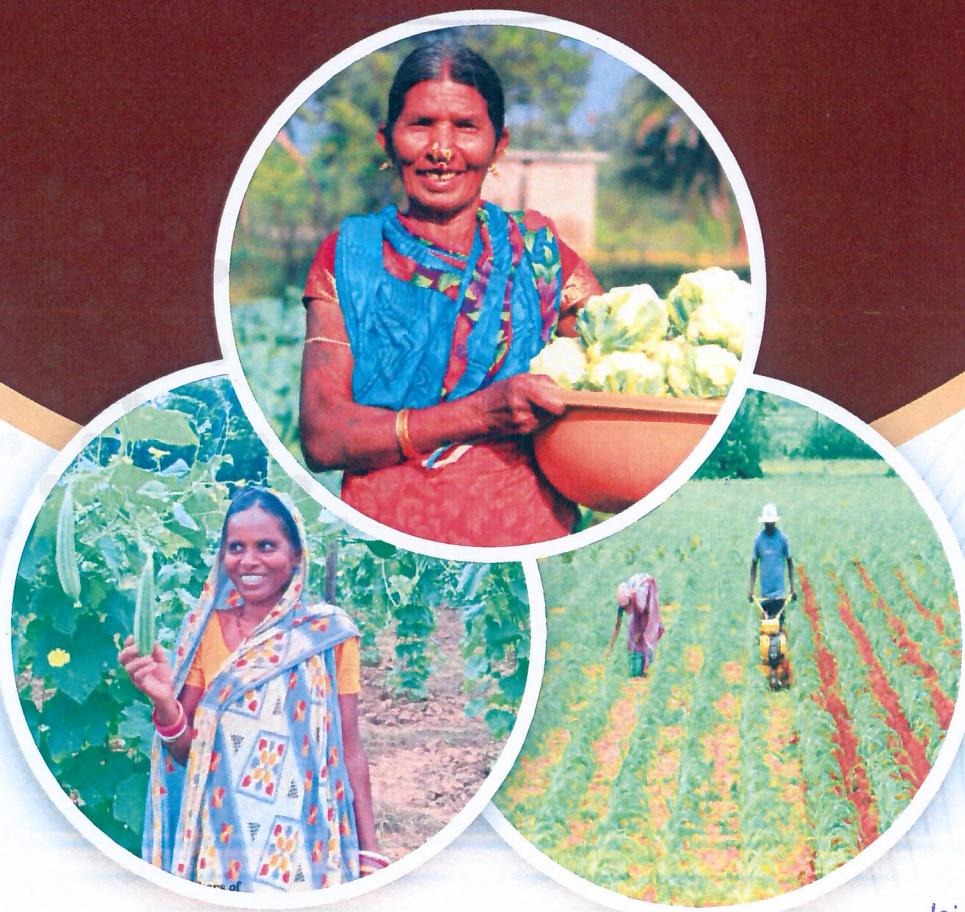




MUKHYAMANTRI JANAJATI JEEVIKA MISSION



Joint Secretary to Govt.
ST & SC Dev. Deptt.

MISSION GUIDELINE

ST & SC DEVELOPMENT, MINORITIES & BACKWARD CLASSES
WELFARE DEPARTMENT
GOVERNMENT OF ODISHA- BHUBANESWAR

INDEX

Chapter	Subject	Page No
	About the Manual	5
	Preface	6
1	Introduction and Commencement	7
1	1 Introduction	7
2	Mandate, Goal, Objectives and Coverage of the Programme	8
2	2.1 Mandate	8
2	2.2 Goal of MMJJM	8
2	2.3 Expected Outcomes	8
2	2.4 Specific Objectives	9
2	2.5 Programme Coverage and Duration	9
2	2.6 Paradigm Shift	10
2	2.7 Programme Funding and Broad components	10
3	Programme Governance and Management Architecture	11
3	3.1 Key Stakeholders- Roles and Responsibilities	11
3	3.1A Programme Governance Structures	11
3	3.1B Programme Management Structures	11
3	3.1C Other Stakeholders (for Implementation and Convergence)	11
3	3.2 Programme Governance	11
3	3.2.1 Community Institutions for Programme Governance and Management	11
3	3.2.1a Target Beneficiaries	11
3	3.2.1b Janajati Jeevika Parishad	12
3	3.2.1c Role and responsibilities of Janajati Jeevika Parishad	12
3	3.2.2 Pallisabha and Gramsabha	13
3	3.2.3 ITDA Level Steering Committee	13
3	3.2.4 District Level Steering Committee (DLSC)	15
3	3.2.5 State Level Steering Committee (SLSC)	15
3	3.3 Programme Management	16
3	3.3.1 Programme Management Unit (PMU) at ITDA level	16
3	3.3.2 Programme Management Unit at State Level (SPMU)	17
3	3.3.2a Role of TSA in State Level PMU	18
3	3.3.2b Role of Mission Director (MMJJM)	18
3	3.3.3 State Level Programme Management Committee (SLPMC)	19
3	3.4 Other Stakeholders for Implementation and Convergence	20
3	3.4.1 NGO as facilitating Agency	20
3	3.4.2 Line Department to Facilitate Convergence	20
4	Programme Implementation Arrangements and Strategies	22
4	4 Key Activities Under the Programme and Implementation strategies	22
4	4.1 Focus Areas	22
4	4.2 Activities Under Different Focus Areas	22
4	4.2.1 Development of Agriculture and Horticulture Sector	22
4	4.2.2 Development of Fisheries & Livestock Sectors	23

Joint Secretary to Govt.
ST & SC Dev. Deptt.



4	4.2.3 Development of Forest Based Livelihood Sector	24
4	4.2.4 Development of Traditional Art & Craft, Handicraft & Handloom Sector	24
4	4.2.5 Development of Micro-enterprises and other income generating activities	24
4	4.3 Key Implementation Strategies	25
4	4.3.1 Capacity Building Approach	26
4	4.3.1a Some of the indicative capacity building and exposure programme	26
4	4.3.1b Category wise training and capacity building plan	27
4	4.3.2 Convergence Approach	28
4	4.3.3 Strengthening Market Linkages	30
4	4.3.3(A) Components of Market interventions	30
4	4.3.3(B) The Different Market Channel Wise Prospects	32
5	Programme Implementation steps and Rollout Mechanism	34
5	5.1 Spread/Scale of Livelihood Cluster	34
5	5.1.1 Indicators/Pointers	34
5	5.2 Village Selection Criteria	34
5	5.3 Support plan around different activities	35
5	5.4 Steps of implementation of MMJJM	37
5	5.5 Timeline of Implementation	38
5	5.6 Implementation phases	39
5	5.6.1 Planning phase	39
5	5.6.2 Grounding phase	40
5	5.6.3 Transforming phase	41
6	Fund Flow Mechanism	42
6	6 Fund flow Mechanism under MMJJM	42
7	Financial Management, Accounting procedure and principles	43
7	7.1 Financial Management	43
7	7.2 Accounting Procedure	43
7	7.3 Accounting Principles	44
7	7.4 Books of Accounts	44
7	7.5 Transparency and Accountability	45
8	Recruitment and Service Relations	47
8	8.1 Recruitment of Programme Staffs	47
8	8.2 Entitlement to Travelling Allowances	47
9	9 Conclusion	48
	Appendix 1 List of Revenue and Expenditure heads	49
	Annexure 1 Cluster planning and preparation of perspective plan	51
	Annexure II Delegation of powers of Officers of Mukhyamantri Janajati Jeevika Mission	53

Joint Secretary to Govt.
ST & SC Dev. Deptt.



ABBREVIATIONS

Abbreviations and Acronyms used

Lead Programme Agency: Means ST & SC Development, Minorities & Backward Classes Welfare Department, GoO.

Bank: Means a nationalized public sector bank in which the funds of the PMU & ITDA may be kept in Current/Saving or fixed deposit account.

Financial Year: Means the year beginning on the 1st April of a calendar year and ending on the 31st March of the following calendar year.

Budget: Means the statement of estimated receipts and payment of the MMJJM Programme for any financial year as approved by the competent authority.

Chairman: Means Chairman of the SLSC and Chairman of SLPMC

Programme: Means Mukhyamantri Janajati Jeevika Mission (MMJJM).

AAP:	Annual Action Plan
AG	Accounting General
AI	Artificial Insemination
APMC	Agricultural Produce Market Committee
AR:	Appraisal Report of MMJJM.
BRGF	Backward Region Grant Fund
BYP	Back Yard Poultry
CFR	Community Forest Right
CFRR	Community Forest Resource Right
CR	Community Right
DFPR	Delegation of Financial Power Rules
DLSC:	District Level Steering Committee
DMEO	Development Monitoring and Evaluation Office
EFC:	Expenditure Finance Committee
EPA	Entry Point Activity
FRA	Forest Right Act
FY:	Financial Year.
FNGO:	Facilitating Non- Government Organization
GIS	Geographical Information System
GP	Gram Panchayat
GoO:	Government of Odisha
IEC	Informative Educational Communication
IFR	Individual Forest Right
ITDA:	Integrated Tribal Development Agency.
ITDALSC	Integrated Tribal Development Agency Level Steering Committee
JJP	Janajati Jeevika Parishad
KVK	Krishi Vigyan Kendra
MD:	Mission Director

Joint Secretary to Govt.
ST & SC Dev. Deptt.



M&E:	Monitoring & Evaluation.
MIS:	Management Information System.
MMJJM	Mukhyamantri Janajati Jeevika Mission
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
NRM	Natural Resource Management
MSP	Minimum Support Price
NRLM	National Rural Livelihood Mission
NTFP:	Non-Timber Forest Products.
OAIC	Odisha Agro Industries Corporation
OGFR	Odisha General Financial Rules
OLIC	Odisha Lift Irrigation Corporation
OLM	Odisha Livelihood Mission
ORMAS	Odisha Rural Development and Marketing Society
OTA	Odisha Travelling Allowance Rule
OTDS:	Odisha Tribal Development Society
OUAT	Odisha University of Agriculture and Technology
PA:	Programme Administrator
PLC	Project Level Committee
PMAAGY	Pradhan Mantri Adi Adarsh Gram Yojna
PMU:	Programme Management Unit
PRA:	Participatory Rural Appraisal.
PRADAN	Professional Assistance for Development Action
PRI:	Panchayat Raj Institution.
PVTG:	Particularly Vulnerable Tribal Group
RFP	Request For Proposal
RLTAP	Revised Long Term Action Plan
SCA	Special Central Assistance
SLSC:	State Level Steering Committee
SLPMC	State Level Programme Management Committee
SPMU	State Programme management Unit
SHG:	Self-Help Groups.
ST	Scheduled Tribe
ST&SCDD:	Scheduled Tribes and Scheduled Castes Development Department.
TA	Travelling Allowance
TDCC	Tribal Development Cooperative Corporation
TSA	Technical Support Agency
TSP	Tribal Sub Plan
TSS	Tribal Sub Scheme

Joint Secretary to Govt.
ST & SC Dev. Deptt.



ABOUT THE MANUAL

1. The Mission Guideline deals with the programme management and implementation arrangements, Financial and Administrative Management arrangement for implementation of the MMJJM. The financial and administrative management part of the manual has been framed by largely drawing on the existing regulations of Societies formed for implementing the projects of very similar nature including Odisha Tribal Empowerment and Livelihood Programme, Odisha Tribal Empowerment and Livelihood Programme (Plus), Odisha PVTG Empowerment and Livelihood Programme, Mission Jeevika and orders and Expenditure Finance Committee approval of Government of Odisha for the Mukhyamantri Janajati Jeevika Mission (MMJJM) , to facilitate smooth implementation of the above innovative programme. The manual / regulations framed herein is/are not meant to be static; and they will be further evolved and improved as the Programme cruises along towards meeting its goal and objectives.
2. The State Level Programme Management Committee (SLPMC) with the approval of the Government of Odisha, hereby makes the Mission Guideline including the financial, administrative & operational procedures for the implementation and management of the MMJJM.
3. The Programme Implementation Manual is continued in chapters I to IX
4. These manual-cum-financial and administrative regulations shall be deemed to have come into effect from the date these regulations are adopted and approved by the Government of Odisha.
5. The Commissioner cum Secretary; ST & SC Development, Minorities and Backward classes welfare Department shall decide on any matter having financial and administrative implications and not covered under these regulations.
6. Unless otherwise provided, the terms defined in the Appraisal Report of the Mukhya Mantri Janajati Jeevika Mission are adopted mutatis-mutandis in this manual.

The Manual has been approved by the **Honorable Chief Minister, Odisha** on Dated **18.08.2023.**

Joint Secretary to Govt.
ST & SC Dev. Deptt.



PREFACE

On 24th January 2023; in the Expenditure Finance Committee meeting held under the chairmanship of Principal Secretary; Finance Department, Government of Odisha. approved the **New State Sector Scheme “ST Livelihood and Income Generating Programme”**.

On dated 9th March 2023; the assembly committee approved the proposal **Programme for the promotion of farm and off farm livelihood clusters under the scheme “ST Livelihood and income generating programme” to ensure access to improved and sustainable livelihoods for the tribal people in the Tribal Sub-Plan blocks of the State.**

On the basis of the EFC approval and assembly approval, the scheme **“ST Livelihood and Income Generating Programme”** visualized as “Mukhya Mantri Janajati Jeevika Mission” (MMJJM). This programme under the State Sector Scheme of the Government of Odisha aims for the promotion of farm and off-farm livelihood clusters under the scheme “ST Livelihood and Income Generating Programme” to ensure access to improved and sustainable livelihoods for tribal people in the Tribal Sub Plan Blocks of Odisha. The Programme is being implemented in all TSP blocks of 22 ITDAs in 13 Districts of Odisha and aims to cover 17 Lakh households in different phases.

Joint Secretary to Govt.
Tribal & SC Dev. Deptt.



INTRODUCTION AND COMMENCEMENT

1. INTRODUCTION

1.1 The livelihood of rural “Scheduled Tribe” (ST) community is mostly dependent on forest, agriculture and animal husbandry. Over the years, livelihood promotion initiatives in Tribal Sub-Plan area under SCA to TSS and Article 275(1) were primarily undertaken through the ‘Integrated Tribal Development Agencies’ (ITDA), under the administrative control of ST & SC Development Department. However, largely traditional implementation strategies, absence of sustainable local institutions, lack of scale of production, lack of infrastructure support and end-to-end solution in the value chain were the eventual roadblocks making livelihoods of tribal people vulnerable to various unforeseen risks.

1.2 Visualizing that, a focused approach towards promoting a scalable and replicable livelihood cluster model suitable to local conditions and capacities of tribal communities became the need of the hour. Mission Jeevika was formulated under 5T initiative during November 2019 with the purposes of ensuring sustainable livelihoods of ST families through farm and non-farm-based livelihood activities in clusters and developing suitable infrastructures so as to improve the standard of living and facilitate incremental results in their livelihoods.

1.3 This initiative has proven successful, benefitting approximately 2.40 lakhs tribal households covered through various livelihood clusters in 22 ITDAs. Mission Jeevika a Livelihood Cluster Programme formulated & facilitated by the OTDS has been recognized as one of the best practices by NITI Aayog & documented in the Best Practices Compendium (January-2021) by the Development Monitoring and Evaluation Office (DMEO) of the NITI Aayog.

1.4. Finance Department had completed a rapid assessment of the Mission Jeevika initiative and came up with positive observations about the initiative of the Department. Based on the appraisal report, the Department formulated the Mukhyamantri Janajati Jeevika Mission Scheme (MMJJM) under State funding with the goal of furthering tribal development and enhancing the livelihoods of tribal communities in the State. Mukhyamantri Janajati Jeevika Mission Scheme has embarked on as one of the largest exclusive tribal livelihood promotion initiatives in the country funded under the *Joint Secretary to Govt.* *ST & SC Dev. Deptt.* budget. The Programme aims to cover 17 Lakh households in different phases and in the first phase around 1.5 Lakh tribal households will be covered in first three years.



MANDATE, GOAL, OBJECTIVE AND COVERAGE OF THE PROGRAMME**2.1 MANDATE**

The livelihood of rural “Scheduled Tribe” (ST) community is mostly dependent on forest, agriculture and animal husbandry. Over the years, livelihood promotion initiatives in Tribal Sub-Plan area under SCA to TSS were primarily undertaken through the ‘Integrated Tribal Development Agencies’ (ITDA), under the administrative control of ST & SC Development Department. However, largely traditional implementation strategies, absence of sustainable local institutions, lack of scale of production, lack of infrastructure support and end-to-end solution in the value chain were the eventual roadblocks making sustainable livelihoods promotion programme for the tribal people. Visualizing that, a focused approach towards promoting a scalable and sustainable livelihood cluster model suitable to local conditions and capacities of tribal communities became imperative. Mukhya Mantri Janajati Jeevika Mission (MMJJM) is a way forward to ensure creating a ecosystem to make a remarkable stride in the field of livelihood promotion of Tribal people.

2.2 GOAL OF MMJJM:

“Mukhya Mantri Janajati Jeevika Mission” (MMJJM) programme of the Government of Odisha aims to promote farm, off-farm, non-farm-based livelihood production clusters under the scheme “ST Livelihood and Income Generating Programme” to ensure access to improved and sustainable livelihoods for tribal people in all the Tribal Sub Plan Blocks of Odisha. The Programme aims to cover 17 Lakh households in different phases and in the first phase around 1.5 Lakh tribal households will be covered in first three years.

2.3 EXPECTED OUTCOMES:

The program proposed for 3 years is expected to result into the following measurable deliverables/outcomes:

- a) Doubling of farm income of 100% beneficiaries over a period of three years.
- b) Area under cultivation will be doubled.
- c) 100 % of the farm families adopting better package of practices due to project intervention.
- d) 50% increase in productivity of the crops taken under cluster development programme.
- e) 50% of the cluster areas should be irrigated.
- f) 50% of Cluster Area under double crops i.e. Kharif followed by Rabi crops.
- g) 50% increase in area under cultivation in both Rabi & Summer season.
- h) 40 % of Wasteland, fallow lands & FRA lands of the cluster’s villages are brought under cultivation.
- i) Doubling of cropping intensity.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



2.4 SPECIFIC OBJECTIVES:

1. Livelihood cluster development Programme aimed at holistic development of the livelihood cluster through planned interventions to achieve the main objective of raising the income level and thereby living standards of the tribal through various interventions.
2. Promote holistic growth of Agriculture & Horticulture sector, through area based regionally differentiated strategies, which includes technology promotion, extension, post-harvest management, processing and marketing, in consonance with comparative advantage of each region and its diverse agro-ecological features;
3. Promotion of Livestock and fisheries clusters to get multi-functional outputs like nutritive rich food and helps in supplementing family incomes vis-à-vis contribution to socio-cultural and livelihood security.
4. Promotion of Income Generating Activities for the poor and vulnerable households who can't be made part of any clusters will be supported for taking up various Income Generating Activities at the individual household level.
5. Promotion of forest-based livelihoods with necessary value addition for better supplementary income to the Tribal.
6. Encourage collectivization of beneficiaries into community institutions to bring economy of scale and to take care of their product aggregation, processing, value addition, social, economic need including marketing etc.

2.5 PROGRAMME COVERAGE AND DURATION:

The Program aims to cover 17 Lakh households 13 TSP districts of the State in different phases. In the first phase, over a programme period of three years, 1.5 lakhs ST beneficiaries of 119 TSP blocks will be supported. The details of the blocks to be covered are;

Sl.	District	ITDA	No of Block
1	Baleswar	Nilagiri	1
2	Deogarh	Tileibani	1
3	Gajpati	Paralakhemundi	5
4	Kalahandi	Th Rampur	2
5	Kandhamal	Balliguda	9
6	Kandhamal	Phulbani	3
7	Keonjhar	Champua	3
8	Keonjhar	Keonjhar	7
9	Koraput	Jeypore	5
10	Koraput	Koraput	9
11	Malkangiri	Malkangiri	7
12	Mayurbhanj	Baripada	10
13	Mayurbhanj	Kaptipaada	4
14	Mayurbhanj	Karanjia	5
15	Mayurbhanj	Rairangpur	7
16	Nabarangpur	Nabarangpur	10
17	Rayagada	Gunupur	7

Joint Secretary to Govt.
ST & SC Dev. Deptt.



18	Rayagada	Rayagada	4
19	Sambalpur	Kuchinda	3
20	Sundergarh	Bonai	4
21	Sundergarh	Panposh	4
22	Sundergarh	Sundergarh	9
		Grand Total	119

Additional Blocks and GPs may be added in the programme based on government notifications / further recommendation by respective ITDAs/Mission Director as applicable during different phases during the programme period.

2.6 PARADIGM SHIFT

MMJJM Programme aims at holistic development of the livelihood cluster through planned interventions to achieve the main objective of raising the income level and thereby living standards of the tribals through various interventions. Through its prompt planning and implementation strategy design holistic growth of Agriculture & Horticulture sector can be achieved. Under this programme the area based regionally differentiated strategies, which includes technology promotion, extension, post-harvest management, processing and marketing, in consonance with comparative advantage of each region and its diverse agro-climatic features will prove to be a paradigm shift in the approach to develop the most backward class & vulnerable people.

2.7 PROGRAMME FUNDING AND BROAD COMPONENTS:

The Mukhyamantri Janajati Jeevika Mission (MMJJM) programme is funded by the state government. The state budget has a provisioned of Rs 500 crores for the programme for a period of three years, starting from 2023-24. The programme will also leverage resources from other state and central government schemes through a proper convergence mechanism to access additional funding from other schemes, to amplify its scale and impact

The Programme would comprise the following indicative components:

- Critical input support for various farm & off-farm livelihood activities
- Creation of infrastructure incidental to livelihood like irrigation sources, post-harvest management infrastructure
- Value addition and marketing
- Training, Capacity building and exposure visit
- MIS & Web portal development and management
- IEC & Documentation
- Innovation fund
- Admin / Monitoring and evaluation cost

Joint Secretary to Govt.
ST & SC Dev. Deptt.



PROGRAMME GOVERNANCE AND MANAGEMENT ARCHITECTURE

3.1 KEY STAKEHOLDERS- ROLES AND RESPONSIBILITIES

Implementation of the MUKHYAMANTRI JANAJATI JEEBIKA MISSION (MMJJM) involves roles and responsibilities of a large number of stakeholders from the village to the State Level. The roles and functions largely categorized into two broad categories.

3.1A Programme Governance Structures:

- a) Community and Community Institutions
- b) Pallisabha & Gram Sabha
- c) ITDA Level Steering Committee (ITDALSC)
- d) District Level Steering Committee (DLSC)
- e) State Level Steering Committee (SLSC)

3.1B Programme Management Structures

- f) Program Management Unit (PMU) at ITDAs
- g) State Programme Management Unit (SPMU) under TSA and Mission Director
- h) State Level Program Management Committee (SLPMC)

3.1C Other Stakeholders (for Implementation and Convergence)

- i) NGOs as Facilitating agency
- j) Other Line departments to facilitate Convergence

3.2 PROGRAMME GOVERNANCE

At different levels there will be committees for effective functioning of the programme; which is explained as below

3.2.1 COMMUNITY INSTITUTIONS FOR PROGRAMME GOVERNANCE AND MANAGEMENT

3.2.1a Target Beneficiaries:

The MMJJM is an exclusive 100 percent ST specific livelihood programme that will be implemented in 13 TSP districts of the State. 17 lakh Tribal beneficiaries will be covered in different phases under MMJJM. In the first phase, over a programme period of three years, 1.5 lakhs ST beneficiaries will be supported.

Beneficiary identification process will be based on specific parameters such as

- a) land holding of the household to take up agricultural / horticultural production (in production specific clusters),
- b) willingness of the household to be a member of the initiative, and
- c) willingness of the villagers to include the concerned household in the cluster development activity.

The key steps to be followed at respective ITDA level for finalization of beneficiaries are;

- a) Identification of potential livelihood clusters.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



- b) Selecting hamlet for livelihood interventions.
- c) Finalization of beneficiary selection criteria.
- d) Sensitization of the beneficiaries through NGOs.
- e) Selection of beneficiaries through village level committee and PRI members.
- f) Verification of the beneficiary list by ITDAs and approve beneficiaries.

3.2.1b JANAJATI JEEVIKA PARISHAD:

To up-hold the grassroot governance and community level management system; the MMJJM put emphasis to formulate a cluster level community institution “Janajati Jeevika Parishad” and to strengthen the JJP to plan, implement and monitor the progress jointly with other management and governing bodies. The Janajati Jeevika Parishad will form by including all the Tribal households from the demarcated cluster area and representatives from the community will take responsibilities to visualize the institution as a grassroot community institution for nurturing the Livelihoods and overall wellbeing of the Cluster / Village(s) by adopting strategies of MMJJM.

3.2.1c Role and responsibility of Janajati Jeevika Parishad:

The Janajati Jeevika Mission will play a crucial role and to be known as the primary stakeholder of the programme. The desired roles and responsibilities are very aspirational and as considered to be like this.

- a) Representation of beneficiaries from the community
- b) The JJP will conduct periodical meetings (preferably monthly) by including all adult members of the cluster to discuss challenges, issues, insights and future action plans pertinent to the cluster livelihood plan and overall wellbeing.
- c) To Facilitate the Collective actions, like; Collective decision making for planning, implementation and monitoring of the activities / initiatives under MMJJM and so on.
- d) To generate the skill, competency and capacity building training needs for sharpening the existing skill and knowledge of the community.
- e) Ensure sustainability of the initiatives taken under MMJJM programme framework.
- f) To ensure the equitable distribution of resources with inclusion approach in the community.
- g) Collaborate with ITDA and other potential line departments to demand convergence.
- h) Taking ownership of the programme and ensure optimal use and maintenance of the assets created.
- i) Encourage the community for market driven activities under the proposed cluster approach and also facilitate market linage by adopting market strategy principles.
- j) To give meaningful inputs to the other management and governance bodies under MMJJM for making the programme more impactful.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



3.2.2 PALLISABHA & GRAMSABHA

For establishing the Grassroot governance; role of Pallisabha is extremely important. In the Tribal populated MMJJM villages, integration of JJP with Pallisabha is very crucial. Under the programme, the Janajati Jeevika parishad should have to be formed before initiation of project implementation. The JJP would be considered to be the primary level institution to execute the programme mandates in ground and to withstand for sustainability. In the pallisabha; the JJP will represent as an institution and influence the village governance for overall village development. The role of Pallisabha would be

- To include all the plans prepared by JJP for livelihood enhancement and overall wellbeing of the village.
- To include all plans related to women and children
- To include and also prepare plans for minorities and other deprived section of the community for equitable distribution of benefits and upliftment
- The pallisabha is to influence the Gramsabha for approval of all plans prepared by the JJP and convergence plans from various stakeholders.

The Gram Sabha (GS) is the principal forum for approval of different Plans related to livelihood and infrastructure creation, which includes strategies, activities, and resources required for promoting livelihoods in the cluster. The approval of convergence plan from different government programme and schemes are also to be done in Gram sabha. The role of Gramsabha would be

- To recommend works to be taken up under MMJJM.
- To monitor the execution of works within the GP.
- To discuss, review, and approval of plans by the Gram Sabha members.
- To influence the higher order institutions like Panchayat samiti or Zilla Parishad for ensuring the convergence plans.
- To disseminate success stories in different forums.

3.2.3 ITDA LEVEL STEERING COMMITTEE:

ITDA Level Steering Committee will be formed at ITDA level and it shall perform the functions of preparing Strategic/Perspective Plan in consonance with Mission's goals and objectives in close co-ordination with other line departments and oversee its implementation, convergence of schemes.

The ITDA Level Steering Committee will be constituted by the following members.

1	Project Administrator, ITDA	Chairman
2	Programme Manager (MIS and Convergence) ITDA PMU	Member- Convenor
3	PMU members, ITDA	Member
4	Block Development Officers	Member
5	Agriculture District Officer / Block Agriculture Officer	Member
6	Assistant Director of Horticulture / Assistant Horticulture Officer	Member
7	Sub Divisional Veterinary Officer / Block Veterinary Officer	Member
8	Assistant Fisheries Officer	Member
9	Assistant Soil Conservation Officer	Member
10	Block Project Manager; OLM	Member
11	Block Project Coordinator, Mission Shakti	Member

Joint Secretary to Govt.
ST & SC Dev. Deptt.



12	Block level experts from NGOs and NGO heads	Member
13	Any other officers as invitee	Member

The Programme Manager will be the Convenor for the ITDALSC and it will be chaired by the PA ITDA. The ITDALSC shall meet at least once in every quarter for reviewing the progress of the Programme.

3.2.3a Functions:

- To formulate the Annual Action Plan (AAP) and Convergence plan for the Programme.
- To ensure that activities and plans of the Janajati Jeevika Parishad, are aligned with the broader goals and objectives of MMJJM.
- To facilitate seamless coordination and collaboration among all concerned government departments, relevant stakeholders and Market to ensure that all the initiatives are integrated and complement each other effectively.
- To ensure that works, equipment and services are procured in time in a proper manner for smooth implementation of the programme.
- To establish a robust monitoring mechanism to track the progress of activities, assess their impact, and identify any challenges or gaps that need to be addressed.
- To resolve all implementation issues and problems of coordination that arises from time to time. It shall resolve issues arising during the programme implementation at the ITDA level.
- To undertake any other functions entrusted to it by the Government / ITDA Governing Body and shall exercise such financial powers as may be delegated by the government / governing body of ITDA.

3.2.4 DISTRICT LEVEL STEERING COMMITTEE (DLSC):

A District Level Steering committee will be formed and it will perform the functions of preparing Strategic/Perspective Plan in consonance with Mission's goals and objectives in close coordination with other line departments, convergence of schemes, and oversee its implementation.

The DLSC will be constituted by the following members.

1	District Collector and District Magistrate	Chairman
2	Chief Development Officer cum Executive Officer; Zilla Parishad	Member
3	Project Administrator of ITDA	Member- Convenor
4	Chief District Agriculture Officer	Member
5	Deputy Director Horticulture	Member
6	Project Director, Watershed	Member
7	Chief District Veterinary Officer	Member
8	District Fishery Officer / Deputy Director of Fisheries	Member
9	District Project Manager, OLM	Member
10	District Project Coordinator, Mission Shakti.	Member
11	Dy CEO ORMAS	Member

Joint Secretary to Govt.
ST & SC Dev. Deptt.



12	Assistant Director (Handicrafts)	Member
13	Executive Engineer, OLIC	Member
14	District Manager, OAIC	Member
15	Head of the Facilitating NGO	Member
16	ITDA PMU members	Member
17	Technical experts / scientists of locally based institutions like ICAR, KVKS & SAU institutions and other district level line department officials / Other eminent persons from the locality	Special Invitees

Note: The State PMU members may be invited to the DLSC meetings whenever necessary

PA ITDA will be the Convenor for the DLSC and it will be chaired by the District Collector and District Magistrate. The DLSC shall meet at least once in every quarter for reviewing the progress of the Programme

3.2.4a Functions:

- To scrutinize and approve the Annual Action Plan (AAP) of the ITDAs and Convergence plan for the Programme.
- To ensure that activities taken up under the programme are assigned to appropriate implementing agencies and smooth convergence
- To ensure that works, equipment and services are procured in time in a proper manner for smooth implementation of the programme.
- It shall review the progress of programme implementation regularly on the basis of monitoring reports.
- To resolve all implementation issues and problems of coordination that arises from time to time. It shall resolve issues arising during the programme implementation at the district level.
- To undertake any other functions entrusted to it by the Government / ITDA Governing Body and shall exercise such financial powers as may be delegated by the government / governing body of ITDA.

3.2.5 STATE LEVEL STEERING COMMITTEE (SLSC):

A State Level Steering Committee (SLSC) will be formed for annual plan approval and budget allocation, overall coordination, review the Programme implementation & facilitate convergence across departments and address policy issues emerging from the Programme.

The SLSC will be constituted by the following members.

1	Development Commissioner cum Additional Chief Secretary, Govt. of Odisha	Chairman
2	Principal Secretary / Commissioner-cum-Secretary, ST & SC Development, Minorities and Backward classes welfare Department; Govt. of Odisha	Member-Convenor
3	Principal Secretary / Commissioner-cum of -Secretary; Mission Shakti	Member
4	Principal Secretary, Department of Agriculture & Farmers' Empowerment	Member

*Joint Secretary to Govt
ST & SC Dev. Deptt.*



5	Principal Secretary, Fisheries and Animal Resource Development Department	Member
6	Principal Secretary, Handlooms, Textiles, and Handicrafts Department	Member
7	Director ST cum CEO, OTDS	Member
8	Mission Director, MMJJM	Member
9	Director, Agriculture	Member
10	Director, Horticulture	Member
11	Director, Odisha Livelihood Mission	Member
12	Managing Director, Odisha Lift Irrigation Corporation	Member
13	Managing Director, Odisha Agro Industries Corporation	Member
14	Chief Executive Officer; ORMAS	Member

Note: The Project Administrators of the concerned ITDAs and District Collectors will be invited to the meetings whenever necessary.

The SLSC shall meet at least once every six months for reviewing the progress of the Programme and for considering other proposals placed before it. Commissioner-cum-Secretary, ST & SC Development, Minorities and Backward Classes Welfare Department; Govt. of Odisha will be the Convenor for the SLSC and it will be chaired by the Development Commissioner.

3.2.5a Functions:

- Overall coordination, Review of Progress of Programme implementation and resolving implementation issues.
- Ensure that activities to be taken up under the programme are assigned to appropriate implementing agencies and that works equipment and services are procured in time and in proper manner for implementation of the programme.
- Scrutinize and approve AAP received from ITDAs or District.
- Facilitate convergence across departments and address policy issues emerging from the programme.
- Undertaking any other function entrusted to it by Government and shall exercise such financial powers as may be delegated by the Government.

3.3 PROGRAMME MANAGEMENT:

The programme management has been designed based on lessons from the Mission Jeevika and other similar programme being implemented in the State. Accordingly, the programme will strengthen existing systems rather than creating parallel ones.

The Programme Management component will have three sub-components, namely:

1. Programme Management Unit at ITDA level; (ITDA PMU; MMJJM)
2. Programme Management Unit at the State level; (State PMU; MMJJM)
3. State Level Programme Management Committee (SLPMC)

3.3.1 PROGRAMME MANAGEMENT UNIT (PMU) AT ITDA LEVEL:

MMJJM will be implemented in the field through the existing ITDAs with the respective PA, ITDA being overall in charge of the programme. The proposed

Joint Secretary to Govt.
ST & SC Dev. Deptt.



organizational structure of an ITDA includes a Project Administrator, ITDA, who is a regular Government Officer. The other PMU members are

- a) Project Manager (MIS & Convergence) [on contractual basis]
- b) Subject Matter Specialists (Agriculture / horticulture) [on contractual basis]
- c) Subject Matter Specialist (Social Mobilization and Institution Building) [on contractual basis]

In this context, MMJJM will strengthen the capacity of ITDAs in three ways:

- a) strengthening the ITDA with additional staff support;
- b) building the capacity of existing and new staff through training, exposure, handholding support.
- c) improving the overall working environments of the ITDAs by office equipment, computer facilities with printers and internet where needed and also training and capacity building of the staff on continuing basis for each ITDAs.

3.3.1a Role of PMU at ITDA Level

- a) Mobilizing Tribal community around the MMJJM programme and to create awareness among the community.
- b) Identification of Livelihood clusters and Selection of Beneficiaries and preparing village specific cluster plan and budget.
- c) Strengthening village level institutions and Janajati Jeevika Parishad at Cluster level to ensure grassroots governance.
- d) Approval of Cluster plan in Cluster / Janajati Jeevika Parishad (JJP) and ITDA level.
- e) Support of Input support after plan approval and fund allocation from the office of Mission Director
- f) Fostering linkages with relevant government Departments for convergence of different schemes and programs.
- g) Convergence with MGNREGS and facilitate implementation of suitable works in alignment to the programme deliverables.
- h) Designing Modules for skill & capacity building of the NGO staffs and beneficiaries around different thematic activities.
- i) Proper Utilization of funds under MMJJM and preparing Utilization Certificates.
- j) Maintaining proper MIS system, data related to various activities under the programme and preparing reports for review meeting at different level.
- k) Documentation of case studies, best practices in various communication platforms and publicity of the programme in print and social media.
- l) Establish market linkage by ensuring production, aggregation & value addition of the products at cluster / JJP level.
- m) Any other work assigned under the Programme.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



3.3.2 PROGRAMME MANAGEMENT UNIT AT STATE LEVEL (SPMU)

For the overall management of the programme a state level PMU have to be established in Bhubaneswar under the ST & SC Development, Minorities and Backward classes Welfare Department. The PMU will be headed by the Mission Director, MMJJM who will report to the Commissioner and Secretary, ST & SC Development, Minorities and Backward classes Welfare Department and work closely with Director ST-cum-CEO OTDS. The Mission Director will be overall responsible for the management of the programme and fostering support, convergence with key departments. The other SPMU members are

1. Technical Expert (NRM)
2. Technical Expert (Social mobilization and Convergence)
3. Technical Expert (GIS)
4. Technical Expert (Establishment and Documentation)
5. Technical Expert (Marketing)

The Programme will provide office equipment such as computers and printers, photo-copying machine, internet facilities, office furniture, office rent, training support for the staff, staff salaries and allowances, office -running costs, vehicles and vehicle hiring facilities and running costs etc.

Against Request for proposal, RFP No-265, date of issue -21/03/2023 as floated by ST & SC cast development, Minorities and backward classes welfare Department, Government of Odisha PRADAN has been selected as technical support agency (TSA) for State level PMU under MMJJM.

3.3.2a Role of TSA in State Level PMU

PRADAN as TSA for State level PMU will support the Department for the following.

- a) In the programme designing, planning, on-boarding of agencies, building capacities in implementation
- b) Preparing project annual plan and projecting budget requirements every year for preparation of budget estimates, setting up systems of tracking disbursement and utilization of funds under the project.
- c) Developing capacity building modules and identifying institutions, resource persons to roll out the modules at ITDA and Community level.
- d) Monitoring and reporting on the implementation of the programme across ITDAs.
- e) Develop / revise guidelines, standard operating procedures and technical protocols as per the emerging needs of the program from time to time.
- f) It will develop proposals for both funded and non-funded collaborations / innovations / sustainable practices and submit it to Mission Director, MMJJM for approval.
- g) Facilitate Monthly, Quarterly and Half yearly review of the programme by Mission Director, MMJJM and different Committees at State Level. Support District Level Coordination Committee chaired by Collector & District Magistrate at District Level wherever required.
- h) Coordinate with different departments at state level to facilitate convergence
- i) Partnership and collaboration with technical expert institutes / agencies / academia/ Private market entrepreneurs and eminent independent individuals for development of the strategy.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



- j) Foster linkages with research institutes and academicians for evidence building and wider dissemination.
- k) Deploying appropriate human resources to achieve the above and establishing the team's management systems.
- l) Support in developing website and communication management system to track physical and financial progress

3.3.2b Role of Mission Director (MMJJM):

The Mission Director shall lead SPMU and shall be responsible for proper administration of the affairs and funds of the Programme and implementation of various activities of the programme in mission mode under the guidance of the SLSC. For the effective discharge of his functions, he shall:

- a) Be treated at par with the Heads of Department in exercise of administrative & financial powers including works, recurring and non-recurring items as outlined in Delegation of Financial Power Rules (DFPR),1978.
- b) Responsible for overall programme management and implementation of The Mukhyamantri Janajati Jeevika Mission (MMJJM) in close coordination with ST & SC Development, Minorities & Backward Classes Welfare Department, Government of Odisha.
- c) Foster support and convergence with key departments such as Department of Farmers Empowerment and Agriculture, Department of Water Recourses, Department of Mission Shakti and other departments as well as linking the activities with national flagship programme such as MGNREGS, etc.
- d) Issue appointment orders for appointment of the programme staff on contract basis after approval by the Administrative Department, prescribe the duties of all officers and staff of the Programme including ITDAs.
- e) Exercise such supervision and disciplinary control as may be necessary over the Programme staff at the PMU and ITDAs. He will be the competent authority for such programme staff on contract basis for all administrative matters and may delegate such powers as may be necessary to the PA, ITDAs with the approval of the Chairman.
- f) To do all such lawful acts as may be necessary for the achievement of any of the objects of the Programme with the approval of the Chairman and subject to ratification in the next meeting of the SLSC.
- g) Co-ordinate and exercise general supervision over the activities of the Programme, including ITDAs.
- h) Help in conducting meetings of the State Level Programme Committees and keep a record of proceedings of these meetings.
- i) In emergent circumstances, the Mission Director shall also have the power to take decisions in matters pertaining to programme implementation and report the same to the Chairman or SLSC at its next meeting.
- j) The SLSC may assign other function as deemed necessary, to him in furtherance of the objects of the Programme.

*Joint Secretary to Govt.
ST & SC Dev. Deptt.*



3.3.3 STATE LEVEL PROGRAMME MANAGEMENT COMMITTEE (SLPMC)

A State Level Programme Management Committee (SLPMC) will be constituted for

- a) Periodical review of programme implementation,
- b) It shall ensure that the activities, "to be taken up under the Programme are assigned to appropriate implementing agencies and that works, equipment's and services are procured in time and in a proper manner for smooth implementation of the Programme.
- c) It shall scrutinize and approve Annual Action Plan received from ITDAs
- d) It shall resolve issues arising at the meetings of the Governing Bodies and Management Committees at the ITDA level.
- e) It shall undertake any other functions entrusted to it by Government and shall exercise such financial powers as may be delegated by the Government.

The State Level Programme Management Committee (SLPMC) shall have the following composition:

1.	Principal Secretary/Commissioner cum Secretary, ST & SC Development, Minorities and backward classes	Chairman
2.	Principal Secretary, Department of Agriculture and Farmers Empowerment	Member
3.	Director ST	Member
4.	Mission Director, MMJJM	Member Convenor
5	State PMU members	Member

The SLPMC shall meet as often as may be necessary; but at least once every quarter for reviewing progress of programme implementation and for considering proposals placed before it. Mission Director, MMJJM, will be the Convenor for the SLPMC and it will be chaired by the Commissioner-cum-Secretary, ST & SC Development, Minorities and Backward Classes Welfare Department, Govt. of Odisha.

3.4 OTHER STAKEHOLDERS FOR IMPLEMENTATION AND CONVERGENCE

3.4.1 NGOs as Facilitating Agency:

- **Selection of NGOs:** ITDAs have signed MoU with empaneled Facilitating NGOs to support Programme implementation at Block level. Each NGO will be supported with 1 Block level 'Livelihood expert' and 1 Community Resource Person from the community to support the implementation of MMJJM in that block.
- **Role of NGOs:** Facilitating NGOs shall support around activities.
 - a) Social mobilization and creating awareness around the MMJJM.
 - b) Conducting baseline survey and keeping the records for further analysis.
 - c) Strengthening Community institutions, especially the Janajati Jeevika Parishad (JJP) for MMJJM programme implementation.

*Joint Secretary to Govt.
ST & SC Dev. Deptt.*



- d) Capacity building of beneficiaries under different thematic activities undertaken in that cluster.
- e) Participatory planning and implementation of the MMJJM programme,
- f) Conducting market surveys and to ensure production for marketable surplus.
- g) Handholding support to the Market entrepreneur for product mapping, aggregation of commodities, value addition and marketing.
- h) Documentation of good practices and publication in different Print and electronic media.
- i) Maintaining MIS and preparing reports for periodical review meetings at ITDA.
- j) Any other work assigned under the Programme.

- **At Community level:** The Community Resource Person will be engaged in 3 clusters and 1 lead farmer for each cluster will be supported for effective implementation of the programme at ground level.

3.4.2 Line Departments to Facilitate Convergence:

The livelihood promoting Government departments will also play an important role to facilitate convergence of various government programs and schemes for holistic development in MMJJM clusters.



Joint Secretary to Govt.
ST & SC Dev. Deptt.



PROGRAMME IMPLEMENTATION ARRANGEMENTS AND STRATEGIES

4. KEY ACTIVITIES UNDER THE PROGRAMME and IMPLEMENTATION STRATEGIES

4.1 FOCUS AREAS

Some of the indicative sectors for development on priority basis under Cluster Development Programme:

- a) Development of Agriculture and Horticulture Sector.
- b) Development of Fisheries & Livestock Sector.
- c) Development of Forest based Livelihood Sector.
- d) Development of Traditional Art, Crafts, Handicrafts and Handloom Sector
- e) Development of Micro Enterprises and Other Income Generating Activities.
- f) Development of Market Linkages, Value addition and Processing.

4.2 ACTIVITIES UNDER DIFFERENT FOCUS AREAS

4.2.1 Development of Agriculture & Horticulture Sector:

To achieve above objectives, the Programme shall adopt the following strategies:

- a) Adopt cluster specific end-to-end holistic approach covering pre-production, production, post-harvest management, processing and marketing to assure appropriate returns to growers/producers;
- b) Promote best Package of Practices (PoP) for cultivation, production, post-harvest management and processing.
- c) Improve productivity by way of quality through:
 - a. Diversification, from non-cash crop to cash crop and from cash crops to high value crops.
 - b. Extension of appropriate technology to farmers for high-tech Agriculture & horticulture sectors.
 - c. Increase area under cultivation in both Rabi & Summer season.
 - d. Bring IFR lands, wasteland & fallow land under cultivation
 - e. Ensuring irrigation support
- d) High Value crops (HVC) using high-tech agriculture shall be promoted under the programme having significantly higher value productivity or net income per unit of resources used for production, compared to other crops. Some of the important activities under HVC are indicated below:
 - a. Adoption of high-tech agriculture like Soil-less agriculture, Hydroponics & Protected cultivation under greenhouse etc.

Joint Secretary to Govt.
S. T. B. S. C. Dev. Deptt.



- b. Fruit and vegetable cultivation especially catering to urban markets.
- c. Cultivation of off-season and exotic vegetables under a greenhouse.
- d. Floriculture- open and greenhouse production for domestic and export markets
- e. Exclusive production of crops for processing/ specific to user industry needs - i.e. fruits and select vegetables for processing, flowers (for extracts), medicinal and aromatic plants
- f. Hi tech nursery units for fruit crops, vegetables, flowers, etc.
- g. Perennial plant clusters like Papaya & drumstick
- e) Improve post-harvest management, processing for value addition and marketing infrastructure.
- f) Adopt a coordinated approach and promote partnership, convergence and synergy among agencies
- g) Promotion/Strengthening of Community Institutions and their tie up with Market Aggregators (MAs) and Financial Institutions (FIs) to support and adequate returns to farmers.
- h) Training of farmers, field level workers and officers will be taken up. Programme for providing appropriate training to farmers for adoption of high yielding varieties of crops and farming system to be taken up at Block, state level and outside the state.

4.2.2 Development of Fisheries & Livestock Sectors:

To achieve above objectives, the programme shall adopt the following strategies for fisheries and livestock development:

- a) Development of fisheries and Livestock sector aims to improve productivity of selected livestock production systems and to take this activity in a commercial manner for producing marketable surplus.
- b) Improvement of livestock services access and delivery, aims to improve access to key livestock services for livestock producers, especially animal health services, improved genetic material and high-quality inputs with promotion of Ethno-veterinary practices
- c) Improve the availability of quality feed by promoting new and improved varieties of green fodder, increasing the area under green fodder cultivation
- d) Institutional support, capacity building and communication;
- e) Support to livestock value chains development, support development of pig, poultry, goat, sheep, milk and honey production and value chains in target areas for a broader engagement of local entrepreneurs in the sector.
- f) Improve technical and business skills of farmers through training that promotes greater gender and social inclusion.

JP
Joint Secretary to Govt.
ST & SC Dev. Deptt.



- g) Key activities to be prompted under these sectors are promotion of dairy clusters, desi backyard poultry-based clusters & Commercial layer eggs and broiler meat enterprises.
- h) In order to make livestock-based enterprises more remunerative and sustainable, promote such activities on a bigger scale like Support to farmers for Broiler farming (500 capacity) under Deep Litter System, layer farming (500 capacity) System etc.

4.2.3 Development of Forest based Livelihood Sector:

The Schedule Tribe communities mostly reside in the forest fringe villages and depend on forest for

- a) collection of uncultivated, safe and nutritious forest foods like mushrooms, leafy vegetables, tubers, wild vegetables, wild fruits, oil seeds.
- b) Collection of Non-Timber Forest Produces (NTFPs) like rock honey, raisin, mahua, tamarind, mango, char, kendu leaf, herbal medicines, palua etc. which mostly used for consumption and marketing.
- c) Collection of fuel and fodder for livestock rearing which supports family in a great extent.

In the MMJJM area, forest is a major source for changing the people's life and livelihood. GoO has taken sincere efforts for expediting implementation of FRA-2006 by extending support to Gram Sabhas and forest dwelling communities of the forest fringe villages to secure their rights on forest land and post title community led management of IFR land as well as aggregation, value addition and marketing of NTFPs.

Following strategies would be taken under forest-based livelihood in MMJJM;

- a) To identify potential clusters basing on availability of NTFPs in scale.
- b) Value addition of the produces like purifying, sorting, grading, packaging for marketing.
- c) Community awareness building on MSP of different NTFPs.
- d) IEC material development and community awareness building on sustainable harvesting practices of different NTFPs.
- e) Convergence with Forest Department, TDCC, ORMAS, Vandhan Vikash Kendra for marketing of the available produces.
- f) Convergence with other relevant schemes and agencies for protection, regeneration, conservation and management of community forest resources.

4.2.4 Development of Traditional Art &Crafts, Handicraft & Handloom

Tribal Arts, crafts, handicrafts and handlooms have a unique identity across the globe. The heritage of these skills is primitive to the culture of the Tribal community and the MMJJM also aims to strengthen them to take it a new high. Identifying the tribal

Joint Secretary to Govt.
ST & SO Dev. Deptt.



artisans, building their capacity through trainings and workshops, exposure visits etc. and empower their skill.

Following strategies would be taken under strengthening of Traditional Arts, crafts and handloom-based livelihood in MMJJM;

- a) Provide training for latest design development and value addition of product.
- b) Facilitating marketing through exclusive exhibitions, sale outlets, buyer-seller interface and E-commerce
- c) Linking tribal artisans with existing schemes and programme by Government.
- d) Partnership with private agencies for getting a bigger platform for marketing.

4.2.5 Development of Micro-enterprises and other income generating activities:

As the Programme aims to adopt “inclusive” approach for ensuring income maximization; there are back-up strategies to include left-out section from the community to take some alternate livelihoods for stabilizing the household income.

Following strategies would be taken under Micro-enterprises and other income generating livelihood in MMJJM;

- a) Taking up small scale off-farm activities like mushroom cultivation.
- b) Honey bee rearing by Bee keeping
- c) Puffed rice making machines for local demand mitigation
- d) Small machineries for making spice powders, pickles.
- e) Other similar nature of activities by an individual or by a group could also be taken up.

As the marketing strategy elaborates the opportunity for create a market friendly environment for all available marketable surpluses from the cluster areas; these activities could also be incorporated under the similar marketing strategies.

4.3 KEY IMPLEMENTATION STRATEGIES

- a) **Village saturation approach:** To include all Tribal households of the village in Janajati Jeevika Parishad and also include them under the MMJJM clusters.
- b) **Institution strengthening approach** - Promoting / Strengthening Community Institutions at village and Cluster level. Like Janajati Jeevika Parishad at cluster level.
- c) **Capacity building approach** - Skill and Capacity building of farmers around different thematic activities and different government programs and schemes.
- d) **Infrastructure creation approach** - Focus of creation of durable assets which may support for livelihood enhancement at individual and community level. Assets like Creation of different irrigation infrastructures, introduction of Farm Machineries, infrastructures for Post-Harvest Management of fruits and vegetables like cold storage units, drying and dehydration units, value additions and storage structures are to be developed.



- e) **Convergence approach** - Convergence of various government programs and schemes, support to enhancement of focused livelihood portfolio of Tribals in the MMJJM clusters for comprehensive development of the community.
- f) **Partnership and Collaboration approach** – Partnership and collaboration with resource agencies like KVK, OUAT, other technical agencies / institutions & private partners or Startups to support in demonstration of advanced technologies for enhancement of production, value addition and marketing.
- g) **Natural farming / Ethno-vet approach** - Natural farming to harness ecological and economic benefits by adoption of regenerative farming principles with promotion of natural way of Integrated Pest & Nutrient Management in agriculture and horticulture activities. Focus on potential local and indigenous seeds and farming practices will also need to be incorporated under the farming sector. Similarly for animal husbandry; the ethno-veterinary practices are to be adopted for treatment of birds and animals. The ethno-vet practices all also address the issue of nutrition supplement for animals and birds. This indigenous knowledge system contributes immensely to the rural economy as it involves very low and affordable cost to the poor farmers by use of local herbs and other natural resources.
- h) **Entrepreneur Promotion approach** - Agri-entrepreneurs will be promoted to bring services such as market linkage, access to high-quality input and crop advisory to strengthen backward and forward linkages at Clusters.
- i) **Value addition and Marketing approach** - Promotion of Demand driven / market-oriented production system under the cluster approach. The post harvesting techniques like segregation, sorting and grading, aggregation, value addition of the produces will transform into marketable product for marketing.

4.3.1 CAPACITY BUILDING APPROACH

Training and capacity building is be an integral part MMJJM. At the inception stage, training need assessment will have to be conducted covering different human resources involved at different levels such as state PMU, Staff of PMU at ITDA, Block level experts, Community resource persons and beneficiaries. Based on the findings of the training needs assessment, training modules, manuals and IEC materials supposed to be developed. State level PMU and other experts would impart training to the ITDA level PMU staff who in turn will impart training to the Block level experts. The PMU staff at ITDA level and block level experts will impart training to JJP and the beneficiaries. Master trainers on different domain areas will be developed for organizing training for the beneficiaries.

4.3.1a Some of the indicative capacity building and exposure programme:

- a) Awareness building on MMJJM and Programme implementation process
- b) On Strengthening the record keeping and finance management
- c) Various government programs and schemes for strengthening livelihood
- d) Principles of crop production, crop management and natural farming practices
- e) Livestock rearing, ethno-vet practices and pisciculture

Joint Secretary to Govt.
ST & SC Dev. Deptt.



- f) Forest based livelihood and NTFPs
- g) Traditional Tribal Art and Craft (need based)
- h) Market analysis and marketing of different produces

4.3.1b Category wise training and capacity build plan:

Category of the staff	Training requirements	Trainer / Facilitator
Community	<p>Training on institution strengthening and Collective action.</p> <p>Training on record keeping, evidence building and finance management.</p> <p>Training and Exposure on Improved practices of high value crop production.</p> <p>Training and Exposure on Improved practices of livestock rearing and pisciculture</p> <p>Training and Exposure on post-harvest management, value addition and marketing</p> <p>Training on various government programme and schemes for convergence.</p> <p>Training and Exposure on any thematic activities / other income generating activities required for the JJP.</p>	FNGO staff / PMU members of ITDA / Other line departments / Any other expert.
FNGO level	<p>Training and Exposure on Improved practices of high value crop production.</p> <p>Training and Exposure on Improved practices of livestock rearing and pisciculture</p> <p>Training and Exposure on post-harvest management, value addition and marketing</p> <p>Training on various government programme and schemes for convergence.</p> <p>Training and Exposure on any thematic activities / other income generating activities required for the JJP.</p>	PMU members of ITDA / SPMU thematic experts / Other experts
PMU at ITDAs	<p>Training and Exposure on Improved practices of high value crop production.</p> <p>Training and Exposure on Improved practices of livestock rearing and pisciculture</p> <p>Training and Exposure on post-harvest management, value addition and marketing.</p> <p>Training on various government programme and schemes for convergence.</p> <p>Training and Exposure on any thematic activities / other income generating activities required for the JJP.</p> <p>Training and exposure on case study writing, Evidence based story, Documentation of best practices.</p>	SPMU thematic experts / Experts from various institutions or Entities / Research Organizations /

Joint Secretary to Govt.
ST & SC Dev. Deptt.



SPMU	<p>Training and Exposure on advanced technologies / practices / model prototypes for enhancing Production system in farm, off farm, non-farm-based activities.</p> <p>Training and exposure on case study writing, Evidence based story, Documentation of best practices.</p> <p>Training and Exposure to different markets / enterprises / start-ups / agencies / institutions / farms / private initiatives to understand the value addition techniques, packaging and branding for product designing and marketing.</p>	Experts from various institutions / Entities / Research Organizations /
-------------	--	---

The above list is an indicative one and as per the need and requirement at any level; the training / exposures can be planned accordingly.

4.3.2 CONVERGENCE APPROACH

To achieve the project objective of sustainably enhancing the farmers' income, it is important to ensure convergence of different programs beyond the sanctioned budget. Following are the list of important components and probable sources for convergence:

Name of the Department	Activity / Schemes	Thematic Importance
Department of Panchayati Raj and Drinking Water	Fruit tree Plantation	Horticulture Activity
	Construction of Farm Pond in Individual and community land	Supporting activity for farm clusters for creation of irrigation infrastructure
	Construction of Dug well in Individual land	
	Construction of Check dam	
	Construction of Irrigation canal from existing water bodies	
	Diversion based Irrigation	Supporting activity for farm clusters
	Land Development	
	Field bunding and levelling	
	Goat Shed	
	BYP Shed / Poultry Shed	
	Cattle shed	
	Compost Pit (Vermi / NADEP)	
Department of Agriculture and farmer's Empowerment	Seed subsidy for high value crops like Pulses, Oil seeds, sweet corn, scented rice etc	Supporting activity for farm clusters
	Support for farm mechanisation	
	Irrigation infrastructure creation like soura Jalanidhi schemes	
Directorate of Horticulture	Subsidy for high value vegetable cultivation under MIDH and state plan schemes	Joint Secretary to Govt. ST & SC Dev. Deptt.
	Fruit Tree plantation for new orchard development	
	Seed Subsidy support for Potato, Onion, Garlic, Chilli, Coriander and other spices	
	Micro irrigation infrastructures like drip, sprinklers	



	Protected cultivation infrastructures like poly house, shed net house, poly tunnels etc	
	Post-harvest management infrastructures like Onion storage structure, pack house, sorting and grading units, cold storage, solar cold storages, solar dehydration units	
Directorate of Animal Husbandry and Veterinary Sciences	Grant support to individual households / Community for Goat rearing activity	supporting activity for off farm (Livestock rearing) clusters
	grant support to individual households / Community for BYP rearing activity	
	Broiler farming under cage farming models	
	Regular animal care support like deworming, vaccination, treatment of diseases and AI	
Directorate of Fisheries	Construction of ponds for pisciculture activity	supporting activity for off farm (Pisciculture) clusters
	Grant support for initiation of pisciculture in existing farm ponds / new farm ponds	
	Installation of Bio-floc units for Pisciculture activity promotion	
	Grant support for Ornamental fish farming at individual and community level	
	Grant support of materials like fish net / boats for individuals and community	
Directorate of Soil Conservation and watershed Development	Construction of Farm ponds for multiple purposes like water conservation, agricultural activity, fish farming and duck rearing	supporting activity for both farm clusters and off farm (Pisciculture) clusters
	Construction of Dug wells for multiple purposes like household consumption, irrigation and drinking water for animals	
	Support of fruit plants / vegetable seeds to initiate cultivation near to farm pond and dug well command area	
	Support of fingerlings / ducklings to initiate pisciculture activity or duck rearing activity in the farm ponds	
Odisha Lift Irrigation Corporation	Installation of Community River Lift irrigation Points (CRLP)	Supporting activity for farm clusters for creation of irrigation infrastructure
	Revival of existing Community River Lift Irrigation Points	
	Installation of Individual Cluster deep bore wells	
Odisha Agro Industries Corporation	Installation of Cluster Lift Irrigation projects (Jalanidhi -2)	Supporting activity for farm clusters <i>Joint Secretary to Govt.</i>
	Support for farm mechanisation like diesel pump set, sprayers, power sprayer, power weeder, Tiller, Ridger and similar machines.	
Mission Shakti and OLM	Any activity from the above livelihood promoting departments like Agriculture / Horticulture / Animal Husbandry / Fisheries to support women SHGs	supporting activity for both farm clusters and off farm (Pisciculture / livestock rearing) clusters
	Training to women SHG members on various livelihood promoting activities	



4.3.3 STRENGTHENING MARKET LINKAGES

Marketing of the produces from MMJJM clusters is considered as a priority activity under the programme. The idea of promotion of activity clusters will foster the production of high value crops, fruits, flowers, vegetables and livestock. The production Plan will be prepared in Cluster level plannings by considering the aspects of agro-climatic condition, small and marginal farmers confidence & suitability and market attractiveness. All three aspects are integrated and considering the long-term perspective of market chain establishment threefold strategies are defined.

- Marketing of existing products from MMJJM cluster areas in bulk
- Marketing of produces after production under cluster development programs
- Value addition and packaging of the existing produces or the products after production.

4.3.3 (A) Components of Market interventions:

4.3.3a Mapping of the produces: Mapping of the available produces from farm / off farm / forest and allied is the first and foremost activity for initiating any market interventions. Along with the available produces, the seasonality of availability and volume of the particular commodities are to be mapped. The scope of marketing of the commodity or the scope of value addition (if any as per the market demand) are to be planned for fetching better response from the market.

4.3.3b Identification of market entrepreneur: S/he would be the primary contact person from the cluster who can play a crucial role in the grassroot. S/he must be from the community and have a strong motivation to enhance the market linkage of the locally available produces to create a viable marketing chain. The major expectations from him / her is to mobilize the community for production and aggregation of the marketable surplus at cluster level. S/he also ensures the quality of the commodity by verifying and physically examining.

4.3.3c Mapping of Private Partners / entities: They are the key stakeholders or market player who can generate demand from the market and also guide the cluster level market entrepreneur for establishing the supply chain. The programme also approaches to build private partnership with the individual or institutional private market players for meaningful business partnerships to design products considering market demands. They also encouraged to buy back the products and may add more value before marketing to consumers.

4.3.3d Conducting Market studies: This is one of a crucial component to conduct and to map market studies in different markets inside the state and outside for supply of produces from the MMJJM clusters. With an objective of building a long-term relationship with the clusters and building confidence to ensure regular supply of commodities; visiting markets is considered as an important aspect under the marketing



framework. The Mandi traders, brokers and other potential market players are to be mapped for marketing of the produces in the open market conditions or from farm gates as per the suitability.

4.3.3e Scope of value addition and product designing: Starting from basic sorting, grading and segregating of the fruits and vegetables, certain value addition like removal of impurities, drying, grinding, packaging at the cluster level could be done by installing small scale machineries or processing units. In rational cases, micro enterprise establishment by building capacity of the producer's group / market entrepreneur could also be done under MMJJM support.

4.3.3f Other infrastructure support for marketing: There are series of activities planned to be implemented under MMJJM to establish the clusters as a micro production unit with proper business visualization and plan. Under activities like EPA, primarily livelihood support infrastructures like drying yard, renovation of aggregation centers, improving rural market / haat infrastructures would be done. Similarly, construction of other community assets like multi-purpose community hall for sorting, grading, aggregating, value addition and storage of products could be done. In similar manner, establishment of centralized aggregation centers / value addition processing units / small scale industries at ITDA / District / State level may be considered under rational conditions.

4.3.3g Branding and publicity: with a perspective of Adivasi Development Initiatives in Marketing, the project aims to promote an exclusive brand for marketing of products from tribal clusters. The Brand name should be under the initiative of Govt of Odisha (ST & SC Development Department) and the brand name must resonate with the culture and traditional aspects of Tribals in Odisha. For visibility, wider circulation and publicity of the new Brand, special efforts are to be taken like advertisements and through different informative educating and communicable tools. The brand may also collaborate with other private partners under the business mindset of capturing larger market shares inside the state and across.

4.3.3h Digital platform: Considering the future market, the brand will collaborate with well-established digital networks or may hire spaces in digital networking market platform to increase accessibility of consumers and also give a confidence to the primary producers with exposure to the global marketing principles. To create a market space in digital networking and marketing; designing and packaging of the products will have to be done professionally.

4.3.3i Marketing of handicrafts, handlooms, Art & paintings, small crafts, and other similar products: Tribal culture and heritage in Odisha is an integral part of life and livelihood of many. Along with promotion of farm / non-farm-based production-oriented clusters, additional emphasis on promotion of traditional livelihoods for specific Tribal communities in identified clusters are to be promoted to strengthen the traditional culture and Arts.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



4.3.3j Partnership and Collaboration: With an objective of creating impacts in the Tribal life World, the project envisioned for mutual learning and nurturing principles in each and every node of interventions. Collaboration with eminent persons from locality, Academicians, Private entities and other relevant agencies could be done.

4.3.3 (B) The different Market Channel wise prospects

Market Channels	Prospects
Traders	Strengthening Trader linkage with the Cluster will be of prime most important strategy. Due to Cluster approach Bulk aggregation at a central point at cluster level becomes feasible for which buyers show interest to lift the produce from the farm gate itself with on-the-spot payment. This helps in ensuring immediate income in the hand of the farmers at their doorstep which boosts their confidence to further intensify the cropping. The logistic risk and price risk is avoided due to farm gate selling and collectivization. This channel will be focused for all the commodities around which Clusters are promoted. Linkages will be strengthened with Potential existing traders active in the operational with simultaneously developing linkages with new Traders.
Mandis	Mandi will be a preferred Channel for such clusters where better price is assured than the farm gate selling. Focus will be given to develop understanding on operation of Mandi, its demand supply pattern for different commodities in nearby and distant Mandis where market linkages can be done. Preference will be given to mobilize Traders / Agents in Mandi to lift from farm gate with quoting price beforehand. However, if cases arise when the local or existing trader link is offering lower price than Mandi price, then Mandi level selling will be facilitated to trigger competition. For commodities covered under MSP, focus will be given to link cluster with Government controlled /regulated Mandis or APMCs offering MSP.
Retailers	While initiating clusters sometimes the volume of production takes time to reach peak and also there is always demand for fresh vegetables in local market. For such scenario Retailers have been kept in focus. Also, to dispatch the left-out stock if any after bulk selling and also retailers offer competitive price during lean production period of any crop for which local retail channel link with the clusters will be strengthened



Institutional Buyers

Usually Institutional buyers (Private Companies, Start-ups) operate at State, National and International level. When the production cycle is very much ensured in clusters and the quality standard is ensured the institutional buyers can be roped in who mostly opt for quality produce with assured price (the price mostly controlled by national and international markets based on commodity and the type of institutional player) and some institutional buyers become more relevant once the clusters aim for intervention like branding/value addition through processing type. Institutional buyers should be focused once the production system is fully established to some extent or such commodities where cluster is able to meet the specifications, volume and prices as required by the institutional buyers. Institutional buyers already signed agreements with the State Government will also be explored to explore the possibility of initiating linkages.

Processing Units

This channel has been thought of for crops which the Processing industry is well developed and have bulk requirements for further processing and packaging. Usually processing units procure through their agents at different clusters. So initially linkage will be facilitated to initiate linkage with these processors through their agents and with increased competency of clusters gradually processors will be directly linked with the institutions strengthened in the Cluster.

Digital Platforms

There are Online Trading Platforms like eNAM (National Agriculture Market) Initiated by Department of Agriculture & Farmers Welfare, Government of India for Agricultural commodities. Individual farmers, Resource Farmers in the cluster, the Cluster Parishad can be registered in the platform to get Market Price updating and get links of potential buyers. So such Digital platforms will help in getting updated market prices which will help in increasing bargaining power of farmers and get new market leads. Similarly Dept of Agriculture, Govt. of Odisha has online platform where potential buyers' lists are being regularly updated which will help clusters in identifying prospective buyers in targeted markets. Likewise other potential Digital platforms by Different departments will be explored and will be referred /linked to strengthen market linkages in Mission Clusters.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



PROGRAMME IMPLEMENTATION STEPS AND ROLLOUT MECHANISM**5.1 SPREAD / SCALE OF LIVELIHOOD CLUSTER:**

Under cluster development programme, the beneficiaries shall be facilitated to take suitable livelihood activities to maximize the production system and to generate a markable surplus for income generation.

5.1.1 Indicators / Pointers:

- a) In case of Farm clusters, the area under cultivation should be minimum of 50 acres and covering around 100 beneficiaries in a contiguous patch of land
- b) The crop selection should be done by following the principles of (a) small holders' suitability (b) agro-ecological suitability (c) market attractiveness.
- c) The crop choices would be like a fair combination of vegetables, high value cereals like scented rice, pulses, oil seeds and other crops of similar nature.
- d) In case of Livestock rearing and Pisciculture clusters; around 100 households will be covered.
- e) For perennial crop clusters like fruit orchards, the minimum cluster scale is 5 acres in a contiguous patch.
- f) The left-out households under any clusters could be supported with any other income generating activities of their skill set, preferences and suitability.
- g) In certain conditions multiple livelihoods promoting activities should be considered as per the community need and priority.
- h) Each beneficiary shall be supported for maximum of 0.5 acre for horticulture crops like vegetables, flowers and similar cost intensive high value crops. In case of field crops like oil seed, pulses & cereal the support unit is limited to 0.5 acre as well.
- i) The initial support from the scheme shall be used as demo or piloting support by the beneficiaries and after successful implementation of the livelihood cluster the beneficiaries shall upscale the same using its own resources.
- j) For perennial crop clusters like development of fruit orchards the indivisible farmer will be supported for 0.5 acre to 1 acre.
- k) In off farm clusters; the support for animals or birds or shelter or other input support; the limit of grant subsidy will be done on rational basis.
- l) Each beneficiary is entitled to receive a maximum grant of Rs 50,000/- in the entire programme period.

5.2 VILLAGE SELECTION CRITERIA

1. Villages having no programmatic interventions exclusively for Tribal population are to be taken on priority basis.
2. Priority will be given to villages having exclusive or more Tribal population.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



3. Selection of village with Higher percentage of IFR or CFR (CR & CFRR) land titles distributed will help in planning interventions in IFR & CFR lands
4. Villages with Low crop intensity, Low irrigation coverage, minimum use of farm machineries, lack of inclination around commercial farming system will be given priority.
5. Villages having plentiful natural resources like Land, Water, Forest, Livestock and aspiration of the Community for a better living condition would be a criterion.
6. Clusters of 2-3 villages shall be selected instead of isolated villages.

5.3 SUPPORT PLANNED AROUND DIFFERENT ACTIVITIES:

5.3.1 Support for Farm base Clusters: Targeted farmers will be provided with critical inputs like quality seeds, planting materials, organic plant protection materials, Sprinklers, Drip Irrigation and other new technologies etc. and promotion of mechanization aimed to improve farm efficiency and reduce drudgery of farm work force.

5.3.2 Support for off-Farm base Clusters: For development of the livestock and pisciculture sector, families are to be supported with infrastructures like construction of shelter for animals or a farm pond / bio floc for pisciculture and similar other supporting infrastructures could be done. In certain circumstances, animals or birds could be provided for initiating this activity under MMJJM.

5.3.3 Support for gap filling from convergence activities: As livelihood supporting infrastructure / asset creation is to be prioritize under the programme, assistance will be provided for creating irrigation infrastructures through construction of community tanks, farm ponds /check dams, River lift Irrigation projects and Gravity based irrigation, Solar energy based lift irrigation models to ensure irrigation command area creation in farm clusters. Similarly, development of fruit orchards, night shelter for animal and birds are to be taken up.

5.3.4 Support for other income generating activities: The households who are willing to do skill base livelihoods and may not be included under farm or off farm base livelihood activities are to be supported to take any other Income Generating Activities at the individual household / community level.

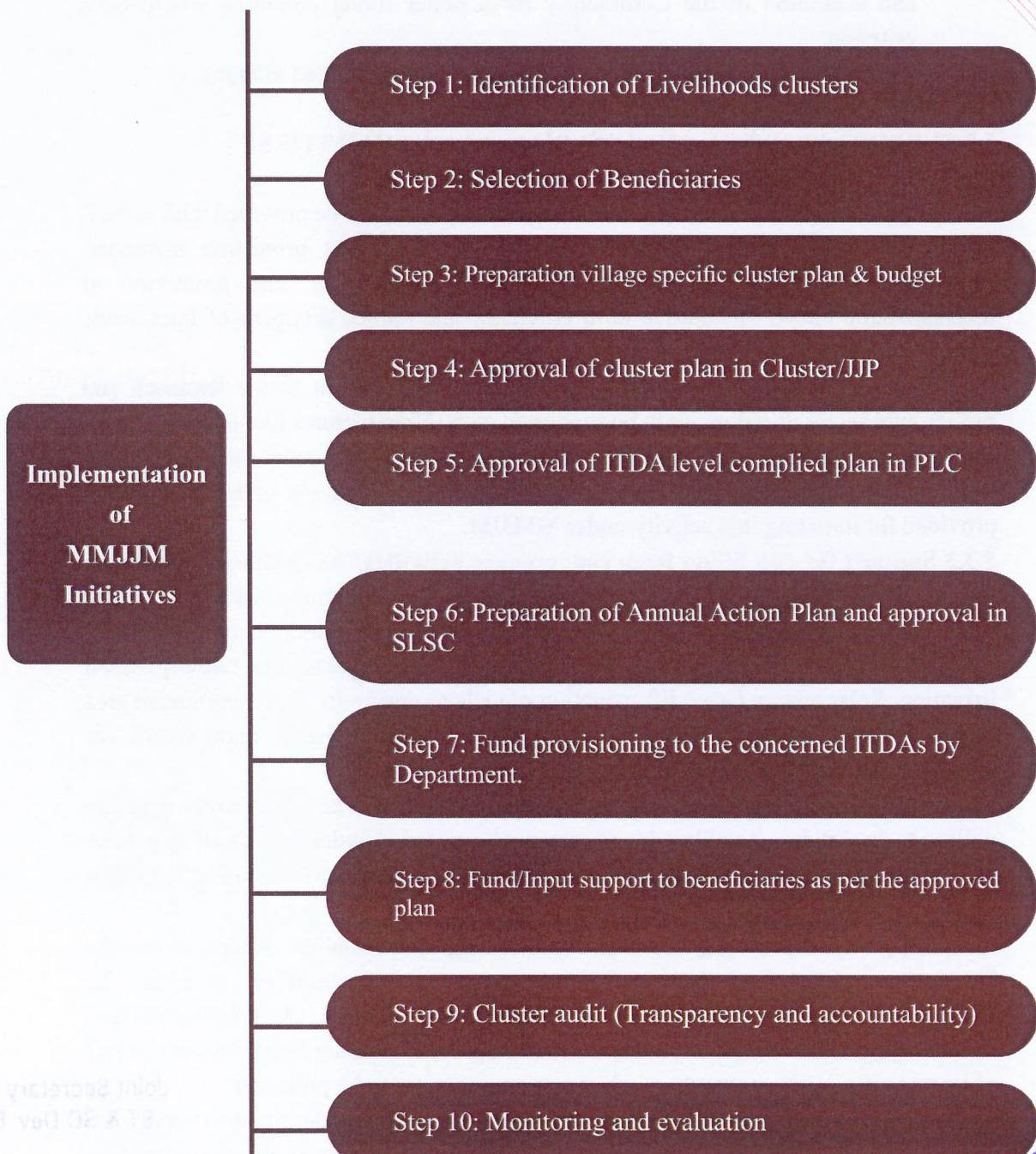
5.3.5 Support for Training and capacity building: The members of Janajati Jeevika Parishad are entitled to receive trainings on various promotional activities for strengthening the initiative undertaken by MMJJM programme. Considering the best suitable approach; various forms and methodologies like Farmer Field School method of learning-by-doing approach, conducting exposures are to be promoted.

*Joint Secretary to Govt.
ST & SC Dev Deptt.*

5.3.6 Support for Value addition and Marketing: Considering the volume of produces and opportunity of marketing at the cluster level; decentralized aggregation units, marketing infrastructure like development haats and storage structures will have to be created for better market chain establishment.



Process flow for the implementation of the “Mukhyamantri Janajati Jeevika Mission” (MMJJM) initiative by the Government of Odisha



5.4 STEPS OF IMPLEMENTATION OF MMJJM

5.4.1 Step-1 Identification of Livelihood Clusters:

- a) Identification and selection of specific clusters are to be done; preferably in the newer villages where livelihood promotion initiatives are to be intensified.
- b) The process of identification is to be done by the concerned ITDAs and Facilitating NGOs jointly.
- c) Clusters are to be chosen by considering the socio-economic conditions, tribal population, and livelihood opportunities in the terrain.

5.4.2 Step-2 Selection of Beneficiaries:

- a) Identification and selection of ST beneficiaries must have to be selected within the chosen livelihood clusters.
- b) On priority basis small and marginal farmers, extremely low land holding, IFR land holders and also the landless households are to be selected.
- c) Beneficiaries are typically tribal individuals or households who require support and intervention for livelihood enhancement.
- d) Verification of beneficiary documents like Aadhar

5.4.3 Step-3 Preparation of Village-Specific Cluster Plan & Budget:

- a) Development of a village-specific plan and budget for each selected cluster.
- b) The plan includes strategies, activities, and resources required for promoting livelihoods in the cluster.
- c) Budget requirement and source of funding including convergence plan

5.4.4 Step-4 Approval of Cluster Plan in the Janajati Jeevika Parishad:

- a) Presentation of the cluster plan before the Janajati Jeevika Parishad for consent and approval by the JJP.
- b) After the inputs by the Janajati Jeevika Parishad; the plan may include aspects; in case that was not included.

5.4.5 Step-5 Approval of ITDA-Level Compiled Plan in the PLC:

- a) The cluster plans from different clusters within the Integrated Tribal Development Agency (ITDA) are to be compiled and to be presented in the Project Level Committee (PLC).
- b) The PLC under the Chairpersonship of the Collector and District magistrate and District level line Department Heads reviews and approves the compiled plan, ensuring coordination and integration of various cluster plans.
- c) Convergence plan has to be deliberated explicitly in the PLC and action plans for convergence is to be approved.

Joint Secretary to Govt.
ST & SC Dev. Deptt.

5.4.6 Step-6 Preparation of Annual Action plan and Approval in SLSC

- a) The approved cluster plans are further reviewed and approved by the State Level Steering Committee (SLSC) of the Mukhya Mantri Janajati Jeevika Mission (MMJJM) at the State level.



- b) The Mission Director ensures that the plans align with the objectives and guidelines of the MMJJM initiative.

5.4.7 Step-7 PFMS provisioning of Funds to the Implementing Agencies

- a) After plan approval, fund is to be provisioned to the respective Integrated Tribal Development Agencies (ITDAs) and through PFMS.
- b) The ITDAs are responsible for implementing the cluster plans within their jurisdiction and also to utilize the fund judiciously.

5.4.8 Step-8 Funds/Input Support to Beneficiaries / Cluster / JJP as per Approved Plan for Program Implementation:

- a) The ITDAs provide necessary input support to the identified beneficiaries based on the approved cluster plans.
- b) The support may include financial assistance, training, capacity building, infrastructure development, or any other interventions required for livelihood promotion.

5.4.9 Step- 9 Cluster Audit (Transparency & Accountability):

- a) Regular cluster audits are conducted to ensure transparency and accountability in the implementation of MMJJM.
- b) The JanaJati Jeevika Parishad will conduct the system audit procedures on regular basis to maintain streamline and accountability of the clusters.
- c) The audits verify the utilization of funds, the effectiveness of interventions, and adherence to the approved cluster plans.

5.4.10 Step- 10 Monitoring and Evaluation:

- a) The implementation of MMJJM is monitored by various levels of government, including the Mission Director, ITDAs, and other relevant stakeholders.
- b) Continuous evaluation and monitoring assess the progress, impact, and effectiveness of the initiative, leading to necessary adjustments and improvements.

5.5 Timeline of Implementation:

Phases	Activity	Duration	Deadline for completion
Planning phase	Identification of Livelihoods clusters and Selection of Beneficiaries	2 months	July 2023 to August 2023
	Preparation and Approval of village specific cluster plan & budget in Janajati Jeevika Parishad Level	3 months	September 2023 to November 2023
	Approval of ITDA level compiled plan in PLC and Preparation of Annual Action Plan / Convergence plan and approval in SLSC <i>(On regular intervals for the entire program period)</i>	1 month	December 2023

*Joint Secretary to Govt.
ST & SC Dev. Deptt.*



Grounding Phase	PFMS Provisioning of fund for the Implementing Agencies <i>(On regular intervals for the entire program period)</i>		
	Fund / Input support to beneficiaries / Clusters / JJP as per the approved plan Implementation <i>(On regular intervals for the entire program period)</i>		
	Cluster audit, Monitoring and Evaluation <i>(On regular intervals for the entire program period)</i>		

5.6 IMPLEMENTATION PHASES:

The implementation of livelihood clustered under MMJJM shall be designed for three years where support will be provided to the beneficiaries for each cluster over a period of three years. The major activities of the Cluster Development will be sequenced into 3 different phases

- Planning phase
- Grounding phase
- Transforming Phase.

Phase	Name	Duration
a	Planning phase	0 to 6 months
b	Grounding phase	6 months to 2.5 Year
c	Transforming Phase	2.5 Years to 3 Years

5.6.1 Planning phase

This phase will be for a period of first 6 months. The major objective of this phase is to prepare holistic cluster development plan considering enhancement of Livelihood activities for significant increase in household income. In this phase, the major activities will include:

- Awareness creation by undertaking intensive IEC activities like banner, poster, hoardings etc.
- Mobilizing community under MMJM for collective action
- Mapping of community institutions and Promotion / Strengthening of community institutions at village/cluster level
- Conducting household level baseline surveys
- Identification of major livelihood opportunities in the cluster by conducting resource analysis, community aspiration mapping and market opportunities.
- Preparation of cluster specific annual plan,

Joint Secretary to Govt.
ST & SC Dev. Deptt.



(Broad step for cluster planning and preparation of prospective plan is given in Annexure - 1)

- f) Sensitizing different line departments at State, District and ITDA level for effective program implementation.
- g) Preparation of convergence plan in Cluster level considering the government programs and schemes available at various departments.
- h) Formation of different Governance and Management committees at Community, ITDA, District and State level for grounding of the MMJJM program.
- i) Approval of Cluster Annual Action Plan at JJP and ITDA level
- j) Approval of Convergence plan in Gramsabha (as applicable) and from other concerned Line departments for execution.
- k) Approval of ITDA wise consolidated Annual Action Plan including Convergence Plan at DLSC and SLSC respectively.

5.6.2 Grounding phase:

This phase of the programme is extremely crucial as it involves the entire program implementation as per the Plan prepared at Cluster level along with the convergence plan with various line departments. This phase will be for a period of 24 months (starting from 6th month to 30th month). The major indicative activities of Grounding phase have been mentioned below.

- a) Training and capacity building of JJP for collective action (like implementation of EPA or similar activities), collective decision making and strengthening of the community institution has to be done on periodic basis.
- b) Thematic training and capacity building of the targeted households on specific cluster promotion has to be taken up bases on the training need and modules.
- c) The members in the identified clusters supposed to initiate activities planned during the planning process by investing their own interest and resources.
- d) Visualizing the cluster for significant production of identified crops / livestock's by ensuring synchronized production.
- e) Ensuring input subsidy support to the beneficiaries in specific clusters for program implementation
- f) Each cluster shall be supported for three consecutive seasons for ensuring sustainability of the clusters.
- g) Creation of livelihood support infrastructures / Assets at community level and individual level like irrigation infrastructure, post-harvest management infrastructures, Goat or BYP shelter and similar kind of assets are to be done through convergence with line departments and also from MMJJM programme.
- h) Irrigation & land development activities shall be taken up on priory basis in the IFR lands & Wastelands to convert the lands into productive assets.
- i) Marketing strategies has to be articulated for explicit marketing of existing produces from the cluster.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



- j) Initiatives must have to be taken for product mapping, value addition for marketing of the produces soon after surplus production of commodities taken under livelihood cluster promotion mode.
- k) Promotion of the marketing Brand of the MMJJM program for wide range publicity
- l) Partnership with private start-ups and other marketing networks for marketing of the produces from MMJJM clusters.

5.6.3 Transforming Phase:

The transformation phase is the last phase of the program and will continue for the last 6 months (from 30th month to 36th month period). This phase largely meant to consolidate the learnings and insights from the planning and grounding phase and to further the initiatives undertaken. The indicative activities under transforming phase are:

- a) Building confidence of the community / Clusters / JJP as a whole to take rational decisions around new developmental agendas after the project period.
- b) Consolidation and Establishment of various livelihood promotion activities as part of the livelihood cluster development plan.
- c) System setting Like; input procurement system, service delivery system, post-production management system and other similar arrangements has to be established and to be managed by community institutions.
- d) Streamlining the “product” from respective clusters and a detailed action idea for product marketing has to be established.
- e) Operationalization of small-scale value addition and aggregation centers with an established marketing channel.
- f) Streamlining the private partnerships with traders / start-ups and other similar agencies and building confidence of the cluster leaders / Marketing entrepreneurs to take it forward.
- g) Strengthen and activate the linkages established with external resource agencies for knowledge, credit, convergence and partnerships.


Joint Secretary to Govt.
ST & SC Dev. Deptt.



FUND FLOW MECHANISM

The MMJJM fund is 100 percent allocation from the state budget. To ensure a smooth and transparent financial management under the programme, the following Modalities for the allocation, financial procedure and account set up would be established.

The Department will earmark funds in annual State budget for the MMJJM programme based on the annual action plan submitted by the implementing agencies. It is imperative that all project activities are to be carried out within the allocated budget.

The methodology of fund transfer will be done under two methodologies

- A. Fund from Parent accounts to Child accounts
- B. Fund from Child accounts to Vendor accounts

6. Fund flow mechanism under MMJJM as follows:

- i. The ST & SC Development Department will adopt a parent and child account setup for the disbursement and management of funds under MMJJM scheme.
- ii. At the Department level, the nodal account opened in any Nationalized bank will serve as parent account for the scheme. The total amount allocation of the MMJJM scheme will be maintained in the parent account at the department level.
- iii. The 22 Integrated Tribal Development Agencies (ITDAs) and the Office of the Mission Director, MMJJM will have to open Child accounts for getting funds under MMJJM scheme.
- iv. These Child accounts should ideally be opened in the same bank where the parent account is held. This arrangement will ensure seamless disbursement, effective monitoring and efficient management of the scheme fund.
- v. There will be no physical transfer of fund to the child accounts.
- vi. The Department will define expenditure limits for each child account of ITDAs and the Office of the Mission Director, MMJJM based on their action plan.
- vii. These limits will have to be authorized by the Department, and the implementing agencies are encouraged to utilize funds up to predefined limit to ensure effective implementation of approved project activities.
- viii. The Facilitating NGOs under ITDAs will receive fund from the concerned ITDAs for program facilitation. This would be considered as fund transfer to vendors.
- ix. The Technical Support Agency (TSA) at State level will receive fund from the Office of the Mission Director (MMJJM) under the principle of fund transfer to vendors towards Program Management.
- x. The Department will monitor the financial aspects of the MMJJM programme, including the utilization of funds, in coordination with the Mission Director, MMJJM.
- xi. Regular financial audits and evaluations will be conducted to ensure compliance with financial regulations and project guidelines.

*Joint Secretary to Govt,
ST & SC Dev. Deptt.*



FINANCIAL MANAGEMENT, ACCOUNTING PROCEDURE AND PRINCIPLES**7.1 FINANCIAL MANAGEMENT**

The MMJJM program supposed to follow the financial guidelines and circulars issued by Government of Odisha for all finance related transactions. The indicative processes under Financial Management system of MMJJM program has mentioned below.

- A. For the financial authorization concern PA, ITDA will act as the Head of the office and Mission Director will act as heads of the Department.
- B. Unless specifically authorized, the financial and administrative power delegated under Odisha General Financial Rules (OGFR) and Odisha Delegation of Financial Rule (DFR) to heads of office and heads of the department. will be exercised by PA, ITDAs & Mission Director as head of the Office & Heads of the Department respectively for implementation of the scheme.
- C. Accounting norms followed in Government of Odisha will be followed in ITDAs, JJP for maintenance of accounts.
- D. The guidelines & circulars issued by Govt. of Odisha from time to time will be applicable mutatis mutandis for procurement of goods works and services of the MMJJM mission.

7.2 ACCOUNTING PROCEDURE**7.2.1 General Outline**

This section briefly describes the general outline of the system of the accounts for accounting of 'Receipts' as well as 'Expenditure' incurred under MMJJM Programme. Further, it also outlines certain basic procedures to be followed for financial sanctions and approvals to ensure transparency in the operations of the MMJJM.

7.3 ACCOUNTING PRINCIPLES

The accounting principles and maintaining books of accounts under MMJJM program is extremely crucial part. As mentioned in the financial management section; the MMJJM will follow the principles of financial protocols align to Government of Odisha.

7.3.1 Accounting Principles:

- a) The financial year shall be considered from 1st April to 31st March
- b) Double entry mercantile system of accounting shall be adopted at the Mission Director, MMJJM office at State level
- c) In case of the ITDA level, they may adopt Odisha Government system of accounting principles
- d) Receipts and payments account and / or Income and Expenditure account for the whole year and Balance Sheet as at Year-end shall be prepared within 3 months after the closure of each financial year at state level.


Joint Secretary to Govt.
ST & SC Dev. Deptt.



e) The maintenance of records shall be in such a way as to comply with requirement of Statutory Acts such as the Income Tax Act, 1961, PF Acts, etc.

7.4 BOOKS OF ACCOUNTS

- i. The books of accounts will be maintained in a computerized form using accounting software suitable for the Programme.
- ii. The accounts will be maintained in double entry accounting system and entries shall be made on accrual basis.
- iii. Entries of all transactions during the day shall be made in the Books on the same day. A printout of the day's transactions (Daybook) shall be taken after such entries. The PO (Finance) shall verify all the entries therein, preserve the same in a proper file.

7.4.1 The following books of account shall be maintained at state level.

- i. Cash-cum-Bank Book— (Prime Book of entry)
- ii. Journal Book
- iii. General Ledger
- iv. Imprest and petty cash book
- v. Registers like: Assets Register, Stock Register, Vehicle Log Book, etc.
- vi. Besides, the following subsidiary Ledgers/Registers shall be maintained:

7.4.2 The following books of account shall be maintained at TSA level.

- i. Cash-cum-Bank Book— (Prime Book of entry)
- ii. Journal Book
- iii. General Ledger
- iv. Registers like: Salary Register / Computerized Pay slip, Assets Register, Stock Register, Log Book for Local Conveyance

7.4.3 The following books of account shall be maintained at ITDA level.

- i. Cash-cum-Bank Book— (Prime Book of entry)
- ii. Journal Book
- iii. General Ledger
- iv. Imprest and petty cash book
- v. Registers like: Salary Register, Assets Register, Stock Register, Vehicle Log Book, etc.

7.4.4 The following books of account shall be maintained at FNGO level.

- i. Cash-cum-Bank Book— (Prime Book of entry)
- ii. Journal Book
- iii. General Ledger
- iv. Registers like: Salary Register,
- v. Besides, the following subsidiary Ledgers/Registers shall be maintained:

Joint Secretary to Govt.
ST & SC Dev. Deptt.



7.4.5 SUMMARY OF RECORDS TO BE MAINTAINED

S. NO.	Name of Register	Level at which Register is to be maintained
1	Contract Register	ITDA level/State
2	Material Procurement Register	ITDA level
3	Material Procurement Register ITDA level	ITDA level
4	Application Register	Cluster level
5	Works Register	ITDA level
6	Assets Register	ITDA level
7	Complaint Register	ITDA level/ District /other Implementing Agencies
8	Monthly Allotment and Utilization Certificate register	ITDA level/State
9	Financial Records	ITDA level/State/Other Implementing agencies

(The probable accounting heads are suggested in Appendix-I)

7.5 TRANSPARENCY AND ACCOUNTABILITY

The Programme will give thrust on transparency and accountability in each and every step of programme implementation. There are some indicative procedures to follow to uphold the transparency and accountability under MMJJM

7.5.1 REPORTS:

Reporting is an integral part of the entire program and during the program period; the implementing agencies are required to submit narrative progress reports on half year and yearly basis. The reports must contain the physics and financial progress of the period and the cumulative progress made as on that period along with two best practices / case studies for spreading impact of the programme. For standardizing the reporting; a common format could be circulated from SPMU for consolidation of the program reporting in periodic intervals.

7.5.2 AUDIT OF ACCOUNTS:

A. The books of accounts regarding the MMJJM Programme expenditure maintained at State level, TSA level, ITDA level and FNGO level shall be audited annually. The accounts may be open for audit by the Comptroller & Auditor General of India as per Government regulations. If felt necessary, the Mission Director' office of MMJJM would undertake detailed financial reviews of ITDAs and NGO accounts with respect to the resources provided by the Programme.

B. The accounts and financial Statements relating to the Programme shall be audited each Fiscal Year by the Accounting General Odisha in case of State and by AG (Audit) and internal audit of department in case of ITDAs in accordance with the Standards on Auditing.

Joint Secretary to Govt
ST & SC Dev. Deptt.



7.5.3 ANNUAL REPORT

Annual Report publication and circulation will be a part of dissemination of the impact made and outcomes realized so far. The consolidated progress, learning and insights, achievements, impacts and outcomes of all the facilitating agencies, implementing agencies state level accomplishments combinedly formulated into the Annual Report. The Publication of Annual Report will be done on annual basis and it would be published with copy right to MMJJM and ST & SC Development Department.

7.5.4 GRIEVANCE REDRESSAL

Grievance redressal should have to be done both at State and ITDA level. The Mission Director MMJJM at State and The PA ITDAs at ITDA level will be the nodal person and the decision-making authority to address the grievances. Under certain circumstances, the DLSC and SLSC may take actions to address any conflicts

Joint Secretary to Govt.
ST & SC Dev. Deptt.



RECRUITMENT AND SERVICE REGULATIONS**8.1 Recruitment of Programme staff**

The recruitment against positions will be made by the Mission Director from the open market by following a due process of selection, which would include (i) formation of a selection committee, (ii) advertisement in newspapers and wide circulation. (iii) short listing and interview of selected candidates for key positions.

- a) The selection committee is constituted by the Mission Director and comprises of experts in the field.
- b) The selection committee may follow the procedure as under, in order to pick up the best possible talent against the positions for the Programme.
- c) The qualification experience and the overall capability and attitude of the candidates to be selected for the positions in the Programme should be commensurate with the ToR and Job requirements.
- d) The consolidated emolument package as approved in the EFC/Finance department for different categories of staff shall be generally followed.

8.2 Entitlements to Travelling Allowance:

For the purpose of Travelling Allowance (TA), the rate of Daily allowance on tour and other pay relatable allowances of Government of Odisha will be equally applicable to the contractual staff and outsourced staff of the MMJJM programme. For the purpose their remuneration will be measuring factor for determination of their grade. However, in the absence of government accommodation during tour the touring officer can draw the boarding and lodging charges as per OTA rule.



Joint Secretary to Govt.
ST & SC Dev. Deptt.



CONCLUSION

9.1 CONSOLIDATION OF THE PROGRAMME

The MMJJM programme is designed to implement in phases and each closure of phase will be the beginning of another. Under implementation strategy it has been mentioned that; the last six months of implementation would be considered as Transforming Phase. The Transformation phase should consist of program consolidation and handed over the initiates to the Janajati Jeevika Parishad for supplementary actions and strengthening the initiatives taken under the grounding of the Programme.

9.2 PROGRAMME COMPLETION REPORT

The Programme completion report would have to be prepared after completion of indicative implementation phases and by conducting an end line assessment. The validation of the impacts / outcomes created must have to be validated with the baseline report; which has to be prepared before the project implementation.

Third party evaluation may be conducted against project outcomes and impacts created during the programme.

9.3 FUTURE PERSPECTIVE AND ROAD MAP FOR ACHIEVING SUSTAINABILITY

Considering the impacts created within a span of time, the confidence of the community to take these initiates forward and keeping the sustainable aspects the developmental engagement with the Janajati Jeevika Parishad the programme may be extended by adding different layers of activities and processes with approval from Govt of Odisha.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



APPENDIX – I

LIST OF INDICATIVE REVENUE AND EXPENDITURE HEADS

REVENUE HEADS

1. Advance funds/Contribution from state government.
- a) Cost of Bids
- b) Interest on Deposits.
- c) Sale of Tender forms
- d) Miscellaneous Receipts
- e) Fines & Penalties
- f) Arbitration fee
- g) Other

EXPENDITURE HEADS

Staff Cost

1. Salary
2. Travelling Expenses

Office Expenses:

6. Hire Charges for Computers
7. Telephone Charges
8. Postage /Courier Charges
9. Stationery.
10. Computer Consumables
11. House Keeping Charges
12. Conveyance hire charges
13. Electricity.
14. Water Charges.

Repair and Maintenance

15. **Motor Vehicle maintenance**
 - (a) Spares and Repair Charges
 - (b) Oil and Lubricants
16. **Repair and Maintenance of Machines /Equipment / Computers.**
 - a. Xerox machines
 - b. Repair /Up – gradation of Computers.
 - c. Fax Machine.
 - d. Calculators.
 - e. Telephone /EPABX
 - f. Water Coolers /Aqua guard
 - g. Air Conditioners
 - h. Firefighting equipment
 - i. Any other item not specified in the list

Joint Secretary to Govt.
ST & SC Dev. Deptt.



Establishment Expenses

17. Rent, Rate and Taxes for Building.
 - a) Advance Rent
18. Advertisement / Publicity
19. Books & Periodicals
20. Professional & Legal Charges
21. Payment to Consultants.
22. Training Expenses.
23. Memberships and Subscription.
24. Bank Charges
25. Sales Tax.
26. Insurance of Assets
27. Arbitration Charges
28. Other Charges
 - a) Hiring of Security Services
 - b) Hiring of Auxiliary Services

Purchase of Assets.

- a) Computer and accessories.
- b) Copier /Xerox machine
- c) Fax
- d) Water Coolers / Aqua-guard
- e) Air conditioners
- f) Furniture & Fixtures
- g) Motor Vehicle
- h) Motor cycles
- i) Other assets

Other Expenditure

- a) Publications
- b) Seminar, Conference, Workshop.
- c) Advertisement / Publication
- d) Other expenditure

Joint Secretary to Govt.
ST & SC Dev. Deptt.



CLUSTER PLANNING & PREPARATION OF PERSPECTIVE PLAN:

- a) ITDAs shall prepare the perspective / strategic plan and road map for overall development of both farm and off-farm clusters in respective ITDA, duly projecting the targets to be achieved in three years. This will form the basis for preparing Annual Action Plan (AAP).
- b) The cluster specific perspective / strategic plan document should focus on crops having comparative advantage and natural potential for development in the area, adoption of cluster approach for production and linking with available infrastructure, or to be created, for post-harvest management, processing, marketing and export.
- c) While selecting the cluster, preference should be given to those areas where natural resource base and water resources have been developed under different schemes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MNREGS), etc.
- d) Each ITDA shall submit livelihood cluster proposal following village saturation approaches. The farm and off-farm activities shall be identified & promoted in clusters that would have a substantial impact on the socio-economic condition of a large number of tribals & which have a large potential to be up-scaled and thereby significantly contribute to the economic upliftment of the tribal farmers.
- e) The activity so identified could be in areas like giving a boost to a particular primary sector activity, viz. Agriculture, Horticultural activities, Pisciculture, Sericulture, Livestock promotion activities, etc. The activity so identified should be in a compact patch/cluster so as to ensure scale of production, proper implementation, monitoring and supervision.
- f) While preparing perspective plan for on-farm livelihood clusters, possibilities of increasing the cropping intensity, introducing potential cash crop, upscaling of any existing cash crop of the locality should be meticulously assess and accordingly made part of the cluster development programme. Similarly, it is essential to assess the possibility of bringing fallow land under cultivation & uncultivated land more productive.
- g) After identification of the activity, a perspective plan should be drawn up regarding the manner in which the cluster would be up-scaled in the next 3 years. After setting up a realistically achievable goal in consultation with the concerned Line Department officials, the ITDA should make an assessment and frame the plan accordingly.
- h) The financial implications as well as the breakup of sources from which funding could come, viz. MGNREGA, PMAAGY, RLTAP, BRGF, NRLM, etc. The perspective plan should suggest year-wise requirement of funds and also a breakup of the sources of fund for each year.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



- i) The three years' perspective livelihood cluster Plan prepared at the beginning is of tentative and indicative nature. Hence, the operative Annual Cluster Plan along with list of beneficiaries for each subsequent year has to be prepared well in advance taking into consideration the evolving scenario and need based requirements of the clusters.
- j) The Annual Cluster Plan prepared shall be placed before the Project Level Committee for discussions and finalization.

Joint Secretary to Govt.
ST & SC Dev. Deptt.



DELEGATION OF POWER OF OFFICERS OF MUKHYAMANTRI
JANAJATI JEEVIKA MISSION

The financial power of Mission Director (MMJJM) will be at part with the powers entitled to the “Department Head” as defined in the “Delegation of Financial Power Rules 1978” promulgated by the Govt of Odisha.

Sl No	Type of power	Commissioner cum Secretary	Mission Director, MMJJM
1	Permission of tour outside the State	Full Powers	Full powers except for self
2	Approval of tour inside the state	Full Powers	Full powers except for self
3	Drawal of tour advance	Full Powers	Full powers except for self
4	Leave sanction	Full Powers	Full powers except for self
5	Purchase & printing of books and periodicals	Full Powers	Full Powers
6	Purchase & printing of stationary/forms/IEC materials	Full Powers	Rs 15,00,000/- at a time
7	Taking office premises on rent as per Govt rules	Full Powers	Full Powers
8	Purchase of furniture and equipment	Full Powers	Rs 5,00,000/- at a time
9	Hiring of vehicle on monthly/daily basis	Full Powers	As per provision of GoO
10	Purchase of vehicle as per Govt rules	As per provision of GoO	
11	Civil works estimate approval, purchase of materials and permission of construction	Revised limit vide FD notification No FIN-Code-Rule-0002-2012-22393/F,dt 8.6.2012 read with FDOM No FIN-COD-RULE-002-2013 13863/F dated 08.04.2013	Revised limit vide FD notification No FIN-Code-Rule-0002-2012-22393/F,dt 8.6.2012 read with FDOM No FIN-COD-RULE-002-2013 13863/F dated 08.04.2013
12	Refreshment/Hospitality expenses in respect of programme activities	Full Powers	Up to Rs 1,00,000/- per event and beyond Rs 1,00,000.00 with approval of Commissioner cum Secretary

*Joint Secretary to Govt.
ST & SC Dev. Deptt.*



13	Contract for procurement of Goods	Full Powers	Rs 50.00/- lakhs
14	Contract for engagement of consultants	Full Powers	Rs 10.00/lakhs
15	Contract for outsourcing of Services	Full Powers	Rs 10.00/-lakhs
16	Annual Maintenance Contract	Full Powers	Full Powers
17	Approval of advertising expenses for tender	Full Powers	Full Powers
18	Appointment/taking on deputation against sanctioned post	Full Powers	Full Powers subject to approval of Commissioner cum Secretary
19	Telephone/internet bill payment	Full Powers	Full Powers
20	Expenses on postage etc	Full Powers	Full Powers
21	Fixation of fees of legal advisors	Full Powers	Full Powers
22	Payment of salary to officers & staff	Full Powers	Full Powers
23	Continent Expenditure: a. Rent, rates and taxes b. Other contingent expenditures	Full Powers	a. Full powers b i) Not exceeding Rs 10,00,000/- in each case for recurring items ii) Not exceeding Rs 10,00,000/- in each case for recurring items
24	Expenditure on orientation/Training/Workshop/Seminar/Exposure visit etc.	Full Powers	Up to Rs 10,00,000/-
25	Write-off of losses due to wear and tear	Full Powers	1,00,000/in each case
26	Procurement of software, data and peripherals	Full Powers	Rs 10,00,000/-each case

Joint Secretary to Govt.
ST & SC Dev. Deptt.





Joint Secretary to Govt.
ST & SC Dev. Deptt.

State Programme Management Unit
Mukhyamantri Janajati Jeevika Mission
TDCCOL Building, 2nd Floor,
Rupali Square, Bhoi nagar,
Bhubaneswar-751022
Tel : (91) 674-2542709
Email : spmummjjm@gmail.com

