

UNITED NATIONS CHILDREN'S FUND (UNICEF)



Evaluation of DPMU (Analytical Cell) - Koraput, Odisha

- FINAL REPORT

ANNEXURES TO THE MAIN REPORT

December 2012

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Source: Briefing paper Series : Innovations, Lessons and Good Practices - District Planning and Monitoring Unit - Data Knowledge Hubs for Convergent Planning and Monitoring

Evaluation of DPMU (Analytical Cell) - Koraput, Odisha

- DRAFT REPORT

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ANNEXURE I
GLOSSARY

Annexure I

Glossary

73rd and 74th amendment	The 73rd and 74th amendments to the Indian constitution mandated the formation of local self-governments in urban and rural areas including municipal bodies urban areas, village Panchayats and intermediate Panchayats at blocks and district levels
ANKUR	ANKUR was a UNICEF programme initiated in Koraput in April 2008 which aimed to address social, economic and human development through people's participation in decentralized planning to be achieved over a four year period.
Eleventh Five Year Plan	The Eleventh Five year plan period was from 2007-2012
Integrated District Approach	UNICEF's Integrated District Approach (IDA) is implemented in 17 districts in 14 states in India. It aims to promote the sectoral integration of programmes at the village, block and district levels, applies a cross-sectoral approach to behaviour and social change, and aims to improve service delivery through national flagship programmes by linking community mobilization processes with decentralized district planning processes.
Mission Shakti	Mission Shakti is the Women's Empowerment Programme of the Government of Odisha. Mission Shakti is involved in strengthening self-help groups in the state through capacity building, technical support and marketing support
Parab festival	The Parab Tribal Festival showcases the tribal culture of Koraput and serves as a forum for various tribes to interact and work towards preserving their culture
Scheduled Castes and Scheduled Tribes (SC/ST)	Backward and disadvantaged castes and tribes have been identified and are listed in the Constitution of India. They comprise around 24% of the population of India collectively.
Zilla Parishad	Zilla Parishads are the local government bodies at the district level

ANNEXURE II

**REALIGNMENT OF EVALUATION
QUESTIONS**

Annexure II

Realignment of Evaluation Questions

The evaluation has followed the five broad headings – Relevance, Effectiveness, Efficiency, Impact and Sustainability. While retaining all the questions that were raised in the RFP, we have proposed a slight re-alignment of the questions to facilitate a better flow of the writing in the report. The font marked in blue indicates the realigned points and font in green are new points that have been introduced.

Evaluation Headings	Questions as proposed in the RFP	Re-aligned Questions proposed to be used in the report
<p>Relevance - <i>whether the design and interventions of the DPMU were in line with the requirements</i></p>	<ul style="list-style-type: none"> ▪ To what extent does the design of DPMU address the information gaps in existing planning process and monitoring systems of different government schemes and programs? ▪ To what extent the design of DPMU complement existing planning process and monitoring systems? ▪ To what extent are the objectives of DPMU specific, measurable, attainable, relevant and time-bound? 	<ul style="list-style-type: none"> ▪ To what extent does the design of DPMU address the information gaps in existing planning process and monitoring systems of different government schemes and programs? ▪ What were the modalities followed for the operationalization and functioning of DPMU? Did the modalities assist in achieving the stated objectives? ▪ To what extent the design of DPMU complement existing planning process and monitoring systems? ▪ To what extent are the objectives of DPMU specific, measurable, attainable, relevant and time-bound?
<p>Effectiveness – <i>the extent to which the objectives of DPMU have been achieved</i></p>	<ul style="list-style-type: none"> ▪ To what extent DPMU achieved its stated objectives? (i.e., strengthening decentralized planning process and community monitoring, improving the planning and monitoring function of flagship programmes and strengthening evaluation and research) ▪ To what extent the roles of District Administration, frontline functionaries, PRIs, civil society, community members and other stakeholders have contributed to overall outcomes of DPMU? ▪ What are the difficulties/constraints that DPMU has encountered over time? Are there any gaps in implementation? 	<ul style="list-style-type: none"> ▪ To what extent DPMU achieved its stated objectives? (i.e., strengthening decentralized planning process and community monitoring, improving the planning and monitoring function of flagship programmes and strengthening evaluation and research) ▪ What was the nature of partnership with the Government Departments at the district level? What has been the contribution of the Departments to DPMU? To what extent the roles of District Administration, frontline functionaries, PRIs, civil society, community members and other stakeholders have contributed to overall outcomes of DPMU?

Evaluation Headings	Questions as proposed in the RFP	Re-aligned Questions proposed to be used in the report
<i>Efficiency- in achieving its objectives whether the resources have been used economically and within the specified timeframe.</i>	<ul style="list-style-type: none"> ▪ Has the management of DPMU (human, financial and supply resources) been efficient with regard to results obtained? ▪ To what extent implementation of DPMU has been efficient in adhering to the UNICEF financial guidelines and also fulfilling the GoO financial systems? ▪ What are the reporting, monitoring and review mechanisms in place for DPMU and to what extent they contributed in the performance of DPMU? 	<ul style="list-style-type: none"> ▪ Has the management of DPMU (human, financial and supply resources) been efficient with regard to results obtained? ▪ To what extent implementation of DPMU has been efficient in adhering to the UNICEF financial guidelines and also fulfilling the GoO financial systems? ▪ What are the reporting, monitoring and review mechanisms in place for DPMU and to what extent they contributed in the performance of DPMU?
<i>Impact – whether the extent to which DPMU has been able to change the planning process and service delivery in the district.</i>	<ul style="list-style-type: none"> ▪ To what extent the decentralized planning process has been strengthened and monitoring system of flagship programmes have been improved? (NB: it is understood that the evidence may be only anecdotal, as it is early to be able to measure change and in any case it would be difficult to attribute such change to DPMU) <ul style="list-style-type: none"> ○ Increased utilization of allocated funds in the flagship programmes in the District, ○ Improved outcomes/results, especially with respect to children, in the areas of health, nutrition, sanitation, education, rural development, employment and reduction of poverty ○ Enhanced capacity of the district in planning, monitoring and evaluation ○ Increased participation of people in planning and community monitoring 	<ul style="list-style-type: none"> ▪ To what extent the decentralized planning process has been strengthened and monitoring system of flagship programmes have been improved? (NB: it is understood that the evidence may be only anecdotal, as it is early to be able to measure change and in any case it would be difficult to attribute such change to DPMU) <ul style="list-style-type: none"> ○ Increased utilization of allocated funds in the flagship programmes in the District, ○ Improved outcomes/results, especially with respect to children, in the areas of health, nutrition, sanitation, education, rural development, employment and reduction of poverty ○ Enhanced capacity of the district in planning, monitoring and evaluation ○ Increased participation of people in planning and community monitoring ▪ <i>To what extent the data generated by DPMU is being utilized by various Government departments and how?</i>
<i>Sustainability- whether the</i>	<ul style="list-style-type: none"> ▪ To what extent the institutional mechanisms put in place are sustainable? 	<ul style="list-style-type: none"> ▪ To what extent the institutional mechanisms put in place are sustainable?

Evaluation Headings	Questions as proposed in the RFP	Re-aligned Questions proposed to be used in the report
<i>institutional mechanisms put in place will ensure the continuation of DPMU</i>	<ul style="list-style-type: none"> ▪ What was the nature of partnership with the Government Departments at the district level? What has been the contribution of the Departments to DPMU? ▪ What were the modalities followed for the operationalization and functioning of DPMU? Did the modalities assist in achieving the stated objectives? ▪ To what extent the data generated by DPMU is being utilized by various Government departments and how? 	<ul style="list-style-type: none"> ▪ Is there a felt need for the analytical cell to continue in the future? ▪ What are the challenge sin the continuity of the analytical cell
Preamble to Recommendations		<ul style="list-style-type: none"> ▪ What are the factors that have been critical to the success of the analytical cell ▪ What are the difficulties/constraints that DPMU has encountered over time? ▪ Are there any gaps in implementation? ▪ What is the learning from the analytical cell that can be incorporated in the future?

ANNEXURE III
DOCUMENTS REVIEWED

Annexure III
List of Documents Reviewed

The following documents have been reviewed in detail:

S.No	Documents Reviewed
1.	Concept Notes and Programme Document
2.	Relevant Government Orders/Memos/Circulars
3.	District Planning and Monitoring Units: Data Knowledge Hubs for Convergent Planning and Monitoring, Briefing Paper Series: Innovations, Lessons and Good Practices
4.	Status and Functioning of District Planning Committees in India, PRIA
5.	5 Year Activity Reports – DPMU, Koraput
6.	Brochures- DPMU, Koraput;
7.	Reports and other documents prepared by the Koraput DPMU <ul style="list-style-type: none"> • Budget analysis • IEC/BCC reports • Micro planning reports • MIS • Progress reports • Concept notes for different studies • Fact sheets • IAP Success Stories • Action Plans for different flagship programmes • Presentations prepared for District Collector • Training modules • Monitoring checklists
8.	Minutes of Meetings at state and district levels <ul style="list-style-type: none"> • TSC • District Core Committee Meeting
9.	Performance Reviews
10.	Expected Outcomes of DPMU (2008-2012)
11.	Rapid Monitoring System <ul style="list-style-type: none"> • Conceptualization • Process documents • Monitoring checklists • Final analysis report
12.	Results Monitoring Survey <ul style="list-style-type: none"> • Questionnaires • Schedules • Interview Manual • Reports
13.	District Plans for Koraput district (2008-2012)
14.	Budget allocation and utilization data
15.	GIS maps and data etc.

ANNEXURE IV
INTERVIEW GUIDES

Annexure IV

Study Tools- Interview Guides

S No	Level	Respondent Category	
A	State Level - Government	A.1	Special Secretary Dept. of Planning & Co-ordination
		A.2	Ex-Collector, Koraput District
	State Level - UNICEF	A.3	State Program Officers / SSPME officials
B	District Level - Others	B.1	District Collector, Koraput
		B.2	District Level Officials – Health, Education, Social Welfare, Water & Sanitation etc.
		B.3	Technical Support Institutions
		B.4	Civil Society (NGOs, SHG Federations etc.)
C	District Level - DPMU	C.1	Deputy Director (DPMU) <i>Including planning and statistical wing</i>
		C.2	DPMU – Analytical Cell Members
D	Block Level	D.1	Block Development Officer and Line Officials – Health, Education, Social Welfare, Water & Sanitation etc.
E	Control District	E.1	District Collector
		E.2	Deputy Director (DPMU)
		E.3	District level Officials from line departments
		E.4	Block Development Officer and Line Officials – Health, Education, Social Welfare, Water & Sanitation etc.

General Guidelines

- DPMU (AC-K) / Analytical cell have been used interchangeably to refer to the DPMU Analytical Cell, Koraput
- Given the nature of the evaluation, most of the discussions will be highly qualitative in nature. The information checklists will therefore act as a check list of cues to be used for holding the discussion rather than serving as a structured questionnaire. To that extent, this has been developed in an unstructured manner.

A.1 Special Secretary, Department of Planning & Co-ordination

Focus Areas of Discussion - Evolution & Relevance of DPMUs, Impact and Plans for Sustainability

Key Discussion Points	
Evolution and Relevance of DPMUs	<ul style="list-style-type: none"> • Please provide an overview of the planning and monitoring processes at the state / district / block levels for the major flagship programs in Odisha - <i>Including the systems in place, stakeholders involved, bottlenecks / challenges etc.</i> • How effective have the DPCs been in addressing the gaps? What are the key challenges in their performance? • What are the current good practices / innovations in the decentralized planning process in the state? • What was the context for the introduction of the DPMUs in all the districts? What were the intended objectives? • What was the rationale behind the introduction of TSIs for district planning? In what way did this have an impact on the role intended for DPMUs
Overview about DPMU(AC-K)	<ul style="list-style-type: none"> • In what way was the UNICEF supported DPMU model in Koraput different from other districts? • What are the activities undertaken by the DPMU (AC- K)? Are there any unique aspects about their performance? • How have the role / activities performed by DPMU (AC-K) evolved over a period of time
Impact and Results	<ul style="list-style-type: none"> • To what extent has the DPMU in general made an impact on / complemented the existing planning and monitoring processes? What about DPMU (AC-K)? • Role played by DPMU in establishing inter-linkages with stakeholders at the state level (e.g. Planning and Coordination Department), district level (District Planning Committee, Technical Sub Committees, line Departments, Technical Support Institutions, NGOs, PRIs etc.) and block level and facilitating convergence. What about DPMU (AC-K) • What have been the achievements of the DPMU (AC-K)? What has been the feedback from the Koraput District Administration on the role played by DPMU (AC-K)? Do you think they have played a role in strengthening / streamlining / assisting decentralized planning / monitoring process in the district? • Looking comparatively across districts, do you perceive any difference in the performance of Koraput because of this initiative? • Any suggestions on improving the role / performance of the analytical cell? Additional role that they can undertake

Key Discussion Points

Replication and Sustainability

- What are the critical success factors for functioning of DPMUs? Factors that have contributed to the performance in Koraput?
 - What roles do the District Administration, Line Departments, DPMU cell, FLWs, PRI members etc. play in the success of the Koraput analytical cell?
- What is the rationale behind / need for replicating the analytical cell in all districts of Odisha.
- Are there learning from Koraput that have been / can be weaved into the model? Any issues / challenges in the current model that you think needs to be addressed in the new model
- What are the challenges in implementing the model? Challenges that you foresee in operationalizing the model? - *Budgetary support, funding, human resources, quality etc.*
- What are the resource requirements for setting up DPMUs including staffing, financial requirements, IT requirements etc.
- The UNICEF support for the analytical cell in Koraput comes to an end by 2012? What are the plans for sustainability / continuity of this model?

A.2 Ex-Collector, Koraput District

Focus Areas - Evolution & Relevance of DPMUs, Activities (Efficiency/Effectiveness), Impact and Plans for Sustainability

Key Discussion Points	
Evolution and Relevance of DPMUs	<ul style="list-style-type: none"> • Please provide an overview of the general planning and monitoring processes at the district / block levels for the major flagship programs in Odisha - <i>systems in place, stakeholders involved, bottlenecks / challenges etc.</i> • How effective have the DPCs been in addressing the gaps? What were /are the key challenges in their performance? • What was the context for the introduction of the DPMUs in all the districts? What were the intended objectives? • What was the rationale behind the introduction of TSIs for district planning? In what way did this have an impact on the role intended for DPMUs
Overview about DPMU (AC-K)	<ul style="list-style-type: none"> • In what way was the UNICEF supported DPMU model in Koraput different from other districts? • What was the initial structure and reporting relationship? What was the impact of bringing the DPMU and analytical cell from DRDA to DD-DPMU? • What was the analytical cell meant to do? What were the objectives with which it was started? • What were your expectations from the analytical cell? • What were the activities undertaken by the analytical cell? Were the activities of the cell fixed or did the district administration have flexibility in using the cell based on their specific needs / requirements? • To that extent do you think the role and activities of the analytical cell are more demand driven? Should they be so? • Did the analytical cell help the district administration? What were the various ways in which the district administration and analytical cell worked together? What were the key benefits which the district administration derived? • How is the role played by the analytical cell performed in other districts – who performs these roles? What is the impact? What are the key differences?
Impact and Results	<ul style="list-style-type: none"> • To what extent has the analytical cell complemented the existing planning and monitoring processes? What about their role in inter linkages and convergence • How does the existence of analytical cell impact the performance of the district administration? In this light how would you compare Koraput with other districts • What have been their achievements of the DPMU (AC-K)? • What are the areas for improvement for the analytical cell? What additional roles can they undertake?

Key Discussion Points

Replication and Sustainability

- Do you think there is a need for analytical cell in other districts
- What is the key learning from the Koraput experience? Have you adopted any of these practices /learning in other districts
- What are the factors critical for the analytical cell to be effectively utilized? What have been the contributing factors for the success of the Koraput model
- The UNICEF support for the analytical cell in Koraput comes to an end by 2012? What would your views be on the sustainability / continuity of this model?
- The government is planning to introduce the analytical cell in all districts? Any thoughts on the same?
 - What would you ideally want the role of these Analytical Cells across all DPMUs to be?
 - Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts
 - Challenges that you would expect in such replication and scale up
 - Do you think a government Analytical Cell can be the same as the UNICEF supported one? What are the reasons behind your opinion
 - Do you think a government Analytical Cell can be the same as the UNICEF supported one? What are the reasons behind your opinion? Suggestions towards this.

A.3 UNICEF – State Program Officers / SSPME Officials

Focus Areas of Discussion - Evolution & Relevance of DPMUs, Activities, Impact, Funding and Plans for Sustainability

Key Discussion Points	
Evolution of DPMU (AC-K)	<p>Please provide details on the background for the establishment of DPMU (AC-K).</p> <ul style="list-style-type: none"> ○ How was the initiative conceptualised and led? ○ What were the objectives of the DPMU when it was conceptualized? How have the objectives, design and role of DPMU (AC-K) evolved over a period of time? What were the imperatives which drove this evolution? (impact of TSIs on the role of DPMUs etc.) ○ What was the role and activities envisaged to meet the objectives? How did the activities evolve to meet the changing objectives? What inter-linkages were envisaged for meeting the objectives? ○ What was the original structure and staffing of the DPMU? Has this changed over the years?
Support to Activities / Operations of DPMU(AC-K)	<ul style="list-style-type: none"> ● How “fixed’ are the role and activities of the analytical cell? Is the District administration free to influence this? What is the role of UNICEF in deciding the activities? Who are all within UNICEF are involved in this process? ● What is the kind of support provided by UNICEF for the DPMU (AC-K) - financial, capacity building, technical support? ● Are there set goals? Are objectives clearly set and updated? Are JDs / KRAs established for DPMU (AC-K) and its staff? ● Please provide details of the reporting, monitoring and review mechanisms in place? How frequently? Methodology? By whom? Are annual reports collected and form the basis for the plan for the next year?
Activities of analytical cell - from the perspective of user departments	<ul style="list-style-type: none"> ● What are the key activities performed by the DPMU (AC-K) in your sector? inter-linkages / partnerships achieved ● From your experience of working across districts in Odisha, is there a distinctive role played by analytical cell in Koraput? ● What has been the feedback from the district administration / line departments regarding the role / activities performed? ● Which areas / aspects do you think they have made a difference? How far do you think they have been successful in meeting their objectives? What have some of the major success stories? ● Has the DPMU had an impact on other UNICEF programmes in Koraput district? - <i>Difference in data availability/analysis / collation/ convergence /planning/monitoring etc.</i> ● What have been the various factors critical to the success? ● What are the key learning points from the analytical cell model? What are the areas for improvement or strengthening? ● What are the challenges faced by the DPMU which impact their performance - <i>information sharing, support and acceptance from the district administration, FLWs, PRIs, civil society etc.</i>

Key Discussion Points

Resources and Funding	<ul style="list-style-type: none">• What are the resource requirements for the functioning of DPMUs- financial, HR, infrastructure etc?• What was the initial establishment cost? What is the on- going / annual budgetary support? Details of break-up of support• Is there an annual financial report that is submitted? To what extent have they been successful in adhering to the financial guidelines laid down by UNICEF and the GoO?• Please provide details on the management of resources by the DPMU
Replication and Sustainability	<ul style="list-style-type: none">• What are the critical success factors for the analytical cell achieving their objectives?• What are the challenges in their continuity with UNICEF support coming to an end in December 2012? What are your views on the sustainability of the DPMU?• What is the key learning from the Koraput experience that could be carried forward to the scaled up model?• What are the changes you would like to make to the role/structure/activities/functioning of the DPMU Analytical Cell now that the Government of Odisha is in the process of scaling up the DPMU Analytical Cell?

B.1 District Collector - Koraput

Focus Areas of Discussion – Activities performed by analytical cell, impact, benefits, sustainability

Key Discussion Points	
Evolution and Relevance of DPMUs	<ul style="list-style-type: none"> • What are the existing systems and processes of planning and monitoring in the District / block levels - <i>systems in place for flagship programmes, stakeholders involved, bottlenecks / challenges etc.</i> • Have there been any changes in these systems/processes in the last 4-5 years? If yes, what are these changes? What are the reasons behind these changes? – general challenges with DPCs, structural changes from DRDA to DD(DPMU), introduction of TSIs in planning etc. • Orissa is a pioneer in innovating decentralized planning models / institutions and the DPMU is one such innovative idea. Would you tell us about your thoughts on the DPMU programme as envisaged by the government? - General DPMU programme/model of the government, Role and purpose, Perceptions about the relevance of DPMU
Overview about DPMU (AC-K)	<ul style="list-style-type: none"> • In Koraput UNICEF has supported the Analytical Cell with the DPMU, which is a unique feature. What are your perceptions about the relevance and impact of this cell for the district administration and different flagship programmes? • What were your expectations from the analytical cell? What role did you expect them to perform • Key activities undertaken by DPMU and specific areas of technical support provided by the DPMU to the district administration or the DPC • Were the activities of the cell fixed or did the district administration have flexibility in using the cell based on their specific needs / requirements? • To that extent do you think the functioning of the analytical cell is demand driven? Should they remain so • Effectiveness of the DPMU in working along with the district administration: <ul style="list-style-type: none"> ○ Providing timely data for planning and monitoring by various stakeholders ○ Capacity building of various stakeholders ○ Comfort of the district administration in seeking inputs from DPMU ○ Acceptability and action taken by the district administration on the basis of DPMU reports and data • Any uniqueness or difference in Koraput versus other districts due to the presence of the Analytical Cell in its DPMU • How is the role played by the analytical cell performed in other districts – who performs these roles? What is the impact? What are the key differences? • What would you ideally want the role of this Analytical Cell to be?

Key Discussion Points

Key Discussion Points	
Impact and Results	<ul style="list-style-type: none"> • To what extent has the analytical cell complemented the existing planning and monitoring processes? How does the existence of analytical cell impact the performance of the district administration? In this light how would you compare Koraput with other districts • What were the key benefits which the district administration derived? • What have been their achievements of the DPMU (AC-K)? • What are the areas for improvement for the analytical cell? What additional roles can they undertake? • What factors are important for the analytical cell to be effectively utilized? What have been the contributing factors for the success of the Koraput model
Replication and Sustainability	<ul style="list-style-type: none"> • Do you think there is a need for analytical cell in other districts • What is the key learning from the Koraput experience? Will you take forward any of these practices /learning if you move to other districts • The UNICEF support for the analytical cell in Koraput comes to an end by 2012? What would your views be on the sustainability / continuity of this model? • The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea? <ul style="list-style-type: none"> ○ What would you ideally want the role of these Analytical Cells across all DPMUs to be? ○ Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts ○ Challenges that you would expect in such replication and scale up ○ Do you think a government Analytical Cell can be the same as the UNICEF supported one? What are the reasons behind your opinion? Suggestions towards this.

B.2 District Level Line Department Officials (Health, Education, WATSAN, ICDS, Rural Development etc.)

Focus Areas of Discussion – Activities performed by analytical cell, impact, benefits, sustainability

Key Discussion Points	
Overview of planning in flagship program	<ul style="list-style-type: none"> • What are the various flagship programs handled by your division/department? • What are the typical planning and monitoring processes followed by your department? What are the key issues and challenges? • Have there been any initiatives in the last 4-5 years taken by the department to strengthen this program? Any initiatives taken by the District Administration to strengthen decentralized planning? If yes, what are they?
Inter-linkages with DPMU (AC-K)	<ul style="list-style-type: none"> • Are you aware of the analytical cell of DPMU? • Have there been any linkages between your department and the analytical cell in Koraput? If yes, what have been these linkages? <ul style="list-style-type: none"> ○ How did the linkage start? ○ What were the activities that you worked together with the DPMU? ○ What were the nature and purpose of these activities? ○ In what all aspects have the analytical cell provided support to you – <i>planning, data provision, data analysis, special research studies / evaluations, knowledge hub, technical advisory, technical sub-committees etc.</i> ○ Have you sought any special research studies to be conducted by the analytical cell and used the data/report prepared by them? ○ What kind of support do you/your department provide to the DPMU? How frequently? (in terms of data/information etc.)
Impact and Results	<ul style="list-style-type: none"> • How according to you, have the analytical cell performed in these activities? • How has your experience of liaising with the analytical cell been for the department? • Has there any changes / benefits that your department has derived as a result of this linkage/presence of the analytical cell in the district? If yes, what are these changes? In what areas have these changes/ benefits been? - <i>Whether the changes are perceived as positive or negative? Experiential details of working together on a particular activity. the department/program as a result of data/research of the DPMU</i> • Have some of these methodologies / processes/systems /learning been regularized /internalized by the department? Why / Why not? • Have there been any challenges in working with the analytical cell? Any suggestions for improvement or areas that need to be strengthened

Key Discussion Points

Key Discussion Points	
	<ul style="list-style-type: none">• Are there other activities/roles that you think the analytical cell can take up to support / strengthen the department? What are these? What do you think are the major challenges in playing these roles effectively?
Replication and Sustainability	<ul style="list-style-type: none">• Going forward, do you think the analytical cell is needed at the district? Specifically for your department? For what reasons.• UNICEF support for the analytical cell in the district comes to an end shortly. What are your thoughts /suggestions for the continuity of the cell?• The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea?<ul style="list-style-type: none">○ What would you ideally want the role of these Analytical Cells across all DPMUs to be?○ Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts○ Challenges that you would expect in such replication and scale up○ Do you think a government Analytical Cell can be the same as the UNICEF supported one? What are the reasons behind your opinion

B.3 Technical Support Institutions

Focus Areas of Discussion – Activities performed by analytical cell, impact, benefits, sustainability

Key Discussion Points	
Overview of Planning	<ul style="list-style-type: none"> • Can you briefly outline the process of decentralized planning and the role of TSIs in this • Overview of the district plan preparation process your role in preparation of plans? • Since when have your organisation been involved in preparation of plans? How many districts do you cover?
Role of DPMU (AC-K)	<ul style="list-style-type: none"> • Are you aware of the analytical cell? • Have there been any linkages between your organization and the analytical cell? <ul style="list-style-type: none"> ○ If yes, how did the linkage start? ○ What were the activities that you worked together with the DPMU? ○ What were the nature and purpose of these activities? ○ In what all aspects have the analytical cell provided support to you – <i>planning, data provision, data analysis, special research studies / evaluations, knowledge hub, technical advisory, technical sub-committees etc.</i> • Have your organisation prepared/ preparing plans for other districts apart from Koraput? If yes, <ul style="list-style-type: none"> ○ Are there any differences that you observe against Koraput? Please elaborate ○ What is the role played by the DPMU in comparison to the analytical cell? ○ What kind of help have you received from DPMU in those districts and how helpful have been the DPMU in preparing the plan? Do you feel the absence of an analytical cell at all? If so in what ways and how does it impact the district planning ○ If positive, do you think the analytical cell has a role to play? In what ways and to what extent?
Impact and Results	<ul style="list-style-type: none"> • How has your experience of liaisoning with the analytical cell been ? • Has there any changes / benefits that your organization has derived as a result? In what aspects have these been? • Have there been any challenges in working with the analytical cell? Any suggestions for improvement or areas that need to be strengthened • Are there other activities/roles that you think the analytical cell can take up? What are these? What do you think are the major challenges in playing these roles effectively?
Sustainability	<ul style="list-style-type: none"> • Do you think there is a need for an analytical cell in the district? Why / Why not? • UNICEF support for the analytical cell in the district comes to an end shortly. What are your thoughts /suggestions for the

Key Discussion Points

continuity of the cell?

- The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea? What could their role be? Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts

B.4 Civil Society (NGOs, SHG Federations etc.)

Focus Areas of Discussion – Inter linkages, activities, impact, benefits, and sustainability

Key Discussion Points	
About the NGO	<ul style="list-style-type: none"> ▪ Provide a brief overview about your organization. What are your focus areas? What is the geographical spread of activities? How long have you been operating in Koraput? ▪ What are the key issues faced by the district in decentralized planning, M&E and implementation of various programs?
Linkage with DPMU (AC-K)	<ul style="list-style-type: none"> • Are you aware of the Analytical Cell of DPMU? • Have there been any linkages between your organization and the analytical cell? <ul style="list-style-type: none"> ○ If yes, how did the linkage start? ○ What are the linkages and areas of interaction between the Analytical cell and your organisation? ○ What is the nature of your linkage with the Analytical Cell i.e. are you the user of DPMU data or provide data to the Analytical cell? ○ What were the activities that you worked together with the DPMU? ○ In what all aspects have the analytical cell provided support to you – <i>planning, data provision, data analysis, special research studies / evaluations, knowledge hub, technical advisory, technical sub-committees etc.</i> • Has your organisation worked on these areas in any other districts apart from Koraput? If yes, <ul style="list-style-type: none"> ○ Are there any differences that you observe against Koraput? Please elaborate ○ What is the role played by the DPMU in comparison to the analytical cell? ○ What kind of help have you received from DPMU in those districts and how helpful have been the DPMU in preparing the plan? Do you feel the absence of an analytical cell at all? If so in what ways and how does it impact the district planning ○ If positive, do you think the analytical cell has a role to play? In what ways and to what extent?
Impact and Results	<ul style="list-style-type: none"> ▪ How has your experience of liaisoning with the analytical cell been? ▪ Has there any changes / benefits that your organization has derived as a result? In what aspects have these been? ▪ What impact has the presence of the analytical cell been at the district administration level? (participative, collaborative, convergence, transparency, efficiency, robust etc.) ▪ Have there been any challenges in working with the analytical cell? Any suggestions for improvement or areas that need to be strengthened ▪ Are there other activities/roles that you think the analytical cell can take up? What are these? What do you think are the major challenges in playing these roles effectively?

Key Discussion Points

Sustainability

- Do you think there is a need for an analytical cell in the district? Why / Why not?
- UNICEF support for the analytical cell in the district comes to an end shortly. What are your thoughts /suggestions for the continuity of the cell?
- The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea? What could their role be? Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts

C.1 Deputy Director (DPMU) including Planning and Statistical Wing

Focus Areas of Discussion - Evolution & Relevance of DPMU, Role and operations of AC-DPMU, Impact and Plans for Sustainability and Linkage of AC-DPMU with the other units

Key Discussion Points	
Evolution and Relevance of DPMUs	<ul style="list-style-type: none"> • Please provide an overview of the planning and monitoring processes at the state / district / block levels for the major flagship programs in Odisha including the systems in place, stakeholders involved, bottlenecks / challenges etc. • How effective have the DPCs been in addressing the gaps? What are the key challenges in their performance? • What are the current good practices / innovations in the decentralized planning process in the state? • What was the context for the introduction of the DPMUs in the district? What were the intended objectives? • What was the rationale behind the introduction of TSIs for district planning? In what way did this have an impact on the role intended for DPMUs • How did the Analytical Cell in the DPMU come about? What were the intended rationale and objectives? • Originally, the analytical cell was placed under the PD-DRDA and subsequently was brought under the DD-DPMU. Can you tell us why this happened and the impact of the same. • Has the objectives, role and functioning/positioning of the Analytical Cell-DPMU evolved over time? What have been these changes and the reasons behind them?
Structure of the analytical cell and support	<ul style="list-style-type: none"> • Can you provide us the broad organization structure and staffing of the DPMU unit at Koraput (including Planning and Statistics)? In what way was the UNICEF supported DPMU model in Koraput different from other districts? • What are the primary roles and activities of the Planning and Statistical Units of the DPMU in Koraput? What is their staff strength • What is the structure and composition of the analytical cell? How has this evolved over the years? Has this had an impact on the role and activities of the analytical cell? • What is the kind of support provided by UNICEF / District Administration for the DPMU (AC-K) - financial, capacity building, technical support? • Are there set goals? Are objectives clearly set and updated? Are JDs / KRAs established for DPMU (AC-K) and its staff? • Please provide details of the reporting, monitoring and review mechanisms in place? How frequently? Methodology? By whom? Are annual reports collected and form the basis for the plan for the next year? • What is the annual budget for the analytical cell? How is the budget shared between UNICEF and the district administration? How are the finance / accounts managed and maintained?

Key Discussion Points

Role and Activities of the Analytical Cell	<ul style="list-style-type: none"> • What are the main roles and activities of the AC-DPMU today? • How “fixed’ are the role and activities of the analytical cell? Is the District administration free to influence this? What is the role of UNICEF in deciding the activities? Who all play a role in the decision making • Please describe the linkages/relationships between the Analytical Cell with the Planning and Statistical Units of the DPMU in Koraput? In what way do they work together and use the services of the analytical cell? • Please describe the linkages/relationships between the Analytical and government stakeholders in Koraput? <ul style="list-style-type: none"> ○ District Administration ○ Line Departments – Health, Education, WCD, RWSS, DRDA • Please describe the linkages/relationships between the Analytical Cell with NGOs/civil society organizations in Koraput? • Can you elaborate upon the various activities carried out by the analytical cell with / for these stakeholders • What are the activities undertaken by the DPMU (AC- K)? Are there any unique / additional areas that they support than what is provided in other districts?
Impact and Results	<ul style="list-style-type: none"> • To what extent has the AC-DPMU complemented / supported the existing planning and monitoring processes at the district ? • Has the AC- DPMU managed to establish inter-linkages with various stakeholders at the state, district and block levels? • Has there any changes / benefits that you see in the district as a result of this linkage/presence of the analytical cell? If yes, what are these changes? In what areas have these changes/ benefits been? - • Based on a comparative analysis across districts are you aware of any additional areas they have played a role / made a contribution? • What has been the feedback from the Koraput District Administration on the role played by DPMU(AC-K)? In what way has it helped in improving the decentralized planning- monitoring process in the district? • What were the main facilitators and challenges in the functioning of the AC-DPMU? • Would you suggest any areas for strengthening/changing? • Are there other activities/roles that you think the analytical cell can take up to support / strengthen the department? What are these? What do you think are the major challenges in playing these roles effectively? • What are the various factors that have been critical to the success of the analytical cell in Koraput?
Replication and Sustainability	<ul style="list-style-type: none"> • Do you think there is a role for the analytical cell in Koraput? And in other districts? • What are the key learning from the Koraput experience? • The UNICEF support for the analytical cell in Koraput comes to an end by 2012? What would your views be on the

Key Discussion Points

sustainability / continuity of this model?

- The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea?
 - What would you ideally want the role of these Analytical Cells across all DPMUs to be?
 - Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts
 - Challenges that you would expect in such replication and scale up
- Do you think a government Analytical Cell can be the same as the UNICEF supported one? What are the reasons behind your opinion? Suggestions towards this.
- What should be the role of the AC-DPMU going forward? Which are the areas of work that their inputs are needed/and most impactful?
- What are the challenges in implementing the current AC-DPMU model? What are the challenges that you foresee in operationalizing the model in other districts?
 - Budgetary support
 - Funding
 - human resources
 - Any other

C.2 DPMU – Analytical Cell, Koraput

Focus Areas of Discussion - Evolution & Relevance of DPMUs, Details of Activities, operations and functioning, Impact, Funding and Plans for Sustainability

Key Discussion Points	
Role and Operations of DPMU Analytical Wing	<ul style="list-style-type: none"> • What was the idea behind setting up of the AC-DPMU? • How is the HR structure and roles in the AC DPMU? How have these changed over time? <ul style="list-style-type: none"> ○ Terms of reference of all DPMU staff ○ Key result areas of DPMU staff • Have there been any internal capacity-building initiatives and supportive supervision undertaken for the Analytical Cell staff? <ul style="list-style-type: none"> ○ Support from UNICEF state office ○ Training • What are the linkages between the Analytical Cell and the Planning and Statistical Wings of the AC-DPMU? • What are the linkages of the AC-DPMU with government stakeholders? <ul style="list-style-type: none"> ○ District administration ○ DRDA ○ Health and family welfare ○ Education ○ Rural water supply and sanitation ○ Others • What are the linkages of the AC-DPMU with non-government stakeholders? • What are the main facilitators and challenges in establishing linkages and working with different stakeholders <ul style="list-style-type: none"> ○ government departments and district administration ○ NGOs and CBOs
Activities performed by DPMU	<ul style="list-style-type: none"> • What are the key activities undertaken by the Wing since establishment in 2008? (The broad list of activities to be covered is provided in Format A. Data for this will be collected as per Format B enclosed as an appendix. The key data points covered include <ul style="list-style-type: none"> ○ Activity name ○ Nature and purpose of the activity ○ Year in which initiated/undertaken ○ Department/Organization with which it was undertaken ○ Funding source ○ Role played by AC-DPMU in the activity

Key Discussion Points

	<ul style="list-style-type: none"> ○ Key impact/action/change area resulted by the activity ○ Regularity/sustainability of the activity
Adherence to UNICEF guidelines	<ul style="list-style-type: none"> ● Does UNICEF have a role in deciding the activities? Who are all involved in this process? ● What is the kind of support provided by UNICEF for the DPMU (AC-K) - financial, capacity building, technical support? ● Are there goals set? Are objectives clearly set and updated? Are JDs / KRAs also established for the DPMU (AC-K) and the staff? ● What are the financial norms followed by DPMU? Are these in line with UNICEF and Government of Odisha guidelines? ● What are the reporting/monitoring/review mechanisms for the DPMUs activities? ● What are the financial monitoring/review mechanisms for the DPMU set by UNICEF and the GoO?
Impact of the DPMU Analytical Wing	<ul style="list-style-type: none"> ● What has been the linkage of AC-DPMU with the existing planning and monitoring systems and processes? Has there been any change initiated/implemented by the AC-DPMU in these systems and processes? ● Has there been any change initiated/implemented by the AC-DPMU in planning and monitoring of flagship programs? What are these changes?
Challenges and Critical Success Factors	<ul style="list-style-type: none"> ● What are the major constraints/challenges to the functioning/activities of the DPMU? ● What are the best ways to overcome these challenges? ● What are the main facilitators for the effective functioning of the DPMUs? ● Any recommendations for the role/activities of the DPMU going forward ● What are the future plans for the Wing in context of the Government of Odisha model for DPMU? ● What are the areas of support that the Wing would require for effective functioning?
Resources and Funding	<ul style="list-style-type: none"> ● What are the resource requirements for the functioning of DPMUs- financial, HR, infrastructure etc. ● What was the on- going / annual budgetary support? Details of break-up of support? ● Please provide details on the management of resources by the DPMU
Replication and Sustainability	<ul style="list-style-type: none"> ● What are the challenges to the continuity of DPMU (AC-K) that you foresee with UNICEF support coming to an end

Key Discussion Points

in December 2012? What are your views on the sustainability of the DPMU?

- What is the key learning from the Koraput experience that could be carried forward to the scaled up model?
 - What are the changes you would like to make to the role/structure/activities/ functioning of the DPMU Analytical Cell now that the Government of Odisha is in the process of scaling up the DPMU Analytical Cell?

Appendix to Information Checklist

Format A – Key Activities of the DPMU (AC-K)

Stated Objectives of the DPMU – Analytical Cell, Koraput	Key Activities of DPMU related to the objective
<p>Decentralized Planning and Monitoring</p> <p><i>Strengthen Decentralized planning through peoples participation</i></p> <ul style="list-style-type: none">• Provide technical support in conducting decentralized planning as envisaged by the Planning Commission and the Department of Planning and Coordination, Government of Orissa.• Establish robust community monitoring systems and processes at villages through Palli Sabha and Village Development Committees (VDCs).• Provide technical support to DPC, Panchayat Raj Institutions (PRIs) and Urban Local Bodies (ULBs) for preparing and consolidating local level Plans. <p><i>Improve Planning in flagship programmes</i></p> <ul style="list-style-type: none">• Build capacities of the personnel responsible for planning in flagship programmes so that the quality of the annual work plans and perspective plans are improved.• Assist in appraisal of plans of flagship programmes.• Prepare shelf of projects and Detailed Project Reports (DPRs) for development programmes. <p><i>Establish Community monitoring systems</i></p> <ul style="list-style-type: none">• Establish strong community monitoring systems and processes through community dialogue and community action, as one of the major outcomes of decentralized planning.• Ensure regular Palli Sabha meetings where issues affecting the communities are discussed and prioritized. <p><i>Build Capacities of personnel in planning and monitoring</i></p> <ul style="list-style-type: none">• Train key personnel in planning and monitoring and MIS in flagship programmes.• Bring expertise and knowledge to the district through institutions and experts in specific areas.	<p>Structures/institutions</p> <ol style="list-style-type: none">1. Village Development Committees2. Village Information Committees3. Technical Sub-committees4. Gram panchayat resource centre <p>Processes</p> <ol style="list-style-type: none">1. Behaviour change communication2. Village micro plan3. District Core committee meetings4. Technical support to planning processes

Stated Objectives of the DPMU – Analytical Cell, Koraput	Key Activities of DPMU related to the objective
<p>Monitoring, evaluation and research</p> <p><i>Strengthen Monitoring & Evaluation of flagship programmes</i></p> <ul style="list-style-type: none"> Assist the District Administration (District Collector and District Heads of flagship Programmes) and DPC in monitoring of the programmes at regular intervals and take mid-course action. Provide technical support in putting in place monitoring systems including Concurrent Monitoring System. Assist DPC in monitoring and evaluating the implementation of flagship programmes. <p><i>Conduct Evaluation and Research</i></p> <ul style="list-style-type: none"> Assist the Government flagship programmes in conducting assessment, research and evaluation, studies, bottleneck analysis, etc. Support to formulate research/evaluation design and methodologies for studies conducted by various programmes at district level. 	<p>Research studies</p> <ol style="list-style-type: none"> Budget/financial analysis (activity 7) Bottleneck studies for different programs/schemes Ashram school survey Rapid Assessment of nutritional status Documentation of innovations and successes Social audit of ICDS Results monitoring survey <p>Systems/structures and processes</p> <ol style="list-style-type: none"> Technical guidance for monitoring flagship programs Rapid monitoring system
<p>Management information systems</p> <p><i>Strengthen MIS and Data systems in the District</i></p> <ul style="list-style-type: none"> Set up repository of all data, information, studies, documents, and reports with respect to the district so that DPMU emerges as a knowledge hub in the District. Collect, analyze, update and maintain database, and generate useful knowledge for the local level planning. 	<ol style="list-style-type: none"> GIS Helpdesk District data centre Knowledge hub

Appendix to Information Checklist

Format B – Profiling the Key Activities of the DPMU (AC-K)

S No	Activity	Dept. / Program	Start year	Nature and Purpose of Activity	Funding	Role of AC in the activity	Impact/action areas as a result of the activity	Frequency/regularity/sustainability of the activity	Documents/data available
1	Village Micro Plans								
2	Village Development Committees								
3	Village Information Centres								
4	Behaviour Change Communication								
5	Technical Sub Committees (TSC)								
6	District Core Committee Meeting								
7	Analysis								
8	Bottleneck study								
9	GIS Help Desk								
10	Rapid Monitoring System								
11	Supported in Monitoring process								
12	Ashram School Survey								
13	Rapid Assessment of Nutritional Status								
14	Supported the planning process: TSI								

S No	Activity	Dept. / Program	Start year	Nature and Purpose of Activity	Funding	Role of AC in the activity	Impact/action areas as a result of the activity	Frequency/regularity/sustainability of the activity	Documents/data available
15	Supported in Planning Process:- Health, Education, RWSS, DRDA-DPC.								
16	Success Story, Proposals, Innovative Projects Documentation								
17	District Data Center								
18	Knowledge Hub								
19	Social Audit of ICDS								
20	District Administration Tasks								
21	Gram Panchayat Resource Centers								
22	Results Monitoring Survey								
23	Other support activities								
24	Training to block resource group members								
25	Hand washing campaign								
26	Swachata Divas								
27	Assessment of toilet status in Anganwadis, schools								
28	Routine								

S.No.

S No	Activity	Dept. / Program	Start year	Nature and Purpose of Activity	Funding	Role of AC in the activity	Impact/action areas as a result of the activity	Frequency/regularity/sustainability of the activity	Documents/data available
	monitoring of RWSS								
29	RMS of RWSS								
30	Health TSC								
31	Infant death analysis – 2 blocks, FGDs, secondary, village level data								
32	JSY scheme and institutional deliveries								
33	VHSC effectiveness (gram kalia samitis)								
34	Success Story Documentation								
35	District Core Committee meeting								

D.1 Block Level Officials – Block Development Officers and Block level Officials of Line Department

Focus Areas of Discussion – Performance, Impact

Key Discussion Points

- What are the flagship programmes being handled by your department?
- What are the planning and monitoring processes being followed for the flagship programmes?
- Have there been any developments in the last 4-5 years in the planning and monitoring systems?
- In what aspects / areas do you interact with the DPMU?
- Are you aware of the DPMU Analytical Cell at Koraput?
- What have been the various inter linkages? Have the inter actions been direct / through the district. Please provide details of the various interfaces with the Analytical Cell.
- Have you collaborated with the Analytical Cell on any activities? What is the nature of this collaboration? (e.g. like social audits, village planning processes, RMS, Ashram survey, trainings to Block Resource Group etc.)
- Have you directly sought help or used any data provided by the Analytical Cell? Have you done it through your department?
- What are the areas of support provided to department by the Analytical wing with respect to decentralized planning?
 - Providing data, reports
 - Conducting evaluation studies, surveys
 - Capacity building
 - others
- Are you aware / heard of any of activities such as the social audit for ICDS/Ashram school survey/village planning process/RMS/SSA school evaluation etc. conducted in the block? Do you know who was involved in these?
- Did these activities lead to any action being taken to improve the health/education/nutrition indicators / service delivery in the block? Dis that result in any tangible benefits. Can you elaborate
- What are the other activities/areas of collaboration you would like the DPMU Analytical Cell to be involved in in the block?

Control District Checklists

E.1 District Collector – Nabarangpur

Key Discussion Points	
Evolution and Relevance of DPMUs	<ul style="list-style-type: none"> • What are the existing systems and processes of planning and monitoring in the District / block levels - <i>systems in place for flagship programmes, stakeholders involved, bottlenecks / challenges etc.</i> • Have there been any changes in these systems/processes in the last 4-5 years? If yes, what are these changes? What are the reasons behind these changes? – general challenges with DPCs, structural changes from DRDA to DD(DPMU), introduction of TSIs in planning etc. • Orissa is a pioneer in innovating decentralized planning models / institutions and the DPMU is one such innovative idea. Would you tell us about your thoughts on the DPMU programme as envisaged by the government? - General DPMU programme/model of the government, Role and purpose, Perceptions about the relevance of DPMU
Activities of DPMU	<ul style="list-style-type: none"> • Key activities undertaken by DPMU and specific areas of technical support provided by the DPMU to the district administration or the DPC • Were the activities of the DPMU fixed or did the district administration have flexibility in using them for their specific needs / requirements? • Who provides support in data collation, data analysis, analytical research, evaluative research, planning, project proposal preparation etc.? Does the DPMU provide support ? • What are the various linkages established by the DPMU with the district administration and various line departments? • What are the gaps that remain in the process of effective decentralized planning – availability of data, timely and quality of data, reliability of data, analysis etc. • Does the district administration seek inputs from DPMU for planning • Acceptability and action taken by the district administration on the basis of DPMU reports and data
Need for an Analytical Cell	<ul style="list-style-type: none"> • Are you aware of the DPMU model that is functional in Koraput? • In Koraput UNICEF has supported the Analytical Cell with the DPMU, which is a unique feature. What are your perceptions about the relevance and impact of this cell for the district administration and different flagship programmes? • Do you see any uniqueness or difference in Koraput versus other districts due to the presence of the Analytical Cell in its DPMU • Do you think there is a need for analytical cell in other districts

Key Discussion Points

- The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea?
 - What would you ideally want the role of these Analytical Cells across all DPMUs to be?
 - Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts
 - Challenges that you would expect in such replication and scale up

E.2 District Officials- Nabarangpur

Key Aspects to be Discussed	
Overview of DPMU in Decentralized planning and Monitoring	<ul style="list-style-type: none">▪ What are the various flagship programs handled by your division/department?▪ Please provide details of the planning and monitoring processes for the flagship programmes.▪ Have there been any initiatives in the last 4-5 years taken by the department to strengthen this program? If yes, what are they?▪ Have there been any linkages between your department and the DPMU in Nabarangpur? If yes, what have been these linkages?<ul style="list-style-type: none">○ How did the linkage start?○ What were the activities that you worked together with the DPMU?○ What were the nature and purpose of these activities?○ Have you sought help from the DPMU or used any data/report prepared by the DPMU?○ What were the nature and purpose of these activities?○ How according to you, did the DPMU perform in these activities?○ What kind of support do you/your department provide to the DPMU? How frequently? (in terms of data/information etc.)▪ Have the planning and monitoring processes or systems in your department changed in the last few years as a result of this linkage/presence of the DPMU in the district? If yes, what are these changes?<ul style="list-style-type: none">○ Whether the changes are perceived as positive or negative?▪ Do you feel that the DPMU plays a significant role in strengthening the decentralized planning system in the district?▪ What are the gaps that remain or aspects that you still find lacking to ensure effective decentralized planning? – <i>Availability of data, data collation, data analysis, evaluation, research support etc.</i> Currently who helps in all these areas?▪ What are your views on the impact of the DPMU in the district? Has the DPMU added any value to the planning and monitoring systems and processes of flagship programmes?▪ Has the DPMU been effective in meeting the requirements of the District Administration?▪ What are the key challenges in the effective functioning of the DPMU?▪ What are the areas for improvement for the DPMU? What additional roles can it undertake?▪ Going forward, what do you envisage the role/activities of the DPMU being?▪ Who is responsible for key analyses of data within the district? Does this analysis of data help in planning key flagship programmes in the district?▪ What do you think about having a separate cell for analyses of key data in the district?

Key Aspects to be Discussed

Role / Need for Analytical Cell

- Are you aware of the DPMU model that is functional in Koraput?
- In Koraput, UNICEF has supported the Analytical Cell with the DPMU, which is a unique feature. What are your perceptions about the relevance and impact of this cell for the district administration and different flagship programmes?
- Do you see any uniqueness or difference in Koraput versus other districts due to the presence of the Analytical Cell in its DPMU
- Do you believe such a cell should exist in this district as well? How do you believe it will add value to the planning and monitoring systems/processes in the district?
- The state government is planning to scale up the idea of the Analytical Cell across all districts. What is your opinion about this idea?
 - What would you ideally want the role of these Analytical Cells across all DPMUs to be?
 - Learning from the Koraput Analytical Cell that can be taken forward to replicate in other districts
- Challenges that you would expect in such replication and scale up. If the Analytical Cell is included under the DPMU what are the challenges you foresee in the functioning of the DPMU?
 - Acceptance of a new cell
 - Quality of HR
- What are your perceptions about the relevance and impact of this cell for the district administration and different flagship programmes?

E.3 Deputy Director-DPMU, Nabarangpur

Key Discussion Points	
Planning and monitoring process in the district	<ul style="list-style-type: none"> • What are the existing systems and processes of planning and monitoring in the District / block levels - <i>systems in place for flagship programmes, stakeholders involved, bottlenecks / challenges etc.</i> • Have there been any changes in these systems/processes in the last 4-5 years? If yes, what are these changes? What are the reasons behind these changes? – general challenges with DPCs, structural changes from DRDA to DD(DPMU), introduction of TSIs in planning etc. • Orissa is a pioneer in innovating decentralized planning models / institutions and the DPMU is one such innovative idea. Would you tell us about your thoughts on the DPMU programme as envisaged by the government? - General DPMU programme/model of the government, Role and purpose, Perceptions about the relevance of DPMU • What are the challenges that you face in the planning and monitoring process? How do you think these challenges can be overcome? <ul style="list-style-type: none"> ○ Gaps in data availability ○ Gaps in data analysis and collation ○ Regular monitoring of flagship programs ○ Use of data for corrective action in programs/schemes
Overview, role and operations of the DPMU	<ul style="list-style-type: none"> • What was the context for the introduction of the DPMUs in the district? What were the intended objectives? • Would explain the human resource structure and number of staff members in the DPMU? What are their reporting structures? • What are the financial and programmatic review mechanisms for the DPMU? • Has the role and functioning/positioning of the DPMU evolved over time? What have been these changes and the reasons behind them? • What was the rationale behind the introduction of TSIs for district planning? In what way did this have an impact on the planning process in the district? • What are the main roles and activities of the DPMU today in your district? • Please describe the linkages/relationships between the Planning and Statistical Units of the DPMU in Nabarangpur? What are your perceptions about these linkages?

Key Discussion Points

	<ul style="list-style-type: none"> • Please describe the linkages/relationships between the DPMU with government stakeholders in Nabarangpur? What are your perceptions about these linkages? <ul style="list-style-type: none"> ○ District Administration ○ Line Departments – Health, Education, WCD, RWSS, DRDA • Please describe the linkages/relationships between the DPMU with NGOs/civil society organizations and the TSI in Nabarangpur? What are your perceptions about these linkages? • What is the learning about inter-linkages/relationships of the DPMU with these different stakeholders? • What were the main facilitators and challenges in the functioning of the DPMU? Would you suggest any areas for strengthening/changing?
<p>Replication and scale up</p>	<ul style="list-style-type: none"> • Are you aware of any other model of DPMU in other districts of Odisha, like Koraput? If yes, how is it different from the DPMU in Nabarangpur? What are your perceptions about the two models? • What should be the role of the DPMU going forward? Which are the areas of work that their inputs are needed/and most impactful? • The government is planning to introduce Analytical Cells across all districts. What are your thoughts on this? Do you have any suggestions about the model of Analytical Cell for your district that will be the most effective and impactful? • What are the challenges in implementing the current DPMU model? What are the challenges that you foresee in operationalizing Analytical Cells across districts? <ul style="list-style-type: none"> ○ Budgetary support ○ Funding ○ human resources ○ Any other

E.4 Block Level Officials

Key Discussion Points	
Awareness and Role of DPMU	<ul style="list-style-type: none"> ▪ What are the programmes being handled in the block? ▪ What are the planning and monitoring processes being followed in the block? ▪ Have there been any differences in the past 4-5 years in the planning and monitoring systems? Are these positive or negative changes? ▪ Are you aware of the DPMU? ▪ If yes, please provide details of your interaction with the DPMU. ○ Has the DPMU helped you in improving planning and monitoring processes and systems? If yes, how? Can probe- Providing data, reports, Conducting evaluation studies, surveys, Capacity building, others ▪ Have you collaborated with the DPMU on any activities? What is the nature of this collaboration? ▪ Who was involved in these activities? Did these activities lead to any action being taken to improve the health/education/nutrition in the block? ▪ Please provide your views on any impact created by the DPMU in the block/district? ▪ What are the other activities/areas of collaboration you would like the DPMU to be involved in in the block?
Awareness of DPMU Analytical Cell in Koraput	<ul style="list-style-type: none"> • Do you think that having a separate cell for analyses of key data will be beneficial? • If yes, what do you envisage the role of such a Cell in the district? • Are you aware of the UNICEF supported Analytical Cell under the DPMU in Koraput? • Do you believe such a cell should exist in this district as well? How do you believe it will add value to the planning and monitoring systems/processes in the district?

ANNEXURE V

**LIST OF MEETINGS ATTENDED AND
PERSONS INTERVIEWED**

List of Meetings attended and persons interviewed

Location	Name of Stakeholders
In-depth Interviews	
Bhubaneswar	Dr. R.V Singh, Special Secretary, Department of Planning and Coordination
	Ms. Ruth Benjamin, Programme Manager, UNICEF Orissa
	Mr. Amarjit Jena, Programme Manager, UNICEF, Orissa
	Mr. Rajesh Patnaik, Planning, Monitoring & Evaluation Officer, UNICEF Orissa
Koraput	Mr. Sanjay Kumar Nanda, Deputy Director DPMU, Koraput
	Mr. Balamukunda Bhuyan, District Project Coordination, Sarva Shiksha Abhiyan, Koraput
	Dr. P.C Mohapatra, Director, COATS (Technical Support Institution for Koraput)
	Smt Sailabala Prusty, District Informatics Officer, Koraput
	Mr. Manoranjan Mali, Chief Engineer, Department of Water Supply and Sanitation, Koraput
	Mr. Shankuly Vishwar, IEC Consultant
	Ms. G. Seeta Kumari, District Coordinator, Mission Shakti
	Mr. Santosh Kumar Padhi, NOP
	Ms. Sutapa Paharaj, GIS Cell
	Dr. Mihir Kumar Jena, Foundation for Ecological Security
	Mr. Sourabh Kumar Patnaik, Koraput Farmers Association
	Mr. Sanjit Patnayak Founder, Sova
	Mr. Sachin R. Jadhav, District Collector, Koraput
	Ms. Soojata Misra, BDO-Koraput block, Koraput
	Mr. Ramesh Chandra Sahu, BDO- Pottangi Block, Koraput
	Mr. Nandakishore Munda, DD-DPMU, Nabarangpur
Mr. Ratnakar Sahoo, BDO, Papadahandi Block, Nabarangpur	
Nabarangpur	Dr. Jitendra Kumar Sahoo, CDMO, Nabarangpur
	Mr. James Ekka, Project Director, DRDA, Nabarangpur
	Mr. Ananda Jena, District Project Coordinator, Sarva Shiksha Abhiyan, Nabarangpur
	Mr. Sitaram Patil, BDO-Umerkote Block, Nabarangpur
	Mr. Sitaram Patil, BDO-Umerkote Block, Nabarangpur
Group Interview	
Koraput	Mr. Akshaya Limal, Monitoring and Evaluation Specialist and Mr. Arun Kumar Hial, Planning and Documentation Specialist, DPMU-Analytical Cell, Koraput
	Dr. Pramod Kumar Mohanty, CDMO, Dr. Khyama Rani Misha, ADMO (FW)I/C, Mr. Biswambar Behera, DPM, NRHM and Mr. Santosh Kumar Behera, Coordinator, IEC/BCC Koraput
	Mr. Umesh Patra, Joint Secretary; Mr. Ashok Mishra, Project Coordinator; Mr. Prabhat Paikray, Project Coordinator; Mr. Amit Nayak, Project Coordinator; Ekta
Nabarangpur	Ms. Yamini Sarangi, District Collector; Additional Project Director, DRDA; Dr. Jitendra Kumar Sahoo, CDMO; DSWO, Nabarangpur

ANNEXURE VI
DETAILS OF ACTIVITIES

Details of activities carried out by the DPMU-AC are provided below:

Activity Name: Village Micro Plan		
Year of initiation/ duration of the activity : 2007-2008	Funding Source: Wholly funded by UNICEF in Koraput	Dept./Program under whose instance the activity was undertaken: Was initiated by DRDA Partners with whom this activity was undertaken: NGOs
Nature and purpose of the activity	The micro planning process was initiated in 6 Blocks of the district. At least 2 NGOs were selected in each district to undertake this. NGOs brought local issues to the forefront. The micro plans were done by village youth volunteers and NGOs. Training for NGOs was done by UNICEF officials.	
DPMU's Role in the activity	DPMU's role included facilitating, coordinating, monitoring NGOs. 21 days of training undertaken by DPMU. Implementation by NGO. DPMU also helped DRDA in selection of NGOs. DPMU did not provide any technical support. Technical support was provided by UNICEF. Biranchi, the Decentralized planning expert under DRDA was involved in this activity.	
Impact/action areas as a result of the activity	Sensitization of the PRIs and community participation	
Frequency/regularity/ sustainability of the activity	Was a one-time activity	

Activity Name: Village Development Committees		
Year of initiation/ duration of the activity : 2008	Funding Source: UNICEF	Dept./Program under whose instance the activity was undertaken: SOVA (NGO) initiated and was the implementing agency Partners with whom this activity was undertaken: SOVA
Nature and purpose of the activity	Village Development Committee (Gaon Kutumb) is a community based institution at the village and Gram Panchayat level for promotion of village development work. The purpose of this was to bring about convergence among different departments/programs at village level.	
DPMU's Role in the activity	DPMU's role primary involved facilitation and coordination. Biranchi from DPMU was involved in this activity	
Impact/action areas as a result of the activity	100 VDCs were set up under this activity The Orissa Tribal Livelihoods Programme also started setting up VDCs.	
Frequency/regularity/ sustainability of the activity	Was a onetime activity and was for 1 year	

Activity Name: Village Information Centre		
Year of initiation/ duration of the activity : 2009-11	Funding Source: UNICEF till March 2011	Dept./Program under whose instance the activity was undertaken: DRDA and UNICEF. Partners with whom this activity was undertaken: Phase I was implemented by Ekta and Phase II by Sova
Nature and purpose of the activity	<p>The purpose of VICs was awareness generation at the village level. Phase I of the program which extended over a period of 1 year was undertaken by the NGO, Ekta. Phase II was by the NGO, SOVA. During Phase II the VICs were renamed as Gram Panchayat Resource Centre (GPRC). The Government has decided to scale up the model.</p> <p>50 GPs were selected for setting up the GPRCs under coordination from SOVA. About 760 VICs were established in the two phases.</p>	
DPMU's Role in the activity	<p>DPMU played a project monitoring role under this activity. Key activities of DPMU included</p> <ul style="list-style-type: none"> • Monitoring all functional aspects of VIC from establishment to functionality • Ensuring the availability of resources looking at the operations etc. • Attending regular monthly meetings, field visits • Monitoring of NGOs, facilitating NGO network meetings <p>The role of DPMU came to an end in March 2011 when NGOs started managing on their own and UNICEF funding was stopped. DPMU also prepared monitoring reports and report on review meetings during this engagement.</p>	
Impact/action areas as a result of the activity	<p>760 VICs were set up under both the phases. However very few are functional now. The GPRCs (the VICs which have become GPRCs) in the 50 GPs are still active. The project focus has shifted from the village level up to the GP level.</p> <p>Direct impact related to DPMUs role not established</p>	
Frequency/regularity/ sustainability of the activity	One-time. The role of DPMU in this activity came to an end in March 2011.	

Activity Name: Behavior Change Communication (BCC)		
Year of initiation/ Duration of the activity : 2008 – On-going	Funding Source: UNICEF. Funding is still from UNICEF but is effectively being minimized	Dept./Program under whose instance the activity was undertaken: DRDA and UNICEF Partners with whom this activity was undertaken: NGOs
Nature and purpose of the activity	<p>The program aimed at establishing a civil society network in Koraput district for working on developmental issues with focus on women and children. The key objectives included: (i) increasing awareness at community level through thematic trainings on 4 UNICEF focus areas i.e. girl education, hand-washing, HIV/AIDS and breast feeding; (ii) strengthening programs like GKS, Immunization, VEC at the community level; (iii) Supportive supervision and training to Village Youth Volunteers (VYVs) ; (iv) To develop Village Information Centres as knowledge hubs with information on various Government schemes, IEC material on cross cutting issues along with progress achieved and (v) ensuring participation of community. The program was implemented in 12 blocks of the district through local NGOs. Orientation to the objective and strategy of the project was provided by UNICEF. Contact drive facilitators were selected and trained to be the effective change agents in the villages. Funding came from UNICEF. Though UNICEF is still funding, it is being effectively minimized i.e. UNICEF is funding mainly for HR currently with the funding for program activities coming from Government departments. Integrated BCC (IBCC) was set up in 2009 and is continuing as on October 2012. IBCC is aimed at integrating issues from all the departments. Currently the office of the Chief District Medical Officer (CDMO) is responsible for integrating all issues.</p>	
DPMU's Role in the activity	<p>Since inception till 2011, DPMU's role involved :</p> <ul style="list-style-type: none"> • Facilitating the NGO partner's meetings • Facilitating Training to Trainers(Tot) on BCC • Facilitating training programs for VYVs • Selection of contact drive facilitators and conducting of contact drives • Attending monthly review meetings • Monitoring and review of the NGOs <p>As of October 2012, DPMU's main activity includes attending IBCC meetings every month and providing inputs for initiating action. DPMU provides 'Samiksha' analysis report in these meetings DPMU has moved from playing a project management role to more of a technical role</p>	
Impact/action areas as a result of the activity	Integrated BCC planning and activities taking place in the district now.	
Frequency/regularity/ sustainability of the activity	Regular. Attends the review meetings every month	

Activity Name: Technical Sub Committee(TSC)		
Year of initiation/ Duration of the activity : 2008 - 2012	Funding Source:	Dept./Program under whose instance the activity was undertaken: Partners with whom this activity was undertaken:
Nature and purpose of the activity	<p>In 2008, 3 Technical Sub-Committees (TSC) were set up for providing technical and supervision support to the District Core Committee (DCC) meetings.</p> <ul style="list-style-type: none"> • TSC 1: For under 3 children and mothers chaired by the CDMO held quarterly or half-yearly • TSC 2: For school children chaired by District Project Coordinator(DPC), Sarva Sikhsha Abhijan (SSA) held every month • TSC 3: For Rural Development chaired by PD, DRDA <p>The main idea behind TSC was to have issue based reviews, debates and discussion and bringing about inter-departmental convergence on various issues. Departments which are part of the TSC are ICDS, WSS, Education (SSA) and WCD. Prior to 2008, TSC was in the form of Committee Coordination meeting for under 3 children.</p> <p>As of October 2012, TSC 1 and TSC 2 are active. However TSC 1 has not been held since the last 2 quarters as on Oct 2012 after the change of CDMO in the district. TSC 3 was held twice and is not being held any more. DPMU found it difficult to support rural livelihood issues which were the core theme of TSC 3. The agenda for the next TSC meeting are discussed and debated in the TSC. The actions on the proceedings of a TSC meeting are discussed in the subsequent TSC meetings. Representative from DCC attend the TSCs. UNICEF officials may attend the meetings.</p>	
DPMU's Role in the activity	<p>Role of DPMU:</p> <ul style="list-style-type: none"> • Triggering issues on children by presenting and bringing forth various issues in the meeting (For eg. Analysis of students/teachers attendance by comparing external reports) • Issue based review in the areas of immunization, school attendance, mortality etc. • Working on issues discussed in TSC meetings and presenting in subsequent meetings • Providing recommendations on key issues • Monitoring any action taken based on recommendations/discussions in the TSC 	
Impact/action areas as a result of the activity	<p>Action is taken by departments/programs on the basis of the data presented by AC, DPMU at TSCs. However the actions taken due to the data presented by DPMU is not being monitored directly. The actions on the proceedings of a TSC meeting are discussed in the subsequent TSC meetings.</p>	
Frequency/regularity/ sustainability of the activity	Regular activity for AC, DPMU	

Activity Name: District Core Committee meetings (DCC)		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: NA	Dept./Program under whose instance the activity was undertaken: Partners with whom this activity was undertaken:
Nature and purpose of the activity	The District Core Committee meeting is held to review the progress on various programs by the departments, identifying challenges and bottlenecks and re-strategizing. The meetings are chaired by the District Collector and are attended by the chairpersons of flagship programs and departmental heads of the district. These meetings are also attended by UNICEF officials. The meetings are generally held quarterly.	
DPMU's Role in the activity	Role of DPMU: <ul style="list-style-type: none"> • Attending DCC meetings and preparing meeting proceedings and minutes • Analysis and evaluation on issues if requested by the District Collector or District Administration and also depending on the proceedings of the meetings The DPMU also made presentations in these meetings (2-3 times)	
Impact/action areas as a result of the activity	-	
Frequency/regularity/ sustainability of the activity	Regular Activity for the AC, DPMU	

Activity Name: Analysis		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: No major funding involved.	Dept./Program under whose instance the activity was undertaken: Different Departments involved Partners with whom this activity was undertaken:
Nature and purpose of the activity	Secondary analysis on various issues and programs in the district	
DPMU's Role in the activity	AC, DPMU undertakes various analysis on the basis of discussions in Core Committee Meetings, TSC, DCC, own interest areas and KRAs of DPMU staff, request from departments and UNICEF. However monitoring of actions based on the analysis is not being done directly as of October 2012. Some of the actions are discussed during Core Committee, TSC or BCC meetings. Following are some of the Analysis studies done by AC, DPMU: <ul style="list-style-type: none"> • Analysis of Infant Death, IMNCI & Routine Immunization • Analysis of Monitoring Formats used in SSA • Analysis of IEC/BCC fund utilization under National Rural Health Mission, Koraput District; Samiksha Analysis • Others include: Annual status report on education (ASER); Analysis, District Information on School Education (DISE) Analysis; Health Management and Information System (HMIS Analysis); Tenure 	

	Analysis for key district officials and block level officials; Budget analysis of NRHM, SSA, ICDS, Rural Water Supply and TSC was prepared and shared with all concerned
Impact/action areas as a result of the activity	Though actions taken on the analysis studies are not tracked directly, these are discussed in various meetings. For instance the issues highlighted in the Samiksha report led to the training of CRCC and BRCC. The training was done by DPMU staff. A presentation was made by DPMU to show the improvements
Frequency/regularity/sustainability of the activity	Ongoing activity. However it is done as per requests from various stakeholders and there is no periodicity

Activity Name: Bottleneck Studies		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: No major funding involved. Only Dhanalakshmi scheme analysis was funded by UNICEF	Dept./Program under whose instance the activity was undertaken: Partners with whom this activity was undertaken: The study on Dhanlakshmi scheme was implemented through external volunteers
Nature and purpose of the activity	Bottleneck analysis of various schemes and programs. This is done by DPMU staff as per their KRAs.	
DPMU's Role in the activity	The staffs of AC, DPMU take up bottleneck studies as per their KRAs and interest areas. Some of the bottleneck studies taken up by the DPMY include: <ul style="list-style-type: none"> • Janani Suraksha Yojana • Gaon Kalyan Samiti • Short Stay Homes Scheme • Dhanlakshmi 	
Impact/action areas as a result of the activity	The impact and action areas resulting from the studies are not being directly monitored/tracked	
Frequency/regularity/sustainability of the activity	Ongoing activity depending on the KRAs of the DPMU staff	

Activity Name: GIS Help Desk		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: Funded by DRDA; One training was funded by UNICEF	Dept./Program under whose instance the activity was undertaken: NIC, DRDA Partners with whom this activity was undertaken:
Nature and purpose of the activity	The objective of the Help Desk was to map the District/Block/GP/Village along with existing infrastructure and the ongoing development programme for the district at different levels geographically along with their associated information relevant for decision making in GIS environment; To assess the type and nature of data base that are felt necessary by various department functionaries' district/Block/GP levels; To generate/Collect the required data base from	

	<p>the grass root level for rural development in GIS format; To facilitate query based analysis (Generations thematic maps based on single query, range query and Multiple query along with query based reports of the GIS data; and to retrieve attribute information of the mapped feature basing on the requirement.</p> <p>This activity was initiated in 2009-10 and training was conducted in GIS. The GIS is now managed by NIC. It has not been updated since 2010.</p>
DPMU's Role in the activity	<p>Role of DPMU involved:</p> <ul style="list-style-type: none"> • Preparing formats for data collection • Collection, compilation, coding and arrangement of the data in the required format and providing it to NIC • Preparing checklist of issues to be covered in nodal officers meeting across departments • Conducting and facilitating training by hiring external expert of GIS to MIS personnel of the flagship programme • Providing handholding support to MIS personnel as when required and requested by District Administration for using GIS maps in planning • Facilitated use of desktop application of the GIS in monitoring by line departments and development of district plans
Impact/action areas as a result of the activity	<ul style="list-style-type: none"> • Use of GIS in creation of planning maps • The desktop application of the GIS is being used by Watershed, IAP, besides monitoring of education and health department and development of district plans.
Frequency/regularity/sustainability of the activity	

Activity Name: Rapid Monitoring System		
Year of initiation/ Duration of the activity : 2010-2011	Funding Source: UNICEF	Dept./Program under whose instance the activity was undertaken: District Administration and UNICEF. The concept was initiated by the District Collector Partners with whom this activity was undertaken: District Administration
Nature and purpose of the activity	The objective of the activity was to strengthen the monitoring systems in the departments, ascertain the successful implementation of Govt. schemes and programs, and strengthen the monitoring system at the grass root level by bringing in the concept of surprise checks at the grass root level. Data collection was done by Government officials. Two Teams of Government officials were assigned to go on RMS Visits in separate routes and they were accompanied with one professional in each team. The Government officials involved in data collection would provide qualitative report to the District Collector and the collector would send the action plan to the DD, DPMU which would then be sent across to all line departments and finally circulated among the respective	

	functionaries.
DPMU's Role in the activity	<p>Role of DPMU involved:</p> <ul style="list-style-type: none"> • Day to day analysis and monitoring of the visits by the field staff and quality assurance • Design of data collection formats • Preparation of guidelines for training of the investigators • Analysis of data, preparation of study reports and presentation to the District Administration • Preparation of checklists for the field visits • Review of the qualitative reports prepared by the Government field staff <p>DPMU coordinated and facilitated the process.</p>
Impact/action areas as a result of the activity	Based on the reports prepared by the DPMU, the DC would prepare an action plan to be shared across the district with line department officers and grass root functionaries.
Frequency/regularity/sustainability of the activity	One time. Completed

Activity Name: Ashram School Survey		
Year of initiation/ Duration of the activity : 2010- 2011 (6 months)	Funding Source: UNICEF	Dept./Program under whose instance the activity was undertaken: SC and ST development Department Partners with whom this activity was undertaken: NGOs and retired teachers involved in data collection
Nature and purpose of the activity	The ashram schools were established by the SC and ST development department to provide education with residential facilities to the children of deprived communities. 142 Ashram schools were assessed .	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Preparation of Concept note • Design of questionnaire, checklists • Data quality assurance • Training to investigators • Direct monitoring of the investigators, analysis and report <p>Data collection was by individual investigators – NGO staff, retired Teachers etc.</p>	
Impact/action areas as a result of the activity	After submission of the report circular was passed and action on toilets, water supply, food menus etc. were taken However, there has been no follow up action to see if action is still being taken to address issues.	
Frequency/regularity/sustainability of the activity	One time activity	

Activity Name: Support in monitoring process		
Year of initiation/ Duration of the activity : 2010-2012	Funding Source:	Dept./Program under whose instance the activity was undertaken: Different departments Partners with whom this activity was

		undertaken:
Nature and purpose of the activity	Major flagship programs in the district have sought technical guidance towards monitoring their respective programs	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Routine field visits by DPMU staff for different programs • Assessments and observations during field visits This activity is taken up by DPMU staff on request by departments sometimes. It is also internally triggered and taken up by the staff on their own. Sometimes it is also mentioned in their KRA	
Impact/action areas as a result of the activity		
Frequency/regularity/sustainability of the activity	Ongoing.	

Activity Name: Rapid Assessment of Nutritional Status		
Year of initiation/ Duration of the activity : 2010 (8 months)	Funding Source: Major funding was by UNICEF and a small percentage was by District Administration	Dept./Program under whose instance the activity was undertaken: District administration, ICDS, WCD, District Social Welfare division (under WCD) Partners with whom this activity was undertaken: SOVA (NGO) , ICDS officials
Nature and purpose of the activity	To cross check and validate underweight data of the ICDS. SOVA did data collection and entry. DPMU did concept and study design, analysis, reporting. ICDS supervisors trained NGOs on weighing. Weighing machines supplied by government.	
DPMU's Role in the activity	Role of DPMU: <ul style="list-style-type: none"> • Concept note preparation • Study Design • Data mining and validation • Data analysis and reporting • Coordination with the NGO partner 	
Impact/action areas as a result of the activity	<ul style="list-style-type: none"> • Logistical gaps addressed- weighing machines procured for all AWCs • Introduction of fixed day weighing at the Anganwadis • Play schools regularized • Social Audit was a result of this activity • Distribution of Supplementary Nutrition Packages through SHGs and regularizing 	
Frequency/regularity/sustainability of the activity	One time activity.	

Activity Name: Support to Technical Support Institutions (TSI) in the Planning Process		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: The activity is funded by Planning and Coordination Department. No	Dept./Program under whose instance the activity was undertaken: District Administration Partners with whom this activity was

	funding to DPMU	undertaken: COATS
Nature and purpose of the activity	The District Perspective Plans are prepared by TSI in the district. COATS is responsible for preparation of District Plan for Koraput. DPMU is providing technical support to the TSI (COATS) for preparation of the District Perspective Plans	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Data inputs and analysis • Drafting chapters of the District Plan 	
Impact/action areas as a result of the activity		
Frequency/regularity/sustainability of the activity	Ongoing	

Activity Name: Supported in Planning Process:- Health, Education, RWSS, DRDA- DPC.		
Year of initiation/ Duration of the activity : 2009 - 2012	Funding Source: Individual line departments	Dept./Program under whose instance the activity was undertaken: All Line departments Partners with whom this activity was undertaken:
Nature and purpose of the activity	Responsibility for the preparation of Program Implementation Plan (PIP) rests with the Line departments.	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Data support and guidance in preparation of the plans • Participation in planning meetings. It was a part of the KRA of Planning & Monitoring Specialist. As of October 2012, there was no Planning & Monitoring Specialist. Hence it is not mandatory for the DPMU staff to attend the meetings 	
Impact/action areas as a result of the activity	-	
Frequency/regularity/sustainability of the activity	Ongoing ; Every year	

Activity Name: Success Story, Proposals, Innovative Projects Documentation		
Year of initiation/ Duration of the activity : Since 2009 – 2012	Funding Source: NA	Dept./Program under whose instance the activity was undertaken: District Administration Partners with whom this activity was undertaken:
Nature and purpose of the activity	The documentation of success stories was initiated by the District Collector. Success stories on various Government schemes and programs are now hosted in the District website- www.koraput.nic.in . Many of the success stories are also published in country level publications.	
DPMU's Role in the activity	DPMU prepares success stories under request from DD, DPMU and the District Administration. IAP success stories are also documented by the DPMU under this activity.	

Impact/action areas as a result of the activity	-
Frequency/regularity/sustainability of the activity	Ongoing but as per request from District Administration

Activity Name: District Data Centre/ Knowledge Hub		
Year of initiation/ Duration of the activity : 2008 -2012	Funding Source:	Dept./Program under whose instance the activity was undertaken: Individual Line Departments, District Administration Partners with whom this activity was undertaken:
Nature and purpose of the activity	Preparation of factsheets on departments/flagship programs and hosting in the District's website. Also involved in compilation of District Level Data. It is part of the KRA of the DPMU personnel.	
DPMU's Role in the activity	The DPMU collates all documents, data from various sources i.e. department websites, Planning Department, reports, surveys and maintains a database of the district level data. Also prepares a factsheet for all departments and programmes. DPMU also developed local MDGs by taking proxy indicators for the district. Earlier the DPMU used to upload this data on on the district website but now only update and circulate these documents internally.	
Impact/action areas as a result of the activity	Data is used by different departments and the district administration mainly for planning and to give directions to the district	
Frequency/regularity/sustainability of the activity	Ongoing. Whenever updation is required based on new data available	

Activity Name: Social Audit of ICDS		
Year of initiation/ Duration of the activity : 2010 – 2012	Funding Source: UNICEF	Dept./Program under whose instance the activity was undertaken: ICDS and District Administration Partners with whom this activity was undertaken:
Nature and purpose of the activity	Social audit of ICDS Phase I was piloted in the district in collaboration with Mission Shakti & UNICEF with the objective of sensitizing the community as well as beneficiaries about their entitlement in ICDS scheme, inter-linkage between community and service provider, pinpoint specific areas of improvement as well as learn from best practices, teach community to own the whole process and evaluate the services delivery mechanism Phase II of the ICDS Social Audit was done to find out the bottlenecks involved in the implementation of the ICDS program and also to generate awareness among the stakeholders on the ICDS program as well as their entitlements under the umbrella of the scheme. The objectives were in line with the Social Audit Phase I.	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Conceptualization, • Design 	

	<ul style="list-style-type: none"> • Coordinating • training data collectors • analysis and reporting
Impact/action areas as a result of the activity	Grading of the Anganwadis was done after the social audit. Supreme court guidelines were implemented through this.
Frequency/regularity/ sustainability of the activity	One time activity for the DPMU. Phase 3 of the social audit is in the planning phase now- the district administration is trying to take complete ownership of the activity

Activity Name: District Administration Tasks		
Year of initiation/ Duration of the activity : 2010 - 2012	Funding Source:	Dept./Program under whose instance the activity was undertaken: District Administration Partners with whom this activity was undertaken:
Nature and purpose of the activity	DPMU takes up tasks as per request by District Collector, District Administration and line departments	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Conceptualization and writing concept notes • Organizing and coordinating/ logistical support for events like Parab, different melas like health mela, swachata diwas, cycle rally, job fairs • Monitoring support • Attending JRMs for health and education, IAP meetings etc 	
Impact/action areas as a result of the activity		
Frequency/regularity/ sustainability of the activity	As per request (2-3 in a year on average). Event organization is annual.	

Activity Name: Gram Panchayat Resource Centre		
Year of initiation/ Duration of the activity : 2011	Funding Source:	Dept./Program under whose instance the activity was undertaken: SOVA (NGO) and DRDA Partners with whom this activity was undertaken: SOVA
Nature and purpose of the activity	As described under VICs	
DPMU's Role in the activity	<ul style="list-style-type: none"> • Participation in meetings • DPMU prepared the monitoring checklists DPMU has limited involvement and on invitation	
Impact/action areas as a result of the activity	-	
Frequency/regularity/ sustainability of the activity	Ongoing, on request	

Activity Name: Results Monitoring Survey		
Year of initiation/ Duration of the activity : 2012 - 2013	Funding Source: UNICEF	Dept./Program under whose instance the activity was undertaken: UNICEF initiated in consultation with district administration. Partners with whom this activity was undertaken:
Nature and purpose of the activity	<p>The objective of the survey is to ascertain whether the government programmes and schemes reach people; quality of service delivery under various Govt. Programs; thorough probe about the service quality and client satisfaction; advocate with the service provider/ department to deliver service as per standard norms and guidelines; and to carry out further need-based in-depth study on the issues flagged in the outcome monitoring and also identify bottlenecks in effective implementation of the program in the context of beneficiary as well as service providers.</p> <p>The survey would happen in 2 rounds. 1st Round as of October 2012– Data collection is over. Data entry, cleaning and analysis to start. Presentation to be made in November-December 2nd round – Data collection to start in January 2013</p>	
DPMU’s Role in the activity	<p>This is the main KRA of DPMU staff for the year 2012-2013. Role of DPMU:</p> <ul style="list-style-type: none"> • Conceptualization, study design • Data collection is coordinated directly (individual investigators recruited) and quality assurance • Preparation of sampling plan, methodologies • Analysis and reporting • DPMU has recruited and trained the investigators for carryoing out the survey <p>DPMU receives constant technical guidance from UNICEF and line departments and district administration</p>	
Impact/action areas as a result of the activity	-	
Frequency/regularity/ sustainability of the activity	One time activity. However there is a plan to make this into a regular data survey.	

ANNEXURE VII
BUDGETARY ALLOCATIONS

Details of the DPMU-AC budget are provided below.

DPMU-AC budget (January – December 2012)

<u>S.No</u>	<u>Description</u>	<u>Budget Approved (in Rs.)</u>
1.	Honarairum for Planning and Documentation Specialist and Monitoring and Evaluation Specialist (Rs. 42,000 X 2 professionals X 12 months)	10,08,000
2.	Vehicle hire charges (Rs. 13,000 X 12 months) and Diesel and Oil (Rs. 7,000X 12 months- on actuals)	2,40,000
3.	Communication charges (Rs. 1,500X 2 professionals X 12 months- supported by bills and on actuals)	36,000
4.	TA/DA for nights spent out of duty station as per government norms supported by trip report (Rs. 4,000X 12 months)	48,000
5.	Management costs (Rs. 12,500 X 12 months)	1,50,000
6.	Mobility and contingency support to Deputy Director, DPMU (Rs. 10,000 X 12 months)	1,20,000
	Total	16,02,000