



Poverty Alleviation: Strengthening Institutions and Activating Communities in SAARC Countries

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Centre On Integrated Rural Development For Asia And The Pacific

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5. Poverty Alleviation: Strengthening Institutions and Activating Communities in SAARC Countries

Country Coverage : **All SAARC Countries (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka)**

Duration : **5 Years**

Proposed Budget : **US\$ 4,818,650**

1. Background

With the understanding that the concept paper on "SAARC Poverty Alleviation Fund: The Role of CIRDAP" submitted by CIRDAP through "The High Commission of India" in Dhaka on 12 December 2004, has been received positively by the Government of India (GOI), this proposal has been developed by CIRDAP specifying activities, implementation modalities, time frame and budget. It is assumed that the fund will be provided by GOI as the grant-in-aid support to CIRDAP as the initial investment to prepare CIRDAP as a partner organization to implement SAARC Poverty Alleviation Fund, as and when it is appropriately set up. In the meantime, CIRDAP will also formalize the institutional linkage with SAARC by signing MOU for such purposes.

2. Present State of Poverty in SAARC Countries

The number of people in absolute poverty has risen in SAARC Countries making it home to the largest number of poor comprising more than 450 million which accounts for 40 percent of the World's poor and over 300 million are chronically malnourished. In 1998, 43 per cent of the poor were living on less than \$1 per day was in SAARC region compared to 39 per cent in 1990s. However, if the population below \$2 a day is taken as a yardstick then the number will be more. The information on absolute numbers of the poor, for which data are available, indicates that, during 1995-97, the figure for India had declined by only 10 percentage points and it had its highest economic growth rate. The poverty situation in Pakistan which was only 12 per cent in 1980s went up to 31 per cent in the later half of the nineties (UNDP 2002).

Poverty is seen mainly as a rural problem for two reasons:

- (1) Most of the countries still have a dominant share of their population (nearly 70 per cent) living in the rural areas; and
- (2) The incidence of poverty in most countries is observed to be higher in rural areas than in urban areas, despite the recent trends in increasing urban poverty.

Moreover, the problem of urban poverty, to a large extent, is a reflection and overflow of rural poverty due to rural-urban migration and inability of the poor to find employment opportunities in the formal sector.

Several indicators of well-being, other than the income-based measures, also reveal low levels of achievements, along with wide disparities among the countries. Malnutrition is still an overwhelming problem throughout the SAARC Countries especially amongst the vulnerable groups, i.e. infants, pre-school children, pregnant and lactating mothers. Nearly 30 per cent of the women who die every year as a result of pregnancy and child birth are in SAARC region (UNDP 2002). The number of malnourished children is also high. Nearly half of the children under the age of five are chronically malnourished.

Strong correlation between rural poverty and a number of socioeconomic variables e.g. access to land, population growth, GDP growth and growth in agriculture and social development indicators is observed. In the South Asian countries, landlessness is about 20-30 per cent. Moreover, the combined incidence of landlessness and small holdings ranges from 50 per cent in Pakistan to over 80 per cent in other countries. The population growth rates, except in Sri Lanka, are also higher.

The current emphasis in the SAARC Countries is in favour of redistributive policies and broad-based rural development focusing on basic needs, employment and poverty alleviation. The policy framework in these countries is being emphasized on a market-led development strategy, which seems to have improved the economic conditions of a large number of people despite the existence of poverty, particularly in the rural areas. There exist, however, specific groups who have benefited marginally, due to their disadvantaged socioeconomic conditions, resulting in increased gaps among different segments of the population. This should not, however, be taken to undermine other determinants of income equality. Nepal, for instance, with similar socioeconomic indicators as Bangladesh, has a highly skewed income distribution with the top 20 per cent of the households receiving nearly 60 per cent of the income while the bottom 20 per cent have less than 5 per cent. This appears to be true for other countries also. The relationship between growth and equity is largely determined by the characteristics of the socioeconomic and structural characteristics as well as prescribed policies in the countries.

However, the Governments of the SAARC Countries, through economic and social development, by widening the opportunities for gainful employment to the poorer sections of the society were striving hard for long time. They are yet to achieve the development goals and fulfilling the aspirations of the rural population in terms of improvement in the living standards and the quality of life.

The progress in the physical targets set by the countries and the results achieved shows a varying pattern. Some countries have undergone, or are in the process of going through radical transformation. The economic growth rates and per capita income have been faster in some countries than ever before. However, such growth could not ensure balanced development resulting in the rural poor getting marginalized. During the 1990s, a renewed emphasis on poverty reduction is evident in the countries through social mobilisation, self-help groups, microcredit and other related institutions. In most countries, labour intensive

growth and improved social services are considered to offer a powerful and viable route to poverty reduction.

3. Issues in Poverty Alleviation in SAARC Countries

In the context of the continuing high incidence of poverty, as reflected in the earlier sections, the countries need to further intensify their efforts at poverty reduction and achieving the millennium development goals (MDGs) in the years to come. The prevention of environmental degradation and achievement of other social objectives are also closely linked to success in reducing poverty. This calls for further emphasis on increasing agricultural growth, encouraging non-farm activities and accelerating the diversification and growth of the economy particularly in the rural areas. It is also important that the requirement of investments in human capital increase significantly in order to improve the skills of the labour force and enable them to work with the new generation of technologies. Another aspect is geographic in terms of scattered settlements, mountainous settlements, deserts, atolls and conflicts etc. which make transportation, communication and market access difficult. Substantial efforts have been taken in many countries with structural reforms and institution building with adjustments in strategies and policies to reallocate public expenditures to priority sectors to achieve the millennium development goals set by all countries. It is observed that increased involvement of the NGOs, International NGOs and the private sector in rural development is essential to achieve the targets. The effort towards poverty eradication has to be gigantic in nature.

It should also be noted that rural development and poverty alleviation have remained the main policy agenda in the SAARC countries, and therefore the main recipient of the annual budget as well as the main destination of international support, over the last several decades. In spite of these multi-billion dollar initiatives from governments as well as donors, no significant dent to reduce poverty, or enhancing capacity of the countries to reduce poverty on their own, is made in SAARC Member Countries. On the contrary, the recipient countries seem to have been more donor dependent even to repair and maintenance of the social capital generated through such initiatives. One of the underlined causes for failure in developing the capacity for self reliance could be that in countries where donors played a very important role, they relied upon short cut methods i.e. developing projects by their own experts, implementing through "project office" or consulting firms and finally handing over to the government for maintenance and use. Such tendency reduced the active role of the government and, indeed, over a period of time, the government institutions tend to wait for donors to come for their successive development efforts.

CIRDAP is, therefore, proposing to work with its link ministries (Ministry of Rural Development in each country) and its statutory link institution (national level IRD institution) in the whole process. Likewise, the role and contribution of the receptive countries, in terms of policy and institutional support, will also be specified. This will enhance their ownership as well as capability for development and implementation of poverty alleviation programmes.

4. Rationale and Priorities

In order to tackle problems related to poverty and human development, the efforts should be concentrated, properly coordinated and regularly monitored and synergized. One strategy could be identification of institutions working in the area of poverty alleviation and rural development, to strengthen these institutions in their respective activities and outsource activities relevant to their mandate and expertise. Such strategy would help to achieve sizable progress while, at the same time, ensure sustainability by activating and strengthening relevant institutions in SAARC member countries. This is in tune with the twelfth SAARC Summit held in Islamabad in January 2004 with the Heads of the states declaring to develop mutually beneficial links between SAARC and other regional and international organizations. Government of India supposed to have pledged US\$ 100 millions as its contribution to set up a SAARC Poverty Alleviation Fund to give priority attention to the poverty alleviation initiatives in South Asia. However, due to the absence of clear cut policy and institutional framework, the idea has not yet materialized.

The thirteenth SAARC Summit is going to be held at Dhaka, Bangladesh on 6-7 February, 2005. There have been several speculations on the possible outcomes of the summit including setting up a South Asia Development Bank. One of the areas of speculation is the policy and strategies that it might consider for poverty eradication, as it has always been a priority agenda for the SAARC since its inception. These concerns have come in the backdrop of problems facing the region and with substantial funds earmarked for poverty alleviation by the Government of India to assist the poor living below the poverty line in the region.

5. CIRDAP's Strength

In this context, the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), which is an inter-governmental autonomous institution, has been working in the region supporting national actions and regional cooperation in poverty alleviation and rural development during the past 25 years. It has 14 member countries, of which five namely Bangladesh, India, Nepal, Pakistan, Sri Lanka are SAARC member countries. Only Bhutan and Maldives are not CIRDAP members, but yet they have utilized CIRDAP services for organization/participation in special projects like training. CIRDAP is pursuing them to become members of CIRDAP.

The Centre has three-level policy making bodies such as the Governing Council, Executive Committee and the Technical Committee whose members are the Ministers and Secretaries of rural development Ministries and heads of the leading national level rural development institutions respectively. It is a unique organization that systematically coordinates and provides policy directions in rural development in the region through relevant research, training, action research and information dissemination activities. Bangladesh is the host country, with Dhaka as HQ of CIRDAP. It has collaborated with FAO, Commonwealth secretariat, JICA, IFAD, CIDA and other international specialized bodies of UN in promoting people's participation, good governance, gender development, self-help project management; and other aspects relating to sustainable rural development. It had earlier

implemented a million dollar project “Monitoring Adjustment and Poverty (MAP)” funded by IDRC for mapping poverty in Bangladesh with policy implications and was accepted. Currently it is implementing an IFAD funded project on “Up-scaling and linking organizations of the poor” in India, Bangladesh, Mongolia, Philippines and Indonesia. The Centre is continuously implementing training projects for all 14 member countries currently in India, with a special grants-in-aid of the Government of India.

In view of the above CIRDAP would like to assist SAARC in all its regional activities in bigger way, through the Poverty Alleviation Fund with help of the Government of India. Given the focus of CIRDAP and its statutorily established links with the concerned Ministries in the SAARC region, arrangements can be worked out between CIRDAP and Government of India either through an MOU or through utilization of special funds earmarked by the Government of India.

CIRDAP already held discussion with the SAARC Secretariat for collaborative arrangements as the objectives of both the regional organizations coincide as far as alleviation of rural poverty is concerned. However, without an MOU, it is technically difficult to move forward. As the only inter-governmental institution in the region for poverty alleviation and rural development, SAARC – CIRDAP linkage is essential and inevitable.

CIRDAP has a rich regional network – NIRD (India), BARD (Bangladesh), LDTA (Nepal), NCRD (Pakistan), and HARTI (Sri Lanka). While Bhutan has a bigger institution, Maldives may not have one of this nature. All are specialized institutions, with international standards in training, research and consultancy. Hence, as a first step, Government of India can utilize CIRDAP to promote these institutions – both in terms of infrastructure, academic support, and technical guidance – as regional institutions that serve the cause of SAARC’s regional objectives in poverty alleviation and rural development. Since the institutions have close linkages with CIRDAP (including Bhutan), it is easy to design the pattern of some institutions, which have grown to international status like NIRD, Hyderabad.

Apart from political will and economic core, institutions are to be regional in character, for greater regional cooperation. CIRDAP can facilitate making the stated seven institutions grow to a regional status and to promote exchange of country’s policy, implementation, academic resource personnel for continuous learning, knowledge and exchange of ideas. A new institution, with the help of CIRDAP can be set up in Maldives. These regional institutions, if they are upgraded to that status will be the focal points for poverty alleviation in the SAARC region.

6. Project Objectives

6.1 General

The major objectives are:

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- (1) to strengthen the capabilities of national institutions;
- (2) to establish and enhance sustainability in poverty alleviation to achieve Millennium Development Goals; and
- (3) to strengthen poverty reduction interventions in the SAARC Member Countries.

6.2 Specific objectives

- ◆ Provide technical, training and other logistic support to existing CIRDAP Link Institutions in SAARC Member Countries to enhance its capability to conduct poverty alleviation programmes on a sustainable manner.
- ◆ Operationalise the experimental action programmes to increase the income of the poor through enhancing entrepreneurship quality of the poor and suggest a set of feasible options and programmes for implementation and regional and national level in the SAARC Member Countries based on the needs, by providing technical, training and additional supports.
- ◆ Conduct several focus studies to supplement efforts for developing suitable poverty alleviation programme. The studies would comprise sector and issue studies on relevant aspects of macro-policy and poverty.
- ◆ Develop and institutionalize a M & E mechanisms of computerized information system on MDGs' achievements in each SAARC Member Countries to help policy makers formulate an improved set of macroeconomic/adjustment and related policies and programmes for poverty alleviation and accelerated and sustainable development.
- ◆ Operationalize institutional arrangements so that national institutions could take up the project and implement after the project is completed.
- ◆ Establish a network for the project, consisting of representatives from relevant line ministries, departments and institutions as well as NGOs to ensure maximum awareness of and participation in the project.
- ◆ Identify and develop tools or models for policy makers, implementers to encourage decentralization and pro-poor governance policy.

7. Methodology

As stated earlier, CIRDAP has the institutional network with ministries of rural development and national level rural development institutions in each of its 14 member countries (5 are SAARC countries). They are mandated and equipped to develop, implement, monitor and evaluate rural development (RD) and poverty alleviation (PA) policies and programmes. But they are underutilized mainly due to lack of resources. There is ample scope to utilize them fully. Moreover, there is also scope of learning from more successful countries of CIRDAP family.

In order to achieve the project objectives, the activities will be comprehensive and multi-component in nature to be developed in consultation with a Steering Committee to be formed under the umbrella of the project. . These involve mobilizing social capital, experimenting innovative ideas, capacity building, and documentation and dissemination within the interrelated groups and proposed actions: (i) strengthening/creating new institutions, (ii) modern technology package including IT, and (iii) infrastructure and networking etc.

CIRDAP has identified the following areas where a joint collaboration could be developed in consultation with the participating institutions of the SAARC Member Countries.

7.1 Mobilising Social Capital of the SAARC Member Countries

1. As part of this component, studies will be undertaken on comparative poverty analysis – decomposing poverty transition in South Asia by category (small farmers, fisherman, artisans, landless households, disabled, women headed households, etc.), along with their livelihood analysis – social groups/geographic area and by relation (government programme, NGO interventions, self-help, service providers etc.) and by environment (agro climatic zones, dry lands, hilly regions, border areas).
2. Focus studies on:
 - a. strategy and programme analysis (of slum areas, street children and destitute, and development across water bodies).
 - b. access to programme benefits and choice making by households to reduce poverty.
 - c. develop methodologies for implementing successful/replicable models in poverty alleviation.
 - d. Impact studies on the safety net programmes in the context of liberalization and new economic policies and the reform era to provide policy inputs to the Governments.
3. Policy studies:
 - a. Issues on low productivity in the agriculture sector and linkage between S & T institutions and the private sector in the region.
 - b. An activity will aim at strengthening M & E mechanism for RD programmes at SAARC Member Countries as well as the regional level and investigate the interrelationships between MDGs and the status of RD policies and programmes.

7.2 Experimentation of Action Research

1. Experimentation of successful models in remote, extremely poor area in each of the SAARC countries. This component would be directed towards replication of experiments and analysis to accommodate the situation-specific requirements of

entrepreneurship development. It would be guided by local researchers to highlight essential specific knowledge and socio-cultural familiarity. The regional collaboration would focus on developing the methods of analysis and field work that are practicable, providing peer reviews of data interpretation and experimental design, and on exploring options in research methodology that will generate meaningful insights for the beneficiaries as well as the policy makers. The experiment would be initiated on the basis of (i) proven, well-developed and location-specific technologies; (ii) workable and field-tested implementation methods (i.e. CARD); and (iii) assured market linkages. In designing the projects, the issues relating to sustainability will be explicitly considered along with high potential for improvement in incomes of the poor. The components would include credit, training, institutions building and other activities. The implementation mechanism will involve personnel, NGOs, beneficiary groups and other related agencies of the government to provide effective supports.

7.3 Capacity Building in the SAARC Member Countries

The following four core activities are suggested under the component:

1. Strengthening Rural Development Training and Research Institutions in SAARC Region-Identified Link Institutions

CIRDAP would facilitate making the identified institutions grow to a regional status and to promote exchange of country's policy, implementation, academic resource personnel for continuous learning, knowledge and exchange of ideas. A new institution in Maldives will be set up. These regional institutions, if they are upgraded to that status will be the focal points for poverty alleviation in the SAARC region.

2. Multiplying Capacity Building Activities in the Region-As a SAARC-CIRDAP Project

Under this component exchange of policy makers, implementers, academicians, cultural people, journalists and village community leaders and trainers – through study visits, training programmes, learning visits to successful models in the countries that have a potential for replicability. Under the training programme, personnel from the implementing agencies and beneficiary groups will be trained on relevant areas of the projects.

3. Knowledge building of the Government Officials through SAARC Fellowship Programmes

Under this component a SAARC Fellowship Programmes is proposed for the government officials of all SAARC countries equally for knowledge, experience sharing and advising their own governments on policies, implementation mechanisms etc (like ITEC, Colombo Plan, special assistance to Sri Lanka including SAARC countries offered by the Ministry of External Affairs of the Government of India). Around 300 fellowships (4 programmes in each of the 7 institutions with 15 officials from each country) will be offered during the project period. It was estimated that around US\$1,500 per participant would be required to cover travel, DSA, institutional expenses for logistic support, board and lodging, study

tour expenses, etc. These training areas will cover policy analysis methods of implementation, poverty monitoring and evaluation, along with successful models and cross country experience sharing etc.

4. Training for Project Beneficiaries

Organizing continuous training programmes for skill generation and entrepreneurship development – covering all aspects of economic and social development, after the identification phase is over.

7.4 Documentation and Information Dissemination Component

Various successful models in social entrepreneurship, gender mainstreaming, social capital development, successful marketing etc will be documented through video documentation, field research etc. for electronic mass media, publication and also put it on the website. It will also facilitate its link institutions to set up model KIOSKS and facilitation centres to assist and demonstrate their replicability. The Governments and the local bodies will facilitate the process. International experiences in this field will also be documented from various sources. The computer literacy programmes are an essential pre-requisite for IT intervention for poverty alleviation.

7.5 Complementary Activities

The scope and diversity of the projects to be covered under the programme as well as the inter-linking nature of its activities require interaction and coordination among relevant agencies and departments of the governments. Apart from regular meetings of the proposed steering committee (SC), the main focus of complementary activities will be on information dissemination. For dissemination of information, effective mechanisms including seminars, publications etc. will be used. Some of the activities conceived to be undertaken are: regular meeting/briefings with policy makers/planners; community visits and dialogues with the poor and vulnerable groups; selection of target audiences and project implementors; series of national policy symposia/ workshops/seminars; dissemination of activities and results through newsletters, journals, features, articles etc; field monitoring and review; use of mass media and audio-visual presentation; interactions at local and regional levels and other methods as deemed necessary. In appropriate cases, policy and other relevant papers would be translated into local languages for wider dissemination and solicit public opinion from beneficiary levels. In the effort, the NGO network would be involved as far as possible.

Apart from dissemination of information relating to programme, provision of capacity building and logistic support are important complementary activities. Apart from training, other technical and logistic support shall be provided in terms of computer hardware and software under the project activity.

8. Project Implementation Mechanisms

As far as the national institutions are concerned, one unique feature of the programme is that, from the very beginning, potential users are closely involved in the project. As per the proposed

arrangements, CIRDAP Link Institutions (CLIS) in SAARC Member Countries would take up the task of operationalising the project in their respective countries. All activities relating directly to operationalisation of the project would be housed at CLIS in SAARC Member Countries. This will facilitate the smooth transition of the project from CIRDAP to CLIS in SAARC Member Countries. Some activities would be shared by NGOs and other institutions.

A Steering Committee will be organized to be coordinated by the Director General, CIRDAP, with Head of CLIs from all the SAARC Member Countries, a representative each from the SAARC Secretariat, GOI which will meet once in every six months to review the progress and plan the next course of activities.

The ultimate objective of the programme is to enhance the capability of national institutions in SAARC Member Countries to plan, monitor and implement suitable projects on their own to capture the multi-dimensional nature of poverty, analyze its trends and the impact of government policies, on the poor. The information is critical for policy-makers and planners to devise strategies which fulfill the objectives of growth and equity. For achieving the above objectives, institutional arrangements are crucial.

CIRDAP would perform the role of the executing agency to facilitate the smooth functioning of the project. In addition to coordinating the activities of the institutions in SAARC Member Countries involved in the project, CIRDAP will also provide professional and other inputs to the project. CIRDAP, being an inter-governmental and autonomous institution, has the flexibility and other institutional advantage which can be effectively used in project management. CIRDAP has also the mandate to assist national actions in member countries. In this context, CIRDAP would also serve as a link with other member countries for drawing on their experiences and dissemination of SAARC Member Countries methodologies to interested CIRDAP Member Countries (CMCs).

9. Role and Functions of the Steering Committee

The Steering Committee (SC) will give guidance to the executing agency in implementing the programme. They will meet twice in year to review the progress and plan for the next course of action, disseminate the progress to the policy-makers, planners and implementors of development projects, ensure inter country coordination to facilitate the execution of the programme, and suggest/recommend institutional arrangements and other activities for operationalization of the proposed programme.

10. Role and Functions of the Programme Coordinator

The project would be organized and implemented as a regional programme consisting of individual country projects. There would be a Programme Coordinator (PC) based at CIRDAP in Dhaka who will be supported by a core group of full time professional staff. The PC would be responsible for the implementation, monitoring and evaluation of the project activities. The office of the PC will provide annual progress report, arrange to conduct final evaluation and arrange to conduct the annual audit report for the funding authority. The PC would also

have the direct responsibility for the project activities that would be undertaken on a regional level.

11. Expected Output

The expected outputs of the project are as follows:

- a) A strengthened institution for conducting sustainable poverty alleviation programmes in the SAARC Member Countries.

More specifically, the above comprise the following outputs:

- Develop an operational design of sustainable poverty alleviation programme in the respective countries;
 - Capable human resources to plan, monitor and implement sustainable poverty alleviation programmes;
 - Reduce poverty in the SAARC Member Countries;
 - Reports on progress of the project to be conducted on an annual basis;
 - Reports containing recommendations for institutionalizing the poverty alleviation programmes including a plan of action and institutional arrangements for conducting sustainable programmes and supplementary activities.
- b) Focus studies on current issues to abreast the policy makers, planners.

Specific outputs relating to this are:

- Technical papers incorporating the features of the specific area;
- Policy briefs, pamphlets containing the results of the current focus area of existing and alternative policy packages.
- Research/policy documents comprising analysis of sector and issue studies on relevant aspects of macro-policies and their implications on the poor.
- A data bank in each country on the achievement of MDGs specially poverty reduction. This output will lead to enhancement of the capabilities of national institutions to collect data on a regular basis to capture the trends of performance of MDGs goals and achievement to help the policy makers and planners to devise strategies and policies consistent with the twin objectives of growth and equity.

12. Activity Schedule

<i>Proposed Activities*</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Planning Phase					
1.1 Identification of Institutions in SAARC Member Countries	■				
1.2 Organization of programme team	■				
1.3 Formation of Steering Committee	■				
1.4 Design of the detailed programme	■				
2. Implementation Phase					
2.1 Conduct country focus studies		■	■	■	■
2.2 Conduct poverty related studies		■	■	■	■
2.3 Setting up M & E mechanism at SAARC Member Countries to monitor progress of MDGs		■			
2.4 Experiment action projects		■	■	■	■
2.5 Capacity building					
2.3.1 Strengthening SAARC Member Countries	■	■			
2.3.2 Undertake exposure visits, learning visit	■	■	■	■	■
2.3.3 Arrange in-country training		■	■	■	■
2.3.4 Organize regional training		■	■	■	■
2.3.5 Organize beneficiary training		■	■	■	■
2.3.6 Organize fellowship programmes	■	■	■	■	■
2.4 Identify and select best practices	■				
2.5 Study and document best practices		■	■	■	■
2.6 Strengthening institutions with technical and technology services		■	■	■	■
3. Dissemination of programme results					
3.1 Conduct seminar/workshop/consultation	■	■	■	■	■
3.2 Publish documents (reports, policy briefs, articles, pamphlets etc.)					
4. Conduct Steering Committee Meeting	X X	X X	X X	X X	X X

Note:* activities proposed are tentative. Detailed work plan will be prepared for each component in consultation with Heads of CLIs in SAARC Member Countries during the SC meetings to be held in every six months.

13. Estimated Budget

(US\$)

<i>Budget Head</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>	<i>Total</i>
1. anagement Costs	77,400.00	77,400.00	77,400.00	77,400.00	137,400.00	447,000.00
1.1 Salary	77,400.00	77,400.00	77,400.00	77,400.00	137,400.00	447,000.00
2. Programme costs	723,110.00	1,040,000.00	678,000.00	563,000.00	358,000.00	3,362,110.00
2.1 Mobilising Social Capital	200,000.00	169,500.00	58,500.00	6,000.00	6,000.00	440,000.00
2.2 Setting up M & E	140,000.00	10,000.00	10,000.00	10,000.00	10,000.00	180,000.00
2.3 Focus Studies	-	99,500.00	58,500.00	6,000.00	6,000.00	170,000.00
2.4 Capacity Building	333,110.00	405,000.00	363,000.00	443,000.00	248,000.00	1,792,110.00
<i>2.4.1 In-Country Training</i>	-	<i>105,000.00</i>	<i>63,000.00</i>	<i>63,000.00</i>	<i>28,000.00</i>	<i>259,000.00</i>
<i>2.4.2 Exposure Visits, Staff Travel</i>	<i>153,110.00</i>	<i>120,000.00</i>	<i>120,000.00</i>	<i>120,000.00</i>	<i>120,000.00</i>	<i>633,110.00</i>
<i>2.4.3 Fellowships Programme</i>	<i>180,000.00</i>	<i>180,000.00</i>	<i>180,000.00</i>	<i>260,000.00</i>	<i>100,000.00</i>	<i>900,000.00</i>
2.5 Experiment Action Programme	-	204,000.00	72,000.00	72,000.00	12,000.00	360,000.00
2.6 Information Dissemination	50,000.00	152,000.00	116,000.00	26,000.00	76,000.00	420,000.00
3. Logistics	68,430.50	82,450.00	41,200.00	38,075.00	30,825.00	260,980.50
4. Steering Committee	62,100.00	62,100.00	62,100.00	62,100.00	62,100.00	310,500.00
Sub-total	931,040.50	1,261,950.00	858,700.00	74,057.50	58,832.50	438,059.05
5. Institutional Overhead (10%)	93,104.05	126,195.00	85,870.00	74057.50	58,832.50	438,059.05
Total	1,024,144.55	1,388,145.00	944,570.00	814,632.50	647,157.50	4,818,649.55

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Note: Under Management Cost, Salary and allowances of one Programme Director one Programme Officer one Programme Associate and one Secretary is included.

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