

MODULE

01

Mentor Handbook

Introduction to Rural Entrepreneurship Ecosystem & SVEP



DAY-NRLM
Ministry of Rural Development
Government of India



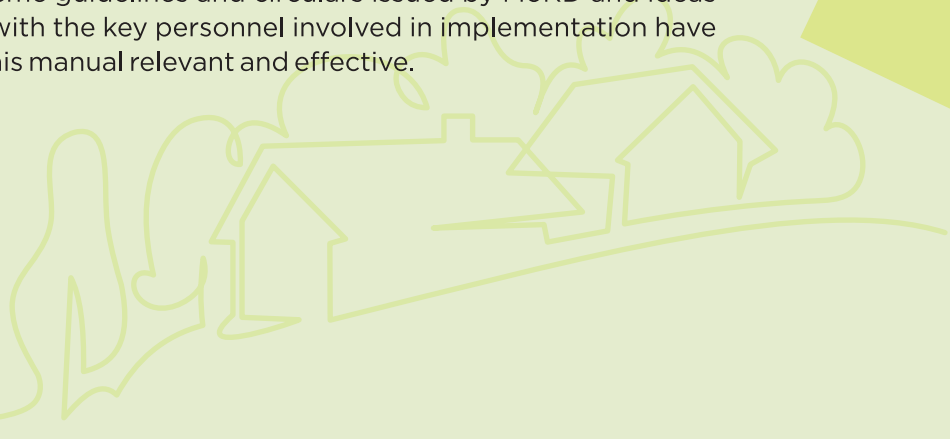
**Entrepreneurship
Development Institute of India,**
Ahmedabad.

Preface

Start-up Village Entrepreneurship Programme (SVEP), the sub-scheme under the Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM) of the Ministry of Rural Development, Government of India. The Scheme is being implemented across India by various State Rural Livelihoods Missions with support from National Resource organisations (NROs) which have been instrumental in conceptualizing this program. SVEP focus is to create a complete enterprise ecosystem for village level enterprises to enhance their viability, market linkages and credit -worthiness. This program has great emphasis on Training and capacity building of stakeholders at the local level. SVEP Mentors and Community Resource Persons (CRP-EP) are key human Resource which drive this program at the identified geographical Location.

Presented here is a Manual developed to be used primarily by SVEP Mentors & Block Program Managers (BPMs). This is a practitioner's guide and tool to instil entrepreneurial skills to first generation rural entrepreneurs as well as to those who are keen to scale up their enterprises. It provides Mentors/trainers with detailed guidelines on how to conduct entrepreneurial skills training workshop. It is also a reference guide for conducting entrepreneurship Development Programs and skill training workshop wherein the participants acquire skills to start, manage and upscale their enterprises.

This manual has been developed specifically keeping in mind the rural context. The content is the outcome of EDIIs rich experience and learning's in the domain of Microenterprise promotion administered across varied geographies and target audience. Learning acquired as part of the SVEP implementation have also be integrated so as to make it more relevant and suited for the practitioners engaged in Rural Micro Enterprise Promotion. Review of extant scheme guidelines and circulars issued by MoRD and ideas emerging out of the discussions with the key personnel involved in implementation have also been incorporated to make this manual relevant and effective.



Acknowledgement

The Start-Up Village Entrepreneurship Program (SVEP), a program under DAY- National Rural Livelihoods Mission of Ministry of Rural Development has been under implementation since its launch in 2016 and is currently being implemented 153 blocks in 23 states with support from National Resource Organizations (NROs) & Project Implementing Agencies (PIAs) in association with various State Rural Livelihoods Missions. EDII as one of the NRO has been instrumental in conceptualizing this program and engaged in implementing SVEP with support of respective SRLMs since inception.

Harnessing upon the learning gathered during the implementing of the SVEP, we have constantly tried to attempt integrate the learning into the implementation to make the program more effective and successful. Training Manual development has been undertaken as part of our endeavour to improve implementation more effective. Presented here is a Manual developed to be used primarily by SVEP Mentors & Block Program Managers (BPMs). This is a practitioner's guide and tool to instil entrepreneurial skills to first generation rural entrepreneurs as well as to those who are keen to scale up their enterprises.

All associated with this program, the team at NMMU & EDII SVEP secretariat and the Field teams have contributed in their own special way. We take this opportunity to express our immense pride and heartfelt thanks to the Ministry of Rural Development; Govt. of India for providing us this opportunity to be part of this program which has immense potential to positively impact the lives of rural economically disadvantaged.

We express our earnest gratitude to Shri Charanjit Singh, Joint Secretary (RL-I), NRLM for his invaluable and meticulous counsel, persistent encouragement and unflinching determination which has motivated us to give our best. We are also extremely thankful to NMMU team have been our guiding force.

**Team
EDII**



CONTENTS

Chapter I	Ice Breaking Activity	01
Chapter II	Rural Entrepreneurship in India.....	08
Chapter III	The NRLM Ecosystem.....	19
Chapter IV	Start-up Village Entrepreneurship Programme	31
Chapter V	Detailed Project Report Preparation of SVEP Blocks.....	43

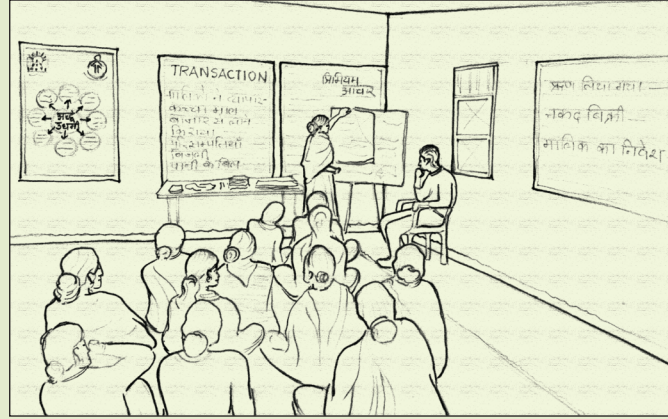
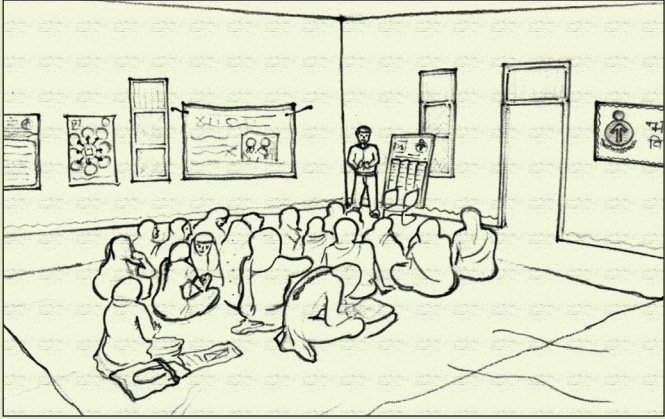


ABBREVIATIONS

ASDP	Aajeevika Skill Development Programme	MoRD	Ministry of Rural Development
BLF	Block Level Federation	NGO	Non Government Organisation
BMMU	Block Mission Management Units	NMMU	National Mission Management Unit
BPM	Block Program Manager	NRLM	National Rural Livelihoods Mission
BRC	Block Resource Centre	NRO	National Resource Organisation
CBO	Community Based Organisation	NTFP	Non Timber Forest Products
CEF	Community Enterprise Fund (used interchangeably with CIF under SVEP)	PAC	Project Appraisal Committee
CIG	Common Interest Group	PDS	Public Distribution System
CLF	Cluster Level Federation	PFT	Project Facilitation Team
CRP-EP	Community Resource Person – Enterprise Promotion	PIA	Project Implementation Agency
CSR	Corporate Social Responsibility	PIP	Participatory Identification Process
DAY-NRLM	Deen Dayal Antayodaya Yojana -National Rural Livelihoods Mission	PRIs	Panchayati Raj Institutions
DFID	Department for International Development	PTS	Performance Tracking System
DMMU	District Mission Management Unit	RNFS	Rural-Non-Farm-Sector
DPM	District Program Manager	RSETIs	Rural Self Employment Training Institutes
DPR	Detailed Project Report Executive Committee	RUDSETI	Rural Development Self Employment Institute
EDP	Entrepreneur Development Program	SHG	Self Help Group
EOI	Expression of Interest	SLBC	State Level Bankers' Committees
FGD	Focus Group Discussion	SLF	Sustainable Livelihood Framework
IBCB	Institution Building and Capacity Building	SMMU	State Mission Management Unit
ICT	Information Communication Technology	SRLM	State Rural Livelihoods Mission
IOP	Institutions of the Poor	SSA	Sub-Sector Analysis
IT	Information Technology	SVEP	Start-up Village Entrepreneurship Programme
JLG	Joint Liability Group	Sync	Synchronize Data
KOL	Key Opinion Leaders	UC	Utilization Certificate
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act	VEIT	Village Entrepreneurship– Information Technology
MIS	Management Information System	VO	Village Organisation
MKSP	Mahila Kisan Sashaktikaran Pariyojana		

Chapter I

Ice Breaking Activity



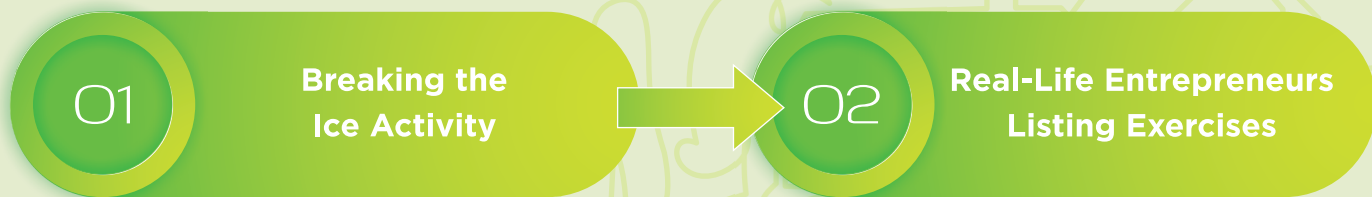
Learning Objectives

- To introduce the participants to the programme; motivate and prepare them for effective involvement
- To maximize interaction and stimulate participants to think

Pedagogy

- a. Activity - Breaking the Ice
- b. Post-activity reflection
- c. Listening exercises

Session Plan



Material Required

Handouts | Blackboard and Chalk - Duster
Whiteboard and Marker | Games | Flip chart

Introduction

Training programmes face difficulty in initiating a conversation with, and among, the participants. To tackle this, participants should be motivated and prepared for effective involvement right at the beginning of the programme and the briefing session. This is called Breaking-the-Ice or Thawing. Benefits from this programme are limited unless the participants are psychologically prepared and strongly motivated to get involved in the programme and participate fully. Their apprehensions need to be resolved.

Thawing Techniques

Quick activity exercises help reduce their inhibitions and encourage their participation. These exercises could be physical, psychological or behavioural. The purpose is to bring energy into the classroom and help the participants become comfortable with the trainer and more importantly with other co-learners. In most cases, the context and people are unfamiliar. Most participants are still gauging the norms of behaviour, interactions and are apprehensive of the responses of others. The effort here is to break this hitch. Even where ground rules are clearly stated by the trainer, many would still hold themselves back unless cajoled or forced. The participants need to be brought into the mould gradually. In most cases, these interventions tend to follow a physical-behavioural, psychological order.

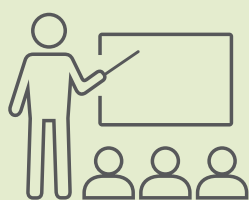
Activity - I: Energiser

It is suggested for a group of entrepreneurs undergoing a training programme on entrepreneurship development. The participants are drawn from different sources, each intending to set up his/her own business. They must become familiar with each other for maximising interaction during training. They should also know, in advance, the contents or inputs of the training.

The exercise would require an empty room/a small garden/a lobby. The "Energizer" of 60 minutes duration will set the ball rolling.

Trainer's Preparation:

- Empty room/a small garden/a lobby in which the exercise can be carried out
- Energizer activity for participants



Delivery

1. Energiser (1 hour): Run the energiser as per the instructions given in Activity - Energiser.
2. Post-Energiser Reflection (30 minutes): Run the post-energiser reflection as per the instructions in Activity - Energiser.
3. Listening exercise (10 minutes)
 - 3.1. End the session by unwinding and listening to the following songs:
 - a. A song on rural livelihoods (sung by participants in SVEP)
 - b. A motivational song from SVEP participants

Activity - Energizer

Take the participants to an open space without and ask them that they do not carrying anything like a pen, pencil, or note book.

- a. Walk around : Pair up with the participant whom they haven't been acquainted till now. Share with one another some things about themselves. It could be as to what they like to do or what is it that they enjoy the most?
- b. Pace around : Make pairs and tell one another two reasons for being there.
- c. Pace as fast as they can : Make new pairs and share with one another about their village. What is the major source of income for the people and who are the people who earn the most? Who are they and what do they do?
- d. Now stroll slowly : While walking, acknowledge each other non-verbally? Get into trios. Deliberate of a business he/she came across in their village, and which one they would regard as very effective and successful. Share with each another the impressive aspects of the business.
- e. Walk around : Give thought to an entrepreneur whom they consider unsuccessful. Share with one another the aspects that make the entrepreneur unsuccessful.
- f. Pace around : Get into new pairs. Talk to each other sharing reasons for why they would like to do business? Also, share the benefits they would achieve on gaining success.
- g. Walk around : Form into groups of four. Discuss, and make a list of the problems of doing business in their village. One of the participants could present it to the entire group.
- h. Walk around : with closed eyes : Stop, ask them to open their eyes, and pair them up with the participant closest to them. Share with one another your practical knowledge of an instance when they faced a challenge and resolved it with success.
- i. Rearrange into groups of four : Discuss the steps or stages they would have to take up to set up their own business. After 5 minutes, one of them could present it to the entire group. Presentations by the groups.
- j. Tread around. Get into pairs : Say to your partner about two skills/abilities/qualities they would like to enhance in order to develop into an entrepreneur. Tell each other their feelings on having participated in this exercise.
- k. Ask to close their eyes and visualize as to where/what would they be doing three years down the line. What they would have achieved? Where would they be, and with whom? Visualize the picture in their mind. Follow the same with the group of five people.

After completion of the energizer session, call the participants into the classroom.

Post-energizer Reflection

1. Ask the participants some lead questions such as:
 - a. How did they feel about the whole exercise?
 - b. What do they think of their village?
 - c. How much did they enjoy the session and what in particular?
 - d. If they did not enjoy thinking about their own business, what were the reasons?
 - e. What did they discuss in relation to success and failure in business?

2. Put the answers on flip-charts. This will help you to relate them to the training and entrepreneurial role. This also sets the most conducive environment for learning.
3. Briefly tell them about the programme and how we would help them to achieve their goal of setting up their enterprises.
4. Now discuss and set the rules for the training and development plans. Let them tell you what they want, and the time they can spare for learning.
5. Now discuss with the participants Johari Window, so that they can understand the process of knowledge sharing. It is necessary to have everyone on the same page. Sometimes interpretation may go wrong and it depicts a different scenario at the conclusion. This tool helps to build a relationship with others as long term relationship is always helpful in getting the desired result. This self-learning process always helps a person to discover the weakness and strength while conversing and understanding others.

Johari Window



Other Games:

The village Entrepreneur training program would have limited time for energizer. Also in a village, most of the people are known to each other. Hence the following games could be played to energize the group.

A. Passing the ball

In this game, all members of the group will be called to participate. The group will be asked to pass the ball within a certain time frame to each of the participants. Each participant should touch the ball every time it rotates.

Initially, a time period of 30 seconds will be given to them, then reduced to 20 seconds, then 15 seconds and finally 10 seconds.

However, it would not be possible to pass the ball to every participant in one second. Hence, the one person will hold the ball and all others would run to that participant and just touch it.

And this they could do in ten seconds. Similarly in business one needs to manage time and opportunity.

Learning: Capture an opportunity as soon as one sees it and ensure time management

B. Ball Toss Game – A quick energizer

Time required: 10 minutes

This is a wake-up exercise for covering sessions that require a lot of attentiveness. Get all participants to stand up and form a circle. It need not be a perfect circle. But it is very important that all the participants should stand facing in looking at one another. Hurl a ball (use a ball that can go to a distance) to one of the participant and facilitator asks following questions to group members:

Tell about yourself in two sentences

- Why do you want to become an entrepreneur?
- What type of training you would like to undergo?

A facilitator can decide to add some interesting aspects at the spur of the moment.

Then throw the ball to another participant who also answers on the same lines. Continue this routine until everyone of the participants has caught the ball at least once and answered the two questions.

C. Unified Story: From the SHG member perspective

Time required: Allocate 15 minutes only

A group attempts to create a comprehensive story based on a set of sequential pictures. These pictures are arbitrarily ordered and handed over. Each group member gets a picture but not allowed to show to others. These would be in the form of flash cards which can have random pictures from village life.

For instance a woman using gas stove, driving a tractor, going to a bank, negotiating with the supplier, man helping in household chores, children specially girl child going to school, man and women jointly dreaming of constructing their home, purchasing other assets, saving for the business, becoming member of SHG, getting loan from SHG to start business and doing a successful business and finally aspiring to make a bigger business. (This requires developing flash cards).

Distribute these flash cards randomly and ask them to make a sequential story. Then let one person narrate once all flash card are fixed sequentially.

The facilitator should narrate the final story and ask participants what they feel about this or the commonality for all of them.

D. Discover 10 things in common with the other persons of your group.

Give a try to this hilarious, team building and successful icebreaker. It is ideal for a meeting as it takes so little time yet is effective in giving the required results expected from a team building icebreaker exercise and fantastic results for the facilitator. The participants reward with warmth through the interactions they generate. Even the most silent participant is unwary about discovering what he or she has in common with the other group members.

The discussions tend to focus on items outside to the members of the group.

Team Building Exercise

Team Building Exercise: Roll the dice game with instructions



Roll the Dice and Break the Ice

1. My favorite song is.....
2. My favorite book is.....
3. My favorite movie is.....
4. My favorite actor/actress is.....
5. My dream car is.....
6. My dream place for a holiday.....
7. My favorite sweet dish.....
8. My dream job.....
9. In 5 years I will be
10. The craziest thing I have ever done
11. If I become rich I would.....
12. The thing that makes me joyful is.....
13. My favorite hobby is.....
14. My favorite singer is.....
15. My favorite store is.....
16. The most important thing in my life is.....
17. My favorite television show is.....
18. My favorite cricket team is
19. Make your own questions
20. The thing that makes me the happiest is.....

Team Building Icebreaker Steps

1. Ensure to split the participants into groups comprising of four or five people by using number off systems. This is to ensure that people from varied walks of life get to know one another. This exercise helps to build more effective teams and strengthens solidarity and cooperation. Participants need to move out of their comfort zone, else they tend to sit next to people they are comfortable and familiar with (like a person from their locality business). This exercise will encourage natural interaction and conversation within the group members during the day. Once the participants discover among themselves harmonies and similarities, he or she would be more open to participating in the group assignment.
2. Instruct the newly formed groups about their new assignment. It entails finding out ten items that are common to all of them in the group. This commonality must not include work, body parts or clothing items. This aims to help the group discover shared interests.
3. Instruct the group members to point out ten items that are in common to all the other people at their table. This icebreaker exercise should not take more than ten or fifteen minutes to complete by the groups.
4. Instruct that one person from the group must compile notes and read it aloud to the whole group at the completion of the exercise.
5. Request for a volunteer to read aloud their whole list of common items first. Then, tell each group to share their whole list with the whole group. The list reading process creates a lot of fun, mirth and discussion. Participants enjoy discovering any of their ten things in common on another group's list. Also, one can get the gist of the discussions that took place in the small groups based on their list of items.
6. Attendees love to compare and discuss their list of items with the lists generated in the other small groups with lots of fun and sharing. Therefore, the participants are your best resource for making this icebreaker exercise a fun part of your training activity and team building event.

Suggestions for enabling Problem Solving

This team building icebreaker exercise takes approximately 10-15 minutes, subject to the number of groups. To restrain the exercise timing down to ten minutes, after seven minutes into brainstorming, inform the group members to stop, as their created lists are perfect irrespective of the item numbers they have on their list. This should be followed by debriefing the activity.

Avoid extending the exercise time so that the rest of the participants are not made to wait due to slower groups. However, this would make it difficult for the slower groups to finish as they become self-conscious with all attention focused on them. This is harmful to building solidarity and feeling of group unity.



Chapter II

Rural Entrepreneurship in India



Learning Objectives

- To understand rural India and its characteristics
- About major challenges faced by rural India
- Understanding on the importance of Non-farm livelihood in special context with SVEP
- About the rural livelihood framework
- To understand village administration structure

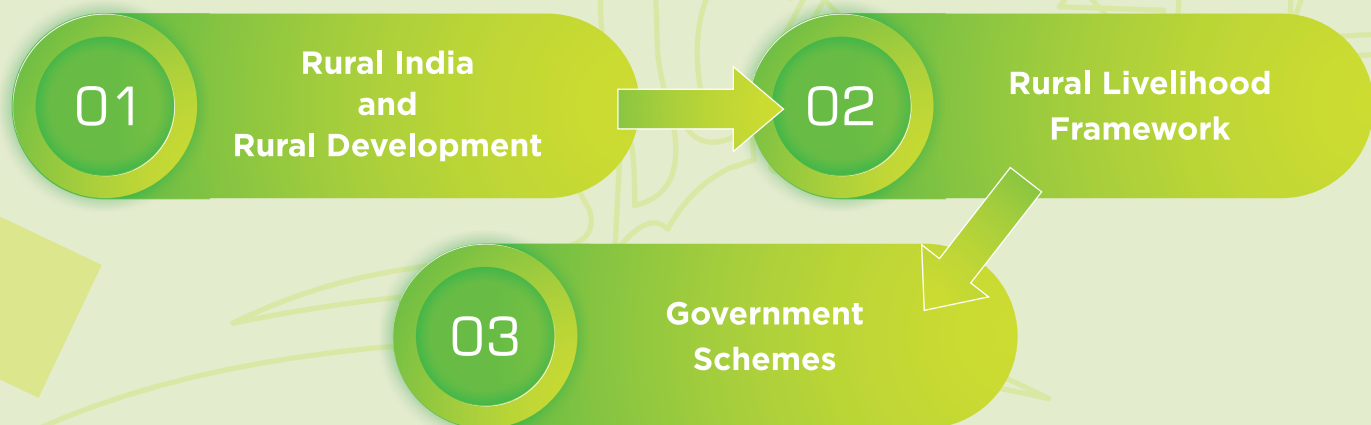
Methodology

- a. Lecture
- b. Class Discussion

Resources

Handouts
Blackboard and Chalk - Duster
Whiteboard and Marker
Projector
Powerpoint Slides

Session Plan



Rural India

Rural India is made of more than half a million villages spread in the length and breadth of the Country. Therefore, India's economic development depends on the economic development of rural people living in villages. According to the census, population of our country lived in six lakh forty-nine thousand four hundred eighty-one villages. It is necessary to understand the socio-economic characteristics of rural India.

Unemployment is out of the biggest problem in our country which leads to poverty. The government has taken up several initiatives to eradicate poverty. Several frameworks have been used internationally to eliminate poverty. Ministry of Rural Development, Govt. of India has initiated the idea of the Start-up Village Entrepreneurship Programme (SVEP). The aim of the "Start-up Village Entrepreneurship Programme" is to encourage the rural youths to set up their enterprises by providing the necessary support.

India is one of the most populous countries in the world. Also, it has the largest proportion (68.84%) of its population living in the rural area. As per the latest census, the rural sector is defined as any place meeting the following criteria:

- A population lesser than five thousand
- Population density lesser than 400 per square kilometer
- More than 25 percent of the male working population involved in agricultural activities

Villages are characterised by agriculture as the main occupation, more kuchcha houses, lesser per capita ownership of consumer durables like vehicles, refrigerators. It has a significant presence of two wheels, tractors, mobile phones and televisions. Currently, almost all villages have access to electricity. Media penetration through satellite television and the internet has grown rapidly. With the recent actions by mobile service providers, a large number of households have access to data services. These create opportunities to communicate with the population at a mass as well as personal level. Yet, the area poses some strong challenges.

- 1) **Population Growth:** India is faced with the issue of a growing population. It is predicted that it would be growing at a decadal growth of 20 percent. The growing population is causing the problem of unemployment in the country. The unemployment problem is especially acute in rural areas where employment opportunities are limited. For instance, for a post of 14 sweepers and sanitary workers in one of the states, more than 4,500 applications were received.
- 2) **Limited land:** India has limited agricultural land. This has led to pressure on this resource in spite of government initiatives to utilize barren land. Since most rural India depends on land for a livelihood, its paucity and increased population together have led to large scale unemployment in the rural regions.
- 3) **Seasonal nature of agriculture:** Indian agriculture is largely seasonal. The farmers are busy during the few months of sowing and harvesting season. As a result, they have no activity during the remaining 4 to 5 months which adversely affects their earning and standard of living. Therefore, for this duration, the farmers are available for some activity which would provide them with additional sources of income.
- 4) **Case study about Unemployment in India:**
In 2019, 14 sweeper and sanitary worker vacancies in Tamil Nadu secretariat received applications from 4600 candidates. Of which about a hundred candidates are highly educated with a master's degree in several disciplines, whereas the required qualification for the position was an able-bodied person and at least 18 years of age.

Candidates are seeking such employments as they either jobless or working in suboptimum jobs like daily wage laborers.

Similarly, in Uttar Pradesh, about 2.3 million candidates applied for 368 Sub staff government job vacancies. The job description was primary school qualification and ability to ride a bicycle. The monthly salary offered was Rs. 16,000 (€215). Those who had applied included 255 Ph.D. holders and 152,000 graduates. It meant that more than 6,250 applicants were competing for each post. An official announced that the interview process to screen all the candidates would require four years even if ten boards are constituted interviewing 200 candidates a day, for 25 days a month. As per one forecast in Uttar Pradesh in 2017, there were 13.2 million unemployed people.

(As told by senior official Mr. Prabhat Mittal to correspondent Atul Chandra of BBC Hindi channel)

Source: Facts and Myths about India (2016), http://ecpatlux.ovh/sites/default/files/resources/F%26M_about__India_2016.pdf

- 5) Lack of subsidiary and village cottage industries: The rural sector has a paucity of industrial activities largely because lack of infrastructure and other facilities and support required for setting up of enterprises. The infrastructural developments are also slow which reduces the opportunity for employment. Traditional industries and craft have been witnessing decline as they are not able to withstand modernisation. Consequently, non-farm and off-farm activities have shifted nearer to an urban settlement. This has led to large scale unemployment as also migration.
- 6) Over-dependence on nature: Agriculture in India is heavily dependent on nature. The lack of irrigation and unfavorable weather leads to crop failure. All these factors adversely affect agriculture which further leads to unemployment.
- 7) Lack of adequate means of irrigation: There are inadequate and insufficient means of irrigation. This adversely affects the crop yield. Which affects the employment position and adversely affects their economic condition.
- 8) Old-fashioned methods of agriculture: In India, farming is mostly carried out through outdated traditional methods which are time-consuming and labor-intensive and not productive resulting in low crop yield. Even to the extent insufficient to sustain the farmer and his family. The farmer is unable to provide food and other basic necessities to his family. This leads to further agricultural unemployment.
- 9) Lack of education: Farmers in the rural area are uneducated and unaware of the scientific means of farming. As a result, farming is cumbersome and time consuming with poor produce. This also has an adverse effect on the employment situation.
- 10) Small and fragmented land holdings: The Indian landholdings are small, scattered and fragmented. Besides there are factors like scarcity of irrigation facilities, over-dependence on nature among others.

1. What is the total population of our country?

2. What is the biggest problem of rural India?

Summary of Rural Problems

Rural population is directly or indirectly dependent on agriculture. Most of the landowners have small and medium-sized farmland. Mostly, upper-caste owns large-sized farms while the lower caste owns either marginal landholding or works as landless labourers. Traditional rural customs, practices and values continue.

Rural population is more scattered than the urban population. The price fetched by the farmers for their crops is proportionately lower than the labour they have put in. The exploitation of rural farmers by big landlords, moneylenders and intermediaries is the result of their low standard of living. Migration to the urban regions in search of new sources of employment is high among family members of the lower and middle-class farmers. Most of them are forced to work as daily wage-earners in the absence of adequate education and proper training and live in poverty. There is also minimal availability of specialised services. Villages are geographically dispersed creating a void of services such as market, transport, medical, banking, recreation, education and communication.

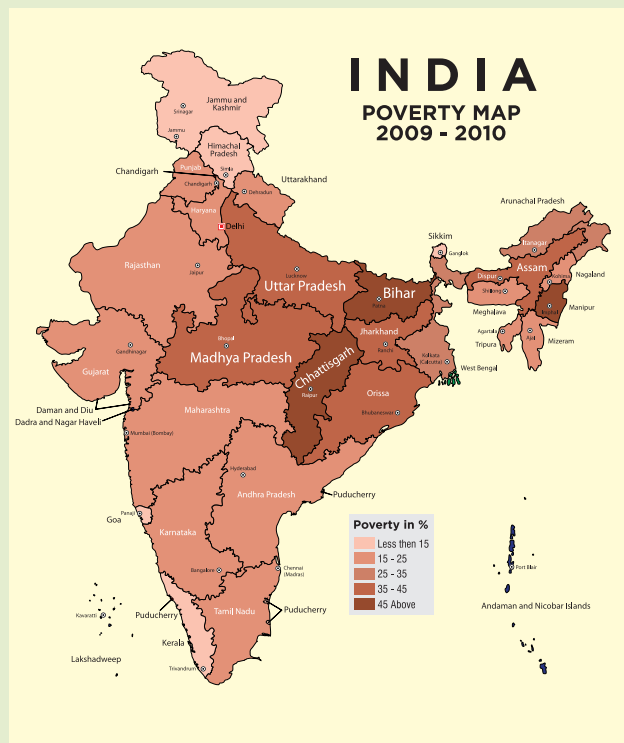
Since Independence, several significant changes have taken place in our society. It is undergoing a change in its values, ways of thinking and increased awareness of rights among various sections of society. The change is caused by the spread of education, empowerment among women, enactment of several social laws and occupational mobility. However, these changes are yet to make a very significant impact in large parts of rural India.

Rural Development

Rural development needs a multi-prong approach. This is because rural development is a result of interaction between several factors: physical, technological, economic, socio-cultural, institutional and environmental factors. Indian rural sector needs to undergo economic development so that it can contribute towards the national development.

The aim of community development has been to assist each village in planning and implementing integrated village plans for increased agricultural productivity, improved existing village cottage industries, providing recreational facilities, improved housing and implementing village programmes for women and youth. Several factors are responsible for rural development. We need natural resources, human resources, infrastructure, services, education and training to come in unison for rural development.

Rural-Non-Farm-Sector (RNFS) comprises of economic activities such as handicrafts, household and non-household manufacturing, processing, construction, repairs, mining and quarrying, trade, transport, communication, community and personal services. In the 1980s, 40% of rural jobs were in the non-farm sector which increased to 60% in 2012. This makes the rural non-farm sector as the largest source of new jobs in the Indian economy



considering the large size of the Indian rural labour. During the period 1999-12, overall rural employment grew at an average of less than one percent per annum, while rural non-farm employment registered 12% increase with 37.91% of the population is involved in some type of employment. This growth was higher among the population with lower asset values. The proportion of households with agriculture as a primary income source declined from 63% in 2002-03 to 58% in 2012-13. The decline in the proportion of agricultural households was much more among the population with lower asset ownership.

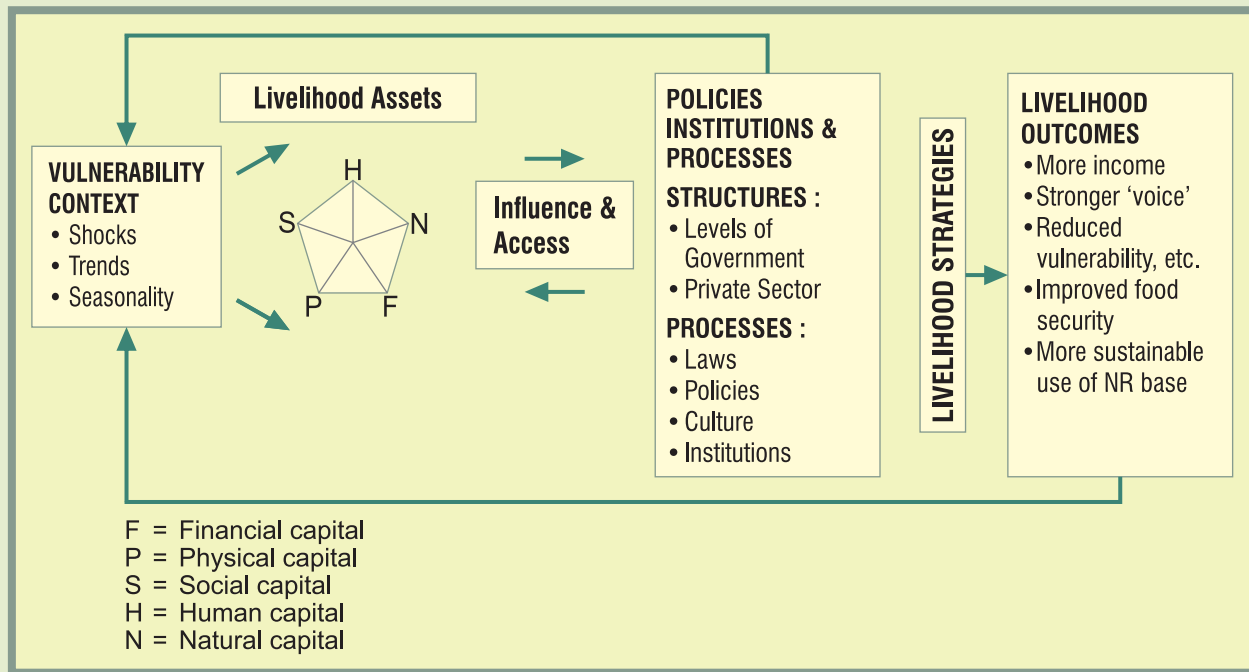
With the labour force growing over 2.4% per annum and agricultural employment at 0.7%, the non-agricultural sector has to bridge the gap in achieving complete employment. The importance of this sector in poverty alleviation and promotion of livelihoods is being increasingly recognised especially owing to its ability to deploy surplus labour from the agricultural sector.

DFID Livelihood Approach and Framework¹

The concept of sustainable livelihoods has been adopted by different development agencies. One of the most widely used livelihoods frameworks has been developed by the British Department for International Development (DFID). The approach has elements of flexibility and adaptability and the objectives are defined in a participatory way. In 1997, this framework was integrated with its development program.

The framework upon creating assets and activities along with the capabilities required for earning a livelihood. It considers livelihood as sustainable only when it is capable of dealing and recovering from the stresses and preserving or boosting its capabilities in the present and future. Simultaneously it ensures that the natural resource base is not undermined. The foremost objective of DFID approach is the removal of poverty in poorer countries. DFID uses livelihoods methods in planning and monitoring along with reviewing activities of project and programmes.

¹DFID (2000): Sustainable Livelihoods Guidance Sheets. Department for International Development, http://www.glopp.ch/B7/en/multimedia/B7_1_pdf2.pdf



Elements of the Framework

The Sustainable Livelihood Framework (SLF) shows stakeholders functioning in a situation of vulnerability where they have access to certain assets. These assets acquire 'weight' and 'value' through the current policies, institutions and processes. The context shapes peoples' livelihood strategies as per their self-defined beneficial livelihood outcomes. These elements are explained below:

Vulnerability context: The vulnerability aspect illustrates the external environment (harmful threat, trends, shocks and seasonality) which human beings face and are incapable of responding effectively. These factors have a significant effect on people's livelihoods. However, all trends and seasonality must not be considered negatively. It is very important to differentiate between risk and vulnerability in evaluating the causes of poverty.

Livelihood assets: The first concern of the livelihoods approach is people. It involves an accurate understanding of people's strengths assets or capitals in the form of physical capital, social capital, human capital, natural capital and financial capital. This enables to understand in different ways people attempt to transform the mentioned assets into positive livelihood goals.

Livelihood Strategies: These constitute dynamic processes that include activities and choices that people make to accomplish their livelihood goals.

Livelihood Outcomes: They consist of the outputs of livelihood strategies. It may take the form of reduced vulnerability, increased well-being, improved food security, and more sustainable usage of natural resources.

Applications Process: The first step in its application is a comprehensive study of the living conditions of the target population. The second step is the identification of limiting factors with an attempt to eliminate them based on the assets and strength of the target group.

The DFID framework is people-centric. It is holistic and dynamic. It enables to learn from change. People not resources, is its primary concern. It builds on identifying individuals' strengths and weaknesses and not the needs and issues to contribute towards the stakeholder's strength's and capabilities to attain their goals. The development activity focuses on the macro or the micro-level. It becomes sustainable as it is (i) independent of external support, (ii) robust in the circumstances of external shocks and stresses, (iii) sustains the natural resources with long-term efficiency, and (iv) does not weaken the livelihood choices of others. The livelihood analysis is the first step to understand the livelihoods of the poor and forms the foundation for planning, implementation and monitoring.

Government Developmental Schemes

Central and state governments undertake several development works at the village level. Some of these schemes are:

- Pradhan Mantri Kaushal Vikas Yojana
- Swachcha Bharat Abhiyan
- National Rural Livelihood Mission
- Unnat Bharat Abhiyan

The local governance of these schemes is delegated to Panchayati Raj Institutions (PRIs) with the implementation of Panchayati Raj Amendment Act, 1992 and subsequent 73rd and 74th constitutional amendment of 24th April 1993. PRIs play a very crucial role in the development of villages, establishment and functioning of the rural enterprises under their jurisdiction. Main components of Panchayati Raj structure are:

- *Gram Panchayat (or Village Panchayat)*: It is the first level (village level) and closest to the people. The Sarpanch is the head. Two to three small villages are consolidated to make a Gram Panchayat.
- *Panchayat Samiti*: It is at the second level (block-level). The Chairman heads the Panchayat Samiti. It covers around 100-110 villages. There are around 6,000 blocks for almost 6,20,000 villages in India.
- *Zila Panchayat (District Panchayat)*: It is the highest level which covers all the villages in the District. A President heads it at the district level.

1. What is a Gram Panchayat?

2. How many villages are there in India?

Summary

Majority of the rural population residing in the rural areas is still dependent on agricultural income as few alternative income sources provide employment opportunities. As a result, a large proportion of rural people live in poverty. The poor have little access to credit, low savings and no access to land. Low-income families need multiple income sources, which could be at least three to four to help them get out of the clutches of poverty. The rural economic backwardness is a significant obstruction in the prosperity of the country. Therefore, there is a need for a concentrated action plan to remove this economic disparity between the rural and urban India.

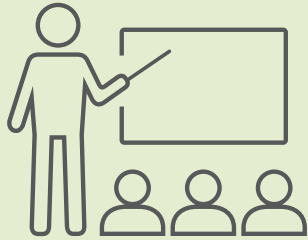
Majority of population in rural India is depending on self-employment and agricultural income. However, the agriculture sector faces many uncertainties and uncertain income. Non-farm livelihoods, therefore, are becoming a useful source of livelihood to the landless, those living on subsistence agriculture and to those aspiring to improve their earnings prospects. It requires entrepreneurial interventions for generating avenues of sustainable income. These avenues can improve the standard of living by increasing their income through better market access. To provide the non-farm livelihood opportunities in rural India, on July 10, 2014, the Hon'ble Finance Minister initiated the idea of the Start-up Village Entrepreneurship Programme (SVEP). The aim is to encourage the rural youth to become entrepreneurs through knowledge, skills, financial and handholding support under the SVEP. An initial corpus of 100 crores was set up for this initiative. The long-term vision of SVEP is to provide support for start-up to 1 crore village enterprises and provide direct employment opportunities to 2 crore people.





Trainer's Tips

The trainer should use a powerpoint presentation for explaining the major points of this chapter in the class. Class discussion is an important part of this chapter. It ought to be interactive where trainees can express their views on the topic.



Activity

EXERCISE

1. What do you understand by rural India, explain briefly? What is the percentage of the rural population in the total population of India?

.....

.....

.....

.....

.....

.....

2. What are the major problems of rural India? Explain briefly

.....

.....

.....

.....

.....

3. Illustrate the DFID model of Sustainable Livelihoods Approach. Explain livelihood assets in DFID model.

.....

.....

.....

.....

.....

.....

4. What are the characteristics of rural problems?

.....

.....

.....

.....

.....

.....

5. How can SVEP program solve rural problems?

.....

.....

.....

.....

.....

.....

6. Why population and unemployment are associated with each other, explain with reference to the case study?

.....

.....

.....

.....

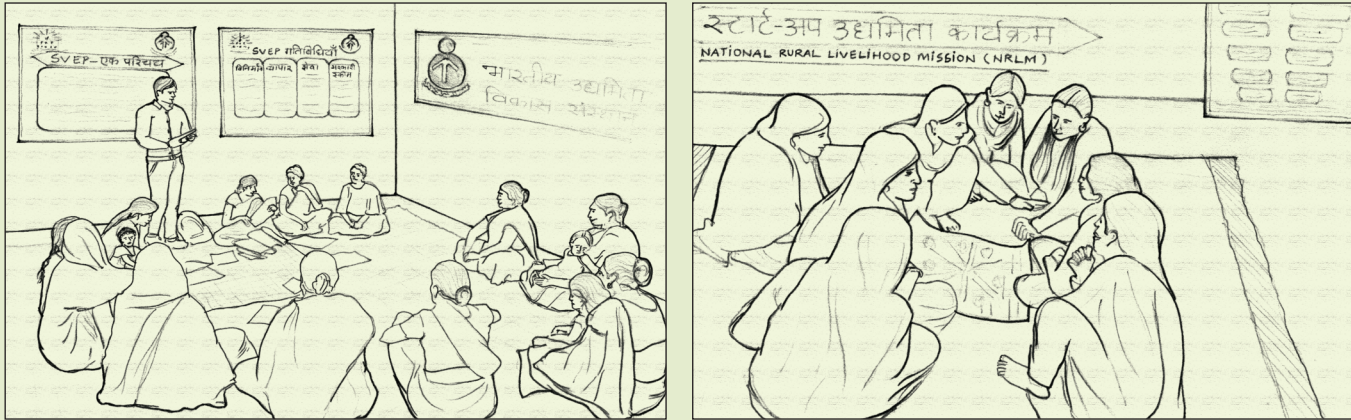
.....

.....



Chapter III

The NRLM Ecosystem



Learning Objectives

- To understand the basic framework of the NRLM and its various functions
- To delineate the major component of NRLM ecosystem

Methodology :

- a. Lectures
- b. Class Discussion

Resource :

Classroom training material
Presentation Slides
Chart Papers

Session Plan :



National Rural Livelihoods Mission

National Rural Livelihoods is the initiative of Ministry of Rural Development, Government of India, for the rural poor to empower them to enhance their household income through livelihood options with improved availability of finance and other support systems. The National Rural Livelihoods Mission (NRLM) ecosystem is the backbone on which SVEP is built. A clear understanding of framework, functions and components of NRLM is necessary to all those involved in implementing the SVEP programme. The ecosystem consists of groups and community organisations and their interface with the state administration (SRLMs). SVEP implementing partners have to work in tandem with SRLMs with guidance from NRLM to achieve the desired outcomes of the programme.

National Rural Livelihoods Mission (NRLM) - The Aajeevika initiative is an updated version of Swarna Jayanti Gram Swarozgar Yojna. It was started by the Ministry of Rural Development, Government of India in 2011. Its mission is to create an efficient institutional foundation for the rural poor so that they can increase their household income through supportable occupation prospects and improved financial availability. It is funded partially by the World Bank. It was renamed Deen Dayal Antayodaya Yojana (DAY-NRLM) in November 2015.

NRLM is based on the premise that the poor have an intense wish and inborn competencies to break from shackles of their state of poverty. This would necessitate the unleashing of their intrinsic competencies to come out of their poverty and building institutions of the poor.

NRLM Framework

NRLM has devised a framework for implementation based on a dedicated and sensitive support structure. It helps to facilitate social mobilisation for building the community-based institutions. It creates programmes for building skills among the beneficiaries and



Source: Reproduced from NATIONAL RURAL LIVELIHOODS MISSION, Framework for Implementation, https://aajeevika.gov.in/sites/default/files/nrlp_repository/nrlm-framework-for-implementation.pdf

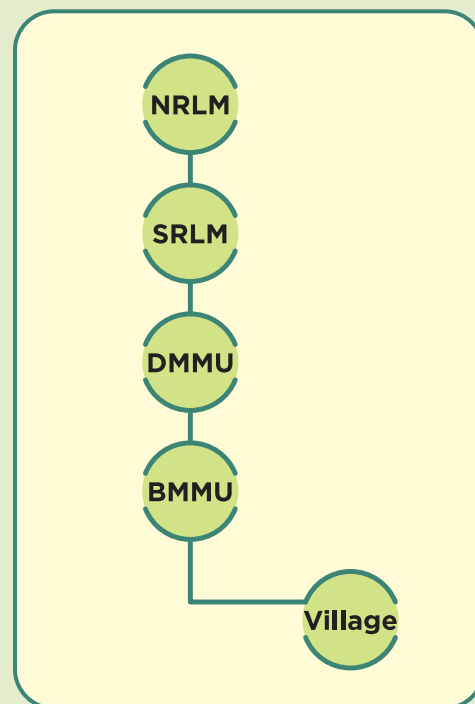
the institutions and provides and facilitates funds and services to create livelihoods. In the process, it promotes partnerships with other related programmes and stakeholders.

The SRLMs are made responsible for implementing the programme in the states. District Mission Management Units (DMMU) and sub-district/block/PFT level have been established to implement the Programme. The program implementation is supported by community-based organizations and other institutions of the poor.

Implementation Blocks

Blocks are the base administrative unit in the programme. The SVEP blocks are chosen by SRLM based on the criteria of largely the status of community organisation development. NROs support as technical agencies in identifying the blocks. The blocks in a state are classified into:

- (a) Intensive Blocks,
- (b) Resource Blocks,
- (c) Partnership Blocks and
- (d) Non-Intensive Blocks



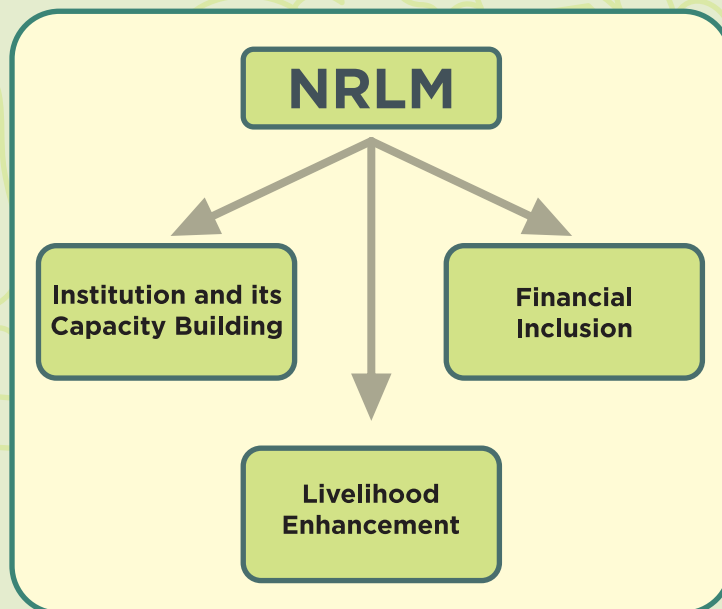
1.What is the full form of DAY-NRLM?

2.How blocks are classified under NRLM?

Intensive blocks are those blocks in which implementation of NRLM schemes has been initiated by the SRLMs with their own human resources and Community Resource Persons. In the resource blocks, implementation is given to the NROs. In the partnership blocks, a local NGO or community federations partner with NRLM to implement the programme. Rest of the blocks in the sate are classified as non-intensive where the programme would be implemented in the later phase of the project.

Components of NRLM

NRLM develops its programmes on three main pillars - Institutions and their Capacity Building, Financial Inclusion and Livelihood enhancement. At least one member from all the poor families in the village are brought under the SHG network. The members are provided services of savings, credit and other livelihoods support by the SHGs and federations. On reaching maturity the Institutions of the Poor (IOP) are assisted to start livelihood activities which are capable of generating income.



1. Building The Institutions of Poor

NRLM organises all women from poor families into collective Institutions of the Poor which provides them a platform to voice and get resources. NRLM partners with several agencies such as public service providers, banks, local self-government, the private sector and other non-governmental and voluntary organisations and institutions to provide support for socio-economic development of the poor.

a. Self- Help Groups



This process is performed frequently to review the number of poor in the village. The first such PIP process is carried out after the creation of the primary federation (SHG, JLG, CIG) which takes 6 to 12 months from initiation in the village. These identified households form NRLM's target group and are entitled to all support under the NRLM programme.

b. Village Organisation (VO)

SHGs are federated into Village Level organisations (VOs). The promotional activities of the primary federation of SHGs (VOs) will be undertaken by the facilitation team only in a situation of (i) establishing a minimum number of functional SHGs in the village and (ii) preparing plans at the micro-level. The initiation of VO would require (i) at least 8 functional SHG members having a membership of 12 members and (2) SHG members should be regularly savings weekly from the last three months. After being trained on VO concepts the SHGs are

The institution-building through the Universal Social Mobilisation process starts with the formation of Self Help Groups (SHGs). Under this approach, it is mandatory that at least one member from each poor family would be included in the self-help network. Poor are identified through a Participatory Identification Process (PIP). The Gram Sabha must vet the list of poor recognized through the PIP before the Gram Panchayat approves of it.

Functioning of Self-Help Groups

SHGs are affinity-based homogenous groups of 10-20 members (usually women). They follow five cardinal principles or Panchsutra (regular meetings, regular savings, internal lending, regular repayment and bookkeeping).

Special efforts are made to identify vulnerable and marginalised households - SCs/STs, PVTGs, single women and womed headed households, disabled, landless, migrant labour, isolated communities and communities living in remote, hilly and disturbed areas.

Existing institutions of the poor are strengthened and integrated into the institutional architecture of the poor.

The SHGs are federated at the village (Village Organisation). VOs are federated to form higher level institution-Cluster Level Federations.

For day-to-day functioning and management of accounts, representatives are elected from amongst the members of community institutions.

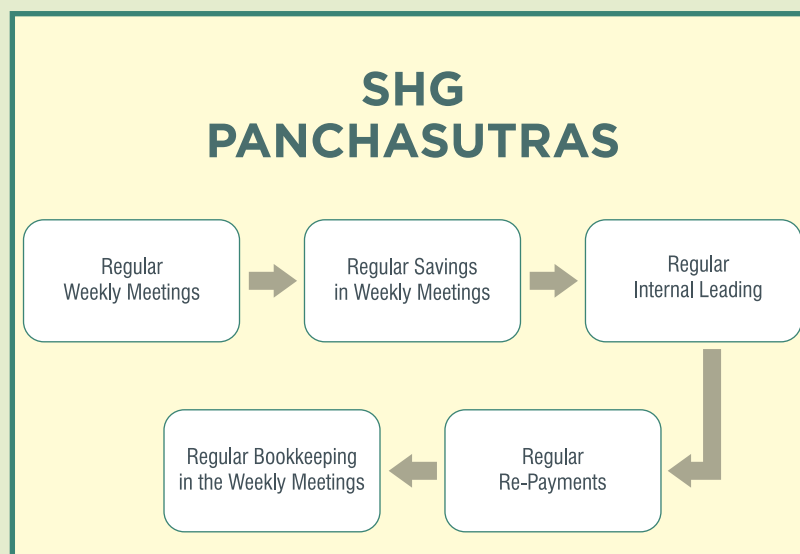
The bookkeeper of the SHG is a literate member of the group or any literate person known to the group members. The bookkeeper is selected by the SHG members and is trained in SHG bookkeeping. A SHG has 4-7 books : Member Passbook, Minutes Book, Attendance and Savings Book, Cash Book, Loan Ledger, Activity/Enterprise Book(s).

The SHGs members are trained to manage their institutions, linking up with markets, managing their existing livelihoods, enhancing their credit absorption capacity and credit-worthiness, etc.

prepared to federate themselves. However, criteria for minimum and maximum number of SHGs for VO and minimum and maximum number of members would depend on region and situation.

VOs perform the following roles:

1. Forming SHGs of the rest of the poor in the village
2. Giving technical assistance to SHG members
3. Resolving conflict in SHGs
4. Reviewing SHG performance
5. Preparing plans at the micro level for the members' socio-economic improvement
6. Conducting an appraisal of micro plans for the social and economic development of SHGs
7. Reviewing socio-economic development of the constituent area by preparing an Action Plan
8. Implementing the micro plans and investment plans by establishing network and linkages with resource agencies
9. Sharing experiences and concerns of SHG members



1. Write the name of the books used by SHGs as per NRLM?

2. What do you understand from Village Organization?

3. What are various community-based institutions under NRLM?

c. Cluster Level Federation

Village level Organisations are further federated into Cluster Level Federations (CLFs). Promotion of CLF of VOs is initiated only when a minimum number of functional VOs are established in the village. The triggers require

- (a) minimum 15 to 20 functional VOs with a membership of 12 to 15 SHGs,
- (b) EC of VO should be conducting monthly meetings for the past two years and
- (c) VOs have undergone CLF concept training.

Cluster Level Federations (CLFs) play the following role:

1. Assigning priority to demands of SHGs and their Federations by making suitable financial allocations in the annual plans of PRI
2. Lease out natural resources such as market places and ponds/tanks
3. Ensure suitable management and maintenance

4. Focus on gender issues and legal issues by establishing counseling centers and helplines
5. Create awareness about nutritional, health, sanitation and educational issues
6. Take up issues related to tribals, social evils and labour problems
7. Provide immediate support to the vulnerable and the destitute

d. Block Level Federation

The organization at the top is the Block Level Federation (BLF). BLF will be formed only after the SHGs/ VOs/ CLFs have reached a critical number and capacity. At this point, communication is required at a higher level for socio-economic support in their respective geographical area. This could be in the form of dialogue with Government, Private Entrepreneurs, Banks, etc. BLF's roles are:

1. Facilitate technical support for the CLF, VO and SHG members
2. Conflict resolution
3. Problem resolution
4. Conducting a social audit
5. Partnership with technical partners for providing support to producer groups or livelihood groups in business development
6. Ensure quality management of SHGs
7. Provide Management Information System
8. Conduct microfinance actions like insurance and credit
9. Partner with the government and NGOs for resource generation
10. Mobilise community professionals

It is important to know that many criteria for the formation of SHG, VO, CLF, and BLF are flexible and can be changed based on location and situation.

1. What are full forms of SHG, VO, CLF, BLF?

2. What are the major components of NRLM ecosystem?

1. Livelihood Based Producer Groups

Facilitating the development of Producer Groups and Producer Cooperatives. The group and federation would derive membership from the SHG. To enhance productivity and quality customized training will be given to the livelihood groups at the village and block level management. It would also help to establish their linkages with the commercial sector of Producers' groups who perform functions such as:

- i. Obtaining inputs for production
- ii. Processing of inputs locally
- iii. Storing of produce
- iv. Marketing and sale of the produce

2. Building Capacities

Requisite skills are provided by NRLM to ensure that the poor become capable of venturing into own venture, creating market linkages, handling their existing livelihoods means and increasing creditworthiness. Multi-faceted programmes are implemented for constant capability building of the chosen people, SHGs, along with their federations, government officials, bank officials, and NGO members. The set of workshops, seminars and training programmes are designed for skills and attitude building capabilities. ICT is used extensively for knowledge dissemination. Public sector banks are being inspired by NRLM to establish Rural Self Employment Training Institutes (RSETIs) in Indian districts, designed on the pattern of Rural Development Self Employment Institute (RUDSETI). Aajeevika Skill Development Programme (ASDP) is implemented by NRLM. It facilitates building rural youth skills and finding them employment with higher wage prospects.

3. Financial Inclusion

NRLM facilitates the availability of affordable, cost-effective and reliable financial funds support to the poor. These are in the form of maintaining banking related accounts and advice related to credit, insurance, remittance, pension and financial literacy. The crux of NRLM financial inclusion principle is “making poor the preferred clients of the banking system and mobilizing bank credit”.

Financial Assistance Provided to the CBOs

<div style="text-align: center; background-color: #444; color: #fff; padding: 5px; margin-bottom: 5px;">Revolving Fund</div> <p style="text-align: center; font-weight: bold; margin-bottom: 10px;">Rs. 10,000 - 15,000</p> <p>RF is provided to SHGs for strengthening their institutional and financial management capacity and build a good credit history within the group.</p>	<div style="text-align: center; background-color: #444; color: #fff; padding: 5px; margin-bottom: 5px;">Vulnerability Reduction Fund</div> <p style="text-align: center; font-weight: bold; margin-bottom: 10px;">Rs. 1,500/member</p> <p>VRF is provided to SHG Federations at the village level in the intensive blocks. VRF will be used for addressing the vulnerabilities of the members like food security and health security for meeting the needs of the vulnerable persons in the village.</p>	<div style="text-align: center; background-color: #444; color: #fff; padding: 5px; margin-bottom: 5px;">Community Investment Fund</div> <p style="text-align: center; font-weight: bold; margin-bottom: 10px;">Rs. 3,000/SHG member</p> <p>CIF is provided to CLFs in the intensive blocks; to be maintained as resource in perpetuity by the CLF. The CIF is used, by the Federations, to advance loans to the SHGs and/or to undertake the common/collective socio-economic activities.</p>
--	---	--

The SHGs receive their CIF only on developing their micro plans or microcredit plans. Micro planning is a process where members are encouraged to recognise, understand and evaluate their resources; analyse challenges they face; identify needs and make future plans to overcome vulnerabilities by making optimum utilisation of resources and fostering convergences.

Providing Financial Linkage to SHGs

For supporting SHG bank linkages and financial inclusion in NRLM activities, State Level Bankers' Committees (SLBC) has been requested to constitute exclusive sub-committees. In the same way, an appraisal of SHG-Bank linkages and NRLM activities is conducted by

District Level Coordination Committees and Block Level Coordination Committees. Bank Mitra/Sakhi, who act like the customer relationship managers at the field level, help the mission units. In addition, sub-committees are formed to guide in matters of financial matters such as bank linkage and recovery of loans.

NRLM has a provision for interest subvention. It may cover the difference between the lending rate of the banks and 7%, on all credit from the banks/financial institutions availed by women SHGs, for a maximum of Rs. 3 lakh per SHG. Also, an interest subvention of 3% is available on prompt repayment by SHGs formed in 250 most backward districts.

Summary

NRLM provides services like MGNREGS and PDS through the SHGs and their federations. Through Mahila Kisan Sashaktikaran Pariyojana (MKSP), NRLM promotes successful scaling of small-scale projects that improve the participation of women and agricultural and allied activities productivity. The MKSP works towards the goal of providing household food and nutrition security.

NRLM also supports the members through livelihood development programmes in the form of linkages, economies of scale, information, credit and technology availability and market access. It also supports the capability building of SHGs and their federations by community professionals and Community Resource Persons (CRPs). NRLM helps in building 'social capital' consisting of activities, CRPs and other members for the sustainability of its schemes.





Delivery

1. Lecture

The contents of this chapter should be delivered in lecture style. The figures, images, tables and diagrams in the content can be put onto slides so that the participants can have visual aids to refer to.

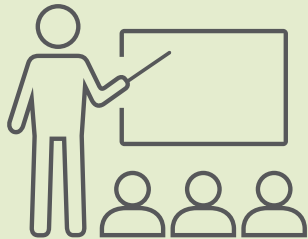
2. Class Sharing

Ask the participants to share any experiences/involvement that they may have already had with SHGs, VOs or CLFs. In their interactions, what have they observed about the people, the systems and structures. The trainer can begin with sharing their experience about the first SHG meeting in which they attended and what were their key observations.



Trainer's Tips

Give the participants short breaks between each new topic in the content as this chapter is conceptual and full of very important information.



Activity

EXERCISE

1. What do you understand about NRLM? Describe briefly?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

2. What are the three pillars of livelihood promotion in NRLM?

.....

.....

.....

.....

.....

.....

3. What are the various types of funds provided to CBOs under NRLM?

.....

.....

.....

.....

.....

2. Total amount given to SHG under revolving fund is:

- a. Rs. 50000-60000
- b. Rs. 10000-15000
- c. Rs. 5000
- d. < Rs. 5000

3. What is the full form of RSETI?

- a. Rural Self Employment Training Institutes
- b. Rural Social Employment Training Institute
- c. Rural Self Engagement Training Institute
- d. None of the above

4. Describe the major components of the NRLM ecosystem?

.....

.....

.....

.....

.....

.....

.....

.....

5. List out the commonality between members of SHG women?

.....

.....

.....

.....

.....

.....

.....

.....

.....

6. Which component and sub-component of NRLM ecosystem is associated with SVEP?

.....

.....

.....

.....

.....

.....

.....

.....

.....

7. Describe in detail about various community-based institutions under NRLM? Prepare a diagram to illustrate the hierarchy of various CBOs.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

8. What are the benefits of being an SHG member as per your understanding from the chapter?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

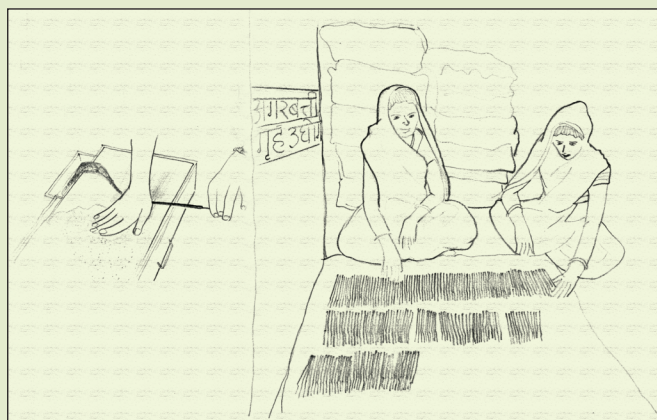
.....

- 9. What is the full form of BLF?**
- a. Block Livelihood Federation
 - b. Block Level Federation
 - c. Basic Livelihood Federation
 - d. Block Livestock Federation

- 10. What is the correct hierarchy of community-based institute under NRLM?**
- a. SHG-VO-CLF-BLF
 - b. VO-SHG-BLF-CLF
 - c. CLF-BLF-SHG-VO
 - d. BLF-VO-CLF-SHG

Chapter IV

Start-up Village Entrepreneurship Programme (SVEP)



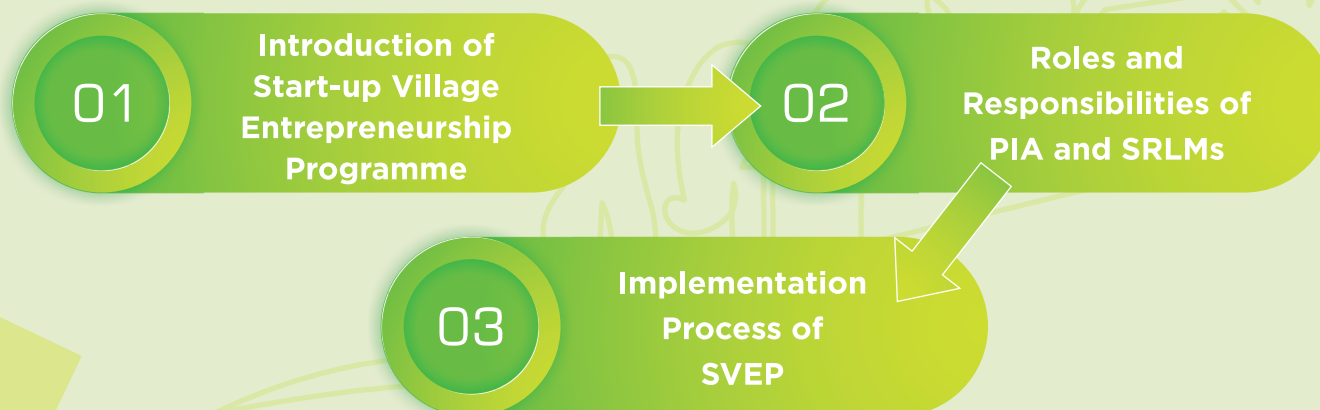
Learning Objectives

- To understand the objectives of SVEP
- To identify the key stakeholders of SVEP
- To recognize the different community institutions and bodies that play a part in SVEP's ecosystem

Methodology :

- a. Lectures
- b. Activity
- c. Role Play

Session Plan :



Resource:

Classroom training material | Presentation slides | Chart papers | Blackboard, chalk and duster

Start-up Village Entrepreneurship Programme (SVEP)

Unemployment is a big challenge in India. Rural population is dependent mostly on farming livelihood for subsistence. However, farming land is limited and many do not own land or very small landholdings. It results in meager earning for the poor. The Start-up Village Entrepreneurship Programme (SVEP) aims to create sustainable self-employment non-farming opportunities for youths residing in villages. Participants in this module would get an understanding of its objectives, stakeholders, implementation processes and role of community institutions.

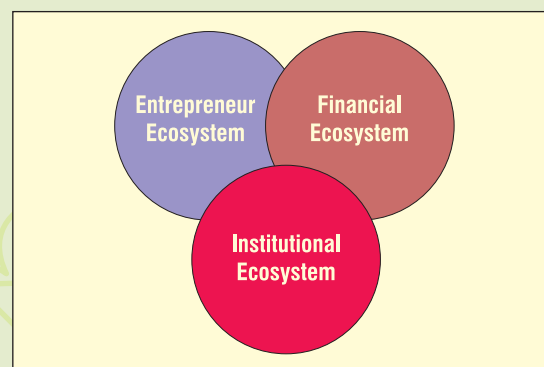
The Start-up Village Entrepreneurship Programme (SVEP) was announced by the Honorable Finance Minister in the budget speech 2014-15 providing an initial fund of Rs. 100 crores. It fosters a mission of creating sustainable self-employment opportunities for youths residing in under the programme villages. It promotes networking of banks and financial institutions with village entrepreneurs.

SVEP recognises entrepreneurship as an important force of economic growth and development. AAJEEVIKA, an initiative under NRLM to fight against rural poverty, provides an opportunity for creating an entrepreneurial climate. The effort is helping to create an ecosystem which acts as a trigger and facilitator for both new and existing businesses in the early stages of their entrepreneurial journey. The key objectives of the SVEP are:

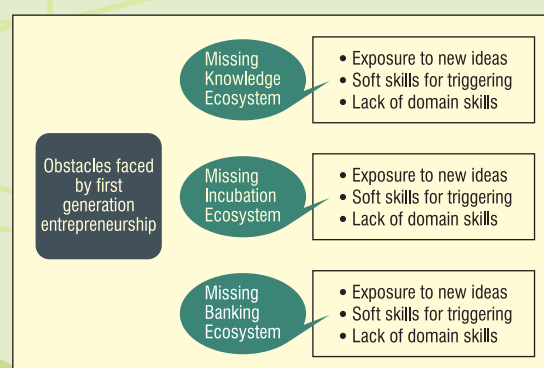
- To enable rural poor to set up their non -farm enterprises
- To develop local resources by training a pool of village-level community cadre
- To build the capacity of the community organisations to monitor and direct their work,
- To help rural entrepreneurs get finance for starting their non-farm enterprises from community funds, banking systems including the MUDRA bank and government schemes through convergence

The expected result of the SVEP programme is the promotion of rural entrepreneurship by developing a sustainable model for village entrepreneurship promotion through integrated ICT tools and techniques for training, capacity building and enterprise advisory services. The initiative would build and strengthen the three sub-ecosystems of Entrepreneurs, Financing and Institutions.

Despite various measures of the government, rural India is still facing a funding crunch. Limited access to banking infrastructure and the unwillingness of bankers to risk capital make it difficult for rural entrepreneurs to get funding for an entrepreneur with a low asset base. Most microfinancing companies and village organisations also do not have enough funds or a structure to support start-ups. Basic business skills like feasibility analysis, planning, customer handling, and accounting are not taught in most skill-building programmes.



Entrepreneur Sub Eco System



Apart from that lack of peer learning from similar entrepreneurs, hand-holding support and training in entrepreneurship accentuates the situation.

Programme structure and management

The NRLM SHGs and federations are a critical pre-requisite for the implementation of the SVEP project. These community-based institutions provide help in the identification of potential entrepreneurs and the common resource persons (CRP-EPs). The community-based institutions help by providing due diligence for their creditworthiness and monitoring the work of the CRP-EPs. After starting of the enterprise and providing credit to the enterprises, these community-based institutions, along with the CRP-EPs, also monitor the progress of these enterprises and their repayment.

SVEP creates a structure of community organisations which help as well as check each other in ensuring effective implementation. In doing so the programme:

- a. Creates a Block Resource Centre for Enterprise Promotion to act as a nodal center to implement the programme
- b. Involves Block Level Federation (BLF) under NRLM to function as the institutional platform for BRC
- c. Requests Nodal Cluster Level Federation (CLF) /VOs to hold the entity till BLF comes into existence, which is a registered body.
- d. Helps enterprises get bank finance using a Mobile -based Village Enterprise Information Technology (VE-IT) software for making the business feasibility plan, carrying out credit appraisals and tracking business performance
- e. Uses the Community Enterprise Fund (CEF) to provide seed capital for starting the business until it reaches a size where bank finance is available.

NRLM manages the implementation of SVEP through the State Rural Livelihood Missions. Roles and responsibilities of various stakeholders under the programme are given below:

Block Resource Centre (BRC)

BRCs are single point agency for entrepreneurship promotion in the respective villages. They play a key role in the implementation of SVEP by acting as the technical and financial service center to the BLF for livelihoods promotion. They address the needs of the community through information seeking, counseling, applications processing and documentation. BRCs provide resources and reference material including videos and manuals. It also works as livelihoods subcommittee of the Block level Federation in case BLF hasn't been formed in the block yet. BRC is a place of interaction between the CRP-EPs, Bank Mitras (Banking Correspondent from the community), SHG/CBO leaders and members and other nodal institutions facilitating the implementation of various government schemes and entrepreneurs at large. It provides capacity building opportunities with the help of the PIA/Technical Agency appointed by SRLMs.

BRCs follow a self -sustaining revenue model They have office space, with electricity and broadband facility, at a location easily accessible from all parts of the block. BPM (NRLM) facilitate the nodal CLF and/or PIA to obtain suitable office space. In some cases they are located in the nodal CLF office itself.

There is also a provision of constituting Project Appraisal Committee (PAC) of the BRC which is responsible for approving CEF applications and recommending to the nodal CLF for disbursement of the loan. Senior-most nodal CLF representative becomes the chairperson of the PAC meetings. The technical expertise in the PAC shall be provided by the CRP-EPs, PIA's representatives and members of the SRLM's block and district teams. The state may devise its own rules about the number and role of the invitee technical members in the PAC for approval of loan applications.

BLOCK RESOURCE CENTER

Key Features

- Nodal CLF should be a registered body
- Must be owned/promoted by community institution
- The next rung of CBO leaders must be from the general body and nominated/elected BLF leaders to the livelihoods subcommittee to the BLF, will form the executive body of the BRC along with SRLM's designated office bearer(s)
- Nodal CLF should have separate account for SVEP's CEF and should maintain separate ledger in the accounts to incur its expenses - pay its service providers (CRP-EPs), its office bearers (as decide by the BLF)
- BRC must have its own infrastructure and separate office room to function efficiently
- BRC shall function as a service centre for entrepreneurs and enterprises in the block
- It shall be a Tracking and Monitoring centre for SVEP implementation in the block

Key Functions

- Training and capacity building of entrepreneurs and CBOs
- Knowledge dissemination (BRC will have information about markets, resources, input suppliers etc.)
- Business Plan appraisal and processing for funding
- Marketing, Lead generation & Linkages and Business Development Services
- Tracking of Businesses and Performance improvement support
- Credit Rating and activities to improve credit worthiness of an entrepreneur and the enterprise
- Awareness Campaigns, workshops to promote entrepreneurship
- Review meetings about the functioning of the CRP-EPs, the disbursement of loans from CEF and monitor the repayment of loans and the performance of the SVEP promoted enterprises
- Offer various demand based paid services to the entrepreneurs
- Act as centre for Convergence with government services, CSRs etc

BRCs are provided with Community Enterprise Fund (CEF). It is a dedicated fund for giving loans to entrepreneurs selected under SVEP. It provides seed capital and helps to (a) enhance the creditworthiness of the village entrepreneurs, (b) showcase the capital provision ability of the community institution led enterprises, and (c) demonstrate disciplined credit behavior. It enhances the bank's confidence in the unorganized sector. The sole purpose of the CEF is to provide funds for capital goods, inputs and operating expenses to start a new enterprise or diversify/expand the existing business. CEF is given as a loan amount only to promote non-farm enterprises in the blocks. This fund cannot be diverted to other areas.

SRLM and NRO/PIA:

SRLMs are primarily responsible for implementing the programme. The SRLM owned the project and develop the capability to roll out the programme in all blocks of the states.

- a. Place dedicated human resources at the state and block level to ensure smooth implementation of the programme.
- b. Strengthen the Institution Building and Capacity Building (IBCB) of SHGs/VOs/CLFs and BLF to implement the programme.
- c. Coordinate with NRO and PIA to provide them initial ground to work with existing NRLM ecosystem in the block.
- d. Facilitate CBOs and BRCs for their working as well as to arrange office space in the block.

The BPMs shall ensure the rollout of the SVEP program across all the selected blocks. They are also responsible for field level support for completion of the market potential study, preparation of the detailed project report (DPR) and implementation of the programme processes.

SRLM appoints NROs and PIAs for implementing the programme. They are expected to perform two roles: Implementation as well as scale-up of the programme. They have to work in tandem with SRLM. A glimpse of their roles is given in the table below:

Implementation Role	Programme Scale-Up Role
<ul style="list-style-type: none">• Directly implement the SVP in the blocks as implementing partners with the states• Develop the processes - including written test and personality assessment tools for the selection of Community Resource Persons for enterprise promotion (CRP-EP)• Develop a process for market scoping studies for new enterprises which will be seeded in the blocks• Setting up of BRC• Help develop parameters for monitoring the progress of the program• Help create software for the support of the CRP-EP, the entrepreneur and also to maintain a transaction based MIS for the SVEP• Drive the implementation of the SVEP for the project duration to ensure all the targets and time lines as specified in the DPR are met• Submit progress reports	<ul style="list-style-type: none">• Create standardised content and training pedagogy for training of the various stakeholders for the implementation of the SVEP• Create a repository of training material and ICT material for the implementation of the programme• Create a process of certification of the mentor's and the CRP-EPs• Support creation of a process and criteria of identification and selection of PIAs who have the competence and ability to implement the SVEP

Summary of Broad Roles of PIA and SRLM

No.	Activity	Role of PIA	Role of SRLM
1	Project initiation and preparatory activities	Support SRLMs in conducting a workshop	Conduct workshops
2	Establishment of BRC	Establishment of one BRC per block	Facilitate interactions with the VOs for the establishment of the BRC
3	Baseline and market potential study	Conduct IT platform based baseline and market potential study	Field level support, provision of information, records, local institutional contact for conducting the baseline and market potential study, validation of reports(from secondary sources)
4	Identification & Selection of CRP - EPs	Facilitate identification; Provide selection tools and support its administration; Orient potential candidates to their roles/expectations	Identify and Provide a list of potential CRP-EP candidates
5	Preparation of DPR	Provide a complete report on potential enterprises and likely number of existing enterprises to be supported	Support in providing relevant data/information
6	Training & Capacity Building	Develops engagement for CRPs- EP & CBOs, Provision of modules, trainers and training materials; Conduct of programs; Provide Mentors for CRP-EPs	Conduct programs within State and support for logistics; supervision of training Programmes. Logistics support; supervision of follow-up by Mentor or CRP - EPs
7	Enterprise benchmarking and Performance Tracking System	Developing formats, modules and training for IT-based applications	Interface with sources of secondary data; Logistics support
8	CRP - EP Business Plan and Placement of CRP - EPs		Decision on locations, groups and activities

Role of CRP-EPs



The core job responsibilities of CRP-EPs are:

- a. Baseline for existing enterprises and enterprise profiling
- b. Value chain analysis
- c. Support mentors for preparation of generic business plans for all the identified enterprises as per the DPR of the block
- d. Village profiling
- e. Triggering entrepreneurial zeal
- f. Recommending selection of entrepreneur
- g. Viability test of potential enterprise
- h. Business Plan Preparation
- i. Grounding of enterprises
- j. Tracking and Handholding support to entrepreneurs and enterprises
 - i. Generating reports for enterprises through MIS/IT platforms
 - ii. Preparation of monthly activity plan with block coordinators/mentors
 - iii. Supporting activities of BRC and coordinating with community institutions
 - iv. Training the existing and new entrepreneurs for enterprise management

Role of CBOs

- a. Facilitating CRP-EPs in community mobilisation
- a. Sharing of the track record of the target group (SHG members) with CRP-EP
- b. Sharing loan and repayment status of the identified entrepreneurs
- c. Fixing of interest rate
- d. Handholding the purchase of items and preparation of UC
- e. Submission of UC in two copies to BRC and BLF/CLF
- f. Follow-up repayment activities

Support all activities of BRC in terms of fund disbursement, its utilization and repayment

Process of implementation of SVEP

Phase I : Preparatory Phase

MoU Signing

Responsible Person/Body: State Anchor, NRO/PIA	With Whom: SRLM	Duration: 7-10 Days	Output: MoU Finalize and signed
--	---------------------------	-------------------------------	---



Mentor Recruitment

Responsible Person/Body: State Anchor, NRO/PIA	With Whom: Applicants	Duration: 20-22 Days	Output: Mentors recruited
--	---------------------------------	--------------------------------	-------------------------------------



Mentors Training

Responsible Person/Body: NRO/PIA	With Whom: Selected Mentors	Duration: 13 Days (3 days by State, 10 days by HO)	Output: Mentors trained
--	---------------------------------------	---	-----------------------------------



Project Initiation and Block Interaction

Responsible Person/Body: Mentor, SRLM	With Whom: SRLM, CBO, Village institutes, BDO	Duration: 1-2 Days	Output: Workshops at State & Block level organised with stakeholders; Project Initiated
---	---	------------------------------	--



BRC Formation

Responsible Person/Body: Mentor, BPM (SVEP), DPM	With Whom: CBOs(Nodal VO/CLF)	Duration: 3-5 Days	Output: BRC Formed, Formation of Executive Committee & sub committee
--	---	------------------------------	---



Selection of CRP-Eps (Advt. to selection)

Responsible Person/Body: BRC, BPM, Mentor	With Whom: CRP-EP Applicants	Duration: 10-12 Days	Output: CRP-Eps selected
---	--	--------------------------------	------------------------------------



CRP-Eps training

Responsible Person/Body: Mentors	With Whom: Selected CRP-Eps	Duration: Duration: 8 Days 1 day -Basic orientation of SVEP, 4 days IT training related to DPR, 3 days field immersion)	Output: CRP-Eps trained	Content: Basic orientation on data collection(Survey methods/FGD/ Data cleaning), IT training, Field immersion
--	---------------------------------------	---	-----------------------------------	---



Data Collection (including FGD)

Responsible Person/Body: CRP-EPs, Mentor, State Nodal Person	With Whom: Block	Duration: 40-50 Days	Output: Primary and Secondary Data Collected
---	----------------------------	--------------------------------	---



DPR Preparation

Responsible Person/Body: CRP-EPs, Mentor, Mentor, State Nodal Person	With Whom: NA	Duration: 10-12 Days	Output: Draft DPR Prepared
---	-------------------------	--------------------------------	--------------------------------------



DPR Finalization & Submission

Responsible Person/Body: Mentor, State Nodal Person	With Whom: SRLM, NRLM	Duration: 3-5 Days	Output: DPR finalized and Submitted to MoRD for approval
---	---------------------------------	------------------------------	---



Phase II : Training

Orientation of State, District and Block

Responsible Person/Body: State: State Anchor, SPM (SRLM), District: Mentor, BPM, DM-NRLM, Block: DPM-NRLM, Mentor, BPM(SRLM)	With Whom: State (SRLM, SLBC, Ind. Commi); District: District admi. (DC-NRLM, LDM, DDM-NABARD, GM-DIC, GMKYC, SRLM-DMMU, Financial insti. (MFIs), Media person, Block: BDO, SRLM: Block team, CLF, BLF, SHGs	Duration: 1 Day workshop at each level	Output: Awareness about SVEP and be ready to incorporate SVEP in various Govt. Schemes. CBOs will be aware about SVEP in SRLM eco system.	Content: Presentation of SVEP, Materials about SVEP, Input-output chain of enterprise (local language), SVEP Brochure, Success stories of SVEP (Other Block), SVEP Kit, Handouts, Coffee table book
---	---	--	---	--



Orientation of CBO

Responsible Person/Body: Mentor, BPM, CRP-EP	With Whom: CLF, VO	Duration: 1 Day workshop in each pocket	Output: CLF, VO will be aware about SVEPas well as their roles and responsibilities.	Content: Scripts for play, visual ads and Handouts in local language as well as pictorial representation
--	------------------------------	---	--	---



Training of CRP-EPs

Responsible Person/Body: Mentor, BPM, State Anchor, External Resource Person	With Whom: Selected Applicants	Duration: 21 Days	Output: Selected applicants will be developed as Business Development Provider	Content: Handouts/Manuals/Guidelines SVEP: Module I to IV, VE-IT, Game kit Manual(Soft skill), Basic Maths Manual, Pictorial manual, Wood toys, abacus, Test Based Exercise, Role play script
--	--	-----------------------------	--	--



Training of BRC

Responsible Person/Body: Mentor, BPM	With Whom: Members of BRC(LCM/Monitoring-Purchase)	Duration: 4 Days (In 2 phases- 2 days for each)	Output: Members of BRC will be aware about their roles and responsibilities	Content: 1st Phase: Material about orientation, roles and responsibilities of different stakeholders, 2nd Phase: Material about Business plan understanding, Its appraisal, PIP, PTS and social credit appraisal, Process and model of implementation
--	--	---	---	--

Phase III : Enterprise Setup

Triggering orientation at SHG/VO/CLF - "Aamsabha" (Disussion of SVEP & its objectives)

Responsible Person/Body: CRP-EPs, Mentor, BPM(SVEP)	With Whom: CBO Members	Duration: 1 Day workshop in each pocket	Output: List of potential entrepreneurs	Content: Youtube videos, Short stories, Nukkad-Natak (Ref:banglanatak.com), Leaflets (On Basic Understanding of SVEP), Pictorials, DPR briefings
---	----------------------------------	--	---	---

Assessment of Business ideas, PIP(Existing), Submission of applications(EOI-Icchapatra) to BRC/CLF

Responsible Person/Body: CRP-EP, Mentor and CBOs	With Whom: Potential existing & aspirant Entrepreneurs	Duration: Continuous Process	Output: Market potential assessment of both(existing and new), physical verification of existing, CBO consent and finalization of business plan	Content: Check list at SHG level to check Repayment history, Loan outstanding, Basic behavior etc.
--	--	--	--	---

Approval of Business Application

Responsible Person/Body: BRC Committee	With Whom: Selected Entrepreneurs	Duration: Continuous Process	Output: Business plan and Loan approval/rejection
--	---	--	---

Fund Transfer

Responsible Person/Body: Office bearers of BRC	With Whom: Selected Entrepreneurs	Duration: 2 Weeks after approval	Output: Fund transferred
--	---	--	------------------------------------

EDP (Entrepreneurs Development Programme)

Responsible Person/Body: CRP-EP, Mentor, BPM(SVEP), ERP	With Whom: Selected Entrepreneurs	Duration: 3-5 Days (3 for existing, 5 for New)	Output: Entrepreneurs trained	Content: Modules Youtube videos, Short stories, Natak-play (Ref:banglanatak.com), Leaflets (On Basic Understanding of SVEP), Pictorials
---	---	--	---	--

Grounding

Responsible Person/Body: CRP-EP, Mentor	With Whom: Selected Entrepreneurs	Duration: 3 Weeks from approval	Output: Enterprise set up
---	---	---	-------------------------------------



Analysis of Target vs. Achievement

Responsible Person/Body: Mentors, BPM	With Whom: CRP - EP	Duration: Twice a Month	Output: Performance evaluation
---	-------------------------------	-----------------------------------	--



Visit to enterprise and collect the records (Book of accounts) of enterprise

Responsible Person/Body: CRP-EP	With Whom: Enterprises Supported under SVEP	Duration: Once in a month	Output: Performance evaluation, Management of inventory & cash management, Advisory services for maintaining proper records
---	--	-------------------------------------	---



Hand holding

Responsible Person/Body: CRP-EP	With Whom: Selected Enterprise	Duration: Once in a month	Output: Progress evaluation & Hand holding support
---	--	-------------------------------------	---

1. Lecture

Contents of this chapter should be delivered in lecture style. The figures, images, tables and diagrams in the content can be put onto slides so that the participants can have visual aids to refer to.

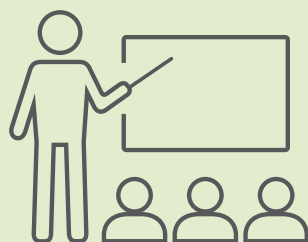
2. Activity - Role Play

This activity will help the participants to understand what they have learned about the programme by focusing on the BRC and its activities. The instructions for the role play and the reflection to follow can be found in the Activity section of this chapter.



Trainer's Tips

Give the participants short breaks between each new topic in the content as this chapter is very theory heavy.



Delivery

BRC Role Play

1. The purpose of this roleplay is for the participants to understand how the various personnel in the SVEP ecosystem will interact in the Block Resource Centre.
2. Choose any activity for which the BRC is responsible e.g. Approval of business plans or loan applications
3. Select participants to represent the various personnel involved. For example If a review of a business plan is the chosen activity, the participants should make a committee of SRLM representatives, community leaders, technical experts, bank managers and others to form the Project Appraisal Committee and think the approval process will be like.
4. The participants who are not part of the role play should form groups and note down what they think the activity process should be like based on the learnings from the chapter.
5. Once the role play is presented with the guidance of the trainer, the class should discuss what took place in the role play and whether it was in line with what they have learned so far.

Based on the feedback from the class discussion, the participants in the role play should perform once more, incorporating the learnings from the class discussion.



Chapter V

Detailed Project Report Preparation of SVEP Blocks



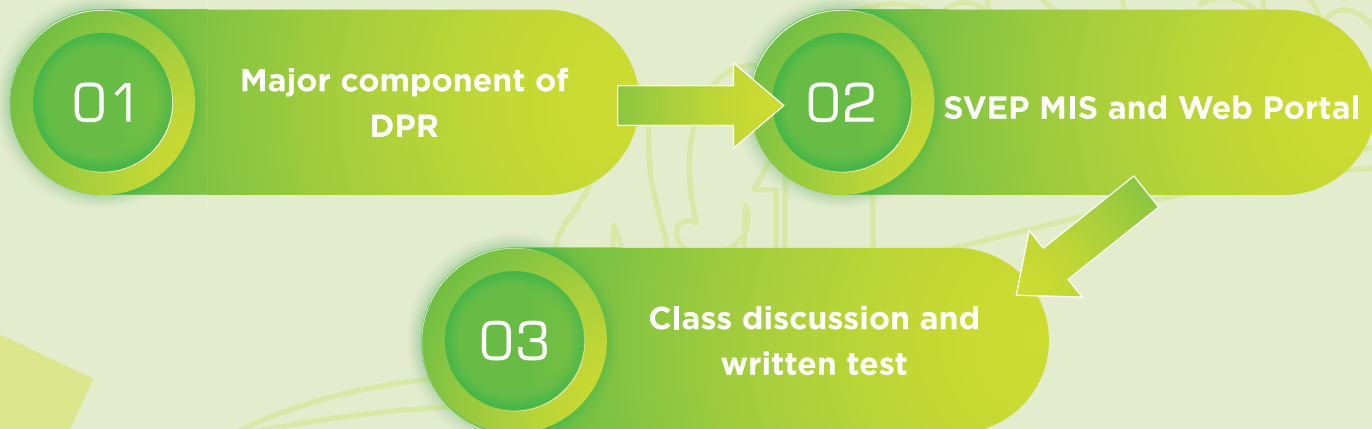
Learning Objectives

- To understand the basic components and the process of DPR preparation
- To familiarize with process of collection and analysis of data to arrive at the number of potential/ existing enterprises to be supported in the block
- To become adopted the SVEP mobile application used for the collection of primary data

Methodology

- a. Lectures
- b. Class Discussion

Session Plan



Resource:

- Handout, Duster, Marker,
- Mobile with SVEP Application, Projector

Detailed Project Report (DPR) Preparation of SVEP Blocks

A detailed project report is prepared for the planning and execution of the project. It is a complete document for planning, investment and decision-making approval.

Startup Village Entrepreneurship Program (SVEP) is a program that analyses the potential of the rural market and helps to create new enterprises, promotes the existing small scale enterprises by providing them loans, training them in new business skills and helping them in creating forward and backward linkages.

DPR Structure

A block DPR is like a constitution for implementing SVEP project in any block. To analyse block project feasibility detailed information about block context, such as demographic details, socio-economic block profile and Institution Building & Capacity Building (IBCB) status is collected and analysed. A village level Enterprise census and Stratified survey to estimate household consumption provide the primary data for DPR preparation. The major components in the preparation of DPR are the following:

No.	Chapter Heading	Description	Sources of Data
1	Executive summary	This chapter contains a summary of the whole document by providing the target number and expected budget	DPR content
2	Project Rationale	This chapter explains the problem statement or detailed explanation of why the project is required and how the proposed project will address the problems	SVEP guidelines, SVEP master circular
3	Block context	This chapter comprises of information and analysis of the existing situation of the project area. The main components of this chapter are: 1. Demographic and socio-economic profile, 2. Literacy, employment and natural resource profile 3. Access to infrastructure and facilities 4. Status of social mobilization and institution building under NRLM	Census 2011 (District census handbook), SRLM, NRLM, PLP-NABARD, Department of MSME
4	Market potential assessment	This chapter contains baseline and market potential study, analysis of primary data, finding the demand-supply gap, generation of numbers for the proposed new enterprise, for the promotion of the existing enterprise and the conditions of success	Baseline survey (Enterprise census, Stratified survey of Household consumption), FGD with stakeholders

No.	Chapter Heading	Description	Source of Data
5	Implementation plan	This chapter contains Implementation plan of SVEP after DPR preparation and approval i.e. selection of CRP-EP, selection of nodal CLF/VO and Formation of BRC, Orientation and training of CRP-EP, BRC, Roles and responsibilities of the resource persons and institutes.	SVEP guidelines, SVEP master circular
6	SVEP Enterprise Formation and Support Processes	This chapter describes various preparatory activities before starting enterprise formation and promotion. It also contains a detailed description of activities such as triggering, PTS (Performance Tracking Sheet), Market linkages, Credit linkages, Handholding of enterprises, Plan for supporting existing and new enterprise.	Baseline survey, SVEP guidelines, SVEP Master circular
7	Project Management Framework	This chapter covers the following topics: Applicable Key Result Areas, Partnership Strategy, Framework - Premise, Conceptual Presentation of Result Chain - SVEP, Result and output framework, State-Level Review, Monitoring.	
8	Phasing and Budgeting	This chapter focuses on the project phases, yearly target distribution, budget allocation and allocation of various activities.	Baseline survey, SVEP guidelines, SVEP Master circular
9	Annexure	Contains various data sheet and chart based on primary and secondary data	Baseline survey

Guidelines for DPR Preparation

The following section describe each of the chapters of DPR.

Chapter : 1. Executive Summary

This chapter contains the Executive summary of the document .It provides the targets and the budget.

Chapter : 2. Project Rationale

This chapter provides the project rationale. It is based upon the SVEP guidelines and Master Circular issued by the NRLM, MoRD as, in force during the preparation of DPR. Contents in these would change from time to time whenever MoRD would infuse modifications.

Chapter : 3. Building the Block Context

This section carries out a situation analysis in the block describing in the following sections:

- Demographic and socio-economic profile
- Literacy, employment and natural resource profile
- Access to infrastructure and facilities
- Status of social mobilization and institution building under NRLM

Data from secondary sources is used for performing the situation analysis. Census of India (2011) is the primary source of information for the analysis. Data from SRLM is for analysis for the rest of the Chapters.

Chapter : 4. Market potential assessment for promotion & strengthening of enterprises

A baseline survey is carried out for assessing the potential and determining the number and category of enterprises that could be promoted in a given block. In the process of the baseline survey, an Enterprise Census is followed by a Stratified sample survey. Simultaneously a household survey is also conducted.

a. Enterprise Census

An enterprise census captures possible enterprise in the block, be it mobile vendor, fixed shop or a shop located in a haat. It captures variables that may influence enterprise dynamics such as market type, shop type, road type, and size of business. A list of variables for enterprise census is given with illustration as below:

No.	Item Head	Details	Options
1	State	Odisha	NA
2	District	Puri	NA
3	Block	Puri-Sadar	
4	Village	Bairiyakhan	
5	Enterprise Owner's Name	Dev Rup	
6	Enterprise Name	Dev Rup Parchune Shop	
7	Gender	Male	Male, Female
8	Field Officer's Name	Mohan Lal	
9	Sales Type	Retail Both	Retail, Wholesale,
10	Enterprise Start	01-06-2017	

11	Road Type	Village Road Village Road, National Highway, State Highway	Lane, Major Road,
12	Enterprise Type	Fixed	Fixed, Haat, Mobile
13	Enterprise Size	Small	Small, Medium, Large
14	Enterprise Market	Stand Alone Large market, Small Market	Standalone,
15	Total Monthly Sales	2,000	Rupees Thousand Approx
16	No. of Employees	1	Count
17	SHG Promoted Enterprise	No	Yes, No
18	Loans Availed from SHG	No	Yes, No
19	Total Amount of Loan Received from SHG	0	Rupees Thousand
20	Total Outstanding to SHG	0	Rupees Thousand
21	Hotspot Point	Main Centre (Bus/Auto Stand etc.)	Chowk, Main center,
22	Hotspot Area	Colony Area Market Area, Road Market etc.	Colony Area,
23	Hotspot Size	Small	Small, Medium, Large
24	Product Name - 1	Cigarette and Pan shop	Many
25	Product Type - 1	Trading	Many
26	Product - n		

1. What are the major sources of data for “Block Context”?

2. What do you understand by Enterprise Type variable from Enterprise Census?

b. Stratified survey

The number of enterprises selected for a stratified survey follows an process to ensure the adequacy of sample and representation of the enterprises. The process is outlined below:

Step	Actions
1.	Select all enterprises for the particular block with their respective (first) main product
2.	Calculate the number of enterprises by their respective business descriptor name
3.	Sort the list in descending order based on the number of enterprises
4.	Calculate the total no of enterprises available in the list
5.	Calculate percentage for the respective business descriptors
6.	Calculate cumulative percentage for the respective business descriptors All business descriptors having a cumulative certain percentage of less than that will be selected for further filtering to be chosen for Stratified Survey. While selecting business descriptors if the last business descriptor is having cumulative percentage less than 86 and the next business descriptor is having cumulative percentage greater than or equal to 86, then the next business descriptor will also be selected for further filtering
7.	Make combinations of available enterprises with respect to their business descriptor, enterprise size, market type, road type, enterprise census type for the enterprises selected above using the business descriptor
8.	Calculate the number of same combinations for respective business descriptors and filter a list of unique combinations
9.	Calculate the number of enterprises for respective business descriptors
10.	Calculate the estimated size of samples to be taken for Stratified Survey for each business descriptor where: (a) If the number of enterprises for that particular business descriptor is greater than 300: $N = NEbs/10$ Where N = Size of Sample NEbs = Number of enterprises for that particular business descriptor (b) If the number of enterprises for that particular business descriptor is greater than 30 and less than 300 $N = 300$ (c) In all other cases $N = Nebs$
11.	Calculate the percentage of enterprises in the respective business descriptors combination

12. Select final number of enterprises (N^f) for the respective business descriptors

$$N^f = \text{Nebs} * \text{Percentage} / 100$$

Take the nearest whole number. When the nearest whole number is 0 then take 1

A set of respondents drawn as 5-10% stratified or a minimum 500 random enterprises are selected in such a manner that it represents the enterprise population as per market type, shop type, road type, and size of business. It captures financial details including sales, expenses, seasonality as well as employee details of the chosen enterprises. List of variables with an example for the stratified survey are as follows:

- State - Odisha
- District - Puri
- Block - Puri-Sadar
- Village - Bairiyakhan
- Enterprise Owner's Name - Dev Rup
- Enterprise Start(MM-YY) -
- Road Type - Village Road (Options - Lane, Major road, Village Road, National Highway, State Highway)
- Enterprise Market - Stand Alone (Options - Standalone, Large market, Small Market)
- Enterprise Type - Fixed (Options - Fixed, Haat, Mobile)
- Enterprise Size - Small (Options - Small, Medium, Large)
- Phone No. - 7385090721
- Gender - Male (Options - Male, Female)
- Caste - OBC (Options - General, Minority, OBC, SC, ST)
- No. of Competitors - 1
- No of Months High Sales - 7
- No of Months Normal Sales - 5
- Cash Sales High - 4500
- Cash Sales Normal - 2000
- Credit Sales High - 500
- Credit Sales Normal - 500
- Total Sales High - 5000
- Total Sales Normal - 2500
- Wages/Salaries High - 0
- Wages/Salaries Normal - 0

- Rent High - 00
- Rent Normal - 00
- Electricity Cost high - 500
- Electricity Cost Normal - 200
- Transportation Cost High - 300
- Transportation Cost Normal - 100
- Packaging Cost High - 200
- Packaging Cost Normal - 50
- Fuel Cost High - 500
- Fuel Cost Normal - 100
- Commission High - 00
- Commission Normal - 00
- Communication Cost High - 100
- Communication Cost Normal - 50
- Wages Salaries Paid to Workers High - 00
- Wages Salaries Paid to Workers Normal - 00
- Other Expenses Monthly High - 200
- Other Expenses Monthly Normal - 100
- Any Wastages/Weight Loss/Damage High - 100
- Any Wastages/Weight Loss/Damage Normal - 50
- Bonus Paid to Workers High - 00
- Bonus Paid to Workers Normal - 00
- Promotion & Advertising High - 00
- Promotion & Advertising Normal - 00
- Other Expenses (Annual) High - 00
- Other Expenses (Annual) Normal - 00
- Frequency of Bulk Purchase of Raw Material Cash High - Monthly (Options - Monthly, Daily, Weekly)
- Frequency of Bulk Purchase of Raw Material Cash Normal - Daily (Options - Monthly, Daily, Weekly)
- Cost of Bulk Purchase of Raw Material Credit High - 00
- Cost of Bulk Purchase of Raw Material Credit Normal - 00

- Frequency of Bulk Purchase of Raw Material Credit High - Daily (Options - Monthly, Daily, Weekly)
- Frequency of Bulk Purchase of Raw Material Credit Normal - Weekly (Options - Monthly, Daily, Weekly)
- Monthly Trends Jan - Normal (Options - High, Normal)
- Monthly Trends Feb - Normal (Options - High, Normal)
- Monthly Trends...- Normal (Options - High, Normal)
- Monthly Trends Dec - High (Options - High, Normal)
- Amount Receivable - 4000
- Amount Payables - 1000
- Start-Up Capital Investment - 2000
- Amount of Money Invested into The Business After Start - 4000
- Loan Amount Interest Rate - 00
- Loan Outstanding - 00
- Loan Term -
- Loan Type -
- Family Members - 4
- Outside Labor - 1
- No. Of Months Per Year(Seasonality) - 3
- No. of Days Per Week - 6
- No. of House Per Day - 5

-
- 1. What do you understand from Stratified Survey? How it is different from Enterprise Census?**
 - 2. List out additional items in the Stratified survey as compared to Enterprise Census?**
-

Household Consumption Survey

Sample for this survey is selected in such a manner that it represents the households' distribution as per economic status in the block. It captures all the expenditure pattern of the households, expenses on each and every product, amount of purchase, location of purchase and frequency of purchase. List of variables with the example for Household consumption survey are as follows:

- State
- District
- Block
- Village
- House Hold Size
- House Type
- First Member Work Location
- Second Member Work Location
- Third Member Work Location
- Fourth Member Work Location
- House Hold Amenity Vehicles
- Iteme
 - a. Kirana, b. Eggs c. Chicken and others
- Frequency
 - a. Monthly b. Yearly etc. (Options - Weekly, 10 Days, Monthly, Daily, Fortnightly, Once in Two Month, Quarterly, Half Yearly, Yearly, Once in 2-3 years, 2-3 Days)
- Amount of Purchase - a. 500 b. 50
- Location of Purchase Item - a. From Regular Markets Outside Village but in the block b. From Weekly markets (Option - From Regular Markets Outside Village but in the block, From Weekly markets, From inside village)
- High Uses Months - January, February, March

Estimation of Sector-wise enterprises to be supported

Based on the stratified survey and household survey, the next step in the process is to determine and estimate the targeted enterprises to be supported under the Programme in a block. These enterprises could come from four sectors:

1. Promotion of new enterprises
2. Strengthening of existing enterprises
3. Sub-Sectors: Local Resource-Based Enterprises
4. Government schemes

I. Promotion of new enterprises

Following steps need to be followed for identifying new enterprise for promotion

- Demand-supply gap is calculated based on household consumption survey

- Growth potential of the existing enterprise is subtracted from total of demand-supply gap
- After subtracting demand-supply gap from the growth potential of existing enterprise an amount of net gap is calculated
- Density of existing enterprises per village of a particular type is calculated by dividing the number of enterprises by the number of villages
- Based on enterprise density, a reduction factor is calculated
- Applying the reduction factor the total number of potential new enterprises is calculated

Step	Actions
1.	Select all household items list and its frequency of purchase from the household survey report for a particular block
2.	Multiply consumption amount of that item with respect to the frequency of its purchase as follows: Daily = 30 2-3 Days = 20 Weekly = 4 10 Days = 3 Fortnightly = 2 Monthly = 1 Once in Two Month = 0.5 Quarterly = 0.25 Half Yearly = 0.167 Yearly = 0.083 Once in 2 - 3 years = 0.033
3.	Multiply the amount arrived in Step 2 above with 12 to get yearly purchase amount
4.	Sort all products according to their types in descending order with respect to its yearly purchase amount
5.	Count number of Household (HH) for each type of product.
6.	a) If the number of HH is less than or equal to 9 get total yearly purchase from all available HH b) If the number of HH is greater than 9, remove 5 percentile from top and bottom then get total yearly purchase from rest of the HH
7.	Calculate Per Capita Consumption (PCC) for each product type $PCC = TYP / THH$

TYP = Total Yearly Purchase of that product type

THH = Total Household size of the block

8. Calculate Yearly demand for each product type

$$YD = PCC * BC$$

YD = Yearly Demand

PCC = Per Capita Consumption

BP = Block Population

9. Select all businesses list from the Stratified Survey Report for a particular block with their respective (first) main product

10. Calculate Total Yearly Sales (TYS) for each enterprise

$$TYS = NPM * TPS + NNM * TNS$$

NPM = Number of Peak Months

TPS = total Peak Sales

NNM = Number of Normal Months

TNS = Total Normal Sales

11. Sort the list by Enterprise Type and Total Yearly Sales

12. Calculate number of enterprises for each business type

13. Calculate average annual turnover for each business type by ignoring highest and lowest values as:

- a) If number of that business type is less than 6 don't ignore any
- b) If number of that business type is greater than or equal to 6 and less than or equal to 10; Ignore 1 business type from top and 1 from bottom
- c) If number of that business type is greater than or equal to 11 and less than or equal to 20; Ignore 2 business type from top and 2 from bottom
- d) If number of that business type is greater than or equal to 21 and less than or equal to 70; Ignore 3 business type from top and 3 from bottom
- e) If number of that business type is greater than or equal to 71 and less than or equal to 90; Ignore 4 business types from top and 4 from bottom
- f) If number of that business type is greater than or equal to 91; Ignore 5% business type from top and 5% from bottom

14. Calculate Yearly Supply (YS) for each business type

$$YS = AAT * NES$$

AAT = Average Annual Turnover

NES = Number of enterprise of that type in enterprise census

15. Link Yearly Supply and Yearly Consumption using link between Business Descriptors and Household (HH) items

16. Calculate the Gross Gap (GGAP)
 $GGAP = DDP - Ssp$
 DDp: Demand of Product
 SSp: Supply of product
 No further Calculation when GGAP is < 0
17. Calculate Minimum Growth Potential (MGP)
 $MGP = AMET - ASET$
 AMET = Average of all medium enterprises turnover
 ASET = Average of all small enterprises turnover
 Where $MGP < 0$; Set $MGP = 0$ and continue further calculation
18. Calculate Gross Potential of Existing Enterprise (GPEE)
 $GPEE = MGP * NES$
 MGP = Minimum Growth Potential
 NES: Number of enterprises of that type
19. Calculate Net Gap of Existing Enterprises (NGEE)
 $NGEE = MGP - GPEE$
 MGP = Minimum Growth Potential
 GPEE = Gross Potential of Existing Enterprise (GPEE)
 No further calculation where $NGEE < 0$
20. Calculate Maximum Possible Enterprises (MPE)
 $MPE = NGEE / AATbs$
 NGEE = Net GAP of Existing Enterprises
 AATbs = Average Annual Turnover of that Business Type
21. Calculate Density of Enterprise (DoE)
 $DoE = AEEb / Vb$
 AEEb = Available Existing Enterprises of Block
 Vb = Villages in the Block
 (Number of villages as listed in data received from NRLM)
22. Find out Reduction Factor (RF) based on DoE as follows
- If the density is greater than 2; reduction will be by 0.005
 - If the density is greater than 1 and less than or equal to 2; reduction will be by 0.02
 - If the density is greater than 0.5 and less than or equal to 1; reduction will be by 0.04
 - If the density is less than or equal to 0.5; reduction will be by 0.06
 - These factor can also be change based on the village Household and Economic profile
23. Calculate Net Possible Enterprises (N1)
 $N1 = MPE - RF$
 MPE = Maximum Possible Enterprises
 RF = Reduction Factor

Estimation for New Potential Enterprises

No	1. Supply	2. Formula	3. Agricultural rentals	4. Total no. of items
1	No. of Enterprises		3	596
2	Yearly Avg. Turnover		256,000	142,808
3	Total Supply	1*2	768,000	63,658,800
4	% of Total Supply	3/(63,658,800)*100	1.21	100
5	Total Demand		67,782,325	1,110,196,127
6	% of Total Demand		6.11	100
7	GAP	67,014,325	1,046,537,327	
8	% of Total GAP	(7/1,046,537,327) * 100	6.4	100
9	MGP	MGP = (MGR- SGR)	516,000	
10	GAP of Existing Enterprise	9 * 1	1,548,000	
11	Net GAP	7 - 10	65,466,325	
12	Possible number of enterprises based on net Gap	11 / 2	255.73	8,991
13	Density of Existing Enterprises / No of Villages	Density of Existing Enterprises / No of Villages	0.02	
14	Reduction based on density			0.06
15	N1		15	Recommended Business : 487

1. What is the Small Gross Revenue and Medium gross revenue based on MGP?

2. What is the total number of villages in the block based on Density of Existing Enterprises?

II. Strengthening of existing enterprises

Existing enterprises which are showing less profit but show a growth potential will be considered for taking them to the next level through handholding or performance improvement. If the average revenue of medium scale enterprises of any particular category is 1.5 times more than the average revenue of small scale enterprises of the same category, then the small scale enterprises of that category are selected for performance improvement

Example : In the case of Agricultural Rental, the Average Small Enterprise Gross Revenue (SGR) is Rs. 84,000 and the Average Medium Enterprise Gross Revenue (MGR) is Rs. 6,00,000. So, the Growth Percentage Potential of Existing Enterprise would be MGR/SGR, which is 7.14 times (or 714%).

III. Sub - Sector: Local resource based enterprises

The potential of products for enterprises under SVEP comes from the livelihoods resource base available in the block. These products are identified from the commodity basket that has emerged from the community through focus group discussions (FGDs) at the village level, natural resources data list at the district level, Potential Linked Plan (PLP) of NABARD. Selection of Resources is also based upon other factors like production, market demand for the products and price change over the last three year period. Value chain analysis of each of the sub-sector is done to finalize the list of feasible products in the context of the block. The steps involved in screening these enterprises are as follows:

- i. Selection of resources is carried out based upon production, market demand for the products and price change over the period of last three years
- ii. District level list of data of all natural resource production-related data such as agriculture, livestock, forest
- iii. Screening of these enterprises based on FGDs by Block Mentors
- iv. Screening with line Department or concerned department officials

Data is matched for production, on-going extension and development activities under state / central plan for the block. Later it is combined with information sought from concerned government department or agencies

Step 1: Analysis Table of Local enterprises

No.	List of Commodities /Resources	Area (Acres)	Output (Qts)	Price/Unit (Rs./Qts)	Output in (Qts)	Total output (Rs. Lakh)	Volatility based on Price Fluctuation	Size of Population engaged
1	Paddy	500	10	1,450	5,000	72.50	Low	45,000
2	Tomato	2,770	15	2,000	41,550	831	High	30,000
3	Onion	1,437	13	5,000	18,164	908.18	High	25,000
4	Poultry	2,500	20	50,000	50,000	25,000	Low	10,000
5	Goatary	2,500	10	25,000	25,000	6,250	Low	10,000
6	Mango	9,406	100	4,000	9,40,600	37,624	Low	10,000

As given on the table above, under the agriculture sector paddy, tomatoes and onions are showing the highest production in quantity as compared to other items. The resources from animal husbandry are quite good. Apart from agriculture and animal husbandry, horticulture also shows potential due to a large number of people engaged in collecting and selling of products across the block.

Step 2: Potential Enterprise Scenario

Based on the resource base, possibility of value addition in the local context, skill level and gaps, potential of product outreach and a list of possible value-added items are listed under each sub-sector. A preliminary assessment is carried out based on discussion and

secondary information for each of the sub-sector to finalise the list of feasible products for the block. A sub-sector assessment approach to the commodities is adopted for understanding the potential for micro-enterprises.

Step 3: Interest of the community

The product range under all the subsectors cover these consumed in large quantity locally or has the potential to the market outside and can be produced with the available resources. Also, potential enterprises suggested during the FGDs are taken into consideration. The final list of products which are majorly in demand and of interest to people as mentioned above are shortlisted and then taken to the next level of market analysis.

Step 4: Market Response Matrix:

Based on FGDs with the community, discussion of the product potential in terms of fetching better income, market potential and feasibility to start a small scale business are undertaken. It is carried out with various stakeholders like subject matter specialists, traders, nearby big market players and related departments/ agencies. All the items are then assessed for demand and supply factors to understand the gap and present places of supply. Products which are manufactured and processed locally are captured and analysed to understand the present and prevailing market situation. The availability of processing units is captured with the following criteria as Not Available or Available (High, Medium and Low).

Potential Items based on Result Matrix

No.	Product	FGD Interest of the community (Yes/No)	Response from Business Unit/Entrepreneurs Products having Potential (Yes/No)	Demand & Supply Gap Exists (Yes/No)	Intensity of Competition in the block / nearby place from existing Manufacturing Units /Processing Unit High/Medium/Low/None
1	Rice	Yes	Yes	Yes	Low
2	Poha	Yes	Yes	Yes	Low
3	Puffed rice (Mudhi)	Yes	Yes	Yes	Low
4	Bhusa	Yes	Yes	Yes	Low
5	Mango selling	Yes	Yes	Yes	Low
6	Fruit Juice	Yes	Yes	Yes	Low
7	Pickle	Yes	Yes	Yes	Low
8	Mango Jam	Yes	Yes	Yes	Low
9	Pickles	Yes	Yes	Yes	Low
10	Sauce/ Ketchup	Yes	Yes	Yes	Low
11	Raw Tomato	Yes	Yes	Yes	Low
12	Meat	Yes	Yes	Yes	Low
13	Egg	Yes	Yes	Yes	Low

All the products under various commodities are analyzed in a similar manner and potential items are selected based on the responses. The final list of sub sector-based enterprises is then taken for technical feasibility test. It is done to understand the dimensions such as investment required, the scale of production, market prices and marketing related activities as given in the table below.

Step 5. Potential Enterprises based on Technical Feasibility

Business Unit @ Product	Required Investment per unit in Rs.	Viable Scale of Production/day	Remarks
Rice processing	1,00,000	2 Qntl	Viable
Tomato Sauce and Ketchup	2,00,000	100 kg	Viable
Mango Pickle and Jam	2,00,000	50 kg	Viable

Step 6. Potential and Feasible Sub-Sectors and Products:

From the aforesaid three layers of analysis, we have identified the commodities with value-added products which have the potential to cater to external and internal markets. Based on the analysis of all the potential outcome of the technical analysis, it has been observed that business-related processing of fruits and vegetables may be risky at this point as it requires a high level of investments, skills and marketing support. Hence it is recommended to go with other feasible items based on the interest of the community. The business plan for each items is prepared during the implementation to test the viability based on village level and ground situation. An illustrative list of a sub-sector and its respective products for the enterprises and possible units in the block based on available resources is given below.

Sub-Sector	Sector Products - Paddy
Type of possible enterprise	Processing unit, Puffed rice, Cattle feed, scented rice and Papad
Proposed number of units	35

All the sub-sector based units may be promoted with financial support from financial institutions like NABARD, SIDBI, MSME, KVIC under the schemes like PMEGP, State-specific Entrepreneurship Development Schemes and recently launched schemes like PM MUDRA. There are several institutions / Schemes which provide technical training and skill-building support like PMKVY, DDUGKY, RSETI, RUDSETI. Financial support from a minimum of Rs. 25,000 till Rs. 25 lakh is available to individual entrepreneurs based on business and their business plans. Collective enterprises are funded with a higher amount based on the scale and size of the group enterprise. In other words, enough support in terms of finance and hand-holding is available through central and state government schemes which will help the enterprise achieve sustainability.

Focus Group Discussion (FGD)

A focus group discussion (FGD) is an efficient method to gather people from homogeneous backgrounds or experiences to discuss a specific topic of interest. A moderator or facilitator conducts the FGD by introducing the subject for discussion and

facilitating smooth discussion. The strength of FGD lies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, the variety of opinion and ideas, and the discrepancies that exist in a particular community in terms of beliefs, experiences and practices.

FGDs are useful to explore the meanings of survey findings that cannot be explained statistically, the range of views on a topic of interest and to collect a wide variety of local terms. They are useful in bridging research and policy gap.

FGD sessions need to be prepared carefully by identifying the main objective(s) of the meeting, developing key questions, developing an agenda and planning how to record the session. The crucial element of FGD is the facilitation. Some important points to bear in mind in facilitating FGDs are to ensure even participation, careful wording of the key questions, maintaining a neutral attitude and appearance, and summarizing the session to reflect the opinions evenly and fairly. A detailed report should be prepared after the session is finished. Any observations during the session should be noted and included in the report.

I. Government Schemes & Support System:

There are several government schemes like Swach Bharat Mission, Sarva Shiksha Abhiyan, Indira Awaas Yojana, Construction of Anganwadis, Schools, Panchayats and other Government buildings that have the potential to generate self-employment. Potential enterprises in this segment are: Bricks manufacturing, Centering & Shuttering service unit, Concrete Mixer Service Unit, Wooden Doors/ Window, Rural mart for retailing of Hardware items. Under activities such as Indira Awaas Yojana, Catering units, Spice Grinding & Packaging, Catering units under Mid-day Meal scheme, Manufacturing & trading of school Uniforms under Sarva Shiksha Abhiyan etc.

-
- 1. List out 10 Government schemes have the potential to generate employment?**
 - 2. What are the points identified for detailed analysis in the field?**
 - 3. What are the categories for enterprise creation in SVEP?**
-

Steps undertaken for data analysis are:

- Cleaning up of the Data
 - Extreme value treatment for elimination of unrealistic data points from the sample data
 - Removal of duplicates for the elimination of duplicates on the basis of location details, business details and demographic details
 - Mapping of villages. There have been cases where there are differences in names of villages in Census 2011 and those with district administration. In such cases, data from the district administration will be considered
- Outlier treatment for calculation of averages, (10% of cases at both tail ends of distributions) are not to be considered
- Basic level analysis: Following calculations can be derived directly from data, without any estimation

No.	Particulars
1.	Top 80 percentile businesses (as per household demand)
2.	Top 80 percentile businesses (as per Census - actual supply)
3.	Total number of existing enterprises (as per Census - actual supply) <ul style="list-style-type: none"> a. % trading, % services and % manufacturing enterprises b. % Small, % Medium, % Large c. % on Main Road, % Side Road, % National Highway d. % in Large market, % in Small market e. % Fixed Vs Haat f. % <3 year old, % 3 - 10 years, % > 10 years
4.	Annual Gross Revenue of top 80 percentile businesses
5.	Month-wise seasonality of businesses
6.	Distribution of businesses
7.	Caste wise distribution of businesses
8.	Business-wise - people involved in the business
9.	Loan taken from non-family source
10.	% enterprises part of SHG
11.	Average frequency of consumption - monthly

Advanced Analysis

Following calculations will be derived from data based on estimations and assumptions for all blocks

Business wise Rupee value demand at Block level

Business wise Rupee value supply at Block level

Business wise Rupee value "demand - supply" gap at Block level

Block-wise, Business wise - Number of new and existing Enterprises

1. List out the steps for data analysis?

Estimations for assessing Demand Supply

In the census, multiple enterprises under an entrepreneur have been considered as independent small enterprises for the purpose of estimating supply at the Block level. Following estimations have been made for calculation of block-level demand & supply:

- a. Product-wise household consumption has been extrapolated to block-level using the following estimation

$$\begin{aligned} & \text{Product-wise HH demand at Block} = \\ & \sum (\text{Product-wise HH demand at the village as per economic status} \\ & \quad \times \\ & \quad \text{\% of population in that particular economic status at District} \\ & \quad \times \\ & \quad \text{Number of rural HHs in block} \end{aligned}$$

b. Product-wise Enterprise supply has been extrapolated to Block level using following estimation -

$$\begin{aligned} & \text{Business-wise supply at Block} = \\ & \sum (\text{Number of enterprises as per size} \\ & \quad \times \end{aligned}$$

Average Annual Gross revenue of particular business size in particular block

The exact number of new and existing enterprises has been estimated taking into account the existing enterprise base and local context in a particular block

Assumptions for assessing Demand Supply

The one significant assumption in the model is the “percentage” of a demand-supply gap which may be captured in Internal Markets to retain the village income in villages. The assumption has been made based on block specific context derived from FGDs and interviews at the Block level. For example, in case the overall demand of business is X while the supply is 0.5X, the gap becomes 0.5X. Now based on FGDs and interviews conducted at Block level, it may be deduced that only one-fifth portion of the 0.5X gap can be captured in internal markets through enterprise promotion in Block. This will translate into the targeting of only 0.1X of demand-supply gap for micro-enterprise promotion in internal markets.

Validations for the estimations made to assess Demand Supply in the Block

To assess the confidence level and proximity of estimations to a ground-level situation, following validations have been made

1. Computation of correlation between primary HH demand data (derived for Block level) and the secondary MPCE data (derived for Block level) indicates a statistically significant correlation (R-square) of 0.6 to 0.9 across all SVEP blocks in the country
2. An attempt has been made to validate demand-supply gap computation through FGDs and interviews at the Block level. The demand-supply gap estimates resonate significantly with estimates of Block team

1. What are the outcomes for an entrepreneur in the SVEP program?

2. What are the expected tangible deliverables of the project?

Phasing and Budgeting

This chapter talks about the budget allocation and distribution of budget in project duration. Apart from this, this chapter also focusses on the distribution of target in project duration.

Following is the sample budgetary allocation framework for any block in SVEP project with the target of 1317 enterprises to be supported in 4 years.

No.	Particulars	Fixed Costs	Variable Cost - Unit Cost	Total for 4 years @ 1,317 Enterprises	Total for 4 Years
1	Skill Building of Entrepreneurs		7,000.00	9,219,000	9,219,000
2	Training of Community Institutions	1,000,000			1,000,000
3	Handholding Support by CRP-EP		3,395	4,471,215	4,471,215
4	Training and Capacity Building of CRP-EP	700,000			700,000
5	Setting up of Block Resource Centre	500,000			500,000
6	Working Capital for BLOCK RESOURCE CENTRE	180,000			180,000
7	Baseline	1,000,000			1,000,000
8	Evaluation	500,000			500,000
9	Mentor and Block Support	2,976,000			2,976,000
10	Block RSETI Cost* (if applicable)	2,500,000			
11	CEF and Credit Guarantee Fund	23,017,600			25,517,600
12	Admin. Cost of SRLM	2,455,200			2,455,200
TOTAL COST		34,828,800		13,690,215	48,519,015

1. What is the total budget for the Skill Building of Entrepreneurs in a block if proposed no of enterprises are 1800?
2. What is the total cost of the project if the number of enterprises is 1993?

Accordingly, a table is shared of the cost per enterprise and the budget per block for a few illustrative cases in the table below:

No of enterprises to be supported in the block	Fixed costs per block	Variable costs	Total costs/block	Cost/enterprise
2400	34,828,800	24,948,000	59,776,800	24,907
2000	34,828,800	20,790,000	55,618,800	27,809
1600	34,828,800	16,632,000	51,460,800	32,163
1200	34,828,800	12,474,000	47,302,800	39,419
1000	34,828,800	10,395,000	45,223,800	45,224

Budget Share of Central Government and State Government (60% : 40%)

Break up of Budget	Total (In Lakh)	Gol Share (In Lakh)	State Share (In Lakh)
Instalment 1	34,203,615	20,522,169	13,681,446
Instalment 2	4,771,800	2,863,080	1,908,720
Instalment 3	4,771,800	2,863,080	1,908,720
Instalment 4	4,771,800	2,863,080	1,908,720
	48,519,015	29,111,409	19,407,606

Example of Implementation Plan for 4 Years in a block

Heading	Year I	Year II	Year III	Year IV	Total
Number of Enterprises to be covered each year	117	400	400	400	1317
New Enterprises	188	400	400	988	
Existing Enterprises	117	212	-	-	329

Physical and Financial Targets

No.	Particulars	Total	Year I	Year II	Year III	Year IV
	Coverage Plan	48,519,015	34,203,615	4,771,800	4,771,800	4,771,800
	Enterprises	1317	117	400	400	400
	BUDGET	Total	Year I	Year II	Year III	
1	Skill Building of Entrepreneurs	9,219,000	819,000	2,800,000	2,800,000	2,800,000
2	Training of Community Institutions	1,000,000	1,000,000			
3	Handholding Support by CRP-EP	4,471,215	397,215	1,358,000	1,358,000	1,358,000
4	Training and Capacity Building of CRP-EP	700,000	700,000			
5	Setting up of Block Resource Centre	500,000	500,000			
6	Working Capital for BLOCK RESOURCE CENTRE	180,000	180,000			
7	Baseline	1,000,000	1,000,000			
8	Evaluation	500,000	500,000			
9	Mentor and Block Support	2,976,000	2,976,000			
10	CEF	25,517,600	25,517,600			
11	Admin. Cost of SRLM	2,455,200	613,800	613,800	613,800	613,800
	TOTAL COST	48,519,015	34,203,615	4,771,800	4,771,800	4,771,800

Physical and Financial Targets

Example Physical and Financial Targets of a block

Half Year wise activity plan

Year-I	Half Year-I	YEAR-I HY1 Numbers	Half Year-II	YEAR-I HY2 Numbers	Total Budget in Rs. Lakh
	Selection, certification, orientation and capacity building of CRP-EPs [Hard and Soft skills]	30	Skill-building of community institutions and CRP-EPs on Training need assessment, Business Plan Appraisal and Management of CEF & BRC	30	
	Awareness building about SVEP to	169	Market, technical and financial viability assessment for sub sector based enterprises	1	
	Triggering and orientation of potential entrepreneurs	250	Finalising and rolling out of VEIT application	1	
	Identification of the nodal VO/CLF which shall house the BRC and training of the VO/CLF members about SVEP	1	Training of CRP-EP on VEIT application	30 CRP-EPs	
	Setting up of BRC with fixed asset and a bookkeeper	1	Performance improvement for existing enterprises	125	
	Agreement between nodal CLF and CRP-EP for operations of BRC	1	Synchronisation of VEIT application for performance tracking system	1	
	Setting up CEF and norms for disbursement, collection management	1	Orientation to financial institutions and other stake holders regarding PTS	3	
	Finalisation of guidelines for operation of CEF,	1	Developing and maintaining a repository of best	1	

	opening of bank account and establishment of accounting system for operations of CEF & release of CEF Support to existing & new enterprises in the block	67	practices and compendium of rural technologies Finalisation of the results framework	
			Identification and Support to existing enterprises in the block	50
Year-I Financial Target (Rs.)	17,101,807.50 (50%)		17,101,807.50 (50%)	34,203,61

YEAR - II	Half Year - I	YEAR - II HY 1 Numbers	Half Year - II	YEAR - II HY 2 Numbers
	Developing audiovisuals for specific business functions	1	Awareness, triggering, orientation of entrepreneurs and community institutions	3
	Refresher course to drop out CRP-EPs and training of new CRP-EPs on business plan preparation, credit appraisal, linkages for start-ups, personalised advisory services and performance and repayment tracking	1	Setting up of new enterprises and handholding support by CRP-EP	200
	Awareness, triggering, orientation of entrepreneurs and community institutions	3	MID-TERM REVIEW	1
	Identification and Handholding to existing enterprises			
	Setting up of new & supporting old enterprises	200		

Year-II Financial Target (Rs.)	2,385,900.00 (50%)		2,385,900.00 (50%)		4,771,800
YEAR-III	Half Year - I	YEAR-III HY 1 Numbers	Half Year - II	YEAR-III HY 2 Numbers	
	Awareness, triggering, orientation of entrepreneurs and community institutions		Awareness, triggering, orientation of entrepreneurs and community institutions		
	Setting up of new enterprises and handholding support by CRP-EP	200	Setting up of new enterprises and handholding support by CRP-EP	200	
Year-II Financial Target (in Rs.)	1,996,087.50 (50%)		1,996,087.50 (50%)		3,992,175
Year - IV	Half Year-I	Year-IV HY 1 Numbers	Half Year-II	Year-IV HY 2 Numbers	
	Awareness, triggering, orientation of entrepreneurs and community institutions (block numbers)	3	Awareness, triggering, orientation of entrepreneurs and community institutions		
	Setting up of new enterprises and handholding support by CRP-EP	200	Setting up of new enterprises and handholding support by CRP-EP	200	
Year-IV Financial Target (in Rs.)	2,385,900.00 (50%)		2,385,900.00 (50%)		4,771,800
Total in Rs.					48,519,015

SVEP Mobile Application

Only SVEP mobile application is used for the collection of Primary data. SVEP mobile App should also be useful in the monitoring and evaluation of an enterprise.

Live and Demo SVEP Software Application CRP-EP's use the mobile phone/smartphone app: The live application icon is as below:



SVEP Live



SVEP Demo

It has a blue login screen (as an extra warning to differentiate from the live environment). The same app is available in multiple languages as well in the demo version.

The CRP-EP Mobile view is shown below :

CRPEP Task Record

Task	Sync Data	Local Data
Entrepreneur Registration	7	0
Business Plan	6	0
Enterprise Registration	2	0
Enterprise Census	0	0
Stratified Survey	0	0
Household Survey	4	0

Dashboard

MY TASKS ENTERPRIS E BUSINESS PLAN MY VILLAGES

Total : 6

- 1/3/2018 SHGs Orientation
- 1/3/2018 SHGs Orientation
- 1/3/2018 Business Plan Preparation
- 13/3/2018 VO's orientation KHAROD GARMSAKHISANG ,
- 15/3/2018 VO's orientation KHAROD GARMSAKHISANG ,

The translation from English to the local language is as per inputs received from various State Rural Livelihood Mission (SRLM).

The CRP-EP mobile app is available in 14 languages in the Google Play Store, as per inputs from SRLM's. The languages are:

- Hindi
- English
- Assamese
- Bengali
- Gujarati
- Kannada
- Malayalam
- Marathi
- Odia
- Tamil
- Telugu
- Urdu
- Kashmiri
- Punjabi

General Information: Users and User Creation

1. NMMU Creates SMMU
2. NMMU creates PIA and assigns eligible states
3. SMMU creates DMMU
 - a. DMMU creates BMMU
 - b. SMMU assigns a block to PIA
 - c. SMMU assigns a block to PIA and can remove block by clicking on the cross button.
 - d. When SMMU assigns block to PIA, if BMMU and DMMU for that block is not created yet, it will be created automatically in the system.
 - e. After this, that block can be assigned to other PIA.
4. PIA creates Mentor
 - a. PIA assigns a block to mentor and enables him
5. BMMU creates BRC
6. BRC creates CRP-EP (CRP-EP's username as well)
 - a. BRC links mentor to CRP-EP
 - b. BMMU and Mentor give feedback/remarks for the CRP-EP
 - c. BRC approves the CRP-EP
 - d. BRC enables the CRP-EP
 - e. BRC assigns villages to CRP-EP
 - f. BRC prepares activity calendar of CRP-EP
7. CRP-EP logs in on phone/tab
 - a. Can see the assigned tasks, villages; perform his / her duties...
 - b. Must Sync to enable others to see his or her data, else everything is offline within the phone only
 - c. Given CRP-EP can log in using only one smart-phone / tab, since the user id is bound with the device mac id. For a change of device please refer to Reset Device.

Role of Mentor

- Irrespective of the number of enterprises supported under SVEP, the mentors shall have to spend time in the block and support and handhold the CRP-EPs and implementation of the project
- Selection and training of CRP-EPs
- Guide and support CRP-EPs during the training programme, on-field activities, and enterprise promotion
- Develop and maintain the repository of best practices, case studies, videos and photos and process-related audiovisuals for specific business functions

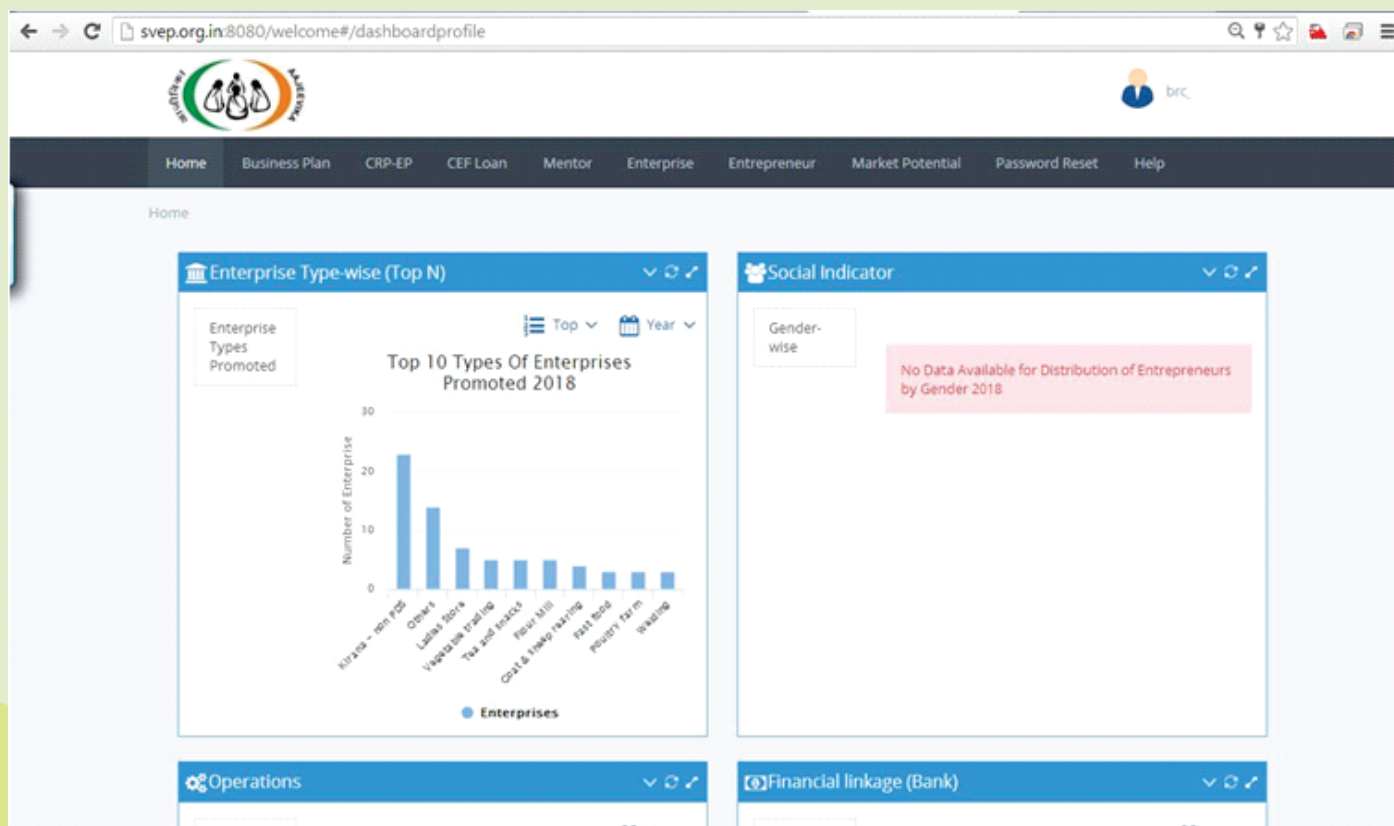
SVEP Software

All other stakeholders or users in the SVEP system have easy access to desktop/laptop and are expected to have good network connectivity. Hence they may access the software using their web browser.

The URL for the demo environment is: <http://www.svep.org.in:8081>

Users are encouraged to use, practice and explore in the demo environment and are discouraged from changing the password in the interest of the practicing community.

The URL for the live environment is: <http://www.svep.org.in:8080>



User Levels and Configuration

General Information: Users and User Creation

Default password is 'test' that must be changed on first login

1. NMMU Creates SMMU
2. NMMU creates PIA and assigns eligible states
3. SMMU creates DMMU
 - a. DMMU creates BMMU
4. SMMU assigns a block to PIA
5. SMMU assign a block to PIA and can remove block by clicking on the cross button.
 - a. When SMMU assign block to PIA, If BMMU and DMMU for that block is not created yet, it will be created automatically in the system.
 - b. After this, that block can be assigned to other PIA.
6. PIA creates Mentor
 - a. PIA assigns a block to mentor and enables him
7. BMMU creates BRC
8. BRC creates CRP-EP (CRP-EP's username as well)
 - a. BRC links mentor to CRP-EP
 - b. BMMU and Mentor give feedback/remarks for the CRP-EP
 - c. BRC approves the CRP-EP
 - d. BRC enables the CRP-EP
 - e. BRC assigns villages to CRP-EP
9. BRC prepares activity calendar of CRP-EP
10. CRP-EP logs in on phone/tab
11. Can see the assigned tasks, villages; perform his / her duties...
 - a. Must Sync to enable others to see his or her data, else everything is offline within the phone only
 - b. Given CRP-EP can log in using only one smartphone/tab, since the user id is bound with the device mac id. For a change of device please refer to [Reset Device](#).

Role of Mentor

- Irrespective of the number of enterprises supported under SVEP, the mentors shall have to spend time in the block and support and handhold the CRP-EPs' and implementation of the project.
- Selection and training of CRP-EPs
- Guide and support CRP-EPs during the training programme, on-field activities, and enterprise promotion.
- Develop and maintain the repository of best practices, case studies, videos and photos and process-related audiovisuals for specific business functions.

Abbreviations used in System

NMMU(NRLM)	National Rural Livelihoods Mission
SMMU	State Mission Management Unit
PIA	Project Implementation Agency
DMMU	District Mission Management Unit
BMMU	Block Mission Management Units
BRC	Block Resource Centre
CRP-EP	Community Resource Person - Enterprise Promotion
SHG	Self Help Group
VO	Village Organisation
CLF	Cluster Level Federation
SSA	Sub-Sector Analysis
FGD	Focus Group Discussions
CEF	Community Enterprise Fund (used interchangeably with CIF under SVEP)
DPR	Detailed Project Report
PTS	Enterprise Performance Tracking
Sync	Synchronize Data



The Institute

The Entrepreneurship Development Institute of India (EDII), Ahmedabad was set up in 1983 as an autonomous and not-for-profit Institute with support of apex financial institutions - the IDBI Bank Ltd., IFCI Ltd., ICICI Bank Ltd. and State Bank of India (SBI). The Government of Gujarat pledged twenty-three acres of land on which stands the majestic and sprawling EDII Campus. EDII began by conceptualising Entrepreneurship Development Programmes (EDPs), and subsequently launched a fine tuned and a tested training model for New Enterprise Creation, popularly known today as EDII-EDP model. EDII moved on to adopt the role of a National Resource Institute in the field, and today, together with three other exclusive national institutions, it is successfully backing about 12 state level entrepreneurship organizations by human resource development and by sharing research findings, new teaching techniques & learning material. Today this effort has also been broad-based internationally with Entrepreneurship Development Centres in Cambodia, Laos, Myanmar, Vietnam and Uzbekistan, in addition to efforts in the process, in select African countries.

To enhance the impact of EDPs, the Institute, over the years, introduced the several development models. While the informal sector was majorly brought into the ambit of activities, rural and urban poverty alleviation also became a priority with the models getting widely replicated. EDII designed integrated programme for start-ups (Village Entrepreneurship) is being replicated nationally. EDII conducts a variety of programmes and projects under the Departments of Entrepreneurship Education; Policy Advocacy, Knowledge and Research; Projects; Business Development Services & National Outreach and Developing Economy Engagement.



Entrepreneurship Development Institute of India

(Via Ahmedabad Airport & Indira Bridge)

Village & P.O. Bhat, Gandhinagar (Dist)-382 428, Gujarat, India.

Phone : 079-23969159, 23969161, 23969164 | Fax No. 079-23969164

E-mail : info@ediindia.org | Website : www.ediindia.org | www.ediindia.ac.in