promoting public private community partnership, based on existing and targeted experiences.

## 2. Genesis

### 2.1 Backdrop

Over the years, the Indian economy has repeatedly witnessed institutionalization of various forms of partnership among private sector agents and communities. In these endeavours, the public sector has played and continues to play the role of a facilitator. Of late, there has also been active (e.g. equity) involvement of public bodies in promoting public private partnership. These relationships may be broadly summarized in the following forms (table 2.1). Interestingly, these partnerships, with exceptions, also carry a notion of marked disparity on additional income.

**Table 2.1 – Forms of Partnership**

	<b>Economic Agents</b>	<b>Forms of Partnership</b>	<b>Returns</b>
1	Intra-Community	SHG, <sup>7</sup> Cooperative, Society, Society of SHGs, etc.	Low/marginal
2	Private-Private	Partnership firm, Joint Stock Company, Equity investment, etc.	Medium/high
3	Private-Public	Equity investment, Public Limited Company, various forms of public private partnerships (PPP <sup>8</sup> ), etc.	

Many a times intra-community cooperation is based on technology which is not scaleable, due to market conditions, e.g. informal fruit processing without FPO. At times the additional investment and HRD required for scalability is simply beyond the scope of such cooperation framework. Again, barring exceptions, in most cases, the nature of partnership has also witnessed a 'great divide' in the geographical distribution of such relationships. While the urban and affluent societies have mostly witnessed private-private and private-public partnerships (PPP), the rural India, especially the backward regions have grossly witnessed community based partnerships.

Typical issues that hinder promotion of high return relationships in the backward regions are that they are (a) less informed to understand scale and scope economies of possibilities and (b) less endowed to identify and forge such relationships. However the fact remains that there exists unexplored potentials in rural settings, which produce medium/high returns. This has been time and again brought out by programmed intervention that harnessed on local knowledge of such unexplored potentials and converted them into significant economic activities with medium/high returns, for typical communities, with the support of the private sector. In many of these cases the public sector has also played a significant role, although, mostly, at the behest of the community or the private sector.

**Table 2.2 – Advantage Community**

	<b>Area</b>	<b>High Return Activities</b>
1	Fruit trading	Amalsad Cooperative of 2000 farmers of Gujarat jointly trades in mangoes and chikoo. <b>It was promoted by entrepreneurial farmer leaders</b>
2	Handloom	At Chanderi, a group of 500 weavers have created a joint stock company with

<sup>7</sup> While SHGs have proved to be a very effective, efficient and relevant intervention for organizing and empowering the poor but it is always a problem with such interventions to introduce programs to promote income generation activities that could generate sufficient and regular incomes for the community involved. Simanowitz et al.1999 argued that ... including them in SHG is not enough – programs need to be designed in such a way that realistic investment opportunities for these communities should exist. ....(and)... they have access to financial capital and markets for their products and services. Few of the examples like in A.P. DWCRA SHGs, the reasons of success lies with their access to market and linkages with Private players like Food World, Trinethra Super market. DWCRA Bazaar has created a business of Rs.100 Crores for these groups. Similarly Kerala Horticultural Development Program has built upon the strategies for creating farmer's market and benefitting from agglomeration advantages- in terms of wholesalers and commission agents and market information. Although these examples are encouraging but keeping in view the total no. of SHGs as estimated to be 500000 in India , these are quite sporadic examples of success.<sup>7</sup>

<sup>8</sup> e.g. Build-Operate-Transfer (BOT), Build-Operate-Own-Transfer (BOOT), etc.

		Fab India at the initiative of <b>UNIDO CDP and Govt. of MP</b>
3	Sub-contracting	Titan Watches links up with SHGs created by MYRADA for providing skilled services. The organization – MEADOWS India was promoted by <b>MYRADA</b>
4	Honey	At Muzaffarpur, Bihar, SHGs of honey bee producers federated to create viable groups for joint marketing with the support of <b>EDA Rural Systems</b>
5	Dairy	Mulkanoor Dairy Cooperative of Select villagers of 5 villages of Andhra Pradesh was promoted by <b>NDDB</b> and <b>Co-operative Development Foundation</b>
6	Food products	DWCRA SHGs, in A.P. by private sector like Food World, Trinethra Super market, etc.

## 2.2 PPCP - Planned Promotion of High Return Community Initiatives

In PPCP, the public sector includes the line departments and local governments. Private sector consists of private economic agents from both within as well as outside the local ambit. These include SMEs, traders, exporters, large corporate enterprises – public and private, banks, etc. Community includes a group of households of local business interest, e.g. a group of weavers/leather artisans/milk vendors/farmers producing a typical crop, e.g. mango, chikoo, etc. The geographic spread of 'local' is a function of the activity in question especially with respect to economies of scale (e.g. specialized supplier of dry ginger) and scope (technical education for ITES for literate youth).

A planned promotion of PPCP aims to create local capacity in promoting potential activities by (a) building capacity of the local community to identify and utilize such scopes, (b) promoting active role of line departments and local governments as promoters and at times also as partners of such ventures, (c) involving appropriate private sector, both from within as also from outside the district, as investor/market facilitator in this process and (d) gradually institutionalising a mechanism of self-identification of potentials by each economic agent public/private/community in such local-local/local-national/local-international ventures.

Interestingly an institutionalised involvement of the public sector into a proactive role brings in two critical dimensions to this activity. Firstly, it involves creation of appropriate capacity of the public sector agents to take such leads and secondly, being a planned economy, with highest importance on decentralized planning, it sharply points towards institutionalising the process into the prevailing decentralized plan framework. Going a step further, in view of the dual necessity of market validation of PPCP activities and need for institutionalization into a decentralized plan framework, there is need for continuous participation (of all economic agents) and market validation of developments at appropriate levels (including the private sector) at desired stages of project conceptualization and implementation.

## 2.3 Process of Institutionalizing PPCP

Setting the ball rolling implies that (a) demand for such support actually emanates from the village/block/district vision document and (b) adequate resources are available to plan and provide handholding facility to the process on a continuous basis. Hence these initiatives are best suited to be a part of a district planning exercise with some added initiatives. Being a part of the district plan, legitimates the inclusion of such initiatives as deliverables and also provides resources for coordination, capacity building and even project support. Thus the district plan, which so far shows resource deployment for purely developmental activities, will now need to reflect the planned PPCP activities with likely resource deployment by the private sector, the community and also the public sector itself.

There are parallels of similar technique in the central planning mechanism that has given increasing recognition of accepting the role of the private sector while setting sectoral resource allocation. "...Ninth plan .... explicitly recognized the uncertainty involved ..... (and) involved estimation of the likely pattern of private investment, assessing the state's desired investment pattern and then deriving the central investment strategy as the difference between the desired sectoral investment programme and the difference between the sum of private and state investment."

However, one needs to keep in mind that prior to institutionalization of any new concept there is need for demonstrating success and a natural time lag that follows in its assimilation to the mainstream. Examples may be sighted from few recent phenomena – SHG movement, watershed, micro finance initiatives, cluster development programme, etc. (table 2.3).

**Table 2.3: Time Lag in Mainstreaming and Up-scaling**

		When Started (by whom)	When Up-scaled (by Government)
1	SHG Movement	1987 (MYRADA, NABARD)	2003 (RBI)
2	Watershed**	1972 (ICRISAT)	1990 (The National Watershed Development Programme for Rainfed Areas (NWDPR) was formulated in 1990)
3	MFI*	1980s(RRBs)	1991 (RBI and NABARD)
4	CDP	1997 (UNIDO)	2003 (Ministry of MSME)

Sources: Policy and Status paper on Cluster Development in India (MSME, 2007), [microfinancegateway.com/files/29667\\_file\\_Does\\_History\\_Matter](http://microfinancegateway.com/files/29667_file_Does_History_Matter), page 11, Institutional History of Watershed Research: The Evolution of ICRISAT's Work on Natural Resources in India, page 3

In what follows chapter 3 discusses the contours of the PPCP framework. The detailed tools to derive the framework are described in Annex 1 to 6. The action research framework proposes entities like DTSO, District Forum, District Cell, State Forum and State Cell. Chapter 4 integrates the PPCP targets of a District into the District Plan Document. Chapter 5 proposes a likely process of mainstreaming PPCP process in the decentralized plan framework, which is consistent with the approach as described in chapters 3 and 4.

### **3. District PPCP Framework**

#### **3.1 Objective**

Objective of a PPCP exercise is to identify, initiate and put in place self-sustainable private (non-policy) areas of operation (be it a product or a service), that leads to significant (relatively medium/high return) enhancement of profit/wages or leads to capability creation for the local community, made possible through partnership of local community and the private sector with the support and at times partnership of the public sector.

#### **3.2 Planning Unit**

For the purpose of creating the PPCP framework, the basic unit of understanding the scope for such possibilities can be a village/blocks of a district and the intelligence for the same can be scooped from a village 'micro plan'. However on many occasions such 'micro plans' do not exist. Moreover the possibility of PPCP scope can also get a miss due to the smallness of the unit in case of a 'micro plan'. Again in many cases 'micro plans' are targeted to look into creation of public products or creation of private efforts within the plan area, thereby missing out on an important dimension of spatial integration, which can identify newer areas. Thus while aggregation of suitable products as identified in 'micro plans' can be a source for identification of PPCP product, it is not necessarily exhaustive.

In contrast aggregated information at the block level can provide broader insights due to the volume of operations. Since the purpose of the 'planning unit' is to identify opportunities which have not yet been utilized commercially significantly, even in the presence of micro plans that do not point towards such possibilities, it will be prudent to look into block level data which is readily available look into such possibilities.

Going by the same logic, however, district level data might be a difficult proposition to understand scope for cooperation as even though theoretical possibilities may surface the lack of (a) intensity of interaction and (b) convenience of movement; can make such aggregation meaningless.

Thus it is proposed that the basic planning unit for PPCP will be a block (where data is available) and 'micro plans' whenever they exist. Again given the fact that the basic country level planning unit being a district (73<sup>rd</sup> and 74<sup>th</sup> Amendment), such block and village level search will be done in the context of a district. In doing so, the actual spatial integration that will take place after the analysis of opportunities, can be a conglomeration of few villages in a block or across few blocks in a district. Interestingly, such conglomeration can also be carried out through formal sample interviews of villagers to understand the major production centre and its hinterland.

#### **3.3 A New Plan?**

It must be mentioned here that the PPCP Framework is not a new plan. It is only a planned (logically arranged set) of activities to identify those lucrative areas of public-private-community partnerships, which will be subsumed in the District Plan. Hence any reference to plan/planning in the context of PPCP must be interpreted as the plan/planning process for arriving at a PPCP Framework that will be integrated with a district plan.

Thus the PPCP aspect of a District Plan can be defined as the road map for initiating a project for private returns and thereby assigning resource responsibility framework for the three sets of economic agents, namely the public, private and the community; subject to the condition that it has political validity and

involves the community and the private sector from conceptualization to delivery, albeit in various intensity of involvement. Again, as mentioned above, such a plan should ensure participation of all, especially the least endowed 'community' with the political validation of the local government (Chapter 4).

On the contrary the PPCP framework must consult the district 5-year and annual plans as also the other district level programmes such as BRGF, NREGA, and other non-tied programmes, which are not yet integrated into a District Plan. Such consultation will lead to appropriate utilization of funds available elsewhere and will also make those activities more meaningful.

### **3.4 Plan Period**

As mentioned in the objective, target for a PPCP Framework of a district is to "identify, initiate and put in place self-sustainable private areas of operation". The desired time period will naturally vary for different identified areas of operation. Again for a set of identified areas of operation not each activity can be initiated at the same time due to lack of resources. Similarly often there exists higher demand for some activity which has higher coverage of households in terms of benefits or is relatively easy to start with or has higher scope for success. All these suggest that some activities will get a preference over others in a district PPCP framework.

However similar experiences of success as has happened in programmed efforts of significant, sustained and inclusive growth (table 1.2) suggest that it is a time consuming process and has several broad steps including (1) agreement of a community for an identified product, (2) establishing scope for promotion (demand and supply conditions), (3) establishment of community legal entity, (4) creation of partnership and (5) sustainable private intervention.

Thus a PPCP plan can be targeted for a period of five years in line with existing practices and there can be phased introduction and completion of select products based on availability of resources and potentiality as well as importance of success; each product having different length of planned support.

### **3.5 Executor**

In a partnership framework, it is but natural that each partner will jointly take the responsibility of execution. However there are certain activities which are developmental, some are quasi-developmental (partly business and partly commercial) and some are commercial activities. In general activities to start with are developmental, followed by quasi-developmental and ultimately maturing to business activities. Thus (a) public sector or its equivalent paid arms (NGOs) play a crucial role in identification of opportunities and creation of consensus, (b) whereas the community and the public sector plays the role of formation of community organizations; and (c) the community organization and the private sector takes lead in the implementation and self-sustainability stage. While these are general trends the non-prominent partners can play a role in select sectors and will vary from case to case and also depending upon the maturity of the partners.

### **3.6 Planning Technique**

There can be various alternate options for identifying PPCP products. The process will depend on the maturity of the district and richness of information of its local knowledge bank as detailed below.

#### **3.6.1 Understanding Opportunities**

Objective of this exercise is to understand possible areas of potential in a local setting and select some PPCP products and simultaneously doing a spatial integration keeping the scope and scale economies in mind. The process of selection will depend on parameters like availability of interested private sector, employment intensity, expected market returns, area of highest concentration, ownership pattern, presence of backward communities and previous experience in similar business. Ideally the focal point of such sub-sector should be located where the intensity of interaction is maximized and communication system is of high standard. In case of similar identified sectors, to start with the area of best performance can be selected. Later, this area can become the focal point for linking similar pockets of opportunities in the future.

Again, given the possibility of multiple opportunities and resource constraint, assuming that there is sufficient interest in the selected products, the selection process will involve choice.

Whether it is an output of a rigorous selection exercise or an output of local intelligence, the multiplicity of sectors will warrant a political validation with respect to gradual involvement of identified sectors. There will also be requirement of resources for such an exercise and such resources need to be sourced through non-tied funds like BRGF or through special grant assistance.

### **3.6.2 Availability of Public Resource**

This is a micro snap shot analysis of availability of public resources (assuming that it is given) for each identified sub-sector (PPCP Product). The resource study for the private and the community is kept at bay at this stage, since the latter will be a function of returns, which is to be determined at a later stage.

Such resources are available with the local PRIs, Block, District or adjacent district or state level. Simultaneously the resources are to be classified as per flexibility in their allocation i.e. tied fund, untied fund or partially untied funds resource which could be extended for these plan based ventures. The nature of such resources can be financial, physical and human. The public resource analysis should also take into account the non-schematic resources like land available with PRIs, Skilled human resources with Department etc. which are not necessarily scheme based resources. The source of data for this exercise can be 'micro plan', field level data collection, BRGF and NREGA programmes, the district five-year or annual plan and also various tied resources available for the select product for the chosen spatial concentration. A detailed framework for resource analysis is available in Annex 2.

Needless to say the process will also require fund. However for an informed community, especially where a legal entity of the community already exists, the process can be initiated by them.

### **3.6.3 Understanding the Business Aspects of the Sub-sector**

Choice of a PPCP product will probably get conditioned by possibilities of substantial improvement in local material condition and the likelihood of such gains remaining within the community and its periphery as far as possible. Thus it is expected that the backward linkage (raw material and/or primary/low volume production) of an identified PPCP product, usually a sub-sector, is generally present in a cluster. What is important to understand is the marketability of the product and/or availability of private partners in the forward linkage, especially when the community has shown willingness or it. It is also expected that there will be substantial handholding of the community on different aspects of this partnership to start with. Such capacity gaps can minimize profit retention and also needs to be plugged for future project sustainability.

In most cases it is expected that such products will be goods and services that will generate income and/or profit for the community in question. However, such a product can also be capability enhancement efforts

which may lead to creation of good health (e.g. hospital), improved education (specialized training institute), better social security, etc.

There can be various methodologies for doing the same. In many cases, willingness of a community can be omnipresent, especially given the low level of earning of a typical community. The possibilities of their resource commitments can also be pre-known. There can also be a pre-assigned agent with a job to link such community and its chosen product to an established private sector.

However in the absence of such classic co-incidence, there will be need to bring out (a) capacity gaps, (b) establish the interest of likely (to be identified) forward linkage providers, (c) work out the likely legal structure of the community, (d) understand the resource commitments for project and the resource gap thereof and (e) establish the sanctity of finding by involving the stakeholders at appropriate level. This should follow the establishment of a vision, identifying the strategy and work out the activity map. While experienced, informed and homogeneous thought processes can do this through discussions, one can also resort to a formal study (see annex 3 - participatory sub-sector analysis).

The process warrants resources, especially when one thinks of formal study and needs to be done separately for each sub-sector. Such resources can be mobilized through poverty alleviation schemes where the likely participants are 'poor' stakeholders. At times the concerned line department can also support such activity. Else untied funds need to be mobilised for this purpose.

#### **3.6.4 Bridge Analysis and Activities**

At this stage there are two principal activities. At this business stage one needs to prepare detailed project report (DPR) which incorporates actual resource commitments, the marketing options and likely successes; project deliverables & returns project risks, etc. Such a report (see annex 4 for details) is often mandatory in the event of project financing and also for grant-in-aid support from various line department schemes. Other studies may require understanding the technology gap and marketing challenges, which are again factored in project DPR which makes provision for getting appropriate technology and provide for appropriate marketing strategy and choice of market channel. This process is mostly done by the prime mover of the PPCP product and at times need to be done by informal community conglomeration (or its legal entity if already formed).

Broadly, PPCP activities (a) create profit or (b) capability or (c) scope for future up-gradation into profiteering activities. Accordingly, a typical community of local owners need to formalize into a for-profit or not-for profit organizations. The suitable legal entity can be a company, producers' company, section 25 company, trust, society, cooperative, etc. While in some cases the necessary organization might be in place. However in most cases these will be absent and needs to be created through proper resource utilization. At times there may be requirement for creation of new organization, despite the presence of a community organization, as the objective might have changed from not for profit to a for profit activity now. Not the least, convenience of the buyer/likely buyer also needs to be factored in here. Details of the typology of organizations and steps for creation of such organizations appear as Annex 5.

It may be mentioned here that not all these steps are equally important or a must for each district and for each product. A call has to be taken at the local level to have a final go on this. However, it must be stressed here that district PPCP plan should not look biased with market signals and ignore the very purpose of inclusive growth and also balanced regional development. These will also require political validation.

### 3.6.5 The Framework

The PPCP framework drawn for a district Each PPCP plan will have 3 common denominators:

Resource requirement with sources of resource mobilization - The resource requirements in all the phases of planning and execution of plans are to be mobilized through identified resource providers including Public , Private or Community. The broad categorical resources and the resource providers would be well enumerated in the Plan itself.

Activities with responsibilities to lead and corresponding fund allocation - Keeping in view that all the PPCP plans are a conglomeration of various activities and each activity would be led by a specific partner/facilitator and would extend the resources against the predefined activities.

Time line for activities /including resource mobilization (also an activity), other activities and achievements in terms of outcomes would require the specified time resources. In due course of this exercise the time requirements against all the activities are to be integral part of the framework and the corresponding plan document.

Moving a step further a district PPCP plan is a summation of the various identified product/services related PPCP plans based on the above indices and it outlines the road map to attend a set of select community projects in a local setting with participation of the public, private and community; each specializing in their area of potential advantage.

In this endeavour, one issue of interest is the poverty dimension of projects. The poverty literature always highlights the fact that development process is always cornered by the relatively better endowed. Hence despite possibilities, there is always scope for choosing projects which are not in the interest of the less endowed. Thus, there is need for providing special attention to identify scope for PPCP for the poorest and the least endowed, e.g. SC, ST and women. Another issue of interest is the availability of resources with the public sector for promotion of such private activities, be it in the form of creation of infrastructure, training, research, visits, and product promotion support, etc.

#### 4. Aggregation Module – Integrating PPCP in the District Plan

Objective of the PPCP exercise is to (a) identify PPCP products (including area covered) and the corresponding P, P and C, (b) work out broad activity framework including detailed activity for the current year to achieve the desired outcomes from the PPCP initiative, (c) plan for resources for implementation and (d) suggest responsibility of such activities.

In this process two things are of importance. Firstly there will be no separate PPCP plan and the outcome of this planning exercise will be subsumed in the district plan. Secondly and more importantly, planning is essentially a developmental exercise and as a departure this exercise is dealing in quasi-developmental exercise, i.e. there are risk involved in this effort and to that extent there is a developmental angle in this process and thus it is being included as a part of a planning exercise. However the target of this support is to ensure its sustainability at the earliest. Thus a typical PPCP product related exercise has a variable life span in the district plan and may be absent after a point of time.

Again as argued previously, different districts will be at different levels of maturity. While some may be well informed with respect to its PPCP products and can finalize the same through focused group discussions, for others there will be need for detailed step-by-step procedure (see annex 1-6).

At present, broadly a district plan covers (a) its current resources and shortcomings at a micro/block/district level, (b) current operational schemes and (c) proposals for development. The proposals section in particular provides a five-year item wise break-up of activity details with resource needs. These activities are for creation of physical/social infrastructure and are also mapped up to the village/block/district level, depending on the type of infrastructure proposed. Again since all proposals in the district plan are fully developmental, the proposed resource support is also fully proposed through central resources. It is proposed that the PPCP framework also comes out with outputs that fits into the district plan framework and is detailed enough to implement each PPCP product plan. Accordingly it is proposed that the PPCP framework has the following detailing:

##### 1. Scope for promotion of PPCP

Drawing from the opportunity analysis, this section will make a comparative evaluation of various possible PPCP product after evaluating the contribution of these products to the local economy. While there can be a long list of such activities, based upon appropriate weightage (see annex 1), the district can select an initial list of such activities. Alternatively, highly informed local wisdom and FGDs can also lead to such selection. At the end of such selection, the analysis should identify the activities along with its potential, e.g. likely additional employment or resource utilization, involvement of deprived communities and poor households, etc. Thus for each chosen activity, the following should be detailed:

1. Name of activity (product)
2. Name of villages involved along with their blocks
3. A geographical map of the place
4. The community involved – number, whether SC/ST/Minority and their spread

The same may be summarized as below:

**Table 4.1: PPCP Products**

	Community Type	No of families (SC/ST/Minority families)	Block 1 (villages)	Block 2 (villages)	Block 3 (villages)

PPCP1					
PPCP2					
PPCP3					
PPCP4					
PPCP5					

## 2. Proposal for Development

This will have the following sub-sections:

2.1 While some activity may be picked up to start with, some may be picked up at a later stage. Again the degree of involvement of each PPCP product is for a limited period, i.e. till the time it attains sustainability. This information may be summarized as below:

**Table 4.2: Plan Period**

	Year 1	Year 2	Year 3	Year 4	Year 5
PPCP1					
PPCP2					
PPCP3					
PPCP4					
PPCP5					

2.2 One needs to also mention the actual or likely (where formation or tie-up is on) legal names of the community organizations, private sector players and public sector partners along with their location. Public sector partners will include those names which take up equity or invest with expectation of returns in the business.

**Table 4.3: Involved Stakeholders**

	Public		Private		Community	
	Name	Place	Name	Place	Name	Place
PPCP1						
PPCP2						
PPCP3						
PPCP4						
PPCP5						

## 2.3 Fund requirement and the likely sources

Based on the resource analysis and feasibility study of each PPCP activity, the resource availability from the public and the resource commitment of the private and the community can be derived. Again the requirement of such fund will be spread over the lifetime of project initiation and will be a function of the planned activities. This process will require activity detailing of each PPCP process. This can be indicative with principal broad activities and can even be in a detailed manner for the initial year.

### 4.4 Activity List (First Year)

Name of Activity	Name of lead Agency	Time Period	Contribution (value in Rs '000)			Output
Public Sector						
	VP					

		ZP					
		Agri Dept					
	Private Sector						
		UBI					
		Fab India					
		Big Bazar					
	Community						
		Villagers of Village A					

The resource requirement for the same can be summarized as below:

**Table 4.5.1: Broad Activities and Proposed Financial Outlay for PPCP1 (Rs lakh)**

(to be done for each PPCP product)

Activity	Year 1	Year 2	Year 3	Year 4	Year 5
Coordination					
Feasibility Study					
Marketing Study					
Creation of Community Organization					
Legal support					
Creation of Infrastructure					
					<b>Total PPCP1</b>

**Note: Figures in bracket include the amount supported by line department****Table 4.5.2: Sources of Fund for PPCP1 through Planned Sources (Rs lakh)**

(to be done for each PPCP product)

Sectoral/Non-sectoral scheme/ Untied fund	Year 1	Year 2	Year 3	Year 4	Year 5
Scheme 1					
Scheme 2					
Scheme 3					
Scheme 4					
Scheme 5					
Untied fund 1					
Untied fund 2					
Proposed District Outlay as part of district plan					
					<b>Total PPCP1</b>

**Table 4.5.3: PPCP: Resource Requirements and Sources (Rs lakh)**

	Total Required	Likely Private	Likely Community	Public through known schemes	Shortfall (if any)
PPCP1				<b>Total PPCP1</b>	
PPCP2					
PPCP3					
PPCP4					
PPCP5					

**Table 4.5.4: Total Financial Requirements for PPCP (Rs lakh)**

	Year 1	Year 2	Year 3	Year 4	Year 5
PPCP1					
PPCP2					
PPCP3					
PPCP4					
PPCP5					

This can be summarized and included appropriately in the resource requirement from public sources and can be channelized through existing and new sources of support.

#### 2.4 Outcome of the PPCP activity

It is also important to highlight the following for proper monitoring and evaluation:

- Number of new jobs created
- Creation of new entrepreneurs
- Increase in income per family
- Benefits accruing to number of SC/ST/Minority families and women
- Social infrastructure created
- Increased participation of SC/ST/Minority families and women in local decision making

Issues that need to be annexed are as follows:

1. Opportunity Analysis
2. Resource analysis of each PPC product
3. Participatory Sub-sector Analysis of each PPCP product

## 5. Mainstreaming PPCP Framework into the District Plan

### 5.1 Backdrop

Devolution of power of planning to the smallest unit at the village/urban level is a central theme for planning for quiet some time now. This was further underlined as a constitutional necessity by the 73<sup>rd</sup> and 74<sup>th</sup> amendments. Yet, as things stand now the country is at varying levels of success on this count. The 11<sup>th</sup> Five Year Plan added a new dimension to this process, when it suggested annexing District Level Plan Documents to all State Planning Document that will be forwarded to the Planning Commission.

The Ministry of Panchayati Raj facilitated the process when an Expert Group (constituted by the Ministry) headed by Mr V Ramchandran<sup>9</sup> submitted its Report (in March 2006): "Planning at the Grassroots Level: An Action Plan for the 11th 5 year Plan", hereafter referred as (Ramchandran Report) that suggested a detailed guideline for the "planning process", i.e. working out the plan document through maximum participation of village level individuals, optimum aggregation (at village/block/district level) and creation of decentralized plan. The Report has been since accepted by the Ministry.

In what follows Section 2 describes the broad outlines of the PPCP process, Section 3 identifies leads provided in the Plan Framework (Ramchandran Report) for linking PPCP, Section 4 identifies the special characteristics of PPCP that need attention for such integration, Section 5 outlines the important structural changes as proposed by the UNDP PPCP Programme, Section 6 proposes steps for mainstreaming the PPCP Programme in the Plan Framework based on Sections 3, 4 and 5. Section 7 summarizes the steps of PPCP planning process.

Needless to say that this process will require lot of capacity building (to be detailed in capacity building document) and assumes the necessity of following the DPC path as accepted by the Ministry as 'the path' for valid Plan Framework.

### 5.2 The PPCP Framework

PPCP is an optimum combination of strengths of the public sector, private sector and community to create scope for additional income or capability creation. However three things are of importance, especially in the context of PPCP:

Firstly, as mentioned in chapter 1, at a village level many of the private initiatives are embryonic in size and it often requires aggregation across contiguous (for scale and scope) villages (often across blocks) to come up with a volume that is of interest and simultaneously capable of bargaining with a private initiative.

Secondly, while PPCP necessitates planning with a broader vision with respect to possibilities of dimensions across several villages as also knowledge of private sector linkage for the same; capacity to comprehend such possibilities are often absent at the village level planning; though, capacity to utilize such initiatives (with proper guidance) is omnipresent in any economic entity.

Thirdly, as opposed to various public goods (e.g. road, water, literacy, primary health, etc) PPCP also promotes private goods which are to enhance welfare of select groups of, e.g. weavers or farmers producing a particular crop or educated youth for ITES, etc. congregated in the form of an NGO or a cooperative or a company, etc. spread over few villages or blocks. Hence the PPCP framework may require including dimensions of planning to support an NGO (or a cooperative or a producers' company) that has its members across 50 villages spread over two contiguous blocks.

---

<sup>9</sup> Former Vice-Chairman, State planning Board , Kerala

### 5.3 The District Plan Framework

While the detailed district plan framework, as recommended (and accepted by the Ministry of Panchayati Raj) by the Ramchandran Report, is of extreme importance, at this stage we pick up some salient features that will help us integrate PPCP into the Plan Framework. It may be mentioned here that the District Plan Framework considers any programme other than the district plan as a programme to maintain the sanctity/importance of the district plan exercise. The proposed district plan with important implications for PPCP can be broadly sub-divided into the following contours<sup>10</sup>:

#### I. Building a District Vision

This will be a participatory process and will **start from the village level**. It will include “participative citizen surveys” on their vision. The vision will be primarily articulated in terms of goals and outcomes and **would address** basically three aspects of development – human development, infrastructure development and **development of productive sector**. **After the aggregation** (of participative citizen surveys) at the village level it will be further aggregated at the intermediate panchayat and district panchayat levels. Finally **one will come up with the district vision**.

It may be mentioned here that the vision document should clearly **indicate cause of backwardness** in areas related to income generating issues (agriculture, industries, infrastructure) and **capability enhancing issues** (water, sanitation, literacy, health, gender, poverty and social justice). Scope of vision document could be expanded to **include potential areas** which would be the basis **for attracting private investment**. District planning will **include plans of private agents**. The **process will have a time line and outcomes**.

#### II. Stock Taking

This will be a parallel exercise to identify and record all human, physical and financial (tied and untied) **funds** that a **village can generate to source the vision** that it generates. The stock taking exercise will also **draw upon** intimation provided with respect to **resources available through other sources**. 1 and 2 can be put into a matrix that matches resources to inputs and identifies the gaps. Importantly, **whatever is provided for under any scheme should be funded for by that scheme only**.

#### III. The Planning Authority

District Planning Committee (DPC) is the **sole authority to include any programme in the plan framework**. It consists of 80 per cent elected and 20 per cent nominated persons, preferably experts. A **technical support group** may be constituted in each district **to assist the DPC**. This can be among others a local academic institution or established NGO. Technical support may also be organized for intermediate panchayat and village panchayat. Based on the feedbacks flowing from the grassroots, **DPC works out a strategy** for the district as a whole and accordingly **provides guidelines to the PRIs** at different levels **to formulate plans in the form of activity mapping** based on concepts of economies of scale, financial subsidiarity, etc.

#### IV. Inter Village Cooperation

Project activities which can not be carried out by one village panchayat will be executed by intermediate panchayat level and that which cannot be carried out by one intermediate panchayat will be carried out by district panchayat level. There is need to **enable clustering of village panchayats** through a system of

---

<sup>10</sup> Relevant sections mentioned in annex 7

contracts and MoUs. There will be a Zilla (district) Sansad and as many block Sansads as there are blocks in a district. The Zilla Sansad will advise the Zilla panchayat and the Block Sansad will advise the intermediate (block) panchayat.

#### **5.4 Missing Links**

As mentioned above broadly the planning process is creator of public goods which leads to capability creation (e.g. literacy, health, infrastructure, gender, social justice, etc.) and results in creation of avenues for employment generation. In ordinary circumstance such plans do not create private goods or enterprises that can affect a select few. PPCP is a departure. It essentially creates private goods, whether for income generation or for capability creation. Hence apart from public (schematic and non schematic) investment, private investment will also flow in. Again with private investment, private decisions will also be taken.

Whatever be the format and composition of public and private investment as well as decision mechanism, for this process to happen and get the investment and other support of the public sector, it has to be a part of the plan framework, i.e. it should be, as per the District Plan Framework and:

- (a) Reflected in the vision document of the involved village/intermediate/district panchayat and the desired activities
- (b) Necessary planned resource allocation be reflected as per schemes
- (c) Associated activities are part of the activity mapped at the appropriate panchayat level

However there is a dual risk in this PPCP exercise. Firstly, the private gain module will need a political nod at each level prior to inclusion in the vision document. Secondly a private gain model carried out only from the supply side has the danger of being rejected at a later stage if the necessary vetting is not taken from the private investors to start with, at least in principle. Hence in what follows, we suggest a reconciliation framework that gives due place to the market forces as also takes care of the overall plan framework in letter and spirit.

#### **5.5 The PPCP Programme**

The PPCP programme as being implemented by UNDP and its vendors proposes to create a State Forum (and state cell thereof for functional purpose), a District Forum (and district cell thereof for functional purpose) and also sectoral action groups. The broad objectives of the State Forum is promote District Forums across the state, look into policy aspects of happenings and lessons learnt during PPCP and provide an entry point to private sector. The broad objective of the District Forum is to organize and put in place the district PPCP plan (programme), create linkage of community with public and private sector. This process will be supported by district level technical support organizations (DTSOs) to do capacity building at various levels in the district to see this programme through.

#### **5.6 The Reconciliation Framework**

To start with we recognize the fact that firstly the constitutional authority of mainstreaming the PPCP programme lies with the DPC. Secondly, the village and the higher (intermediate and district) level visions must reflect the PPCP aspect of planning. Hence, there is need for organic linkage between the PPCP thought process and the mainstream district plan.

Again, in line with the Ramchandran Report, the following should happen:

A. PPCP vision needs to reflect the following:

- I. Goals and outcomes of development of the proposed productive sector
  - II. Indicate cause of backwardness
  - III. Identify potential local PPCP activities
  - IV. Plans of private agents
  - V. Have a time line and outcomes
- B. Besides as a part of the stock taking exercise it should also indicate:
- I. Funds that a village can generate to reach the vision
  - II. Resources available through other (e.g. public and private) sources
  - III. Schemes which can support funds
- C. Once included as a part of the District vision it should also provide guidelines to the PRIs at different levels to formulate plans in the form of activity mapping based on concepts of economies of scale, financial subsidiarity, etc.
- D. Project activities which can not be carried out by one village panchayat will be executed by intermediate panchayat level and that which cannot be carried out by one intermediate panchayat will be carried out by district panchayat level. There is need to enable clustering of village panchayats through a system of contracts and MoUs.

While the DPC needs to be fully informed regarding the happenings, so that it owns the process and includes the agreed PPCP activity as part of vision, the DPC can create a technical support group (TSG) to advise them in strategizing and handholding with technical support by specialists or specialized district level organization. Thus the TSG can pick up the role of the DTSO. In states where the DPC is yet to be formed, one can create a specialized cell within the ZP Secretariat to take up this role.

Whatever be the situation, to promote a vision of PPCP in the village level vision document, that factors in all the aspects as mentioned in points 'A' and 'B' (in this section) above, a district may selectively use the tools (annex 1-6) depending on its necessity to arrive at village vision. Needless to say that if a village has already done its visioning the same can be rectified at an appropriate occasion (e.g. next visioning exercise) to include the same. Once a PPCP activity is established as a possibility, it will be reflected partially in the village vision document of all the concerned villages. These operational issues of getting identified the PPCP products, political validation, resource linkage and connectivity to DPC can be done by a District Forum – a Special PPCP Committee of ZP. They can be technically supported by a DC, to be mainstreamed as a special technical cell of the ZP secretariat.

The State Forum should provide lead for various possible private sector linkages especially those belonging outside the State. It will be the repository of cross-learning and will advise the respective departments to take necessary policy initiatives to smoothen implementation. It shall also plan to provide for funds at the district level to support the technical initiatives at the district level. They can take the shape of State Livelihood forum, RBH Forum or a newly created State PPCP Forum. The technical support may again be provided by the respective secretariat, state cell.

	<b>Major Job Responsibilities</b>	<b>Initial</b>	<b>Final</b>
1	Identification of PPCP products and provide inputs for planning	DTSO	TSG of DPC or specialized PPCP unit of ZP Secretariat
2	Political Validation of PPCP activities and link with District Resources and DPC	DF	Special PPCP Committee of ZP
3	Support the district forum	DC	PPCP unit of ZP Secretariat
4	Provide private sector linkages and dissemination of information, policy	SF	State Livelihood forum, RBH Forum, State PPCP Forum
5	Secretariat of State Cell	SC	Secretariat

