

## PROPOSED CITY LIVELIHOOD CENTERS AND RURAL LIVELIHOOD CENTERS IN HIMACHAL PRADESH

### I. CITY LIVELIHOOD CENTER

#### A. Introduction

1. Himachal Pradesh, located in northern India along the lower Himalayas, has a population of 6.8 million. Around 90% of the population is rural. According to the National Sample Survey, 2011–2012, female and male work participation rates in Himachal Pradesh were 57.6% and 77%, respectively. A sharp mismatch has arisen between Himachal Pradesh's economic and employment profiles over time. Between fiscal year (FY) 2005 and FY2014, the share in gross domestic product of the primary sector declined from 25.0% to 19.0%; the secondary sector remained stable at 38%; and the tertiary sector increased from 36.0% to 43.0%.<sup>1</sup> However, as of FY2014, 58.5% of the workforce continues to be employed in the primary sector, 22.5% in the secondary sector, and only 19.0% in the services sector.<sup>2</sup> Himachal Pradesh has a narrow demographic window until 2022 after which, the share of the working age population (15–59 years) will begin to decline. Between 2017 and 2022, there will be a net demand for 515,557 skilled workers across various sectors such as retail, healthcare, tourism and hospitality, and information technology in Himachal Pradesh.<sup>3</sup> The government is keen to take advantage of this demographic window by providing market-linked skilling opportunities to those aged 15–35 years.

2. The proposed Himachal Pradesh Skills Development Project (HPSDP) will support the Government of Himachal Pradesh in providing vocational training and livelihood development opportunities to around 65,000 needy youth over the period 2017–2022. It will expand the state's annual technical and vocational education and training (TVET) capacity by 13,000 and extend the reach of quality training facilities and counselling services to underserved parts of the state. The project will fund a menu of short- and long-term training opportunities based on existing and projected market demand.

3. Since 90% of Himachal Pradesh's population is rural, the vocational training programs have to be combined with livelihood development options for the rural and semiurban workers who may not want, or be in a position, to migrate out of the state for jobs. Further, 81.8% of Himachal Pradesh's workforce is employed in the informal sector, compared to only 18.2% in the formal sector. Hence, the HPSDP will establish six city livelihood centers (CLCs) and seven rural livelihood centers (RLCs) to provide a package of vocational training and business development support for the rural and urban poor, respectively. Hostels will also be provided for females and males in the CLCs for the benefit of out-station trainees. Some of the RLCs will have production centers to provide processing, packaging, and some marketing support to the local youth and small businesses. Indicative architectural designs of the CLCs and RLCs are provided in **Appendixes 2 and 3**.

4. Around 8,000 needy youth will benefit from the CLCs and RLCs during the project period 2017–2022. In addition to receiving relevant vocational training, the trainees will also be guided in terms of accessing credit, establishing small businesses, marketing, connecting with

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<sup>1</sup> Included in the primary sector are agriculture, forestry, and fishing; in the secondary sector, construction, manufacturing, mining and quarrying, electricity gas and water supply; and in the tertiary sector, hospitality, transport and communication, trade, banking, insurance, public administration, and other services.

<sup>2</sup> Analysis based on data sectoral contribution of gross state domestic product and workforce.

<sup>3</sup> National Skill Development Corporation. 2012. *Skill-Gap Study for Himachal Pradesh, 2012–2022*. New Delhi.

customers, and adding value (i.e., by processing and packaging their produce) to ensure improved and steady earnings. While Himachal Pradesh Kaushal Vikas Nigam (HPKVN) will fund these trainings, the Department of Urban Development (DOUD) and the Department of Rural Development (DORD) will be responsible for the long-term operation and maintenance of the CLCs and RLCs, respectively. They will also support HPKVN in running these livelihood development programs effectively in the CLCs and RLCs.

## B. Concept of City Livelihood Center

5. Table 1 lists the types of services that are in high demand in urban areas. Most of these services are offered by informal sector workers. However, since these workers do not have formal certification and lack access to market information primarily due to employment in the informal sector, they are often not able to connect directly with end users, nor command competitive rates for their services due to involvement of middlemen. The CLCs will aggregate service providers within their respective districts to offer multiple services and enable their services to be accessed by end users. Along with this, CLCs will also host livelihood development programs for fresh entrants and upskilling of existing people (including recognition of prior learning). They will provide information on various opportunities and benefits available through government and other programs. Some of the add-on facilities like preparation of project plans for starting microenterprises will also be provided at a nominal cost. Selected national and international livelihood models similar to CLCs are listed in **Appendix 1**.

6. Under the HPSPDP, six CLCs will be constructed as per National Urban Livelihood Mission's (NULM) guidelines to support employability of urban poor. The CLCs will provide a one-stop solution for marketing of products and services with access to relevant information and benefits. They will act as aggregators for services such as security, carpentry, gardening, construction, plumbing, electrical work, which are demanded by middle-and high-income households. A 12/7 call center in CLCs will help connect skilled trainees who offer such services to the urban population. It will maintain a repository of information of all trained youth and small businesses. The Department of Urban Development (DOUD) has already reserved a number—53-304 through which such service providers can be contacted (Table 1).

**Table 1: Services to be Facilitated through City Livelihood Center Call Center**

SR No.	Field	Services
1.	Home or institutional care	Maid, servant, sweepers, appliance repair, landscaping, gardening, knitting, tailoring, embroidery, infant care, old age or sick attendants, security, beauty wellness, accounts, etc.
2.	Construction	Mason, laborers, painter, plumber, welder, etc.
3.	Laundry	Washing, dry cleaning, ironing, etc.
4.	Transportation	Drivers, taxi, mechanics, etc.
5.	Sales or purchases	Catering, tiffin, products of self-help groups, etc.
6.	Cultural	Handicraft, songs, dances, etc.
7.	Placement services	Job placement (temporary or permanent)
8.	SEP, ESTP, SUH	Drafting of project proposals, bank services, market support, demand creation for skill training, shelter for homeless and related services
9.	Tourism and hospitality	Heritage tour guide, home delivery boy, front office associate, street food vendor, etc.
10.	Other	Courier, telesales, traveler guide, document writing, sports guidance, coaching services

ESTP = Employment through Skill Training and Placement, SEP = self-employment program, SUH = shelter for urban homeless.

Note: Based on the discussions with Department of Urban Development officials, this list is indicative and may include many other trades and services in future.

Source: Department of Urban Development, Government of Himachal Pradesh.

## **C. Strategy**

7. The CLCs will provide training, facilitate market linkages, and act as a resource centers. These functions are briefly explained below:

### **1. Training Center**

- (i) Skills training for fresh entrants in trades at National Skills Qualification Framework (NSQF) levels 3 and 4, and upskilling to existing trainees in trades at NSQF levels 5 and 6
- (ii) Training on soft skills and information technology literacy to enhance the employability of trainees
- (iii) Skills training to be provided through HPKVN empaneled training service provider
- (iv) Target beneficiaries will be urban poor in the age group of 18–35 mobilized under NULM scheme
- (v) Counselling support to be provided to candidates
- (vi) Hand-holding support in term of setting up of microenterprises or for transition from informal to formal sector

### **2. Resource Center**

- (i) Awareness building among the urban poor about various central and state government schemes and their related benefits
- (ii) Information center for urban poor in the informal sector on market demand, prices, backward and forward linkages
- (iii) Support services like facilitating licenses, enterprise registrations, credit linkages, and others

### **3. Marketing Center**

- (i) Facilitating market linkages for services provided through the service aggregator model across districts
- (ii) 12/7 call center to register, build, and connect the services of service providers to end users

## **D. Ownership and Management<sup>4</sup>**

8. The CLCs will be stand-alone, not-for-profit entities. They will be anchored by the relevant urban local bodies (ULB). The ULBs will provide managerial assistance and technical expertise complemented by NULM resource persons. ULBs will provide skill training, services, and outreach to the specific CLCs that will help CLCs achieve the specific requirement of a particular area. DOUD and HPKVN are the key departments for the operationalization of CLCs. DOUD will provide the land for building the physical infrastructure and HPKVN will provide the financial support to run the whole program.

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<sup>4</sup> The discussion regarding ownership and management structure of CLCs is indicative at this stage. It will be firmed up in consultation with the Government of Himachal Pradesh.

## **E. Organization Structure of City Livelihood Center**

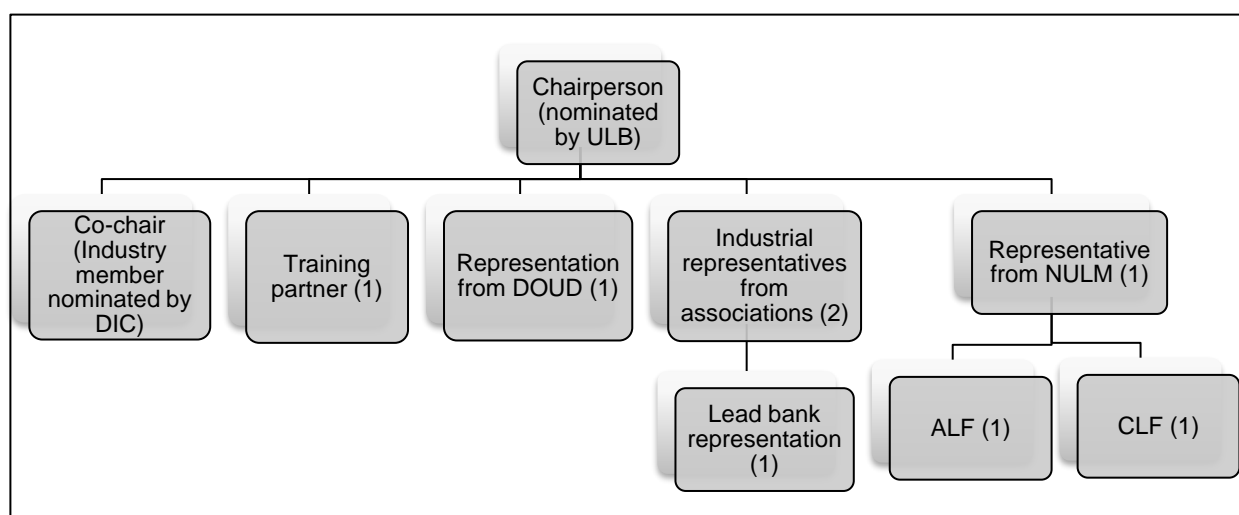
9. The CLCs will have a Governing Council in order to carry out its mandate. This will ensure clear direction and involvement of stakeholders, and also ensure effective management of day-to-day operations to ensure that the vision of the CLC is fulfilled.

- (i) **Governing Council.** This is envisaged as a council consisting of representatives from municipal councils, industry members nominated by district industries center, representatives from DOUD and training partners, industry associations, lead bank, representatives from NULM, representatives from self-help groups (SHGs), area-level federations, and cluster-level federations.
- (ii) **Office of the City Livelihood Center.** Management of the operations and the translation of the Governing Council's objectives for the sector will be led by the CLC manager and other staff of the CLC, along with necessary expert and support personnel.

10. The general body or governing body shall be run as a society and consist of all types of members (Figure 1), who will meet once a year. Members from SHGs, area-level federations or cluster-level federations, as well as service providers from CLCs shall be elected through internal election. The following business shall be transacted in the annual general meeting of the society and decisions shall be taken through a majority of votes:

- (i) Receive, consider, and adopt the annual report of the Governing Body on the workings and affairs of the society in the preceding financial year.
- (ii) Receive, consider, and adopt the annual audited account for the preceding financial year along with its audit report.
- (iii) Elect members of the Governing Body and announce result.
- (iv) Appoint auditors and fix their remuneration.
- (v) Consider any other business with the permission of the council president, including consideration of annual budget, constitution, and appointment of standing subcommittees; approval of any excess in expenditure over the sanctioned budget of the year; consideration of the schemes, policies, and annual plan prepared by the Governing Body for the ensuing year; and amendments in the constitution of the society.

**Figure 1: Indicative Organization Structure of a City Livelihood Center**

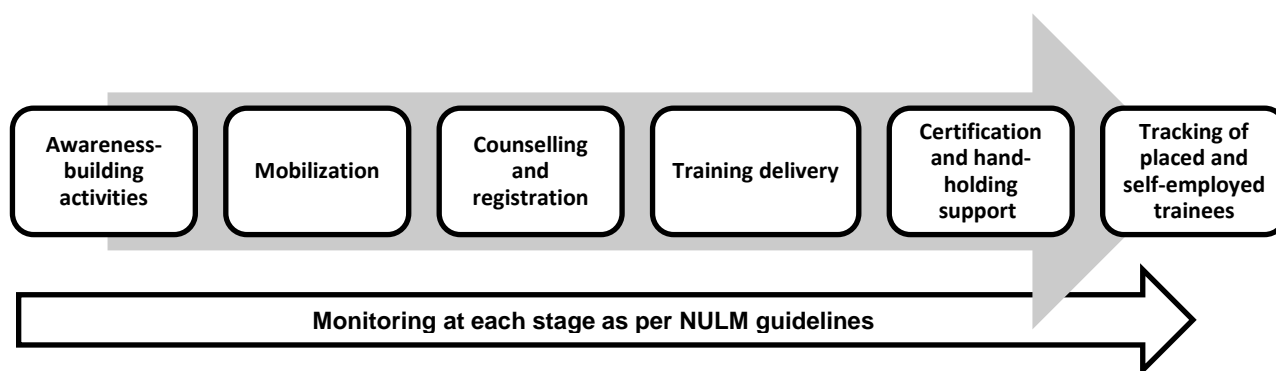


ALF = area-level federation, CLF = cluster-level federation, DIC = District Industries Committee, DOUD = Department of Urban Development, NULM = National Urban Livelihood Mission, SHG = self-help group, ULB = urban local body. Note: An ALF is an association of SHGs consisting of representatives from all member-SHGs, with the objective of supporting member-SHGs. A CLF is an association of ALFs. Source: Asian Development Bank.

## F. Roll-Out Plan for City Livelihood Center Training—Wage or Self-Employment

11. The process of livelihood training (Figure 2) will start with awareness building activities followed by sourcing (mobilization and counselling), registration, accommodation facilitation, and training delivery (center-based learning and on-the-job training). After the training, the candidates will be tracked at least for 3 months for their economic activities.

**Figure 2: Approach at City Livelihood Centers in Training for Wage or Self-Employment**



NULM = National Urban Livelihood Mission. Source: Asian Development Bank.

12. **Promotional activities.** The awareness building activities will take place at the ward, block, and village council levels to attract the attention of potential trainees. The following are some activities to be undertaken as part of awareness building activities to promote the CLC and the training courses:

- (i) educating the community through various stakeholder consultations;
- (ii) reaching out to target beneficiaries through various information, education, and communication activities; and
- (iii) actively involving the local community in planning for various activities and initiatives to be undertaken at the CLC.

13. **Mobilization.** In contrast to the traditional “top-down” approach, urban youth will be mobilized through a bottom-up approach. This activity will focus on participatory workshops and interactions, investing more time with community members and responding to their needs. Key stakeholders for mobilization are youth club members, alumni, self-help groups (SHGs), religious, local leaders and elected leaders, voluntary groups, local government (district industrial centers and district employment officers), business groups, and school groups.

14. **Counselling and registration.** CLC staff will provide counselling to each trainee. This will create stability and allow the trainees to achieve the goal of getting employment in his interested area. Trainees will be counselled to identify their individual goals and align these with the project objectives and outcomes.

15. **Training delivery.** CLCs will impart training to fresh entrants and to the existing workforce. The fresh entrants will be trained at NSQF levels 3 and 4, whereas the existing workforce’s skills will be upgraded to higher NSQF levels. Recognition of prior learning will also be implemented through CLCs to recognize the existing skilled workforce in the informal sector. The training will be organized into two phases, center-based learning and on-the-job training (Table 2). Center-based learning will be based on NSQF, which will be followed by on-the-job training. The training curriculum will also involve training on soft skills and information technology skills to prepare the trainees as per current employment requirement. The skill training will be implemented by training service providers selected by HPKVN. Trainees will be mobilized from remote urban areas and will be provided with accommodation facilities. CLC will ensure that each trainee has access to accommodation facilities along with food and transport facilitation for on-the-job training.

**Table 2: Roll-Out Plan for Training**

<b>Particulars</b>	<b>Details</b>
Trainees’ Profile	School dropouts, unemployed youth, entrepreneurs, part-time workers between 15–50 years old (trades for men and women trainees)
Course Duration	Course will be aligned with Qualification Packs
Potential Trades for First 6 Months	Tourism, retail, hospitality including restaurants and hotels, tour operators and transportation (taxi services), plumbers, electricians
Mode	Center-based learning, business services center for entrepreneur support and placement support services in the district
Work Enablement	<ul style="list-style-type: none"> <li>• Employment with local and other corporate employers</li> <li>• Entrepreneurship (individual or as microenterprise) with credit linkages based on microcredit or government schemes</li> </ul>
Key Outcomes	<ul style="list-style-type: none"> <li>• Daily work contracts through call center support</li> <li>• Percentage of placement after skills training</li> <li>• Increase in trainees’ wages for upskilling program</li> <li>• Number of people in self-employment</li> <li>• Number of days of work contracts or value of business orders executed (work contracts)</li> </ul>

NSDC = National Skill Development Corporation.

Source: Asian Development Bank.

16. **Training the youth on entrepreneurial skills.** Most of the youth do not have enough knowledge on enterprise development, management of day-to-day operations, and related activities. There is also a limitation in getting start-up capital. Therefore, training on business development in their areas of interest is the first step. The entrepreneurship training will be also linked with an information center that will provide internet services and other relevant information services to the beneficiaries.

17. **Assessment and certification.** After completion of training, the trainees will be assessed on skills acquired. Upon successful passing of the assessment process, the candidates will be awarded with a certification of relevant training completion. Facilities at CLCs will be available to urban poor who require support in marketing their goods and services. CLC will act as an information hub for the urban poor, providing information on government schemes and benefits, among others. Some of the facilities and services at the CLC will be available for a nominal charge.

## II. RURAL LIVELIHOOD CENTERS

### A. Introduction

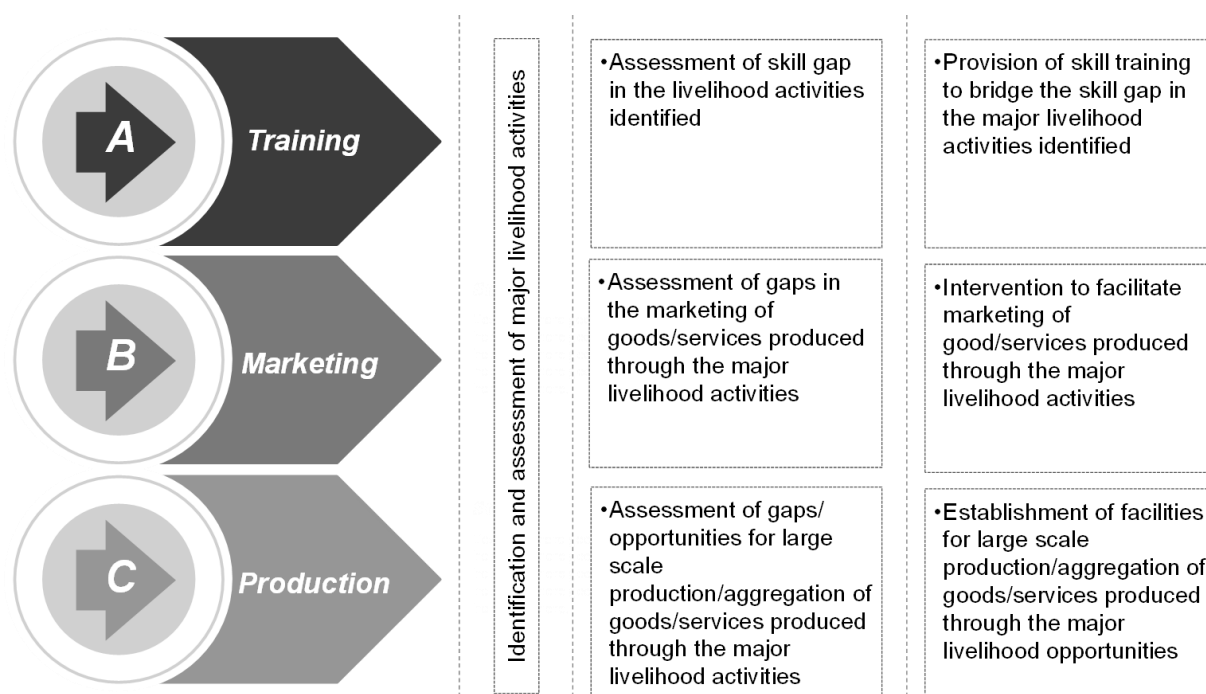
18. Himachal Pradesh is an agrarian and rural state with about 61% of the workforce employed in the agriculture sector. In spite of the challenges faced with respect to hilly terrain and geographic conditions, the state has made rapid progress in most of the socioeconomic and human development indicators in the last 2 decades. Building on the path to progress, GOHP now wants to modernize and reform its TVET institutions and scale up the state's training capacity. Through funding from ADB, GOHP now aims to boost the TVET capacity of the state.

19. Seven RLCs will be established under HPSPDP. They will act as multipurpose centers to support training, production, and market linkage under a single roof for the rural population. RLCs through its facilities and assistance will create opportunities for rural youth and women for upgrading of their skills to earn sustainable livelihoods.

### B. Concept of Rural Livelihood Center

20. It is important to align the project intervention in the form of RLCs to the dominant farm and nonfarm trades around the areas selected for development of RLCs. The RLCs will be modelled along the lines of "institutions of the poor" such as SHGs, farmer cooperatives, farmer producer companies, new generation cooperatives and their federations, and livelihood collectives outlined in National Rural Livelihood Mission of the Ministry of Rural Development. The development of RLCs will be facilitated through DORD. The RLCs will act as multipurpose centers for training, marketing, production, and processing of local produce. Figure 3 gives a pictographic representation of the main components of RLCs.

**Figure 3: Components of Rural Livelihood Centers**



Source: Asian Development Bank.

21. The RLCs will offer training in major livelihood activities to enhance the skills and productivity of the rural youth so that they can get better prices for their produce. In the case of rural livelihood activities such as agriculture, horticulture, handicrafts, etc., producers currently sell their products at throwaway prices owing to the absence of appropriate marketing channels and inability to access credit. To address these issues, the RLCs will be equipped with facilities for marketing, information dissemination, backward linkages, productivity enhancement, and packaging of produce. There will be facilities for processing, packaging, and marketing of goods and services under one roof in addition to the skill development training.

- (i) **Training and capacity development on major livelihood opportunities in and around the areas selected for setting up the RLCs.** Himachal Pradesh predominantly has an agrarian economy. In case of livelihood opportunities based on agriculture, the farmers still follow traditional methods of crop cultivation. Hence, there remains a need to transfer the latest scientific advancements in the field of agriculture. Similarly, in case of traditional livelihood activities (such as handicrafts), the latest technology or methodology of production have not reached the local producers. The RLCs have been conceptualized in a manner to help bridge these linkages and knowledge gaps by training rural youth on the latest and improved methods of marketing, postproduction management practices, and processing technologies.
- (ii) **Establishing efficient forward linkages for higher price realization.** One of the major reasons for local producers not getting high prices on their produce is the lack of market linkage directly to the end consumers. The RLCs will establish a formal link between the producers and consumers, eliminating multiple stakeholders from the supply chain. This will help producers obtain adequate

compensation for their produce. Going forward, RLCs can also be integrated into online trading portals that can help the producers connect directly with consumers across the country and even across the globe.

- (iii) **Development of infrastructure to facilitate production and aggregation of local produce through major livelihood opportunities.** Though there are various techniques for processing horticultural produce, there is a need to make available adequate infrastructure facilities to farmers to help them carry out value addition activities. The farmers themselves cannot invest in processing units since these involve huge capital. Hence, there is a need to increase common agro-processing infrastructural facilities to enable farmers to process their produce without having to sell their produce as soon as the crops are harvested. Moreover, processing facilities need a steady supply of raw materials. The smallholder farmers generally do not produce such huge quantities in a single cropping season, thus, a suitable way of matching the raw material requirement of processing facilities is by aggregation of produce. Small farmers can bring their produce to the processing facilities and use the processing facilities at reasonable prices. In the case of dairy, there can be bulk milling chambers to collect milk so that milk can be efficiently transported to major destination markets without spoilage. In places where major livelihoods are based on weaving and local handicrafts, there can be suitable production and packaging equipment and machines to improve the efficiency of local producers.

22. An efficient way to address these three types of gaps would be adoption of a one-stop solution at the producer level that will address skill development, market linkages, and common processing infrastructure. This would help in reducing postharvest wastage, as well as ensure that the farmers, producers, and the general local population are benefitted through the facilities.

### **C. Operation and Maintenance of Rural Livelihood Centers**

23. The RLCs will be run as a society and managed by farmers' groups, users' groups (self-help groups), and/or village councils. At the district level, there will be an executive body composed of representatives of farmers, local youth, women's organizations, and village councils under the overall control of the deputy commissioner. A similar body will function at the block level under the supervision of the block development officer. The RLCs will levy nominal user fees to meet their recurring expenses.

### **D. Major Outcomes of Rural Livelihood Centers**

24. The major outcomes of RLCs as envisaged under the project are as follows:

- (i) livelihood enhancement by enhancing and expanding existing skilling and tapping new opportunities in farm and nonfarm sectors,
- (ii) increase in per capita income because of a skilled workforce,
- (iii) availability of quality infrastructure in rural areas,
- (iv) provision of self-employment opportunity to the rural population, and
- (v) reduction in migration.

25. The involvement of women in skill development training will help generate employment opportunities for women. The women can collectively pool their resources (monetary and newly

acquired skills through training) to start small self-employment ventures. The trained candidates can use the marketing center at the RLCs to market their produce.

#### **E. Organization and Management Structure of Rural Livelihood Centers<sup>5</sup>**

26. The RLCs will have a Governing Council in order to carry out its mandate. This will ensure that clear direction and involvement of stakeholders as envisaged under the RLC initiative is available. It will also ensure effective management of day-to-day operations so that the vision of the RLC is fulfilled.

- (i) **Governing Council.** This is envisaged as a council composed of representatives from village councils (*or panchayats*), the district rural development agency, DORD, NSDC, Himachal Pradesh Kaushal Vikas Nigam (HPKVN), National Rural Livelihood Mission, primary-level federations, and secondary-level federations. NSDC and HPKVN can further assist RLC as training partners.
- (ii) **Office of the Rural Livelihood Center.** Management of operations and translation of the Governing Council's objectives for the sector will be led by the RLC manager and other staff of the RLC assisted by the necessary expert and support personnel.

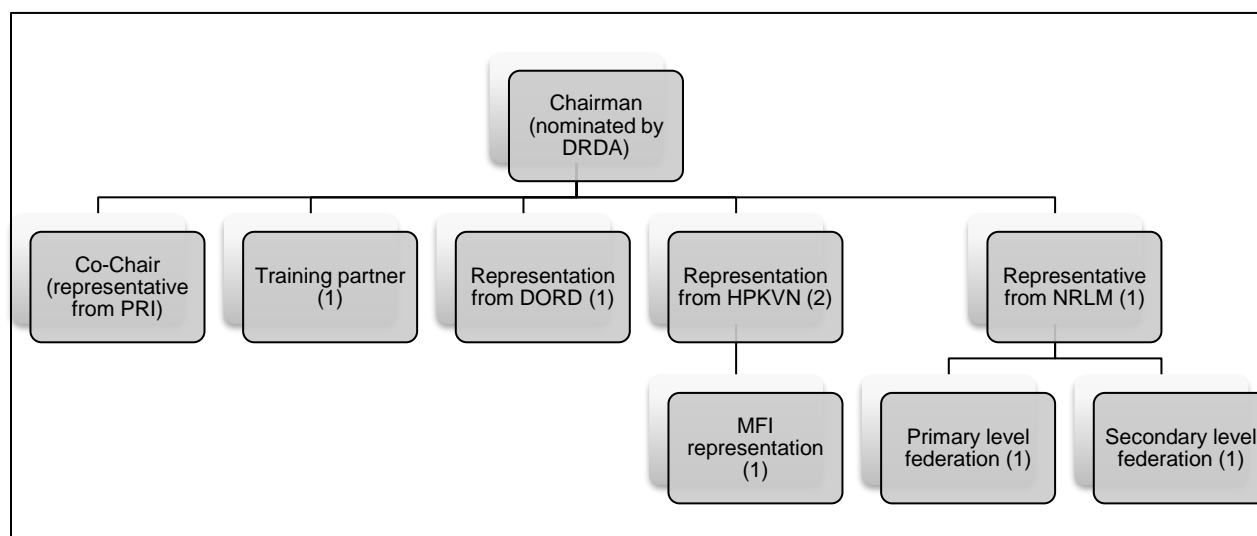
27. The general body or governing body of the society shall consist of all types of members (Figure 4) meeting once a year. Members from SHGs, primary-level federations, secondary-level federations, and service providers from RLC are to be selected through internal election. The following business shall be transacted during the annual general meeting of the society and decisions shall be taken by a majority of votes:

- (i) receive, consider, and adopt the annual report of the Governing Body on the workings and affairs of the society in the preceding financial year;
- (ii) receive, consider, and adopt the annual audited account for the preceding financial year and its audit report;
- (iii) elect members of the Governing Body and announce result;
- (iv) appoint auditors and fix their remuneration; and
- (v) consider any other business with the permission of the president, including the annual budget, constitution, and appointment of standing subcommittees; approval of any excess in expenditure over the sanctioned budget for the year; schemes, policies, and annual plan prepared by the Governing Body for the ensuing year; and amendments in the constitution of the society.

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<sup>5</sup> The discussion regarding ownership and management structure of RLCs is indicative at this stage. It will be firmed up in consultation with the Government of Himachal Pradesh.

**Figure 4: Organization Structure of Rural Livelihood Centers**



DORD = Department of Rural Development, DRDA = district rural development agency, HPKVN = Himachal Pradesh Kaushal Vikas Nigam, MFI = micro-finance institutions, NRLM = National Rural Livelihood Mission, PRI = *panchayati raj* institution.

Source: Asian Development Bank.

## APPENDIX 1

### EXAMPLES OF LIVELIHOOD CENTERS SIMILAR TO CITY LIVELIHOOD CENTERS

1. **Livelihood Resource and Training Center.**<sup>1</sup> The Community Collective Society for Integrated Development (CCFID) is primarily a livelihood promotion agency established in 2004 and registered under the Societies Registration Act. It provides business development services, institutional development services, and financial services like credit and insurance through livelihood resource centers (LRCs) to the poor in regions of Pondicherry, Cuddalore, Delhi, and Mumbai. CCFID provides the following solutions to community members:

- (i) **Marketing support.** Market information, market linkages, raw material procurement, value addition, transportation
- (ii) **Technical support.** Employability skills, marketing skills, business skills development, quality training, other alternative livelihood activities training
- (iii) **Business development services.** Skill and business enhancement trainings, insurance linkage, business counselling, markets linkage, market information, latest updates, transportation linkage
- (iv) **Institutional development services.** Cooperative formation, producer group formation, capacity building programs, strategic business planning

2. **Livelihood Resource Center.**<sup>2</sup> Through the LRC in Andhra Pradesh, Karnataka, Maharashtra, Tamil Nadu, and Telangana, Vrutti is enhancing people's well-being through knowledge, innovation, and transformative actions. Vrutti works in two thematic areas:

- (i) growing prosperity of small producers, and
- (ii) livelihood and social security for the marginalized and vulnerable communities.

3. **Livelihood Resource Center.**<sup>3</sup> Cheshire Homes India Bangalore began its core LRC project in 2008. The aim of the project is to provide livelihood opportunities to persons with disabilities from poor economic backgrounds, ensuring equal opportunities in the society. The core program of Cheshire Homes India Bangalore covers assessment, training, placement (both wage and self-employment), and career guidance. The core program consists of:

- (i) career guidance,
- (ii) market-led vocational training by skilled trainers, and
- (iii) placements and self-employment.

4. **Livelihood Resource Center.**<sup>4</sup> TFTP (Technology for the People), through its LRC facilitates the confluence of traditional skills and technological innovations to enhance the livelihood opportunities for the youth in Hyderabad. Activities of TFTP include:

- (i) Livelihood support for youth
  - (a) Flexible schooling support to dropouts and working girls through the National Open school system
  - (b) Value addition to traditional skills

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<sup>1</sup> <http://ccfid.org/livelihood/training-and-resource-centre.html>

<sup>2</sup> <http://www.vrutti.org/index.php/aboutus/introduction>

<sup>3</sup> <http://www.cheshireindia.org/node/19>

<sup>4</sup> <http://www.tftpeople.org/resource.htm>

- (c) Skill mapping of individuals, grading of individual skills and training candidates
- (ii) Technical support to nongovernment organizations in setting up technology-related interventions
- (iii) Window to a new World: Animation training for Mehendi artists

5. **District Livelihood Resource Center.**<sup>5</sup> The DLRC established by Andhra Pradesh Mahila Abhivruddhi Society in Adilabad and Kadapa districts is a “one-stop” shop for livelihood support. This includes training of trainers on various livelihood topics, mentoring and “hand-holding” support, structured exposure visits to best practice organizations, and other services. Among the services are

- (i) capacity building on livelihoods including training and hand-holding support
- (ii) materials and module development
- (iii) support to cluster livelihood resource centers

6. **Livelihood Centers.**<sup>6</sup> LabourNet has set up some livelihood centers in rural areas and in tier 2 and 3 cities. Its services include

- (i) counselling and assessment
- (ii) training and certification
- (iii) employment and work enablement
- (iv) self-help group formation and other services

7. **Barangay Livelihood Center.**<sup>7</sup> The Barangay Livelihood Center in Makati, Philippines is an innovative scheme for partnership to promote community participation and empowerment. Its objectives are

- (i) to respond to a constituency group-defined claim on resources, not in response to their demands;
- (ii) to create consistent service delivery systems;
- (iii) to harness the manpower, talents, and resources of the community;
- (iv) to promote the establishment and operation of viable business enterprises in every barangay;
- (v) to eliminate the problem of unemployment; and
- (vi) supplement government efforts in sustainable economic development.

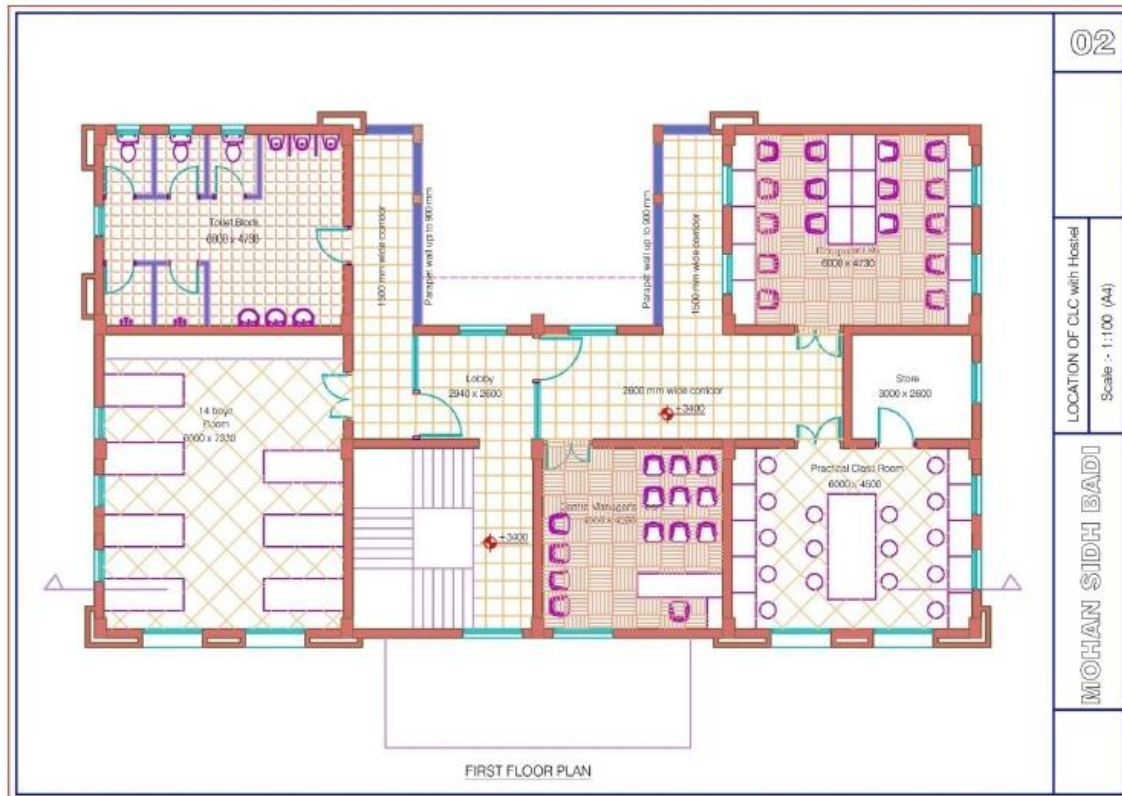
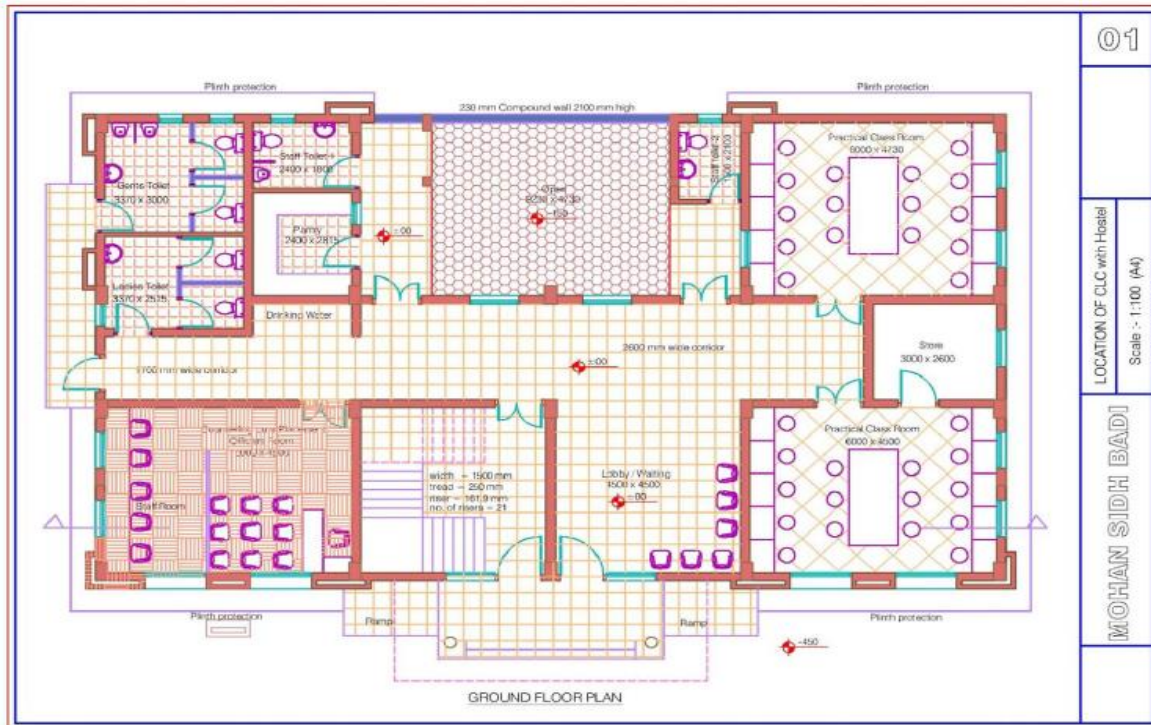
<sup>5</sup> <http://apmas.org/pdf/DLRC%20Business%20Plan-APMAS.pdf>

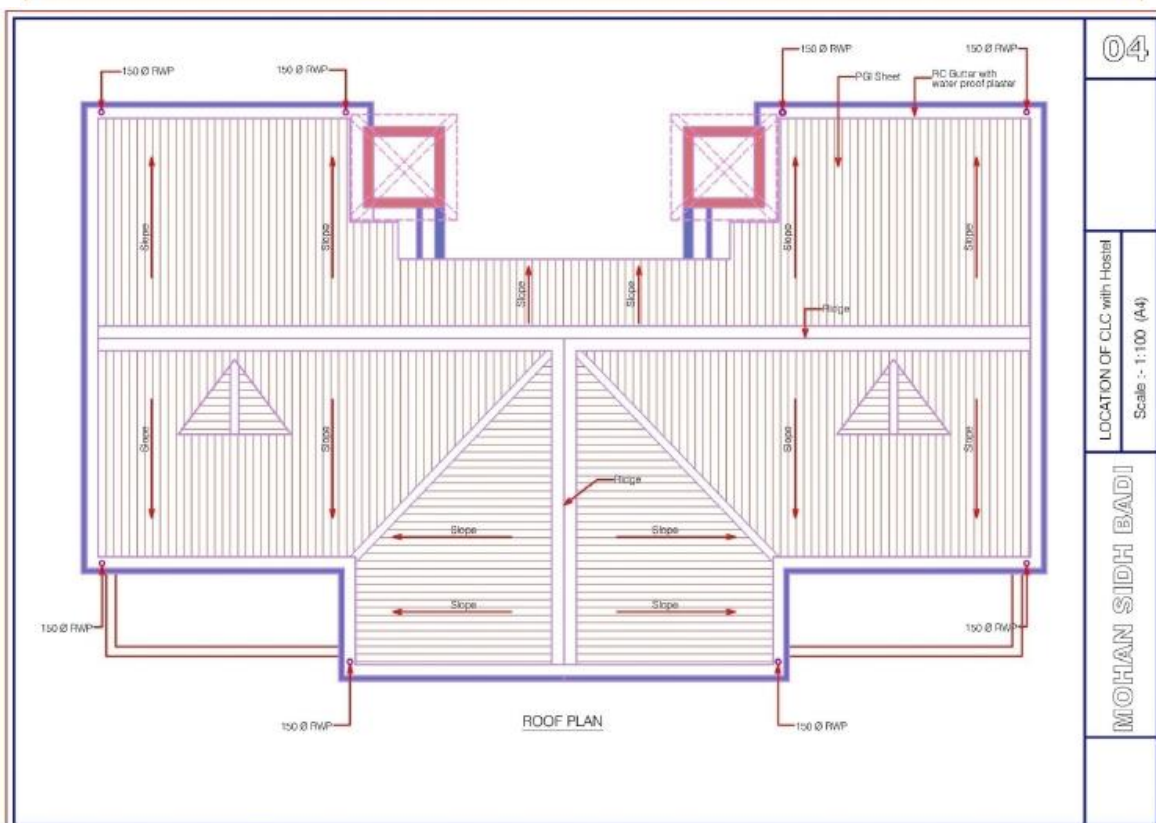
<sup>6</sup> <http://labournet.in/services/sourcing/>

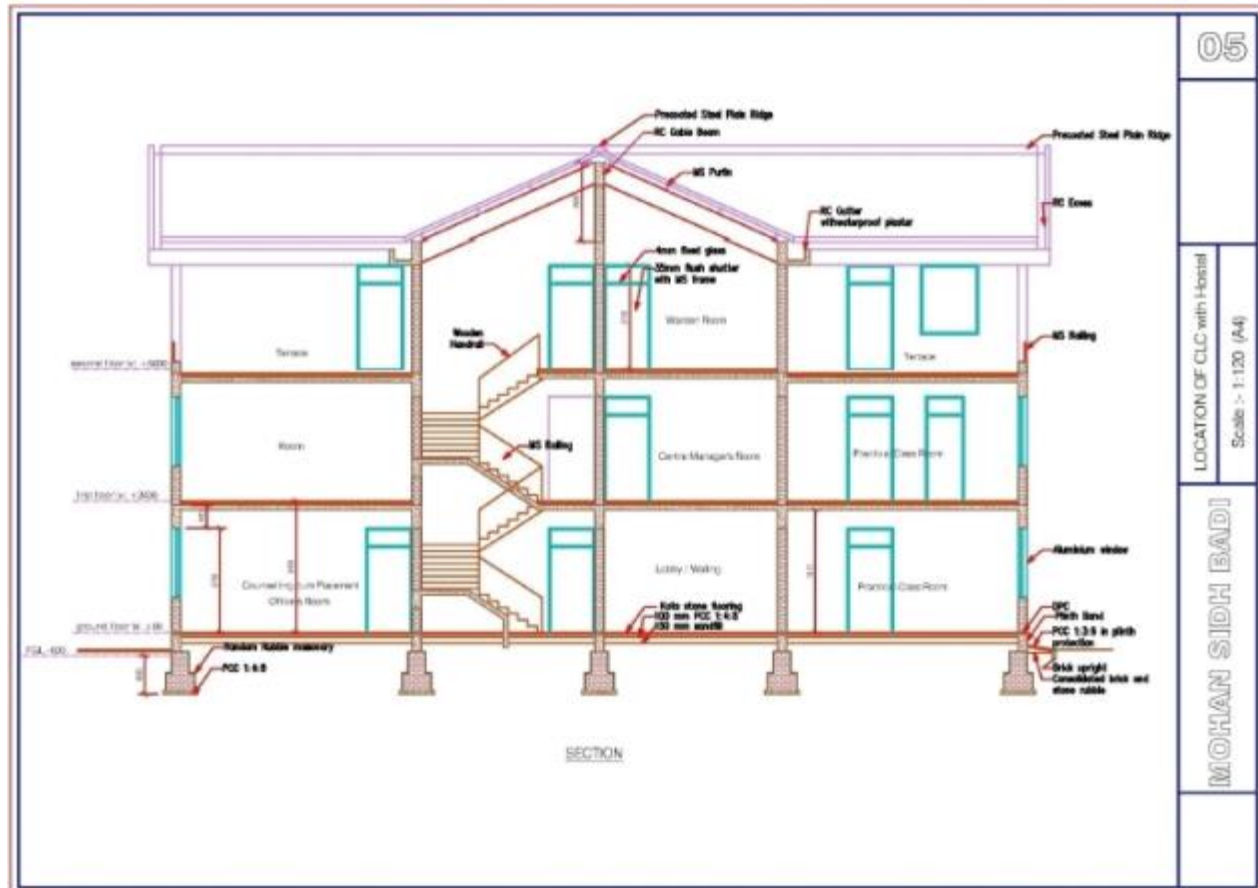
<sup>7</sup> <http://www.maloloscity.gov.ph/kabuhayan/91-proposal-on-barangay-livelihood-center>

## APPENDIX 2

### APPROVED DRAWINGS OF CITY LIVELIHOOD CENTER: MOHAL SIDHBARI







### APPENDIX 3

#### APPROVED DRAWINGS OF RURAL LIVELIHOOD CENTER: SADAYANA (MANDI)

