

PROGRESS REPORT

April 2022–
March 2023



Kudumbashree National Resource Organization



Aajeevika
National Rural Livelihoods Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Empowering Communities, Transforming Institutions

Annual Progress Report
April 2022- March 2023
Kudumbashree- National Resource Organisation



Kudumbashree-National Resource Organisation



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Preface

Kudumbashree, the State Poverty Eradication Mission (SPEM) of the Government of Kerala, was designated as a National Resource Organisation (NRO) under Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY- NRLM) by the Ministry of Rural Development, Government of India, in 2012. Since then, the Kudumbashree NRO has been offering technical and implementation support to various State Rural Livelihood Missions (SRLMs) in two key areas: PRI CBO Convergence and Enterprise Promotions. The PRI-CBO convergence domain focuses on strengthening local governments by actively involving SHG federations in local development planning and facilitating their effective participation in citizen platforms. On the enterprise front, NRO develops a robust ecosystem to support and promote rural enterprise.

These models are designed based on Kudumbashree's experience in Kerala and are customized to fit the support mechanisms in the implementing states. Through the PRI-CBO convergence, the NRO takes community-centric initiatives, focusing on empowering people to become active agents of change. Through these projects, Kudumbashree NRO has been able to create a conducive environment for the community to realize their strength as a collective and work for the holistic development of the village. The pilot experiences and achievements of the Micro Enterprise Consultant (MEC) Project have served as a milestone for the formulation of the Start-up Village Entrepreneurship Program (SVEP), with Kudumbashree NRO becoming the implementing agency. In 2022-23, Kudumbashree NRO supported pilot interventions of PRI-CBO convergence in seven states and provided enterprise promotion initiatives in twenty-seven states.

This journey was made possible through the cooperation and support of community-based organizations, local government institutions, and various departments in our partner states. Furthermore, the continuous assistance from all State Rural Livelihood Missions, as equal partners, played a crucial role in facilitating the program's implementation and achieving its positive outcomes.

The Kudumbashree NRO Progress Report for the period of April 2022 to February 2023 aims to showcase its work through various facts and stories from the field. I hope the organization continues to receive support and guidance as it strives to enhance its efforts and tackle new challenges in the future.

Jafar Malik

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Abbreviations

AAP	Annual Action Plan
ADC	Additional Deputy Commissioner
ADS	Area Development Society
AIFRHM	Adhebh Institute of Food Research and Hospitality Management
ALMSC	Aganwadi Level Monitoring and Support Committee
App	Application
ArSRLM	Arunachal Pradesh State Rural Livelihoods Mission
BAP	Block Anchor Person
BDO	Block Development Officer
BDPO	Block Development and Panchayat Officer
BDSP	Business Development Service Providers
BEPC	Block Enterprise Promotion Committee
BMMU	Block Mission Management Unit
BNSEP	Block Nodal Society for Enterprise Promotion
BPM	Block Program Manager
BRC	Block Resource Centre
BRLPS	Bihar Rural Livelihoods Promotion Society
BTC-EP	Block Technical Coordinator - Entrepreneurship Promotion
CB	Capacity Building
CBO	Community-Based Organization
CDS	Community Development Society
CEF	Community Enterprise Fund
Cr	Crore (unit of currency, 1 crore = 10 million)
CRPs-EP	Community Resource Persons - Entrepreneurship Promotion
DEMO	Demonstration
DMM	District Mission Manager
DMMU	District Mission Management Unit
DPM	District Program Manager
DPR	Detailed Project Report
DSR	Detailed Sectoral Report
DKR	Didi Ki Rasoi
DTE-EP	District Technical Experts -Entrepreneurship Promotion
EAP	Entitlement Access Plan
FFG	Field Facilitation Guide
FSSAI	Food Safety and Standards Authority of India
FY	Financial Year
GP	Gram Panchayat
HR	Human Resources
IEC	Information, Education and Communication

IFC	India Food Court
IHMCT	Institute of Hotel Management and Catering Technology
IHMCT&AN	Institute of Hotel Management, Catering Technology & Applied Nutrition
K	Thousand (unit of currency, 1 K = 1000)
KTDC	Kerala Tourism Development Corporation
L	Lakh (unit of currency, 1 Lakh = 1,00,000)
LMS	Learning Management System
MCG	Mentor Core Group
ME	Micro Enterprise
MEC	Micro Enterprise Consultant
MED	Micro Enterprise Development
MEDP	Micro Enterprise Development Program
MoRD	Ministry of Rural Development
MoU	Memorandum of Understanding
MPSRLM	Madhya Pradesh State Rural Livelihoods Mission
MUDRA	Micro Units Development and Refinance Agency
NA	Not Applicable
NABARD	National Bank for Agriculture and Rural Development
NCLF	National Conference on Livelihoods and Food Security
NIRD	National Institute of Rural Development and Panchayati Raj
NRETP	National Rural Economic Transformation Project
NRLM	National Rural Livelihoods Mission
NRO	National Resource Organisation
OBC	Other Backward Classes
PAE	Participatory Assessment of Entitlements
PGSRD	Public Goods, Services and Resource Development Plan
SMC	School Management Committee
VHSNC	Village Health Sanitation and Nutrition Committee
VPRP	Village Poverty Reduction Plan (Village Prosperity Resilience Plan)



1

Introduction

Kudumbashree, the State Poverty Eradication Mission of the Government of Kerala, was launched in 1998 to eradicate absolute poverty. The structure of the Mission is designed in such a way that the community is linked with the Local self-government of the state in planning and development. The Mission is one of the largest women's networks in the country and has been instrumental in their empowerment, providing them space and making them capable of contributing to local planning and development. The focus of the Mission is at three angles: economic, social, and women empowerment. Adhering to these three areas, the Mission caters to the poor and the marginalised and ensures them their rights and entitlements.

The experience of the Mission over the years made it a National Resource Organisation providing support to other states in two areas, i.e., the PRI-CBO convergence and Enterprise Development. The Ministry of Rural Development selected Kudumbashree as the NRO in the year 2012, developed a formal structure and started implementing it in 2013.

1.1 PRI-CBO Convergence

The PRI-CBO convergence project facilitates the working together of the Community-Based Organisations (CBO), formed as part of the Deendayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM) with Panchayati- Raj Institutions (PRI) to strengthen access to entitlements, improve livelihoods, enable social inclusion and enhance overall community participation in local governance. It is based on the premise that a synergy between both these institutions can be mutually beneficial in addressing the issue of poverty for the larger goal of socio-economic development of the village.

The scope of the PRI-CBO convergence project includes

- ❁ Capacity building of Panchayati Raj Institutions (PRI) and Community Based Organisations (CBO)
- ❁ Creation of a community cadre (Local Resource Group) in every Panchayat
- ❁ Strengthening CBOs to engage PRIs in addressing the special needs of the poor and the marginalised.
- ❁ Converging the implementation of MGNREGS and other centrally/state-supported schemes for strengthening the PRI-CBO interface
- ❁ Improvement in the governance process through effective participation in Gram Sabhas
- ❁ Participatory assessment of entitlement exercise by the SHGs
- ❁ Preparing poverty reduction action plan for the Panchayats
- ❁ Creation and institutionalisation of Convergence Committees at the CBO and with the Panchayats

Kudumbashree NRO has been supporting State Rural Livelihood Missions (SRLM) on a pilot basis to increase the efficiency and reach of poor-centric programs and livelihood opportunities through collectives of the poor by engaging in governance processes. After continuous and intense support over a period of time, the states are gradually expected to scale up the interventions to the entire state.

1.2 Enterprise Domain

Drawing from the versatile experiences of developing microenterprises in Kerala, Kudumbashree NRO develops customized approaches and strategies suited to the local context of the partner states. Kudumbashree NRO has been developing field-level structures focused on providing multi-dimensional support to the rural microenterprises of the poor in partner states. This approach was initiated in the Micro Enterprise Consultant

(MEC) Project in 2012. The idea was to identify individuals from the community, train them and equip them to provide necessary handholding support to potential and existing rural enterprises. The Project trained and placed MECs to provide hand-holding support to enterprises in a sustainable manner.

Further, in the 2014-15 budget session, the Start-Up Village Entrepreneurship Program (SVEP) was initiated. SVEP envisages the promotion of rural livelihoods through community-led enterprise promotion at the block level. The need to create an ecosystem where entrepreneurs are equipped with adequate business skills, get incubation support, and are provided with necessary financial assistance was identified at a national level.

Based on the experience of implementing the MEC and SVEP project, Kudumbashree NRO also has the potential to offer support to SRLMs for Non-Farm Expansion and promotion of Growth Enterprises. NRO has vast experience in the sector and was able to understand the contextual requirements of SRLMs for the scale-up and support them. The idea of developing and enabling the internal resource pool of SRLMs for further expansion is also being emphasised as a strategy for scale-ups across the state.

Kudumbashree NRO has been mandated by MoRD to develop the Foundation and Growth training modules for Business Development Service Providers (BDSPs) and a pool of master trainers to train the BDSPs for the National Rural Economic Transformation Project (NRETP). The main implementation strategy revolves around developing model enterprises in identified areas and focusing on developing the capacity of the SRLM. The replication of the model enterprises will be facilitated by the SRLM and supported by NRO.

Based on the Cafe Kudumbashree experience in Kerala, Kudumbashree NRO has supported Jeevika in piloting model canteens under the brand name Didi ki Rasoi in the year 2018. Following the success of this initiative, Jeevika has partnered with NRO to set up at least 4 different models of food service enterprises and set up systems to promote service entrepreneurship in the state. The concept of AajeevikaIndia Food Court was conceptualized in 2015 to provide a common platform for marketing the diverse food traditions of India under a single roof. India Food Courts are an annual occurrence and are now organized jointly with SARAS melas in collaboration with the Ministry of Rural Development.

Enterprise Domain under Kudumbashree NRO has adopted a comprehensive approach to implementing non-farm-based livelihood interventions through a community-driven ecosystem. This focuses on cultivating local leadership by fostering community-based organizations to promote sustainable non-farm livelihoods. It also emphasises on providing mentoring, training, and handholding for entrepreneurs through trained cadres. Enterprise Domain also focuses on developing the capacity of SRLMs in non-farm areas to ensure that the SRLM will expand non-farm livelihood interventions in the state, leveraging the experience.

Kudumbashree NRO has implemented the MEC project in 17 districts across 6 states and supported implementing the SVE) in 103 blocks across 17 states over 8 years. As a Capacity Building Partner, the Kudumbashree NRO has also provided training to the OSF-MC and BDSP for the NRETP. Additionally, the team has been actively engaged in the growth of enterprises, wherein they have been involved in setting up and promoting women-run canteen clusters under NRETP.

The Enterprise Domain, through its initiatives, has been able to promote more than 1,25,000 enterprises across the country. This has been done through training sessions, capacity-building initiatives, and other support measures. To ensure these initiatives are effectively implemented, the Enterprise Domain has trained more than 200 master trainers, 1800 CRPs-EP, 273 mentors and over 1,000 CBO members from over 100 Blocks. These trainers, mentors and members have been equipped with the necessary skills and knowledge to help enterprises thrive in their local communities. The Enterprise Domain also extended its support to 4 SRLMs for training the community resource pool for NRETP and trained 1,039 BDSPs. Around 27 professionals from Kudumbashree NRO are engaged in the overall management of the activities under the Enterprise domain. The Enterprise Domain is committed to providing holistic support to the SRLMs in implementing non-farm-based intervention programs.

PRI-CBO Convergence

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- Creation and institutionalisation of Convergence Committees at the CBO and with the Panchayats

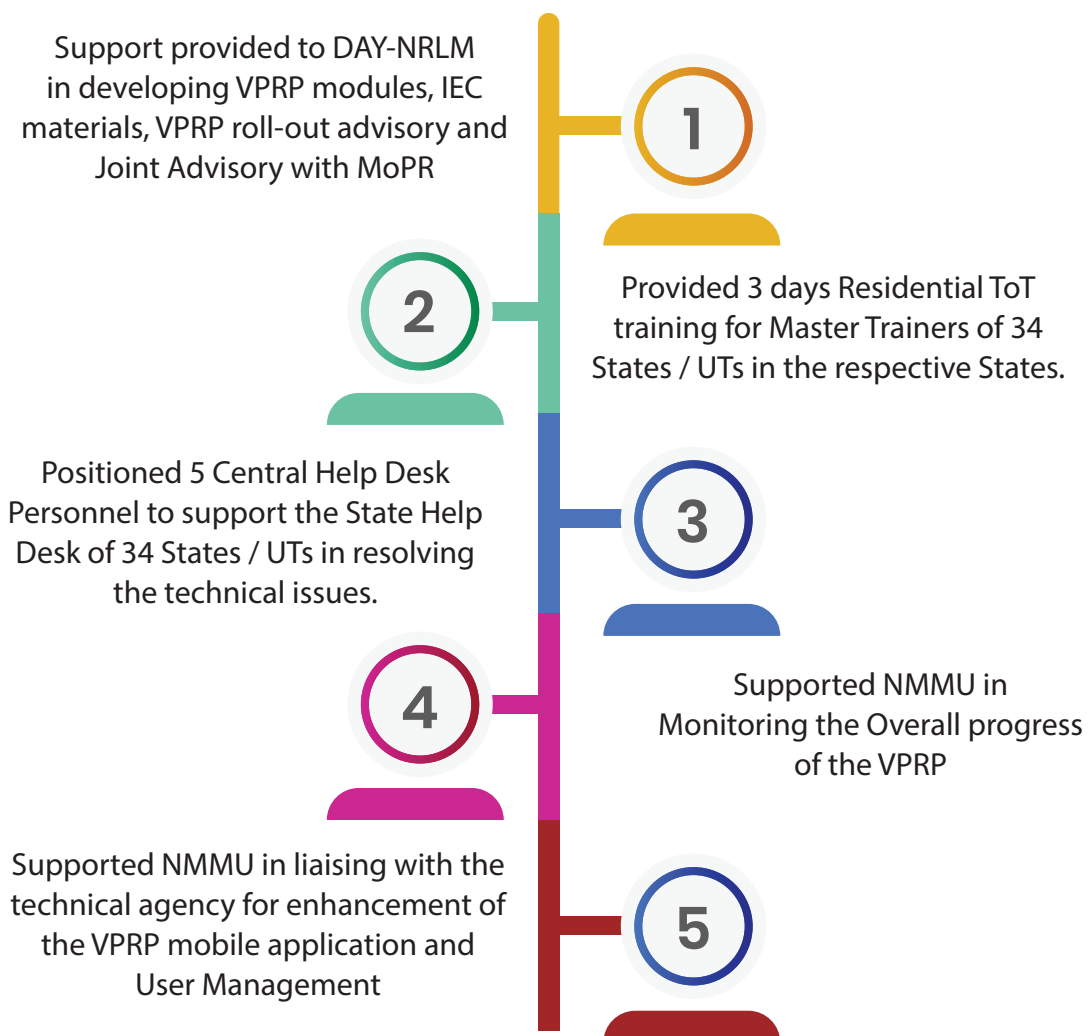
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2.1 Overview of PRI-CBO Convergence programme

The PRI-CBO Convergence project aims to capacitate the stakeholders involved, the PRI representatives and SHG members, and to develop platforms to work together to strengthen the poor's access to entitlements and enhance the public's participation in local governance. To achieve these goals, a cadre of motivated community individuals called Local Resource Groups (LRG) are nurtured in partner States. The LRG is expected to work towards enabling the Convergence of PRI and CBO for the development of the village. As part of the project strategy, the CBOs and PRI are introduced to participatory assessment, planning, and monitoring tools to help local communities build awareness and plan for their access to schemes and benefits.

2.2 Highlights

VPRP: During FY 2022-23, Kudumbashree NRO team supported the National Mission Management Unit (NMMU) in the Village Poverty Reduction Plan (VPRP) roll-out. The support provided to NMMU and States are,



2.3 Coverage in FY 2022-23

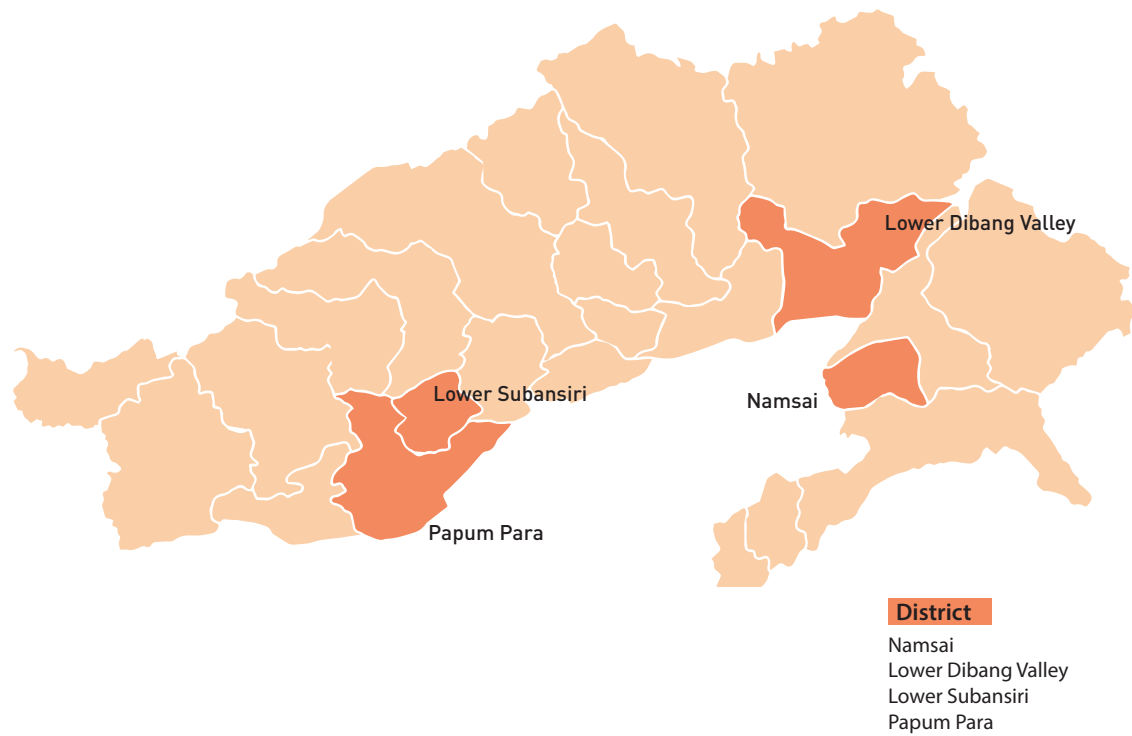
During the FY 2022-23, Kudumbashree provided support to SRLMs in Arunachal Pradesh, Assam, Bihar, Himachal Pradesh, Manipur, Meghalaya, and Mizoram for implementing PRI-CBO convergence pilots across 67 blocks and 32 districts. In Himachal Pradesh, NRO has been providing support for the implementation of the project using a non-intensive approach across four additional blocks.

State	Phases	Districts (Nos)	Blocks (Nos)	GPs/ VDC/ VC (Nos)	LRGs (Nos)	I-Mentors (Nos)
Assam	I	2	2	36	209	-
	II	2	4	51	284	39
	III	10	19	161 GP/ VDC	176	52
	IV	6	15	75 GP/ VDC	-	46
	II	3	12	295 GP/ VCs	1404	87
Arunachal Pradesh	I	4	4	55 GPs	69	-
Bihar	I	3	6	50	433	
Himachal Pradesh	I	2	2	40	120	
Manipur	I	2	2	47 GP / VAs	74	-
	II	2	6	89 GP/ VAs	-	33
Meghalaya	I	3	4	81 GP/VCs	135	-
Mizoram	I	1	2	37	88	-
	II	2	5	43 VCs	68	14

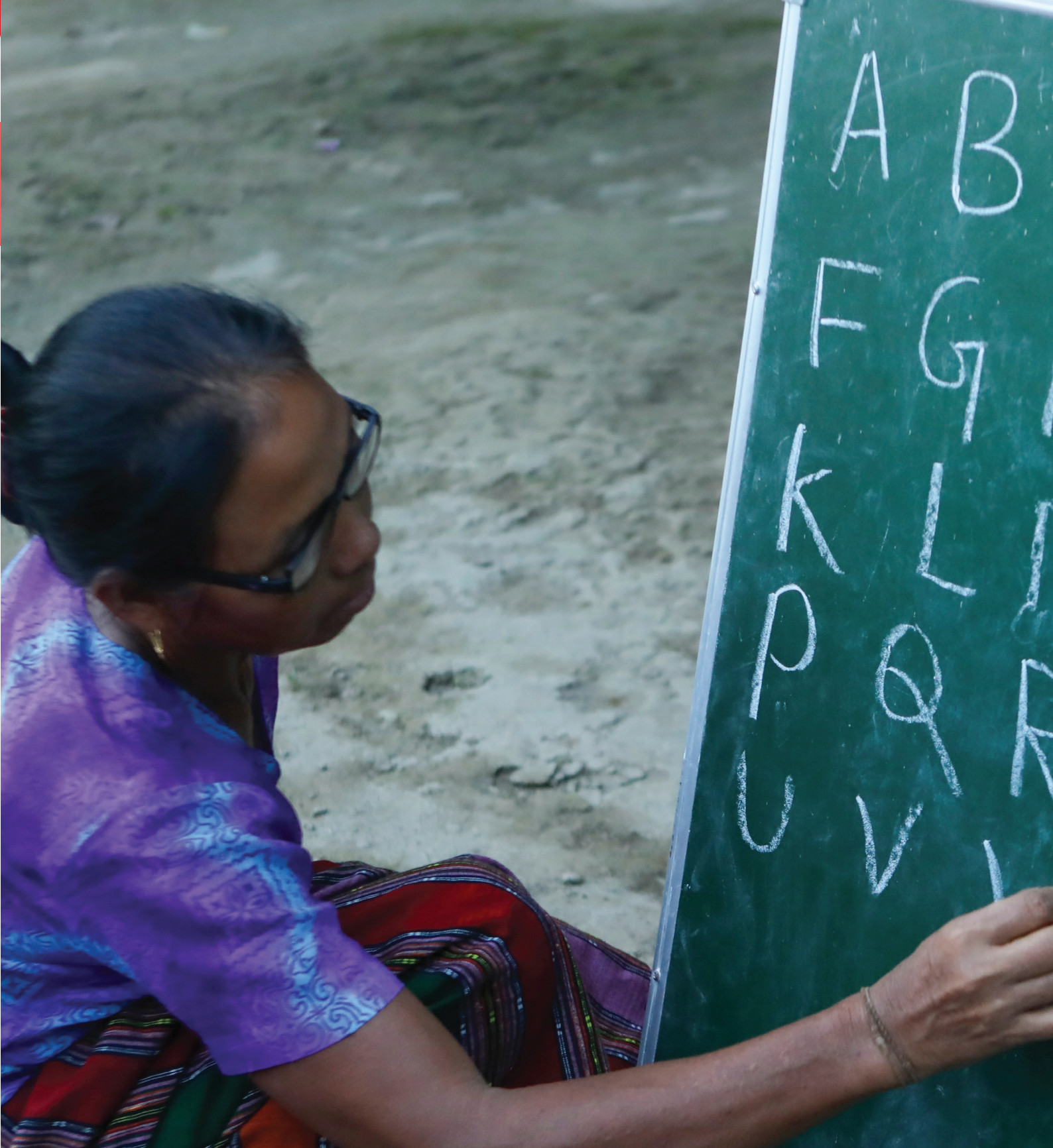
2.4 Physical Progress in the FY 2022-23

Particulars	Target	Achievement
Number of PRI-CBO Convergence GPs completed	400	511
Sharing-learning events	1	2
Number of Local Resource Group members trained and developed as Internal Mentors for partner-states	120	86
Number of experience sharing documents published – PRI-CBO Convergence	3	2
Number of documents on good practices published – PRI-CBO Convergence	2	1
Number of community training tools published – PRI-CBO Convergence	2	1
Number of Local Resource group members created in the PRI-CBO Convergence	1200	1291
Number of states where Community Entitlement Tracking Register introduced	4	3
Number of training modules published (Entrepreneurs, Community Cadre, CBO)	6	0 (Convergence Domain)
Number of resource agency partnerships established	3	1 (Convergence Domain)
Number of Standard Operational Procedures (SOP) and Manuals published	5	0 (Convergence Domain)
Number of Panchayat Apprenticeship Programmes conducted	5	3 (Convergence Domain)
Number of NRLM exposure visits conducted	5	4 (Convergence Domain)
Number of internships facilitated	20	4 (Convergence Domain)

2.5.1 Arunachal Pradesh



Phase	1
Districts	4
Blocks	4
GP	55
CLFs	4
LRGs	69
Mentor Resource Persons	8



The Panchayati Raj Institutions-Community Based Organization (SHG federation) Convergence project was officially initiated in Arunachal Pradesh on 2nd November 2021. The project was piloted in 55 Gram Panchayats across the four blocks- Namsai (Namsai district), Roing (Lower Dibang Valley), Sagalee (Papumpare) and Yachuli (Lower Subansiri).

Key activities/ interventions

1

Gram Panchayat Profiling & Special Grama Sabhas

A comprehensive profile of every Gram Panchayat that contained details about PRI members, population, demography, major institutions, and community assets in the panchayat, physical map of the panchayat, etc, which would serve as a baseline data for the gram panchayat to help them in further planning was prepared.

Block	Special Gram Sabha held (nos)	Total Participants (nos)	Total women participants (nos)	Total SHG members attended (nos)	Participation of PRI members (nos)
Namsai	15	485	370	368	11
Roing	13	456	260	171	10
Sagalee	11	318	219	170	5
Yachuli	12	479	384	353	5
TOTAL	51	1738	1233	1062	31

2 Mapping Exercise for GP profile preparation in Sala GP, Sagalee Block

These Gram Panchayat profiles along with the Panchayat map were presented in Special Gram Sabhas by PLF leaders and LRGs and submitted to the PRI members. The presentation sparked discussion among the community regarding the local



Special Gram Sabha in Jonakacharikuli GP, Namsai Block

infrastructure- the need for new infrastructure, repair of existing one, status of school enrolment and dropouts, etc. ***It was the first time in many gram panchayats where they witnessed an actual Gram Sabha and for many SHG members, it was their first time participating.***

The Special Gram Sabhas were called and chaired by the Gram Panchayat Chairpersons. It was also observed that in some GPs where the GP Chairperson is a woman, male attendance was very low (negligible in some GPs), and even male GP Members did not turn up. In such places, it was perceived as a program organized for only the women folk of the village.

3 Concept Seeding training on Social Development Plans for PLFs

A Social Development Plan (SDP) is one of the components of the Village Poverty Reduction Plan (VPRP) prepared to address some of the most pressing social issues in the village. It also forms an integral part of the Gram Panchayat Development Plan (GPDP) under its “low cost no cost” component. As these plans aim towards bringing about behavioral change and reversing ill practices that have been going on for decades, the plans prepared are also for a longer time period of a year or two within which period the PLF sets certain targets to reduce or minimize the ill-effects of the social issue at hand.

As a first step in preparing the Social Development Plans, a concept seeding meeting was conducted with the PLF-EC members. In these concepts, basic questions like “What is a social issue?”, “What is the difference between a social issue and other developmental issues?” and “What is the need for preparing a comprehensive plan?” were addressed through participatory activities, stories, and role-play. Every PLF finalized one social issue that they wanted to work on.

Table : Social issues identified by PLFs

SN	Social Issues Identified	No. of PLFs identified the issue
1	Adult Illiteracy	3
2	Substance Abuse	17
3	Non-functioning of Anganwadi centres	2
4	Child Marriage	4
5	School Dropout	6

4 Training on strengthening the PLFs

The PLF strengthening activity was a 2-day training that was conducted with the PLF-EC members. The main objective of the training was to sensitize on the following:



PLF strengthening in Yachuli Block

- Different sub-committees and role of each sub-committee
- Role of PLF-OB in reviewing and monitoring sub-committees and cadres
- Focused role of the social-action sub-committee in taking ownership and reviewing the PRI CBO convergence project
- Role of Social Action Sub-committee in social development plan preparations and its implementation.
- Preparing the first draft of the Social Development Plan based on the social issues identified by the PLF during the concept seeding meeting.
- A total of 520 PLF-EC members were trained across 36 PLFs in the four blocks

Block	No. of PLFs in which the training was conducted	No of participants
Namsai	12	211
Roing	8	79
Sagalee	8	102
Yachuli	8	129

Table 7: Participation in PLF Strengthening Training

5

VPRP Preparation & Submission in Grama Sabha

The process of VPRP preparation consists of the following activities,

- State-level training of DMMU and BMMU officials
- Block-level training of LRGs
- CLF concept seeding on VPRP
- PLF concept seeding on VPRP and collection of demands of non-SHG members
- GP level consolidation of entitlement demands collected through PAE
- GP level demand collection for PGSRD in consultation by PLF and PRI members
- Block-level orientation of PRI members and administration
- Finalisation of the SDP
- Consolidation of the plan components and preparation of the VPRP booklet
- Submission of the VPRP in GPDP Gram Sabha/block level joint stakeholder meeting

The involvement of line department was involved in the process as most of the demands raised by the SHGs could be fulfilled directly by them. The demands were also segregated department-wise by the PLF with the support of LRGs and submitted to the line departments at the block level in all four blocks.



VPRP booklet and Chart paper preparation

6

VPRP Demand Follow-up

The submission of VPRP demands in Gram Sabha alone would not ensure the integration and actualization of the VPRP demands, hence, the PLF and CLF were oriented on their important role in following up on the VPRP demands.

VPRP demand follow-ups were done through the following activities:

- i Entitlement Access Plan: Each PLF undertook the exercise of EAP to address the gaps in accessing entitlements identified during the Participatory Assessment of Entitlements (PAE). Using the information collected through PAE as a baseline, each PLF had set quarterly targets for different schemes. For example, if there is a demand for 20 job cards by SHG and non-SHG householders within that PLF, the PLF collectively decides to ensure that they will work towards attaining 10 job cards within the first three months, and the remaining 10 job cards in the next six months. Similar targets were set for every scheme and this also enabled the PLF to take collective responsibility for the entitlement plans prepared by the LRGs and ensure adequate achievement. Once set, PLF was expected to follow up on these targets on a regular basis.
- ii Forums like the district-level line department meetings and the block-level joint stakeholder meetings were utilized to present and submit the VPRP demands to the line departments and administration. District-level line department meetings were held in Namsai, Lower Dibang Valley and Lower Subansiri districts, and the joint stakeholder meetings were held in all four blocks.
- iii Seva Aapke Dwar, an existing government program of the state, was utilised in all blocks, to get some of the demands fulfilled like issuing birth certificates, Aadhar cards, pensions, etc.
- iv Enrolment Camps were held across the four blocks in convergence with various line departments for CMAAY / PMJAY health card registration, e-shram card enrolment, Aadhar card, PMSBY and PMJJBY, APY and Sukanya Samridhi Yojana.
- v Block-level Joint stakeholder meetings were held with the objective of presenting the social development plans prepared by the PLF-SAC and CLF members along with the LRGs. The social issues that were identified by the PLF and the steps proposed by the PLF to address them were discussed. The concerned line departments and administration officials also offered to support the PLFs in addressing these issues. The joint actions that were decided across the block in the joint stakeholder meeting to reduce substance abuse were undertaken as a collective effort by all the concerned stakeholders.

7

Block-level exit workshop:

A block-level exit workshop was conducted with the PLF SAC members, CLF members and LRG Cadres, to ensure the sustainability of the project activities after the exit of the NRO team. In this workshop, a 6-month plan was prepared at the CLF level, to undertake the convergence activities from April 2023 onwards. During the workshop, each LRG presented the activities undertaken in their 22 respective GPs and reflected on the impact of those activities. Along with that, they also presented the six-month plan with the major activities that need to be undertaken to ensure the continuity of convergence-related activities for the village development.

After the presentation, both CLF-EC members and LRG cadres jointly prepared a detailed plan with a special focus on coordinating with Line departments and PRI members.

8

State-level performance appraisal of LRGs

State-level performance appraisal of LRGs was conducted on 21st and 22nd March 2022 in Itanagar where all the LRGs from the four blocks participated. The appraisal was held to assess the work done by the LRGs in the last fifteen months and they were evaluated on their field performance as well as their technical knowledge, planning and communication skills. Out of 66 LRGs that are currently working 54 LRGs attended the 2-day appraisal.

Based on the scores attained, the LRGs have been ranked block-wise. Internal mentor selection for universalization can be done using these rank sheets, once their engagement policy is finalised

State level exit workshop was a 3-day program, held in Namsai block from 28th to 30th March 2023. The major objective of the workshop was to review the project activities and outcome of the last 17 months and also understand the work undertaken in the field by interacting with

9

State level exit workshop

the stakeholders. On the third day of the workshop, the universalization approach for PRI CBO Convergence was introduced to the participants and discussions around cadre structure and intervention areas were undertaken.

The field visit on the second day was undertaken in three Gram Panchayats- New Jengthu, Jona Kacharikuli and Jona I GP. Since Namsai block has a heterogeneous population, the panchayats were selected to represent communities



State Exit workshop, Namsai



Field visit interaction with PRI, PLF, and community members about the PRI-CBO Convergence Project, Namsai

from three different tribes- Khampti, Adi and Assamese. All the major stakeholders of the project, namely, Gaon Bura, PRI members, PLF members, 1 CLF EC member, Anganwadi, ASHA and ANM worker, school teacher, a community member who was also a beneficiary or participant of one of the project interventions, etc. were all present, and shared their experience with all.

10

Special Initiatives:

- **Interventions around adult literacy and school education**

As part of the Central Government's Padhna Likhna Abhiyan initiative, adult literacy classes were started in selected government schools of Sagalee block in January. Inspired by these classes in some selected villages, the keen and enthusiastic elderly of Lower Gai village, Humd Gram Panchayat, demanded similar classes in their village. After rounds of deliberations and discussions with Gram Panchayat Members, Gaon Bura, and SHG members, it was decided that the community would take it up themselves using the local resources available. Thus, the first adult literacy class was started in Lower Gai village of Humd Gram Panchayat in Sagalee block with 11 adult learners (including the Gram Panchayat Member, Gaon Bura, and Anganwadi Helper) and a young SHG member, Ms. Nini as the voluntary teacher.

The Padhna Likhna Abhiyan phased out in March 2022, but more community-initiated adult literacy classes were started across all the blocks gradually. The LRGs, with the help of PLF EC members, prepared a list of illiterates in the gram panchayats, existing infrastructure was identified to convert it into adult education centers, and the LRGs, youth club members and community members volunteered as teachers. Seeing the efforts of PLF members, PRI

members, and the education department also extended support with books, learning materials, notebooks, pencils, and even an honorarium for the volunteer teachers in some GPs.

Presently adult literacy classes are ongoing in 29 Gram Panchayats covering 682 adult learners in the four blocks.

Block	No. of GPs where adult literacy classes were initiated	No. of adult learners
Namsai	9 (12 centres)	269
Roing	3	31
Sagalee	10 (12 centres)	192
Yachuli	7 (11 centres)	190

Efforts had been made to coordinate with the Adult Education Officer at the district level to link the existing adult literacy centers with the New India Literacy Program in all the blocks. In the Yachuli block, work has already started to integrate the adult learners into the New India Literacy Program, and a basic test was also conducted for all the adult learners by the Education Department to categorize the learners based on their learning outcomes.

- **Case Study on Re-opening of Tani Hapa boarding school, Sagalee block**

A government boarding school in Bokoriang II Gram Panchayat of Sagalee block had been non-functional for the last nine years. Due to the irregularity of the teachers in the schools, most of the students had been withdrawn and admitted to private schools, but parents demanded that if the school would run smoothly and teachers would be regular who could ensure quality education, then they would be willing to re-enroll their children in the school.

An initial meeting was held with the PRI members, PLF leaders, LRG, Gaon Bura, and parents to discuss this problem. Following this, a letter was written to the Block Education Officer addressing this problem and the requirement for dedicated school teachers to make the school operational. Next, cleaning and repair activities were undertaken jointly by parents, PLF members, and PRIs, and a meeting was held with the school headmaster to enforce the opening of the school. The list of students enrolled was finalized, and finally, on 25th June 2022, the new session of the school started with 16 primary students and three teachers. A caretaker and cook were also employed whose costs were borne through crowd-funding by the parents and community. The education department has agreed to continue the school next year and upgrade it to a middle school.

- **Case Study on re-enrolment of dropout students in Jona Kacharikuli GP**

In Jonakacharikuli GP, there was a major issue of school dropouts. The PLF and LRGs had prepared a plan for the same, in which the first step was to identify the reason for drop-out. During the process, it came forward that due to the lack of the documents; the students were not allowed to take examinations, and hence there was a drop-out due to lack of interest. The PLF and LRGs have conducted SMC meetings as well as meetings with DDSE in order to solve the

issue. The LRGs have been supporting in preparing the documents, while the department and SMC have agreed to the re-enrolment in between the sessions, and also special support for such students. Currently, 10 students have been re-enrolled in the school.

- **Utilisation of Gram Panchayat Office Spaces**

Gram Panchayat Office Inauguration is an intervention that was planned by the PRI members, CBO members, and LRGs based on the discussion during the PRI Orientations in **Namsai**.

During the Gram Panchayat level Orientation, there were discussions about the existing infrastructure in the Panchayat. During the same, it had come up in three Gram Panchayats that there were Gram Panchayat Offices that were non-functional. The main reason as shared by the members was that the members lacked the information on the process of using the GP office and how the offices could be utilised.

As the first step, meetings were conducted by the LRGs with the Panchayat Department, with the support of Kudumbashree NRO mentors. During this meeting, it was realized that 10 Gram Panchayat had the Panchayat Offices but were not utilized.

As this was a unique intervention, it was decided to pilot it in one Gram Panchayat which is New Jengthu GP. A consultative meeting of the PRI members, PLF members, LRGs as well as non-SHG members was conducted at the Gram Panchayat Level. The objective of the same was to sensitize the community on the importance of the GP Office. As these offices had not been utilized for a long time, the community members, first conducted a cleanliness drive in the premises of the GP office. In the consultative meeting with the stakeholders at the GP level, the number of days a week the office would open, what kind of services would be provided, and the discussion regarding the inauguration program. The inauguration programme in New Jengthu GP was conducted on 29th November, in the presence of Honourable MLA. Currently, the GP Office opens on three days per week and the PRI members are also available in the office for signature for availing any documents, the forms of various entitlements and schemes like certificate, ST certificate, PMJJBY, PMSBY, etc. are also made available in the Panchayat Office.

A similar program has been implemented by the community in other Gram Panchayats of Namsai as well. Currently, there are three functional GP offices (New Jengthu, Nanamkhamyang, and Pathergaon GP) in Namsai, and the plan for the community is to have computer classes in the Panchayat Offices for the youth.

In **Yachuli**, the Jath Panchayat office was hardly utilized by PRI members previously. After PLF members had a discussion with PRI members and block administration, a library center was inaugurated jointly by PRI members and Khelpu PLF. Officials like the Circle Officer, and Medical Officer contributed books to the library. PLF took on the responsibility of maintaining the library.

Major Impacts

1 Creation of a robust pool of convergence cadres

The local resource group (LRG) was created to bridge the coordination gap between the SHG federation and the gram panchayats. A pool of 69 LRGs was initially selected and trained, and presently 66 LRGs are actively working. The role of the LRGs has been instrumental in mobilizing the SHG members and the other stakeholders in common forums, creating demand-driven social action involving not just the SHG but also PRI members and line departments, bridging the gap between the community and line departments to access various entitlements and organize social campaigns, etc.

Throughout the period of 17 months, the LRGs have been trained in the following:

- » Panchayati Raj Institutions in Arunachal Pradesh
- » Importance of working with PRIs and line departments and scope of convergence
- » ICDS Project and Citizens' committees like Anganwadi Level Monitoring and Support Committees (ALMSCs) and Village Health, Sanitation and Nutrition Committees (VHSNCs)
- » Training on Participatory Assessment of Entitlements and Entitlement Access Plan; government schemes, eligibility criteria, and process of accessing the schemes
- » Social Development Plan preparations
- » Gram Sabha as a democratic platform and importance of SHG's active participation
- » CMAAY card registration training by the Health Department
- » Health impacts on drug abuse by Health Department (Sagalee)
- » Enrolment process for Sukanya Samridhi Yojana by Postal Services Department (Sagalee)
- » Fire safety measures and victim compensation (Yachuli)
- » Nutri-garden and floriculture for beautification purposes by KVK (Yachuli)
- » Mushroom cultivation training by KVK and ArSRLM livelihood official (Yachuli)

The LRGs along with the PLF members will continue convergence-related activities in these 4 blocks even after the exit of the Kudumbashree NRO team from the blocks. The services of some of the better-performing LRGs will be utilized in universalization in the other blocks as internal mentors/block resource persons.

Name of Scheme	Namsai	Roing	Sagalee	Yachuli	TOTAL
New Job Card					
Demand	4	11	1	12	28
Old Age Pension	1	1	0	0	2
Widow Pension	0	2	0	2	4
Disability Pension	0	0	0	2	2
CMAAY	39	37	237	140	453
Ayushman Bharat – PMJAY	35	0	0	0	35
PMSBY	4	52	2	0	58
PMJJBY	3	68	0	0	71
SBM	2	0	0	4	6
Sukanya Samriddhi	33	23	26	0	82
Dulari Kanya Yojana	6	0	6	0	12
Atal Pension Yojana	44	37	17	0	98
Ration Card	0	0	7	31	38
E-shram card	0	153	0	0	153
Aadhar card	0	30	0	0	30
Birth certificates	0	74	0	0	74

2

Public Goods, Services and Resource Development Demands and its Integration in GPDP

To track the status of the PGSRD demands, its integration into the GPDP has been tracked since achievement of these demands takes more time.

The integration of these demands was done in the GPDP Gram Sabhas where the PLF members and PRI members jointly discussed each of the PGSRD demands given and then based on the need, feasibility, and available resources, they were either integrated into the GPDP for 2023-24 or shelved for upcoming years.

3

Enhanced role of PLF SAC members

Continuous attempts were made to engage the PLF SAC members in different convergence activities, post the PLF strengthening training. The first draft of the social development plan was prepared by the PLF SAC members, presentation of these plans to the CLF and in the block-level joint stakeholder meeting was also done by the PLF SAC members. Planning and coordinating with panchayats and line departments to initiate social interventions like adult literacy classes, drug awareness campaigns in school, Nutri gardens in Anganwadi centers by visiting the offices, and writing applications were all undertaken by the PLF SAC members, albeit with support from the LRGs.

Even during the block exit workshops, the PLF SAC participated in preparing the 6-month plan along with LRGs and CLF SAC.

4

Significant change in the Gram Panchayat's approach towards working with the SHG network

One significant change has been the transformation in the approach of the PRI members to engage with the SHG network, which is evident in the number of joint meetings held and attended by both PRIs and PLF members to discuss locally relevant issues. In many cases, the PRIs also sought the support of the LRGs to collect data on certain issues like school drop-out and drug abuse in order to address them. In Namsai, the PLF and LRGs played a major role in the GP office inauguration in 3 of the Gram Panchayats. In Sagalee, the GPC of Humd GP, which was resistant to interacting with the SHG network in the beginning, sought the support of SHG members to revive the primary school in the panchayat that was to be declared defunct, and also for mobilization of GPDP Gram Sabha.

The exposure visit of the Sagalee team to Kerala was also very instrumental for the Panchayat members to understand different avenues on how PRIs could collaborate with the SHG network and how such collaborations proved to be effective in the implementation of welfare schemes and projects.

5

Support of district and block administration and line departments

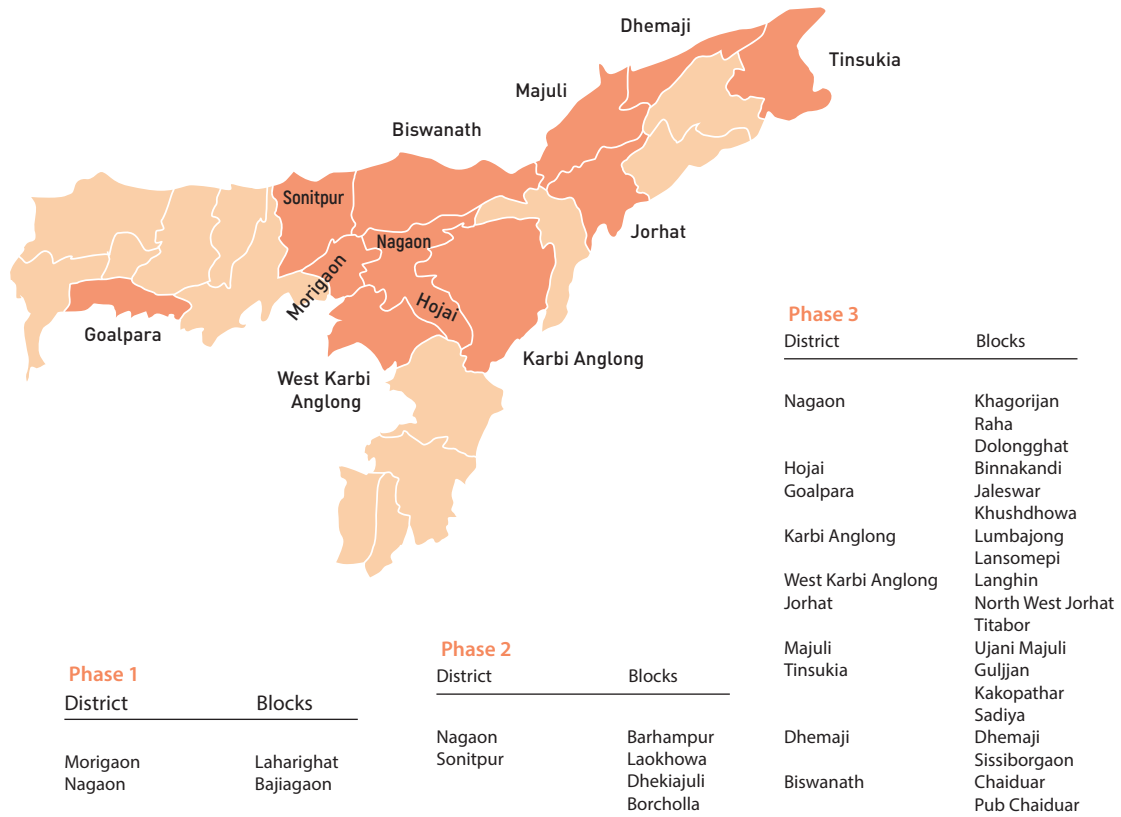
The support extended towards the SHG network by line departments and administration has been substantial across the four blocks to initiate social interventions, address social issues, and for actualization of VPRP demands.

In Roing, the district administration has been supportive from the beginning, initiating adult literacy classes and providing solar lamps for literacy centers, to ensure integration of VPRP demands in GPDP or DPDPs, working closely with the SHG network to carry out interventions for the prevention of drug abuse, etc.

In Sagalee, the CDPO played a very important role in re-opening the Anganwadi centers, by issuing multiple letters to PRI members for the formation of ALMSC, replacing illiterate Anganwadi workers with literate ones, to monitor the daily functioning of the centers. The Gram Sevikas and ICDS supervisor along with the LRGs supported in orienting the community on the importance of the ICDS scheme, services available in the Anganwadi centers, and the importance of ALMSC to monitor the functioning. Altogether, 15 Anganwadi centers were reopened and elementary learning and supplementary nutritional services were resumed.

2.5.2 Assam

PRI-CBO Convergence Project - Assam



Phase	IV
Districts	6
Blocks	15
GP	55 GP and 20 VCDC
CLFs	32
LRGs	149
Internal Mentors	44
Mentor Resource Persons	8



The Assam State Rural Livelihoods Mission (ASRLM) partnered with the Kerala State Poverty Eradication Mission, Kudumbashree - NRO to implement the PRI CBO Convergence Project in Assam in 2014. The Memorandum of Understanding for Phase IV of the partnership was signed by the two Missions in August 2021. The Project Activities have started in the field in December 2021. Convergence project was implemented in 55 GPs and 20 VCDCs (Village Council Development Committees), which were 15 blocks across 6 districts.

Key activities/ interventions

1 Capacity building

The major focus was on capacity building for various stakeholders. This was initiated with the training of the Sanjog Sakhis and Internal Mentors, which was conducted in all 75 Gram panchayats/VCDCs as part of strengthening the CBOs. The focus was to orient the CLF and VOs on the role of subcommittees and to give an initial orientation on social issues in order to make social development plans at a later stage under VPRP. The capacity-building exercise was done across 503 VOs.

- **CBO Orientation:** In the initial phase of the project, a two-day CBO orientation was given to the EC members of the Village Organization and Cluster Level Federation to familiarize them with the project and to orient them on the role of CBO in the development of the village. The orientation also focused on the importance of SHG as a medium of changing lives and as a platform to liaise with the LSGIs for their demands. This orientation was also used to identify and create awareness for the position of Sanjog Sakhis.
- **CLF Capacity Building Training and VO Capacity Building Training (1st VO meeting on SDP):** The CLF and VO-EC Members were trained on the various CLF subcommittees to ensure their active functioning. The CBO members were also briefed about social issues and the responsibilities of an active citizen. These activities were part of the sustained efforts to strengthen and build the CBO Network's capacity.

2 PAE, EAP, and VPRP Plan Preparation

PAE & EAP: PAE, a SHG Level discussion based on ribbon exercise, was conducted to promote knowledge among SHG members about different Centrally Sponsored Schemes/State Sponsored Schemes (CSS/SSS) to enable them to demand their entitlements in their Gram Panchayat or concerned department. It also works as a means of formulating a baseline and as a tool for information dissemination among SHG members. This baseline data is used to capacitate CBO to take further focused actions to actualize the demands of its members by effectively engaging with gram panchayats and departments. For this, an Entitlement Access Plan (EAP) must be devised to inculcate a collective consciousness and a vision to follow the realization of PAE.

The process of PAE and EAP was completed across fifteen blocks, and the outcome observed was not just the consolidation of a baseline but an increased awareness of SHG members on various benefits and schemes. Across the fifteen blocks, 8173 SHGs participated in the PAE exercise. EAP was prepared in 503 VOs of the fifteen blocks. VPRP was completed in all the panchayats/VCDCs, and training was imparted to all the Sanjog Sakhis and internal mentors. Since the PAE was conducted at the SHG level and covers the Entitlement Plan demands of VPRP, the data was used to prepare the VPRP Entitlement Plan.

- **VO Concept seeding (2nd VO meeting on SDP):** For the VPRP Preparation, the VOs were oriented about the VPRP and the upcoming activities. Further, they were encouraged to take ownership of the activity by coming together to make a plan for the development of their village. The social development plans were focused in an enhanced manner and social issues discussed during the VO Capacity Building Training were consolidated. The VO concept seeding for VPRP was held across all 503 VOs.

- **VO level plans on EAP and VPRP (3rd VO meeting on SDP):** The VO Level Plans, including the PGSRD plan and the Social Development Plan, were completed after the VO Level Consolidation of the entitlement plan through PAE. The VOs complete the PGSRD exercise and map the existing resources to capture the new demands. Similarly, the VOs prepare social development plans during their meetings with the community's involvement in the discussion.

The details of training conducted for the community cadres and VOs in a nutshell

S.No	Training	Deliverables
01.	Sanjog Sakhi Training	<ol style="list-style-type: none"> 1.Orientation to the newly elected Sanjog Sakhis on the PRI-CBO Convergence Project 2.Orientation on the roles and responsibilities of the Sanjog Sakhis 3.First Field Assignment given to the Sanjog Sakhis
02	CLF Capacity Building Training	<ol style="list-style-type: none"> 1.Oriented the CLF -EC Members on the various sub-committees and their roles 2.Oriented the CLF-EC Members on the roles of an active citizen 3.Initiation of discussion on social issues in the villages
3.	Initiation of discussion on social issues in the villages	<ol style="list-style-type: none"> 1.Oriented the VO -EC Members on the various sub-committees and their roles 2.Initiation of discussion on social issues in the village 3.First VO meeting on SDP

04	Cadre Training on PAE	<ol style="list-style-type: none"> 1. Oriented about the CSS/SCC schemes to the Sanjog Sakhis and Internal Mentors 2. Oriented about the concept of PAE and the Processes involved in the Roll-out 3. Preparation of beneficiaries list and discussion on PAE formats
05	CLF and VO Orientation on PAE	<ol style="list-style-type: none"> 1. Oriented the CLFs and the VOs on PAE- Introduction, relevance, process and the role of the CBO in PAE
06	PRI & BDO Orientation on PAE	<ol style="list-style-type: none"> 1. Oriented the PRI/VCDC Body on PAE- the SHG Level baseline and the role of the PRI/VCDC body in the realization of demands 2. Oriented the BDO on the process of PAE
07	Cadre Training on EAP	<ol style="list-style-type: none"> 1. Oriented the Internal Mentors and the Sanjog Sakhis on the concept and the process of EAP 2. Cadre Training on EAP for consolidation of PAE exercise as well for VO Consolidation under VPRP
08	Cadre Training on VPRP	<ol style="list-style-type: none"> 1. Oriented the Internal Mentors and Sanjog Sakhis on VPRP 2. Oriented the cadres on VO Level Plans and consolidation of the entitlement plan through PAE and EAP 3. Oriented the Cadres on GP level consolidation of VPRP and the VPRP Mobile App
09	CLF and VO Concept Seeding	<ol style="list-style-type: none"> 1. The CLF -EC Members were oriented on VPRP- its various components and the roll-out plans 2. The VO-EC Members were oriented on VPRP and its various components as well as the role of VO in VPRP Plan Preparation 3. VO Concept seeding meeting was the 2nd VO Meeting for a more detailed Social Development Plan Preparation
10	Gram Sabha Mobilization and presentation of plan	<ol style="list-style-type: none"> 1. Mobilization of the CBO network about the importance of holding Gram Sabhas, about the plans and Budget that comes into the Panchayat/VCDC Body 2. Presentation of consolidated EAP in 2nd October, Gram Sabha 3. Presentation by the VO Members of the consolidated VPRP Booklet in December Gram Sabha

11	CBO Orientation on Model Anganwadi and ALMSCs	<ol style="list-style-type: none"> 1. Orientation of the VO on the Model Anganwadi to be developed in the village 2. Orientation of the VOs on the ALMSCs to be activated in the village 3. Joint Stakeholder Meetings with the PRI/VCDC and line departments on activation of ALMSCs and Model Anganwadi development
12	VO Orientation on VOCC	<ol style="list-style-type: none"> 1. Orientation of the VO-EC members on the idea of VOCC, its members, roles and responsibilities and its various sub-committees 2. VOCC as an apex body over VOs
13	VOCC Formation	<ol style="list-style-type: none"> 1. Selection of 2-3 Members from each VO for VOCC Formation 2. Orientation of the roles and responsibilities of the VOCC 3. Formation of Sub-Committees and orientation on the role of each sub-committee
14	VOCC Capacity Building Training	<ol style="list-style-type: none"> 1. Orientation of the VOCC on the role and responsibilities 2. Activation of the various sub-committees

• Village Organization Coordination Committee (VOCC)

The VOCC is a collaborative forum for addressing issues of development and welfare that arise in the VO meetings and within the Gram Panchayat/VCDC. This convergence facilitates the successful implementation of schemes, creating awareness amongst the citizens and ultimately leading to participatory local governance. VOCC Formation and orientation to all the stakeholders have been completed.

For the formation of the Village Organization Coordination Committee (VOCC), which consists of 2-3 members of all the VOs in that particular Gram Panchayat/VCDC, all the Village Organizations were oriented about the informal body of VOCC, its roles and responsibilities, the various sub-committees and its role in meeting the demands of the CBO structure through the Panchayats/VCDCs. The internal mentors and LRGs undertook the orientation in the field. These orientations were followed by a one-day program on VOCC formation, the formation of the committee, and its role in convergence.

Later, a day-long training was conducted at the Gram Panchayat Level for the formation of the VOCC. The training was designed to familiarize identified VO members with the concept of VOCC and energize them to perform their duties effectively. The VO members who expressed interest in joining VOCC during the VO level orientation attended this all-day training session at the Gram Panchayat level.

VOCC was formed and the 3 VOCC sub-committees have been constituted as an outcome of these trainings. The VOCC Convenor and Co-ordinators were also selected/elected.

In all the 55 intervention Gram Panchayats and 20 VCDCs across Kamrup, Bajali, Udalguri, Tinsukia, Dhemaji and Hailakandi, a Village Organisation Coordination Committee (VOCC) has been formed. In 6 Gram Panchayats (Kamrup, Bajali, Udalguri, Tinsukia, Dhemaji & Hailakandi) the GP/VCDC provided office room for VOCC.

• Model Anganwadi & Activation of ALMSC

The range of services offered by Anganwadis and their relevance to improving communities' standard of living in terms of health, immunization, nutrition, and early childhood education make it necessary to strategize plans for strengthening Anganwadi centers to improve service delivery and function. Citizen-led committees such as ALMSC (Anganwadi Level Monitoring and Support Committee) can play a significant role in activating these centers. The ALMSC can act as a forum for discussion and deliberation on the proper functioning of the center and can also serve as a monitoring mechanism to ensure that the Anganwadi services are delivered effectively and efficiently.

It was found that the ALMSC committees of the Anganwadis were not functional. Therefore, the orientation of stakeholders about the relevance of ALMSC and the development of model Anganwadis was conducted in the blocks. Baseline survey: After the baseline survey, meetings were conducted with the Child Development Project Officer (CDPO) at the block level. Stakeholder meetings were held with the Panchayat President and PRI members, among others. Then the Anganwadi centres were finalised to work on the Model Anganwadi concept based on the inputs from stakeholders. ***Across the***

PRI-CBO Convergence intervention blocks of Kamrup, Bajali, Udalguri, Tinsukia, Dhemaji, and Hailakandi, one Anganwadi center has been identified to work around the idea of a Model Anganwadi and activation of the ALMSC committee.

Training Cadres (Mentors and Sanjog Sakhis), identification of 1 model AWC per block, stakeholder meetings, joint stakeholder meetings, and orientation meeting with ALMSC & follow-up on ALMSC resulted in the activation of ALMSCs. Through meetings with the ALMSC members, orientation about the need for an active ALMSC committee was imparted, and the committee was activated across all four Anganwadi centers. The activation of the ALMSC committee has helped in improving the functioning of the Anganwadi centers and ensuring the effective delivery of services to the different beneficiary groups. Through the follow-up meetings with PRI and other stakeholders, necessary steps have been taken to ensure the infrastructural and other arrangements in the Anganwadi centers through GPDP and department support.

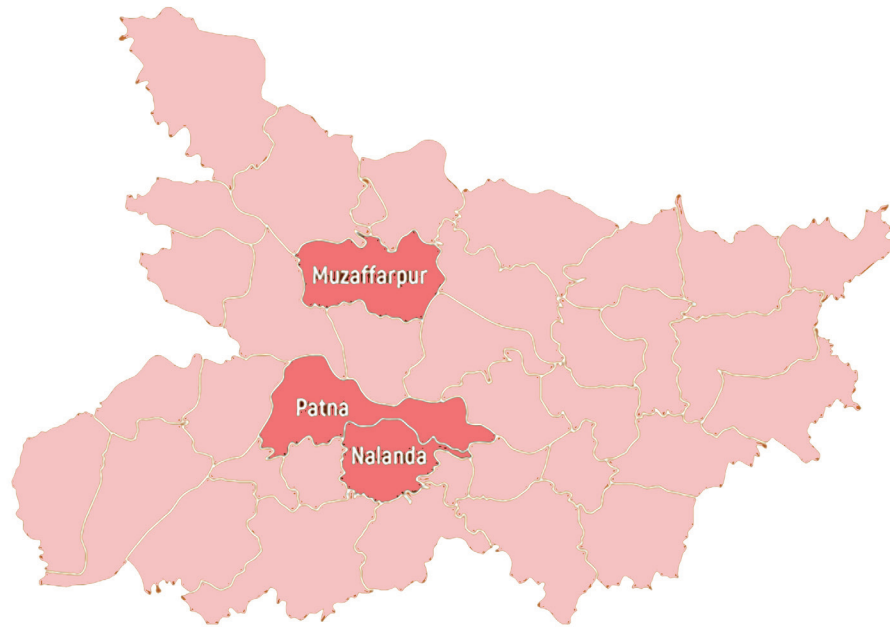
• Gram Sabha

To ensure the active participation of women and effective discussions in Gram Sabha various mobilization and sensitization strategies have been adopted in the field. In order to ensure the increased participation of women in Gram Sabha, different activities have been conducted in the GPs. Which include rallies, poster campaigns, etc.

Anganwadi Centres are public institutions established under the Integrated Child Development Services (ICDS) scheme. The services provided by these centres are targeted towards different beneficiary groups, including children from the age of 6 months to 6 years, adolescent girls, pregnant women, and lactating mothers. Besides providing affordable and accessible healthcare and catering to community nutrition and health needs, Anganwadis serve as an institution for facilitating access to government schemes and programmes, as well as a public platform for convergence with departments.

Sl.No	District	November 2022 GPDP GS		December 2022 GPDP GS	
		Total Participation	Total SHG women participation	Total Participation	Total SHG women participation
1	Bajali	3446	3096	3645	3342
2	Kamrup	3524	3227	3967	3683
3	Hailakandi	2954	2480	2653	2144
4	Udalguri	5522	5129	2746	2562
5	Tinsukia	1023	839	1498	1213
6	Dhemaji	2069	2046	2765	2398

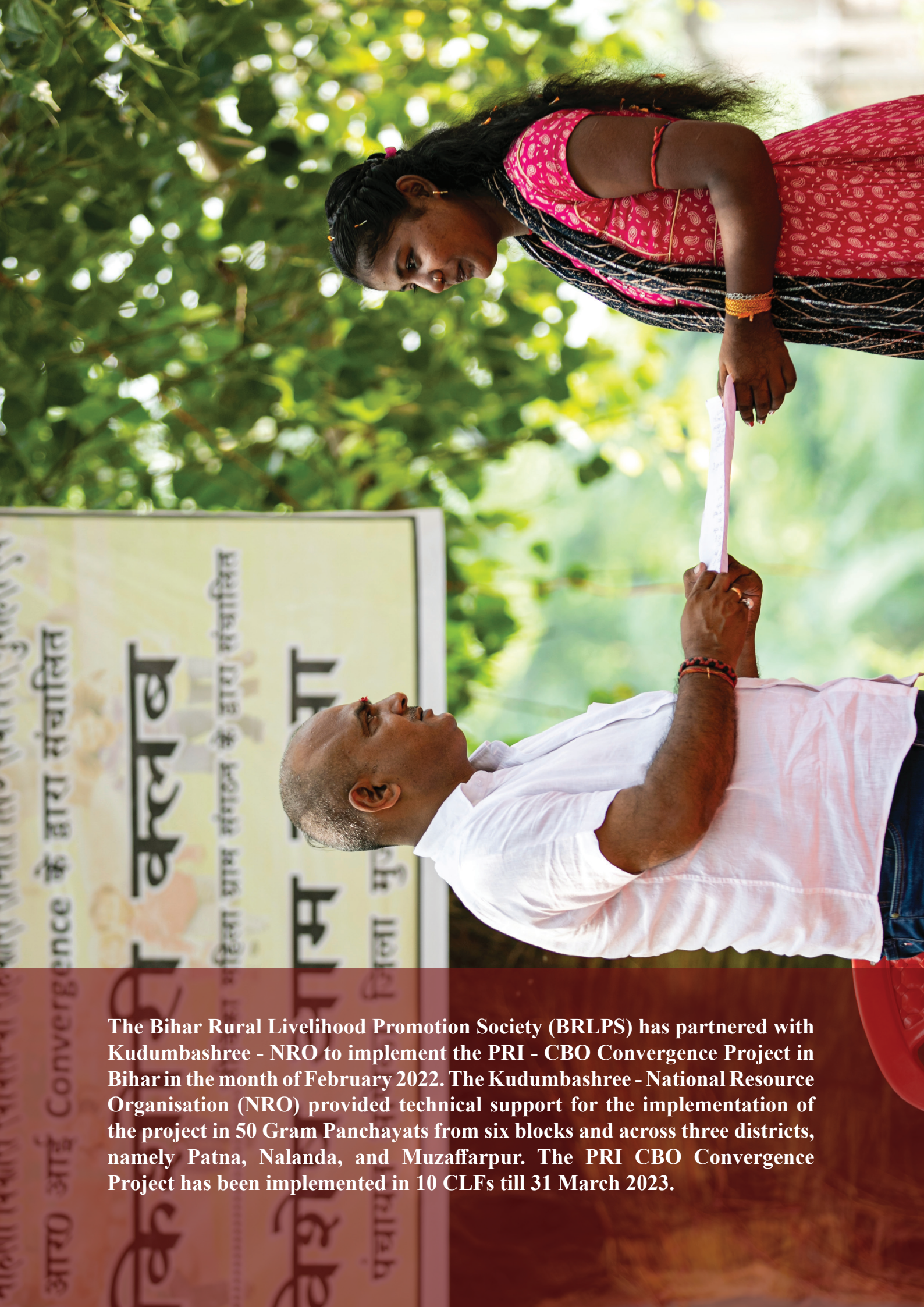
2.5.3 Bihar



District

Patna
Nalanda
Muzaffarpur

Phase	1
Districts	3
Blocks	6
GP	50
CLFs	10
LRGs	433
Mentor Resource Persons	9



The Bihar Rural Livelihood Promotion Society (BRLPS) has partnered with Kudumbashree - NRO to implement the PRI - CBO Convergence Project in Bihar in the month of February 2022. The Kudumbashree - National Resource Organisation (NRO) provided technical support for the implementation of the project in 50 Gram Panchayats from six blocks and across three districts, namely Patna, Nalanda, and Muzaffarpur. The PRI CBO Convergence Project has been implemented in 10 CLFs till 31 March 2023.

Key activities/ interventions

Initiatives have been taken to establish convergence at all levels and to strengthen community-based organizations.

1 CLF Orientation

CLF orientations were conducted across the 10 CLFs within the Blocks. 50 GPs were covered across the block and a total of 724 CLF RGB members were oriented. CLF orientations were conducted to make them understand and gauge CLF RGB members' understanding of their role in developmental activities other than their financial role. The idea of 'convergence' was introduced to them through discussions on the importance of working with PRIs and Departments. The basic concepts of governance such as 'Gram sabha,' 'Three tier and local governance - Gaav ki sarkar,' the difference between 'Sarpanch' and 'Mukhiya' the role played by them, the development plan and funds being received by the Panchayat were discussed in detail with help of IEC materials and building an analogy with the story of Fulera GP. The important role played by the VOs at the Panchayat level was emphasized and CLF's role of monitoring and handholding the VOs was focused during the discussions. The concept of 'LRGs' was also briefly introduced. The CLF RGB members were asked to facilitate discussion in their respective VOs after they received the office order for LRG selection.

District	Block	CLF	GPs (nos)	RGBs Attended (nos)
Patna	Dhanarua	Koshish	7	126
	Masaurhi	Sahyog	7	96
Nalanda	Silao	Sarthak	4	48
		Safal	5	75
	Rajgir	Gyan	2	37
		Hariyali	4	45

Muzaffarpur	Marwan	Sahyog	5	58
		Jai Hind	5	59
	Musahari	Uttam	6	119
		Sangam	5	51
TOTAL	6	10	50	724

2 VO orientation

VO orientation was conducted in a total of 469VOs, across 50GPs. A total of 16614 VO RGB members were oriented about the concept of ‘Convergence.’ With the help of IEC materials, discussions were initiated about the role of VO in matters of the Panchayat. Observations from field visits and FLAs were brought in to discuss the gaps and the importance of working with the PRIs and departments for the overall development of the Panchayat. The role played by VOs being the primary federation was emphasized, besides providing financial support. They were asked to strengthen their VOs, activate the existing subcommittees, and ensure representation from all SHGs during their RGB meetings. Concepts of governance were also covered. The role of ‘Mukhiya’ ‘Sarpanch’ and the importance of ‘Gram sabha’ was emphasized. Identifying the role of VOs in the preparation of VPRP, the idea of ‘participatory planning’ was also introduced to them. Similar to CLF orientations, the concept of ‘LRG’ was briefly introduced during the orientation, and the VO members were asked to have discussions in their respective SHGs.

District	Block	Total VOs (nos)	Total Participants Attended (nos)
Patna	Dhanarua	73	2643
	Masaurhi	63	2306
Nalanda	Rajgir	61	1829
	Silao	68	2444
Muzaffarpur	Marwan	97	4409
	Mushari	107	2983
Total	6	469	16614

3

Block-level PRI Orientation

The block-level PRI orientation was conducted in both intervention blocks. The objectives of this orientation were to introduce the PRI - CBO convergence project to the PRI members and block administration and also to sensitize PRI representatives on the importance of PRI and CBOs working together for Panchayat development. The Block Development Officer and Block Panchayati Raj Officer were present at the orientation. A total of **388 participants across 6 blocks** attended the orientation.

District	Block	CLF	No. of GPs	Total Participants (nos)
Patna	Dhanarua	Koshish	7	42
	Masaurhi	Sahyog	7	60
Nalanda	Silao	Sarthak	4	69
		Safal	5	
	Rajgir	Gyan	2	63
		Hariyali	4	
Muzaffarpur	Marwan	Sahyog	5	80
		Jai Hind	5	
	Musahari	Uttam	6	74
		Sangam	5	
TOTAL	6	10	50	388

4

GP-level PRI orientation

After completion of block level PRI orientation, the GP level PRI orientation was conducted. The PRI members were oriented on the importance of the Panchayat Coordination Committee and involvement of CBOs in other standing committees of the gram panchayats and discussed the participatory processes of demand generations such as VPRP, PAE so that these demands get incorporated into GPDP (Gram Panchayat Development Plan). The GP level orientations were conducted in 43 intervention gram panchayats across 6 blocks and a total of 1401 PRI members participated in the orientations.

District	Block	CLF	No. of GPs	Total Participants (nos)
Patna	Dhanarua	Koshish	7	274
	Masaurhi	Sahyog	7	320
Nalanda	Silao	Sarthak	4	316
		Safal	5	
	Rajgir	Gyan	2	183
		Hariyali	4	
Muzaffarpur	Marwan	Sahyog	5	187
		Jai Hind	5	
	Musahari	Uttam	6	121
		Sangam	5	
TOTAL	6	10	50	1401

5 Capacity Building of Convergence Facilitator (CF-CRP)

A pool of Community Resource Persons (CRPs) known as the Convergence Facilitators (CFs) were selected from each intervention VO. A total of 129 CFs were selected through a rigorous two-day Screening and Selection process. Several Capacity Building trainings focusing on their role in the convergence model, community mobilization, and working with PRIs were imparted to them for effective implementation and sustainability of the project. After the selection and first round of training, 129 CFs were graded based on 5 parameters - Understanding, Communication, Discipline, Confidence, and Participation. After all these efforts, we have successfully retained the best-performing CRPs, and extra capacity building was done for the moderately ranked participants.

District	Block	Nomination Received	Total candidates screened	Total CF selected	Rounds of Selection
Patna	Dhanarua	138	138	73	2
	Masaurhi	189	96	63	2
Nalanda	Rajgir	183	169	61	4
	Silao	204	205	68	5
Muzaffarpur	Marwan	291	276	93	4
	Mushari	321	300	104	10
Total	6	1326	1184	462	27

5

Participatory Assessment of Entitlement (PAE) & Entitlement Access Plan (EAP)

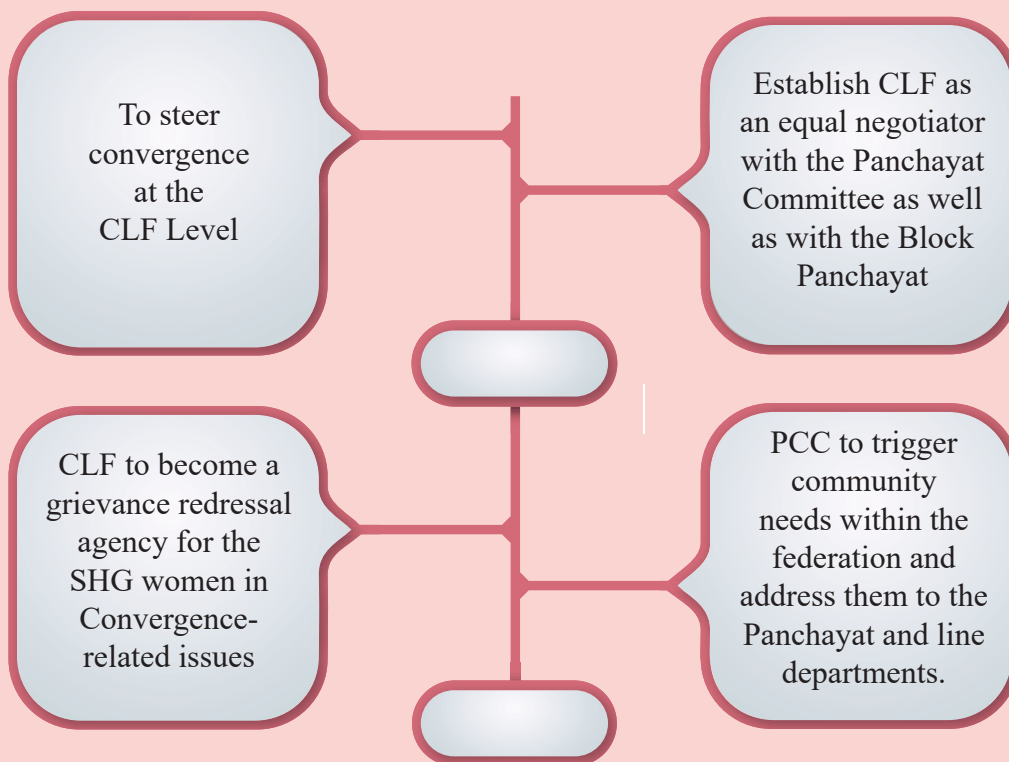
After developing a strong pool of community cadres and local governance and coordination platforms between the PRIs and CBOs, it was necessary to focus on the reach and quality of public service delivery through community participation. Using PAE data as the baseline, each VO had set quarterly targets for various schemes. The PAE & EAP Exercise was facilitated by the designated community cadre called the Convergence Facilitator (CF) for each Village Organisation (VO).

PAE has been conducted in 6370 SHGs and 472 VOs of 10 CLFs, reaching out to more than 63000 Households. 9 schemes were covered under this planning tool - eg:- MGNREGA, Lakshimbai Samajik Suraksha Pension Yojana, CM Kanya Suraksha Yojana, Fasal Bima Yojana, Bihar Viklang Pension Yojana etc. A total number of 129 VOs have completed EAP. After the completion of the planning process, the GP level Plans were submitted to the Panchayats in Gram Sabhas to include in the Annual Action Plan of the panchayats.

1 Strengthening of Institutional Platforms

◆ Formation and strengthening of the Panchayat Coordination Committee (PCC):

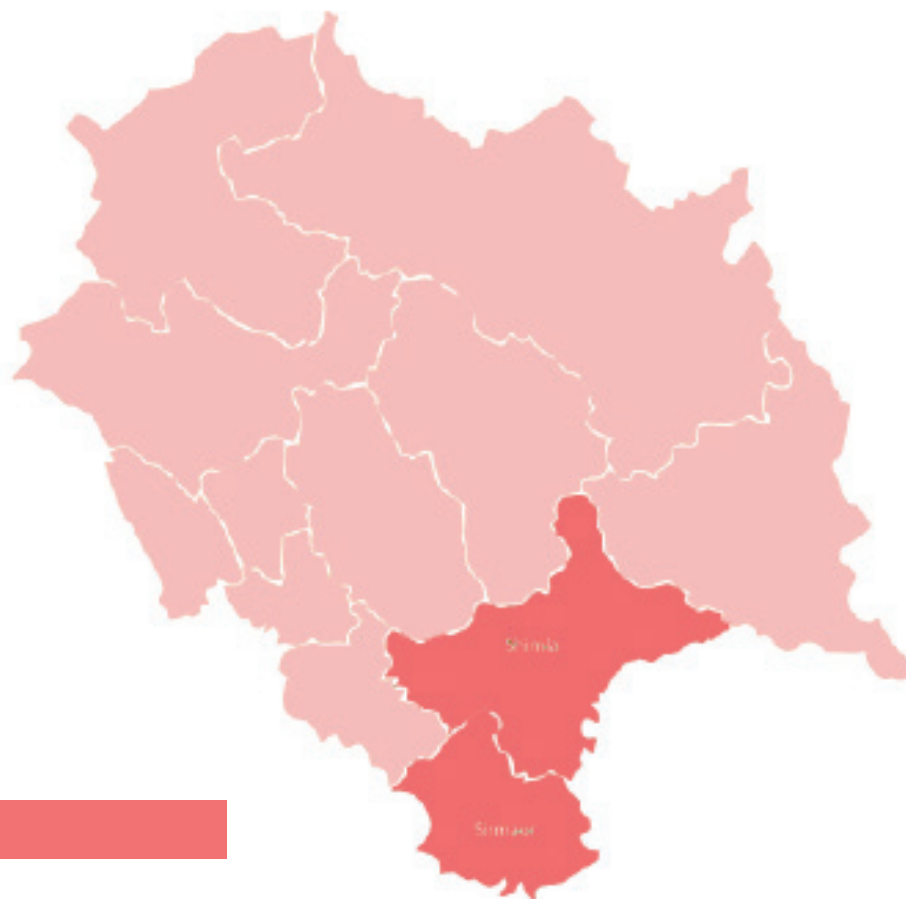
Panchayat Coordination Committee (PCC) was formed within the CLF with one representative from each Gram Panchayat. PCC has been formed in all the **ten intervention CLFs**. Objectives behind the formation of PCC are listed below:



◆ Gram Panchayat Coordination Committee meetings:

After the PCC meetings, the grievances generated from the CBO network will be addressed in joint consultative meetings with the PRIs in Gram Panchayat Coordination Meetings. Such meetings are required to be held twice a month and whenever any need arises. Strategies to deal with the issues, planning of convergence activities, etc., are the agenda for these coordination meetings. These meetings also helped bring the CBO and the PRI to be in constant interaction to develop a relationship of convergence.

2.5.4 Himachal Pradesh



District

Shimla
Sirmaur

Phase	1
Districts	2
Blocks	2
GP	40
VOs	57
LRGs	120
Mentor Resource Persons	4



The Himachal Pradesh State Rural Livelihoods Mission (HPSRLM) collaborated with Kudumbashree – National Resource Organization (KS-NRO) in February 2022 through a Memorandum of Understanding. KS-NRO provided technical and implementation support for the project, piloted in 40 GPs across two districts in 2 blocks -Shimla District (Theog block) and Sirmaur District (Rajgarh block). The project has focused on process-based capacity building for various stakeholders in the field, including PRIs, SHGs, and community cadre. The Local Resource Groups and Mentor Resource Persons carried out the field activities.

Key activities/ interventions

1

Orientation of Panchayati Raj Institutions on Convergence Project

A one-day orientation program was organized for all the PRI members of intervention GPs. The members of the Panchayat body at the GP and block level, as well as secretaries, attended the training. The orientation focused on the roles and responsibilities of the members in the project and towards their village, the necessity of local institutions and the CBO network to work together in achieving the targets and improving the service delivery in the village, and the role of LRGs in the project. The responsibilities of the elected representatives and government functionaries at the Panchayat level were highlighted.

2

Orientation of Community-Based Organisation on Convergence Project

The CBO orientation aimed to introduce the project to the community and identify the Local Resource Group (LRG) from among the SHG women to implement the project. Unlike a classroom session, the CBOs were sensitized on the developmental issues and helped them to identify the challenges present in the GP through the sharing of experiences of mentor resource persons and hindrance walk-dream village activity.

At the end of the orientation, LRGs were selected from among the interested women in the CBOs. These candidates went through a selection process and training in mid-April.

3

Local Resource Group Selection

Creating a pool of resources at the gram panchayat level was considered a crucial step in the PRI-CBO convergence project. To achieve this, the NRO team conducted CBO orientations to identify and enroll interested candidates for the LRG selection procedure. In total, 191 women candidates participated in both Theog (Shimla) and Rajgarh block (Sirmour), where they underwent a two-day selection process. As the project required three women in each gram panchayat to serve as a local resource group, a total of **120 LRGs were selected across 40 GPs.**

Block	Batch 1	Batch 2	Batch 3	Total Participants
Theog	35	34	26	95
Rajgarh	33	32	31	96
Total	68	66	57	191

4

Capacity building of Local Resource Group

The LRGs are the foot soldiers of the project and capacity building of LRGs is very crucial for the effective implementation. Regular capacity-building training through work-specific orientations and practical fieldwork has been ensured over the duration of the project.

Sl. No.	Local Resource Group training	Timeline
1	Training on GP profile preparation	May, 2022
2	Training on Roles and Responsibilities of LRG	May, 2022
3	Training on Participatory Assessment of Entitlements	July, 2022
4	Training on Entitlement Access Plan	August, 2022
5	Training on Public Goods and Services and Resource Development Plan and Social Development plan preparation . Plan preparation in VPRP application	September, 2022
6	Training on MGNREGA Gram Sabha Mobilisation	September, 2022
7	Livelihood Plan Preparation Training	December, 2022
8	VO strengthening Training	March, 2023

Gram Panchayat Profile Preparation

The GP profile preparation activity served as an entry-level activity that helped to enhance the knowledge of the LRGs about their respective GPs. It also facilitated capacity building of the LRGs on how to communicate with Panchayat members and other stakeholders. The activity aimed to have baseline data of the intervention GPs for a better understanding of the development status. Additionally, the concept of citizenship participation was introduced through PRI members, who helped reach out to non-SHG households.

- » Basic information about panchayat- Name and number of villages, details of PRI members, etc.
- » Gram panchayat map- Social map of the gram panchayat prepared in a participatory manner.
- » Population demography- Number of males, females, children, ration card holders, etc.
- » Major institutions- Ration shops, religious institutions, schools, Anganwadi centers, post offices, colleges, CHC, etc. Community assets- Community halls, community toilets, markets and market shed, PLF office, etc.
- » Women and child development- Number of Anganwadi staff, children enrolled in Anganwadi centers, adolescent girls, pregnant women, lactating mothers, ANM, ASHA workers, etc.
- » Education- Number and type of schools, number of children enrolled, number of dropouts, etc.
- » Access to Basic Facilities- Major source of drinking water, number of households having access to basic facilities Livelihood- Agriculture, Animal Husbandry, Micro Enterprise, Work under MGNREGS CBO Profile

Participatory Assessment of Entitlements

A training session for LRGs on the PAE activity was conducted. During the training session, LRGs were educated on the 12 centrally sponsored schemes, eligibility criteria, required documentation, and the process to access these schemes. Additionally, the discussion around women's participation in democratic platforms was also a part of the PAE training. The LRGs initiated the PAE activity at the SHG level. The collected data was consolidated at the VO level to prepare an Entitlement Access Plan (EAP) after assessing the entitlements in each SHG. At the VO level, the SHG network also collected the entitlement demands of families who were outside the SHG network. LRGs were trained to consolidate the PAE data and set targets to access these entitlements through discussions in VO meetings.

PAE and EAP Details	Theog block	Rajgarh
Block		
No. of VOs completed PAE and EAP	28	29
No. of VO Members participated in the process	534	490
Total no. of SHGs covered	267	249
Total no. of SHG members participated	1489	2146

7

Orientation of PRI on Village Poverty Reduction Plan

The PRIs were oriented on the PRI-CBO Convergence Project and the rationale behind VPRP preparation. This orientation was conducted after the VPRP training in both blocks and PRIs from the intervention GPs including the GP President, Secretary, and three Ward Members, were invited to attend the block-level PRI orientation. In Rajgarh block, PRI representatives from non-intervention GPs also participated. The primary objective of this orientation was to make the PRIs understand the PRI-CBO Convergence Project, the stakeholders involved, the structure of SHGs, and the rationale behind the PRIs working with CBOs and VPRP. The PRIs were also informed about the progress made thus far in the intervention of GPs in the project.

8

Orientation of the Line department on the Village Poverty Reduction Plan (VPRP)

Orientation to line departments regarding the PRI-CBO Convergence Project was given considering them as significant stakeholders in the project. The line departments were identified as having a crucial role to play, particularly in the context of the Village Poverty Reduction Plan (VPRP), where not all community demands could be met solely by the Gram Panchayat (GP). In such instances, line departments could provide essential support. In addition to addressing the entitlement and livelihood demands, line departments could assist the Panchayat in tackling a range of social issues. To this end, officials from various line departments were invited to discuss the schemes and services provided by their respective departments. The forum also deliberated on the role of line departments in facilitating the achievement of community demand targets.

VPRP Concept Seeding

In Rajgarh, Sirmaur, CLF concept seeding on VPRP was conducted in two CLFs: Ujjwal CLF and Hauslon ki Udaan CLF. As the cluster-level federation and apex body of the SHG federation, it was important to orient CLF on VPRP, its process, and implementation at the GP level. The LRGs began conducting VO concept seeding on VPRP in each VO with the support of NRO mentors. The VO has a major role to play in VPRP planning, implementation, and monitoring as all the SHGs are part of VO. The LRGs facilitated training on the objective of VPRP, its components, process, and planning.

9 Village Poverty Reduction Plan

The Village Poverty Reduction Plan (VPRP) is a community demand plan that is prepared by the Self Help Group (SHG) network and can be integrated into the Gram Panchayat Development Plan (GPDP). As part of the PRI-CBO Convergence Project, training on VPRP was conducted for the LRGs during the first and second week of September in both Theog and Rajgarh blocks. The objective of this training was to prepare the community cadre for the VPRP preparation process. The training was conducted at the block level by NRO mentors and FC over a two-day period. Additionally, a one-day training session was organized to train LRGs on the use of the VPRP mobile application. The training covered the objective of the VPRP, the components of VPRP, and the process and planning for plan preparation.

During the VPRP process, four plans were to be prepared, including the Entitlement Plan and Livelihood Plan at the SHG level and consolidated at the VO level. The Public Goods, Services, and Resource Development (PGSRD) and Social Development Plan (SDP) were to be prepared at the VO level, along with the consolidation of Entitlement and Livelihood plans. These four plans were further consolidated at the GP level to avoid duplication of demands. After final consolidation, the final VPRP was submitted in the grama sabha and integrated into GPDP.

10 Gram Sabhas

The GPs prepared a list of demands to be presented at the Grama Sabha which could be taken up as community demands in the MGNREGA shelf. The demands generated during the preparation of the PGSRD plan were fulfilled through the MGNREGA scheme.

In this regard, the LRGs mobilized women through CBO meetings and ward sabhas to ensure maximum participation in the Grama Sabha. Additionally, some villages organized rallies in the Gram Panchayat to mobilize women for the Grama Sabha.

At the Grama Sabha, the LRGs presented the demand list which could be addressed under community and individual work demand in the MGNREGA shelf. Most of the GPs responded positively to the demands presented at the Grama Sabha from CBOs and ensured their consolidation into the MGNREGA shelf. After the Grama Sabha held on 2nd October 2022, the SHG and VO level plan preparation was initiated on the VPRP application. Since the VO concept seeding meeting had already covered the preparation of the PAE, EAP, PGSRD, and SDP plans, except the livelihood plan, the livelihood plan was completed before the GPDP Grama Sabha held in December.

Table: Gram Sabha Participation Details

Block	Gram Sabhas held (nos)	Total participants (nos)	Total SHG participants (nos)	Percentage of SHG member participation	SHG representation
Theog	20	2208	1269	57.4%	100%
Rajgarh	20	1717	1106	64.4%	100%
Total	40	3935	2375		

11

Support provided to Non- Intervention Blocks

KS-NRO also provided support to non-intervention blocks through orientations and training to District and Block Officials. In addition, cadres were selected to act as I-mentors to further support the implementation of the project. In February, the Field Coordinator (FC) and the Mentor pool visited all the non-intervention blocks to select the I-mentors. The selection process involved conducting various activities with the participants, and the evaluation was carried out by a panel consisting of Kudumbashree NRO team members, Block officials, and a CLF representative. The I-mentors have been selected to work on the project to enhance its implementation.

Sl. no.	District	Block	I-mentors Selected (nos)
1	Una	Haroli	2
2	Hamirpur	Bhoranj	2
3	Mandi	Mandisadar	2
4	Shimla	Mashobra	3

Table: I-mentor Selection details.

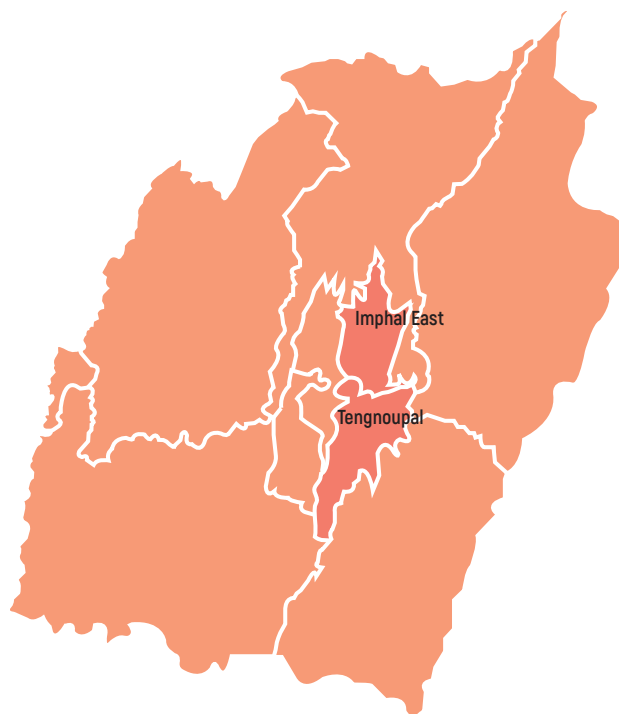
12

Immersion of selected I-mentors from Mashobra Block

The three I-Mentors selected from Mashobra Block commenced their immersion activities on March 20, 2023, in Theog Block. They actively participated in various ongoing activities, such as VO strengthening and Gram Sabhas. Moreover, they had the opportunity to attend a block-level exit workshop, where presentations were given by all the LRGs of 20 intervention GPs, sharing their experiences and challenges of working on the project. Throughout their immersion period, the iMentors received regular handholding support from Block officials, Mentors, and FC.



2.5.5 Manipur



Phase 1

District	Blocks
Imphal East	Keirao-Bitra
Tengnoupal	Macchi

Phase 2

District	Blocks
Imphal East	Sawombung Keirao-Bitra
Tengnoupal	Macchi Tengnoupal

Phase	2
Districts	2
No: of Blocks	6
No: of GPs/Villages	147
No: of CLFs	12
No: of VLFs	204
No: of SHGs	1916
No: of Convergence Cadres	242
No. of Internal Mentors	29
No. of KS NRO Mentors	6

BLOCK MISSION MANAGEMENT UNIT

MANIPUR STATE RURAL LIVELIHOODS MISSION (MSRLM)

Imphal East - II CD Block, Keirao Bitra, Imphal East District, Manipur



Located in the northeastern region of India, Manipur shares its borders with Mizoram, Nagaland, and Assam within the country, as well as an international boundary with Myanmar. Known as 'A jeweled land,' Manipur derives its name from its unique topography, featuring an oval valley surrounded by nine hills. This region is of immense ecological and cultural importance, boasting a diverse range of flora and fauna, as well as a vibrant mix of cultures.

Manipur is home to diverse ethnic groups, broadly classified into three main categories: the Meiteis, Kukis, and Nagas. The Meiteis and Meitei Pangals (Muslims) form the majority population in the valley region, while the Kukis and Nagas are predominant in the hill regions. This cultural diversity adds to the richness and uniqueness of Manipur's heritage. With its stunning landscapes, rich biodiversity, and a tapestry of different ethnic communities, Manipur stands as a captivating state that offers a captivating blend of natural beauty and cultural treasures.

Key activities/ interventions

During the fiscal year 2022-2023, the primary focus of the major project activities revolved around several key areas. The activities primarily centered on continuing the initiatives set forth during the orientation phase of Phase II intervention areas of the project. Additionally, efforts were dedicated to enhancing the capabilities of the involved Cadre resource, closely monitoring the progress of Village Poverty Reduction Plan (VPRP) preparation, and revival the existing dysfunctional Citizens Committees. Here's a more detailed breakdown of these activities:

1

Follow-up of Orientation Activities for Phase II Interventions

The major project activities in the mentioned financial year entailed building upon the groundwork laid during the orientation of Phase II interventions. This phase likely involved introducing stakeholders, community members, and project participants to the goals, strategies, and expected outcomes of the project. The subsequent activities focused on implementing the strategies and actions discussed during the orientation, ensuring a smooth transition from planning to execution.

2

Capacity Building of Cadres

Another significant effort during this financial year was dedicated to the development of the Cadre Resource Pool like Convergence Cadres at the SHG level while Internal Mentors at the VLF level. Capacity building likely encompassed training, skill enhancement, and knowledge sharing among the individuals directly involved in the project implementation. The goal was to equip these cadres with the necessary expertise, tools, and resources to effectively carry out their roles and responsibilities, thereby maximizing the impact of the project interventions.

3

Follow up of Previous FY VPRP and plan preparation of VPRP 2022-23

The pivotal focus of the project's endeavors revolved around the meticulous monitoring and follow-up of demands that had been raised in the preceding year in the Village Poverty Reduction Plan. These demands were addressed through a multi-faceted approach, leveraging a spectrum of strategies employed by Village Organizations (VOs) in conjunction with Community Level Federations (CLFs).

- One of the cornerstones of the approach was the submission of demands during Gram Sabha sessions. These participatory gatherings provided a forum for community members to voice their requirements collectively. The demands, once presented in this democratic setting, gained visibility, and their inclusion in the community's agenda was reinforced.
- By liaising directly with the concerned government departments, VOs and CLFs sought to

secure the benefits of diverse schemes for the community. This approach ensured that the demands were channeled through official channels, increasing the likelihood of favorable outcomes.

- To ensure the fulfillment of demands stemming from the Livelihoods plan component, close collaboration was established with Panchayati Raj Institution (PRI) members. These representatives acted as conduits between the community and the higher levels of governance. Their involvement facilitated the realization of demands by drawing resources from sources such as the Zila Parishad Member, the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) fund, and the State Finance Commission fund.
- The project's ingenuity extended to the creation of platforms that facilitated community-level entitlement access. One such platform was the GP-level Convergence Mela. This Mela, akin to a fair, convened various stakeholders, including Panchayat representatives, Line department functionaries, and community members. It provided a dynamic space where community needs could be presented, matched with available resources, and subsequently addressed.

4

Empowerment of Citizens Committees

The initiative aimed to tackle identified social issues such as limited awareness of Women and Child Health concerns, Alcoholism and Drug Abuse, and Plastic Pollution as outlined in the VPRP's Social Development plan. This was achieved through a robust participatory platform that was carefully fortified and facilitated a collaborative approach. The platform brought together Self-Help Group (SHG) members, frontline workers like Accredited Social Health Activists (ASHAs), Anganwadi workers from the Gram Panchayat, and local Panchayati Raj representatives. These stakeholders collectively worked to address the challenges.

5

Strengthening of CBO institutions and formation of institutional platforms

The Strengthening and building of platforms and institutions, such as the Village Coordination Forum (VCF) and the Village Level Federation (VLF) Social Action Sub-Committee, was a deliberate initiative pursued with the primary goal of facilitating community-led monitoring and the continuous oversight of all project initiatives and interventions. This effort also encompassed guiding and monitoring the activities of the project's cadres. These platforms served as resilient channels for effective communication, seamless collaboration, and the shared responsibility of stakeholders.

The central purpose of this endeavor was to establish mechanisms that enabled community-driven oversight and tracking of various undertakings within the project. Additionally, these platforms were instrumental in offering guidance and support to the project's workforce, ensuring that their activities were aligned with the project's objectives and strategies.

Activity Timeline for the Financial Year 2022-23

Sr No	Timeline	Activities	Imphal East District Details	Tengnoupal District Details
1	April 2022	Training of I Mentors on Project orientation module for PRIs/ VAs of Phase II	15 IMs	15 IMs
2		Orientation to PRI / VA members on Project for Phase II	37 GPs	63 VAs
3		Orientation to CLF managers on Project by NRO/ DMMU team of Phase II	08 CLF Managers	
4	May 2022	Training to IMs on VLF strengthening for Both Phase I and Phase II	15 IMs	14 IMs
5		Training to Cadres on VLF strengthening for Both Phase I and Phase II	165 Cadres	68 Cadres
6		VLF Strengthening Activity for VPRP Follow-up conducted at VLF level in both Phase I and Phase II		143 VLFs
7	June - July 2022	VPRP achievement /Convergence Mela at GP level	48 GPs	-
8		Orientation to CLF MC members on Project by NRO/ DMMU team for Phase II		08 CLFs
9		Scheme training to convergence cadres of both Phase I and Phase II	171 Cadres	
10	August 2022	VPRP training at the State level	16 MSRLM State office staff	
11	September 2022	VPRP training at the District level (DMMU & BMMU Staff)	10 Staff	05 Staff
12		VPRP training to I Mentors (District level)		15 IMs
13		CLF Concept seeding on VPRP to MC Members - CLF Level		08 CLFs
14		VPRP training on VLF level Concept seeding, PGSRD and SDP to convergence cadres	163 Cadres	68 Cadres
15		VLF Concept Seeding - VLF Level for both Phase I and Phase II	143 VLFs	60 VLFs

16		District Level Line Department Orientation on VPRP	52 Staff from various departments, District administration and MSRLM	-
17		Preparation of PGSRD & SDP at VLF Level (Paper Format)	143 VLFs	88 Villages
18		Preparation of PGSRD & SDP at GP Level (Paper Format)	48 VLFs	88 Villages
19	October 2022	2nd October Gram Sabha (Submission of PGSRD & SD Plans)	47 GPs	-
20		Training on VPRP demo app to district Rural livelihoods mission staff	10 Staff	13 Staff
21		Consultative meetings Post Gram sabha for integration of demands into GPDP at GP/ VA level	46 GPs	-
22		Convergence Cadres' training on VPRP demo App for both phase I and Phase II	169 Cadres	68 Cadres
23		SHG level entitlement Plan preparation (Roll-out in-app)	1459 SHGs	374 SHGs
24	November 2022	VLF level Entitlement plan consolidation and entry of PGSRD and SDP demands in app	142 VLFs	60 VLFs
25	December 2022	GP/ VA level Entitlement plan consolidation and entry of PGSRD and SDP demands in app	47 GPs	96 VAs
January 2023 to March 2023				
26	January 2023	Training to DEOs on VPRP booklet printing	2 DEOs	2 DEOs
27	January 2023	Refresher orientation on project to weak and new Convergence cadres	95	
28	January 2023	Formation of Village Coordination Forum (VCF)	-	36/ 58 Villages
29	January 2023	Training on activation of citizens' committees (ALMSC & VHSNC) to I Mentors	15 IMs	14 IMs
30	January 2023	Training on activation of citizens' committees (ALMSC & VHSNC) and to convergence cadres and format for VPRP achievements tracking register 2022-23 format	165 Cadres	68 Cadres

31	February 2023	Activation of VHSNCs	15 GPs	-
32	February 2023	Internal Mentors Training on VLF SAC Sub-committee Module	15 (I-Mentors)	12 (I-Mentors)
33	February 2023	Training for VLF SAC Sub-committee members by IMs and NRO team	148 VLFs	60 VLFs
34	February - March 2023	Monitoring follow up on VLF SAC meetings	148 VLFs	60 VLFs
35	March 2023	VPRP Follow-up (Document submissions & SDPs)		48 GPs
36	March 2023	One day District level Internal Mentors' review and exit workshop		15 IMs
37	March 2023	State-Level Exit Meeting	15 NRO staff and State mission staff	

Major Impacts

1 Village Coordination Forum (VCF) was formed

In Tengenoupal District, an initiative was taken to create a common platform for all the various institutions to come together in one platform so that they can take initiatives for the development of their village. The Village Coordination Forum (VCF) was the common platform that was formed with the representatives of all the village collectives (CBO) along with the VA to coordinate at the village level and develop inclusive participatory planning. The platform was envisioned as a voluntary forum formed to learn and share issues and information, and to reach collective and inclusive decisions for taking collective actions for village development. Hence, working together with VA and CBOs would help them to engage in collective decision-making, which in turn promotes public action for the common good. The committee was also thought of to support institutionalizing convergence with the concerned Line Departments. A total number of VCF orientations were given to 58 Villages (Machi - 21 and Tengenoupal - 37), and 36 VCF (Machi - 12 and Tengenoupal - 24) were formed and functional.

2 Social Action Committee was formed and strengthened

For the effective functioning of the CBO and to monitor the various activities of the SHGs and federation had to be coordinated, the SAC was formed at the VLF and the CLF level. The constitution of sub-committees will help the federations to achieve progress in a limited time. This will also support the strengthening of collective effort, increase the participation level of the members, and foster collective responsibility, which will improve the transparency in the functioning of the VLF.

3 Joint planning and implementation of initiatives

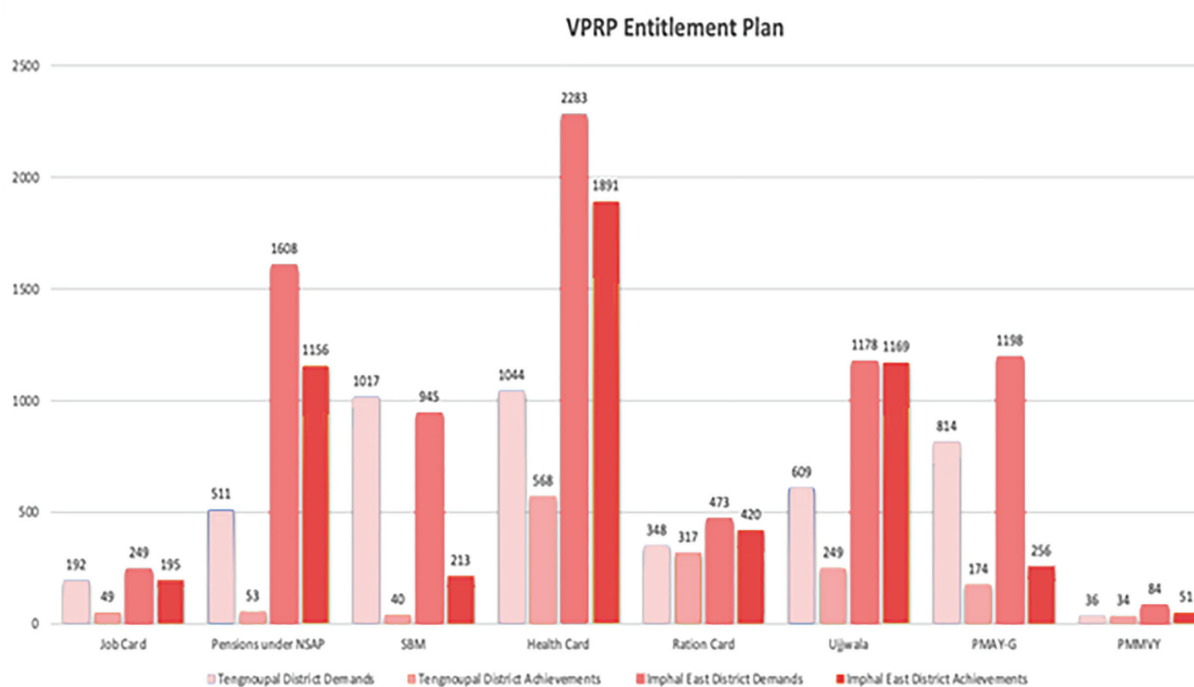
There were various initiatives taken where the PRIs and the CBO have come together, for example, all the interventions that are mentioned above are successful only because of the joint planning and initiative of both the institutions.

4 Major Footprints of the Project

Through the project, a pool of cadres has been developed who possess the necessary skills and knowledge to support the project within the respective blocks. They are now capable of supporting the VLFs in various planning and decision-making processes. The VCFs are formed to provide a common platform for all the institutions to come together. The VHSNC and VWSC committees are formed with the active participation of the SHG members. These committees provide a platform for the CBO members to voice out their concerns and be a part of the planning and development process.

Details of achievement of the Demands received from the Village Poverty Reduction Plan

Schemes	Tengnoupal District			Imphal East District		
	Demands	Achievement	Achievement %	Demands	Achievement	Achievement %
Job Card	192	49	25.6	249	195	78
Pensions under NSAP	511	53	10.3	1608	1156	71
SBM	1017	40	4.0	945	213	26
Health Card	1044	568	54.4	2283	1891	83
Ration Card	348	317	91	473	420	89
Ujjwala	609	249	41	1178	1169	99
PMAY-G	814	174	22	1198	256	21
PMMVY	36	34	95	84	51	61



Bar chart showing VPRP Entitlement demand and Achievements in Imphal East District & Tengnoupal District

VPRP Livelihoods Demand (2021 to 2022) and Achievements (2022 to 2023)

Types of Demands	Imphal East		
	Demands	Achievement	Achievement%
Seeds	707	658	93.06
Livestock (Chicks+Piglets)	1522	796	52.2
Weaving Machine	16	14	87.5
Micro Nutri Fertilizers	1355	1342	99
Spray Machines	142	125	88
Training (Mushroom, silk rearing, dying color, candle making)	1043	1043	100

Public Goods, Services and Resource Development Plan Demand (2021 to 2022) and Achievements (2022 to 2023)

Types of Demands	Tengnoupal		Types of Demands	Imphal East	
	Demands	Achievement		Demands	Achievement
Roads	96	11	Roads	103	125
Public Toilets	86	7	Public Toilets	115	73
Drainage	55	5	Drainage	497	398
Community Hall	33	4	Community Hall	22	14
Public Drinking Water	57	1	Public Drinking Water	30	24
Water Tank (Reservoir)	3	1	Water Tank (Reservoir)	-	10
Welcome Gate	3	1	Welcome Gate	-	-
Plantation	-	-	Plantation	3228	3266
SHG Buildings	-	-	SHG Buildings	60	50
Waiting Sheds	-	-	Waiting Sheds	47	38

VPRP Social Development Plan Demand (2021 to 2022) and Achievements (2022 to 2023)

Tengnoupal District			Imphal East District		
Social Issues Identified	No. of plans from GPs	Plans initiated	Social Issues Identified	No. of plans from GPs	Plans initiated
Drug Abuse	1	1	Drug Abuse	24	17
Typhoid Awareness	1	1	Violence against women and children	29	10
Alcoholism	1	1	Alcoholism	30	11
Plastic Pollution	-	-	Plastic Pollution	24	24
Adult Literacy	1	-	Adult Literacy	3	2
Mobile Misuse	1	1	Mobile Misuse	11	3
School Dropouts	-	-	School Dropouts	3	3

A glimpse into the challenges and opportunities faced during Project Implementation

Stakeholders	Challenges	Opportunities
PRI & VA	<ul style="list-style-type: none"> Limited clarity on the functioning of Village Authorities (VA) as ADCs are non-functional since 4 - 5 years [Hills] Absence of PRI members due to delay in Panchayat election [Valley] SIRD training on GPDP & VPRP to PRIs often gets delayed 	<ul style="list-style-type: none"> Livelihood generation and infrastructure materialization support from Zila Parishad share [Valley] Community initiatives provide a platform for PRI members to disseminate information on schemes & benefits [Valley]

CBO (VLF & CLF)

- Overburdening of duties often observed with cadres resulting in dropouts
- Gaps in building better ownership and monitoring mechanisms in CLFs

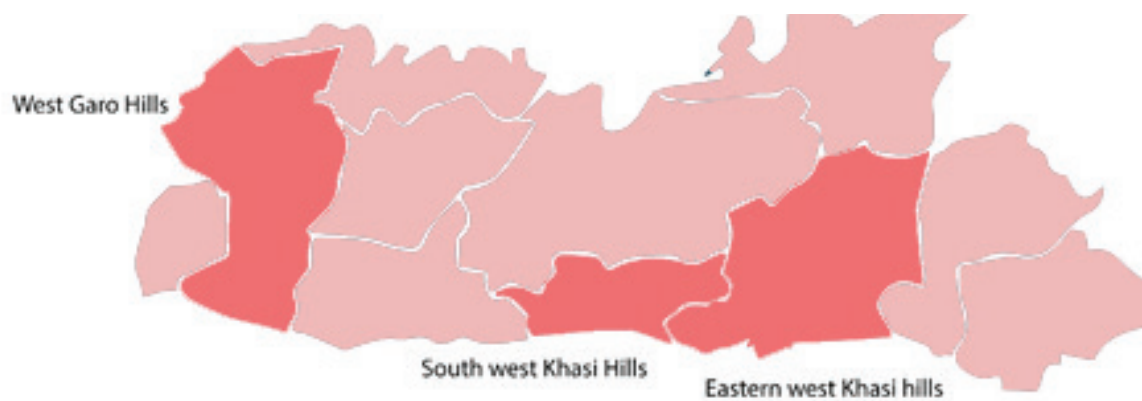
- Active VLF and CLF to take ownership
- Potential village collectives (VDCs, youth clubs, Meirashang, and Church) to work with VLF if proper strengthening activities are initiated
- Potential of strengthening livelihoods promotion groups especially women groups through departmental convergence and further market linkage

SMMU & DMMU

- Limited Human Resource in MSRLM Staff- No Block Staff
- Clash in scheduling activities and training on the field due to miscommunications between different verticals
- Limited ownership of the project activities by DMMU & SMMU- due to delays in review meetings
- Utilizing convergence cadres where required with other verticals of MSRLM

- District Level Core Committee meetings are vital for information sharing, coordination, and problem resolution
- MSRLM and NRO work together in devising toolkits, best practice booklets, and monitoring frameworks for the sustenance of project activities

2.5.6 Meghalaya



District

Eastern west Khasi hills
South west Khasi Hills
West Garo Hills

Phase	1
Districts	3
Blocks	4
Villages	80
LRGs	133
Mentor Resource Persons	4



Meghalaya State Rural Livelihoods Society (MSRLS) and Kudumbashree - National Resource Organisation, with joint effort and collaboration, implemented the PRI-CBO (Panchayati Raj Institutions - Community Based Organisation) Convergence Project in a pilot phase from August 2021 to August 2022.

To align with Meghalaya's unique governance structure under Schedule VI of the Constitution of India, the project was renamed as VC-VEC-CBO Convergence project, tailored to the state's specific context. The objective was to establish a strong connection between community institutions and local governance structures, fostering inclusive and participatory local development. The project involved a diverse range of stakeholders, including women's federations, traditional governance institutions like the Village Councils (VC) and Nokma, Village Employment Councils (VECs), and various line departments. At its core, the project aimed to strengthen democracy and increase women's participation in governance. The project was piloted in 80 villages of 4 Blocks across 3 Districts.

Key activities/ interventions

The Kudumbashree NRO team conducted a Recce visit and engaged in discussions with the Meghalaya State Rural Livelihood Society to develop a customized strategy for the state. One of the major entry points to ensure the same was to tap on the MGNREGS Plan preparation by VECs. NRO focused on developing the capacities of the SHG members to systematically identify MGNREGS work and place them before the Gram Sabha. The project also emphasized the importance of Gram Sabhas as inclusive participatory planning platforms, although resistance from traditional village heads (Nokmas) in West Garo hills posed a challenge. Overall, the strategy aimed to ensure community participation & sustainability for the project implementation.

1 Developing the capacity of stakeholders

The project placed a strong emphasis on capacity building of stakeholders, ensuring their active participation and contribution to the project's objectives. Orientation sessions were conducted for CBO members, including the Local Resource Group (LRG) and Village Organization (VO) members, to familiarize them with the project's objectives and processes. Activities were organized to introduce the concept of the convergence project, allowing participants to actively engage in problem-solving scenarios and identify relevant stakeholders and approaches. This exercise enhanced their understanding of collaborative efforts and the importance of engaging with line departments. Similarly, representatives of VECs and traditional governance institutions were provided with project orientations, highlighting their roles and responsibilities in contributing to inclusive development. These sessions encouraged discussions, addressing concerns, and facilitating mutual understanding between the project team and stakeholders. Overall, the capacity-building efforts aimed to empower stakeholders, enhance their understanding of the project's goals and strategies, and foster collaboration for holistic and sustainable community development.

Placing a special focus on the community, a VO-strengthening activity was undertaken. The objective of the VO strengthening activity was to ensure project sustainability as it neared its end. It aimed to strengthen subcommittees, connect CBO members with the project's objective, and emphasize VPRP monitoring and evaluation. Through interactive activities like "Haq ka Dabba," participants understood the importance of collective action in addressing poverty. The activity created a foundation for the VOs and subcommittees to continue their efforts independently, fostering collaboration and a sense of ownership for long-term success.

2

LRG as community cadre for enhancing participatory governance

The Mentors played a vital role in providing continuous handholding support and guidance to the LRGs, enabling them to effectively carry out project activities and evolve as competent leaders within their communities. The capacity-building process encompassed a series of interactive training sessions and engaging activities. The LRGs gained an understanding of the functioning and responsibilities of various stakeholders, including the SHG network, Village Council, Village Employment Council, and Line departments. The training sessions emphasized the importance of harmony, collectivism, and unity among the LRGs and stressed the need for collaboration between VO and VC-VEC for holistic village development. Over the course of one year, the LRGs received comprehensive training on topics such as MGNREGA mapping, planning and plan submission, VPRP plan preparation, follow-up activities, and strengthening of VOs. The capacity-building efforts aimed to equip the LRGs with the knowledge, skills, and tools necessary to effectively contribute to the project's goals and ensure the long-term sustainability of the VC/VEC-CBO Convergence initiative.

3

Enhanced participation of CBO in local governance

The Gram Sabhas witnessed a notable increase in women's participation in local governance, marking a significant shift towards gender inclusivity and empowerment. Previously, the women had limited representation and involvement in decision-making processes, with their presence primarily confined to attending meetings as job card holders. However, with the strategic intervention of the project, women's federations and VO members have actively taken on the responsibility of presenting MGNREGA plans during Gram Sabhas, making their voices heard and exerting their influence in local decision-making. This transformation has been facilitated by collaborative efforts between the LRGs, VO members, and VECs, who have worked together to mobilize and engage the community.

Through extensive awareness campaigns, rallies, and digital initiatives, women's participation in Gram Sabhas has been encouraged and celebrated. This inclusive approach has not only empowered women but has also brought about a collective sense of pride, unity, and ownership among the village members. The experiences of the LRG members, VO members, village residents, and local governance representatives highlight the positive impact of increased women's participation in local governance, emphasizing the importance of their voices in shaping the development and progress of their communities.

4

Departmental convergence

By addressing geographical challenges and raising awareness about available schemes and programs, the project has bridged the gap between line departments and the community. Orientation sessions and meetings with departments have facilitated a better understanding of their services and assistance, allowing for effective collaboration. The Village Poverty Reduction Plan (VPRP) has played a pivotal role in categorizing demands and presenting them to relevant departments through letters from the Village Organization. Additionally, stakeholder workshops have promoted dialogue and follow-up actions with departments, ensuring effective communication and coordination.

The strategy of organizing Convergence Camps has proven to be a game-changer, providing doorstep service delivery and creating a platform for integrating the supply and demand sides of numerous projects. These camps have not only fulfilled VPRP demands but have also fostered knowledge exchange and awareness among community members. Mobilization efforts and strong community ownership have led to the success of these camps, with significant participation and enrollment in various schemes. The initiative has showcased exemplary collaboration between line departments and the local community, demonstrating the effectiveness of convergence efforts in facilitating access to services and improving the overall well-being of the community.

5

Access to entitlements

Access to entitlements is a crucial aspect of the VPRP project, and several challenges were identified in this regard. Geographical constraints and limited awareness about available schemes hindered the communities' ability to access entitlements and support. To address this, convergence camps were organized, bringing together multiple departments in one location to enhance accessibility and enrollment in various programs. The camps resulted in significant achievements, including the issuance of job cards, Aadhaar cards, health cards, and applications



for pensions, gas connections, and sanitation facilities. These initiatives strengthened the connection between line departments and the community, ensuring effective service delivery and increasing access to entitlements.

Achievements of the Convergence Camps initiative conducted across four intervention Blocks are presented below:

Entitlements	Achievements
Job cards issued under MGNREGA	427
Aadhaar Cards	1258
Health Cards (Ayushman Bharat)	734
Old-age pension	175
Widow pension	21
Disability pension	18
Ujjwala Gas Connection	154 (Applications Submitted)
PMSBY	426
PMJJBY	262
SBM (IHHL)	391 (Applications Submitted)

6

VPRP- Better livelihood opportunities

The achievement of livelihood demands in the agricultural sector has been a significant focus of the project. Through the Village Poverty Reduction Plan (VPRP), specific demands for agricultural support were submitted to the department. In response, the department has provided assistance such as seeds, manure, soil testing, equipment, and training programs. However, it should be noted that the level of support may vary across different blocks, depending on their specific characteristics and needs. For example, in the intervention block of Rongram, the absence of a block-level agriculture office has led to a coordination of agricultural activities through the District Headquarters in Tura. The predominant cultivation in this block was tea and areca nut, with a relatively lower demand for seeds and farm machinery.

The Bilcham CLF, in collaboration with the Agriculture Department and Agricultural Technology Management Agency (ATMA), conducted a training program on mushroom cultivation in Dalu Block. The program aimed to provide livelihood opportunities to the beneficiaries by equipping them with the knowledge and skills needed for successful mushroom cultivation. Through comprehensive training sessions and the distribution of mushroom seeds, 139 beneficiaries received training and 23 of them have already started their mushroom cultivation enterprises. Another initiative organized by the Bilcham CLF was the UDYAM Registration Mela, in partnership with the MSME Department. This event facilitated the registration of over 30 entrepreneurs, providing them with official recognition and access to various support programs.

Through concept seeding and discussions in VO meetings, the VO members were guided to identify social issues and understand their significance. The identified social issues included drug and alcohol addiction, adult illiteracy, child marriage, domestic violence, mobile phone addiction among children, and unawareness among adolescents. By recognizing and problematizing these issues, the VO members were encouraged to transition from normalization to active intervention.

Social Development Plans were formulated at the VO level, encompassing a range of activities and timelines. These plans were implemented with the active participation of VO members, line departments, and other stakeholders, focusing on awareness creation, empowerment, behavioral changes, and inclusivity. Regular monitoring and evaluation ensured the effective implementation of the activities, resulting in positive outcomes and progress in social development. Activities undertaken encompassed health awareness sessions, health camps, education initiatives, environmental conservation, social inclusion programs, and initiatives for women and child welfare. The project implemented various innovative initiatives to address social issues and foster holistic community development. These innovative approaches helped raise awareness, empower marginalized groups, and create a more inclusive and supportive community environment.

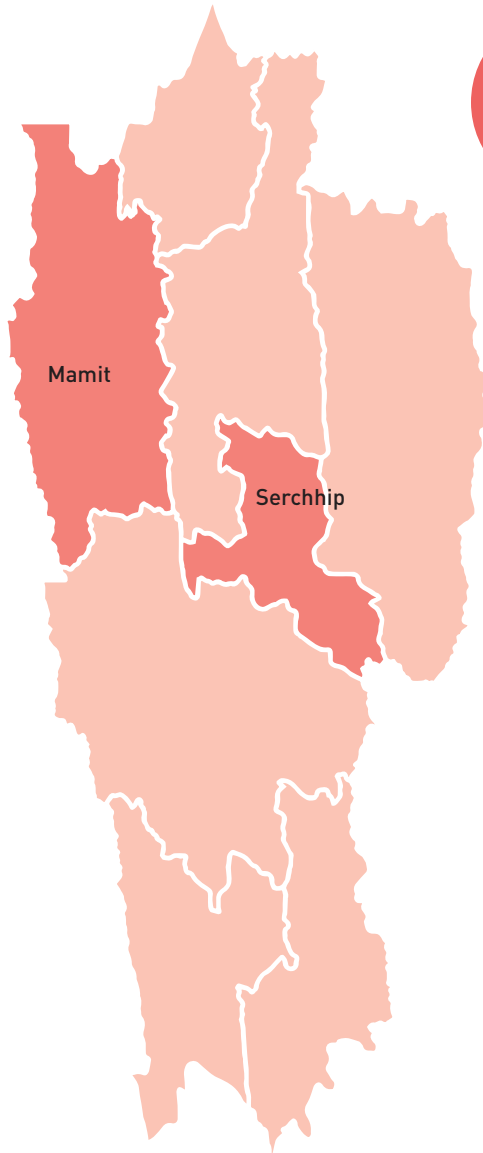
An adult literacy campaign was initiated in Dalu Block. The campaign focused on providing reading and writing classes, promoting community participation, and raising awareness about literacy. A volunteer teacher conducted the training program for five weeks, with monitoring by the Local Resource Group Cadres. Beneficiaries received writing materials and practiced alphabets and numbers. The initiative's success led to its expansion to two more villages, indicating a positive outcome and potential for future growth through literacy. The collective efforts of the community played a pivotal role in achieving these goals and promoting social development in the respective blocks.

The establishment of Citizen Committees, such as the Anganwadi Level Monitoring and Support Committee (ALMSC) and the Mothers & Cultivation Committee (MCC), in Mawkyrwat Block, has brought positive changes to the Anganwadi Centers (AWCs) and the community. Inspired by an exposure visit to well-functioning AWCs in Kerala, the community members took ownership and initiated interventions to improve their AWCs. The committees, consisting of community members, village headmen, Anganwadi teachers, and VO representatives, addressed issues like inadequate infrastructure, lack of nutritious food, and non-functional medical instruments. They repaired and painted the AWCs, established a nutrigarden, and formed committees for monitoring and support. Training sessions were conducted to equip community members with the necessary knowledge and skills. This collaborative effort and community engagement are essential for sustainable development and effective service delivery in the AWCs.

Profile of the intervention areas

Phase	Districts	Blocks	Villages	LRGs	Mentor Resource Persons
1	Eastern West Khasi Hills	Mairang	16	25	1
2	South West Khasi Hills	Mawkyrwat	18	29	1
3	West Garo Hills	Dalu	32	59	1
4		Rongram	14	20	1
	Total		80	133	4

2.5.7 Mizoram



District	2
Block	5
No. of Villages	80
No. of CLFs	16
No. of VOs	88
No. of SHGs	1298
No. of Internal Mentors	14
No. of LRGs	142
No. of Mentor RPs	07



The PRI-CBO convergence project was implemented in Mizoram in 2018 with Kudumbashree NRO as the Project Implementing Agency. The project was piloted in Serchhip District, covering two blocks: East Lungdar and Serchhip. In the years 2021-2023, the project was scaled up in Mamit district. It was scaled up in 41 Village Council in 3 Blocks of Reiek, West Phaileng, and Zawlnum. The project continued in the state in the financial year 2022-23 based on the annual plan.

Key activities/ interventions

1 LRG Training:

Training of LRG was conducted at the Block level wherein the internal mentors gave a detailed orientation about the PRI-CBO Convergence project and a detailed discussion was carried out for their roles and responsibilities.

2 VPRP Training, Rollout, and Follow-up:

Preparatory plan for VPRP - A state-level preparatory planning meeting was organized for MzSRLM. A separate planning meeting for external mentors to facilitate VPRP in the field, Online training for nodal officers, SRLM staff, and cadres about VPRP and GPDP & Training to facilitators at the State level and Block level was provided by the Kudumbashree NRO team and thereafter detailed training was provided at the Block level with the support from BMMU staff. Orientation was provided about the application and how it should be rolled out on the ground.

3 VPRP Roll out and follow-up:

The step-wise planned activity was facilitated by Mentors; the same was implemented by LRGs and Facilitators. The GPPFT meeting was facilitated by the VO leader for integration and follow-up. The meeting was made mandatory by MzSRLM and SIRD for the preparation and finalization of the GPDP plan (MA Survey/VPRP/ Ease of Living).

4 Livelihood-related Intervention:

The objective was to activate the Livelihood Sub-committee formed at VO, Convergence of Producer's Group formed at villages with VO and CLF committee and to work as an institution of collectives with the departments viz, Agriculture, Horticulture, and Veterinary. For this, Thenzawl CLF has proposed a business plan for the Block Mission Unit. With the joint effort of NRO and BMMU, A concept seeding activity is completed, and a proposal from CLF is shared with SMMU for approval and financial support. The initiative was taken to ensure the thematic convergence within the SRLM vertical.

5

Health-related Intervention:

The interventions on health especially in the community demand plans for Medical camps, Free check-ups, and Medicine distribution have been a continuous activity conducted by VOs in the intervention Blocks.

6

Activation and functioning of Citizen Committee:

The focus was on the strengthening and activation of the existing committee. Cadres, especially LRGs, CFs, and Anganwadi workers, were called for orientation on ALMSC at the Block level. Moreover, after the orientation, the participants imparted the training to the mother's committee, coordination committee, and village health sanitation committee (VHSC) and also took up the monthly activities with the Anganwadi Level Monitoring Support Committee.

7

Formation of ALMSC:

The focus was on strengthening and activating the existing committee. Cadres especially LRGs, CFs, and Anganwadi workers were called for orientation on ALMSC at the village level. Moreover, after the orientation, the participants imparted the training to the mother's committee, coordination committee, and village health sanitation committee (VHSC) and also took up the monthly activities with the Anganwadi Level Monitoring Support Committee.

8

Documentation:

The success stories and the achievement reports were collected on a quarterly basis to prepare the progress reports for BMU and SMU. The stories collected are submitted to Block Mission for translation and the overall progress reports with State Mission. Module translation for the Livelihood-related activities and activation of the citizen committee was done by Block Mission staff.

Sl. No	Activity as per the Annual Action Plan for FY (22-23)	Achievement
1	LRG review	142
2	LRG Training	65
3	VO refresher Training,	82
4	Cadre Training at VO level	224
5	No. of Sub-Committee members trained	0
6	No of LRG identified	24
7	No. of Internal Mentor selected	14
8	No of Internal Mentor Trained and Deployed	14
9	Documentation (Impact assessment of the project)	39
10	Social Development initiatives	3
11	Livelihood related activities (Anganwadi Level Monitoring and Support Committee)	29
12	Health related activities (Formation and activation of Village Health Sanitation and Nutrition Committee)	24

2.5.8 Lakshadweep





Lakshadweep, one of the seven union territories of India, is a group of 36 islands located on the southwestern coast of India. There are ten inhabited islands among these 36 islands. The Lakshadweep population is identified as close to Keralites due to the similarity in culture, and language and also because of the proximity to the mainland. In 2016, the Department of Rural Development, Lakshadweep approached Kudumbashree NRO to provide technical support in the institution-building and capacity-building activities under DAY-NRLM.

The MoU between Lakshadweep and Kudumbashree-National Resource Organization was signed in the month of April 2017 to provide technical support for implementing the DAY-NRLM project. The interventions in Lakshadweep revolved around the formation and streamlining of Neighbourhood Groups (NHGs), the formation of NHG federations, developing trained community cadre, strengthening NHGs and its federations to engage with PRIs and to create or promote livelihood interventions through the NHG networks.

Kudumbashree NRO provided technical support to the Lakshadweep Rural Livelihood Mission in implementing the DAY-NRLM project in three phases from the year 2017. The project was implemented in all the ten inhabited islands in a phase-wise manner. The details are given below.

Phase and Period	Phase -1 (2017-2018)	Phase- 2 (2020-2022)	Phase- 3 (2022-2024)
Island	1. Agatti	1. Agatti	1. Chetlat
	2. Amini	2. Amini	2. Bitra
	3. Kadmat	3. Kadmat	3. Kiltan
	4. Kavaratti	4. Kavaratti	
		5. Minicoy	
		6. Kalpeni	
		7. Androth	

In the Financial Year 2022-23, the project was carried out in three islands namely Chetlat, Bitra, and Kiltan.

Objectives of the partnership

The primary focus of the partnership was to create institutions under DAY-NRLM and to provide support in doing the initial institution-building and capacity-building activities prescribed under the DAY-NRLM program. The major objectives of the partnership are as follows:

To develop a trained community cadre to carry out the DAY-NRLM activities

02

01

To provide technical support for forming Self Help Groups and their federations under DAY-NRLM

03

To provide initial guidance to the CBO network to work with local governments and to engage in livelihood enhancement activities

Structure of the CBO Network

The basic unit of the CBO network in Lakshadweep is called Dweepshree Neighbourhood Groups (NHG). These NHGs federate to Area Level Federations (ALF) combining the NHGs from two or more wards. The ALFs are federated at the island level and it is called the Island Level Federation.

Village Dweep Panchayats

The Village Dweep Panchayats (VDP) are the local governments and they are constituted at the island level. VDP has a committee of elected representatives elected from the wards and it is led by the Chairperson.

Major Activities Conducted

The major activities conducted in Lakshadweep revolve around the creation and strengthening of local cadres, the formation, and streamlining of institutions, training for financial linkage, convergence activities, and promotion of livelihood initiatives.

Even though the primary focus of the partnership was to form SHGs and their federations, Kudumbashree NRO engaged in promoting convergence activities in liaison with various line departments and also provided support for taking up livelihood activities in farm and non-farm verticals. Also, social development interventions were undertaken as part of the project activities.

Phase 3 of the project commenced from October 2022 onwards, scaling up the project into Kiltan, Chetlat, and Bitra. Two mentors were deployed in the project for the formation of NHGs and federations in these islands. VPRP was prepared and submitted to the VDP. Since the VDP body was dissolved during the project period, the plans were submitted to the line departments.

Activities Conducted	Details
Establishing Partnership	<ul style="list-style-type: none">• Recce visit to the Union Territory• Signing of MoU• Strategy setting workshop
Identification of Community Resource Persons (CRPs)	<ul style="list-style-type: none">• CRPs to be identified through ward mobilization from the interested population• Orientation and capacity building of CRPs• Training of CRPs on DAY-NRLM
Training of Community Resource Persons	<ul style="list-style-type: none">• Training on institutional building strategies• Training on streamlining the existing SHGs and adherence to Dasasutra
Ward Level Mobilization	<ul style="list-style-type: none">• Ward level mobilization for formation of SHGs• SHG formation
SHG formation and initial orientations	<ul style="list-style-type: none">• Orientation of SHGs on DAY-NRLM and its importance• Orientation on Dasasutra

Orientation of Panchayati Raj Institutions	<ul style="list-style-type: none"> • Orienting the Village Dweep Panchayats on the concept of DAY-NRLM, importance of SHG network, scope of participatory planning for establishing better service delivery mechanisms • Creation of awareness on the importance of working with women's collectives and VPRP planning process
SHG trainings	<ul style="list-style-type: none"> • Detailed training on DAY- NRLM, its relevance • Training on books and registers • Training for the formation of federations
Bank A/c opening and bank linkage activities	<ul style="list-style-type: none"> • Liaison with the banks and conduct Account opening camps • Training on financial literacy • Bank account opening and activities for linkage loan • Orientation to line departments on scope of working with VDP and SHG network
Engagement with Line Departments	<ul style="list-style-type: none"> • Orienting the line departments to respond to demand plans prepared by SHG network • Facilitation of common platforms for information dissemination
SHG and CRP handholding	<ul style="list-style-type: none"> • Handholding support by the mentors on their day to day activities • Handholding support and trainings for streamlining the SHG meetings and adherence to Dasasutra • Handholding support to establish convergence practices with VDP, line departments
Grading	<ul style="list-style-type: none"> • Orientation of SHGs on grading and preparing them for grading • Support the SRLM in SHG grading
Formation of primary level federations	<ul style="list-style-type: none"> • Training of CRPs • Orientation of SHGs • Formation of primary federations (ALF) • Training on book keeping
Capacity building of federations	<ul style="list-style-type: none"> • Equipping them with knowledge about the relevance of federations • Equipping them with knowledge about rights and entitlements • Exposure to local governance practices • Improving their organizational capabilities and book keeping • Federation empowerment festivals

Promotion of livelihood activities and liaison with departments

- Promotion of farm and non-farm interventions
- Liaison with various departments for providing trainings and marketing

Preparation of VPRP

- VPRP as a capacity building exercise for the SHGs and its federations
- Initiatives for departmental convergence

Even though the primary focus of the partnership was to form SHGs and their federations, Kudumbashree NRO engaged in promoting convergence activities in liaison with various line departments and also provided support for taking up livelihood activities in farm and non-farm verticals. Also, social development interventions were undertaken as part of the project activities.

Phase 3 of the project commenced from October 2022 onwards, scaling up the project into Kiltan, Chetlat and Bitra. Two mentors were deployed in the project for the formation of NHGs and federations in these islands. VPRP was prepared and submitted to the VDP. Since the VDP body was dissolved during the project period, the plans were submitted to the line departments.

Achievements

S.NO	Name of Dweep	No of CRPs selected and trained	No of SHG formed	No of ALF formed
1	Chetlat	2	22	5
2	Kiltan	3	26	5
3	Bitra	1	3	1

Village Prosperity Resilience Plan (VPRP)

In Lakshadweep, the Village Dweep Panchayats (VDP) do not receive GPDP funds. However, VPRP was conducted as a capacity-building program for the CBO network and also to facilitate convergence with various departments. The plans were approved in a special Gram Sabha and submitted to the VDPs. Also, these demands were submitted to various line departments and the achievement for the same is given as annexure.

Key Outcomes of the project

All the ten inhabited islands have strong community institutions and they are capable of taking up DAY-NRLM activities further. Also, there are a total of 2456 micro-enterprises and 1023 farm-based groups/ initiatives formed under DAY-NRLM initiatives. Convergence camps were organized on every island in partnership with various departments such as agriculture, health, fisheries, and KVK. The groups are also engaged in social development initiatives and there are special NHGs formed for the social inclusion of transgenders and elderly women.

From 2022, the mentor resource persons from seven islands were withdrawn, but the ILF of these islands together with the Internal Mentors and IB-CB CRP, led the various activities for livelihood enhancement and social development in the forms of various camps, awareness sessions, etc.

Overall Challenges

Lakshadweep has a scattered population and mobility between islands or to Lakshadweep is sparse during monsoon season. This creates a delay in project activities. Also, the absence of SRLM as an autonomous body creates issues in appointing staff under various verticals and also at the island level. It is affecting the progress of the project activities.

Bitra is a very small island and the population who live here shift their residence to other islands based on climatic conditions and for job preferences, due to which only 3 SHGs were created here.

HR Support provided

Kudumbashree NRO has deployed mentor resource persons in Lakshadweep during the MoU period to provide handholding support to the islanders in forming and nurturing the SHGs. There were two mentor resource persons deployed during the financial year 2022-23 to coordinate and implement the project activities with the Lakshadweep SRLM in three islands.

Glimpses from the field



Food Court organized by Dweepshree café units in Kiltan



Products made by Dweepshree units in Kiltan

CRP orientation in Chetlat





Distribution of NHG registration certificates in Chetlat

2.6.1 BEST PRACTICES

ARUNACHAL PRADESH

1 Adult literacy and school education

As part of the Central Government's Padhna Likhna Abhiyan initiative, adult literacy classes were started in selected government schools of Sagalee block in January. Inspired by these classes in some selected villages, the keen and enthusiastic elderly of Lower Gai village, Humd Gram Panchayat, demanded similar classes in their village. After rounds of deliberations and discussions with Gram Panchayat members, Gaon Bura, and SHG members, it was decided that the community would take it up themselves using the available local resources. Thus, the first adult literacy class was started in Lower Gai village of Humd Gram Panchayat in Sagalee block with 11 adult learners (including the Gram Panchayat Member, Gaon Bura, and Anganwadi Helper) and a young SHG member, Ms. Nini as the voluntary teacher.

The Padhna Likhna Abhiyan phased out in March 2022, but more community-initiated adult literacy classes were started across all the blocks gradually. The LRGs, with the help of PLF EC members, prepared a list of illiterates in the gram panchayats. Existing infrastructure was identified to convert it into adult education centers, and the LRGs, youth club members, and community members volunteered as teachers. Seeing the efforts of PLF members, PRI members, and the education department also extended support with books, learning materials, notebooks, pencils, and even an honorarium for the volunteer teachers in some GPs. Presently, adult literacy classes are ongoing in 29 Gram Panchayats, covering 682 adult learners in the four blocks.

Efforts had been made to coordinate with the Adult Education Officer at the district level to link the existing adult literacy centers with the New India Literacy Program in all the blocks. In the Yachuli block, work has already started to integrate the adult learners into the New India Literacy Program, and a basic test was also conducted for all the adult learners by the Education Department to categorize the learners based on their learning outcomes.

2 Re-opening of Tani Hapa boarding school, Sagalee block

A government boarding school in Bokoriang II Gram Panchayat of Sagalee block had been non-functional for the last nine years. Due to the irregularity of the teachers in the schools, most of the students had been withdrawn and admitted to private schools, but parents demanded that if the school would run smoothly and teachers would be regular who could ensure quality education, then they would be willing to re-enroll their children in the school.

An initial meeting was held with the PRI members, PLF leaders, LRG, Gaon Bura, and parents to discuss this problem. Following this, a letter was written to the Block Education Officer addressing this problem and the requirement for dedicated school

teachers to make the school operate. Next, cleaning and repair activities were undertaken jointly by parents, PLF members, and PRIs, and a meeting was held with the school headmaster to enforce the opening of the school. The list of students enrolled was finalized, and finally, on 25th June 2022, the new session of the school started with 16 primary students and three teachers. A caretaker and cook were also employed, and the costs were borne through crowd-funding by the parents and community. The education department has agreed to continue the school next year and upgrade it to a middle school.

3 **Re-enrolment of drop-out students in Jona Kacharikuli GP**

In Jonakacharikuli GP, there was a major issue of school dropouts. The PLF and LRGs had prepared a plan for the same, the first step of which was to identify the reason for drop-out. During the process, it came forward that due to the lack of documents, the students were not allowed to take examinations, and hence, there was a drop-out due to lack of interest. The PLF and LRGs have conducted SMC meetings as well as meetings with DDSE to solve the issue. The LRGs have been supporting the preparation of the documents, while the department and SMC have agreed to the re-enrolment between the sessions and offer special support for such students. Currently, ten students have re-enrolled in the school.

4 **Utilisation of Gram Panchayat Office Spaces**

Gram Panchayat Office Inauguration is an intervention that was planned by the PRI members, CBO members, and LRGs based on the discussion during the PRI Orientations in Namsai.

During the Gram Panchayat level Orientation, there were discussions about the existing infrastructure in the Panchayat. During the same time, it came up in three Gram Panchayats. There were Gram Panchayat Offices, but they were non-functional. The main reason, as shared by the members, was that the members lacked information on the process of using the GP office and how the offices could be utilized. As the first step, meetings were conducted by the LRGs with the Panchayat Department, with the support of Kudumbashree NRO mentors. During this meeting, it was realized that 10 Gram Panchayat had the Panchayat Offices but were not utilized.

As this was a unique intervention, hence it was decided to pilot it in one Gram Panchayat, which is New Jengthu GP. A consultative meeting of the PRI members, PLF members, LRGs, as well as non-SG members was conducted at the Gram Panchayat Level. The objective of the same was to sensitize the community on the importance of the GP Office. As these offices had not been utilized for a long time, the community members first conducted a cleanliness drive on the premises of the GP office. In the consultative meeting with the stakeholders at the GP level, the number of days a week the office would open, what kind of services would be provided, and the discussion regarding the inauguration program. The inauguration program in New Jengthu GP was conducted on 29th November in the presence of Honourable MLA. Currently, the GP Office opens on three days per week, and the PRI members are also available in the office for signature for availing any documents; the forms of various entitlements and schemes like certificate, ST certificate, PMJJBY, PMSBY, etc. are also made available in the Panchayat Office.

A similar program has been implemented by the community in other Gram Panchayats of Namsai as well. Currently, there are three functional GP offices (New Jengthu, Nanamkhamyang, and Pathergaon GP) in Namsai, and the plan for the community is to have computer classes in the Panchayat Offices for the youth.

In Yachuli, the Jath Panchayat office was hardly utilized by PRI members previously. After PLF members had a discussion with PRI members and block administration, a library center was inaugurated jointly by PRI members and Khelpu PLF. Officials like the Circle Officer, and Medical Officer contributed books for the library. PLF took the responsibility of maintaining the library.

ASSAM

In convergence with the line departments, PRI, and the CBO, different innovative activities have been conducted in the intervention GPs under the PRI-CBO convergence project during the project timeline. These activities are identified and conducted based on the demand/need in the community.

1 Adult Literacy Campaign

Adult literacy campaigns are conducted in intervention areas with the objective of empowering women in the community by being literate and self-dependable while being active citizens. The campaign aims to teach illiterate SHG women to read and write basic words like their name, SHG name, etc., by themselves. The VOs prepared the beneficiary list of illiterate women and teachers within their SHG network at the GP level. The teachers are literate women from the CBO network; they would be working voluntarily. The sensitization and mobilization of the CBO and resources from PRI through convergence have been done by Sanjog Sakhi, Internal Mentor and Mentor of the PRI-CBO Convergence Project, through their regular discussions with the stakeholders.

2 Re-enrollment of School Dropouts

In several intervention areas of the PRI-CBO Convergence project, it is observed that there are cases of children dropping out of school at the primary/high school grades due to social/financial issues. Attempts have been made to enrol the dropped-out children back to school. The re-enrolment of school dropouts has been done through a step-by-step process. The initial step was the discussion with the parents and children. The objective of the meeting is to orient them about the need for education and how it will help in the future. Later, consultation with the school authorities is needed to get the child re-enrolled to resume their schooling. The internal mentor and LRGs will meet with parents, children, and school authorities.

3 Health Camps

In Assam, frequent floods have led to a surge in waterborne diseases and other communicable diseases. In response, a PRI-CBO Convergence Project has been initiated to bring health services to the panchayat level. The first step was to discuss the



need for health camps at the panchayat level with the PRI body and Line department officials. The objective of the meeting was to convey the importance of these camps in preventing potential emergency situations due to diseases. On the scheduled date, the health department set up a camp with the support of the panchayat, where affected patients received the necessary treatment and remedies. Overall, this initiative aims to improve the accessibility of healthcare services in Assam and mitigate the adverse effects of the frequent floods on public health.

4

Mahila Markets

As part of the PRI-CBO Convergence Project, Mahila Markets were introduced across various panchayats to promote the livelihood of rural women. This initiative aligns with the goal of promoting local economic development in rural areas, which is a key focus of the PRIs. The initiative involved engaging multiple stakeholders, including the PRI body, BDO, BMMU, and CBO, among others.

Through the Mahila Market, women farmers and local vendors were provided with a platform to sell their products within the locality. The Market Committee, formed by the CBO, was responsible for managing and collecting taxes. The CLF was tasked with regularly monitoring the Market Committee and providing handholding support through the BMMU. Overall, the Mahila Markets initiative is a step towards empowering rural women and boosting the local economy.

5

Awareness program for Adolescent Girls and Pregnant Women

Awareness programs for Adolescent Girls and Pregnant Women have been conducted in the intervention areas according to the needs of the community. The objective of the awareness program was to increase awareness among adolescent girls about physical health & well-being, food & nutrition, menstrual hygiene, and related physiological knowledge. The major stakeholders involved in these awareness programs were the school teachers, CHO, ANM, ICDS, Asha Workers, and CBO. The sessions were facilitated majorly by CHO and ANM. Along with the awareness program, iron tablets were also distributed as needed.

The other major convergence activities conducted in convergence with line departments are as mentioned below:

Department	Activities conducted in convergence with departments
Agriculture Department	Seed Distribution.
	Vermi Compost Material Distribution.
	Fertilizer Distribution
	PM Kisan Enrolment (Document & Application Submission.
	Mushroom Cultivation Awareness
Forest Department	Soil Conservation Campaign.
	Saplings Distribution.
	Environment Day celebration.
Handloom Department	Yarn Card Enrolment (Document & Application Submission.)
Veterinary Department	FMD Vaccination Camp.
	Chick distribution
	Artificial insemination camp
	Goat distribution
Postal Department	Sukanya Samridhi Scheme Campaign (Awareness and Enrolment)
Health	Covid-19 Vaccination Campaign.
	Cancer Awareness.
	Women health and Hygiene awareness.
	Alcoholism awareness program.
	Ayushman Card Enrolment Mela
ICDS	Child marriage awareness.
	Adolescent Girls & Pregnant Women health and Hygiene Awareness.
PHED & JJM	Swahh Bharat Abhiyan Awareness Program.
	Plastic Awareness Program
	Water Test Camp And Kit Distribution.
	SBM Toilet (Document Collection and Submission)

BIHAR

The issues and demands raised in the participatory planning exercises like PAE and EAP were discussed by the PCC representative and the PRI members in the Gram Panchayat Coordination Meetings. Based on that, different activities like Adult Literacy Camps, Formation of Adolescent groups, weekly markets etc. were organized with the collaborative action of the PRIs and the CBOs.

1 Adult literacy camps:

Adult literacy camps were organised in 89 VOs in 19 GPs. A total number of 2086 participants were mobilised and imparted the classes with the joint support of the PRIs and CBOs. PRIs provided stationery items to all the participants and the Tola Sevak of the Panchayat was appointed to impart the classes weekly twice. The respective VO Leaders were made responsible for monitoring the regularity of such classes.



2 Adolescent Groups:

Adolescent groups of children belonging to the age group of 12-17 years of age were organized into groups for basic life skill training like Yoga, self-defence, health & sanitation, nutrition, etc. The respective VO Members were given the responsibility to keep a check on the conduct of regular meetings of these groups. A total number of 709 adolescents were mobilized across 35 VOs in 16 GPs.

3 Sanitation Drive:

3796 women participants across 32 VOs in 21 GPs participated in Sanitation-related activities like rallies and cleaning drives in their respective panchayats with the support of the PRIs who provided dustbins to a total number of 1200 Households. The VO members were put in charge of monitoring waste collection in the respective panchayats.

4 Weekly Market:

With the support of the PRIs and CLF, a weekly market was started in the Tineri panchayat of Masaurhi block where the local farmers marketed their products within their panchayat. A total number of 21 stalls have opened and the market takes place twice a week in the panchayat. The monitoring responsibility of the market is taken up by the CLF through the PCC Member of that respective GP.



PCC Member of that respective GP.

5

Cancer Awareness and Screening Camp

Eating tobacco products is very prominent in most of the panchayats in Mushahari block, and people of all ages chew tobacco, which is also a major cause of cancer and such life-threatening diseases. To raise awareness about cancer, its causes, and its cure, doctors from Homi Bhabha Cancer Hospital and Research Centre conducted an awareness class for CLF RGB members in Uttam CLF. They also asked for CLFs' help to organize cancer screening camps in the panchayats of Uttam CLF. After discussions with leaders and staff of the CLF with doctors, it was decided to conduct the camp in

Rajwada panchayat. VO leaders, PCC members, CF, and mentors met with panchayat Mukhiya and asked for their help in organizing the camp. On 01/01/0001, the camp was organized in the panchayat, and with the support of Didi's mobilization, 236 persons were screened for cancer across 9 VOs. Dr Karuna, Dr Shipra, and Dr Sameer



provided information about Mouth cancer, Breast cancer, and Uterine cancer, their causes and prevention, etc. Mukhiya Ji assisted the doctors' team throughout the camp and provided the hall, table, chairs, drinking water, etc. Neighboring VOs provided refreshments for the organizers and doctors' teams. Mukhiya Rajwada Jayanti Devi, BPM Mushahari, AC, CC, BKs, CFs ASHA, Anganwadi Sevika, and a team of doctors made it a successful health camp of the panchayat and set an example for the other panchayats.

6

Village Organization Room (VO Room)

Regular discussions of VO members, CFs, PCC members, and Kudumbashree mentors with the Mukhiya Ji fruits into getting a VO room in the panchayat Bhavan. Mukhiya Ji gave room to the VOs to organize meetings, training programs, and day-to-day work of VO. For the first time in the panchayat, VOs were getting acknowledged, so VO decided to organize an inauguration event. Mukhiya Ji inaugurated the VO office and promised to provide the required further assistance. She was very concerned about the skills and employment in the panchayat and suggested starting a tailoring class for the Didis in the room and other livelihood-related training.



The CBO and the Gram Panchayat committee jointly established a Village Organization Room (VO Room) to facilitate community meetings and discussions. This room served as a dedicated space for the villagers to gather, discuss local issues, plan development projects, and strengthen community bonds. The CBO members took the lead in managing and maintaining the VO Room, while the Gram Panchayat committee provided the necessary infrastructure and administrative support.

7

Gender Awareness Classes by Aga Khan Foundation

To address gender disparities and promote women's empowerment, the Aga Khan Foundation, a renowned organization working in the field of gender equality, conducted a gender awareness class in the panchayat. Anima Devi, Block coordinator of the Agha Khan Foundation, facilitated the awareness classes, and the Gram Panchayat committee supported the initiative by providing the venue and ensuring the active participation of community members. VO members and concerned convergence facilitators coordinated the program and helped in the mobilisation of the community.



Gram Vikas Shivar

On 09 February 2023, A Gram Vikas Shivar was organized in the Panchayat Bhavan. However, getting information only a day before this, Jeevika didis mobilized the community, and on the next day, 357 out of 397 participants were members of different SHGs in the panchayat. Members from the other part of the panchayat also participated in the Sabha crossing of the Burhi Gandak river. They raised concerns such as Avas, pension, public food supply, MGNREGA, renovation of Anganwadi centres, water connection under the Nal-Jal scheme, school boundary, etc. Erosion due to the Burhi Gandak River causes residents to move to safer places and also destroys their crops. Didis demanded that steps be taken to minimize erosion and its effects. Panchayat representatives like Mukhiya, Ward members, panchayat sachiv, and representatives from dept like ICDS supervisor, pension supervisor, public supply officer, and circle officer attended the Vikas Shivar and assured to work on the issues raised.

HIMACHAL PRADESH

1 Women's Day Celebrations

The International Women's Day was celebrated by the CBO members at the gram panchayat level. Two events were organized, one at Basatheog GP in Theog block of Shimla district and the other at Kothia Jajer GP in Rajgarh block of Sirmaur district.

At Basatheog GP, under the guidance of a mentor resource person, the CBO members planned and celebrated International Women's Day. The occasion witnessed the honouring of SHG women for their commendable work in various positions. The elderly women, the best entrepreneur, the best SHG, and the best VO were also felicitated with prizes. The women were also provided with a health awareness class by Dr Priya, who shared her views on women's health and the services provided by the health department. Additionally, a health check-up camp was organized for the women.

On the other hand, Vikas VO organized an event at Kothia Jajer GP, Rajgarh, under the guidance of a mentor resource person. The event was attended by the Grama Panchayat Pradhan and other elected representatives. Various activities like Yoga, traditional dance, drama, musical chairs, speeches, etc., were organized during the function. Elderly women in the SHGs were honoured on this special occasion. The District Civil Court Judge, Mr Ravi Sharma, attended the event and addressed the women on their constitutional rights and entitlements. Mr Sharma further elaborated on the protection given to women who approach the court for their rights.

2 Legal Literacy Awareness sessions

On the occasion of Panchayati Raj Day, our team organized a legal literacy awareness session at Ser Jagas, Tikker, Habban, and Karganu grama panchayat of Rajgarh block. The event was graced by the presence of District Court Civil Judge Mr Ravi Sharma and senior advocates of the court. During the session, Mr Sharma and the advocates shed light on various issues such as women's rights, the concept of free legal aid, RTI, Nyaya Panchayat, and more. A total of 192 SHG women actively participated in the event.

3 Menstrual Hygiene Awareness

On the occasion of Menstrual Hygiene Day in May 2022, an awareness session and health camp were organized at the grama panchayat level in both the Rajgarh and Theog blocks, specifically at Neri Kotli grama panchayat and Sandhu GP, respectively. These camps were organized by the VOs in collaboration with the health department, under the guidance of a mentor resource person, with the aim of raising awareness of menstrual hygiene. The health camp provided general medical check-ups, including HB level, sugar, and blood pressure tests. Additionally, a health educator gave a session to the women on menstrual hygiene. The camp involved the participation of various

professionals, such as doctors, health educators, ICDS supervisors, lab technicians, Anganwadi workers, and Asha workers. In Sandhu GP, Theog block, a total of 62 women participated in the camp, while in Neri Kotli GP, Rajgarh block, a total of 75 women participated.

4

A field-level assessment of the Citizens Committees

The NRO team conducted a field-level assessment of the Citizen's Committees present in public institutions such as Anganwadis and Schools. The assessment was done in the month of June 2022. In accordance with state-specific guidelines, the team evaluated the current status of the ALMSC (Anganwadi Level Monitoring and Support Committee) and SMC (School Management Committee) in terms of their formation, functions, meetings, and participation of women from the SHG network. It is crucial to ensure that these community-led committees are functioning effectively in order to enhance the efficiency and service delivery of these public institutions. Therefore, the assessment was conducted to gather information about the functioning of these committees and identify areas for improvement.

5

Awareness camp on 'Sakhi One Stop Centre'

An awareness camp was organized in June 2022 at Kelvi, Kathog, Devimod, Bharada, and Chikkad Gram Panchayats of Theog Block in collaboration with the Women and Child Development (WCD) department. The objective of the camp was to educate adolescent girls and SHG women about adolescent health, gender-based violence, and discrimination. The resource person from the WCD department provided information about the Sakhi One Stop Centre scheme, which aims to support and assist women and children affected by any kind of violence. The Sakhi One Stop Centres offer provisions such as shelter, psychological support/counselling, and free legal aid from DLSA to help women who are victims of any kind of violence. The VO, with the support of the gram panchayat and school, took responsibility for organizing the camp and mobilizing SHG members. The Centre Administrator and Case Worker from Sakhi One Stop Centre were present as resource persons. The camp had a total of 96 participants, including SHG members and school students.

6

Gram Sabha Mobilisation through various ways

Gram sabhas, the last mile delivery of services holds enormous significance as it acts as a forum for the submission of VPRP plans, as well as a platform for deliberation and discussion. It helps make the process transparent for every member of the community and also gives them the autonomy to keep forth their perspective and suggestions.

To organize the Gram Sabhas, the LRGs, along with the VO members, approached the PRI members to confirm a date and venue. Gram sabha mobilization was done thoroughly in all the GPs by the LRGs with the help of VO members. Announcements were made in VO and SHG meetings and in the entire village, rallies were taken out, posters were made and circulated in the village, and online campaigning was conducted. Officials from the block district office and line departments were invited to attend the Gram Sabhas.

7

Yoga Classes in Convergence with Ayush

The Bagri Panchayat of Shimla district has been selected for the AYUSH Gram project, which aims to promote health and prevent diseases through various interventions. As part of this project, a Yoga therapy program has been initiated in collaboration with the department of Ayush. A consultative meeting was held with the Gram Panchayat and Ayush practitioners to discuss the implementation of the program. Mobilization efforts were undertaken by the LRGs to encourage participation in the Yoga classes, and there are now regular Self-Help Group (SHG) members who practice Yoga on a daily basis.

Although the response to the program has been slow, it is steadily gaining in popularity and has been effective in promoting wellness among the participants. Currently, the Yoga classes are being conducted by Ayush practitioners at the Ayurvedic Dispensary premises every day. This program is expected to have a positive impact on the overall health and well-being of the residents of Bagri Panchayat and serves as a model for other communities to adopt similar interventions. The collaboration between the Gram Panchayat, the Department of Ayush, and the community-based organization has been instrumental in the success of this program, and it is hoped that this partnership will continue to flourish in the future.

8

Medical Camps in Convergence with Health Department

In an effort to meet the demand for the Village Poverty Reduction Plan (VPRP) under the Social Development Plan, medical camps were organized in various Panchayats of Theog and Rajgarh Block. The camp commenced with an inauguration ceremony, during which the Panchayat President extended a warm welcome and took ownership of arranging the camp in their village.

Additionally, women's health awareness sessions were conducted by a gynaecologist. The sessions covered a range of topics related to women's health, including menstruation, pregnancy, and cancer. The aim of the sessions was to educate the participants on various health-related issues and to create awareness about the importance of maintaining good health practices. The medical camps were well-attended, with many people availing themselves of the medical services offered.

The success of the medical camp can be attributed to the collaborative efforts of the Health Department, Panchayat, and the SHG network, and it serves as an example of the positive outcomes that can be achieved through such convergence programs. It is hoped that similar initiatives will be undertaken in the future to ensure that the health needs of rural communities are addressed effectively.

9

Afforestation

The Village Organization members recognized the significance of trees and nature in maintaining the unique identity of Himachal Pradesh. Considering this fact, they demanded afforestation in areas where there is a need for it. The Forest Department responded to their demand by providing Devdar and Pine saplings to the VO.

The VO members, together with the LRG and Forest Department officials, actively participated in planting the saplings in areas where afforestation was deemed necessary. This initiative was carried out in Ser Jegas and Thaina Basotri, GPs of Rajgarh, as well

as in the Ghodna Panchayat of Theog block. This collective effort towards afforestation is expected to contribute to the conservation of nature and the environment in the region..

10 **Cleaning Drives**

Under the leadership of the Village Organisation of Gwahi Devimod, Dharampur, and Dharech panchayat of Theog Block, joint efforts were undertaken to clean the public area. The initiative was coordinated by the Local Resource Group, and VO members participated actively. The cleaning drive was not only about making the area look better but also about bringing the community together and promoting unity and cleanliness.

Moreover, the Village Organizations have also requested the installation of dustbins in the village under the Village Poverty Reduction Plan. This is important so that they can bring up their issues at the GPDP Gram Sabhas. The VOs want their voices to be heard at the highest decision-making forums and want to bring about positive change in the community. This effort is expected to inspire more such drives in the future and contribute to the overall cleanliness of the area.

11 **Anganwadi Infrastructure development**

After the field-level assessment of the Anganwadis, the issues were raised in the VO Meeting, and the community showed interest in taking ownership of improving the services of the AWC for the betterment of the children. In Jais panchayat of Theog Block, it was noticed that the AWC has poor infrastructure and leaking roofs, which makes it difficult for the children to sit inside the classroom during the rains, and it spoils the food as well. Such issues were discussed in detail with the Panchayat and the Anganwadi teachers to find probable solutions and improve the condition of the AWC.

The VO and LRGs of Jais Panchayat reached out to one of the Zilla Parishad members via their respective Panchayats. A meeting was subsequently held with a Zilla Parishad member, who advised them to prepare a budget of approximately 2.5 lakh rupees for the renovation of the Anganwadi centre. He further requested that a resolution be submitted to the Panchayat in this regard.

The Zilla Parishad member assured the representatives that once the resolution is passed, he would take up the matter with the Integrated Child Development Services (ICDS) department. It is important to note that this process may take between one to two weeks. However, upon passage of the resolution, the renovation of the Anganwadi centre would be initiated at the earliest.

12 **ALMSC strengthening**

It was observed that the Anganwadi Level Monitoring and Support Committee (ALMSC) was present, but there was a lack of regular meetings and discussions regarding the maintenance of the Anganwadi Center (AWC). Regular follow-up was conducted to address this issue, and the committee members were provided with orientation and training on their roles and responsibilities. They were also urged to hold meetings on a regular basis to ensure the effective monitoring and maintenance of the AWC.

In addition to this, the importance of ALMS was also conveyed to the mothers of the enrolled children during their visits. The objective of these visits was to sensitize them about the crucial role that the ALMSC plays in ensuring the effective functioning of the

AWC and to encourage their participation in the committee's activities. It is hoped that these efforts will strengthen the ALMSC and contribute to the overall improvement of the Anganwadi services in the area.

13 **Establishment of Anganwadi Nutri Garden**

In various Anganwadis of Theog block, the Anganwadi Teacher was informed that due to irregular and limited funds, they could not provide vegetables to the children. Hence, having a nutri garden solely for the Anganwadi centre would serve the purpose. Therefore, it was decided that a nutrigarden would be established and maintained by the VO members, mothers of the children and the Anganwadi Teacher and Helper.

To establish a nutri-garden, the availability of land was the first concern that needed to be addressed. In some of the AWCs, there was no community land available around the centre that could be used for the purpose. This concern was raised during the community meetings, where the VO Members, Anganwadi Beneficiaries, Village Head, and Anganwadi Representatives were present. It was also decided that Nutrigarden could be established in the VO member's House, which is nearest to the AWC. Also, the concerned VO members and mothers of children who are enrolled in the Anganwadi will take responsibility for cultivating and supplying the produce to the AWC for the children.

The Anganwadi Nutri Garden has been established in several Panchayats of Theog block, including Dharech, Dharkandru, Tiyali, Devrighat, Kathog, Ghodna, and Bharana. This initiative is expected to benefit the community by providing fresh and nutritious produce to the beneficiaries of the Anganwadi centres in these areas. The successful completion of the preparatory activities and the inauguration of the Nutri Garden marks a significant milestone toward the overall development and well-being of the community.

14 **VO Office**

The entire process of obtaining a room to hold VO meetings in Basatheog Panchayat proved to be a challenging task. As suitable space was not available, meetings were conducted in the schoolyard. To address this issue, the VO submitted an application to the Panchayat, seeking a dedicated room for VO meetings. The Panchayat authorities eventually approved the application and sanctioned a room for the VO after multiple rounds of consultations and deliberations. The tireless efforts of the LRGs and the two VO committees in Basatheog Panchayat led to the provision of this space. The Kudumbashree NRO mentor guided the entire process, providing ideas and support to the VO in demanding the VO office. The inauguration of the new VO office was done by the Panchayat Pradhan and the AC from the Block Office, with members from both VOs also present.

15 **VO empowerment festival**

The VO Empowerment Festival was organized with the joint efforts of the VO and SHGs, with the active participation of the Panchayat and coordination by the LRGs. The aim of this one-day event was to promote women's participation in community activities and to boost their confidence and self-esteem. To inculcate a spirit of collectivism amongst the members of the SHG network and to encourage them to showcase their skill set. The idea was that the VO would take ownership of organizing the festival. The expectation

was that this would guide and encourage the CBO members to organize such events for their SHG members in the future. The festival was held in various Gram Panchayats of Rajgarh block and was graced by the presence of the local MLA as the chief guest. The event was a success, with women being encouraged to take part in games and activities such as tug of war, Nimbu chamcha, Kabaddi, Kho Kho, and Musical chair. The event also received support from men, who joined in and motivated the women to participate. The festival generated widespread interest, with non-intervention Panchayats also expressing a desire to organize similar events in their respective villages. The mentor and LRGs were invited to these Panchayats to help plan and execute such programs. The festival not only served as a means of celebrating women's empowerment but also created opportunities for community building and fostering gender equality. The MLA's contribution towards developmental activities further added to the success of the event.

MANIPUR

1 Health, Nutrition & Sanitation

i) Awareness classes for Adolescent Girls on Menstrual Cycle: With the support of the DMMU, BMMU, NRO Team, CLF, VLF, Internal mentors, and Convergence cadres around 16 VLF of both the CLFs in Machi Block organized the Adolescent Girl Awareness class on Menstrual Cycle at their village under the tagline “Be Period Positive and Cherish Puberty”. The session was conducted by Doctors, Nurses, and ASHA workers. The program was attended by about 264 girls and 340 SHG women at the village level. Within the year 2022-2023, a total of 44 VLFs from both the block of Tengnoupal District took the initiative, and a total number of 718 adolescent girls and 536 SHG women were given awareness on the menstrual cycle.

ii) Activation of Village Health Sanitation Nutrition Committees (VHSNCs): The purpose of this idea was to provide a platform for the committees to address and mobilize for their concerns on health and sanitation. The CLFs were sensitized to the need for activation of the almost dysfunctional committees existing at the village level and imparted the necessity of this dedicated platform as one to raise awareness, seek support, and mobilize resources for addressing the health and nutrition challenges prevalent in their communities. By leveraging the existing infrastructure and administrative framework of the Panchayats, the committees could effectively coordinate efforts, implement initiatives, and drive positive change in the realm of health and nutrition at the grassroots level. The intervention was initiated in Waiton Gram Panchayat of Sawombung Block and has been replicated across 22 GPs of Imphal East district with 28 functioning committees.

2 Activities/Events initiated by the committees with support from different Line Departments:

▲ Health Department/ private agencies:

- Cancer Screening and Awareness
- Awareness program on menstrual Hygiene and Sanitary napkin distribution to Adolescent Girls
- Health Camps- Eye camps, BMI checks, Diabetes and Pressure monitoring
- Awareness of Anemia in Pregnant Women and Distribution of Folic acid and Iron tonic
- Awareness of Malaria and distribution of Mosquito Nets

▲ Social Welfare/ Legal Aids Clinic:

- Awareness of women's rights and the POCSO Act
- Awareness of Mobile Phone misuse for Parents and children

▲ Common Service Centres:

- Enrolment of CMHT and Ayushman Bharat Health Card

iii) Activation of Village Water Sanitation Committee (VWSC): The intervention was initiated in three villages that have been facing problems related to the availability of clean drinking water, namely Pukhao Naharup, Pukhao Ahallup, and Pukhao Khabam. A remarkable effort was taken by the ex-PRI members and members of the Village Development club to identify the local resource envelope and mobilize the community to take awareness campaigns on water conservation. Public institutions like Panchayat ghar, PHCs, Sub-centres, and Anganwadi centers can be utilized to initiate rainwater harvesting infrastructure and solid waste management.

3

Education

- i) Opening of Primary schools:** The outbreak of the COVID-19 pandemic brought about a series of lockdowns, resulting in the closure of schools and severely disrupting the education of children worldwide. This situation posed an even greater challenge for Heinoukhong Village, situated in a remote hilly area and predominantly inhabited by the Naga community. Following all the necessary lockdown guidelines, the school for Nursery to Fifth standard classes was opened by the third week of June 2020. The same initiative was later implemented in Maryland Village in Machi Block, located 18 km away, resulting in the re-opening of a similar type of school in May 2022.
- ii) Re-enrollment in school:** The Yumnam Khunou Junior High School witnessed a decrease in the number of enrolments due to the negative impact of COVID-19. The VLF Matik Mangal, with the support of PRI members and village collectives, post Gram Sabha under the guidance of the NRO mentor and MSRLM Internal mentor, enrolled 36 children in me - VI classes. Notebooks were also distributed to the students. Primary School re-opening, Heinoukhong Village, Machi Block
- iii) Inauguration of free coaching center:** In Lamboikhul village under the Uyumpok Gram Panchayat Imphal East District was observing a high risk of school dropouts. On 29th January 2023 the first batch of 48 students were enrolled for 3 months of coaching classes.
- iv) Adult Education:** This intervention was first initiated in Top Chintha GP of Keirao Block with 94 beneficiaries. The classes were conducted for three months with the support of the CLF, VLF, PRI members, and the Adult Education Department. Presently, this initiative has been taken forward to 6 more GPs of the Imphal East district.

4

Livelihood

Opening of a Daily Tribal Market: Tuishimi Village is a picturesque small village nestled in the scenic hilly terrain of Machi Block, located in Tengnoupal District. On 20th March 2023, the first daily market was inaugurated and 42 SHG women who are vegetable vendors participated.

5

Women and Child Development

- i) Reactivation of Anganwadi Center:** The initiative was taken in Wangkhem Village in the Keirao block. With the support of the VLF, CLF, and PRI members, the Anganwadi center

was reopened with the enrolment of 19 children and all their requirements were fulfilled.

6

Access to Entitlements

- i) **VPRP achievement Mela:** In almost all the GPs of Imphal East district the VPRP / Convergence mela was conducted with the objective of enhancing entitlement accessibility and giving awareness about the benefits to the community with the support of the CBO network and PRI's collective efforts. The VPRP Achievement Mela was conducted in almost all the GPs of Imphal East, and for the GPs where the VPRP was not conducted last year, it was named Convergence Mela. The main objective behind the mela was the enhancement of entitlement accessibility and giving awareness of the benefits to the community with the support of the CBO network and PRI's collective efforts.

The objective of this activity was to strengthen the SHG network and build ownership among them to follow up on the VPRP plans they had prepared. Various sets of activities under this initiative included understanding the indicators of poverty, revisiting VPRP demands, and planning for collective action for follow-up. The activities were carried out at the VLF level, and a tentative enrolment plan was prepared, which will be finalized at the GP level, where the respective VLFs shared the plans with PRI members. Together, they approached different line departments, Frontline Health workers, and other stakeholders to initiate this platform of Convergence/ VPRP Achievement Mela, ensuring grassroots-level service delivery to the community. Playground land development, Fencing, and lighting

The process for the initiation of the mass rollout of the initiative was conducted between the months of May and June 2022 which started with the training of the developed internal resource pool in the state (I- Mentors and Convergence Cadres) on the VLF strengthening training module.

A total of 15 Internal Mentors were trained on the VLF strengthening sessions module, after which I-Mentors themselves conducted training of their allotted convergence cadres at the Gram panchayat level according to the schedule planned by respective Cluster Level Federations.

Following up on the capacity building of the resource pool, the cadres, supported by their respective I Mentors, conducted the VLF strengthening exercise in 143 village-level federations across Phase I and Phase II blocks of the Imphal East District. The BMMU/DMMU and CLFs of the District played a crucial role in planning, scheduling, and monitoring the training at different levels. As a result of the exemplary efforts of the cadre resource pool, Village-level federations, and proactive elected representatives of the Gram Panchayats, a total of 48 Gram Panchayats across Four blocks of Imphal East district successfully conducted the One-Day Convergence/ VPRP Achievement Mela

Participation numbers:

Total Self-Help Group Beneficiaries: 16,235

Total Non-Self Help Group Beneficiaries: 5,695

To attract more participation and promote livelihoods, the VPRP /Convergence Mela allocated stalls to SHG groups at the venue. These stalls provided a platform for SHGs to showcase and sell a wide range of locally made products. The mela facilitated the display and sale of various items, including local handicrafts, clothes, hand-made soaps and candles, toys, paper items, pickles, and more.

Below are some of the notable outcomes of the initiative:

1. Community Demand planning, prioritization of vulnerable sections, and consolidation
2. Community-led mobilization and monitoring
3. Liaising of CBO with PRI, Line Departments, and other agencies for service delivery
4. Dissemination of information on scheme benefits
5. Promotion of Locally made food products
6. Realization and building ownership of Village Poverty Reduction Plan Achievements
7. Initiation of platforms of convergence
8. Awareness generation on rights and entitlement

2.7 EXPOSURE VISITS

HPSRLM STATE TEAM VISIT THE INTERVENTION BLOCKS

The HPSRLM team visited the intervention GPs of the Rajgarh and Theog block in February 2023 to interact with the community, LRGs, and Panchayat officials. During the visit, the VO members shared their experiences of being a part of the project and how it has strengthened them as a federation, enhancing their capabilities through their involvement in all the activities from scratch. The Gram Panchayat Presidents acknowledged the LRGs and VO members for their collaborative efforts towards development.

The LRGs presented the extensive work they have undertaken, including the preparation of GP profiles, PAE processes, the conduct of Gram Sabhas, VPRP preparation, VPRP achievement activities, convergence programs, and other innovative activities. They provided detailed chart presentations about their role in enabling convergence in their own villages. The LRGs also shared a photo gallery showcasing all the activities that have been conducted as a part of the project and explained their involvement and the impacts of the activities in detail.

The visit provided the LRGs and VO members with confidence, assurance, and recognition for the work they do. The interaction allowed for a wholesome exchange of ideas and experiences, providing the HPSRLM team with insights into the successes and challenges of the project at the ground level. Overall, the visit served as a platform to recognize and appreciate the efforts of the community, LRGs, and Panchayat officials, fostering a collaborative environment toward continued development.

MEGHALAYA TEAM VISIT TO KERALA

Representatives of Local Government Institutions (VEC president/secretary, VC representatives, Nokma), community-based organizations, Officials from BMMU, Local Resource Group Members and officials from DMMU and BMMU visited the state in two batches (13- 17 December 2021 & 23- 27 September 2022) in Choornikkara and Karumalloor GPs of Ernakulam District & Kottukal and Mangalapuram GPs of Trivandrum District respectively. The visits to Kerala served as a platform for representatives from Meghalaya to witness first-hand the collaboration between local governance institutions, line departments, and the CBO network. Through interactions with relevant officials and visits to Gram Panchayat offices and CBO structures, participants gained insights into the implementation of low-cost initiatives and the functioning of various projects and programs. Real-life case studies and examples shared during the visits enriched their understanding and provided practical knowledge for adaptation in Meghalaya.

Enterprise Domain

Kudumbashree NRO leverages its extensive experience in developing microenterprises in Kerala to support rural livelihoods across partner states. Through the Micro Enterprise Consultant (MEC) Project initiated in 2012, and the Start-Up Village Entrepreneurship Program (SVEP) launched in 2014-15, NRO has established community-driven models for enterprise promotion. These programs identify and train individuals from the community as Micro Enterprise Consultants (MECs) and Business Development Service Providers (BDSPs), equipping them to mentor and support rural enterprises sustainably. Additionally, NRO has pioneered initiatives like Café Kudumbashree and DidikiRasoi, promoting women-led food enterprises while fostering innovation and service entrepreneurship.

As a national resource organization, Kudumbashree NRO has partnered with SRLMs across 17 states, promoting over 1.25 lakh enterprises through capacity building, mentorship, and training. Its initiatives have equipped thousands of master trainers, community resource persons, and mentors to drive non-farm livelihoods and enterprise growth at the grassroots. NRO has expertise in scaling model enterprises, developing training modules for NRETP, and creating resource pools for SRLMs ultimately aiming at sustainable rural transformation and economic empowerment.



Summary of Enterprise Domain Coverage

Sr.No	Partner State	MEC	SVEP (In Blocks)				NRETP OSF (District)	NRETP Food (Districts)	Non-farm Support
			Implementation	PMU	DPR	Total			
1	Andhra Pradesh		4			4			
2	Arunachal Pradesh		1			1			
3	Assam				5	5	5		
4	Bihar	2	12	10		22	10	DKR-68 units- CB support	
5	Chhattisgarh		3			3		BalrampurChaupati CB 6 food service units	
6	Gujrat	3					0		
7	Haryana		2				2		
8	Jharkhand	3	12			12		Foodservice CB training to 9 batches of entrepreneurs in 9 blocks	
9	Karnataka	3							
10	Kerala		15	10		25			
11	Madhya Pradesh		5			5	6	25	
12	Maharashtra	3							
13	Mizoram		3			3		CB training to 1 unit, support to food units in SARAS, initiation in Permanent food court	
14	Nagaland				2	2			
15	Odisha						30		
16	Punjab		1			1			
17	Rajasthan	3	5	2		7	9		
18	Sikkim		1			1		Location & Model Identification for 1 food service unit	
19	Telangana		5			5			
20	Tripura		1			3			
21	Uttar Pradesh		4			4	25		
Total	17	74	22	7	103	30	80		

3.1 Start-Up Village Entrepreneurship Program



3.1 Overview

The Start-up Village Entrepreneurship Program (SVEP) is a sub-scheme of the National Rural Livelihoods Mission, initiated by the MoRD, with the aim of addressing the issue of poverty and unemployment in the country by stimulating entrepreneurship among the rural communities. SVEP seeks to build systems for the dissemination of knowledge, financial and advisory support to entrepreneurs, with the ultimate purpose of identifying and helping rural start-up entrepreneurs and providing handholding assistance to set up and sustain enterprises.

In 2016, Kudumbashree NRO started extending its support for implementing SVEP in Jharkhand, Rajasthan, Bihar, and Kerala. Since the inception of SVEP from 2016 to March 2022, the Kudumbashree NRO has been working relentlessly to extend its support in SVEP implementation to SRLMs to uplift the lives of rural India. Over the past 8 years, NRO has worked in 15 states, covering 98 SVEP blocks, to provide access to essential services and livelihood opportunities.

By March 2022, the Kudumbashree NRO was providing support to the SRLMs for SVEP in 55 blocks across 15 states. The cumulative target of SVEP blocks for the enterprises promotion in FY 2021-22 was 64061, and it was achieved with a success rate of 101.37%. The states that achieved more than 100% of their target were Chhattisgarh, Jharkhand, Kerala, Madhya Pradesh, Mizoram, Rajasthan, and Uttar Pradesh. These states have been successful in creating more businesses than the target. The states of Arunachal Pradesh, Sikkim and Tripura are scheduled to start enterprise promotion in the financial year 2022-23.

S. N.	State	Target	Achievement		
		For 4 years	March 2022	March 2022	%
1	Arunachal Pradesh	1400	NA	-	-
2	Bihar	9618	9618	9266	96 %
3	Chhattisgarh	4561	4561	4650	102 %
4	Haryana	2418	2418	2271	94 %
5	Jharkhand	8440	5812	5900	102 %
6	Kerala	21816	20614	21410	104 %
7	Madhya Pradesh	9619	9619	9850	102 %
8	Mizoram	580	260	310	119 %
9	Punjab	1205	50	0	0 %
10	Rajasthan	4852	4330	4209	97 %
11	Sikkim	1110	NA		-
12	Telangana	9267	3024	2936	97 %
13	Tripura	1500	NA	-	-
14	Uttar Pradesh	6112	3755	4136	110 %
	Total	82498	64061	64938	101 %

Table 2 Enterprise Promotion Progress Across 15 States as of March 2022

3.2 Coverage of SVEP in FY 2022-23

In the FY 2022-23, Kudumbashree NRO was supporting SVEP implementation in 67 blocks across 14 states, including Kerala. In the states where Kudumbashree NRO has supported the implementation of SVEP in two phases, capacity-building support was extended to the SRLM. In this approach, the SRLMs are at the forefront of the project execution, Kudumbashree NRO is playing a supportive role. By offering strategic handholding to the various stakeholders, experiential learning assistance to the SRLM and policy-level support. Kudumbashree NRO has strategically shifted its role from implementation partner to extensive capacity building partner.

Coverage of SVEP in FY 2022-23

Partnership

Capacity Building Partner PIA PIA & Capacity Building Partner Support for DPR Preparation

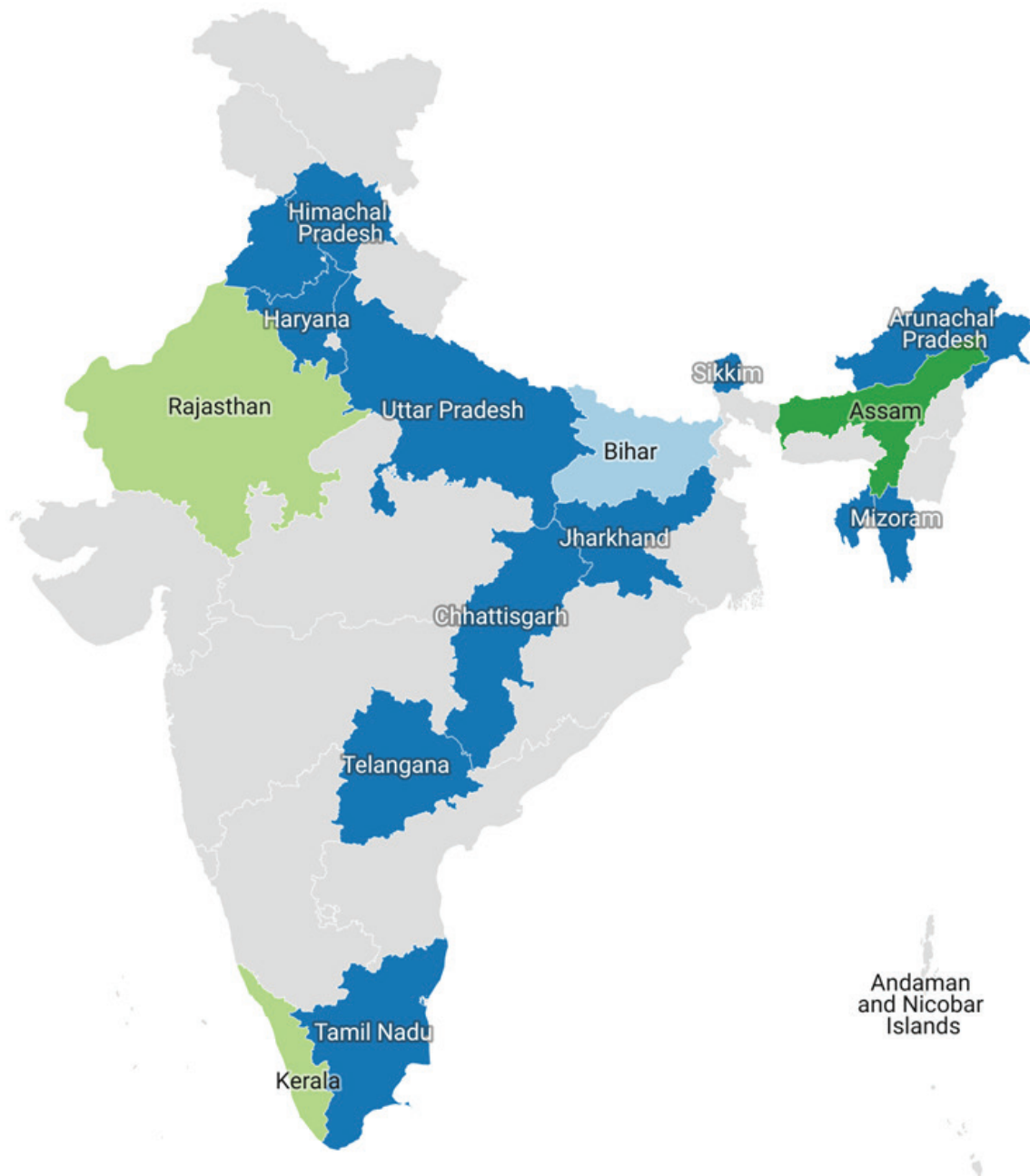


Figure 1 Geographical Coverage of SVEP Program

The Kudumbashree NRO served as a Project Implementation Agency (PIA) for 43 blocks across 12 states in India, including Uttar Pradesh, Tripura, Haryana, Jharkhand, Chhattisgarh, Mizoram, Telangana, Sikkim, Rajasthan, Punjab, Kerala, and Arunachal Pradesh during the fiscal year 2022-23. Of the above mentioned, NRO had also exited from 10 blocks in Kerala, 4 in Jharkhand, 3 in Rajasthan, 2 in Haryana, and 3 blocks in Chhattisgarh in the last fiscal year as the MoU period ended.

Sr. No.	State	Support As			Total Block	Remark
		PIA	Capacity Building Partner	DPR Preparation Partner		
1	Bihar	0	10		10	DPR preparation of 10 block ongoing
2	Jharkhand	7	0	0	7	4 blocks exited
3	Kerala	11	10		21	10 blocks exited and DPR preparation of 10 block ongoing
4	Mizoram	3			3	DPR preparation of 2 block ongoing
5	Rajasthan	3	2		5	3 blocks exited
6	Telangana	5			5	
7	Uttar Pradesh	3			3	
8	Arunachal Pradesh	1			1	
9	Punjab	1			1	
10	Tripura	3			3	DPR preparation of 2 block ongoing
11	Sikkim	1			1	
12	Haryana	2			2	Both blocks exited
13	Chhattisgarh	3			3	All block exited
14	Assam			5	5	
15	Himachal Pradesh		MoU Signed			Implementation will start in next FY 2023-24
16	Tamil Nadu		MoU Signed			
Total					67	

Table 3 Geographical and Partnership Status of SVEP Program Coverage

Nevertheless, NRO has extended its support as a capacity-building partner to 10 blocks in Bihar, 10 in Kerala, and 2 in Rajasthan. In addition, the NRO has supported the Assam SRLM in preparing the DPR for 5 blocks and signed memorandums of understanding (MoU) with Tamil Nadu and Himachal Pradesh for supporting in the implementation of SVEP, whose approval is pending.

3.3 Physical Progress in Financial Year 2022-23

Under the SVEP, enterprise promotion activities took place in 19 blocks across 11 states, including Arunachal Pradesh, Jharkhand, Kerala, Mizoram, Punjab, Rajasthan, Sikkim, Telangana, Tripura, and Uttar Pradesh. Additionally, DPRs were prepared for 10 blocks in Bihar, 10 in Kerala, 2 in Tripura, and 2 in Mizoram in the 2022-23 financial year. The progress of the states where enterprise promotion activities have started is discussed in detail below.

Sr. No	State	Cumulative Target for 4 years	Cumulative Target till FEB 2023	Cumulative Achievement till Feb-2023	Achievement % against Feb 2023 Target
1	Arunachal Pradesh	1400	245	264	107.76
2	Jharkhand	3549	2765	2500	90.42
3	Kerala	1500	200	182	91.00
4	Mizoram	580	450	403	89.56
5	Punjab	1205	180	4	2.22
6	Rajasthan	3800	593	253	42.66
7	Sikkim	1110	50	37	74.00
8	Telangana	9266	5246	4698	89.55
9	Total	27832	12736	10650	83.62
10	Tripura	1500	149	122	81.88
11	Uttar Pradesh	3922	2858	2187	76.52
	Total	55664	25472	21300	83.62

Table 4 Physical Progress of SVEP in the Financial Year 2022-23

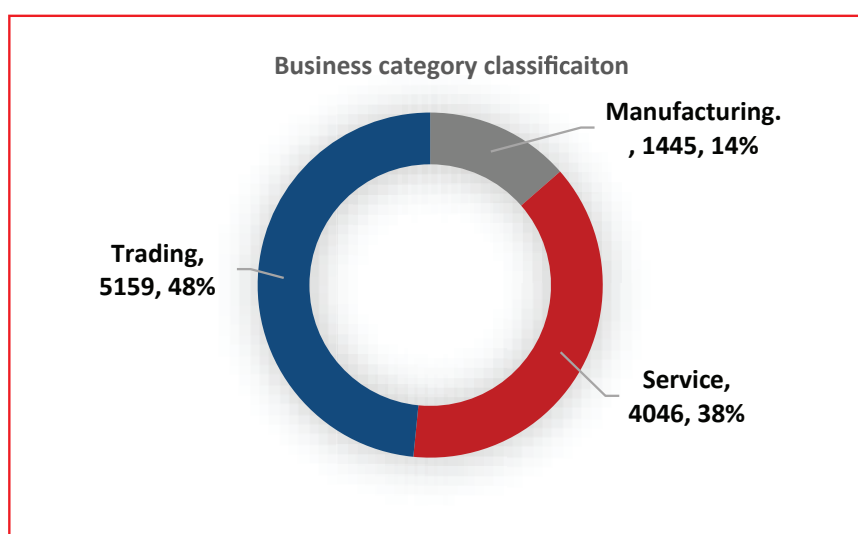
The above table presents the performance of the SVEP states till February 2023. Arunachal Pradesh achieved the highest percentage of 107.76%, followed by Kerala at 91.00%, Jharkhand at 90.42%, Mizoram at 89.56%, Telangana at 89.55%, Tripura at 81.88%, Uttar Pradesh at 76.52%, and Sikkim at 74.00%. In contrast, Rajasthan and Punjab achieved only 42.66% and 2.22%, respectively.

It is evident that Arunachal Pradesh is in the lead in terms of achieving its target for February 2023. However, Punjab and Rajasthan have been unable to keep up with the other states, with a low achievement percentage of only 2.22% and 42.66%, respectively. Overall, most states are on track to meet their targets, with an overall achievement percentage of 83.62%. Nevertheless, Punjab and Rajasthan will require more effort to meet their targets. The reasons for not completing the targets are detailed in the state-wise information.

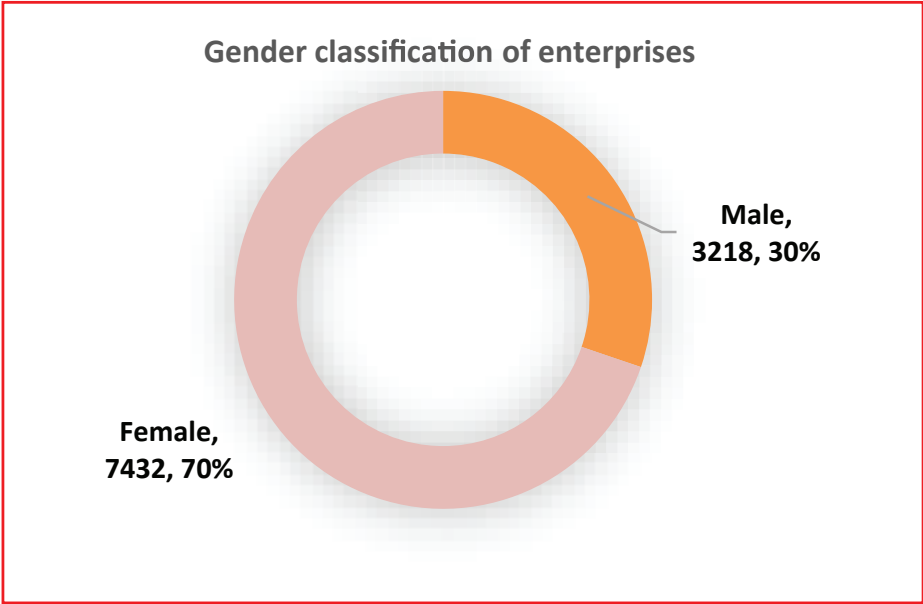
A total of 10650 enterprises have been promoted, against the target of 12736. Around 99 group enterprises were promoted in the last year and 1586 existing enterprises received support under SVEP. In terms of formalization, 126 enterprises have been enabled with FSSAI license, 450 enterprises with Udhyaam Aadhar and 184 with PAN card, whilst 24 enterprises have been enabled with other different licenses or registration like cooperative society registration etc. Under SVEP, Rs. 153,909,720 has been disbursed to 5822 entrepreneurs across the 15 blocks of 7 States Jharkhand, Kerala, Mizoram, Rajasthan, Telangana, Tripura and Uttar Pradesh. Sikkim started distributing CEF in March 2023, while Punjab and Arunachal Pradesh are yet to receive CEF.

The following sections discuss the cumulative performance of the states in terms of Business Category, Gender, Social Category, Investment Range, and Revenue Range, with the aid of relevant graphical representations.

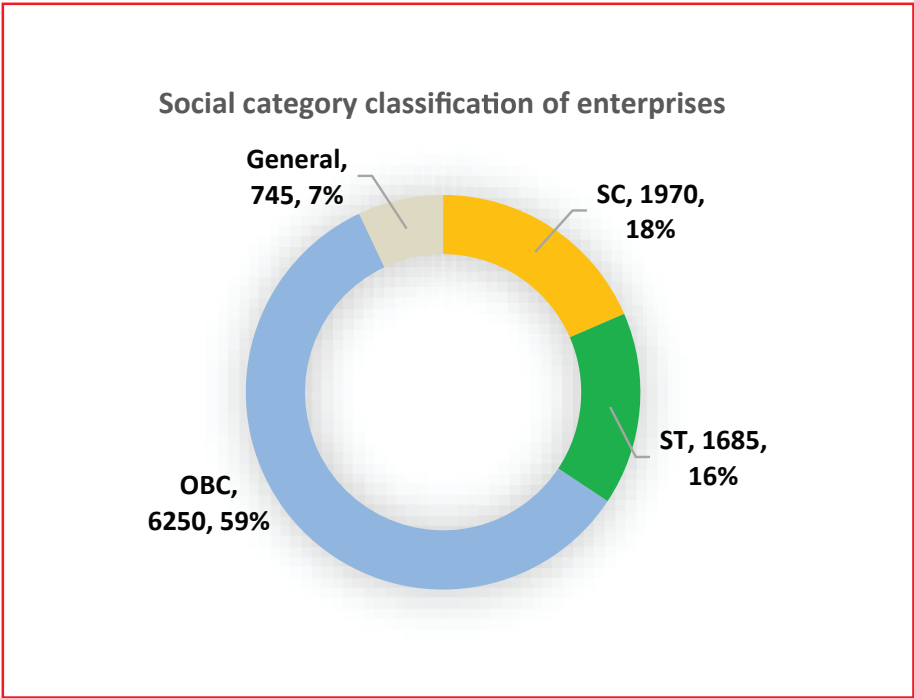
Business Category: The highest number of enterprises i.e. around 5159 (48%) are promoted under trading sector, followed by 4046 (38%) businesses promoted under service sector. Around 1445 (14%) Manufacturing enterprises are promoted in the last fiscal year. The major observations for the lesser enterprises in manufacturing sector can be inferred to the requirement of higher capital, affordable technology etc. from this it can also be inferred that there is a need for the resources, expertise and knowledge that becomes crucial to the entrepreneurs to compete in the market.



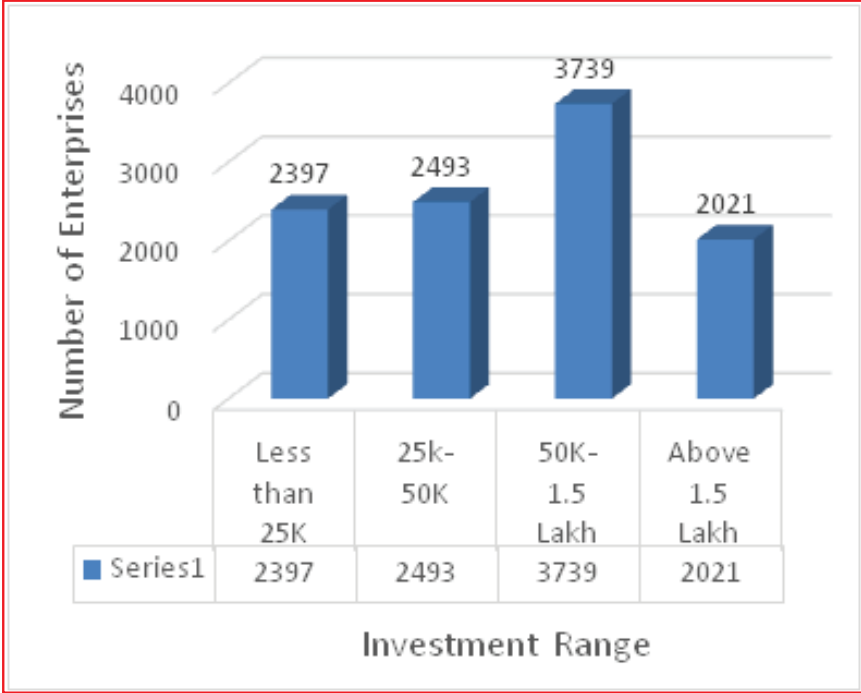
Gender: According to the data, women own 70% (7432) of the enterprises, while men own only 30% (3218) of them. The project prioritised creating women-led businesses, supported female entrepreneurship, and improved economic opportunities for them.



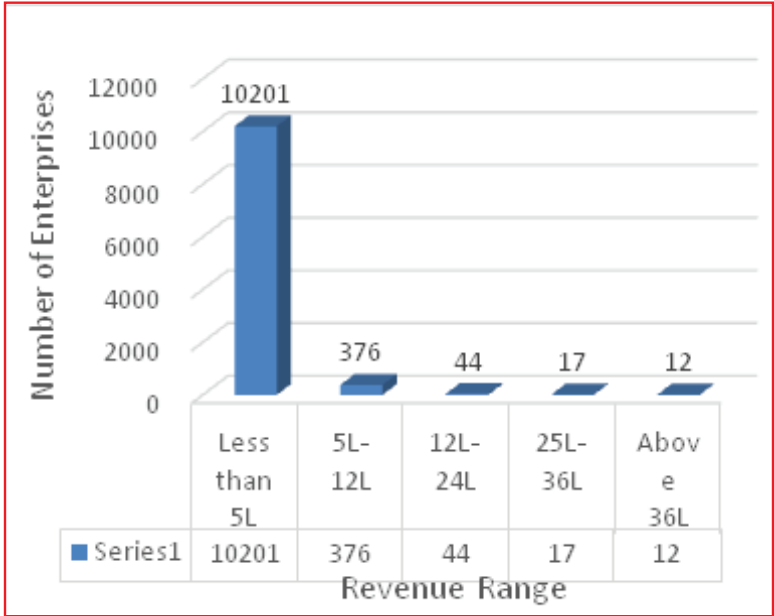
Social Category The data shows that the Other Backward Classes (OBCs) have developed ownership of enterprises in a large scale, accounting up to 6250 (59%) enterprises. The ownership of enterprises by Scheduled Caste (SC) and Scheduled Tribe (ST) enterprises account for 1970 (18%) and 1685 (16%), respectively. The remaining 745 (7%) enterprises are owned by the General category enterprises.



Investment Range: It is evident that among SVEP enterprises, relatively higher number of enterprises 3739 (35%) made an investment in the range 50K-1.5L. This is followed by around 2493 (23%) Enterprises investing in the 25K-50K range and 2397 (23%) enterprises investing less than 25K. Only around 2021 (19%) enterprises in the range of above 1.5L. This shows that most investments in SVEP Enterprises are in the higher range. This also suggests that the enterprises have the potential to produce a higher return on investment.



Revenue Range: From the data given, it can be seen that most of the revenue of SVEP Enterprises is below 5L, which is around 96 % of total enterprises, followed by more than 3 % in the range of 5L-12L. It shows that only a few enterprises are earning revenue of more than 5L. Therefore, to increase the annual revenue of SVEP Enterprises, it is necessary to focus on developing strategies to increase its growth potential.



3.4 State Wise Progress

This section will provide an overview of the state-wise progress of SVEP implementation in 14 states across India. It will discuss the overall performance of each state, including discussion on the business category, gender, social category, investment range, and revenue range with graphical representations to illustrate the progress.

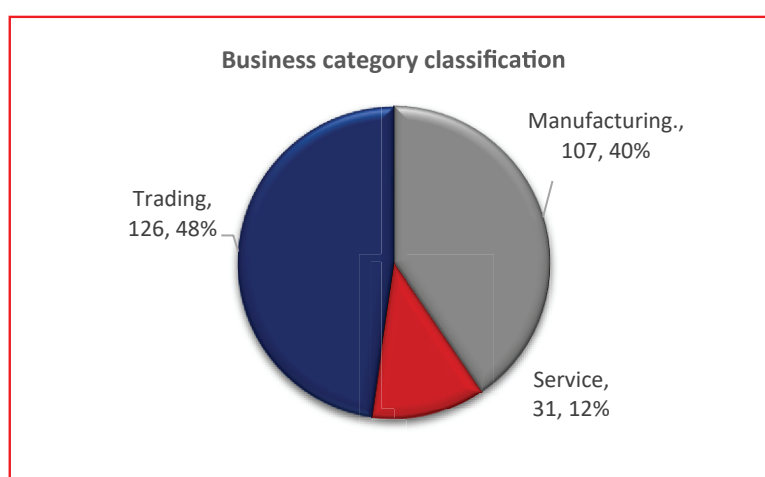
3.4.1 Arunachal Pradesh

In 2021, the Ar SRLM partnered with Kudumbashree NRO to implement the SVEP in the Namsai block, a merged block of two districts, from 2021 to 2025. The Kudumbashree NRO, with the assistance of ArSRLM, conducted preparatory activities, such as preparing DPR, selecting the CRPEP, capacity building for BEPC, and staff orientation. However, the enterprise promotion activities in the block commenced in the Financial Year 2022-23. The overall performance of the block, focusing on the business category, gender, social category, and investment range, is discussed below.

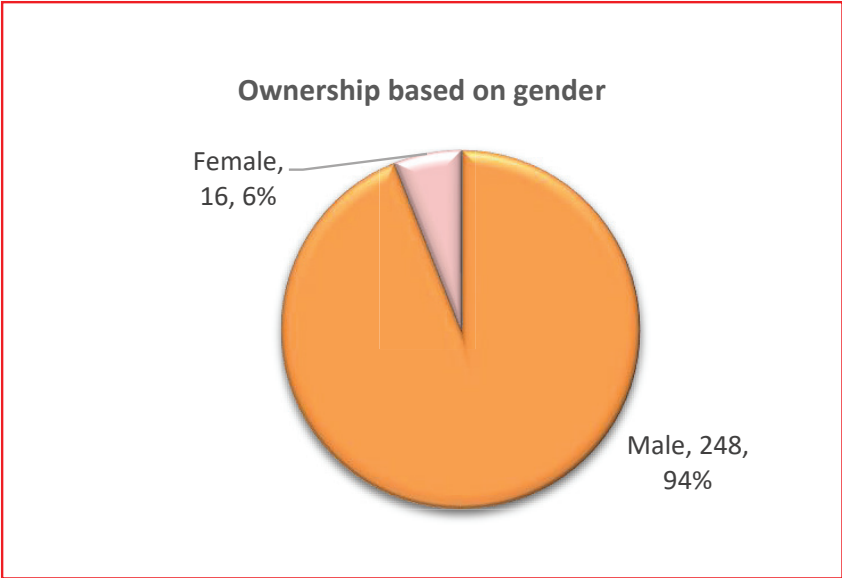
Physical Progress: The data shows the performance of the Namsai blocks in achieving its target. The block has achieved 108 % of its cumulative target of Feb. 2023. This is a positive sign for the Namsai block and indicates it is on track to meet its target. 264 businesses in total, including 31 already-existing businesses and 16 group businesses, have been promoted. In terms of formalisation, 72 businesses have FSSAI licences available to them. 2 entrepreneurs helped get a total of Rs. 700,000 in bank loans. CEF amount is yet to be transferred to the BRC office.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Namsai	1400	245	264 (108 %)
Total	1400	245	264 (108 %)

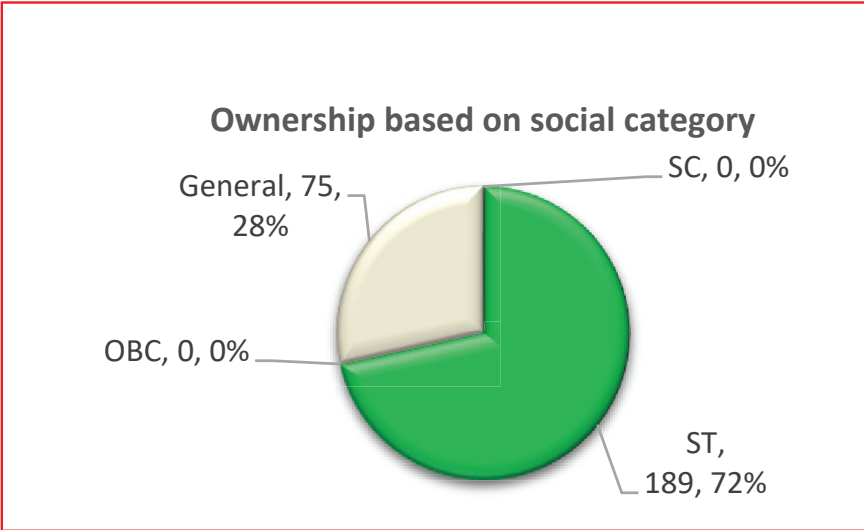
Business Category: The data shows 126 (48%) businesses in the trading sector, 31 (12%) in the services sector, and 107 (40%) in the manufacturing sector. It is optimistic that the manufacturing sector has a noteworthy representation, with 107 (40%) businesses. However, there is also a need to promote more service sector enterprises.



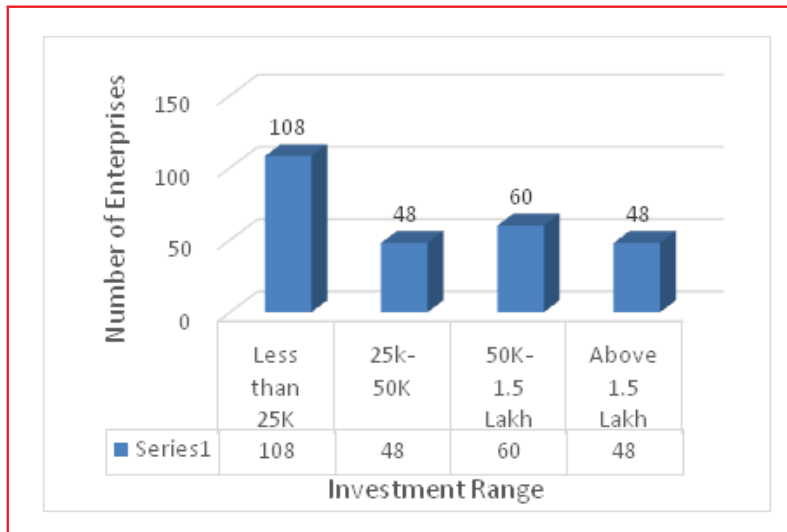
Gender: The data shows a disparity in gender ownership at SVEP Enterprises. There are 16 female and 248 male owners, meaning 15 times more male owners than female owners. In order to create a more equitable and diverse ownership structure, there is a need to provide more support for female entrepreneurs.



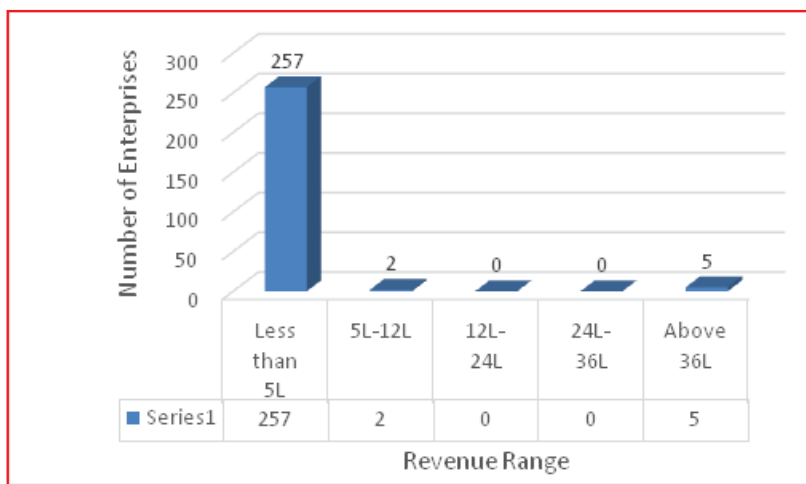
Social Category: The data shows that ST owns most enterprises in the social category. This amounts to 189 (72%) enterprises, two-thirds of the total enterprises. There is no SC population in the block; hence, SC-owned enterprises are 0.



Investment Range: According to data, it is evident that most investments in SVEP Enterprises are in the range of less than 25K, with 108 Enterprises, which accounts for around 42% of the total enterprises. This is followed by 60 Enterprises in the range of 25K-50K and 48 enterprises in the range of 50K-1.5L and above 1.5l. This shows that most investments in SVEP Enterprises are in the lower range.



Annual Revenue: From the data given, it can be seen that most of the revenue of SVEP Enterprises is below 5L. Two enterprises have revenue between 5L-12L, and none with revenue between 12L-24L and 24L-36L. There is one enterprise with revenue above 36 L.



Key Interventions/Activates

Rural Mart Approved by NABARD at Putikham PLF in Sulungtoo, Namsai Circle

NABARD has extended support for establishing new Rural Haats and creating basic infrastructural facilities in existing Rural Haats, providing rural communities with an accessible market to buy and sell their farm and off-farm produce. Rural Haats have emerged as forward linkages for Producer Organizations, Village Watersheds, and Tribal Development Committees. The Project Sanctioning Committee (PSC) of NABARD has sanctioned the proposal of the ArSRLM for the construction of a Rural Haat at Solungtoo, Lathao, Namsai, through the Puthikham PLF, with a grant assistance of Rs 15.00 lakh. Additionally, there are 2 more proposals for NABARD's Rural Haat that are pending consideration before its Project Sanctioning Committee, and it is anticipated that these will be approved by April 2023.

Exhibition cum Sales Point on Statehood Day and Women's Day

In order to assist the SVEP entrepreneurs in selling their products, CRP-EP Group acted as a marketing unit by setting-up outlets at various events organized by the District Administration and SRLM at multiple locations to commemorate Arunachal Pradesh's Statehood Day and International Women's Day. The products were procured from various entrepreneurs in different areas of the block. Through these two sales days, the group generated total revenue of Rs 22,870.



Exhibition and sales haat

Skill Building

For Skill building, a partnership has been reached between ArSRLM, NABRD, Bethel Lifecare Charitable Trust (BLCT), Arunachal University of Studies (AUS) and Lohit Green Foundation for conducting skill development training as per requirement posed by the community institutions through the project. NABARD, under the MEDP program, has facilitated skill training in candle making, soap making, bakery etc., for potential entrepreneurs (being implemented through Bethel Lifecare Charitable Trust and AUS). Recently another skill-building training was conducted in convergence with the Khadi & Village Industries Commission (KVIC) for Waste Wood Craft.



Candle making skill training in Namsai block



Arunachal CRP-EP showcased SVEP products to the Union Home Minister at the launch of nationwide Vibrant Village Program.

3.4.2 Assam

Kudumbashree NRO has supported conducting baseline reports for implementing SVEP in five blocks of Assam spread across five districts. To facilitate this, mentors with prior experience in DPR preparation were placed in Assam to guide the data collectors. Mentors also supported collecting data related to sub-sector categories like the scope of tourism-based enterprises, the scope of developing artisanal products and value addition in the block. A detailed project report encompassing the analysis and results generated from secondary and primary sources was prepared and submitted to the SRLM highlighting the potential of enterprises in the blocks.

3.4.3 Bihar

In 2013, Kudumbashree NRO and Bihar SRLM formed a partnership wherein NRO supported the Micro Enterprise Consultant Program in two districts. This partnership strengthened in 2016 with the inception of the SVEP, when NRO supported Bihar SRLM as the PIA for the SVEP implementation in 6 blocks in the first phase from 2016-2020 and later 6 blocks in the second phase from 2018-22. In FY 2022-23, Kudumbashree NRO has again extended its support for the implementation of the SVEP in 10 blocks, acting as a capacity-building partner while the SRLMs remain at the forefront of the project execution. The preparatory activities ongoing in this period include DRP preparation, Section and Capacity building of CRPEP, and setting up of BRC.

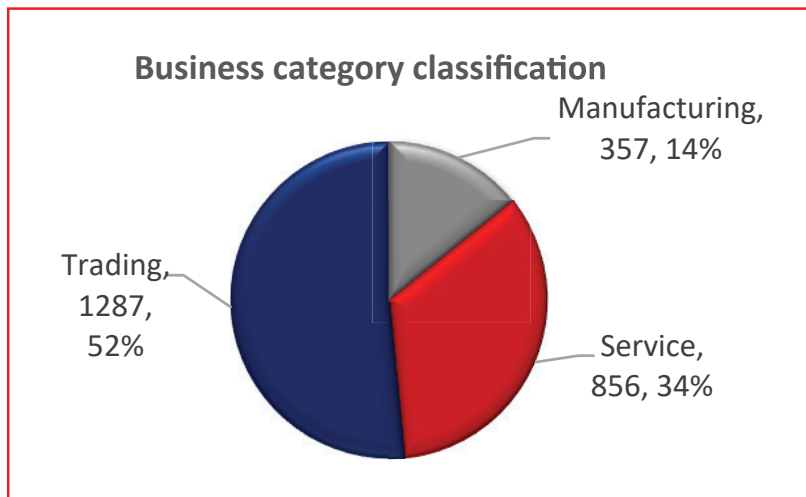
3.4.4 Jharkhand

In 2013, Kudumbashree NRO and Jharkhand SRLM established a partnership wherein the Kudumbashree NRO supported Jharkhand SRLM in implementing MEC Program in 3 districts. This partnership was further strengthened in 2016 when NRO acted as the PIA for the SVEP implementation in 5 blocks during the first phase (2016-2020), followed by 4 blocks in the second phase (2018-2022), and 3 blocks in the third phase (2019-2023). However, due to the completion of the project timeline, Kudumbashree NRO has already withdrawn from the phase I and II blocks. In FY 2022-23, Kudumbashree NRO has continued supporting the SVEP implementation in Phase III blocks of Jharkhand as a capacity-building partner, while the SRLMs are leading the project execution. The block's overall performance is discussed below, focusing on the business category, gender, social category, and investment and revenue ranges.

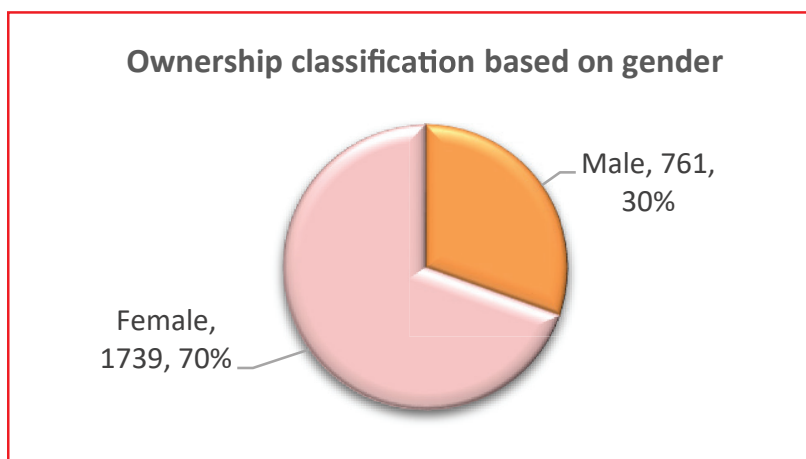
Physical Progress Overview: The data shows the performance of the 3 blocks in achieving their target. Daru-taijhariya block achieved 107%% of its cumulative target of Feb 2023, Domchanch block achieved 86% of its target, and Gola block achieved 85% of its target. When looking at the total of all three blocks achieved 90% of their overall target till Feb 2023. Under SVEP, Rs. 739,48,000 has been disbursed to 1899 entrepreneurs across the 3 blocks. A total of 2500 enterprises have been promoted, including 401 existing enterprises. In terms of formalization, 72 enterprises have been enabled with UdhyaamAadhar and 55 with PAN cards.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Daru Tatijhariya	814	610	655 (107 %)
Domchanch	1415	1110	944 (86 %)
Gola	1320	1045	901 (85 %)
Total	3549	2765	2500 (90 %)

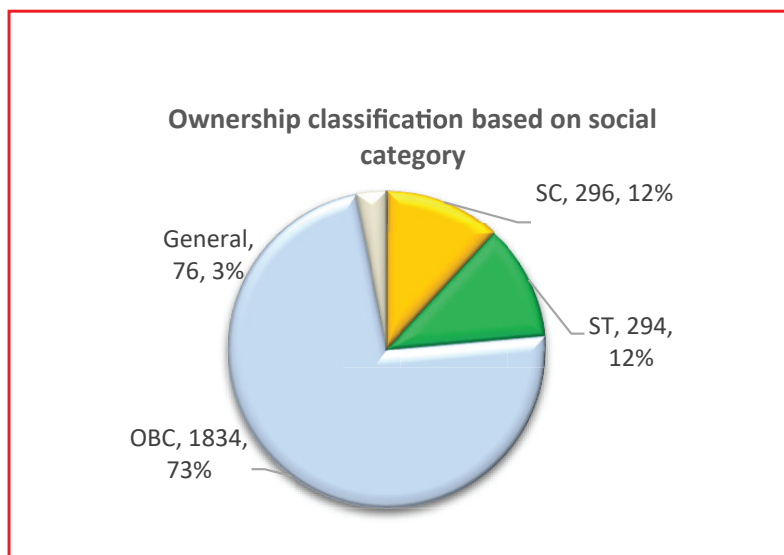
Business Category The sector with the most enterprises is Trading, which has 1287 (52%), followed by Service, which has 856 (34%) businesses. The sector with the fewest enterprises is manufacturing, with only 357 (14%).



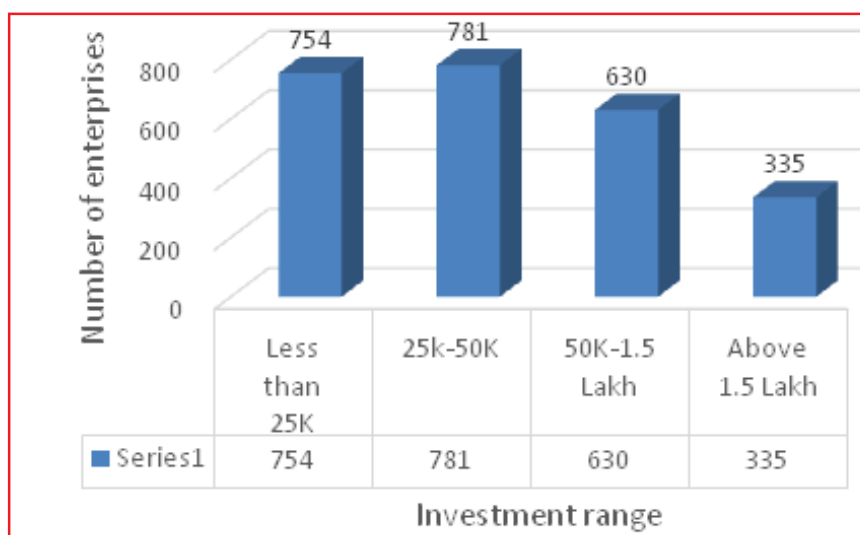
Gender: The data shows that Women own 70% of the business and men own 30%.



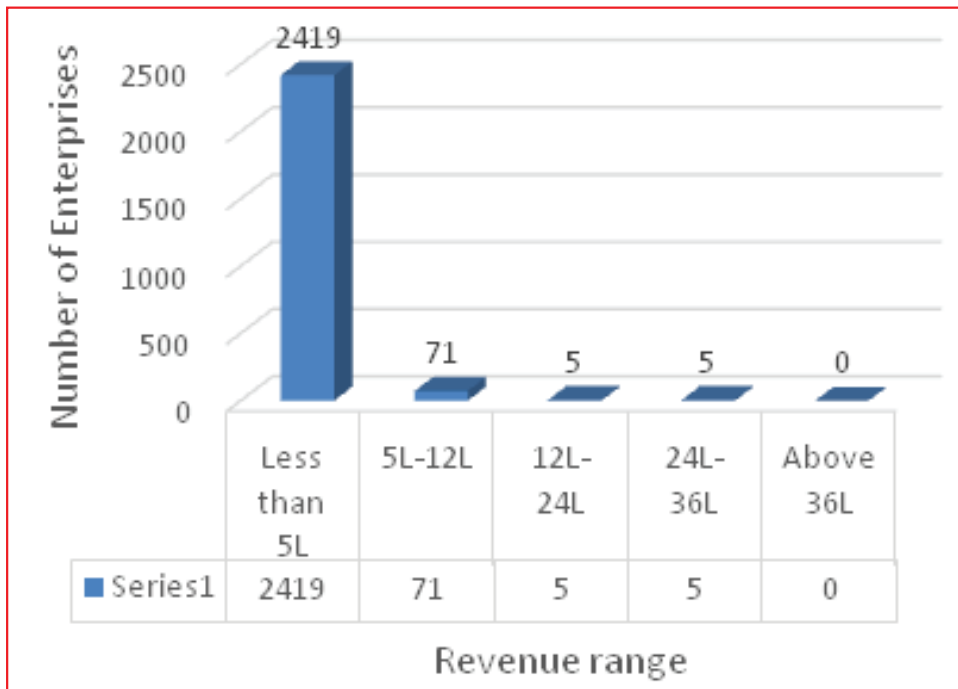
Social Category: The data shows that OBCs own most enterprises in the social category. This amounts to 1834 enterprises, more than two third of the total enterprises. The Scheduled Caste (SC) and Scheduled Tribe (ST) enterprises account for 296 and 294 respectively, while the General category enterprises account for only 76. This indicates that the OBCs, SCs and STs are taking more advantage of SVEP.



Investment Range: The data shows that investment in more than 60 % of SVEP businesses is concentrated in the lower end. 754 enterprises have invested less than 25K, and 781 enterprises have invested between 25K and 50K. In comparison, 630 enterprises have invested between 50K and 1.5 Lakh and 335 invested above 1.5 Lakh.



Annual Revenue: From the data given, it can be seen that most of the revenue of SVEP Enterprises is below 5L, which is around 97 % of total enterprises, followed by 3 % in the range of 5L-12L. It shows that only a few enterprises are earning revenue of more than 5L. Therefore, to increase the annual revenue of SVEP Enterprises, it is necessary to focus on developing strategies to increase its growth potential.



Key Activities/Interventions

Weekly Market in Domchanch Block.

SVEP-BRC of Domchanch established a weekly market in the Domchanch block. Earlier entrepreneurs had to rely on the main market of block, which was approximately 20 kilometres away and required connectivity. This resulted in additional transportation costs and time, which impacted their profit margins. The markets were set up in strategic locations that were easily accessible to the entrepreneurs and locals. The initiative has helped entrepreneurs and locals to sell and buy household consumer products and commodities, including vegetables locally. The market has been a game-changer for the SVEP entrepreneurs, who now earn an average of 2000- 2500 rupees per market day.

Weekly Market in Gola Block.

The president of Gola Panchayat and CRP-EP recognized the need for a weekly market in the Uparbarga village. They noticed that people had to travel 4 km to Barlanga to purchase household commodities, causing inconvenience and unnecessary expense. To address this, they decided to establish a weekly market in the public area near the Uparbarga Panchayat Bhavan. The association between CRPEP and Panchayat members proved crucial in launching the market. Together, they gathered village organization leaders of Uparbarga to set up the weekly haat. Nowadays, around 60-70 entrepreneurs are involved in the market, and 40 of them are from SVEP. This market has been a boon for entrepreneurs, generating an average income of around 800-1000 rs per enterprise.



Weekly market in Gola block

Festival Markets

The festival markets set up in different locations by the CRP-EP group have played a significant role in marketing SHG products and commodities and increasing revenue. In Domchanch, the CRPEP group set up a Chatt puja market that generated a revenue of 10,000. Similarly, in Gola, five entrepreneurs set up a Chatt puja market that generated a revenue of 1,95,000. During the Push Parv, stalls set up by the CRPEP group of Gola generated revenue of 35,000, and they also set up the four-day generated revenue of 98,000. During Rakhi, CRPEP set up a festival market that generated a revenue of 3,500. These festival markets have generated significant revenue for entrepreneurs and the CRPEP group and provided a platform for them to learn new marketing techniques.



Festival market in Gola

BEPC Refresher Training

The BEPC is a critical component of the SVEP program; hence the capacity building of BEPC remains a core area to work to make the SVEP program community led. In line with this objective, a BEPC refresher training was conducted in July 2022 to enhance the capacity of BEPC members to assume leadership roles in the implementation of SVEP independently, without relying on support from NRO and SRLM stakeholders. The training, which spanned three days, was delivered to BEPC members across all phase-3 Blocks, including Darun Tati- Jhariya, Domchanch, and Gola. A training highlight was a field visit skit performed by BEPC and imparting knowledge about the guidelines and budget heads. A senior mentor from Kudumbashree NRO facilitated the training.

3.4.5 Kerala

Along with the partner state, Kudumbashree NRO has collaborated with Kerala SRLM to implement SVEP from 2016 onward. In Phase I, Kudumbashree NRO supported the implementation of SVEP in 2 blocks. In Phase II, from 2018-2022, NRO extended its support to 12 blocks; in Phase III, from 2021-2025, it supported 1 block. In FY 2022-2023, Kudumbashree NRO extended its support to Kerala SRLM for implementing SVEP in 10 blocks in Phase IV. However, in this Phase, Kudumbashree NRO's role was limited to being a capacity-building partner while the SRLM remained in control of project execution. In FY 2022-2023, Kudumbashree NRO has been conducting preparatory activities, such as preparing a DPR, the sectioning and capacity-building of CRPEP, and establishing BRC.

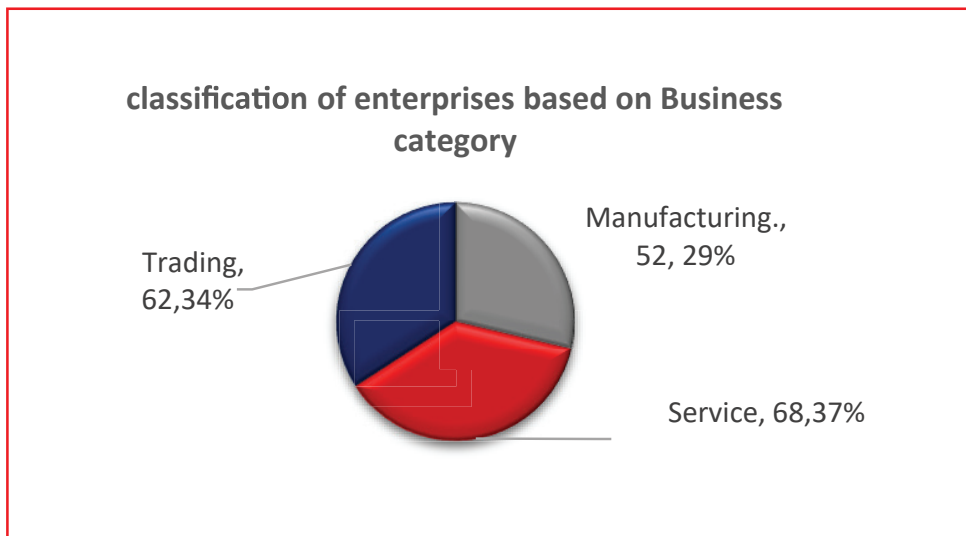
During FY 2022-2023, Kudumbashree NRO was involved in implementing SVEP in the Phase III Vyppin block. The performance of the Vyppin block in terms of business category, gender, social category, and investment range is discussed in detail below.

Physical Progress Overview:

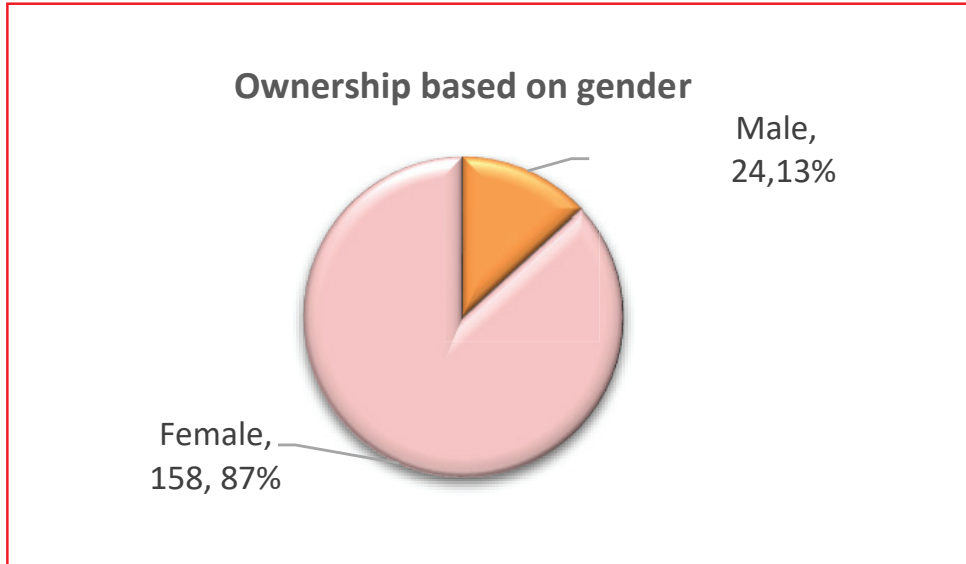
The data shows the performance of the Vyppin block in achieving its target. The block has achieved 91 % of its cumulative target of Feb. 2023. Under SVEP, Rs. 5835000 has been disbursed to 164 entrepreneurs. A total of 182 enterprises have been promoted, including 12 existing enterprises and 11 group enterprises. In terms of formalization, 5 enterprises have been enabled with FSSAI licenses, whilst 11 enterprises have been enabled with other licenses.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Vyppin	1500	200	182 (91 %)
Total	1500	200	182 (91 %)

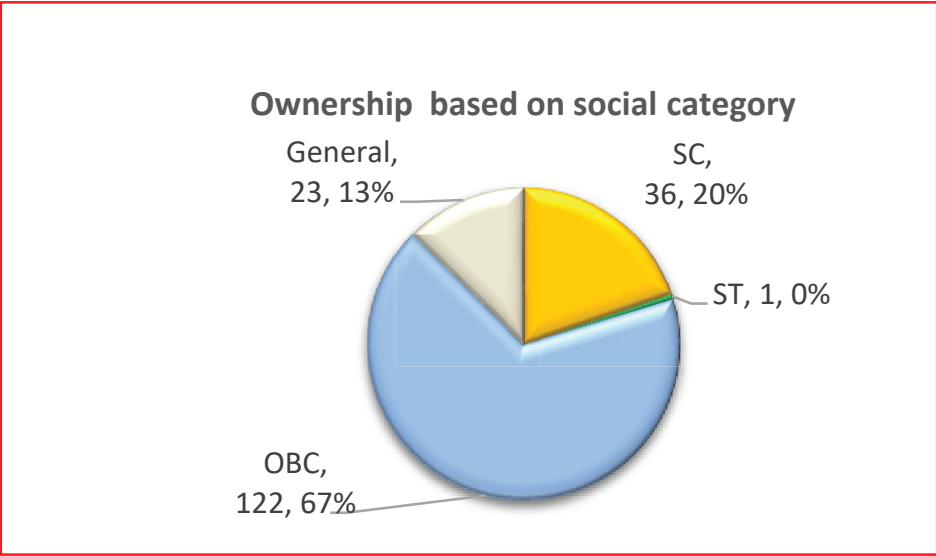
Business Category: The data shows 62 (34%) businesses in the trading sector, 68 (37%) in the services sector, and 52 (29%) in the manufacturing sector.



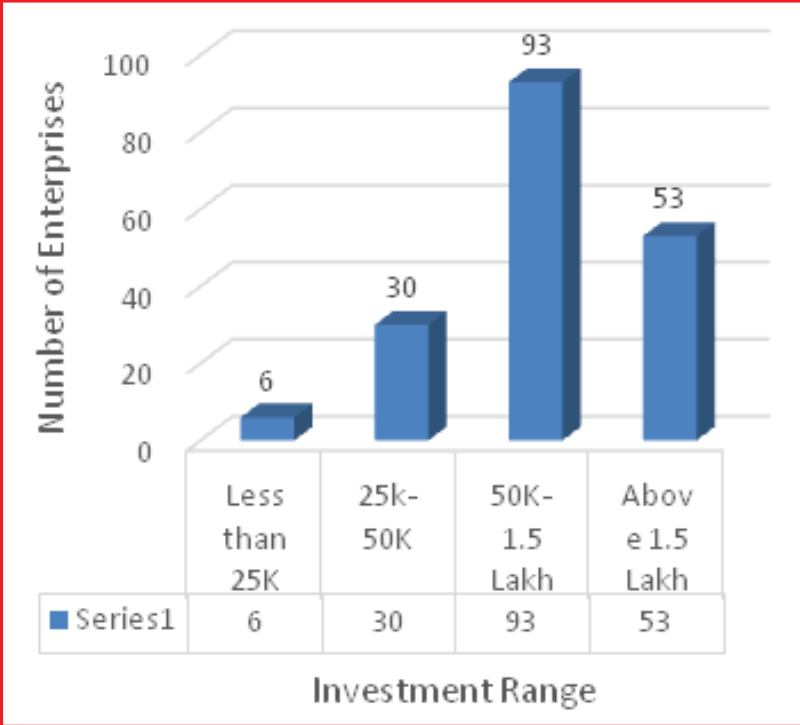
Gender: The data shows that Women own 87% of the business and men own 13%. Having more female-owned enterprises is generally a positive sign for a project. It shows that the project is empowering women, encouraging women entrepreneurs, and increasing economic opportunity for them.



Social Category: The data shows that OBC owns most enterprises in the social category. This amounts to 122 (67%) enterprises, more than half of the total enterprises. The SC and ST enterprises account for 36 and 1 respectively, while the General category enterprises are 23. While OBCs, SCs and General population have been major beneficiaries under SVEP as per the proportions available in the blocks, and there is a need to work on strategies to promote ST-owned enterprises.



Investment Range: According to data, it is evident that most of the SVEP Enterprises have made investments in the range 50K-1.5L (93 Enterprises). Around 53 Enterprises have made an investment above 1.5L and 30 enterprises invested in the range of 25K-50K. There are only 6 enterprises in the range of less than 25K. This shows that most investments in SVEP Enterprises are in the higher range. This also suggests that the enterprises have the potential to produce a higher return on investment.



Annual Revenue: The enterprise promotion is recently started in Block, and most enterprises are in the initial phase of the business cycle. Hence all the entrepreneurs are yet earning revenue of more than 5L.

3.4.6 Chhattisgarh

In 2018, the Chhattisgarh SRLM partnered with Kudumbashree NRO, wherein the Kudumbashree NRO acted as PIA to support the implementation of the SVEP project in Balarampur, Chhura and Rajnandgaon from 2018 to 2022. Upon completing the project timeline in June 2022, the NRO exited from all the blocks. The team achieved commendable success in enterprise promotion, surpassing their target of 4561 enterprises with 4658 being promoted. Specifically, in Balarampur, the team promoted 1118 enterprises against the target of 1108, while 1572 enterprises were promoted in Chhura, and 1968 enterprises were promoted in Rajnandgaon against the target of 1527 and 1926, respectively. The project also had a dedicated Community Enterprise Fund (CEF); A total of around 9.5 Cr CEF has been disbursed against the DPR allocation of 7.5cr supporting 2765 entrepreneurs, i.e., around 60% of the total entrepreneurs promoted under SVEP. A detailed exit report discussing all the activities undertaken during the project's timeline is attached in Annexure II.

3.4.7 Haryana

In 2017, the Haryana SRLM partnered with Kudumbashree NRO, wherein the Kudumbashree NRO acted as PIA to support the implementation of the SVEV project in the Pinjore and Gharaunda blocks from 2018 to 2022. Upon completing the project timeline in November 2022, the NRO exited from both blocks. The team achieved commendable success in enterprise promotion, surpassing their target of 2418 enterprises with 2535 being promoted. Specifically, in Gharaunda, the team promoted 1400 enterprises against the target of 1285, while 1135 enterprises were promoted in Pinjore against the target of 1133. The project also had a dedicated CEF; 697 out of 1400 enterprises in Gharaunda and 455 out of 1135 enterprises in Pinjore have provided CEF, and the total CEF disbursement percentage of Gharaunda and Pinjore was around 157% and 137%, respectively, owing to satisfactory repayment rates in both the blocks. A detailed exit report discussing all the activities undertaken during the project's timeline is attached in Annexure II.

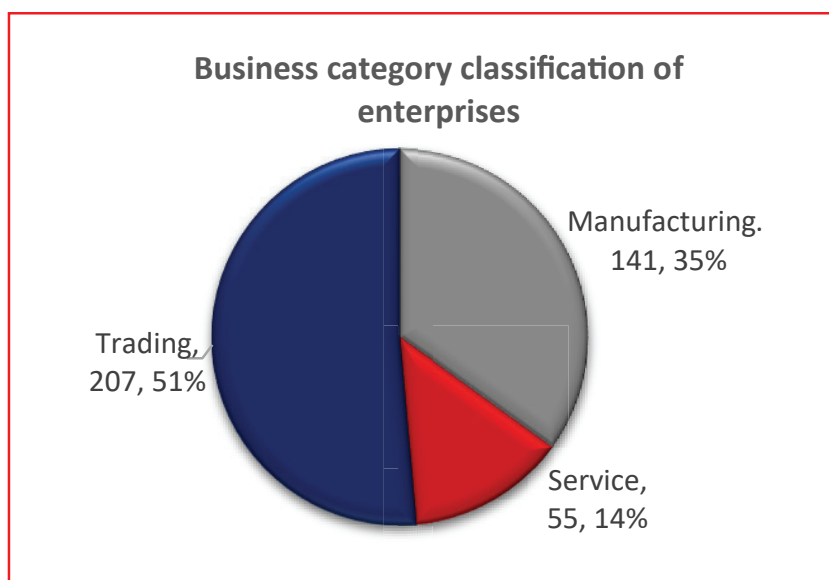
3.4.8 Mizoram

In 2019, the Mizoram SRLM partnered with the Kudumbashree NRO to implement the SVEP in Serchhip and EastLungdar, a merged block, from 2019 to 2023. This partnership has flourished over the years. In 2022, the Kudumbashree NRO extended its support as a PIA to implement SVEP in two more blocks in Phase II from 2022 to 2026. The Kudumbashree NRO, with the help of Mizoram SRLM, has undertaken preparatory activities, including preparing a DPR, CRP-EP selection and capacity building, and staff orientation for the Phase II blocks. However, the enterprise promotion activities are scheduled to begin in the Financial Year 2023-24. The overall performance of the Serchhip & EastLungdar block in FY 2022-23 is discussed below, including a discussion on the business category, gender, social category, and investment range.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Serchhip& E Lungdar	580	450	403 (90 %)
Total	580	450	403 (90 %)

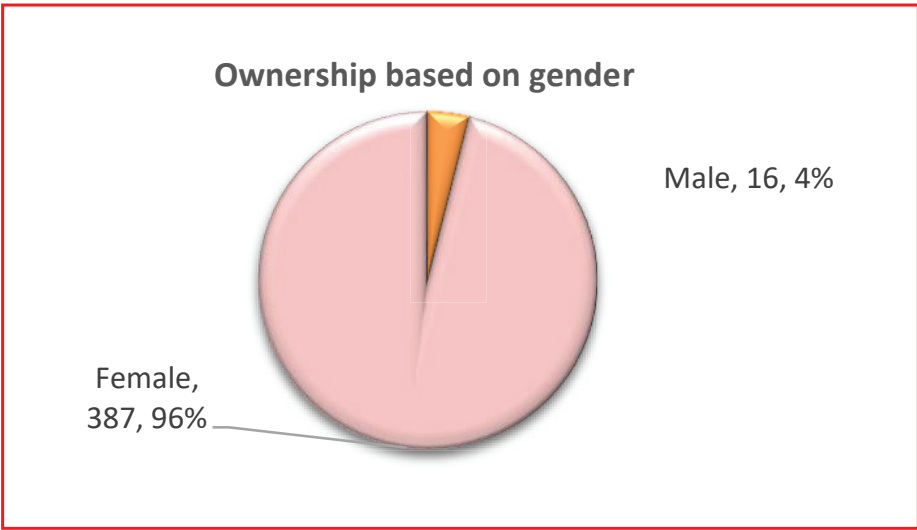
Physical Progress Overview: The data shows the performance of the Serchhip& E Lungdar merge block in achieving its target. The block has achieved 90% of its cumulative target of Feb. 2023. Under SVEP, Rs. 94,90,000 has been disbursed to 205 entrepreneurs in the block. A total of 403 enterprises have been promoted, including 155 existing enterprises and 28 group enterprises. Regarding formalization, 3 enterprises have been enabled with FSSAI licenses, and 30 with UdhyaAadhar. 19 entrepreneurs received a total of **Rs. 4250000 through bank loans.**

Business Category: The data shows 207 (51%) businesses in the trading sector, 55 (14%) in the services sector, and 141 (35%) in the manufacturing sector. It is positive that the manufacturing sector has a noteworthy representation, with 141 (35%) businesses.

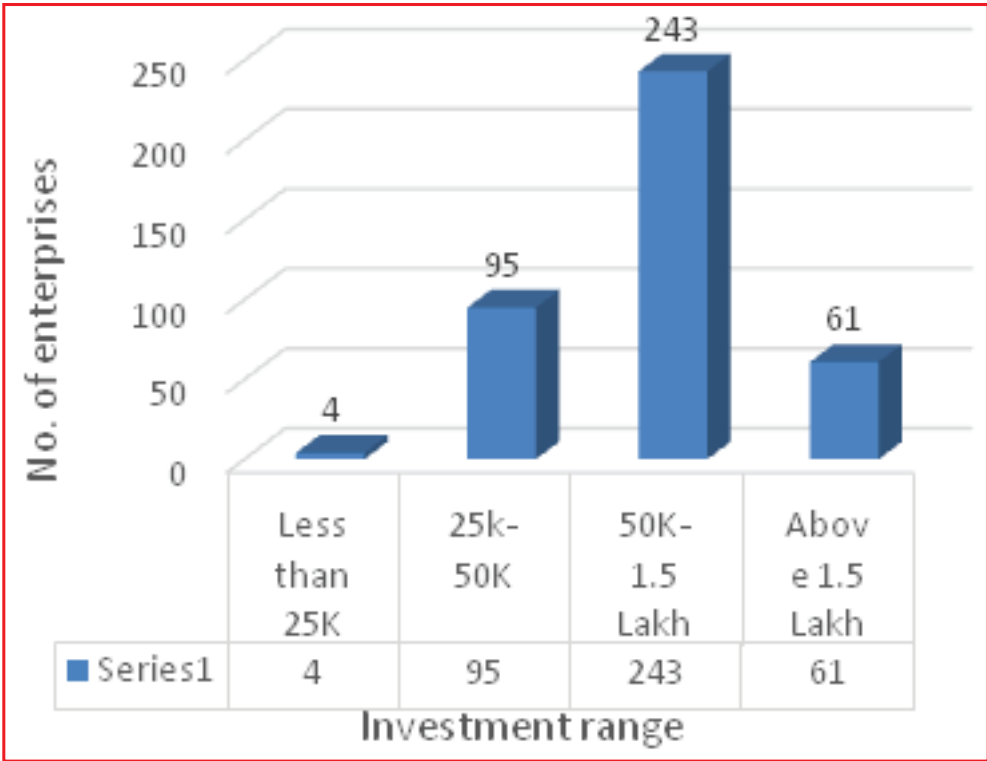


Gender: The data shows that women own 96% of the business and men own only 4%. Having more female-owned enterprises is generally a positive sign for a project. It shows that the project is empowering women, encouraging women entrepreneurs, and increasing economic opportunity for them.

Social Category: Block is an ST-dominated area, meaning almost all of the population belongs to the ST community. As a result, all SVEP enterprises are owned by ST entrepreneurs.



Investment Range: According to data, it is evident that most of the investments in SVEP Enterprises are in the range of less than 50K-1.5L, with 243 Enterprises, which account for around 60% of the total enterprises. This is followed by 95 Enterprises in the range of 25K-50K and 61 enterprises in the range of above 1.5L, and only 4 (1%) Enterprises less than 25K. This shows that most investments in SVEP Enterprises are in the higher range.



Key Interventions

Christmas Mela

Christmas is the main festival in Mizoram, observing remarkable crowds during the season. To tap this opportunity, Serchhip and East Lungdar Block have organized a Christmas Mela in seven locations under SVEP to create revenue-generating opportunities for the entrepreneurs associated with SVEP. The initiative was also aimed at promoting community-based organizations' ownership in SVEP by encouraging their involvement in the organization and execution of the event.

The Mela was a grand success, generating a total sale of 6,39,270 Rs across seven different places. The major attractions of the mela included Garments and readymade shops, Vegetable shops, Snacks and edible items, Shoe shops, Plastic items, utensils, toy shops, Fruit stalls, Gaming zones for children, and Lucky Picks. The meal was well received by the locals and was an excellent platform for entrepreneurs to showcase their products and services. The success of this event has motivated the CRP-EP and BEPC to organize more such events in the future to create more opportunities for entrepreneurs and promote community involvement.



Christmas mela organized under SVEP through CBO network

3.4.9 Punjab

In 2021, the Punjab SRLM and the Kudumbashree NRO joined hands to facilitate the implementation of the SVEV in the Guruharsahai block. However, the lack of funds has hindered the initiation of enterprise promotion activities in the block. Despite the setback, the Guruharsahai SVEP team was able to begin enterprise promotion with help of CBO. The performance of the block discussed below which includes discussion on business category, gender, social category and investment range and revenue range.

Physical Progress Overview: Enterprise promotion has been recently started in Punjab. As the state has received the second tranche of fund only in the month of December 2022 and the same has been received at BRC only in the month of March 2023, the loan disbursal process has been recently initiated. The progress shown below is of the period before the receipt of funds. A total of 4 enterprises are promoted in the block till February 2023. Meanwhile mobilization activities and other non-farm enterprise promotion activities are being done through CBO network.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Guruhar Sahai	1205	180	4 (2 %)
Total	1205	180	4 (2 %)

Of the four enterprises promoted under SVEP, three new enterprises are promoted and one existing enterprise is supported. One group enterprise has also been promoted under SVEP. The first three enterprises promoted under SVEP are owned by the Scheduled castes. It is encouraging to see that the SC community is showing an active interest in the program. It is essential that the SC community continues to be engaged and that their participation is supported and encouraged. Gender classification of the enterprises displayed equal ownership among men and women. The performance tracking of these enterprises has also begun.

Key Activities/Interventions

CRP-Training on the SVEP App

A seven-day CRP-Training was conducted on the SVEP App, including a demo App practicum. Thirteen CRP-EP, as well as accountant and BEPC members, participated in the training. The topics covered included Enterprise Registration, Entrepreneur Registration, Business Plan Preparation, Loan Management and Enterprise Tracking. The CRP-EP found the training comfortable and valuable as it could be utilized offline. However, more practice was encouraged to minimize errors. To date, the CRP-EP has completed more than ten business plans online, and this number is still growing.

Lohri Exhibition Fair.

On the occasion of the Lohri Festival, the BRC office organized Lohri Exhibition Fair. The BRC office invited entrepreneurs from their SHG network to exhibit their handmade products and crafts. There was a great response from the local villages, as representatives from CBOs and school and college students visited the exhibition and purchased the products. The Block Development and Panchayat Officer (BDPO) appreciated the initiative taken by BRC-EP. The dedication and hard work of BEPC, CRP-EP, and BMMU enabled the event to be successful and beneficial for the SHG women, with each entrepreneur earning an average profit of around 1200-1500.



Lohri market in Guruharsahai block organised by BEPC

3.4.10 Rajasthan

In 2015, Kudumbashree NRO and Rajasthan SRLM formed a partnership wherein NRO supported the MEC Program in 3 districts. This partnership strengthened in 2016 with the inception of the SVEP, when NRO supported Rajasthan SRLM as the PIA for the SVEP implementation in 2 blocks in phase I from 2016-2020 and 3 blocks in phase II from 2018-22. In 2021, Kudumbashree NRO again extended its support for the implementation of the SVEP in 2 blocks, acting as a capacity-building partner while the SRLMs remain at the forefront of the project execution.

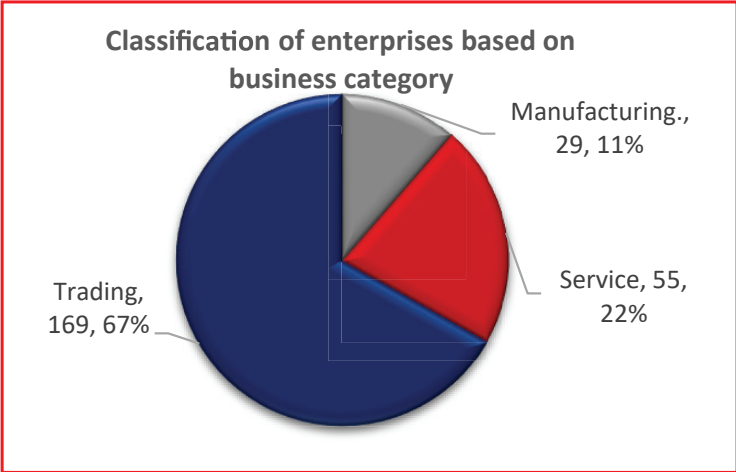
In October 2022, upon completing the project timeline in November 2022, the NRO exited from Phase III blocks Antah, Deoli, and Taranagar. The team achieved commendable success in enterprise promotion, surpassing their target of 4852 enterprises with 4868 being promoted. In Antah, the team promoted 1610 enterprises against the target of 1608, while 1577 and 1681 enterprises were promoted in Deoli and Taranagar blocks against the target of 3027 and 1681, respectively. The project also had a dedicated CEF; 3027 out of 4868 enterprises across the blocks have provided CEF, owing to satisfactory repayment rates. A detailed exit report discussing all the activities undertaken during the project's timeline is attached in Annexure II.

Moreover, in FY 2022-23, NRO was actively involved in Hindoli and SawaiMadhopur blocks. For these blocks, Kudumbashree NRO has partnered with the Rajasthan SRLM to offer capacity building support to cadres, CBOs and staff. As has been mutually agreed in an MoU, the capacity building support includes hand holding to the cadres and CBOs for a brief period with set deliverables in each stage. Different from the implementation support partnership, SRLM staff takes the lead in all the stages of the program while the NRO provides advisory support. In these lines, the progress against the set deliverables for both the blocks are accomplishment of training of CRP-EP on foundation modules, TED modules, Mobilization and Entrepreneur training modules etc., training of BEPC on the BEPC module 1 & 2 and community based monitoring system modules, accountants training and time to time orientations to staff on different stages of the process. Simultaneously, the Kudumbashree NRO team has supported the cadres in the non-farm enterprise promotion process under SVEP and the overall performance of the same is as follows:

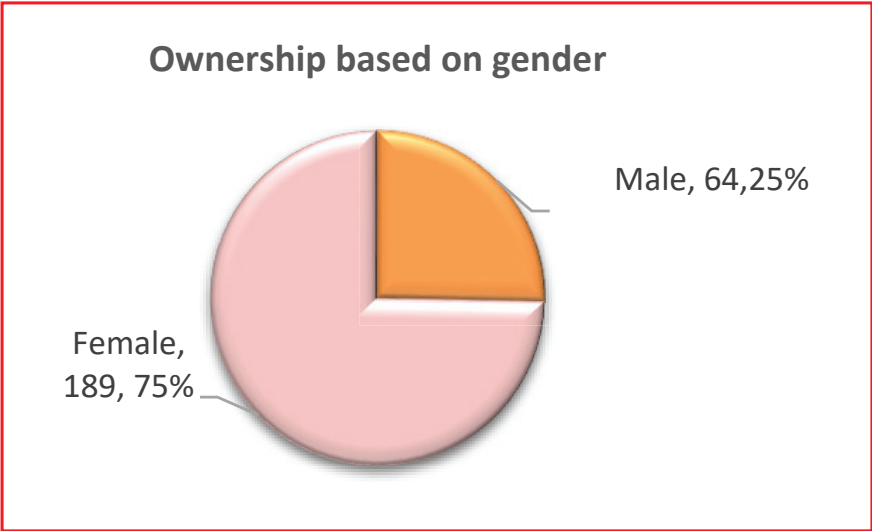
Physical Progress Overview: The data shows the performance of 2 blocks in achieving their target. Hindoli block achieved 44 %, and SawaiMadhopur block achieved 41 % of its cumulative target of Feb. 2023. Looking at the total, both blocks achieved 43% of their overall target till Feb 2023. Under SVEP, Rs.1,00,93,200 has been disbursed in both blocks to 236 entrepreneurs. A total of 253 enterprises have been promoted, including 2 existing enterprises and 5 group enterprises. In terms of formalization, 7 enterprises have been enabled with FSSAI licenses, 31 enterprises with Udhyaam Aadhar and 31 with PAN cards.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Hindoli	1700	282	124 (44 %)
SawaiMadhopur	2100	311	129 (41%)
Total	3800	593	253 (43 %)

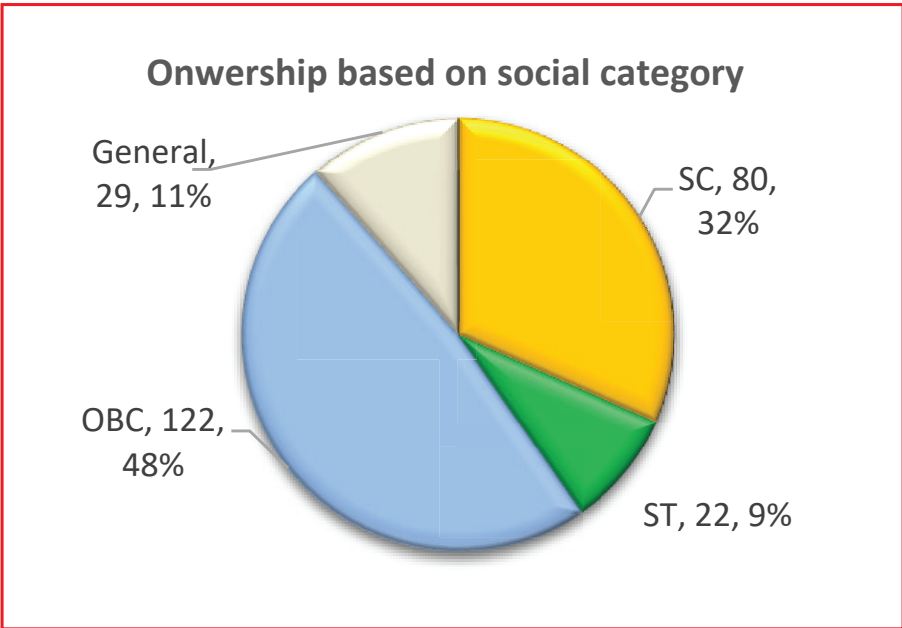
Business Category: The data shows 169 (67%) businesses in the trading sector, 55 (22%) businesses in the services sector, and 29 (11%) businesses in the manufacturing sector. This indicates that most of their businesses are in the trading sectors, while the service and manufacturing sector is much smaller.



Gender: The data shows that Women own 79% of the business and men own 21%. Having more female-owned enterprises is generally a positive sign for a project. It shows that the project is empowering women, encouraging women entrepreneurs, and increasing economic opportunity for them.



Social Category: The data shows that most enterprises in the social category are owned by Other Backward Classes (OBCs). This amounts to 122 (48%) enterprises, around half of the total enterprises. The Scheduled Caste (SC) and Scheduled Tribe (ST) enterprises account for 80 and 22, respectively, while the General category enterprises are 29. This indicates that the OBCs and SCs have been major beneficiaries under SVEP.



Investment Range; According to data, it is evident that most investments in SVEP Enterprises are in the range of 25K-50K, with 120 Enterprises. This is followed by 89 Enterprises in the range of 50K-1.5L. There are only 34 investments in the range of less than 25K and only 10 Enterprises above 1.5L.



Annual Revenue

The enterprise promotion is recently started in block, and most enterprises are in the initial phase of the business cycle. Based on the current earnings, the annual revenue estimates reflect majorly below 5 lakhs.

Key Activities/Interventions

Festival and weekly Market

The SVEP team in Rajasthan has taken steps to set up a weekly haat in villages to provide a platform for rural entrepreneurs to buy and sell products. They conducted surveys and viability checks, discussed strategies with the Panchayat Presidents, BRC-MCs, CRP-EPs, BPM and CLF staff, and identified entrepreneurs to participate. The SVEP team organized 14 markets to provide a marketing platform to rural entrepreneurs. 10 of these were weekly markets in Hindoli, with 199 participants, and earned a revenue of 183211. There was also a festival market in Hindoli and 3 festival melas in Sawai Madhopur, with 21 and 7 participants and revenue of 14700 and 199250, respectively. This has helped villagers buy and sell products in their villages, generated employment opportunities and allowed SVEP and other seasonal businesses to earn more revenue.



Weekly market in Bundi district, Hindoli block

Skill Training

In order to maximize the potential of the Market, the BRC provided skill training in addition to soft skill training to SVEP entrepreneurs. With the support of SRLM staff, this training was beneficial for the participants to discover unique opportunities and improve their business-related knowledge in their respective domains. As a result, BRC Hindoli organized training in Pickle and Pappad Making and Detergent and Soap Making, with 25 and 22 participants, respectively, in collaboration with NABARD, wherein BRC Sawai Madhopur organized training in Bangle Making, Detergent and Soap Making, and Home Decor Product, with 28, 25 and 20 participants respectively, with the help of RUDSETI. Following the completion of the training, the entrepreneurs established their enterprises, while some formed groups and established group enterprises.

Tapping on Tourism Potential

Several sites in the Sawai Madhopur Block attract significant tourists annually. To capitalize on the tourism sector, the BRC Sawai Madhopur has held a meeting with district officials to discuss the possibility of allocating space in the tourist area to the BRC. The purpose is to promote SHG products and services and enhance the livelihood opportunities of SHG members. Approval has been granted for 2 footfalls in Shilpgram, the rural arts and crafts complex. Consequently, the BRC has enabled 2 entrepreneurs, one in food and another in handicrafts, to set up businesses in Shilpgram.

BEPC Exposure Visit

The BEPC team from Hindoli and Sawai Madhopur undertook a three-day exposure visit to Deoli to understand the SVEP implementation comprehensively. During their visit, the team interacted with stakeholders, visited model enterprises, experienced innovative initiatives, verified CRP-EPs footprints on enterprise promotion, engaged in group discussions, and

witnessed live demonstrations of the BEPC's work in the block. In addition, the team gained insights into the documentation process, PSC, field visits, and BRC meetings. As a result, the BEPC members thoroughly understood the program and their roles in community-based monitoring.

Workshop on Bank linkage

This two-day workshop was organized to build the capacity of CRP-EP to support businesses in obtaining bank loans. The district FI (Finance Institution) manager briefed them on the various loan programs, such as MUDRA loan and IM Shakti loan, and how to complete the application forms. On the second day, the CRP-EP submitted the IM Shakti loan online and visited the bank to submit the documents for the Mudra loan. The bank manager discussed with the CRP-EP and reviewed their documents, explaining why the application was rejected and approved. As a result of the workshop, 30 applications for bank loans were submitted, 12 of which were approved, and a total of 6,55,000 rupees was provided to the 12 entrepreneurs for running their businesses through the bank.

CBMS roll-out:

Capacity building of Community Based Organisation (CBO) in SVEP project is a combination of imparting knowledge to the Self Help Group network (SHG, VO & CLF) & Block Enterprise Promotion Committee (BEPC) and developing the capabilities of the committee in specific to sustain the utility of resources developed under the project and perform their duties and responsibilities independently. At this juncture, a refresher cum community based system roll-out is conducted with the BEPC of both the blocks with an objective to enable them ideate the implementation of the project independently and in its full scope. The BEPC is made to realise the importance of monitoring and the possible outcomes of the monitoring.



BEPC conducting mock PSC/PAC

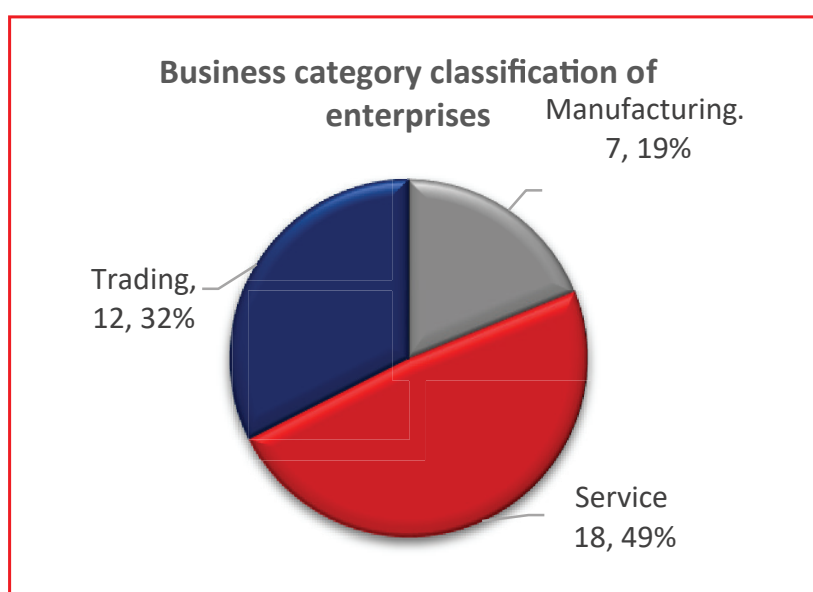
3.4.11 Sikkim

In 2021, Kudumbashree NRO partnered with the Sikkim SRLM as a PIA to facilitate the implementation of the SVEP in the Pakyong, Rhenock and Parakha block. The Kudumbashree NRO, with the assistance of Sikkim SRLM has conducted preparatory activities such as the formulation of Detailed Project Reports (DPRs), selection of CRP-EP, capacity building, and orientation of SRLM staff in FY 2021-22. The enterprise promotion activities were initiated during the FY 2022-23. The overall performance of the block is discussed below, with emphasis on business category, gender, social category, and investment range.

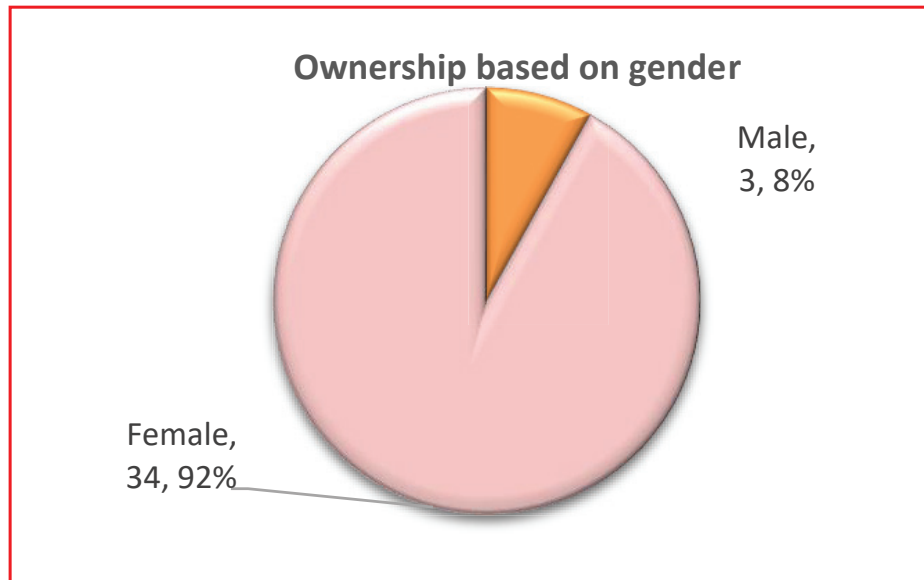
Physical Progress Overview: The data shows the performance of the Pakyong, Rhenock & Parakha merge block in achieving its target. The block has achieved 90% of its cumulative target of Feb. 2023. From February 2023 onward, CEF has been disbursing to the block entrepreneurs. A total of 37 enterprises have been promoted, including 6 group enterprises. ME Formalization process of enterprises has also been initiated in the block.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Pakyong, Rhenock & Parakha	1110	50	37 (74 %)
Total	1110	50	37 (74 %)

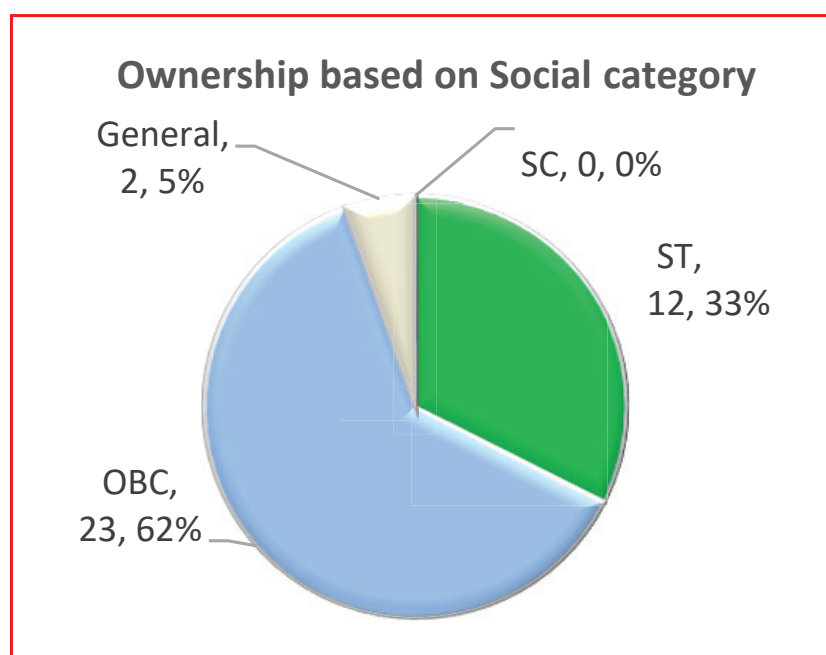
Business Category: The data shows 18 (49%) businesses in the service sector, 12 (32%) in the trading sector, and 7 (19%) in the manufacturing sector. This indicates that most of the businesses are in the service and trading sectors, while the manufacturing sector is much smaller. Therefore, there is also a need to promote more manufacturing sector enterprises.



Gender: The data shows that women own 92% of the business and men own only 8%. Having more female-owned enterprises is generally a positive sign for a project. It shows that the project is empowering women, encouraging women entrepreneurs, and increasing economic opportunity for them.



Social Category: The data shows that OBC owns most enterprises in the social category. This amounts to 23 (62%) enterprises, more than half of the total enterprises. The ST enterprises account for 12 (33%), representing their population percentage in the block, while the General category enterprises are 2 (5%). The block has a meagre SC population; hence, SC-owned enterprises are 0.



Investment Range: According to data, it is evident that most investments in SVEP Enterprises are in the range of 50K-1.5L and less than 25K, with 11 Enterprises in both ranges, which accounts for around 30 % of each range of the total enterprises, s followed by 9 Enterprises in the range of 25K-50K and only 6 Enterprises in less than 25K. This shows that most investments in SVEP Enterprises are in the higher range.



Annual Revenue

The enterprise promotion ais recently started in Block, and most enterprises are in the initial phase of the business cycle. Hence all the entrepreneurs are yet earning revenue of more than 5L.

Key Activities/Interventions

Fair on International Women’s Day

The Pakyong ADC Department organized an event to commemorate International Women’s Day. It convened a meeting with the SRLM Block Team to invite guests, including the ADC, BDO, GP President and other departmental guests and SHG members, to the event. To utilize this opportunity with the assistance of the SVEP In charge, SHG were mobilized to set up stalls of vegetables, plants, handicrafts, handlooms, pickles, local flours, honey, baskets, etc., at the vent location. 2-3 members from SHG participated in the activity. The primary objective of these stalls was introducing the SVEP and providing marketing exposure to the SHG members through CRP-EPs. The event was successful, generating 37,550 in revenue in just one day. The profit earned was also impressive, with a total of 18,250. Plenty of people visited stalls and bought SHG products.

Festival Market on the occasion of the Ram Navami.

A two-day festival market was organized at a Temple in Latuk Chochenpheri GP in Parakha Block under the SVEP Project on the occasion of the Ram Navami Festival. CRP-EP planned this event with the involvement of SHG Members, and the details were discussed in an SHG meeting. Readymade garments, Pooja items, Food items, Handicrafts and Handmade items, Fruits, etc., entrepreneurs participated in the event. One of the SHGs also provided food for the festival. The activity was organized with the cooperation of the Gram Panchayats and active participation from the CRP-EPs. The GPs appreciated the event and have promised to cooperate for similar activities in the future. The primary purpose of these stalls was to provide the SHG members with ideas about non-farm livelihoods and marketing opportunities during various festivals throughout the year. The festival Market has generated an average of 3500-4000 profit for entrepreneurs within 2 days.



Food fest stalls organised by CBO network with the support of Sikkim SRLM and Kudumbashree NRO

Skill Training on Bakery Products

A 3-day Skill Training on Bakery Products was arranged at Denzong Hotel. An experienced Resource Person, who owns a Baking Institute in Siliguri, was invited to conduct the training. Around 20 potential entrepreneurs and CRP-EPs attended the workshop. During the training, the participants were taught to make a variety of bakery items, including Cakes, Muffins, sandwiches, burgers, Biscuits, etc. Upon completion of the training, each participant was issued a Certificate. Subsequently, the participants started opening their own Bakery Shops with the help of SVEP and CBO.



Participants trying the bakery products during the skill training



Skill training on Bakery product making in sikkim

3.4.12 Telangana

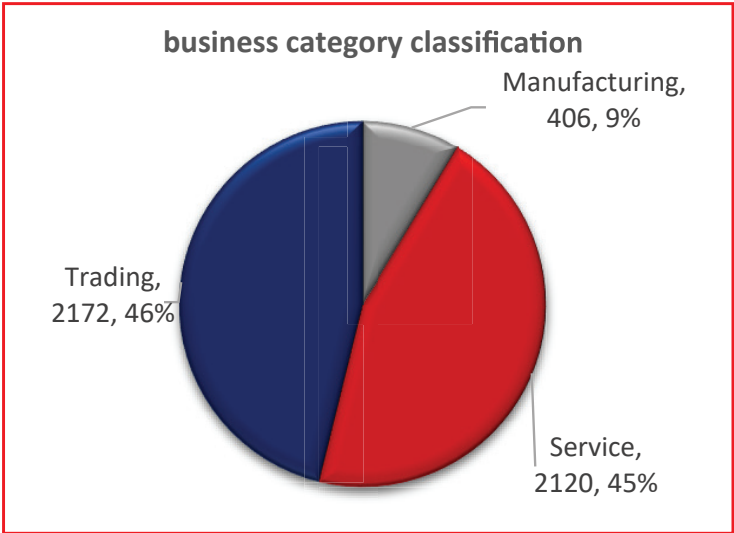
The Sikkim SRLM collaborated with Kudumbashree NRO in 2021 to facilitate the implementation of SVEP in the Pakyong block. The Kudumbashree NRO has carried out preparatory operations with the help of Sikkim SRLM, including the creation of Detailed Project Reports (DPRs), the choice of CRP-EP, capacity building, and orientation of SRLM staff in FY 2021–2022. During the FY 2022–2023, the enterprise promotion activities were launched. Below, we discuss the block’s overall performance with a focus on the business category, gender, social category, and investment range.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Amangal	1571	1266	1317 (104%)
Devarakonda	1672	1204	1041 (86 %)
Makthal	1787	1491	1438 (96 %)
Uttoor	1836	845	489 (58 %)
Wardhannapet	2400	440	413 (94 %)
Total	9266	5246	4698 (90%)

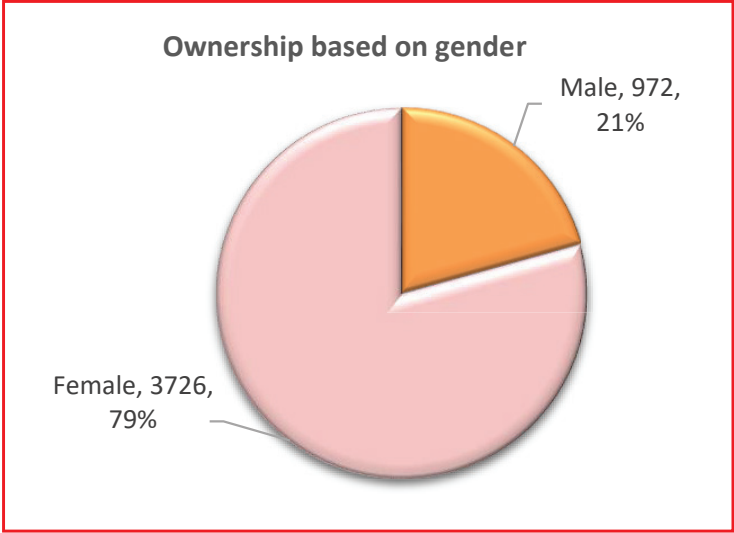
Physical Progress Overview: The data demonstrates the performance of the blocks against the targets. By February 2023, the following blocks had reached their respective cumulative targets: Amangal block (104%), Devarakonda block (86%), Makthal block (96%), Utnoor block (58%), and Wardhannapet block (75%). Up to February 2023, all 5 blocks collectively accomplished 90% of their overall goal.

Under SVEP, around 2470 entrepreneurs received CEF across the 5 blocks. A total of 4698 enterprises have been promoted, including **707 existing enterprises**. In terms of formalization, 5 enterprises have been enabled with FSSAI licenses, 21 enterprises with UdhyaAadhar and 5 with PAN cards. 12 entrepreneurs helped acquire a total of **Rs. 1,750,000 in bank loans**.

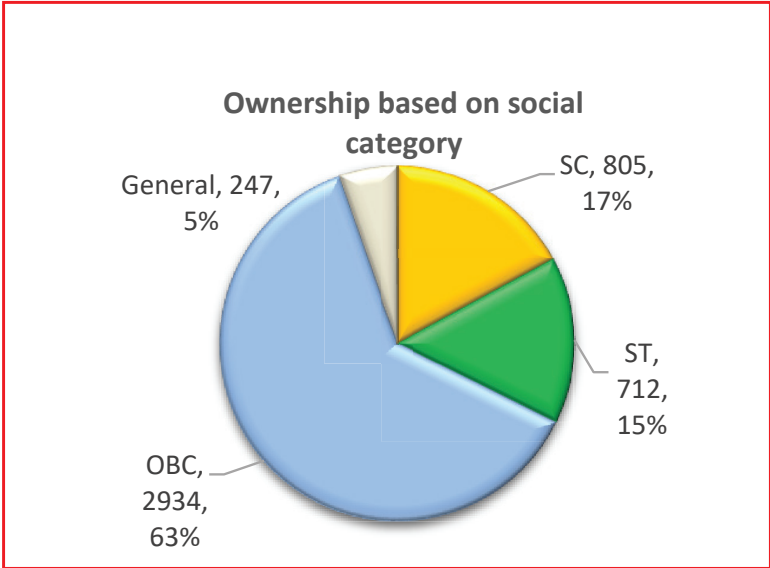
Business Category: The data shows 2171 (46%) businesses in the trading sector, 2120 (45%) in the services sector, and 406 (9%) in the manufacturing sector. This indicates that most of their businesses are in the trading and services sectors, while the manufacturing sector is much smaller. This could suggest that SVEP Enterprises is more focused on trading and services than manufacturing; hence there is a need to focus more on the manufacturing sector.



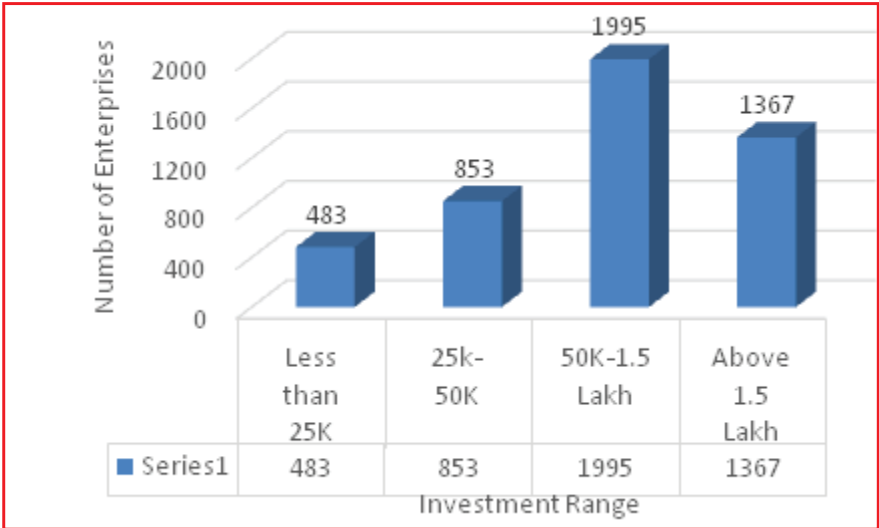
Gender: The data shows that Women own 79% of the business and men own 21%. Having more female-owned enterprises is generally a positive sign for a project. It shows that the project is empowering women, encouraging women’s entrepreneurship, and increasing economic opportunity for them.



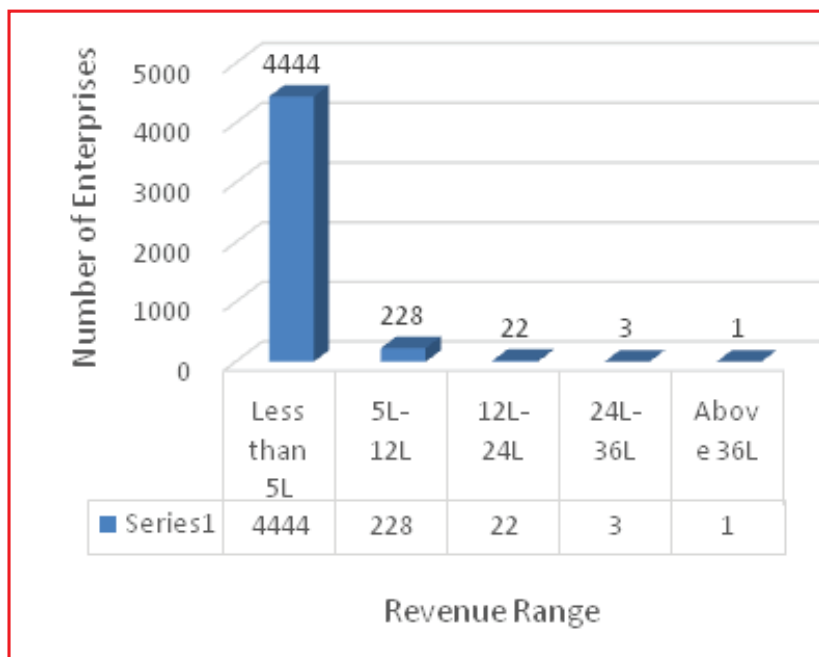
Social Category: The data shows that most enterprises in the social category are owned by Other Backward Classes (OBCs). This amounts to 2934 enterprises, over half of the total enterprises. The Scheduled Caste (SC) and Scheduled Tribe (ST) enterprises account for 805 and 712, respectively, while the General category enterprises account for only 247. This indicates that the OBCs, SCs and STs are taking more advantage of SVEP.



Investment Range: The data indicates that most investments made in SVEP Enterprises are between 50K and 1.5L (1995 enterprises). There are fewer investments below 25K (483 enterprises) and between 25K and 50K (853 enterprises). The fewest investments are above 1.5L (1367 enterprises).



Annual Revenue: From the data given, it can be seen that most of the revenue of SVEP Enterprises is below 5L, which is around 95 % of total enterprises, followed by 4 % in the range of 5L-12L. It shows that only a few enterprises are earning revenue of more than 5L. The growth potential of the enterprises can be explored to increase the revenues.



3.4.13 Tripura

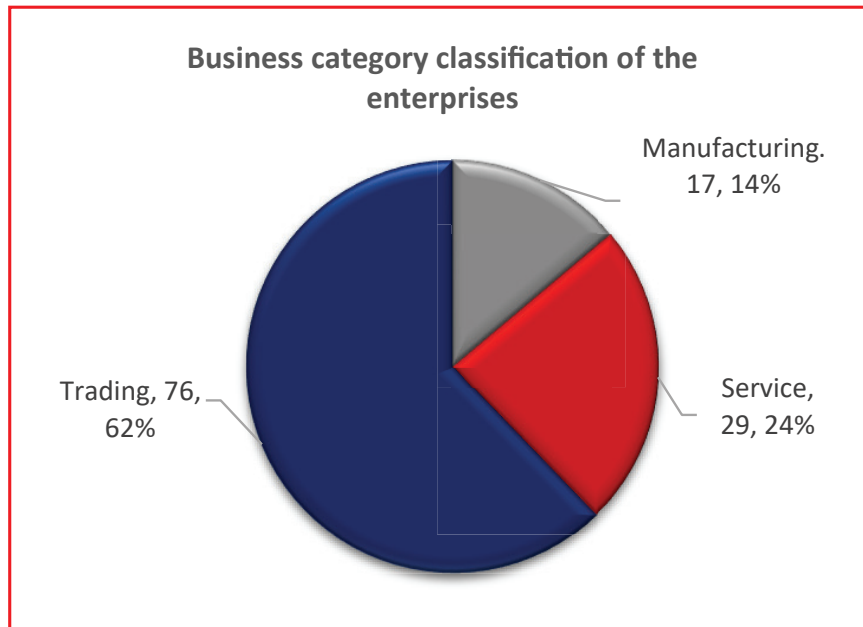
The Tripura SRLM and the Kudumbashree NRO entered MoU in 2021 to implement the SVEP in the blocks Ambassa and Salema from 2021 to 2025. The Kudumbashree NRO extended its support as a PIA to execute SVEP in two additional blocks of Tripura during Phase II from 2022 to 2026, thus solidifying this collaboration in 2022. The Kudumbashree NRO and the Tripura SRLM have worked together to complete a number of preliminary tasks in advance of this expansion, including the preparation of DPR and the selection of CRP-EP workers for the Phase II blocks. However, the business promotion initiatives are planned to start in FY 2023–24.

This covers the overall performance of the Ambassa, Salema block in FY 2022-23, including a detailed analysis of the business category, gender, social category, and investment range.

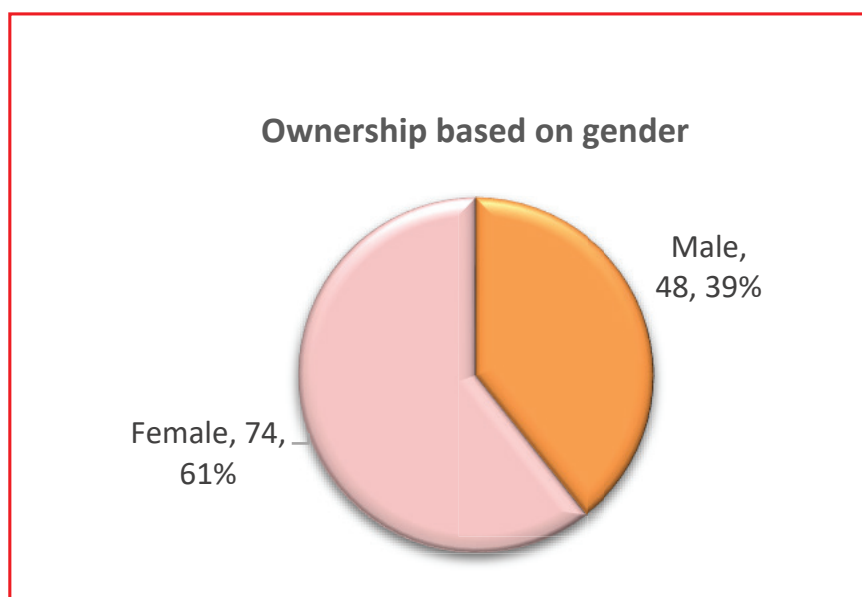
Physical Progress Overview: The data demonstrates the performance of Ambassa, Salema merged block. The block has already reached 82% of its overall goal for February 2023. Rs. 4552000 has been given to 109 entrepreneurs through the SVEP. A total of 403 businesses, including 13 current businesses and 2 group businesses, have been promoted. Regarding formalisation, 43 Udhya Aadhar and 3 FSSAI licences have been made available to businesses.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Ambassa, Salema	1500	149	122 (82%)
Total	1500	149	122 (82%)

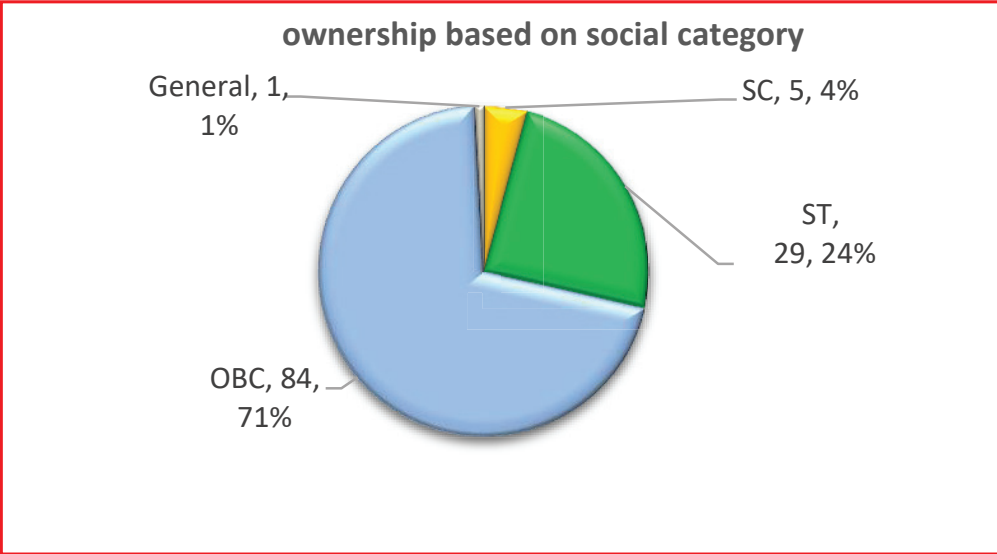
Business Category: According to the data, trading sector accounts for 76 (62%) firms, while the service sector accounts for 29 (24%) and manufacturing accounts for just 17 (14%) businesses. This shows that the majority of their operations are in the trading and service sectors, with a significantly lesser presence in manufacturing. Therefore, it is also necessary to encourage more businesses in the manufacturing sector.



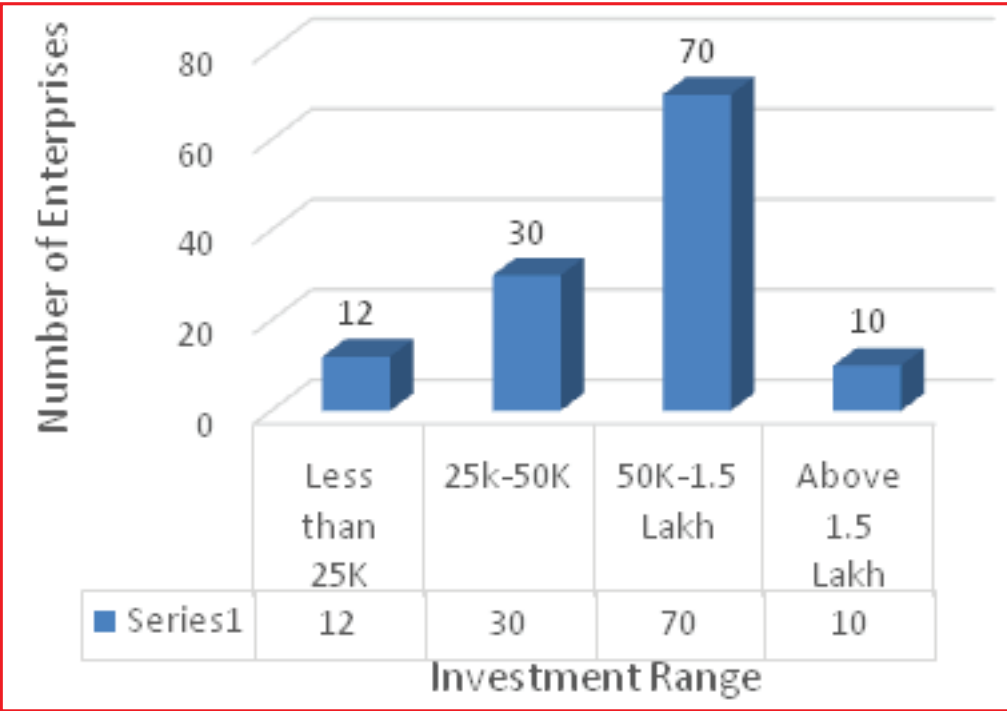
Gender: According to the data, women own 61% of the enterprises while men own 39%. More female-owned businesses demonstrates how the project is fostering women’s entrepreneurship and increasing their access to the workforce.



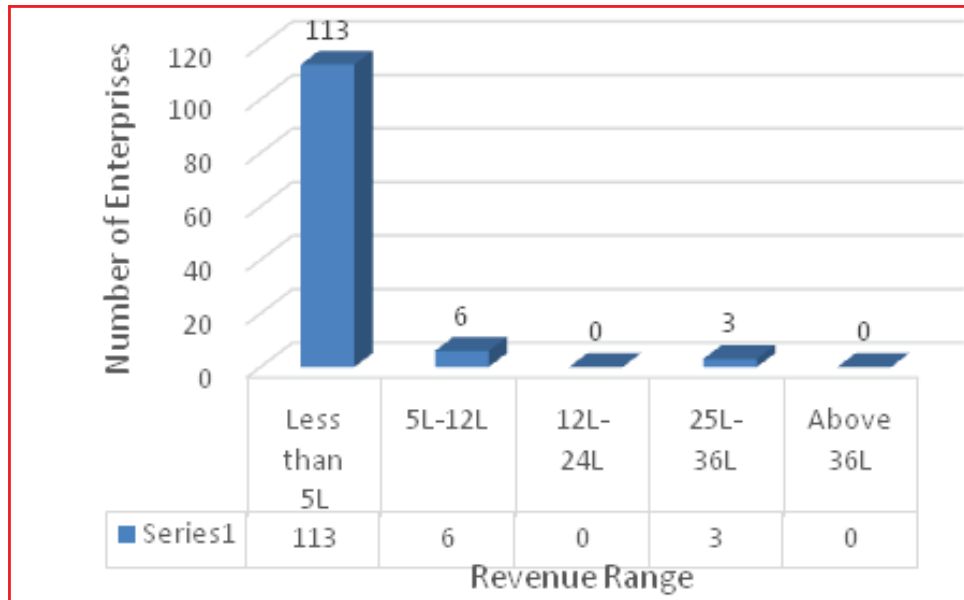
Social Category: The data shows that OBC owns most enterprises in the social category. This amounts to 84 (71%) enterprises, two third of the total enterprises. The ST enterprises account for 29 (24%), while 5 (4%) of SC and 1 (1%) are General category enterprises.



Investment Range: According to data, it is evident that most investments in SVEP Enterprises are in the range of 50K-1.5L with 70 Enterprises, which accounts for more than 50% of the total enterprises, followed by 30 (25 %) Enterprises in the range of 25K-50K and only 10 (8%) Enterprises in above than 1.5L. This shows that most investments in SVEP Enterprises are in the higher range.



Annual Revenue: The data provided shows that the majority of SVEP Enterprises' revenue is below 5L. 6 businesses have revenues between 5 and 12 million, none between 12 and 24 million, and 3 businesses have revenues between 24 and 36 million. There is one business with earnings over 36L.



Bamboo skill training:

One of the major challenges faced by handicraft artisans of rural areas is selling their products correctly. In SVEP Dhalai, bamboo skill training was provided to 18 women and their family members according to the demand and pre-orders received by vendors of the products for a guaranteed sale. Satisfactorily quality delivery will ensure long-time partners with vendors and artisans. BRC Dhalai through its CRP-EP ensures the same until the bamboo production group becomes self-sustainable in the production and sales of the products.



Bamboo skill training to SHG members in Dhalai, Tripura.

3.4.14 Uttar Pradesh

The UP-SRLM entered into a partnership with the Kudumbashree NRO in 2017. This partnership sought to assist UP-SRLM in Phase I of the SVEP implementation in the Najibabad block from 2018 to 2022. Additionally, during Phase II from 2019 to 2023, Kudumbashree NRO expanded their support to the Haswa, Naraini, and Thekma blocks. The Kudumbashree NRO participated in the Phase II block implementation of SVEP during FY 2022–2023. Considering business category, gender, socioeconomic category, investment range, and revenue range, the blocks' overall performance is presented below.

Physical Progress Overview: The data shows the performance of the 3 blocks in achieving their target. Haswa block achieved 78% of its cumulative target of Feb 2023, Thekma block achieved 77% of its target, and Naraini block achieved 75% of its target. All three blocks achieved 77% of their overall target till Feb 2023.

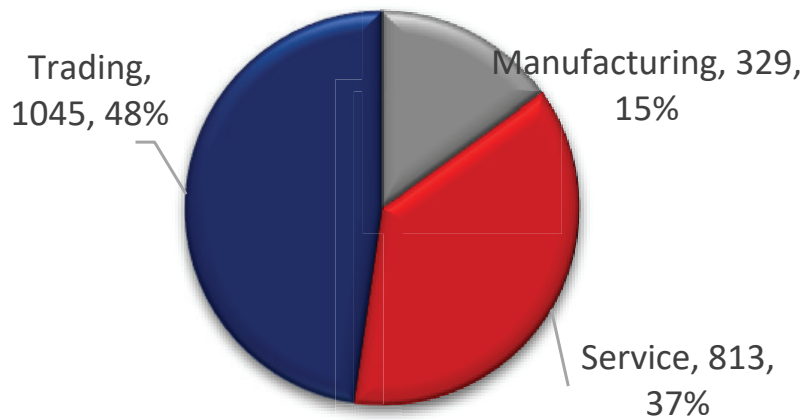
Under SVEP, Rs.19,425,000 has been disbursed across the 3 blocks. A total of 2187 enterprises have been promoted, including 264 existing enterprises and 30 group enterprises. In terms of formalization, 31 enterprises have been enabled with FSSAI license, 253 enterprises with UdhyaAadhar and 53 with PAN card, whilst 13 enterprises have been enabled with other licenses.

Block	Target		Achievement Feb 2023
	4 Years	Feb. 2023	
Haswa	1,317	957	742 (78 %)
Thekma	1,357	985	758 (77%)
Naraini	1,248	916	687 (75%)
Total	3,922	2,858	2187 (77 %)

Business Category

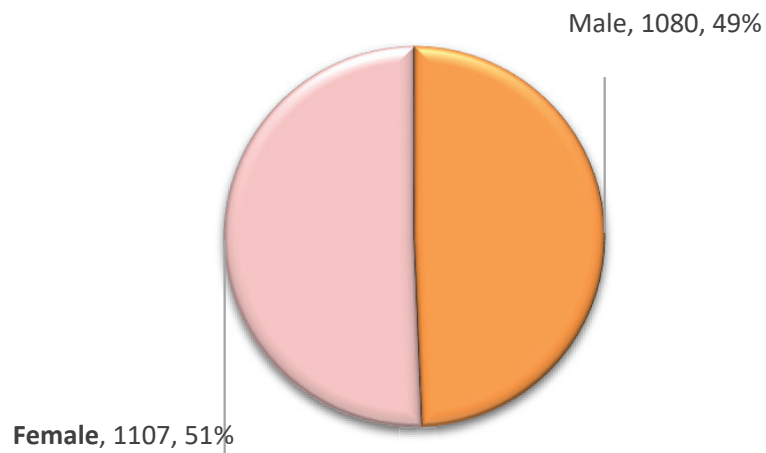
The Trading sector has the highest number of businesses, with 1045, followed by Service, with 813 businesses. Manufacturing has the lowest number of businesses, with only 329. It can be inferred that entrepreneurs may also need more capital to invest in technologies that can give them an edge over their competitors in the service and manufacturing business. Hence, there is a need to emphasize providing the resources, expertise, and knowledge necessary for entrepreneurs to compete in the market.

business category classification

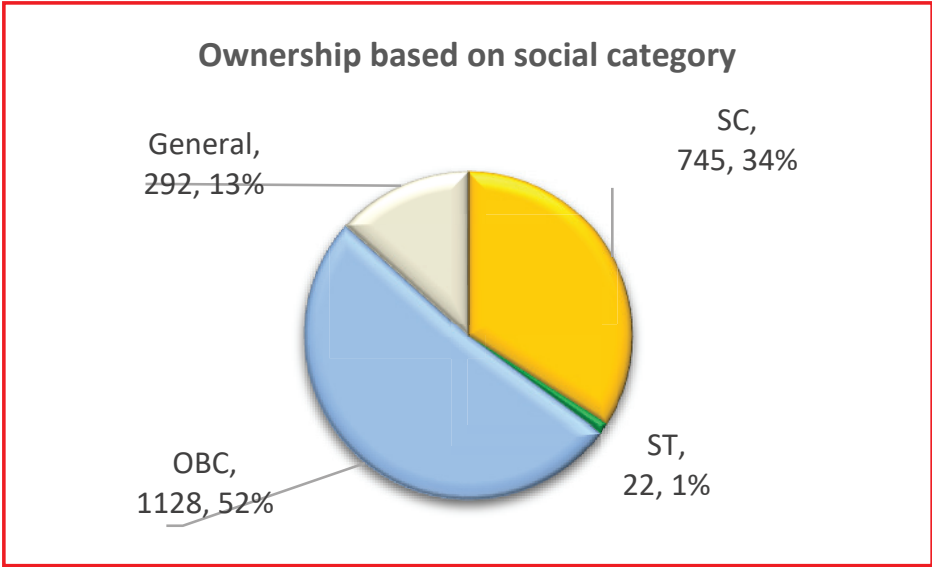


Gender: The chart shows that in terms of gender, there are 1107 female entrepreneurs and 1080 male entrepreneurs. A nearly equal proportion of male and female entrepreneurs are promoted under SVEP. The efforts of the team to ensure gender balance in the entrepreneurial space in SVEP is clearly implied from the data

Ownership based on gender



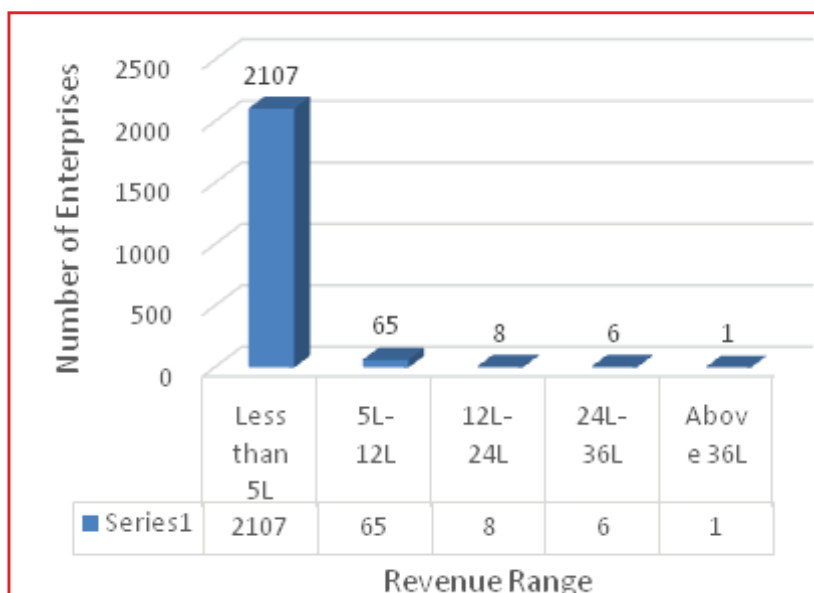
Social Category: One can see that out of a total of 2187 SVEP entrepreneurs in Uttar Pradesh, the majority of them (1128) fall under the OBC group, followed by the SC (745), General (292) and ST (22).



Investment Range: The data shows that investment in SVEP businesses is heavily concentrated in the lower end. 985 enterprises have invested less than 25K, 526 enterprises have invested between 25K and 50K, and 546 enterprises have invested between 50K and 1.5 Lakh. The number of enterprises investing above 1.5 Lakh is significantly lower at 130. This suggests that most SVEP businesses rely on smaller investments to operate.



Annual Revenue: From the data given, it can be seen that most of the revenue of SVEP Enterprises is below 5L, which is around 96 % of total enterprises, followed by 3 % in the range of 5L-12L. It shows that only a few enterprises are earning revenue of more than 5L. Therefore, to increase the annual revenue of SVEP Enterprises, it is necessary to focus on developing strategies to increase its growth potential.



Key Activities/Interventions

BEPC Refresher Training

BEPC assessments of all 3 SVEP blocks conducted by the BAP and FC revealed gaps in their understanding and clarity of the project. In order to fill in these gaps, tailored refresher training was planned according to the requirements of each block BEPC member. The senior mentors of Kudumbashree NRO conducted the refresher training. The focus was to enhance the BEPC members' knowledge of the project and business and strengthen their sense of ownership. The results of this training showed an increase in the BEPC's engagement in project activities and involvement in the field.

ME Formalization Training for CRP-EP

The Micro Enterprise (ME) Formalization Training for CRP-EPs was conducted for CRP-EP of SVEP Blocks focused on capacity building and improving the technical knowledge related to the formalization process. The training aimed to ensure the formalization of SVEP enterprises with on-door support to SVEP entrepreneurs. The training successfully enhanced CRP-EPs' knowledge regarding formal documents such as PAN cards, Udyam Aadhar and FSSAI. The CRP-EPs were also oriented on Gmail and Google, which is significant in generating online documents. Mentors played an integral role in the training. There has been a positive change in the CRP-EPs since the training, with some generating PAN cards, FSSAI and Udyam Aadhar using their mobiles. As a result, ME formalization has received a boost, and the numbers have improved in all the blocks this year.

3.5 Case Studies

Unpacking Sonia's Aspirations-

Sonia lived with her in-laws, husband, and daughter in Bastara, a village in the Gharaunda block of Karnal district, Haryana. As a homemaker, she also took tuition classes for some children in the neighbourhood to uphold the family's financial condition. Her brother-in-law was still studying, and her husband was working in a private company; the household could hardly meet finances despite the fact they both were working.

She got some relief when she joined Self Help Groups (SHGs). She used to take small loans from SHGs to meet the financial requirement of the family. As she became more aware of the livelihood mission, her aspiration to learn and earn increased.

She learned about the Start-up Village Entrepreneurship program in an SHG orientation organized by a Community Resource Person for Enterprise Promotion (CRP-EP). Her ingrained aspiration to make money to make life comfortable for her family found the way. She grasped that the business opportunity would enable her to run the family's financial affairs smoothly. Though full of questions and doubts, she started exploring business ideas. After much thought, she decided to start packaging tape production as there was a requirement from companies near the block.

Everything seemed right, but raising capital was an arduous task for her. CRP-EP Rimple advised her to start a business with a second-hand machine. Sonia took that suggestion and attended the training organized by Block Resource Centre (BRC) to support first-generation entrepreneurs like her in starting a business. The BRC looking at her business plan and capital requirement, also provided a loan of 1,00,000 rupees under SVEP.

Sonia began the packaging tape production. Initially, she struggled, but her strong willpower to run a business led her to build company connections. Her business gradually got the required boost and eventually made ten companies as clients. Currently, she earns around Rs. 80,000 a month through her business. She is contributing significant money to the household and taking responsibility for all major household expenses. Further, she wishes to scale up her business and serve as many companies as possible.



Sonia with her tape production unit

Homemakers who forayed into entrepreneurship

Seema's transition from a homemaker to an entrepreneur has been a source of inspiration to many women like her. A resident of Parasauli village in Thekma block of Azamgarh district, Seema, till July 2021, was like any other homemaker, looking after her husband and two children. Her life changed for the better when she joined a self-help group. Educated as she was, she started working as a 'SamuhSakhi'.

Seema's husband worked for a private company in Mumbai but had to quit his job due to health problems following which her family's financial condition started deteriorating. With limited resources, Seema was burdened with responsibilities like paying for the household, children's education, and treatment of her mother-in-law and husband.

One day a community resource person for enterprise promotion (CRPEP) informed Seema about the SVEP. Seema realized that running a business would help her run the family affairs smoothly. She started exploring the idea of producing detergent powder. Subsequently, she contacted CRPEP and was given training in detergent production. Seema was also offered financial assistance of 40,000 by the SVEP BRC Thekma and started production of detergent with the brand name "Boss". Initially, there were some issues with the product, and she had a tough time selling it in the market. Seema changed the product's formula in response to client demand and started receiving positive feedback from shop owners.

Currently, she is getting 50,000- 60,000, including a profit of 15,000- 20,000 per month, from her business. "The demand for products is increasing. I am able to contribute a significant amount of money to the household and take responsibility for all major expenses. I want to expand my business and build a factory for cleaning supplies so that my company's goods are in high demand," she said.



Seema (entrepreneur) packing detergent powder

Success Story of Rualthanzami: A Tailoring Entrepreneur from East Lungdar

Rualthanzami, aged 36, is a tailoring entrepreneur from Senhri village in Khawlailung Block, East Lungdar district, Serchhip. She belongs to a family of 8 members and has four children. Her husband is a Grade 4 staff at a government high school. Rualthanzami has only 10th standard education, and before marriage, she was already stitching on her own. Apart from her enterprise, she also owns an orange and lemon garden.

Rualthanzami's entrepreneurial journey began at Christmas when she saw the poor people in her community who couldn't stitch their clothes due to a lack of financial resources. This inspired her to start her own business, and she decided to take tailoring as her profession. Rualthanzami was able to start her enterprise with the help of the CRP-EP. With the help of CRPEP, she made a business plan and viability. The CRP-EP also helped her to get a shop in the market in May 2022 and to procure raw materials from Aizawl.

She also got orders from 3 different schools for supplying school uniforms. Rualthanzami also got a CEF (Credit Enhancement Fund) amount of 30000 from SVEP (Socio-Economic Viability and Promotion). Rualthanzami's enterprise is called 'Angles Tailoring', a service enterprise. She invested 20000 of her funds to start her shop, which opened in October 2021. Her monthly revenue is 12000, and her monthly profit is 80000. She has been maintaining records of her enterprise. Rualthanzami wants to expand her business but is facing the challenge of a lack of funds. She is seeking government sector convergence to get more orders from the block. She also wants a sewing machine to make readymade clothes and items like mosquito nets. Rualthanzami's enterprise has had a significant impact on her family. Before she started her business, she had no money to serve them in an emergency. She would often have to borrow from moneylenders during these times. Now, she has a steady income from her business, enabling her to support her children's education. Rualthanzami's plans for the future include giving training to other entrepreneurs and expanding her business. She aims to become a successful entrepreneur and make a mark in her community.

3.6 Learning and Challenges

Delay in Fund Transfer

The delay in transferring funds to BRC offices has had a significant adverse effect on implementing the SVEP. This has caused a lack of resources to carry out the mandatory activities associated with entrepreneurship development under SVEP, a delay in the implementation process, and a decrease in the program's effectiveness. This has made it difficult for BRC to continue with the project planned and has caused a loss of momentum, making it more difficult to generate interest in the program among stakeholders.

DPR Approvals Delayed:

Delay in DPR approvals is another major challenge faced in implementing the SVEP. DPR approvals are the official documents needed to initiate the program and involve detailed plans and strategies for implementing the project. Delays in DPR approvals disrupt the program's timeline, making initiating capacity-building activities for community resource persons challenging.



4. National Rural Economic Transformation Project (NRETP)

4.1 Overview

The Ministry of Rural Development (MoRD) has initiated the National Rural Economic Transformation Project (NRETP) to promote clusters in the farm and non-farm sectors. The project's objective is to enable members of institutional groups to become gainfully engaged in farm and non-farm activities, making them financially viable. NRETP aims to provide technical, capacity-building, marketing, governance, and infrastructure support to facilitate their transition into profitable clusters.

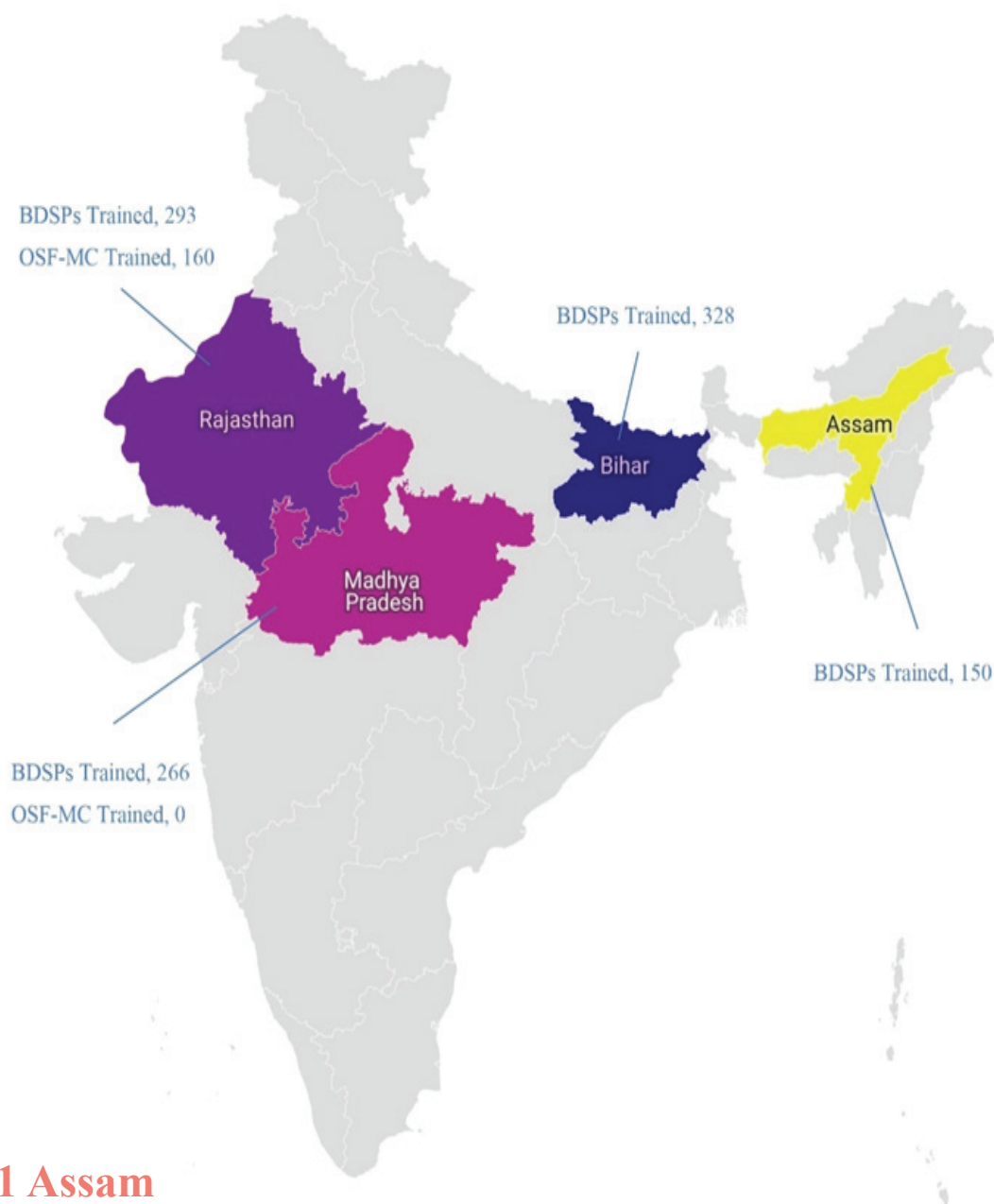
The cluster development component of NRETP supports a variety of clusters which focus on boosting revenue-generating activities. Under the NRETP, Kudumbashree NRO has taken steps to support two vital programs: the One Stop Facility (OSF) program and the Sectoral Cluster program. In the OSF program, Kudumbashree NRO has supported Assam, Bihar, Madhya Pradesh, and Rajasthan SRLMs by training their Business Development Service Providers (BDSP) and members of the OSF Management Committee. The Sectoral Cluster Program is centered on creating and promoting women-run canteen clusters. The Madhya Pradesh, Odisha, and Uttar Pradesh SRLMs have partnered with Kudumabshree NRO for this program.

4.2 NRETP - One Stop Facility (OSF)

Kudumbashree NRO has developed the training materials for BDSPs, namely the Foundation and Growth Module, for NRLM. Foundation Module is an adapted version of SVEP Training in Enterprise Administration, and Management (TEAM) customized to cater to the advanced learning requirement of viability; business plan preparation for BDSPs. The growth Module, on the other hand, caters to the requirement of supporting a nano-enterprise to be on the growth track. It extensively covers five strategies which can be adopted best suited in the context of an enterprise for it to grow. The training modules are developed to provide technical and practical training sessions, assignments, group discussions, outdoor visits, and other relevant field visits as required.

In the FY 2022-23, Kudumbashree NRO provided refresher training to 43 Master Trainers who have undergone training in Foundation Module to support the SRLM in training their BDSPs. Apart from this, a 13-member pool of senior mentors from Kudumbashree NRO has been trained in growth concepts to support the SRLM in their Non-Farm based interventions.

During FY 22-23, Kudumbashree NRO also developed modules for staff training to SRLM under NRETP specifically for DTE-EP and BTC-EP. We have received requests from states to provide capacity-building support for training their staff. Kudumbashree NRO has signed MoUs with the Rajasthan SRLM, Madhya Pradesh SRLM, Assam SRLM, and Bihar SRLM for training BDSPs and Rajasthan SRLM, Madhya Pradesh SRLM for OSF-MC and BDSP for the NRETP.



4.2.1 Assam

Assam SRLM has partnered with the Kudumbashree NRO to seek support in developing the BDSP cadre for the National NRETP. An MoU was signed in August 2021, outlining the details of the collaboration. As per the MOU, 150 BDSPs are to be trained. In line with the MoU, the training of the BDSPs has been completed across 5 districts of Assam. The training consists of a comprehensive curriculum that covers all aspects of business development, including growth components.

4.2.2 Bihar

In September 2021, the Bihar SRLM and the Kudumbashree NRO signed an MoU to support developing and training a BDSP cadre for NRETP. As part of the agreement, the Kudumbashree NRO agreed to train 12 batches of BDSPs across 12 districts of Bihar. Thus far, 328 BDSPs have been successfully trained across the 12 batches in Bihar. In addition to the MoU, the Kudumbashree NRO also delivered service in training District Technical Experts and developing modules for Block Technical Coordinator (BTC) training. The partnership between the Bihar SRLM and Kudumbashree NRO has enabled it to produce competent human resources for the program to contribute to the rural economy and enhance the welfare of the people of Bihar.

4.2.3 Madhya Pradesh

In February 2021, MPSRLM entered into a MoU with Kudumbashree NRO to ensure assistance in developing and training a BDSP cadre for the NRETP. According to MoU, Kudumbashree NRO agreed to train 375 BDSP and 150 OSF-MC across Madhya Pradesh. To date, 266 BDSP have been trained across the state in 9 batches, with the 10th batch still in progress in Rajgarh District. Furthermore, upon the request of MP-SRLMs, Kudumbashree NRO has committed to initiate the training of 150 OSF-MC at the onset of the 2023-24 financial year. The training has equipped the BDSP cadre with the necessary skills to function for the NRETP.



BDSP training in Madhya Pradesh

4.2.4 Rajasthan

In May 2022, the Rajasthan SRLM entered into an MOU with the Kudumbashree NRO to seek support for developing and training BDSPs and OSF-MC cadres for the NRETP. According to MOU, the Kudumbashree NRO agreed to train 365 BDSPs and 150 OSF-MCs across Rajasthan. Subsequently, the Kudumbashree NRO has been conducting training sessions for the BDSPs and OSF-MCs. So far, 293 BDSPs have been trained across the state in 9 batches, and training is still ongoing with 3 batches. Moreover, 160 OSF-MCs are currently undergoing training, and the training is expected to be completed shortly. The primary aim of training sessions is to provide the BDSPs and OSF-MCs with the requisite skills and knowledge to effectively implement the NRETP and enhance the rural livelihoods of the people of Rajasthan.

4.3 NRETP- Food Cluster

The food service cluster's history can be traced to the early 2000s; the Kudumbashree Mission identified the food service sector as a potential avenue for women's economic empowerment. The Café Kudumbashree model was developed to promote and develop women-run food service enterprises. The model involves building community-owned enterprises into professionally run food service units, engaging with the market from a relative position of strength. The approach also focused on developing wider market opportunities for women in the form of food courts and food fests.

One of the unique propositions of the Kudumbashree food service units was the appeal of 'home-cooked' food. The approach from the beginning focused on building women's ability to cook and serve food that was 'local' and 'natural' to them. Each food service unit catered to specific tastes from their social-cultural-geographic specificities. When aggregated at the State level, the Kudumbashree food service units provided diverse culinary traditions and products. This helped in promoting local cuisine and creating employment opportunities for women.

As of September 2020, the Cafe Kudumbashree network in Kerala has a significant presence with 2425 food service enterprises, employing 9825 women who are owner-workers. Catering units are the most common food service enterprises in the Kudumbashree network, accounting for 40% of the total share. Kiosks, tea shops, and mini cafeterias constitute 33% of the enterprises, and 18% are office canteens. Only 9% of the enterprises are categorized as full-fledged restaurants. The presence of a significant number of food service enterprises within the Cafe Kudumbashree network highlights the potential of the network to provide women with employment opportunities and boost entrepreneurship in the food industry. The success of the Café Kudumbashree model has inspired similar initiatives in other states of India.

In October 2018, Bihar Rural Livelihoods Promotion Society (BRLPS) collaborated with Kudumbashree NRO to launch an institutional canteen model known as "Didi Ki Rasoi" in district hospitals in Bihar. As of March 2021, 13 Didi Ki Rasoi are running in district hospitals in Buxar, Purnia, Sheikhpura, Vaishali, Gaya, and other districts. According to an assessment conducted in July 2020, the investment size for Didi Ki Rasoi ranged from Rs. 8,00,000 to Rs. 20,00,000, and these enterprise units were earning an average monthly revenue ranging between Rs. 1,40,000 to Rs. 7,00,000. These impressive figures reflect the success of this initiative in generating income and creating job opportunities for women entrepreneurs in Bihar.

NRLM recognizes the potential of the sectoral cluster program to establish and promote women-run canteen clusters. NRLM included this as one of the components under the cluster development component of the NRETP. On January 4, 2022, the Empowered Committee of the Ministry of Rural Development approved the Diagnostic Study Reports (DSRs) submitted by three states, namely Madhya Pradesh, Odisha, and Uttar Pradesh, for the development of women-led canteen clusters. However, the MoU with the states was delayed due to the need for more clarity on the RFP document.

The Kudumbashree NRO signed an MoU to support as a TSA for the NRETP-Food Cluster with MPSRLM, Odisha and UPSRLM. To initiate the implementation of the project, the respective SRLMs signed an MoU on June 1, 2022, and June 17, 2022, for Odisha and Madhya Pradesh, respectively. The MoU was signed with SRLM Uttar Pradesh on March 19, 2021, but required an addendum to incorporate changes in the DSR.

4.3.1 State Wise Progress

State	Districts		Number of enterprises (1,2 Quarter)			
	Target-3 Years	Covered so far	Target	Entrepreneur Trained	CBO Mobilized	Inaugurated
Madhya Pradesh	25	16	12	125	16	5
Odisha	30	6	12	136	21	7
Uttar Pradesh	25	5	15	0	0	0
Total	80	27	39	261	37	12

In July 2022, the implementation of the sectoral food cluster program was initiated in Odisha, followed by Madhya Pradesh in August 2022. This section provides a detailed overview of the state-wise progress of NRETP Food Cluster implementation in three states of India. The progress of each state is discussed in detail below.

4.3.2 Madhya Pradesh

The partnership between MPSRLM and Kudumbashree NRO for the food cluster program was initiated in June 2022. with the signing of the MoU. The food cluster project aims to promote 110 enterprises based on models that will benefit at least 610 SHG members/households. An approved budget of 11.43 Crores has been allocated for the project. The intervention points for this project are training, start-up & hand holding support and performance improvement support. The project's expected impact on the members is an enhancement of income by at least Rs.8000 per month. The project is expected to provide the SHG members/households with a steady source of income, with the potential to increase it by taking advantage of the training, start-up & hand holding support, and performance improvement support provided.

According to the DSR approved by NRLM, 110 enterprises are to be promoted within three years across 25 districts. The enterprise coverage plan outlines the number of enterprises to be covered each year and the enterprise model-wise target. The first year's target is 27 enterprises, the second year's target is 50, and the third year's target is 33. The enterprise model-wise target is divided into five categories: Canteen Type A, Catering, Kiosk Structure, Kiosk Food Truck, and Canteen Type B (Block Level). The potential number of enterprises for each model is 15, 30, 20, 15, and 30, respectively.

The Project has made significant progress since its inception, the completion of State Team Orientation and Action Plan Finalization on 17th June 2022. An online orientation was conducted for 8 districts to locate and identify suitable areas. Following this, a one-day workshop was conducted in Bhopal, with participation from 15 district functionaries. Kudumbashree NRO placed 1 professional and 3 mentors, and a point person from SRLM for smooth coordination. 4 SRG members have been placed out of the required 8 members, with 3 joined in November 2022 and 1 in January 2023.

An Expert Working Group has been formed at the SMMU level to approve business plans. The Policy and Branding Policy are currently in progress, with the final branding documents yet to be finalized based on the submitted prototype. The SRG Capacity building of SRG has yet to be initiated, and the dates are finalized based on the submitted plan. There is ongoing progress in partnership and scope of convergence with other agencies/ departments.

The project has seen commendable achievement by March 2023, 16 districts covered. The team has identified 38 potential locations and conducted assessments of their viability, prepared floor plans for 26 of them. 23 CBOs have been identified in the vicinity of the selected sites, and mobilization efforts have been conducted for 21 of them. 125 women entrepreneurs have been selected and trained, with a business plan being prepared for all 26 enterprises.

Additionally, possession of the unit to the (NCLF) has been finalized, and the business plans for 23 enterprises have been approved. Moreover, fund transfers to 10 enterprises have been completed, and the formalization of 15 enterprises has been achieved. The target for the first six months was to open 12 enterprises, out of which 5 were set up in the following locations Vallabh Bhawan, the state secretariat in Bhopal, the Collectorate in Raisen District, the Collectorate in Sehore District, the Community Training Centre in Sehore District, and a food truck in Gwalior District.



Inauguration of Canteen in secretariat constituted by MPSRLM with the support of Kudumbashree NRO's Café mentors

4.3.3 Odisha

The partnership between Odisha SRLM and Kudumbashree NRO for the food cluster program was initiated in June 2022. with the signing of the MoU. The food cluster project aims to promote 120 enterprises based on models that will benefit more than 700 SHG members. An approved budget of 11.88 Crores has been allocated for the project. The intervention points for this project are training, start-up & hand holding support and performance improvement support. The project's expected impact on the members is an enhancement of income by at least Rs.8000 per month. According to the DSR approved by NRLM, 120 enterprises are to be promoted within three years across state. The enterprise coverage plan outlines the number of enterprises to be covered each year. The first year's target is 30 enterprises, the second year's target is 54, and the third year's target is 36.

In June 2022, the team completed the State Team Orientation and Action Plan Finalization, followed by the finalization of the Brand Name and Logo. Moreover, in July 2022, a detailed 7-day training program was developed, including practical and theory sessions in Odia, English, and Hindi for entrepreneurs. To ensure smooth coordination and implementation, Kudumbashree

NRO has placed one professional and three mentors on the 25th of June and 25th of July, respectively. Also, the onboarding of 4 out of 8 professionals for the SRG has been completed from SRLM. To further strengthen the project's implementation, a draft document on the Expert Working Group and Advisory Committee has been prepared, which will be finalized soon.

The progress project has been commendable; by March 2023, the project has achieved coverage of 30 districts. The team has identified 30 potential locations for setting up enterprises and conducted assessments of their viability for 16 locations. Business plans and floor plans have been prepared for 6 of these locations, mobilization efforts have been made for 21 CBOs in the vicinity of the selected sites, and 47 women entrepreneurs have been selected and trained. The project has set up 6 enterprises in Kurta, Hemgir, Tangarpali, Subdega, Rairakhol, and Boudh Block offices, and one Kiosk: Mission Shakti Millet Café, started in Pipli block.

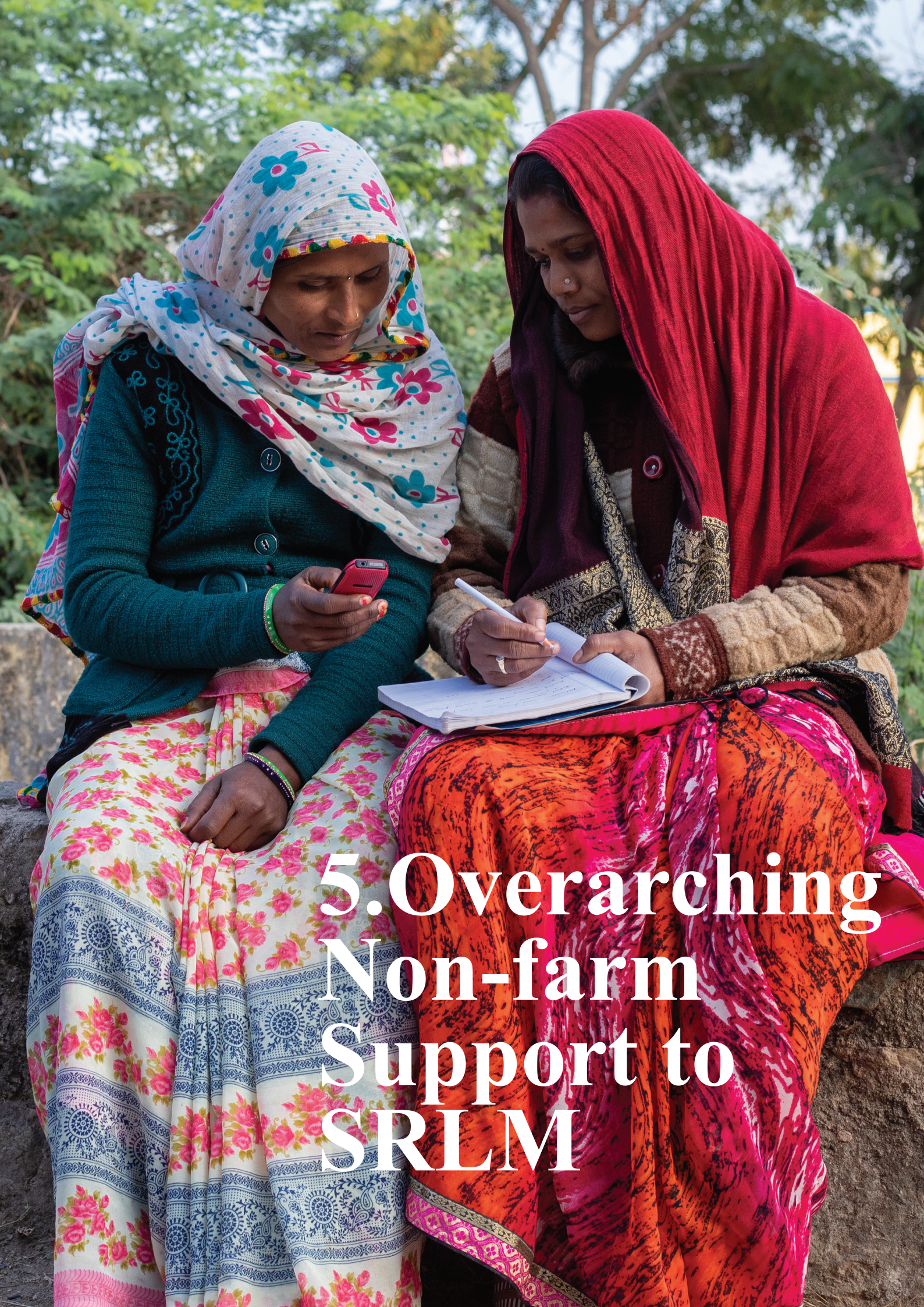


Inauguration of canteen under NRETP in Sundargarh district, Orissa.

4.3.4 Uttar Pradesh

The partnership between the UPSRLM and Kudumbashree NRO for the food cluster program began in March 2022. This project aims to promote 150 enterprises based on sustainable business models to benefit at least 850 SHG members and households. An approved budget of 14.69 Crores has been allocated for the project. The food cluster project will focus on three main intervention points: training, start-up & hand holding support, and performance improvement support. These interventions will help build the SHG members' capacity and enable them to successfully start and manage their own enterprises. The project's goal is to enhance the income of the SHG members by at least Rs.8000 per month.

NRLM approved DSR, which outlines the promotion of 150 enterprises across Uttar Pradesh within three years. However, the project implementation was discontinued due to an addendum that required changes to the MoU, including changes in the implementation strategy. Despite this, the project has made some progress towards achieving its objectives. As of March 2023, the project team identified 11 viable locations for setting up canteens, oriented three community-based organizations, and initiated a business plan for five enterprises.



5. Overarching Non-farm Support to SRLM

5.1 Overview

Apart from the flagship programs of SVEP and NRETP, Kudumbashree has been actively providing extensive support to SRLMs in implementing non-farm initiatives. This support includes the provision of technical guidance, the development of training materials and capacity-building activities. In FY 2022-23, the Kudumbashree NRO extended its support to the SRLMs in areas like Food Sector, Training to SRLM Staff, Resource Pool Development, Implementation of RKI-EDP and MED and Support for Non-Farm Expansion

In the food sector, NRO has provided technical support in implementing interventions in Bihar, Chhattisgarh, Karnataka, Mizoram, and Sikkim. This support has included conducting feasibility studies, developing proposals, training stakeholders, and facilitating the promotion of food sector enterprises. NRO has also facilitated the development of resource pools in Bihar and Kerala, designed to provide technical support to the SRLMs in SVEP expansion and implementing various non-farm livelihood initiatives. Moreover, NRO has trained Goa's SRLM and Project Implementing Agency (PIA) personnel on various topics such as entrepreneurship development, financial management, and marketing. Furthermore, NRO has played a crucial role in facilitating the SRLMs of Mizoram and Tripura in rolling out their Non-Farm Action Plans. Lastly, the NRO has visited Sikkim to strategize implementing the MED program.

State	Area of Interventions					
	Food Sector Interventions	Training to SRLM	Resource Pool Development	RKI-EDP	Support for Non-Farm Expansion	MED
Bihar	✓		✓			
Chhattisgarh	✓					
Goa		✓				
Karnataka	✓					
Kerala			✓	✓		
Mizoram	✓				✓	
Sikkim	✓					✓
Tripura					✓	

5.2 Bihar

The Kudumbashree NRO has extended overarching support to the BRLPS in two core domains: food sector interventions and identifying and developing a state-wide resource pool for non-farm activities. Specifically, the NRO and BRLPS have worked together to explore alternative models along with DidikiRasoi, such as food kiosks, trucks, and central kitchens in the food sector, and identify and develop resource pools for non-farm activities. These efforts are discussed in greater detail below.

5.2.1 Food Sector Interventions

Kudumbashree NRO and BRLPS have been working on Didi Ki Rasoi based on the learnings of Café Kudumbashree models in Kerala. The strategy was field tested on a pilot scale and has shown promising signs of success. Presently, Jeevika intends to explore more opportunities for the SHG network to promote other models like kiosk food trucks and central kitchens with the support of Kudumbashree NRO, seeing the project's potential.

During the year, the Kudumbashree NRO has supported Jeevika in the capacity building of entrepreneurs for 68 Units. Support was extended in the capacity building of Cafe Consultant with ToT for entrepreneurs training. Other supports to Jeevika include a Standard Business Plan for three types of Canteens, Model Prototypes of DidikiRasoi Canteen (A, B, C) and an Operational Manual for food service enterprises



COO, Kudumbashree NRO visiting DidikiRasoi unit

5.2.2 State Resource Pool

The NRO has supported the SRLM in selecting and capacity-building state resource pools for Bihar from the experienced BEPC of SVEP blocks. It is envisaged that the state resource pools will play a crucial role in the expansion of non-farm interventions of the state. A total of 26 SRGs from Bihar, across 12 blocks, were selected and trained. Their capacities have been developed to train and build capacities of the new BEPC, mentor and community cadre for SVEP and non-farm expansion. Furthermore, the State Resource Pools from Bihar were given orientation to the NRETP to train the OSF-MC programs.



State resource pool training

5.3 Chhattisgarh

Kudumbashree NRO supported a BRC Balrampur of Chhattisgarh SRLM to establish a permanent food court called BihanChaupati in the Balrampur block of Balrampur district. Chhattisgarh district SRLM team and district-level government departments supported in providing the platform to rural entrepreneurs by offering infrastructure with facilities for setting



Chaupati developed by BRC, Balrampur with the support from Kudumbashree NRO and BalrampurDistrict staff

up the food court. NRO conducted capacity-building activities for entrepreneurs under SVEP to promote food service enterprises. BRC Balrampur has supported the trained entrepreneurs in establishing the food court, for which planning, and viability preparations were made. A bank loan of 2 lakhs has been taken to meet the financial requirement for this purpose. The Gram Panchayat provided infrastructure development support, while the Nagar Palika provided basic cleaning, electricity, and dustbin for the area. Under BihanChaupati, SVEP BRC promoted 6 enterprises with special menus and storage rooms. BRC provided handholding and performance tracking to these enterprises through CRP-EP. An agreement was signed between BRC and entrepreneurs to ensure smooth business operations.

5.4. Goa

Kudumbashree NRO conducted a three-day workshop for the Goa SLRM and its PIA to facilitate the implementation of the SVEP. The workshop was held to train participants on the Field Facilitation Guide curriculum, which primarily focuses on understanding the SVEP process within the NRLM framework. Representatives from PIAs, and SRLM attended the workshop. The workshop allowed all stakeholders to exchange ideas and learn from each other's experiences. The workshop covered various topics, such as the mobilization of CBOs, identification of entrepreneurs and the ME development Process, providing handholding support to entrepreneurs, and budgetary components under SVEP. The NRO facilitators also discussed the budgetary components of SVEP and the different ways the funds can be used to support the SVEP implementation. They also discussed the importance of monitoring and evaluating the SVEP and the need to document all activities properly.

Kudumbashree NRO employed various methods, such as interactive sessions and group activities, to impart knowledge and ensure the participants' optimum understanding of the scheme. The NRO also utilized SVEP-IEC materials developed by NRO to deliver the training. The interactive sessions, conducted over three days, covered a wide range of topics, including the basic framework of the SVEP, details of the PIA and SRLM roles and responsibilities, the importance of and scope for community participation, and the role of the PIA and SRLM in the process of mobilizing beneficiaries and monitoring activities under SVEP. The group activities, meanwhile, encouraged the participants to think critically and apply the knowledge they had acquired during the training. Some activities included formulating a plan of action and developing strategies to ensure that the plan was implemented effectively. At the end of the workshop, the NRO helped the SRLM and PIA to develop a three-month action plan for SVEP implementation.



Kudumbashree NRO team with Goa SRLM staff; SRLM Orientation on SVEP

5.5 Kerala

The Kudumbashree NRO has leveraged its extensive experience working with different states across India, including the experience gained through its work in Kerala. Building on this experience, the Kudumbashree state mission sought support from the Kudumbashree NRO in two vital areas: entrepreneurship development to implement the state government's flagship program, Rebuild Kerala Initiative and the identification and development of a state resource pool for developing a community cadre for SVEP. These measures are discussed in detail below.

5.5.1 Rebuild Kerala Initiative- Entrepreneurship Development(RKI EDP)

The Government of Kerala launched the Rebuild Kerala Initiative with World Bank funding to combat the severe devastation caused by consecutive floods in 2018 and after. Kudumbashree Mission, the State Poverty Eradication Mission of Govt. of Kerala, being a partner in the initiative, started a livelihood program similar to Start-up Village Entrepreneurship Program (SVEP), called Rebuild Kerala Initiative- Entrepreneurship Development Program (RKI EDP). The Program's design helps develop and sustain non-farm livelihoods for the poor to foster post-flood livelihood support in the identified blocks.

Kudumbashree NRO has supported Kudumbashree mission in implementing the program across the 14 blocks in 8 districts and trained the Micro-Enterprise Consultants (MECs) and Block Nodal Society for Enterprise Promotion (BNSEP) members. The program has succeeded in establishing 7,736 non-farm enterprises as of December 2022 and currently has 211 active MECs and 202 BNS-EP members.

For the next level of interventions in the blocks, Kudumbashree NRO also extended support in preparing a DPR, focusing on locally available resources and their market potential. The DPR and Baseline study was done in several rounds, involving the SRLM staff and cadre, and gives an overview of the potential scope of the block in developing non-farm enterprises linked to Agriculture, Animal Husbandry, Fisheries, Non-Timber Forest Produce, as well as Tourist areas, Festival Markets and through convergence with Government schemes.

Sr. No.	District	Block	Achievement
1	Alappuzha	Champakkulam	489
2	Alappuzha	Chengannur	517
3	Alappuzha	Veliyanad	508
4	Ernakulam	North Paravoor	712
5	Idukki	Adimaly	627
6	Idukki	Devikulam	604
7	Kasargod	Parappa	618
8	Palakkad	Mannarkad	379
9	Pathanamthitta	Pulikkeezhu	657
10	Thrissure	Chalakkudy	295
11	Thrissure	Cherppu	329
12	Thrissure	Mathilakom	518
13	Wayanad	Kalpetta	709
14	Wayanad	Mananthavady	774
Total			7736

Best Practices in RKI-EDP blocks:

Although Community Enterprise Fund is a crucial component of RKI EDP, this may not be sufficient to meet all the requirements of enterprises promoted through RKI EDP. In order to support larger enterprises, the initial capital required for startup may not be met through CEF. Based on the requirements, the MECs should support the entrepreneur in availing bank loans. The BNSEP committee should initiate methods to build relationships with various banks within the block, through frequent visits, follow ups and other initiatives such as Bankers Meet. The BRC should also follow up on the loan repayments so that the banks continue to maintain a healthy relationship with the BRC, to facilitate further financial support.

The BNSEP committee, while making the Joint Action Plan every quarter or half yearly basis, ensures that the bank linkages form major interventions for the planned period of project implementation. CBO Ownership in the project makes the community leaders from the

Kudumbashree network at the ADS, CDS and BNSEP level to constantly monitor and advocate these bank linkages as planned. The RKI-EDP blocks ensure that the CDS chairpersons and ME convenors do a regular follow up with the banking institutions about the bank loans applications submitted.

Due to these efforts, the bankers were familiar with the Kudumbashree system of community network as well as the role and functioning of CDSs in panchayats. The banks had issued guidelines related to the Kudumbashree network. Further, the RKI-EDP block teams invite bankers to visit the micro-enterprises under the project. Bank Managers visit the enterprises before the sanction of particular loans for RKI-EDP entrepreneurs. This constant communication has built a good rapport between the CDSs and the banks, helping entrepreneurs achieve higher bank linkages.

Sl. No.	District	Block	Cumulative Achievement till Dec 2022		
			No. of Bank Loans applied for	No. of Bank Loans Approved	Amount of Bank Loans approved
1	Alappuzha	Champakkulam	19	8	28,65,300
2	Alappuzha	Chengannur	20	18	39,00,000
3	Alappuzha	Veliyanad	13	7	30,90,000
4	Ernakulam	NorthParavoor	97	83	2,28,09,999
5	Idukki	Adimaly	18	11	63,00,000
6	Idukki	Devikulam	14	10	37,87,500
7	Kasargod	Parappa	83	72	2,49,90,000
8	Palakkad	Mannarkad	12	10	11,30,000
9	Pathanamthitta	Pulikkeezhu	21	10	29,70,000
10	Thrissur	Chalakkudy	28	17	34,50,000
11	Thrissur	Cherppu	14	8	27,20,000
12	Thrissur	Mathilakom	7	6	12,05,000
13	Wayanad	Kalpetta	36	34	98,10,000
14	Wayanad	Mananthavady	33	27	96,40,000
Total			415	321	9,86,67,799

Around 986 lakhs of bank linkage loans have been provided to entrepreneurs in the 14 RKI-EDP blocks. The following practices have also led to this result, and hence needs to be continued in the upcoming years-

- MECs in many RKI blocks are given special training on bank projects in order to be prepared to submit a project proposal and follow up its progress.
- BRCs also host quarterly bankers meet at BRC to discuss the SVEP and RKI-EDP programs, their structure, functioning, stakeholders, and scope of banks converging with the project. They also provide RKI-EDP and SVEP exposure to the banking officials through micro-enterprise visits.
- The Block Level Bankers Committee (BLBC) meeting is attended by stakeholders of a project, such as the MECs, Mentor, and DPM. At the meeting, the status of bank loan applications is presented, and pending loans are discussed.
- The BNSEP committee meets regularly to monitor the status of bank loans, including the number of loans rejected and pending. They discuss possible interventions to improve bank linkages and implement joint action plans.
- The Bank Monitoring Committee is an initiative of the Kudumbashree network, operating at the leadership of CDS at the Panchayat level. The committee meets monthly to ensure bank services are provided to the needy in the area.



Market promoted in RKI-EDP blocks



Bicycle club activity in veliyanad block; food for the participants supplied by RKI-EDP entrepreneurs

5.5.2 State Resource Pool

The NRO has supported the SRLM in selecting and capacity-building state resource pools for Kerala from the experienced BEPC of SVEP blocks. It is envisaged that the state resource pools will play a crucial role in the expansion of SVEP across state. A total of 29 SRGs from Kerala, across 14 blocks, were selected and trained. Their capacity has been developed to train the new BEPC, and community cadre for SVEP expansion.

5.6 Mizoram

The Kudumbashree NRO has played a crucial role in facilitating the Mizoram SRLMs for non-farm livelihoods. The NRO's support has focused on two core areas: food sector interventions and helping in Action Plan for non-farm expansion. These interventions are discussed in more detail below, highlighting efforts towards setting up a Permanent Food Court in Thenzawl and supporting the SRLM in planning strategies for implementing the Action Plan.

5.6.1 Facilitation in rolling out the Action Plan

The Kudumbashree NRO was invited by the SRLM of Mizoram to provide facilitation support in the rolling out of the state's Action Plan for the promotion of the Non-Farm Livelihoods for the year 2022-23. The NRO accepted the invitation and participated in the Annual workshop hosted by the Mizoram SRLM. During the workshop, the NRO supported the non-Farm teams of the SRLM in planning the strategies for implementing the Action Plan and identifying the essential areas to focus on to create an enterprise-friendly environment at the block level. The NRO offered advice and guidance on the various components of the Action Plan, explicitly highlighting the areas that needed to be addressed to create a conducive environment that encourages and promotes Non-Farm Livelihoods. The NRO also helped the SRLM identify and develop strategies to benefit both states' local economic development.



Kudumbashree NRO supporting MzSRLM in rolling out of MED & SVEP AAP

5.6.2 Food Sector Interventions

Kudumbashree NRO has been supporting the block team of SRLM in setting up a Permanent Food Court in Thenzawl. The SVEP team has completed a café viability study, prepared a Business Plan for the food court, and prepared input on the layout plan and utensils with the help of café mentors from kudumbashree NRO. Additionally, a strategy for entrepreneur identification has been developed, and two group entrepreneurs have already been selected. Planning is underway for the training of entrepreneurs.

5.7 Sikkim

Sikkim SRLM received support from the Kudumbashree NRO for MED and food sector initiatives. The below section delves deeper into these interventions, focusing on establishing a food enterprise in Pakyong, Rhenock, and Parakha, as well as the Kudumbashree NRO's role in assisting the SRLM in developing implementation strategies for MED.

5.7.1 Recce Visit in Namchi and Soreng District

Sikkim SRLM has proposed implementing the MED project in 12 blocks across 4 districts of Sikkim in the AAP of 2022-23. SRLM has selected Kudumbashree NRO as the technical support agency for the MED project. The implementation and scope of work of NRO needed to be strategized based on a thorough understanding of the community's involvement in non-farm interventions, the role of different cadres in supporting the community members, and the facilitation of different line departments to formulate a proper mechanism. Hence, a three-day recce visit was conducted by the Kudumbashree NRO team from 14th to 16th October 2022 in Daramdin and Chumbong blocks from Soreng district and Namchi and Jorethang block from Namchi District. A detailed report was submitted to the state with significant observations, learning and reflections.

5.7.2 Food Sector Interventions

Kudumbashree NRO has extended its support to block team of Sikkim SRLM in promoting food service enterprises with the support of SVEP. Kudumbashree NRO has provided technical assistance to SRLM in identifying suitable locations and enterprise models for promoting food service enterprises. The location identification process involved assessing the demand for food service enterprises in different locations.



Tin café promoted in sikkim under SVEP

5.8 Tripura

The Kudumbashree NRO was invited by the SRLM of Tripura to provide facilitation support in the rolling out of the state's Action Plan for the promotion of the Non-Farm Livelihoods for the year 2022-23. The NRO accepted the invitation and participated in the Annual workshop hosted by the States of Tripura SRLM. During the workshop, the NRO supported the non-Farm teams of the SRLM in planning the strategies for implementing the Action Plan and identifying the essential areas to focus on to create an enterprise-friendly environment at the block level. The NRO offered advice and guidance on the various components of the Action Plan, explicitly highlighting the areas that needed to be addressed to create a conducive environment that encourages and promotes Non-Farm Livelihoods. The NRO also helped the SRLM identify and develop strategies to benefit both states' local economic development.

5.9 Non-Farm Apprenticeship Program

The Non-farm Apprenticeship Program, an initiative of Kudumbashree NRO, is an excellent opportunity for the SRLM to expand its non-farm-based livelihood interventions in the state under NRLM. The Program is designed to provide practical exposure to SRLM and government personnel on non-farm interventions and activities, identify potential issues and challenges, and provide on-site guidance and practical skills.

One of the significant benefits of the program is that it allows the SRLM to learn from the experiences of the Kudumbashree. Kudumbashree NRO has facilitated exposure visits for SVEP BPMs from Jharkhand, Chhattisgarh, and Rajasthan SRLMs. This exposure provides an opportunity to learn about successful non-farm interventions implemented in Kerala and how these interventions were developed and implemented.

Additionally, a customized 7-day non-farm exposure visits have been provided to the Mizoram SRLM. This exposure helps the SRLM learn about non-farm interventions that have been successful in Kerala and how they can be adapted to suit Mizoram's specific needs and requirements.

A standardized non-farm apprenticeship has been developed and delivered to SRLM personnel from Arunachal Pradesh and Sikkim. This program helps SRLMs to ensure that the non-farm initiatives and programs planned in states are effective and well-targeted. The program is designed to provide hands-on experience in non-farm activities such as food processing, handicrafts, and tourism. The apprenticeship program was intended to equip SRLM personnel with the necessary skills to implement non-farm livelihood interventions effectively.

Non-farm Apprenticeship Program is a remarkable initiative by Kudumbashree NRO, which has the potential to substantially contribute to the strategies of the SRLM in expanding non-farm-based livelihood interventions in the state under NRLM. The program provides practical exposure to non-farm interventions and activities, offers guidance and practical skills, and ensures that non-farm initiatives and programs planned in states are effective and well-targeted.



6. The Aajeevika India Food Court

6.1 About Ajeevika India Food Court

Kudumbashree's foray into the food service sector began very early when women-led food-based micro-enterprises were promoted. The mission made remarkable efforts to promote women entrepreneurs in food service with home-cooked meals as the USP of their businesses. Cafe Kudumbashree is an umbrella brand under which Kudumbashree promotes several canteen/ catering units. This brand aims to create high-standard food service business models by raising the standards of hospitality in catering and restaurant enterprises. Kudumbashree has focused on universalizing the operations of cafe/catering units under the brand through specialized training, technology, and management support and further bringing individually commissioned projects under one umbrella.

The concept of India Food Court was developed in 2015 when a Malayalam news daily, Mathrubhumi, collaborated with Kudumbashree for their Mega Consumer Festival at Thiruvananthapuram. The idea was conceptualized to provide a common platform for marketing the diverse food traditions of India under a single roof. With its grand success, the second food court was organized with SARAS Mela, held at Kollam in 2016.

In 2019, NRO broadened its support to the Food Court to a national level, launching the India Ajeevika Food Court at India Gate in New Delhi. India Ajeevika Food Court is an initiative to promote the authentic rural cuisines of India at a national level platform. The warm response to the fusion of art, craft, culture, and food has made these food courts an annual occurrence and are now organized jointly with SARAS melas in collaboration with the Ministry of Rural Development. To date, the national resource wing of Kudumbashree, known as Kudumbashree NRO, has organized more than eleven such food courts, which has witnessed the participation of more than 1200 entrepreneurs from 15-20 States and UTs across India.

The success of the India Food Court lies in its unique approach to following a standard protocol of operation where a healthy, hygienic environment is ensured at every level of program conduct. Further, the uniform standards, personal and kitchen hygiene practices, maintenance of clean dining space, scientific waste management, proper medical checkup, compliance to legal formalities, and food and fire safety norms. etc., are Some areas of emphasis taken care of through proper training sessions before the start of the food court event. The participating entrepreneurs are provided with a detailed orientation on the standard norms, dos, and don'ts of the food court that helps their familiarisation with the professionalism required in running a food service business. In addition, India Food Court adheres to the green protocol and therefore tries not to use plastic or other non-biodegradable materials as much as possible. The art and design of the stall are also done using natural materials such as jute and coir.

Kudumbashree NRO has developed a human resource pool to facilitate such food courts. The team includes master chefs and trainers from AIFRHM (Adebha Institute for Food Research and Hospitality Management, a Yuvashree enterprise under Kudumbashree, formed to aid this process), support staff, mentors, and development professionals from Kudumbashree NRO. Another set of HR supporting the entrepreneurs is the Cafe mentors, who have been identified and trained by Kudumbashree NRO in food service administration and management.

Through this initiative, 12+ Food Courts have been set up across India, including at National-level SARAS Melas. The Food Courts have provided opportunities to over 300 first-generation food service entrepreneurs from rural India to be trained and certified in providing quality and hygienic food services. Over 5.82+ crores of revenue have been generated through these initiatives, indicating this event's extent and success. With such platforms, the women from the

SHG network have gotten a chance to convert their traditional knowledge of food into economic activity. The units participating in such platforms have realized a higher profit margin in the food service business. The exposure has helped women develop a professional knowledge of business operations, stock management, marketing techniques, hygiene, food quality, customer relations and customer service.

Ultimately, the model aims to create acceptability for SHG-based food service units and products, mainstreaming them by providing support under the national brand of Aajeevika India Food Court to serve 'India on your plate.' The initiative has set new entrepreneurship culture in the cafe and canteen sector, creating awareness of the importance of such platforms for our SHG women and creating an end-to-end cycle of prosperity from SHG to SHG.

6.2 Highlights for FY 2022-23



Kudumbashree NRO has supported the regional fest and AajeevikaIndia Food Court (IFC) initiative by providing technical assistance to the SARAS team and entrepreneurs across India. NRO has been working closely with the SRLM to identify entrepreneurs based on the customer base of a specific location, along with providing inputs in the layout and floor plan for IFC to ensure efficient utilization of the space. In addition, NRO has been managing the purchase and store management for IFC facilitation, revenue management through a coupon-billing reconciliation system, and ensuring quality control through health and hygiene, fire and safety, routine cleaning, and waste management. NRO has also supported entrepreneurs in training and building capacity for better business management. This has enabled IFC to provide quality food to customers at an affordable price.

Name of the event	Venue	Period	States	Stalls	Entrepreneurs	Total sales
Regional Saras Fair	Trivandrum	2022 April	13	24	96	8,242,520
AIFC- SARAS Gurugram	Gurugram	2022 Oct	17	23	108	5,152,210
SARAS Food festival	Delhi	2022 Nov	15	21	90	12,247,840
Regional Saras Fair	Kottayam	2022 Dec	13	23	90	10,224,410
AIFC- SARAS NOIDA Haat	Noida	2023 March	18	28	112	67,40,000
		Total				42,606,980

In the financial year of 2022-23, Kudumbashree NRO supported the National and Regional SARAS in setting up 5 Food Courts in various cities. The first Food court of the financial year was set up in the Regional Saras Fair held in Trivandrum in April 2022, where 13 states participated with 24 food stalls and 96 entrepreneurs. The event was a great success, with the total revenue earned amounting to 8,242,520. This was followed by the Food Court set up in SARAS Gurugram in October 2022, where 17 states participated with 23 food stalls and 108 entrepreneurs, generating 5,152,210 in revenue.

The Delhi Food Fair in November 2022 saw 15 states participating with 21 food stalls and 90 entrepreneurs, resulting in a total revenue of 12,247,840. In December 2022, the food court was set up in the Regional Saras Fair held in Kottayam, with 13 states participating with 23 food stalls and 90 entrepreneurs, generating 10,224,410 in revenue. Finally, the SARAS in Noida held a Food Court in March 2023, with 18 states participating, 28 food stalls and 112 entrepreneurs, generating a total of 67,400,000 in revenue. Throughout the year, entrepreneurs from all around the country participated in the events, offering a wide range of delicacies. The events were popular, attracting thousands who enjoyed the food, music, and atmosphere. The events were a massive success, with a total revenue of 42,606,980 from the food courts.



Crowd in IFC at Connaught place



7. Resource Development

7.1 - Overview

Kudumbashree NRO has completed ten years of its journey supporting the SRLMs in implementing the non-farm programs and strengthening the capabilities of the community resources in different partner states. As a resource organisation, to be able to provide services as per the requirements, NRO have always invested in developing resources of all sorts. These are categorized into Human resources and knowledge resources. The major objective behind immense investment in resource development is to ensure knowledge transfer and sustainability through the knowledge repositories and stakeholders like mentors and master trainers through whom the knowledge is delivered to the community members.

7.2 Human Resources

Over the last decade, Kudumbashree NRO has been providing its support to SRLMs in implementing and developing non-farm livelihood programs and interventions. The primary aim of these programs has been to promote rural enterprises by adopting innovative strategies and models for enterprise development. To ensure the success of these initiatives, Kudumbashree NRO has continuously focused on building the capacity of existing human resources and developing new ones.

In the past ten years, Kudumbashree NRO has trained over 1,000 CBO members, 1,800 Community Resource Persons for Enterprise Promotion (CRPs-EP), 273 mentors, and more than 200 master trainers from over 100 Blocks. These individuals have received training in various aspects of non-farm livelihood programs, such as project design, financial management, leadership, stakeholder management, and soft skills. The training of these individuals has been instrumental in implementing and succeeding non-farm livelihood programs at the grassroots level.

Currently, The Kudumbashree NRO has a team of 21 professionals working to implement various programs such as SVEP, MED, RKI-EDP, and NRETP across 11 states in India. The NRO has a team of professionals at the Head Office comprising 6 professionals responsible for capacity building, monitoring, and evaluation. The Program Manager oversees the organization's activities to ensure their success.

The NRO have 90 active Mentors who play a vital role in the organization's off-field and on-field operations. These mentors provide mentorship and support to the community cadre and are responsible for implementing non-farm livelihood and entrepreneurship programs in Kerala and partner states. The Mentors' team comprises 30 mentors from partner states and 60 professionals from Kerala, including 7 MCG members and 15 senior mentors.

The NRO has nurtured 78 new mentors, including 38 Cafe mentors, recognizing the need and demand from SRLMs seeking support in non-farm livelihood programs. The Cafe mentors are specially trained to support co in setting up cafes and other food-related businesses.

Furthermore, the NRO has 140 Master Trainers working with the organization to build community cadre capacity for SVEP and NRETP. Of these, 45 Master Trainers are from Kerala, while the remaining 95 Master Trainers are from partner states. The Kudumbashree NRO's focus on building capacity through its Master Trainers and Mentorship ensures that the initiatives implemented are successful and sustainable in the long run. The Kudumbashree NRO has a highly skilled and dedicated team of professionals working tirelessly to promote entrepreneurship and livelihood programs in India.

7.2.1 Mentors Development

Kudumbashree NRO has also focused on leveraging its experience and expertise to support SRLMs in the food service domain along with SVEP and NRETP. Food service is an easily accessible opportunity for food service enterprises, utilizing the existing skill sets of women and opening opportunities to enhance the livelihoods of women entrepreneurs. The potential for promoting budgetary food service enterprises has also been observed in SVEP and other non-farm interventions like MED.

Therefore, FY 2022-2023, the Kudumbashree NRO has taken a significant step in developing and training 38 Community Professional/ Cafe mentors for food cluster project and more than 40 mentors for SVEP/MED/RKI-EDP. These mentors have expertise in their domain to support community-based entrepreneurs in managing and operating food service enterprises. These mentors guide and support women entrepreneurs in business planning, financial management, marketing, and operational management. This support is critical for the success of food service enterprises, as many women entrepreneurs lack the necessary skills and resources to run a business. These new mentors have extensive experience working in the field and have been selected to participate in an immersive learning process.

The mentor development process is designed to equip mentors with the skills and knowledge necessary to help implement non-farm programs in partner states. The program was an immersive learning experience that included classroom learning, field practicum, assignments, and internal assessments. This comprehensive approach ensures that the mentors receive a well-rounded education that prepares them for their new roles as trainers and mentors.

The immersion program is structured to cover all aspects of project knowledge, financial statements, leadership, stakeholder management, understanding non-farm livelihoods, and foundation courses on soft skills and business management. By covering these areas, the mentors are equipped with the necessary knowledge and skills to establish better systems and processes for implementing non-farm programs.

The mentor development process was rigorous and spanned from the selection of candidates to the final presentations. This ensures that only the best candidates are selected for the program and receive a thorough education that prepares them for their new roles. The program also includes a one-month field practicum, where mentors get hands-on experience working with communities and implementing programs.

7.2.2 Development of Master Trainer Pool

Kudumbashree NRO has identified a crucial need for proficient and knowledgeable trainers to impart the necessary training and support to community cadres associated with non-farm-based programs. The goal of this initiative is part of Kudumashree NROs commitment to providing quality support to SRLM cadres with efficient competency so that they can help the rural entrepreneur to establish and operate prosperous businesses.

In response to this requirement, Kudumbashree NRO has been developing master trainers from both Kerala and partner states. These master trainers have been a useful pool for SRLMs too in offering trainings to the other community resources in business management. In the previous fiscal year, Kudumbashree NRO has developed a new cohort of 45 proficient master trainers from partner states. These trainers possess comprehensive experience working with SVEP/MEC and have completed specialized business management and administration training. Additionally, they exhibit an in-depth comprehension of the challenges and opportunities

confronted by entrepreneurs in their respective states and possess the requisite skills to provide customized training and support to these entrepreneurs. The master trainers are responsible for conducting training sessions for community cadres such as CRPEP, OSF-MC, and BDSP of the SVEP and NRETP programs.

7.3 Knowledge Resources

Kudumbashree NRO has developed a range of knowledge resources as part of its efforts and commitment to contribute to rural communities' local economic development. Kudumbashree NRO has taken several steps to develop knowledge resources for the SVEP/NRETP program and similar non-farm interventions to support entrepreneurship and micro-enterprises in rural India.

One such resource is the *Field Facilitation Guide* (FFG). This comprehensive document serves as a handbook to the SRLM team, government personnel, field facilitators working for the SVEP program, and other non-farm interventions. The FFG covers all aspects of the SVEP, detailing stakeholders' processes, roles, and responsibilities, from preparatory activities to monitoring and evaluating SVEP.

In addition to the FFG, Kudumbashree NRO has also developed *Information, Education, and Communication* (IEC) materials for the SVEP program. These materials include a flip chart and video that provide nuances on the SVEP process and insights into entrepreneurship. The IEC materials have been designed to make the SVEP program understandable to various stakeholders, including entrepreneurs, field facilitators, and community members.

Kudumbashree NRO has also undertaken documentation of Phase II SVEP blocks as part of the closure/exit exercise. The documentation exercise has been conducted across 15 states, and **16 short videos have been developed on various innovative enterprises and best practices**. These resources may be used to replicate similar interventions across other blocks, thereby extending the impact of the SVEP program.

Furthermore, Kudumbashree NRO has created **5 short videos to document the stories of resource persons**, such as mentors and master trainers from Kerala and partner states. These videos serve as an inspiration to others and depict the impact of the SVEP program on the lives of individuals and communities.

Apart from the videos, Kudumbashree NRO has also developed a *photo book and postcard booklet at Noida's Aajeevika India Food Court*. The book features various elements across the fest, bringing together a glimpse of the entire fest. *Modules, Standard Operating Procedures, prototype documents, menus, and recipes* have also been developed under the food domain. These resources can help to promote entrepreneurship and micro-enterprises in the food sector, thereby contributing to the growth of rural economies.

Overall, Kudumbashree NRO's efforts to develop knowledge resources for non-farm interventions have been instrumental in promoting entrepreneurship and micro-enterprises in rural India. These resources can help build the capacity of concerned stakeholders and other program implementers, guide entrepreneurs, and present the program's impact on individuals and communities.

7.4 Workshops

In the FY 2022-23, Kudumbashree NRO hosted multiple workshops to facilitate learning, sharing of knowledge, and developing plans for implementing non-farm livelihood interventions. The workshops included Northeast specific workshop on Non-farm livelihoods, Annual Progress review workshop and Action Plan Roll out FY 22-23, Half yearly review workshop, Senior Mentors/MCG workshop on action plan of thematic interventions, and Mentor Development. These workshops focused on various non-farm interventions such as product development, community-based marketing, community-based tourism, food-based interventions, and mentor development. The workshops aimed to equip professionals, mentors, and community leaders with skills and knowledge to implement non-farm livelihood programs successfully. The workshops facilitated cross-learning and discussions on critical issues and requirements of the Non-Farm Sector in different regions of the country.

7.4.1 Exploring non-farm in North-east

The Northeast Workshop hosted by Kudumbashree NRO was a noteworthy event held in Guwahati, Assam, with the participation of various vital players working for the non-farm sector for the northeastern region. The workshop's primary goal was to share the knowledge and resources developed by NRO while working in the Northeastern state and learn from the experiences of the SRLMs of the Northeastern states.



Display of resources developed by Kudumbashree NRO in North east workshop

The workshop proved an excellent platform for learning, discussing, and brainstorming the most critical issues and needs of the non-farm sector in the Northeast region. The participants had the opportunity to share their experiences and knowledge and identify challenges and opportunities to improve the non-farm sector in the region. Representatives from various organizations, including the National Institute of Entrepreneurship and Small Business Development (NIESBUD), Indian Institute of Entrepreneurship (IIE), National Bank for Agriculture and Rural Development (NABARD), NorthEastern Council (NEC), Seven Sisters

Development Assistance (SeSTA), and Entrepreneurship Development Institute of India (EDII) attended the workshop.

The workshop also saw the participation of the non-farm teams of the Northeastern SRLMs and the NRLM consultants of the non-farm sector. The non-farm teams from the Northeastern SRLMs shared their experiences and challenges working in the non-farm sector. They also discussed their strategies to promote non-farm activities in the region.

One of the highlights of the workshop was the release of the FFG by the dignitaries of the workshop. FFG provides comprehensive guidance on all aspects of the SVEP program. This guide has been prepared to serve as a reference for SRLM teams, government personnel, and field facilitators who work on the SVEP and similar non-farm interventions. The guide's release was a significant milestone, providing a comprehensive and standardized framework to promote SVEP activities.

Overall, the Northeast Workshop was a highly successful event that brought together key players in the non-farm sector to share their experiences and knowledge. The workshop provided an excellent opportunity to discuss the challenges and opportunities of the non-farm sector in the Northeast region and identify strategies to promote non-farm activities in the region. The release of the Field Facilitation Guide was a significant milestone. It will serve as a valuable resource for field facilitators working with the program.



Presenting FFG in the north east workshop

7.4.2 Annual Action Plan Roll out

Kudumbashree NRO is working extensively across India to support SRLMs in developing and implementing non-farm programs. As part of these efforts to continuously improve and expand services, Kudumbashree NRO conducted its Annual Action Plan (AAP) rollout for the FY 2022-2023 in April 2022 at the National Institute of Rural Development and Panchayati Raj (NIRDPR) in Hyderabad, India.

The primary objective of the workshop was to bring together professionals and mentors working in partner states to articulate and develop plans for the FY 2022-23. The workshop was designed to be participatory, and the focus was on sharing knowledge, developing new ideas, and intervention plans through cross-learning. The participants were encouraged to share

their experiences and expertise to identify critical areas for intervention and evaluate progress made in the previous year.

During the workshop, the annual progress was presented, and critical areas were evaluated to develop strategies and action plans. The platform was also used to provide a refresher on areas of impact under the SVEP, specifically repayment methods, marketing, product development, and the performance tracking system. The exit strategies were also discussed and analyzed, and plans were shared for different states.

The workshop helped the team to understand the core areas of work and the different roles of each member to enable them to perform and implement different programs in the most successful manner. Through cross-learning, the participants were able to share best practices, exchange ideas, and develop new strategies for promoting economic growth and improving the lives of women and their families in rural areas.

Overall, the Annual Action Plan Rollout workshop conducted by Kudumbashree NRO at NIRD Hyderabad was an important step towards enhancing the quality of life of women in rural areas of India. By bringing together professionals and mentors from partner states, the organization was able to foster collaborative learning, share knowledge, and develop new strategies to empower women and promote rural entrepreneurship. The workshop was a testament to Kudumbashree NRO's commitment to continuous improvement and expansion of its services to enhance the lives of the marginalized population in India.

7.4.3 Half -yearly review workshop

In November 2022, Kudumbashree NRO conducted a workshop for its professionals at KTDC Thekkady. The Kudumbashree NRO has made significant contributions to non-farm livelihoods over the past decade, and they seek to engage in different domains to support entrepreneurs across India. This workshop aimed to move towards specific areas of interventions within the non-farm spectrum under the NRLM.

The workshop focused on implementing innovative methods to increase the growth of enterprises. The team of professionals who participated in the workshop put forward their experience working in partner states and provided intervention plans for facilitating expertise in the following areas: Product Development, Community-Based Marketing, Community-Based Tourism, and Food-Based Interventions.

As Kudumbashree NRO envisions moving towards growth, it sees potential in the areas mentioned above and aims to contribute to these areas. The workshop provided an understanding of how the team would work in the following areas and develop models in partner states. The workshop was aimed at bringing together professionals from different backgrounds to provide insights and practical solutions that could be implemented to improve local economic development.

The workshop was an important step towards enhancing the livelihoods of rural entrepreneurs by focusing on non-farm-based interventions. Through cross-learning and sharing of knowledge, the participants were able to develop innovative strategies and identify critical areas for intervention that would enhance the growth of enterprises. The workshop also helped Kudumbashree NRO to refine its approach and provide targeted support to rural entrepreneurs.

The Half yearly workshop conducted was an important platform for professionals to share their expertise and develop innovative strategies to support rural entrepreneurs. The workshop

focused on specific areas of intervention within the non-farm spectrum under NRLM and provided practical solutions for facilitating expertise in product development, community-based marketing, community-based tourism, and food-based interventions. This workshop was a testament to Kudumbashree NRO's commitment to the economic empowerment of marginalized communities in India.

7.4.4 Senior Mentors/MCG workshop

The Senior Mentors/MCG workshop organized by Kudumbashree NRO at KTDC Kumarakom in Kerala was aimed at bringing together experienced mentors who have worked extensively in the field of non-farm livelihood interventions. The workshop focused on knowledge sharing and capacity building to develop strategies to support and grow entrepreneurs across different states.

The workshop provided a platform for senior mentors to share their experiences and discuss major shifts in non-farm interventions in partner states. The significant contributions that have paved the way for building capacities and developing systems in the state that has equipped community leaders to take ownership of the Programs were some areas that were deliberated on in the workshop. The discussions also highlighted Kudumbashree NRO's vision for the coming 5 years was put forward, and each mentor has taken up areas of their expertise and interest towards contributing ahead.

The workshop also helped the team review the roles and responsibilities and go ahead with implementing community-intensive programs. The significant output from the workshop was that the major resource pool of Kudumbashree NRO would start working on requirements and developing models to support SRLMs in enabling them to do more.

The workshop also helped the team understand their roles and responsibilities better and re-strategize how community-intensive programs can be implemented. Overall, the Senior Mentors/MCG workshop was a thriving process that brought together experienced mentors to discuss significant shifts in the way non-farm interventions are moving towards in partner states and develop strategies for facilitating the growth of entrepreneurs in these areas.

7.5 Learning Management System

Kudumbashree NRO has signed partnership with ICFOSS organisation for developing a learning management system (LMS). The LMS aims at offering subscription-based login access to resources and knowledge products prepared for different stakeholders such as SRLM staff including policymakers and implementers, community cadre, trainers, etc. The subscription-based model will automatically generate a log of the most accessed resources for better analysis of the impact of these resources generated. Based on this log, further improvements can be done to these resources.

Certification Course and Project Assessment Tool- Further a self-assessment option will be made available in the LMS having different levels of certification with a validity that can be used by SRLMs or other organisations interested in community based enterprise promotion.

7.6 Partnerships

The Institute of Hotel Management and Catering Technology (IHMCT) is a group of leading hospitality and culinary institutions in India. IHMCT Kovalam is among the oldest and most reputable institutions for hospitality education. At the same time, the Institute of Hotel Management, Catering Technology & Applied Nutrition (IHMCT & AN) Bhubaneswar is a newer institution with a growing reputation.

Kudumbashree NRO partnered with IHMCT Kovalam in 2018 to develop internal resources and customise training modules and relevant strategy documents for community-led food service enterprise promotion. During FY 2022-23, Kudumbashree NRO extended this strategic collaboration for another two years to enhance the skills and knowledge needed to support, promote, and develop women-led food service enterprises.

The partnership has been mutually beneficial, allowing IHMCT Kovalam to expand its reach beyond academic programs and contribute to the growth of women-led food service enterprises. In comparison, Kudumbashree NRO has been able to learn from the institute's vast knowledge and experience in the hospitality industry and apply it to their work.

Furthermore, Kudumbashree NRO has initiated a partnership with IHMCT & AN Bhubaneswar to increase the scope of work and knowledge enhancement of the NRO team. The partnership seeks to leverage the expertise of IHMCT & AN Bhubaneswar in hospitality education and research to support the development of women-led food service enterprises in Odisha and other parts of the country.

7.7 Internships

The Kudumbashree NRO has facilitated an internship for two students from the Indian Institute of Management Kozhikode, which has yielded positive outcomes for the organization, its stakeholders and students. The first intern supported the development of learning management systems and assessment frameworks to enhance stakeholders' capacity building. The second intern, in collaboration with the SVEP team and local communities, mapped tourism potential in one of the SVEP blocks in Sikkim. This involved identifying potential tourist spots and activities, analyzing their feasibility, and evaluating the strengths and weaknesses of the local tourism industry. The internships have provided interns with a valuable opportunity to work on real-life projects, augmenting their skills and knowledge.



Moving Forward

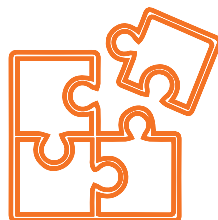
The ten years of Kudumbashree NRO have been impactful in developing and supporting enterprises across various states in India. Kudumbashree NRO has been able to establish a community-based ecosystem to support enterprises. Significant work has been undertaken in developing the capacity of the community, cadres and the SRLM staff across various states.

Community resources have been developed over the period that has been pivotal in supporting non-farm interventions in different states. As a knowledge partner, Kudumbashree NRO, from the experiences of the field, has been able to support other states in developing systems and human resources that have, in a way, contributed towards supporting entrepreneurs. Kudumbashree NRO has also created platforms like India Food Court that have been key in providing opportunities to first-generation food entrepreneurs from different states.

In the vision to promote non-farm activities across states and the requirements that have been emerging, Kudumbashree NRO is focusing on the below areas while moving ahead.



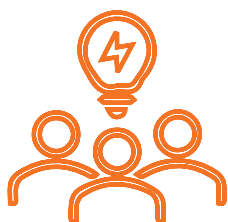
Sustainability in the Non-farm Programs



Innovation



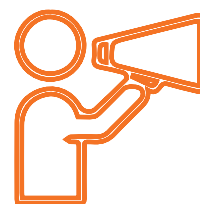
Knowledge Management



Developing empowerment and capability of the stakeholders



Technology



Marketing

1. Sustainability in the Non-farm programmes - Sustaining the knowledge, institutions and resources developed in the blocks under different non-farm livelihood projects
2. Innovation - Tapping emerging opportunities with innovative interventions to achieve economies of scale
3. Knowledge management - Learn, share and enhance the knowledge on livelihoods in Non-farm to various stakeholders
4. Technology - Enabling efficient enterprise performance tracking across programs and resources
5. Marketing - Developing a comprehensive marketing & sales strategy for SHG products across India
6. Developing capability of the stakeholders - Enhancing the capabilities of cadres, community leaders and staff to vision, plan and execute livelihood interventions in non-farm

Kudumbashree NRO, in its 3-year vision with the focus as mentioned above, extends support to SRLMs in implementing and capacity building under different programs and plans and executing specific non-farm interventions in selected states with experienced SVEP blocks. Additionally, Kudumbashree NRO would extend support to SRLMs in Non-farm based on requirement. Broadly, the areas identified for this purpose are developing internal resources for supporting Non-farm expansion in the state, developing model enterprises, policy formulation support, staff training, Non-farm apprenticeship programs, and provision of LMS etc. For NRO to contribute better in envisioning and ensuring the knowledge transfer of Non-farm livelihoods, this year developing several knowledge products is one of the main focus areas. The knowledge repository that shall be developed include business library (Curated compilation of open-source resources such as business modules, business plans, success stories, and easy reference books that can be accessed by mentors, cadres, and entrepreneurs) and a resource repository (Tools such as multimedia resources such as teaching aid, videos, case studies, templates, and slide decks in Hindi and English and IEC Materials including animation videos, flipcharts, and infographic posters developed in English and Hindi).

Kudumbashree NRO with its experience of handling huge amounts of data, is trying to develop better platforms of data display and developing its internal capabilities to analyse and interpret data for better decision making. With a vision to help the rural enterprises sustain through the community network, Kudumbashree NRO is intending to develop its expertise in Community based tourism, food service enterprises, product development and community marketing systems. Kudumbashree NRO believes its community oriented approach to these challenges could provide sustaining solutions in the rural areas by enhancing the capabilities of the cadres and the community to anchor the initiatives in the above mentioned areas. The team of Kudumbashree NRO, professionals and mentors, with their diverse skill sets and experiences shall engage in ideating, planning and implementing the strategies developed under each focus area. As an outcome, different knowledge products like modules, IEC materials, SOPs shall be developed under each focus area. This knowledge is of immense value to the different stakeholders engaging in Non-farm livelihood promotion.



Kudamam





Ajeevika
National Rural Livelihoods Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree-National Resource Organisation