

Kudumbashree National Resource Organization

May 2014 - August 2015



Aajeevika
National Rural Livelihoods Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree-National Resource Organization

*Cover Photo Courtesy: **Aakriti Gupta**, Field Coordinator, Rajasthan*
Photo taken during LRG orientation at Kanbai village, Kherwara Block, Udaipur district, Rajasthan

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Message

Launched by the Ministry of Rural Development (MoRD), Government of India in June 2011, Aajeevika – National Rural Livelihoods Mission (NRLM) aims at creating efficient and effective institutional platforms of rural poor women, enabling them to increase household incomes through sustainable livelihood enhancements and improved access to financial services. The target is to bring one member from each rural poor household in all States and Union Territories across the country under the self-help network, organize and strengthen these collectives/networks and link them with local self-governments, public service providers, banks, private sector and other mainstream institutions to facilitate delivery of social and economic services to tackle poverty.

Kudumbashree, which pre-dates NRLM and has contributed significantly in the design of NRLM, has been identified as a National Resource Organization (NRO) for supporting other State Missions to learn and adapt from the best practices in which Kudumbashree has excelled like convergence between Panchayati Raj Institutions and Community Based Organizations for reaching out to the poor, and Micro-Enterprise Development with a focus on development of the community cadre of Micro-Enterprise Consultants. NRLM appreciates the Government of Kerala and the Kudumbashree Mission for coming forward to support NRLM and partner-State Rural Livelihoods Missions in adopting these best practices in their respective states. Today, Kudumbashree, through its resource cell, is providing technical support to eight partner-States, namely Assam, Bihar, Gujarat, Jharkhand, Karnataka, Maharashtra, Rajasthan and Odisha.

Women leaders and experienced personnel from the Kudumbashree network have been doing excellent work in providing on-ground mentoring support to the women's institutions in partner-states. They have been involved in strengthening the SHG collectives/networks, and developing capacities of local community cadre for taking this work forward.

I am confident that more states will come forward to avail the services of Kudumbashree, and that Kudumbashree will significantly contribute to the success of NRLM. I wish Kudumbashree and its resource cell all the very best in all its future endeavours.

ATAL DULLOO, IAS



From the Executive Director

Kudumbashree, the State Poverty Eradication Mission of Kerala was recognised as a National Resource Organization under the National Rural Livelihoods Mission (NRLM) by Ministry of Rural Development, Government of India. Kudumbashree-NRO (KS-NRO) is headquartered in Thiruvananthapuram and currently extends technical support to eight partner-State Rural Livelihood Missions (SRLM) for pilot projects in two domains – Convergence of Panchayati Raj Institutions and Community Based Organizations, and Creating community based support systems for Micro-Enterprise Development. Through KS-NRO, Kudumbashree shares its best practices and knowledge with the partner-States.

It is an honour to note that today, more than 120 community leaders and experienced professionals from the Kudumbashree network are engaged as Mentors in the KS-NRO partner-States. They have helped themselves, women in their neighbourhood in Kerala, and have now moved forward to support the women and the communities across the country fight poverty.

I also acknowledge the cooperation from the Presidents, members and staff of the various Gram Panchayats, and the Chairpersons and members of Kudumbashree Community Development Societies for always extending a warm welcome to learning visits from KS-NRO partner-States, and for supporting other KS-NRO activities. Staff of the Kudumbashree State and District Missions have also played a crucial role in facilitating the work of KS-NRO.

KS-NRO believes in helping partner-States adapt its best practices based on the local context in the partner-State, rather than replicating the Kudumbashree model. Kudumbashree also believes that every state has its own set of best practices, and looks forward to learn from them and implement them in Kudumbashree.

On behalf of Kudumbashree-National Resource Organization, I extend sincere thanks to all well-wishers and guides, particularly Sri. J K Mahapatra Secretary, Sri. Amarjeet Sinha Additional Secretary and Sri. Atal Dullo Joint Secretary, Ministry of Rural Development; Sri. S M Vijayanand Secretary, Smt. Rashmi Shukla Sharma Additional Secretary and Smt. Sarada Muraleedharan Joint Secretary, Ministry of Panchayati Raj; Smt. Nita Kejriwal Director, NRLPS and all members of the National Mission Management Unit and the State Resource Group of KS-NRO.

With great pleasure, I present to you the second Progress Report of Kudumbashree – National Resource Organization for the period May 2014 – August 2015.

K.B. Valsalakumari

List of Acronyms

ADS	Area Development Society
CBO	Community Based Organization
CDS	Community Development Society
CLF	Cluster Level Federation
FLA	Field Level Assessment
GP	Gram Panchayat
GPDP	Gram Panchayat Development Planning
GPLF	Gram Panchayat Level Federation
ICDS	Integrated Child Development Scheme
IT	Information Technology
KAASS	Kudumbashree Accounts and Audits Service Society
KS	Kudumbashree
KS-NRO	Kudumbashree – National Resource Organization
LRG	Local Resource Group
M & E	Monitoring & Evaluation
MCG	Mentor Core Group
ME	Micro Enterprise
MEC	Micro Enterprise Consultant
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MoRD	Ministry of Rural Development
MoU	Memorandum of Understanding
NHG	Neighbourhood Group
NRLM	National Rural Livelihoods Mission
NSAP	National Social Assistance Programme
PAE	Participatory Assessment of Entitlements
PDS	Public Distribution System
PTS	Performance Tracking System
PRI	Panchayati Raj Institution
RSBY	Rashtriya Swasthya Bhima Yojana
SBA	Swach Bharath Abhiyan
SHG	Self-Help Group
SRG	State Resource Group
SRLM	State Rural Livelihood Mission
SVEP	Start-up Village Entrepreneurship Programme
YP	Young Professionals
YPP	Young Professionals Programme

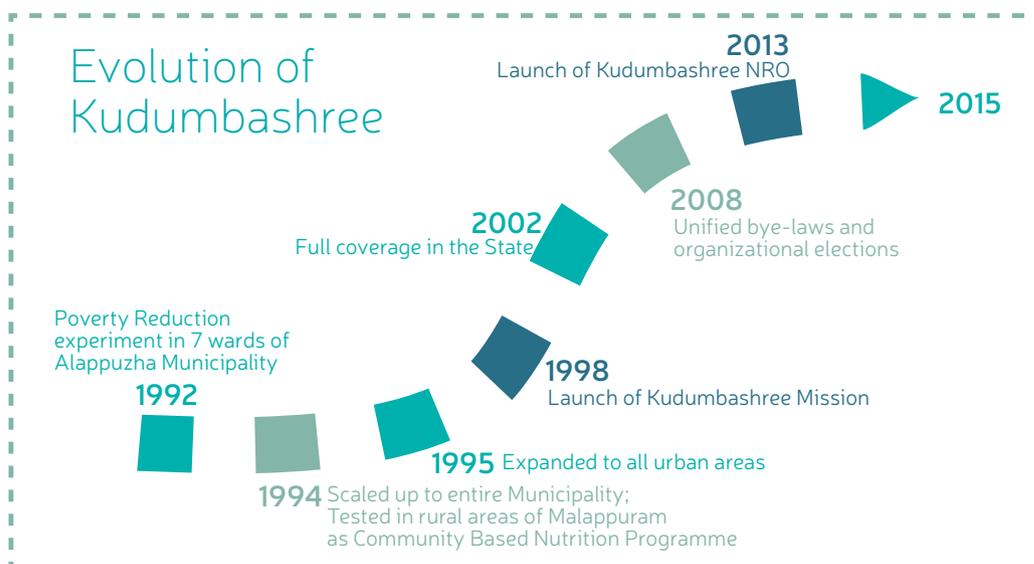
Kudumbashree National Resource Organization

Kudumbashree – State Poverty Eradication Mission of Kerala was launched in 1998, with the objective to “eradicate absolute poverty through concerted community action under the leadership of local governments, by facilitating organization of the poor for combining self-help with demand-led convergence of available services and resources to tackle the multiple dimensions and manifestations of poverty, holistically”. The Malayalam term ‘Kudumbashree’ means ‘prosperity of the family’.

The Kudumbashree community network is built as a three-tier structure. At the base are Neighbourhood Groups (NHG) that work on the principles of mutual affinity and benefit. The NHG are federated at the level of a Ward into an Area Development

Society (ADS), and further into a Community Development Society (CDS) at the level of the Local Government. Today, the Kudumbashree network has a membership of over 41 lakh families, organized into 2.61 lakh NHGs, 19,773 ADS, and 1,072 CDS.

Kudumbashree was recognised as a National Resource Organization (KS-NRO) by the Ministry of Rural Development (MoRD), Government of India, under the National Rural Livelihoods Mission (NRLM), to provide technical and implementation support to partner-State Rural Livelihood Missions (SRLMs), based on mutual interest. The KS-NRO Secretariat formally began functioning in Thiruvananthapuram, Kerala in May 2013.



Domains of KS-NRO

PRI-CBO Convergence

The PRI-CBO Convergence Project focuses on enabling the working together of Panchayati Raj Institutions (PRI) and Community Based Organisations (CBO) to strengthen access of the poor to entitlements and development schemes, and to increase the quality of their participation in local governance.

The project focuses on building and strengthening local resource pools in partner-States to work towards development of their community. Capacitating elected representatives from Panchayats and Self-Help Groups (SHGs) as well as creating platforms for convergence of both these institutions is the prime strategy adopted in the project.



SHG women attending Gram Sabha in Deoli Block, Wardha, Maharashtra



LRG member orienting SHG women on MGNREGS in Khuntpani Block, W.Singhbhum, Jharkhand

Enterprises

Building local capabilities, and creating community-based enterprise support system in the form of Micro-Enterprise Consultants (MECs), for promotion and development of micro-enterprises of the poor are the prime objectives of the Enterprises Project.



MECs trying to solve a case study as a part of their training in Gujarat



An entrepreneur with a MEC in his provision store in Muzaffarpur, Bihar

Guiding Principles of KS-NRO

The work done by Kudumbashree-NRO is based on the principle of creating local and State level capabilities for large-scale implementation of the interventions. The pilot projects are designed to be taken forward by the partner-States.

Diversified approach to diverse locations – develop State & location-specific conceptual approaches

KS-NRO believes that each location requires interventions suited to its particular context. The attempt is to develop specific intervention approaches for each GP/ Block/ District, as the case may be, within the broader framework of the PRI CBO Convergence and Enterprises Projects. KS-NRO draws from the experiences of Kudumbashree, and works with the partner-State Missions to customize activities for implementation in their States. The pilot project will enable KS-NRO and the SRLM to identify critical issues in the approaches taken and help develop context-specific methods of interventions.

Creating local capabilities for consolidation and expansion to new areas

Enterprises and PRI-CBO Convergence projects focus on building local resource pools in the partner-States. The local people would know best about their community, and a strong local cadre would ensure sustainability of the project activities post the pilot period.

In the PRI-CBO Convergence Project, the Local Resource Groups (LRG) are being developed in each Gram Panchayat (GP) to assist the community organisations in accessing entitlements, and building knowledge and confidence for taking part in local governance processes. The project envisages building a trained cadre called the Block Resource Group (BRG) at the Block level who will assist the SRLM in taking up the project in other areas of the State.

The Micro Enterprise Consultants (MEC) in the MEC Project are local women and men who have been provided with high quality business management training and necessary handholding to set up their own consulting businesses.

Mentoring by experienced persons from the community in Kerala

KS-NRO has selected and placed resource persons with several years of experience of working with Kudumbashree as Mentors in partner-States. Currently there are 120 mentors providing regular handholding support in partner-States in the two domains. In the Enterprises Project, the Mentor MEC works with the selected MEC in each district, providing them with continuous training and handholding and helping them approach each business case in specific ways. In the PRI-CBO Convergence Project, the Mentor Resource Persons work with the LRG in each Gram Panchayat, helping them understand the complexities and nuances of governance processes and implementation of various schemes.



Mentors interact with Smt. Sarada Muraliedharan (Joint Secretary, MoPR), and Shri. P Sainath (Journalist and Founder of PARI)

Professional support for developing system for monitoring, reporting and hand-holding

KS-NRO has a team of experienced and trained professionals who provide back-end support to the work done by Mentors and the local resource persons in the partner-States. The team, drawn from reputed educational institutions from across India, and rigorously trained in Kudumbashree, help in developing monitoring, reporting and hand-holding systems for the KS-NRO pilot projects. The Participatory Assessment of Entitlements (PAE) in the PRI-CBO Convergence Project and the Performance Tracking System (PTS) in the Enterprises Project are two examples of innovative work being done by the KS-NRO.

Kudumbashree-NRO May 2014 - August 2015



Officials from Meghalaya in discussion with Cafe Kudumbashree entrepreneurs in Pathanamthitta, Kerala



Ribbon exercise in PAE in Lahorighat Block, Morigaon, Assam



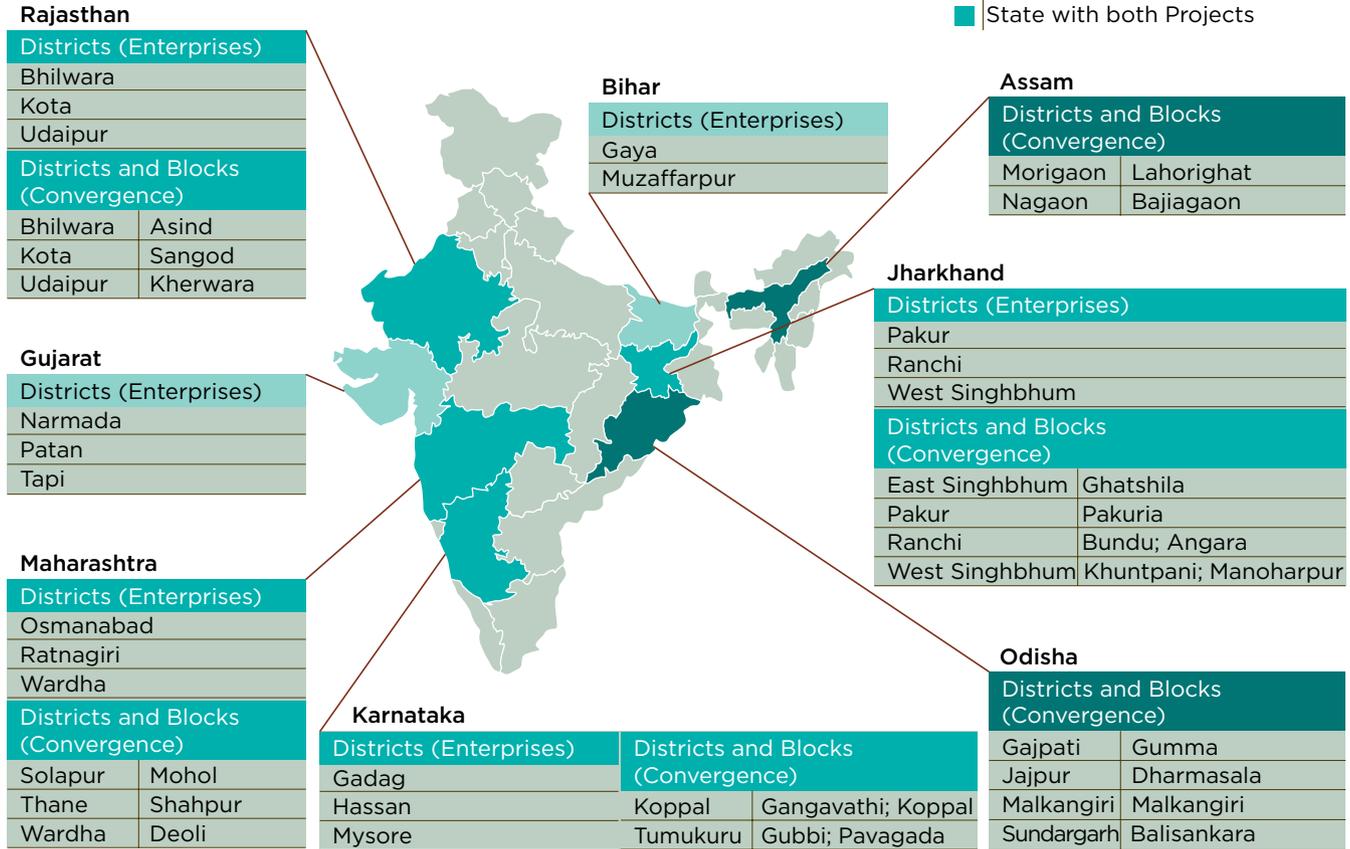
KS-NRO mentors during Mentor Development Workshop in Thiruvananthapuram, Kerala



LRG explains about MGNREGS to SHG members in Dharmasala Block, Jajpur, Odisha

NRO Partnerships

- State with Convergence Project
- State with Enterprises Project
- State with both Projects

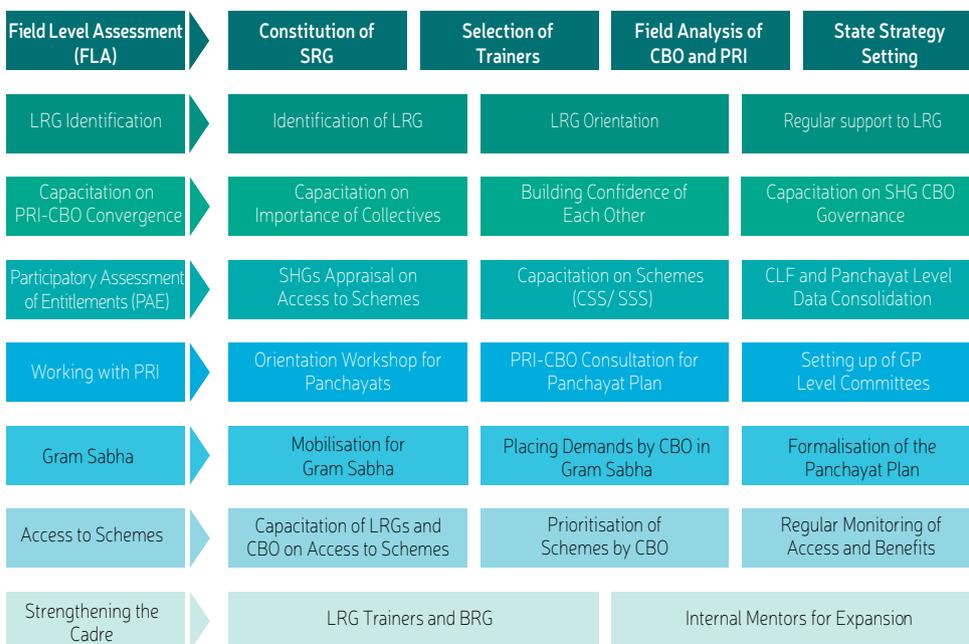


MECs during a TED training workshop in Karnataka An entrepreneur in her shop in Muzaffarpur, Bihar

PRI-CBO Convergence

The project has been initiated in 133 Gram Panchayats across 16 blocks in 14 districts of five KS-NRO partner-States - Assam, Jharkhand, Karnataka, Maharashtra and Odisha. MoU for the states were signed in January 2014. Rajasthan SRLM has signed the MoU in August 2015, and the project will soon be initiated in 64 Gram Panchayats across three blocks in the State. Gujarat SRLM has also shown interest in the Convergence project.

PRI-CBO Convergence Project Process



State Scoping and Field Level Assessment (FLA)

Prior to start of actual implementation of the PRI-CBO Convergence project, KS-NRO with the support of the State and local resources arranged by the SRLM, conducts a scoping of the local governance legislation, and structures and processes at the State level. This is followed by checking of actual practices at district, block and Gram Panchayat levels. FLA done through participatory focus group discussions involving PRI and CBO members help assess the field level needs, issues and aspirations. The information collected from the scoping and FLA is used to formulate the strategy for the PRI-CBO Convergence pilot projects in the state.

Mobilization for Gram Sabha

Gram Sabha is the basic constitutional platform for convergence of Local Government and the community. Strengthening the Gram Sabha is a significant activity for the Convergence Project. Mobilization activities have been organized to motivate the SHG to attend Gram Sabha under the leadership of the LRG members.

Simultaneously, capacity building of the elected representatives of Panchayats is also done periodically to help them realise the importance of conducting timely Gram Sabha and the need for community participation in the same.

Most of the States have pre-Gram Sabha meetings prior to the Gram Sabha. While Odisha has *Palli Sabha*, Jharkhand has *Tola Sabha*. Maharashtra has *Mahila Sabha* exclusively for women. The discussions of these meetings have to be mandatorily included in the Gram Sabha agenda.



SHG women during PAE in Lahorighat Block, Morigaon, Assam



Job Card Registration in Lahorighat Block, Morigaon, Assam



Presentation of consolidated PAE data at VO Level in Deoli Block, Wardha, Maharashtra



Job Card Mela in Gumma Block, Gajapati District, Odisha

Results Framework

A Results Framework for the PRI-CBO Convergence Project has been developed to guide the implementation of the pilot projects. The result indicators need to have proper baseline information. Rather than resort to a conventional baseline collection exercise, KS-NRO has developed a participatory approach to enable each SHG to come up with their baseline numbers.

Participatory Assessment of Entitlements (PAE)

PAE is a SHG-level interactive discussion and baseline formation schedule that helps in sharing of information among SHG members and their sensitisation on entitlements and benefits. PAE helps build the baseline data for the PRI-CBO Convergence pilot projects.

PAE schedule includes sections on governance processes: Gram Sabha, participation of women in Panchayat Committees, etc. and on household benefit schemes: MGNREGS, SBA, RSBY, NSAP, ICDS, PDS, other State schemes etc. and access to financial institutions.

PAE discussions are facilitated by trained LRG members, and guided, where necessary, by mentors from Kerala.

Mobilization for MGNREGS

MGNREGS is the key entry activity for the PRI-CBO Convergence Project in most partner-States. In Assam, MGNREGS mobilization was done during October – November 2014 and, as a result, about 3,500 SHG women applied for MGNREGS job cards. SHGs also identified work and submitted to the Gram Panchayats, and currently, women have begun participating in MGNREGS work.

In Jharkhand, MGNREGS mobilisation began post PAE, in June 2015. With the support of LRG members, SHGs have identified work. VO will present the consolidated works at a Special Gram Sabha for MGNREGS.

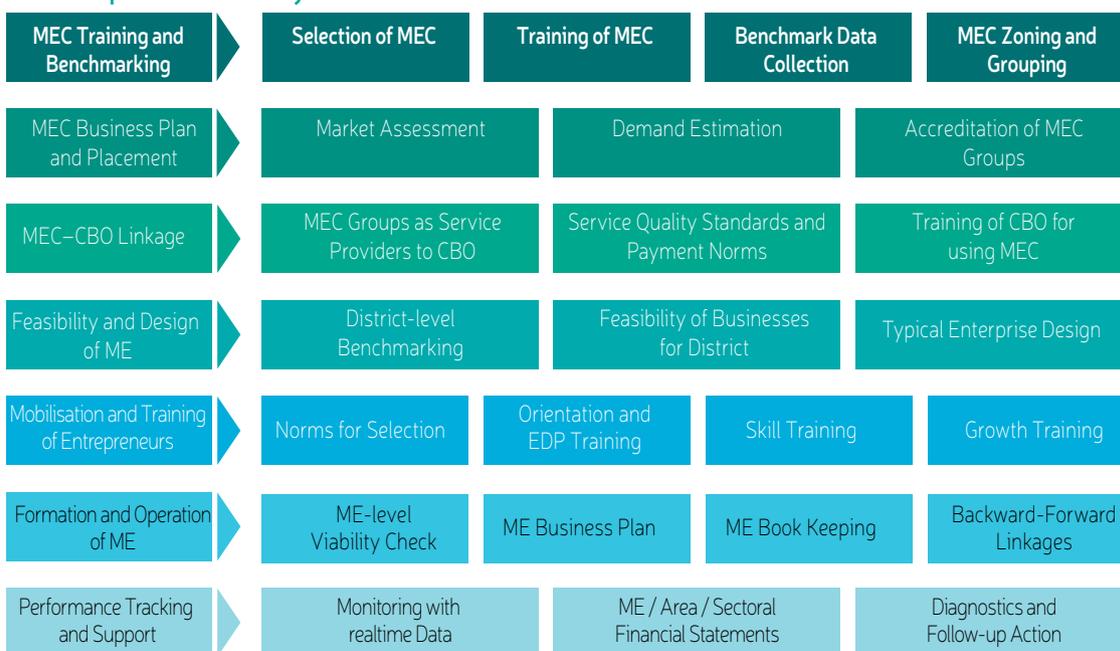
Job Card Mela in Odisha

Job Card Mela was organized in two pilot blocks in Odisha - Gumma and Balisankara during November and December 2014. SHG women submitted job card applications to the Gram Panchayat with support from LRG. Around 600 job cards were distributed in the Mela. The distribution program was attended by the District Collector and the Block Development Officers.

Enterprise Development

The project has been initiated in six partner-States. While KS-NRO has been working in Bihar since January 2013 and in Jharkhand since September 2013, projects in Karnataka and Maharashtra took off in October and November 2014 respectively. Gujarat signed the MoU in January 2015 and, Rajasthan in August 2015.

Enterprises Project Process



Benchmarking and Performance Tracking

One of the key impediments to promotion of sustainable, effective micro-enterprises of the poor is the absence of reliable data – on performance of the businesses and benchmarks for comparing performance of a business. KS-NRO has initiated work on overcoming this short-coming. In all the Enterprises Project districts, efforts are being made to create benchmark standards for performance of enterprises of the poor, on key business parameters. This will be done, in the first round, using data collected from businesses that exist in the area.

The Performance Tracking System (PTS) – a mobile-enabled, cloud-based software will help track actual business performance along the same parameters, thus helping build a database to assess the results of the enterprise promotion intervention. KS-NRO now plans to collaborate with the Orvakkal Mandal Samakhya that has done pioneering work in creating an Android App for business credit appraisal, as

part of the ENABLE Project. It is expected that the model developed by ENABLE will merge with the benchmarking and PTS mooted by KS-NRO to result in a comprehensive IT platform for village enterprises. This will be taken forward in the proposed Start-up Village Entrepreneurship Programme (SVEP).



MEC explains financial statements to an entrepreneur in Ranchi, Jharkhand; financial statements calculated by the MEC (inset picture)

MEC Groups as an Agency of CBO

Once the MECs are trained, the Enterprises Project envisages their working as self-sustainable groups responsible for their own income. The MECs are divided into groups in an allotted area called zones (a cluster of 2-3 geographically proximate blocks) in such a way that each group gets access to similar market and infrastructure facilities. Subsequently, each MEC group will be given accreditation by the SRLM, making them an authorised agency to provide services to the community organisations. For establishing a service-payment relationship between community organisations and MEC groups, a MoU shall be signed between the two parties, which will clearly state the terms of contract – including service quality standards and payment. It is envisaged, as the project progresses, CBOs will be able to monitor the services of the MEC groups based on the established terms of contract and make payments directly to them.



MEC group engaging with the SHG women to identify enterprise areas in Muzaffarpur, Bihar



Members of MEC group with the mentor MEC at an exhibition, selling SHG-made products in Karnataka.

MEC Group in Pakur

IDEAL (Institute for Development of Enterprises and Livelihood) MEC group includes 21 MECs working in Zone-II of Pakur district covering Pakuria, Mahespur and Amrapada blocks. The group is registered under the Indian Partnership Act, 1932.

The group has opened a bank account opened in its name. They also have an office space in Mahespur block, where they hold their meetings and training sessions. The honorarium paid to the individual MECs is credited in the group's bank account. Each MEC contributes Rs. 1000 per year from their honorarium into the reserve fund for funding various activities of the MEC group. The MEC group also earns faculty fee for conducting various training sessions such as General Awareness Training and Business Management Training. The reserve fund is used for internal lending among the MECs as a revolving fund. The group focuses on identifying new business opportunities, conducting market assessment, identification and selection of plant and machinery, preparation of business plan, and providing business related trainings to SHGs in their zone.

Beacon Pilots

Beacon Pilots are based on successful experiments by Kudumbashree in Kerala. These projects take into account the available resources as well as markets and directly involve MECs and members of the community organisations to prepare for and operate the enterprise. This gives an opportunity to both - the community and the MECs - to get hands-on experience of starting and running a business concern. It also prepares them for taking up challenging assignments in future. Such pilots have been taken forth in Bihar in the form of Jeevika Jalpan – community run cafés complying with certain quality standards, and are proposed in Maharashtra in the form of community tourism in Ratnagiri and goat markets in Osmanabad.

Assam

PRI-CBO Convergence



MoU Signed	January 2014
Project Initiated	March 2014
Pilot Area	7 Gram Panchayats in Lahorighat Block, Morigaon District 7 Gram Panchayats in Bajiagaon Block, Nagaon District
Number of SHG	Lahorighat Block – 652 SHG Bajiagaon Block – 500 SHG
Number of LRG members	100
Number of mentors	8

Scoping assessment was conducted during March – April 2014, and State strategy was finalised in May 2014. This was followed by identification of LRG members in all pilot locations. They were given orientation and training in Convergence activities. CBO orientation was done at Gram Panchayat (GP) Level, and two rounds of orientation was conducted for the GP representatives, at block and State level respectively.

Large scale mobilisation for MGNREGS was carried out in the State through LRG members during October – December 2014. SHG members got job cards made, identified work in their locality and demanded for jobs.

PAE was conducted during January – April 2015. Post PAE, LRG members have started to orient the Village Organisations (VOs) on the importance of sub-committees as a follow-up to PAE. Though the sub-committees are yet to be fully functional, the LRG members have been supporting their formation. MGNREGS sub-committee, ICDS sub-committee and NSAP-SBM sub-committee have been formed in the VOs. Each sub-committee has three members. VO makes short-term action plans based on PAE results and have been working with the Gram Panchayats in applying for job cards, toilets under SBM, pensions etc. Recently, line department officials have started attending the Gram Sabha, and VOs have initiated a direct dialogue with them.



SHG women attending Gram Sabha in Lahorighat Block, Morigaon, Assam



SHG women engaged in PAE in Bajiagaon Block, Nagaon, Assam

Bihar

Enterprises



MoU Signed	November 2012
Project Initiated	January 2013
Pilot Area	Gaya and Muzaffarpur Districts
Number of MECs	120 (Female 51; Male 69)
Number of mentors	4
MEC Selection	January 2013 and September 2013
MEC Capacity Building	March 2013 - December 2013

Details of MEC Zones

Zone Name	Blocks	Number of MECs (August 2015)
Gaya (54 MECs)		
Barachatti	Barachatti, Dobhi, Mohanpur, Fatehpur	13
Bodhgaya	Bodhgaya, Guraru, Gurua, Konch, Pariya	10
Chandauti	Chandauti, Belaganj, Tikari, Khizirsarai	08
Manpur	Atri, Manpur, Muhra, Neem Chak Bathani, Tan Kuppa, Wazirganj	10
Sherghati	Amas, Banke Bazar, Dumaria, Imamganj, Sherghati	13
Muzaffarpur (66 MECs)		
Bochaha	Aurai, Bochaha, Katra	13
Minapur	Minapur, Kanti	09
Motipur	Motipur, Sahebganj	10
Muroul	Muroul, Kurhani, Sakra	14
Mushari	Bandra, Gaighat, Mushari	11
Saraiya	Marwan, Paroo, Saraiya	09



Orientation training for SHG women in Gaya, Bihar

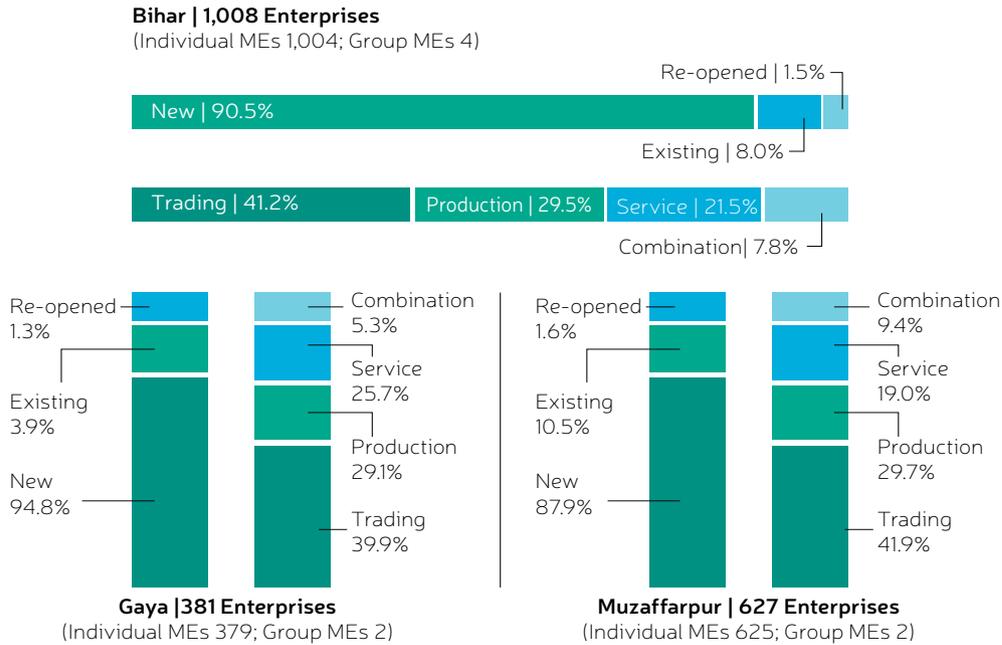


Skill training for SHG members for starting a Jeevika Jalpan outlet in Muzaffarpur, Bihar

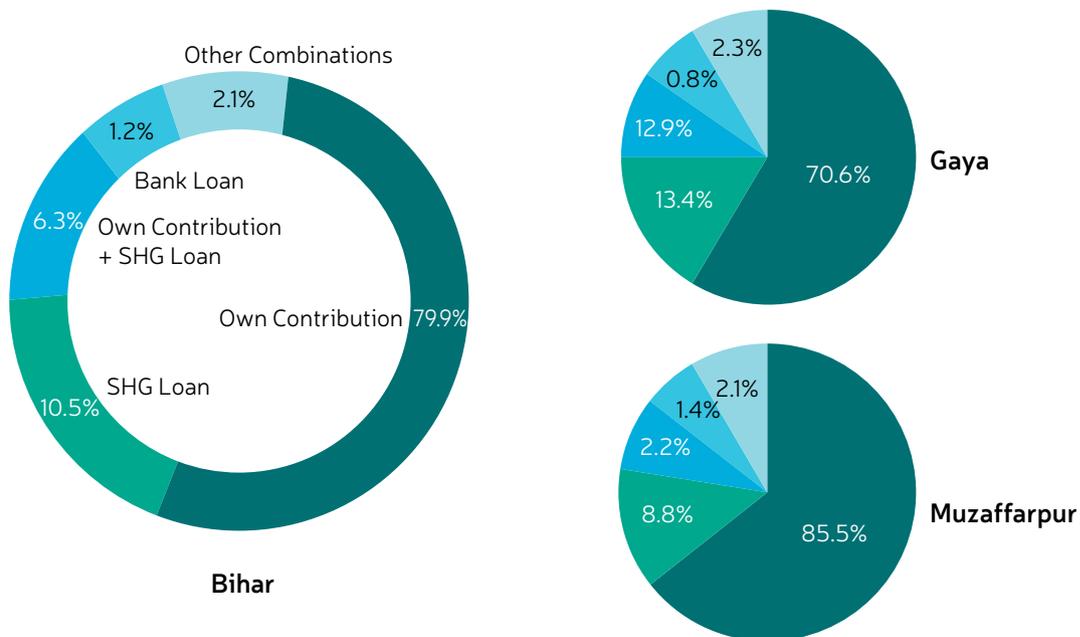
Illustration of Results of Work Done by MEC in Bihar

The MEC trained as part of the Enterprises pilot project have started regular work in the field, promoting micro-enterprises. The following figures and tables provide some glimpses of the work being done by the MEC.

Number of Enterprises Supported - By Number and Type



Sources of Investment for Enterprises Supported



Investment Range for Enterprises Supported

Investment Range (in INR)	Bihar	Gaya	Muzaffarpur
Less than 1,000	16.9%	3.1%	25.2%
1,000 – 3,000	18.7%	10.8%	23.4%
3,000 – 7,000	24.6%	19.9%	27.4%
7,000 – 10,000	5.1%	8.9%	2.7%
10,000 – 20,000	15.4%	21.0%	12.0%
More than 20,000	18.9%	34.9%	9.3%

Popular Enterprise Categories in Pilot Districts

Gaya

Tailoring	12.9%
General Store	12.3%
Snacks	8.7%
Ladies Store	5.8%
Dairy	4.7%
Fruits and Vegetable Trading	4.7%

Muzaffarpur

General Store	23.0%
Agarbatti	12.3%
Tailoring	9.3%
Poultry	6.4%
Fruits and Vegetable Trading	6.5%
Snacks	6.1%

Jeevika Jalpan

Jeevika Jalpan is a food and beverages sector intervention of Bihar Rural Livelihood Promotion Society. The women are identified from within the CLF with the help of MECs. They are trained in basic business management and soft skills. Specific skill training in food preparation and hygiene maintenance is also imparted to them.

Jalpan outlets across Bihar will share a common approach to design, layout and services.

The menu varies from place to place, depending

on local preferences and ethnic cuisine. They will operate under a common brand and a common logo, creating very specific and location-neutral brand image.

The first Jeevika Jalpan outlet was opened in Sekhwara (Bodhgaya) in Gaya in August 2015. During the coming months, eight more Jeevika Jalpan outlets will set up in select locations in Gaya and Muzaffarpur districts.



Cafe Jeevika Jalpan launched in Shekwara in Gaya, Bihar



Customers at Cafe Jeevika Jalpan in Shekwara in Gaya, Bihar

Jharkhand

PRI-CBO Convergence



MoU Signed	January 2014
Project Initiated	March 2014
Pilot Area	3 Gram Panchayats in Bundu Block (Ranchi District)
	3 Gram Panchayats in Khuntpani Block (West Singhbhum District)
	3 Gram Panchayats in Ghatshila Block (East Singhbhum District)
Number of SHG	Bundu Block – 204 SHG
	Khuntpani Block – 182 SHG
	Ghatshila Block – 144 SHG
Number of LRG members	90
Number of mentors	22

The scoping assessment was done during March – May 2014, and State strategy was finalised in June 2014. This was followed by identification of LRG members in all pilot locations. They were given orientation and training to Convergence activities. PRI and CBO orientation was done at GP Level. LRG and KS-NRO mentors actively participated in Intensive Participatory Planning Exercise (IPPE) for MGNREGS in the pilot locations during October–November 2014.

Participatory Assessment of Entitlements (PAE) was piloted in January and was conducted during January – April 2015 in Bundu, Khuntpani and Ghatshila blocks. Following PAE, mobilization activities for MGNREGS were undertaken in the three blocks. A joint workshop for mentors and LRG members to take forward activities post PAE was organized at block level in July 2015.



LRG training in Ghatshila Block
E.Singhbhum, Jharkhand



VO level consolidation of PAE Data in Bundu Block,
Ranchi, Jharkhand

Enterprises

MoU Signed	March 2013
Project Initiated	September 2013
Pilot Area	Pakur, Ranchi, and West Singhbhum Districts
Number of MECs	112 (Female 34; Male 78)
Number of mentors	12
MEC Selection	September 2013
MEC Capacity Building	September 2013 – October 2014

Details of MEC Zones

Zone Name	Blocks	Number of MECs (August 2015)
Ranchi (53 MECs)		
Bundu	Silli, Bundu, Rahe, Tamar, Sonahatu	16
Burmu	Kanke, Burmu, Khalari, Ratu, Chanho	10
Angara	Namkum, Angara, Ormanjhi	22
Nagri	Nagri, Itki, Madar, Baro, Lapung	5
West Singhbhum (34 MECs)		
Goilkera	Bandgaon, Sonua, Goilkera, Gudri, Anandpur, Chakradharpur	13
Manoharpur	Manoharpur, Noamundi, Majgaon, Jagarnathpur, Kumardungi	8
Khuntpani	Khuntpani, Sadar, Tantanagar, Jhinkpani, Manjhari, Hathamaharia, Tonto	13
Pakur (25 MECs)		
Pakur	Pakur, Hiranpur, Littipara	9
Maheshpur	Maheshpur, Pakuriya, Amrapara	16

Towards Success

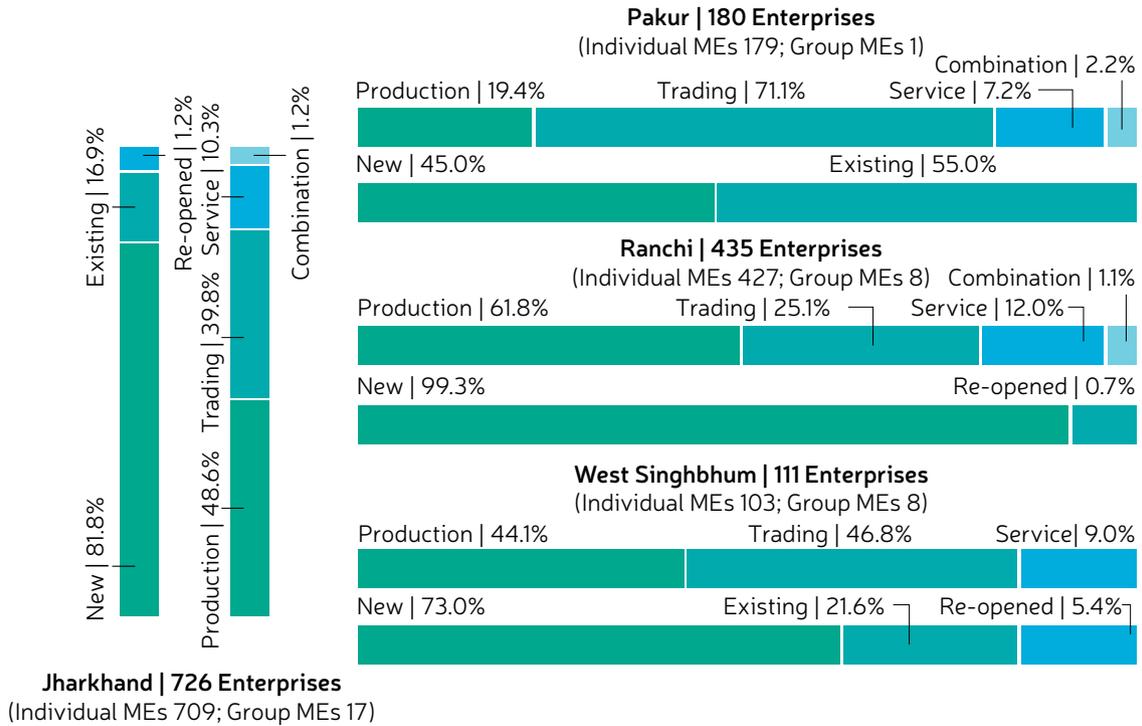
Suchit Xavier Horo is a man who has faced much adversity in life and emerged out with a smile, thanks to his own endeavours. After working with an NGO and trying his hand at various micro-enterprises, Suchit Xavier finally decided to become a MEC as he was inspired to help people understand how to establish enterprises and attain financial stability. As an MEC, he decided to focus on helping SHG women start various seasonal businesses. The first business he supported, which was a tamarind business generated a profit of Rs. 30,000 within two months. Some of the other businesses he has supported include poultry farms, goat farms etc. One of his notable accomplishments was helping women in establishing a catering unit in Khuntpani, West Singhbhum, Jharkhand. This unit aspires to grow into a full-fledged hotel in the area.

Xavier also extends his services to other MECs and the women of the neighbouring blocks by suggesting and advising about the viability of businesses. He helps women from deprived households to increase their revenue and access better quality of life.

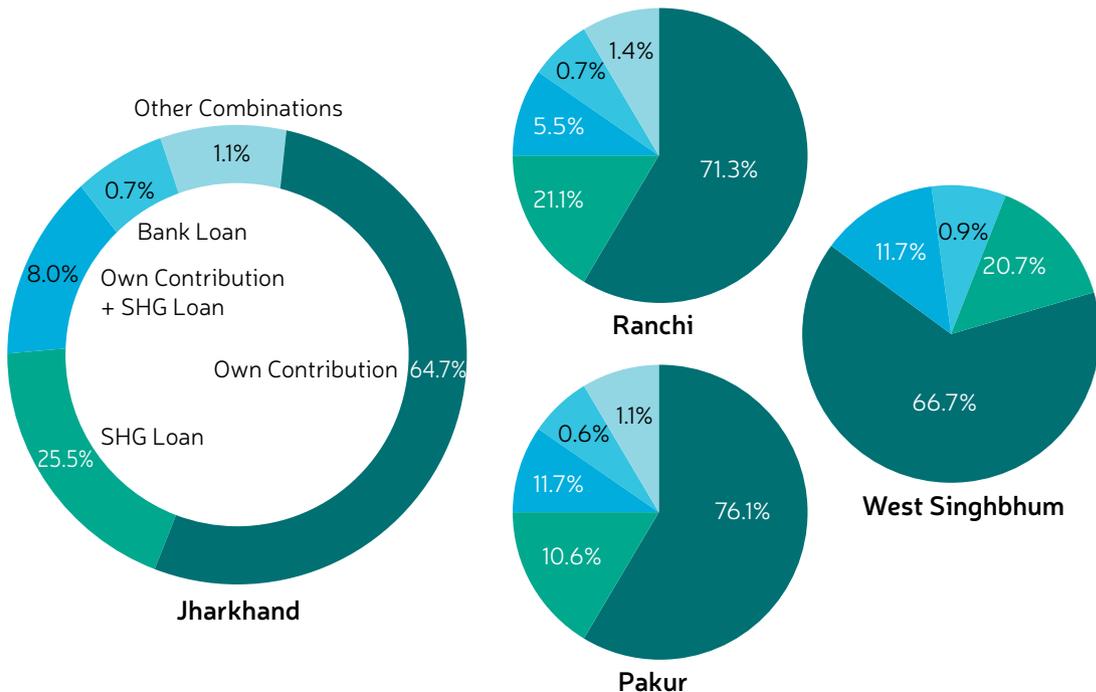
Illustration of Results of Work Done by MEC in Jharkhand

The MEC trained as part of the Enterprises pilot project have started regular work in the field, promoting micro-enterprises. The following figures and tables provide some glimpses of the work being done by the MEC.

Number of Enterprises Supported - By Number and Type



Sources of Investment for Enterprises Supported



Investment Range for Enterprises Supported

Investment Range (in INR)	Jharkhand	Pakur	Ranchi	West Singhbhum
Less than 1,000	9.6%	2.2%	12.6%	9.9%
1,000 – 3,000	19.4%	18.9%	18.6%	23.4%
3,000 – 7,000	28.4%	27.2%	30.6%	21.6%
7,000 – 10,000	7.3%	10.0%	6.2%	7.2%
10,000 – 20,000	15.0%	22.2%	11.7%	16.2%
More than 20,000	20.2%	19.4%	20.2%	21.6%

Popular Enterprise Categories in Pilot Districts

Pakur

General Store	58.9%
Snacks	5.6%
Tailoring	5.6%
Fruits and Vegetable Trading	4.4%
Vegetable Production	3.3%
Fruits and Vegetable Trading	4.7%

Ranchi

General Store	13.8%
Goat Rearing	11.7%
Poultry	9.0%
Hotel	8.3%
Pig Rearing	7.6%

West Singhbhum

General Store	22.5%
Hotel	11.7%
Fruits and Vegetable Trading	9.0%
Goat Rearing	8.1%
Pig Rearing	8.1%
Fruits and Vegetable Trading	4.7%



A snacks shop and a cosmetic shop run by two different SHG women and their families in Ranchi, Jharkhand

Karnataka

PRI-CBO Convergence



MoU Signed	January 2014
Project Initiated	November 2014
Pilot Area	10 Gram Panchayats in Pavagada Taluka (Tumakuru District) 10 Gram Panchayats in Gubbi Taluka (Tumakuru District) 10 Gram Panchayats in Koppala Taluka (Koppala District) 10 Gram Panchayats in Gangavati Taluka (Koppala District)
Number of SHG	Pavagada Taluka - 1092 SHG Gubbi Taluka – 947 SHG Koppal Taluka – 937 SHG Gangavati Taluka –671 SHG
Number of LRG members	400
Number of mentors	16

A workshop with the State Resource Group (SRG) was conducted in July 2014 for discussing the project activities. Following this, the Field Level Assessment (FLA) Module was finalised with the SRG and State Mission. FLA was conducted during October – December 2014, and report was finalised in March 2015. Strategy setting workshop was conducted in April 2015, and the project activities were finalised.

Following this, a Gram Panchayat level LRG identification and selection was conducted. Initial orientation to the Panchayat Representatives was also conducted by the mentors during June – July 2015. The first level of LRG orientation at Taluka level was organized in July 2015.



Focus Group Discussion with MGNREGS workers during FLA in Koppal Taluka, Koppal, Karnataka



LRG Orientation in Gubbi Taluka, Tumakuru, Karnataka

Enterprises

MoU Signed	August 2014
Project Initiated	September 2014
Pilot Area	Gadag, Hassan, and Mysuru Districts
Number of MECs	126 (Female 113; Male 13)
Number of mentors	6
MEC Selection	October 2014
MEC Capacity Building	October 2014 – September 2015

Details of MEC Zones

Zone Name	Blocks	Number off MECs (August 2015)
Gadag (43 MECs)		
Gadag	Gadag	8
Shirahatti	Shirahatti	10
Ron	Ron and Naragund	12
Mundargi	Mundaragi	13
Hassan (44 MECs)		
Hassan	Hassan, Arkalagud and Holenarsipura	19
Sakleshpura	Belur, Sakleshpura and Alur	11
Arsikere	Arasikere and CR Pattana	14
Mysuru (39 MECs)		
Mysuru	Mysuru and T Narasipura	11
HD Kote	Nanjangudu and H.D.Kote	12
Hunsur	Piriyapattana, Hunsur and K.R Nagar	16

New Horizons

Manjula Muttin is 42 years old and runs a tailoring shop cum ladies store in Mundaragi village in Gadag, Karnataka. She is a widow, has two children and takes care of her household with her income from the enterprise.

Manjula was skilled in tailoring and starting a tailoring shop was a choice she made for herself. However, the business was not making much profit. While the Enterprises Project was initiated in Gadag, Manjula was selected as a MEC. She learned business strategies through the various trainings she attended. She began marketing her business in her own SHG network. This widened her customer base. Training on business accounting helped her keep more accurate accounts too.

Manjula's new dream is to set up a ladies garment shop in the village by next year. She has not let her limited education or family situation stop her from running a successful enterprise of her choice.



MECs in Karnataka during a market visit as a part of their training to understand market and customer dynamics

Maharashtra

PRI-CBO Convergence



MoU Signed	January 2014
Project Initiated	February 2014
Pilot Area	18 Gram Panchayats in Shahpur Block (Thane District)
	20 Gram Panchayats in Mohol Block (Solapur District)
	20 Gram Panchayats in Deoli Block (Wardha District)
Number of SHG	Shahpur Block – 302 SHG
	Mohol Block – 394 SHG
	Deoli Block – 390 SHG
Number of LRG members	270
Number of mentors	12

Scoping assessment was completed in March 2014. Post the report preparation and strategy setting workshop, work started on ground in May 2014. CBO orientation was conducted. Mobilisation activities for Gram Sabha in August and November 2014 was done by the LRG members. Maharashtra was the first state to pilot PAE, and post the pilot, the process was completed by February 2015. 10,830 SHG women participated in PAE. In many Gram Panchayats, SHGs and VOs were formed as a result of the PAE mobilization. Some LRG members have graduated as trainers as an outcome of PAE.

In order to enhance the participation of elected representatives in the project initiatives, one-to-one interaction with elected representatives of Panchayats was undertaken in all pilot GPs during March – May 2015. Verification of PAE data was done under the leadership of the LRG members, and absentees during the first round were considered. PAE data was finalised by June 2015. Post-PAE, the VOs have compiled demands from SHG members, and presented it to the GPs. Follow-up is being done.



PAE in process in Mohol Block, Solapur, Maharashtra



LRG training in Mohol Block, Solapur, Maharashtra

Enterprises

MoU Signed	August 2014
Project Initiated	October 2014
Pilot Area	Osmanabad, Ratnagiri, and Wardha Districts
Number of MECs	MECs 130 (Female 78; Male 52)
Number of Mentors	6
MEC Selection	October 2014
MEC Capacity Building	December 2014 – October 2015

Details of MEC Zones

Zone Name	Blocks	Number of MECs (August 2015)
Osmanabad (57 MECs)		
Osmanabad	Osmanabad	22
Tuljapur	Tuljapur, Lohara, and Umarga	14
Bhoom	Kalamb, Washi, Bhoom, and Paranda	21
Ratnagiri (44 MECs)		
Ratnagiri	Ratnagiri, Lanja, and Rajapur	13
Sangameshwar	Sangameshwar, Chiplun, Guhagar, Khed, Dapoli, and Mandangad	20
Wardha (43 MECs)		
Wardha	Wardha, Seloo, and Samudrapur	12
Deoli	Deoli and Hinganghat	18
Ashti	Ashti, Arvi and Karanja	13



CREAM training in Pune, Maharashtra



Blossom, a team-building exercise, as a part of Enterprises (MEC) Project underway in Wardha, Maharashtra

Building Confidence to Move Ahead

Bandu Meshram, 29, is an entrepreneur and MEC from Arvi, Wardha who has been doing business for the last eight years, and currently sells kulfis.

Bandu got selected as an MEC, and have now attended training programmes. He applied the business strategies that he learnt in his own venture. He identified that Kulfi is a product of seasonal demand and changed his strategies accordingly. Now, his target customers are children and wedding receptions. This helped him reduce cost, time, and effort.

Bandu's business is at present limited to buying and selling of Kulfis. He has now diversified his product range to include flavoured kulfis. He looks forward to starting his own kulfi production unit soon. Bandu also says that he will share his experience with other entrepreneurs in his neighbourhood, and help people earn better from their business.

There are many others like Bandu who feel that they have gained from being an MEC, in supporting their own enterprises, and in venturing out to help others.

Odisha

PRI-CBO Convergence

MoU Signed	January 2014
Project Initiated	February 2014
Pilot Area	4 Gram Panchayats in Dharmasala Block (Jajpur District) 2 Gram Panchayats in Balisankara Block (Sundergarh District) 4 Gram Panchayats in Gumma Block (Gajapati District) 2 Gram Panchayats in Malkangiri Block (Malkangiri District)
Number of SHG	Dharmasala Block – 304 SHG Balisankara Block – 156 SHG Gumma Block – 162 SHG Malkangiri – 102 SHG
Number of LRG members	136
Number of mentors	16

Scoping assessment and strategy setting workshop was completed in July 2014. Following the LRG selection and orientation workshops, large scale mobilisation was done for Gram Sabhas and Palli Sabhas through the LRG. CBO and PRI orientation were conducted. Job card mela for MGNREGS job card registration was done in two blocks. PAE was conducted from February 2015 onwards, and was completed by June 2015.

LRG members and mentors conducted one-to-one interaction with the Panchayat elected representatives in all pilot panchayats to ensure their cooperation in the project activities.

Based on demand from the SHG members, LRG provided support to SHG in opening individual bank accounts. At present, annual action plans are being made by Gram Panchayat Level Federations (GPLF).



Ribbon exercise in progress in Balisankara Block, Sundergarh, Odisha



SHG women attending Palli Sabha in Balisankara Block, Sundergarh, Odisha

Gujarat

Enterprises

MoU Signed	January 2015
Project Initiated	May 2015
Pilot Area	Narmada, Patan, and Tapi Districts
Number of mentors	6
Number of MECs	84 (Female 63; Male 21)
MEC Selection	July 2015
MEC Capacity Building	July 2015 onwards (in progress)



Rajasthan

Convergence

MoU Signed	August 2015
Project Initiated	Yet to begin
Pilot Area	17 Gram Panchayats in Sangod Block, Kota 23 Gram Panchayats in Asind Block, Bhilwara 27 Gram Panchayats in Kherwada Block, Udaipur
Number of mentors	15
Number of SHG in each Block	NA
Number of LRG members	To be identified



Enterprises

MoU Signed	August 2015
Project Initiated	June 2015
Pilot Area	Bhilwara, Kota, and Udaipur Districts
Number of mentors	6
MEC Selection	Planned during October 2015
MEC Capacity Building	Planned from November 2015

Learning Services

KS-NRO believes that learning visits and exposure visits are important capacity building tools. Various stakeholders, including Gram Panchayat elected representatives, women from the CBO network, Block, District and State level officials from SRLMs visit Kudumbashree and Kerala to understand the development context, and Convergence and Enterprises activities on ground. KS-NRO also conducts visits for other Government departments and NGOs who want to understand Kudumbashree and its programmes. The various types of visits conducted by KS-NRO are:

Learning Visit (General)

The general visit gives the participants an opportunity to learn about Panchayats and the CBO network in Kerala as well as look at the Kudumbashree programs in general. It includes aspects of both Convergence and Enterprises domains of KS-NRO. General visits are usually conducted for senior officials who want to have a general understanding of the role and impact of Kudumbashree in Kerala in a short period of time.

Panchayat Apprenticeship Programme (PAP)

Panchayat Apprenticeship Programme is a rigorous training programme for the panchayat representatives, CBO representatives and the community cadre of partner-States to learn the role of panchayat in poverty reduction and development. The programme is designed for five days, and includes early morning and evening sessions to discuss on the lessons learnt from the field. The program is planned in a well-functioning Gram Panchayat in Kerala, and the faculty for the programme includes elected representatives, officials of transferred institutions and Kudumbashree representatives. The participants are provided accommodation at the homes of the local community. The arrangement is made to provide a holistic experience of living in a Gram Panchayat in Kerala.

Learning Visit (Programmes)

Programme/ scheme specific visits are also organized by KS-NRO. Teams come to specifically look at PR-CBO Convergence activities, role of Kudumbashree in implementation of MGNREGS, and other Kudumbashree programmes such as Asraya.

MEC Immersion

This visit is specifically conducted for officials from the partner-States who wish to learn Kudumbashree's livelihoods promoting models (focusing on Micro Enterprises). The participants get an opportunity to study the process of formation and functioning of various kinds of micro-enterprises in Kudumbashree and the role of various community institutions that support these enterprises.

During May 2014 to August 2015, KS-NRO organized 26 learning visits for 385 persons from partner-States, NRLM and other organizations.

Learning Visits Organised by KS-NRO during May 2014 – August 2015

Partner-State/ Team	Period	Districts Visited
PAP for Elected representatives from Assam (28 participants)	July 2014 (6 days)	Kozhikode
Learning Visit (General) for Officials from GLPC, Gujarat (8 participants)	July 2014 (3 days)	Kottayam
Programme Specific Learning Visit (Convergence) for Officials from Assam SRLM (8 participants)	August 2014 (3 days)	Ernakulam
MEC immersion for Officials from Karnataka (9 participants)	September 2014 (5 days)	Ernakulam
PAP for Elected representatives from Assam (27 participants)	September 2014 (6 days)	Kannur
MEC Immersion for Officials from Maharashtra (7 participants)	September 2014 (4 days)	Ernakulam
Programme Specific Learning Visit (Convergence) for Official from GLPC, Gujarat (1 participant)	October 2014 (2 days)	Pathanamthitta
MEC Immersion for Officials from GLPC, Gujarat (7 participants)	November 2014 (4 days)	Kottayam
MEC Immersion for Officials from OLM (6 participants)	November 2015 (5 days)	Pathanamthitta
Programme Specific Learning Visit (Convergence) for Elected representatives and officials from Odisha SIRD (57 participants)	December 2014 (3 days)	Palakkad
Programme Specific Learning Visit (Asraya) for Officials from MSRLM (19 participants)	December 2014 (4 days)	Ernakulam
PAP for Elected representatives and Master Trainers from JSLPS, Jharkhand (21 participants)	January 2015 (6 days)	Palakkad
Learning Visit (General) for Participants from Timbaktu Collective (25 participants)	February 2015 (2 days)	Ernakulam
Programme Specific Learning Visit (Convergence) for Officials of SERP and Elected representatives from Andhra Pradesh (16 participants)	February 2015 (3 days)	Thiruvananthapuram
Elected representatives and LRGs from JSLPS, Jharkhand (35 participants)	February 2015 (6 days)	Malappuram
Programme Specific Learning Visit (MGNREGS) for Officials and Community cadre from PRADAN (NGO) (30 participants)	February-March 2015 (4 days)	Thrissur
MEC Immersion for Officials from Meghalaya Institute of Entrepreneurship (13 participants)	March 2015 (5 days)	Pathanamthitta
MEC Immersion for COO and Officials from TN Pudu Vazhvu Project – NRO (7 participants)	March 2015 (2 days)	Thiruvananthapuram

Partner-State/Team	Period	Districts Visited
MEC Immersion for Team from Myanmar (8 participants)	April 2015 (1 day)	Thiruvananthapuram
Programme Specific Learning Visit (MGNREGS) for Officials and Community cadre from PRADAN (NGO) (14 participants)	April 2015 (5 days)	Thrissur
Programme Specific Learning Visit (Convergence) for Karnataka SPM Visit (1 participant)	April 2015 (5 days)	Kannur and Wayanad
Programme Specific Learning Visit (Convergence) for Officials from PRADAN (NGO) (13 participants)	May 2015 (7 days)	Thiruvananthapuram
Learning Visit (General) for Officials from RGAVP (8 participants)	June 2015 (5 days)	Ernakulam
Programme Specific Learning Visit for Officials from NRLM (3 participants)	June 2015 (1 day)	Thiruvananthapuram
PAP for Elected representatives and LRGs from JSLPS, Jharkhand (13 participants)	July 2015 (5 days)	Idukki
Learning Visit (General) for Coordinator from Chattisgarh SRLM (1 participant)	July 2015 (4 days)	Thiruvananthapuram



Officials from Jharkhand interact with Asraya household in Palakkad, and a micro-enterprise unit in Malappuram

"I never knew of the powers or responsibilities of a Panchayat before. Now I have attended the Panchayat Apprenticeship Programme in Kerala. For the first time, I felt proud that I am a Panchayat President."

Kiran Basumathary, President of Kathoni Gram Panchayat, Lahorighat Block, Morigaon, Assam

Resource Development

KS-NRO aims to establish a resource base of experiences and learnings from Kudumbashree and Kerala to share with the partner-States. It also seeks to consolidate and share learnings, best practices, and innovations gained from other States with Kudumbashree.

During 2014-15, KS-NRO has focussed on developing Kudumbashree program specific handbooks, publishing a compilation of experiences of Kudumbashree women, and making of materials required for Convergence and Enterprises Project Activities on field, and for workshops organised by KS-NRO.



THE ORDINARY EXTRAORDINAIRE

Narratives by women of Kudumbashree



Publications	Contents
Kudumbashree NRO January 2013 – April 2014 Published in August 2014	KS-NRO started functioning in January 2013, and was formally set up in April 2013. This progress report details KS-NRO's initiation, activities and its journey in the first year.
The Ordinary Extraordinaire Published in August 2014	A compilation of experiences penned down by Kudumbashree women from across Kerala during a Pusthaka Yatra campaign (Journey of books) organized by Kudumbashree Mission in 2012, translated into English and published by KS-NRO.
Imagining Convergence – Kerala Context and Ideation Framework Published in August 2014	The handbook provides an overview to the structure and functioning of PRI and CBO in Kerala. Experiences on PRI-CBO convergence strategy in strengthening Gram Sabha, effective implementation of Central and State Sponsored Schemes, improved service delivery mechanisms are also detailed out in the book.
Narratives Published in August 2014	To commemorate the 16th anniversary of the empowerment initiatives of Kudumbashree, KS-NRO published a collection of experiences of some women from the community in partner-States. The booklet consisted of narratives of women from Assam, Bihar, Jharkhand, Karnataka, Maharashtra and Odisha.
Toolkit fo GPDP Published in July 2015	Gram Panchayat Development Planning (GPDP) is an initiative of Ministry of Panchayati Raj. A national level workshop was organized in Kerala Institute of Local Administration in July 2015 for planning for GPDP, and KS-NRO prepared the toolkit for workshop facilitation.
Kudumbashree Handbooks	KS-NRO has undertaken the task of preparing different resource materials, which will be useful for both Kudumbashree Mission as well as for the partner-States in understanding the Kudumbashree model. KS-NRO has so far developed <ul style="list-style-type: none"> • Kudumbashree Handbook - A book on the history and evolution of Kudumbashree model in Kerala • A Handbook on Asraya • A Handbook on MGNREGS implementation in Kerala • A Handbook on Gram Sabha in Kerala These would be published in December 2015.

Events

KS-NRO Session in Kudumbashree Anniversary -August 2014

The 16 State Annual Conference of Kudumbashree was held in Thiruvananthapuram during 12-14 August 2014. On the second day of the conference, KS-NRO organised a session 'Experience sharing of NRO – NRLM Representatives.' Community leaders from Assam, Bihar, Jharkhand, Karnataka and Odisha participated in the session and shared their experiences of being members of community collectives. A compilation of the experiences of these women in Malayalam and English named "Narratives" was distributed among the audience, largely the Kudumbashree CDS Chairpersons during the session.

Minister for Rural Development & Panchayati Raj, Government of Karnataka, Shri. H K Patil was the Chief Guest. Minister for Panchayats and Social Justice, Government of Kerala, Dr. M. K. Muneer presided over the session.

Two publications of Kudumbashree NRO, 'Kudumbashree-NRO January 2013 – April 2014' and 'The Ordinary Extraordinaire', an English compilation of narratives of Kudumbashree women were released during the function. The MoU for the Karnataka Enterprises Project, Karnataka was signed by Smt. K B Valsalakumari, Executive Director, Kudumbashree and Shri. D. V. Swamy, Mission Director, Sanjeevini – Karnataka State Rural Livelihoods Promotion Society.

Workshop for Block and District Level Officials -August 2014

An Orientation workshop for the Block and District level officials of the pilot areas under PRI-CBO Convergence Project was organised in Thiruvananthapuram during 28 August – 01 September 2014. Participants included block and district level project managers, coordinators and staff from Assam, Jharkhand, Karnataka, Maharashtra and Odisha. There were classroom sessions to explain the various concepts of the convergence project, share the Kerala experience, and plan for future activities. Field visits were organised to Gram Panchayats



Signing of MoU for Karnataka Enterprises Project during Kudumbashree Anniversary in August 2014, Thiruvananthapuram, Kerala



Community Leader from Assam speaking during NRO Session in Kudumbashree Anniversary in August 2014, Thiruvananthapuram, Kerala

in Kollam and Pathanamthitta districts to see Kudumbashree and convergence activities on ground in Kerala.

The program was attended by Shri. S.M. Vijayanand, Secretary, MoPR, Smt. Sarada Muraleedharan, Joint Secretary, MoPR and Shri. Philip Mathew, National Mission Manager, NMMU. The concluding day of the workshop was also attended by SRLM officials. from partner-States and immediate plan of action in the states was finalised.

Former CDS Chairpersons Join KS-NRO - March 2015

After the 2014-15 elections to the Kudumbashree CDS network, several CDS Chairpersons remitted office on completion of their two consecutive terms as Chairpersons. Many of them had expressed the desire to engage as mentors in partner-States.

KS-NRO organized an orientation-selection workshop for them at Thiruvananthapuram during 18-19 March 2015. From among 140 participants, 60 were chose to be mentors in partner-States, 26 of them became part of Subject-Matter Core Groups, and the rest joined District Resource Groups set up at the District level to support KS-NRO activities in Kerala.

Prior to this, workshops were organized across districts in Kerala for selection of mentors for the PRI-CBO Convergence and Enterprises Projects.



Ice - Breaker session during Mentor Training Programme in Thiruvananthapuram, Kerala

Mentor MEC Workshop, Wardha - June 2015

A workshop for Mentors in the Enterprises Project was organized at Sevagram, Maharashtra. The workshop was attended by 51 mentors from Bihar, Jharkhand, Karnataka, Maharashtra, Gujarat and Rajasthan; 11 KS-NRO enterprises team personnel and 3 members of the Mentor Core Group (MCG).

The first two days of the workshop were facilitated by CREAM faculty to address difficulties faced by mentors on field in applying business concepts and performing viability check for enterprises. Since the participants had diverse experiences from the partner -States, and as mentors for Gujarat and Rajasthan were yet to be deployed, a session to share experiences was also facilitated by the members of the MCG.

The mentors were also re-oriented on the Enterprises Project phases, so that during enterprise development in the partner-State, a systematic process is followed. Further, to ensure the self-sufficiency of the MEC groups, a checklist to be followed for set-up and establishment was prepared by the mentors.



Programme Manager for PRI-CBO Convergence, KS-NRO addresses mentors at the Mentor Development Workshop in Thiruvananthapuram, Kerala



Training session for Mentor MEC organized in Wardha, Maharashtra

Review and Planning Workshops

Workshops for the review and planning of work in KS-NRO were organised at regular intervals. Quarterly review and planning workshops were organised thrice during May 2014 – August 2015, the first being in Palakkad in August 2014, along with the YP (Cohort 2) Induction Program Closure. The workshop was also attended by mentors of the Convergence Project. The second workshop was organised in Aazhimala, Thiruvananthapuram during December 2014, and the Annual Review was in Wayanad during April 2015.

All the review workshops were attended by the Chief Operating Officer, Programme Managers of Convergence and Enterprises projects, State Project

Coordinators, Thematic Anchors and the YPs. The KS-NRO team, as a whole engaged in review of work progress and planned the next set of activities during these workshops.

Review of KS-NRO's work was done by Dr. M K Muneer, Minister for Panchayats and Social Justice, Government of Kerala in August 2014 at KS-NRO Office.

Apart from these, project specific team meetings were also organised periodically in Thiruvananthapuram to review work on a regular basis, and plan for immediate activities.



NRO Programme team involved in various activities during Annual Review Workshop in Wayanad, Kerala



NRO Programme Team during Annual Review Workshop in Wayanad, Kerala on April 2015

Young Professional Program

The Young Professionals Program (YPP) in Kudumbashree was launched in 2013, and is designed to provide an opportunity to the young academicians and practitioners to learn from the experiences of a very successful poverty eradication programme and apply their professional knowledge and field experience to support Kudumbashree and other State Missions. 18 post-graduates recruited in 2013 formed Cohort 1 Young Professionals (YPs) in KS-NRO. Cohort 2 included 18 YPs and Cohort 3 included 20 YPs recruited in 2014 and 2015 respectively.

While Cohort 2 had a 60-day induction training followed by an on-job training, Cohort 3 underwent a 99-day induction training programme. Induction training aims at enabling the YPs to look at poverty and related issues critically, and become capable of providing professional services to Kudumbashree and KS-NRO. Since most of them came from states

other than Kerala, it was important to acquaint them with the context and understand Kudumbashree and its interventions in the field. The induction program included field immersion in Gram Panchayats in Kerala, understanding the functioning and programmes of Kudumbashree, visit to partner-States and active engagement with KS-NRO domains.

The induction training of Cohort 2 of the YP Programme ended in August 2014, with the KS-NRO retreat in Palakkad, Kerala, while Cohort 3 finished the induction training in August 2015, followed by a retreat in Alappuzha, Kerala. The retreat included presentations by the YPs on their learnings, feedback to the YPs on their induction period performance, and a review of the entire induction program. The future architecture of the KS-NRO Secretariat was also discussed and drawn up at the retreat.



YP (Cohort 3) during induction training phase in Thiruvananthapuram, Kerala

Interns

Name of Intern/s	Institute	Period	Work at NRO
Meenu Maria Joseph	National Law School of India University, Bangalore	21 January – 21 February 2015	Mapped the election process in Kudumbashree during the January 2015 elections
Arshad Battoli and Rahul Pati	National Institute of Rural Development, Hyderabad	1 March – 15 April 2015	Sustainability study on Amruthum Nutrimix Micro-Enterprise
John Joy	Indian Institute of Management, Ahmedabad	1 May – 30 June 2015	Study on viability of Café Kudumbashree, Home Shop and Amrutham Nutrimix projects in Kudumbashree for beacon pilot projects in partner-States
Neha Joshi	Azim Premji University, Bangalore	18 May – 26 June 2015	Study on the excluded women from the Kudumbashree network
Maria Mathew	TERI University, Delhi	25 May – 10 July 2015	Study on convergence between Gram Panchayats and Kudumbashree in Kerala
Sailesh P R	Institute of Rural Management, Anand	01 July – 14 August 2015	Developed a tool for the Mentor MEC in Jharkhand to check the viability and feasibility of Micro-Enterprises
Manju Yadav	Tata Institute of Social Sciences, Tuljapur	01 July – 31 August 2015	Feasibility and sustainability study of the community institutions - KAASS and MEC groups in Kudumbashree

Plan and Achievement 2014 – 15

Particulars	Target for 2014-15	Achievement by March 2015
Number of PRI-CBO convergence pilots (Blocks)	25	16
Mentor Resource Persons deployed	70	77
Number of MEC pilot projects (Districts)	12	11
Number of MEC trained and positioned	700	527
Mentor MECs and TED Trainers deployed	40	39
ME bench-marking completed (Districts)	12	5
ME Performance tracking systems developed	1	1
Pustaka Yatra testimonials anthology published	3	1
Senior Kudumbashree personnel for Management Development Programme	40	40
State Resource Group for supporting Convergence projects set up	1	1
Sharing-learning workshops on Convergence project	1	1
District level Resource Groups for NRO set up	14	4
GP level Resource Groups for NRO set up	60	60
Panchayati Raj Apprenticeship programme conducted	5	5
Finance and Administration Manager in NRO Secretariat positioned	1	1

Financial Progress 2014-15

Parameter	Amount (Rs. Lakh)	
Total allocation approved	743.43	
Particulars	Budget	Utilized
Establishing M & E and Learning Systems, Monitoring and Reporting	135.00	31.57
YP Programme	132.80	106.30
Programme Management	272.68	218.24
Capacity Building of NRO	152.95	62.67
Research Studies and Resource Materials	50.00	5.61
Total Utilization 2014-15	424.39	
Utilization as % of Funds Received	83%	

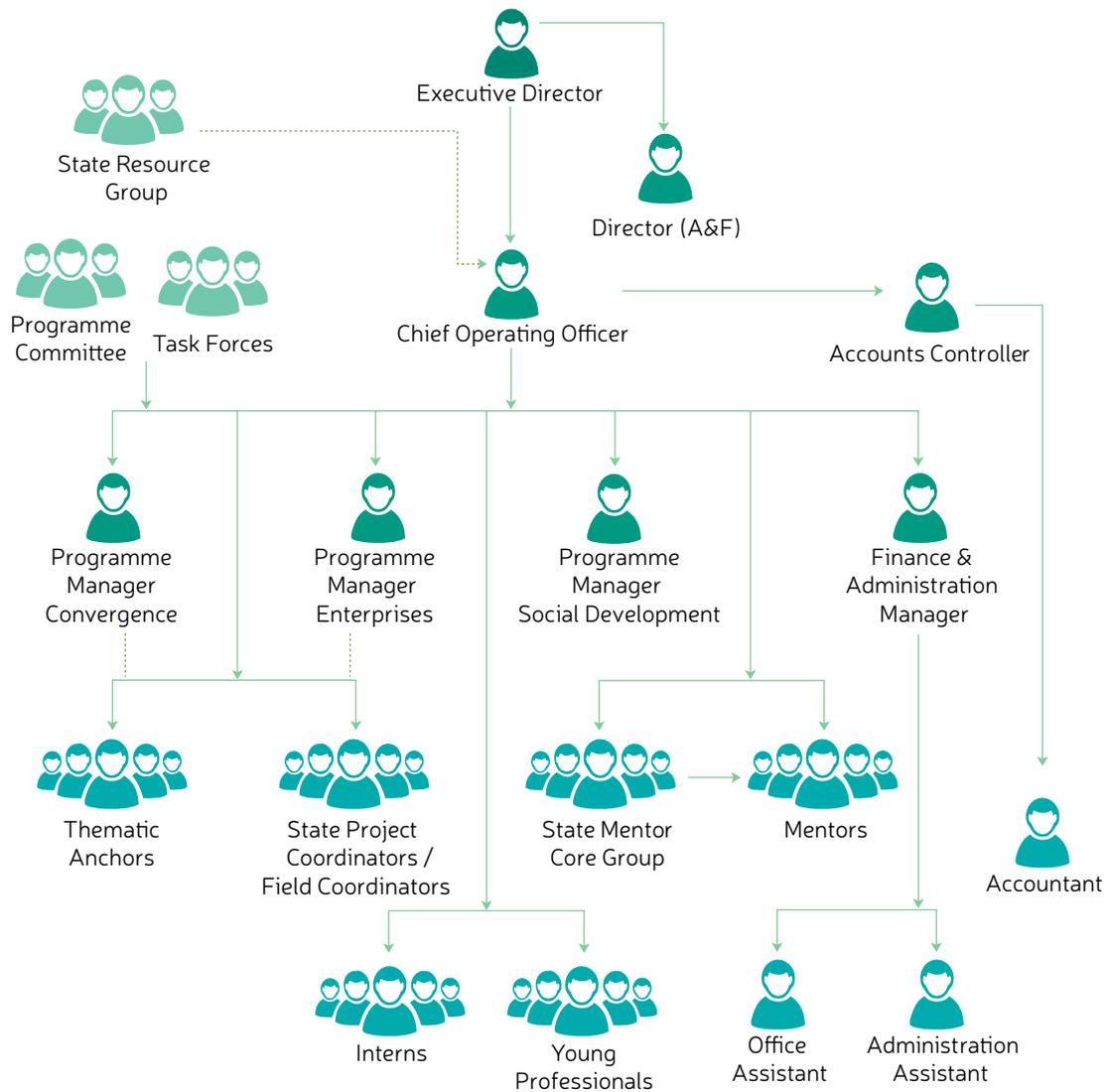
Plan 2015 – 16

Particulars	Targets
Number of PRI-CBO Convergence pilots (Blocks) (existing 16 + New 4)	20
Mentor Resource Persons deployed (total)	70
Sharing-learning workshops on Convergence project	1
Panchayati Raj Apprenticeship programme conducted	5
Pustaka Yatra testimonials anthology published	2
NRO personnel for Management Development Programme	20
Kudumbashree personnel for Management Development Programme	20
Number of Young Professionals newly recruited	20
Number of Enterprises pilot projects (Districts) Existing 11 + new 3	14
Number of MEC trained and positioned (total)	700
Number of Mentor MEC deployed in partner-States (Total)	40
ME benchmarking completed (Districts)	14

Budget 2015-16

Particulars	Amount (Rs. Lakh)
Establishing M & E and Learning Systems, Monitoring and Reporting	35.00
YP Programme	206.70
Programme Management	397.24
Capacity Building of NRO	168.95
Research Studies and Resource Materials	218.95
Total	857.89

Organization Structure of Kudumbashree-NRO



Mentors

PRI-CBO Convergence

Block & District	Name of Mentor	Gram Panchayat in Kerala	Prior Position Held in Kerala
Assam			
Lahorighat, Morigaon	Padmini	Cheruthazham, Kannur	CDS Chairperson
	Saiskala A	Ramanattukara, Kozhikode	CDS Chairperson
	Swapna Shaju	Annamanada, Thrissur	KAASS Team Member
	Usha Shaji	Akalakunnam, Kottayam	CDS Chairperson
Bhajjiagaon, Nagaon	Radha A	Vadakara, Kozhikode	CDS Chairperson
	Ramlath P	Vazhikadavu, Malappuram	CDS Chairperson
	Raseena P	Vazhoor, Kottayam	CDS Chairperson
	Tulasi Basheer	Alakode, Kannur	CDS Member
Jharkhand			
Ghatsila, E. Singhbhum	Antony AL	Pavaratty, Thrissur	Block Panchayat Member
	Merlin P	Pappiseri, Kannur	Gender Resource Person
	Sheeja	Kakkur, Kozhikode	CDS Chairperson
	Sreelatha A	Kayamkulam, Alappuzha	CDS Chairperson
	Vichitra V	Vengad, Kannur	CDS Chairperson
Pakuria, Pakur	Baby PM	Chorode, Kozhikode	CDS Chairperson
	Prasanna V K	Dharmadam, Kannur	CDS Chairperson
	Samma Johnson	Vechoolchira, Pathanamthitta	CDS Member
Angada, Ranchi	Omana Satheesh	Thottapuzhassery, Pathanamthitta	CDS Chairperson
	Pushamma Bose Mathew	Bharanikavu, Alappuzha	CDS Chairperson
	Sheeba N	Kottayam, Kannur	CDS Chairperson
Bundu, Ranchi	Ajitha K	Muzhappilaiyal, Kannur	CDS Chairperson
	Jagadamma PG	Vannapuram, Idukki	District Resource Person
	Savithry Venugopal	Puthenchira, Thrissur	CDS Chairperson
Khutpani, W. Singhbhum	Girija Vamanan	Poyya, Thrissur	CDS Chairperson
	Syalimol	Vechoolchira, Pathanamthitta	CDS Member
	Valsala V	Madayi, Kannur	CDS Chairperson
Manoharpur, W. Singhbhum	Jessy George	Sreekandapuram, Kannur	ADS Member
	Lakshmi Bhargavan	Nooranad, Alappuzha	CDS Chairperson
	Mallika Mohanan	Velookara, Thrissur	CDS Chairperson

Block & District	Name of mentor	Gram Panchayat in Kerala	Prior Position Held in Kerala
Karnataka			
Gangavathi, Koppala	Nayana Meloth	Karadeka, Kasargod	NHG Member
	Sreekala Manoj	Chathanoor, Kollam	CDS Chairperson
	Sukumara N	Belloor, Kasargod	State Resource Person
	Vijayalakshmi N	Balusseri, Kozhikode	CDS Chairperson
Koppala, Koppala	C V Sumangala	Eriyad, Thrissur	CDS Chairperson
	Geetha Mohanan	Erumapetty, Thrissur	CDS Chairperson
	Manikanta H	Bededka, Kasargod	District Resource Person
	Roopa K A	Meenja, Kasargod	NHG Member
Gubbi, Tumakuru	Beena Dayan	Thekkumbhagom, Kollam	CDS Chairperson
	Geetha Chandran	Mala, Thrissur	CDS Chairperson
	Jayashri Bhat	Kumbadaje, Kasargod	ADS Member
	Vimala P K	Belloor, Kasargod	District Resource Person
Pavagada, Tumakuru	Beefathima	Meenja, Kasargod	CDS Vice Chairperson
	Meenakshi	Kumbadaje, kasargod	CDS Member
	Thahira S	Veloor, Thrissur	CDS Chairperson
	Visalakshi	Desamangalam, Thrissur	CDS Chairperson
Maharashtra			
Mohol, Solapur	Indhira Chandran	Manambur, Thiruvananthapuram	CDS Chairperson
	Sindhu Renin	Ayiroor, Pathanamthitta	CDS Member
	Sujatha Mohan	Aruvapulam, Pathanamthitta	GP Member
	Susheela K V	Azheekode, Kannur	CDS Chairperson
Shahpur, Thane	Annamma	Payavoor, Kannur	CDS Member
	Rema Anil	Pulinkunnu, Alappuzha	CDS Member
	Shani Ponnann	Thannithodu, Pathanamthitta	CDS Vice Chairperson
	Sheeja Gopidas	Kanjirapilly, Kottayam	CDS Chairperson
Deoli, Wardha	Ani Anil	Konni, Pathanamthitta	CDS Member
	Rajamma Sridharan	Konni, Pathanamthitta	CDS Chairperson
	Shanthamma Sridharan	Chittar, Pathanamthitta	CDS Chairperson
	Suma Sashidharan	Arattupuzha, Alappuzha	ADS Chairperson
Odisha			
Gumma, Gajapati	Bindu Sanoj	Thidanadu, Kottayam	CDS Chairperson
	Elizabeth Thankachan	Varapetty, Ernakulam	CDS Chairperson
	Susan Philip	Ayiroor, Pathanamthitta	CDS Chairperson
Dharamsala, Jajpur	Galeela Subramaniam	Elakkunnapuzha, Ernakulam	CDS Chairperson
	Lekha Suresh	Seethathodu, Pathanamthitta	CDS Chairperson
	Sunita A	Thodiyoor, Kollam	CDS Chairperson

Block & District	Name of mentor	Gram Panchayat in Kerala	Prior Position Held in Kerala
Malkangiri, Malkangiri	Beena P Kuriakose	Keerampara, Ernakulam	CDS Chairperson
	Sheeja Radhakrishnan	Kadapara, Pathanamthitta	CDS Chairperson
	Suma Anilkumar	TV Puram, Kottayam	CDS Chairperson
Balisankara, Sundergarh	Leelamma	Ayarkunnam, Kottayam	CDS Chairperson
	Ranjith Thyagu	Varkala, Thiruvananthapuram	Bala Sabha Resource Person
	Sulekha Rajeevan	Kodassery, Thrissur	CDS Chairperson

Enterprises

District	Name of Mentor	Gram Panchayat in Kerala	Prior Position Held in Kerala
Bihar			
Gaya	Manju P	Pooyapalli, Kollam	ADS Vice President, MEC-ARMS4E
	Preetha T B	Avanur, Thrissur	CDS Member, KAASS Team Member
Muzaffarpur	Shamla Shukoor	Erumely, Kottayam	MEC-SAAB, KS Café Entrepreneur
	Thankachan ES	Mullaringad, Idukki	MEC-MECSDAT
Gujarat			
Narmada	Anitha T G	Kaduthuruthi, Kottayam	MEC-STREAM
	Annamma Varghese	Pampadumpara, Idukki	CDS Chairperson
Patan	Mary Sebastian	Pulinkunnu, Alapuzha	CDS Chairperson
	Rajani M K	West Eleri, Kasargod	CDS Chairperson
	Rarish P S	Edavilangu, Thrissur	MEC-MITHRA
Tapi	Mini V	New Mahe, Kannur	CDS Member, MEC-EMPACT
Jharkhand			
Pakur	Aleyamma Antony	Asamannoor, Ernakulam	CDS Chairperson, Trainer-EKSAAT
	Bindhu Udayan	Yeroor, Kollam	CDS Member, MEC-MECFED
	K T Babu	Punchavayal, Kottayam	MEC-SAAB Group
	Shaija Asharuf	Kootickal, Kottayam	MEC-SAAB Group
Ranchi	Ajitha Kumari	Kunnikode, Kollam	NHG Secretary, CDS Internal Auditor
	Beena Madhusoodanan	Edakattuvayal, Ernakulam	CDS Internal Auditor, MEC-ACME 6
	Chinna John	Thiruvaniyoor, Ernakulam	CDS Member, Trainer-EKSAAT
	Sulaiman Pathiyil	Malappuram	MEC-ASSERT
	Vijin C K	PS.Npuram, Thrissur	MEC-DREAM
West Singhbhum	Sudhakar Shetty	Kasargod	Resource Person
	Radha Parameshwaran	Kodassery, Thrissur	CDS Chairperson, KAASS Team Member
	Vijayarani	Thenmala, Kollam	MEC-MECFED

District	Name of Mentor	Gram Panchayat in Kerala	Prior Position Held in Kerala
Karnataka			
Gadag	Rajesh B	Bededuka, Kasargode	MEC-TRUST
	Usha T M	Poovachal, Thiruvananthapuram	MEC, ADS Secretary, Block Panchayat President
Hassan	Johnson Mathew	Thiruvambady, Kozhikode	MEC-Youth MEC
	Ravindra K	Kuntar, Kasargode	Trainer, District Training Centre
Mysuru	Sojin P K	Palampra, Kottayam	Aasrya Consultant
	Rajasekharan P V	Kavumbhagom, Pathanamthitta	MEC-EMAT
Maharashtra			
Osmanabad	Asha Rajendran	Anchal, Kollam	MEC-ARMS4E
	Jaya Satheesh	Poovathodu, Kottayam	MEC-DREAM
Ratnagiri	Maya Suresh	Kuzhimattom, Kottayam	MEC-STREAM
	Sino C Ninan	Neeleswaram, Kasargod	MEC-CREST
Wardha	Shilaja Asokan	Koratty, Thrissur	MEC-GRACE
	Stephen Titus	Polayathode, Kollam	MEC-ARMS4E
Rajasthan			
Bhilwara, Kota, and Udaipur	Abida Ayulli	Nediyiruppu, Malapuram	CDS Chairperson
	Jiji Eldho	Rayamangalam, Ernakulam	CDS Internal Auditor, MEC- ACME III
	Prajeesh Vayalankara	Mangattidam, Kannur	Trainer-MITHRA
	Raihanath T	Muduvallur, Malapuram	CDS Chairperson
	Santhakumari	Niramaruthur, Malapuram	CDS Chairperson
	Sunitha S	Panavoor, Thiruvananthapuram	CDS Chairperson
TED Training Team			
TED Trainers	Biju Anthony	Thilenkeri, Kannur	Trainer-MITHRA
	Jiby Varghese	Kandanadu, Ernakulam	Trainer-EKSAT
	Mukundan	Meenangadi, Wayanad	Trainer-TRISAT
	Uma Abhilash	Udayamperoor, Ernakulam	Trainer-AWAKE

Mentor Core Group

Name	Prior experience in Kerala
Beena Maheshan	CDS Chairperson, Member-EKSAAT Ernakulam
Jayan Pookad	Member-EKSAAT Kozhikode
Krishnankutty N	State Resource Person, Kudumbashree
Manu G	Member-EKSAAT Alappuzha
Maya Sasidharan	CDS Chairperson, Member-AWAKE Ernakulam
Santhakumar M	Faculty-EKSAAT Alappuzha
Sivapradeep A K	MEC-Stream, Wayanad

State Resource Group for PRI-CBO Convergence

Name	Designation
Aleyamma Vijayan	Secretary, Sakhi Women's Resource Centre, Thiruvananthapuram
J B Rajan	Faculty, Kerala Institute of Local Administration, Thrissur
J. Devika	Associate Professor, Centre for Development Studies, Thiruvananthapuram
K P Kannan	Former Director, Centre for Development Studies
K T Kunjumohammad	Former Director (A&F), Kudumbashree and Additional Secretary, Govt. of Kerala
N.A. Khalid	Member, Kudumbashree Governing Body
Jagajeevan N	Programme Coordinator, Kerala Social Security Mission
Neena Joseph	Faculty, Institute of Management in Government, Ernakulam
V N Jitendran IAS	Director of Social Justice and former Mission Director NREGS Mission
Zahiruddin	Faculty, State Institute of Rural Development, Kottarakkara

KS-NRO - Programme Personnel

Name	Designation
Aakriti Gupta	Field Coordinator – Rajasthan
Abhinav Sharma	State Project Coordinator – Rajasthan
Amjad Khan	State Project Coordinator – Convergence – Odisha
Anil Arora K	Thematic Anchor – IT Services
Anoosha Singh	Thematic Anchor – Convergence – Capacity Building
Anubha Sharma	Field Coordinator – Gujarat
Anzu Augustine	Thematic Anchor – Social Development
Arshia Gupta	Thematic Anchor – Enterprises – Monitoring
Arun Sivaramakrishnan	State Project Coordinator – Enterprises – Maharashtra
Astha Kumari	Field Coordinator – Bihar
Charles Kindo	Field Coordinator – Odisha
Elizabeth Soby	Field Coordinator – Karnataka
Himanshi Shekhawat	State Project Coordinator – Enterprises – Rajasthan
Hrishikesh Thakur	Field Coordinator – Rajasthan
Izra Nawas	Field Coordinator – Assam

Name	Designation
Jagan Iyer	Young Professional – Convergence
Kalandi Sethi	Field Coordinator – Odisha
Keerti Bhandary	Field Coordinator – Maharashtra
Khudiram Mahto	State Project Coordinator – Convergence – Jharkhand
Kranti Kumari	Field Coordinator – Jharkhand
Kritika Iyer	Field Coordinator – Maharashtra
Kurian George	Thematic Anchor – Enterprises – Monitoring
Liby T Johnson	Chief Operating Officer
Manoj Kurbet	Field Coordinator – Karnataka
Manu Sankar S	Programme Manager – Convergence
Marshel Sebastian	Thematic Anchor – Learning Services
Meekha Hannah Paul	Thematic Anchor – Resource Development
Mehul Kanodia	State Project Coordinator – Enterprises – Gujarat
Michelle Hesso	Field Coordinator – Assam
Muhammed Asrath PT	Thematic Anchor – Convergence – Monitoring
Namita Sivasankaran	Thematic Anchor – Enterprises – Capacity Building
Nishant Chavan	State Project Coordinator – Enterprises – Karnataka
Prasanth M P	Programme Manager – Enterprises
Rahul K	Thematic Anchor – Farm Livelihoods
Rajpriya	Field Coordinator – Jharkhand
Rameshwaranand Jha	Field Coordinator – Gujarat
Sanathan Hansda	Field Coordinator – Jharkhand
Saurabh Kamal	Field Coordinator – Jharkhand
Shashank Shah	Thematic Anchor – Resource Development
Shraddha Kulkarni	Thematic Anchor – Convergence – Capacity Building
Simi Susan Moncy	Young Professional – Convergence
Sijo John	Field Coordinator – Maharashtra
Sushma KS	State Project Coordinator – Convergence – Karnataka
Vijayeta Rajkumari	State Project Coordinator – Convergence – Assam

KS-NRO - Administration Personnel

Name	Designation
Aswathy Manoj	Accountant
Kala S	Office Assistant
Mineesh C Abraham	Finance and Administration Manager
Reejamol P	Administration Associate
Sowmitra AG	Administration Assistant

October 2015



Aajeevika
National Rural Livelihoods Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree-National Resource Organization

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