

VC-VEC-VO CONVERGENCE PROJECT

EXIT REPORT
MEGHALAYA

SEPTEMBER 2023 - MAY 2025



Meghalaya State Rural Livelihood Society
Government of Meghalaya



NRLM
National Rural Livelihood Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree - National Resource Organization

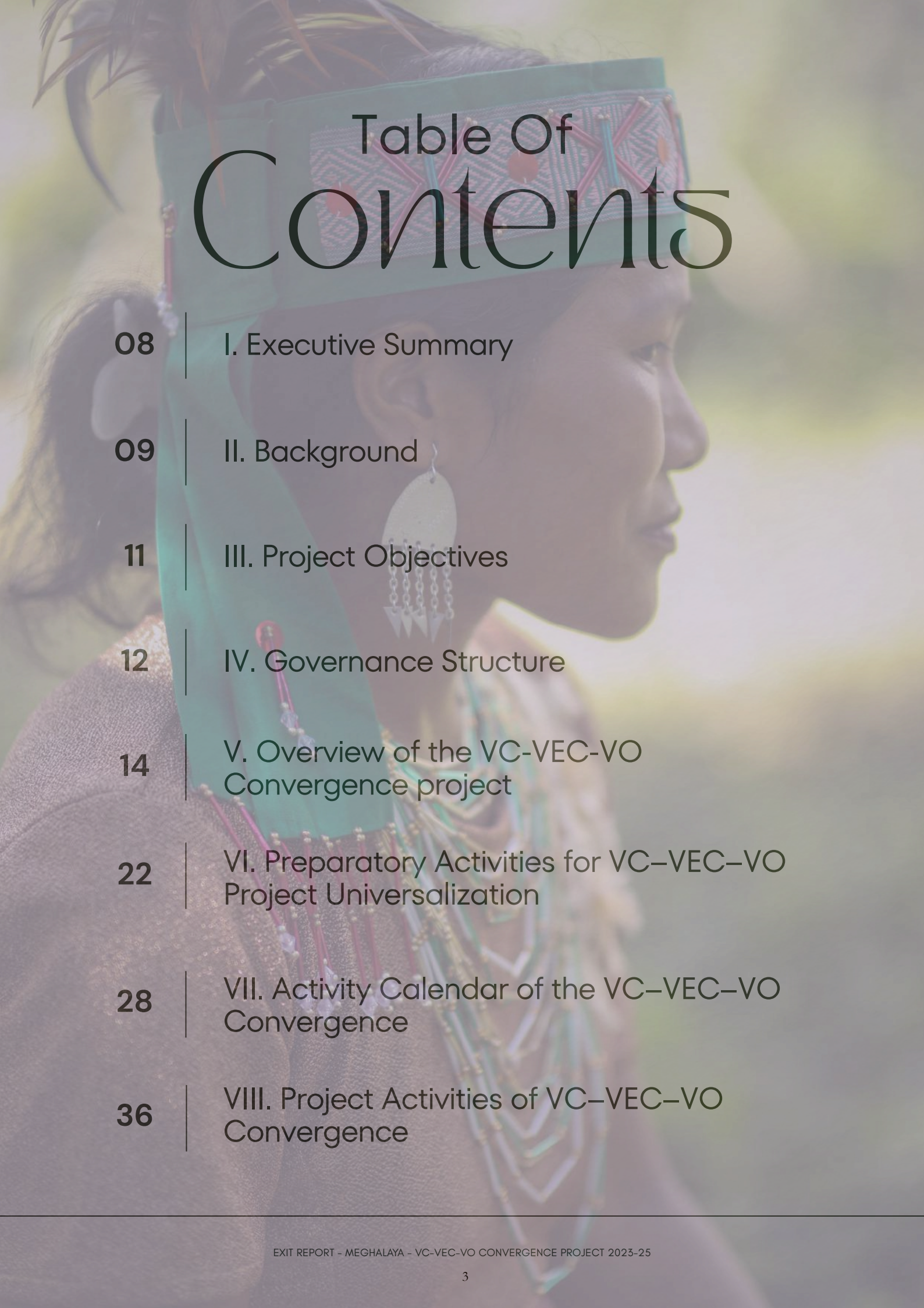


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List of Acronyms

ACRONYM	DEFINITION
ADC	Autonomous District Council
AEC	Area Employment Council
ANM	Auxiliary Nurse Midwife
ALMSC	Anganwadi Level Monitoring and Support Committee
APO	Additional Program Officer
APY	Atal Pension Yojna
ASHA	Accredited Social Health Activists
AWW	Anganwadi Worker
BDO	Block Development Officer
BPM	Block Project Manager
BMMU	Block Mission Management Unit
BRC	Buds Rehabilitation Centre
BRP	Block Resource Person
BFS-SISD	Block Functional Specialist for Social Inclusion and Social Development
C & RD	Community & Rural Development Department
CBO	Community-based Organization
CC	Cluster Coordinator
CDPO	Child Development Protection Officer
CDS	Community Development Society
CGHA	Community Gender Health Activist
CLF	Cluster Level Federation
DAY-NRLM	Deendayal Antyodaya Yojana – National Rural Livelihoods Mission
DFS-SI-SD	District Functional Specialist for Social Inclusion and Social Development
DMM	District Mission Manager
DPM	District Programme Manager

List of Acronyms

ACRONYM	DEFINITION
DMMU	District Mission Management Unit
DRP	District Resource Person
EAP	Entitlement Access Plan
EC	Executive Committee
FNHW	Food, Nutrition, Health and WASH
FGD	Focus Group Discussion
GHADC	Garo Hills Autonomous District Council
IBCB	Institution Building & Capacity Building
ICDS	Integrated Child Development Services
JHADC	Jaintia Hills Autonomous District Council
JRDO	Junior Rural Development Officer
KHADC	Khasi Hills Autonomous District Council
KVK	Krishi Vigyan Kendra
LA	Legislative Assembly
LRG	Local Resource Group
LRP	Local Resource Person
LSDG	Localisation of Sustainable Development Goals
LSGI	Local Self Government Institution
MCLF	Model Cluster Level Federation
MHIS	Megha Health Insurance Scheme
MoRD	Ministry of Rural Development
MoU	Memorandum of Understanding
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MSRLS	Meghalaya State Rural Livelihoods Society
NABARD	National Bank for Agriculture and Rural Development
NECTAR	North East Centre for Technology Application and Reach
NRO	National Resource Organization
NCD	Non-Communicable Diseases

List of Acronyms

ACRONYM	DEFINITION
PGSRD	Public Goods, Services, and Resource Development
PMAY	Pradhan Mantri Awas Yojana
PMSBY	Pradhan Mantri Suraksha Bima Yojana
PMJJBY	Pradhan Mantri Jeevan Jyoti Bima Yojna
PRI	Panchayati Raj Institutions
PD	Programme Director
PHC	Primary Health Centre
RGSA	Rashtriya Gram Swaraj Abhiyan
SBM	Swachh Bharat Mission
SHG	Self Help Group
SIRD	State Institute of Rural Development
SI-SD	Social Inclusion & Social Development
SLCC	State Level Coordination Committee
SMC	School Management Committee
SPC	State Project Coordinator
SSA	Sarva Shiksha Abhiyan
SMM	State Mission Manager
SMMU	State Mission Management Unit
SoF	State Operational Framework
SRES	State Rural Employment Society
ToT	Training of Trainers
VC	Village Council (Village Durbar)
VHC	Village Health Council
VEC	Village Employment Council
VHND	Village Health and Nutrition Day
VHSNC	Village Health Sanitation and Nutrition Committee
VO	Village Organization
VLCF	Village Level Coordination Forum
VLDP	Village Level Development Plan
VO-SAC	Village organization-Social Action Committee
VPRP	Village Prosperity Resilience Plan
WER	Women Elected Representatives

I. Executive Summary

The Meghalaya State Rural Livelihoods Society (MSRLS), in collaboration with Kudumbashree National Resource Organization (NRO), completed the implementation of Universalization of the Village Council-Village Employment Council-Village Organization (VC-VEC-VO) Convergence Project in Meghalaya. MSRLS served as the implementing agency with Kudumbashree NRO as the technical partner for the period of September, 2023 to May, 2025. The project was developed from learnings of a successful pilot implementation. It covered 3,567 villages across 40 blocks in all 12 districts for the Phase I of Universalization of VC-VEC-VO Convergence Project. The project aimed to institutionalize processes and platforms for convergence between the VCs, VECs, and VOs for village development. The major objectives of the project were to strengthen the democratic capacities of members of Self-Help Groups (SHGs), enhance engagement with local government and line departments, and strengthen institutional platforms for convergence at different levels. Capacity-building of cadres at different levels anchored the implementation of these activities.

The project was implemented with a structured schedule of activities for training cadre, orienting stakeholders, and strengthening institutional platforms for convergence in a period of 18 months. The project successfully developed the capacities of SHG federations and trained cadres to independently drive social development initiatives. Robust institutional platforms for convergence were established, enabling seamless integration of community demand with departmental schemes. Communities were effectively sensitised on their rights and entitlements, fostering greater awareness and self-reliance.

The project concluded in May, 2025. The positive outcomes of VC-VEC-VO convergence universalization in Phase I has motivated the state for saturating the rollout of the project in the remaining blocks and villages for Phase II.

II. Background

Convergence between institutions of local governance and the community is intrinsic to inclusive and sustainable development. VCs hold the responsibility and resources to plan and implement development activities. The VO is rooted in community networks and has strong reach to poor and marginalised households. The VEC holds responsibility and resources for planning and implementing development works under MGNREGS in the village. The VC-VEC-VO Convergence Project aims to channel the strengths of the institutions and through their collaboration strengthen grassroots democracy and improve access to schemes, rights, and entitlements.

Coordinated action between VCs, VECs, and VOs can ensure better reach of government schemes and access to entitlements, as well as prioritization of community demands in Village Level Development Plans (VLDP). It can make utilization of resources more efficient by linking community needs to benefits from programmes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Pradhan Mantri Awas Yojana (PMAY), Swachh Bharat Mission (SBM), and social welfare schemes. For communities, this means greater access to opportunities, enhanced awareness of rights, and a stronger collective voice. For VCs, convergence provides wider participation, more legitimacy, better planning, and effective service delivery through SHG networks. In the long run, this partnership promotes inclusive governance, strengthens local institutions, and builds a sustainable model of development that is both bottom-up and community-driven.

To test this model and strategy, Meghalaya piloted Panchayati Raj Institutions - Community Based Organizations (PRI-CBO) convergence in a selected geography. Drawing from the learnings of the pilot project, Kudumbashree NRO supported the State in adapting the PRI-CBO Convergence model into a locally relevant framework, renaming as VC-VEC-VO Convergence, along with a comprehensive state-wide strategy for its implementation.

i. Meghalaya State Rural Livelihood Society (MSRLS)

The MSRLS was registered under the Meghalaya Society Registration Act, XII of 1983, and was instituted in 2011. MSRLS comes under the Department of Community and Rural Development (C&RD), Government of Meghalaya. The primary purpose of MSRLS was to support the building of strong community institutions to improve rural livelihoods and address the multiple dimensions of poverty.

The activities of MSRLS are implemented through a three-tier structure comprising State, District, and Block Mission Management Units. The Chief Executive Officer (CEO) oversees activities at the state level. The Project Director of District Rural Development Authority (PD DRDA) and Block Development Officer (BDO) oversee activities at the district level and block level respectively.

ii. Kudumbashree National Resource Organization (NRO)

Kudumbashree NRO is a technical support agency recognized by the Ministry of Rural Development, Government of India. It was established by Kudumbashree, the State Poverty Eradication Mission of Kerala, to share its learning on building successful community-based development models with other states. Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM), Kudumbashree NRO provides training, technical support, and guidance in areas like PRI-CBO convergence and micro-enterprise development.

Kudumbashree NRO supported the MSRLS in strengthening community institutions and fostering village development through the VC-VEC-VO Convergence Project.

III. PROJECT OBJECTIVES

1

To develop the democratic ability of the SHG federation to improve local participatory planning

2

To develop a resource pool at state and community levels to facilitate activities on field

3

To increase engagement with local government and line departments to enhance service delivery mechanisms within the community

4

To strengthen institutional platforms of convergence like coordination committees at different levels

IV. Governance Structure

The state of Meghalaya is situated in the hills of the North Eastern region of India. It was formerly a part of Assam and attained statehood on January 21, 1972. The state houses a population of 29,66,889 as per 2011 Census. The livelihood is predominantly agrarian with pertinent role of forestry, and a growing focus on mining and small scale industries.

The population comprises several tribes, the three major tribes being Khasi, Jaintia, and Garo, as well as Rabhas, and Koch, among others. A unique feature of the tribes is their matrilineal society where descent is traced through the mother and female ownership of property. The Garo tribe practices Nokmaship, where the Nokma, a woman head of a clan, has the power and rights to the community land and resources. The Pnars of Jaintia tribe follow a mother-centred assignment of authority where the eldest maternal uncle holds the power of the household. The husband of the Nokma and the elder brother of the mother, respectively, hold the power to exercise the power over village affairs. These indigenous systems lay the ground for the development of governance structures:

1. Village Council (VC)

A unique feature of the governance structure in Meghalaya is the existence of the traditional chieftainship in VCs as the primary unit of local administration. In cognizance of the traditional systems of governance, Meghalaya is governed through provisions of the Sixth Schedule of the Constitution of India.

The Sixth Schedule delineates provisions for the formation of Autonomous District Councils (ADC) as district-level administrative units with legislative and executive powers. Meghalaya has three ADCs: the Khasi Hills Autonomous District Council (KHADC), the Jaintia Hills Autonomous District Council (JHADC), and the Garo Hills Autonomous District Council (GHADC). The ADCs have the power to regulate the appointment and succession of traditional chiefs and village headmen in the VCs elected at the village level. These chieftainships coexist and interact with the institutions of the state government and the ADCs.

2. Village Employment Council (VEC)

VECs are village level councils for grassroots planning, implementation, and monitoring of MGNREGS. They are constituted under paragraph 7A of MGNREGA. The VEC comprises the male and female heads of every household in the village. The VEC has three elected representatives as Office Bearers, including the Headman and Secretary. The three Office Bearers represent the VEC in the Area Employment Council (AEC). The VEC has also been made the nodal agency to implement the VLDP.

MSRLS has experience of strengthening community institutions in the landscape of traditional governance structures. It has garnered knowledge of community needs and priorities for devising activities for community development. Kudumbashree NRO has piloted the convergence model in Meghalaya and has experience of supporting PRI-CBO Convergence in states with various local governance structures. It holds experience of contextualizing the model of convergence between Local Self-Governance Institutions (LSGI), community institutions, and line departments to suit the specific operational landscape of a state. In collaboration, the complementary strengths of MSRLS and Kudumbashree NRO set forth possibilities for positive outcomes through demand-driven and contextualized activities for convergence.

Fig: Structure of governance for the Khasi and Jaintia region

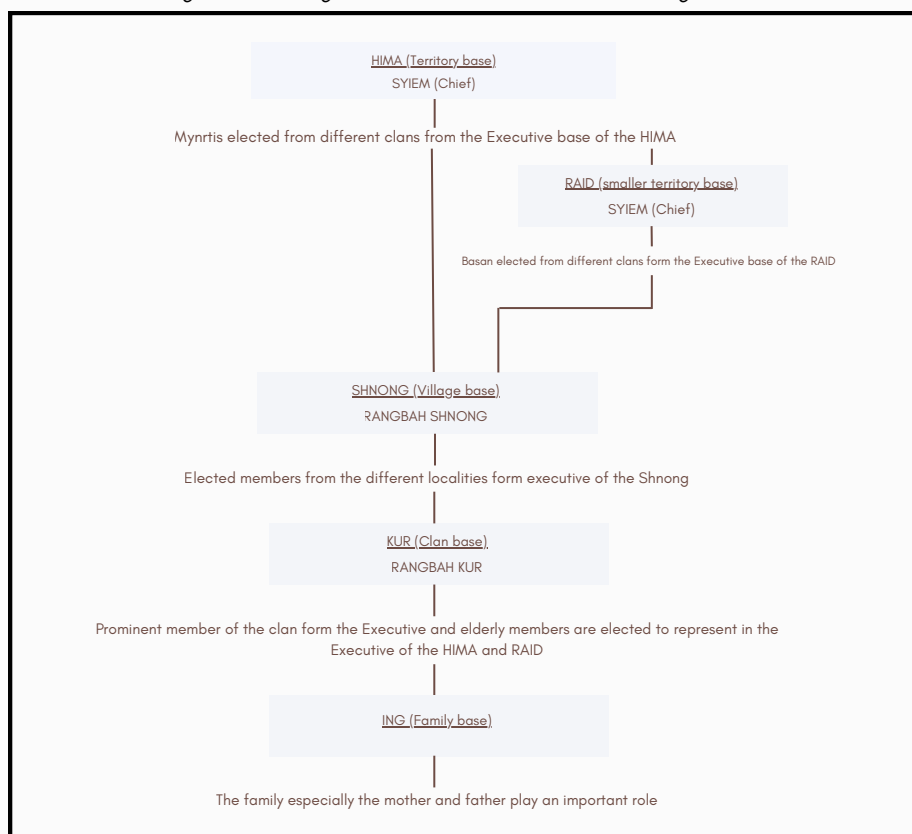
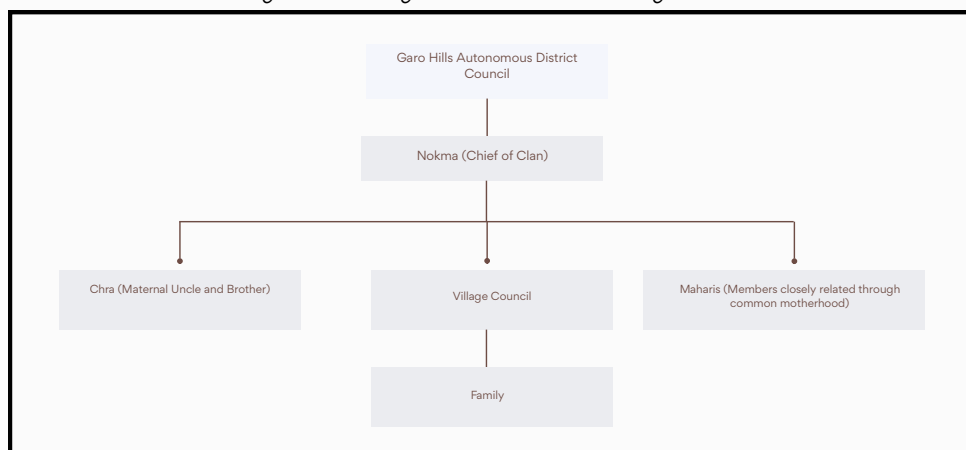


Fig: Structure of governance for the Garo region



V. Overview of the VC-VEC-VO Convergence Project

i. Implementing Pilot Project

A Memorandum of Understanding (MoU) was signed between MSRLS and Kudumbashree NRO for piloting VC-VEC-VO Convergence between 2021 and 2022. The project was piloted in 4 blocks, namely, Dalu, Rongram, Mairang and Mawkyrwat, across the 3 districts of West Garo Hills, Eastern West Khasi Hills and South West Khasi Hills. This encompasses a network of community institutions comprising 721 SHGs from 64 VOs across 80 villages in Meghalaya.

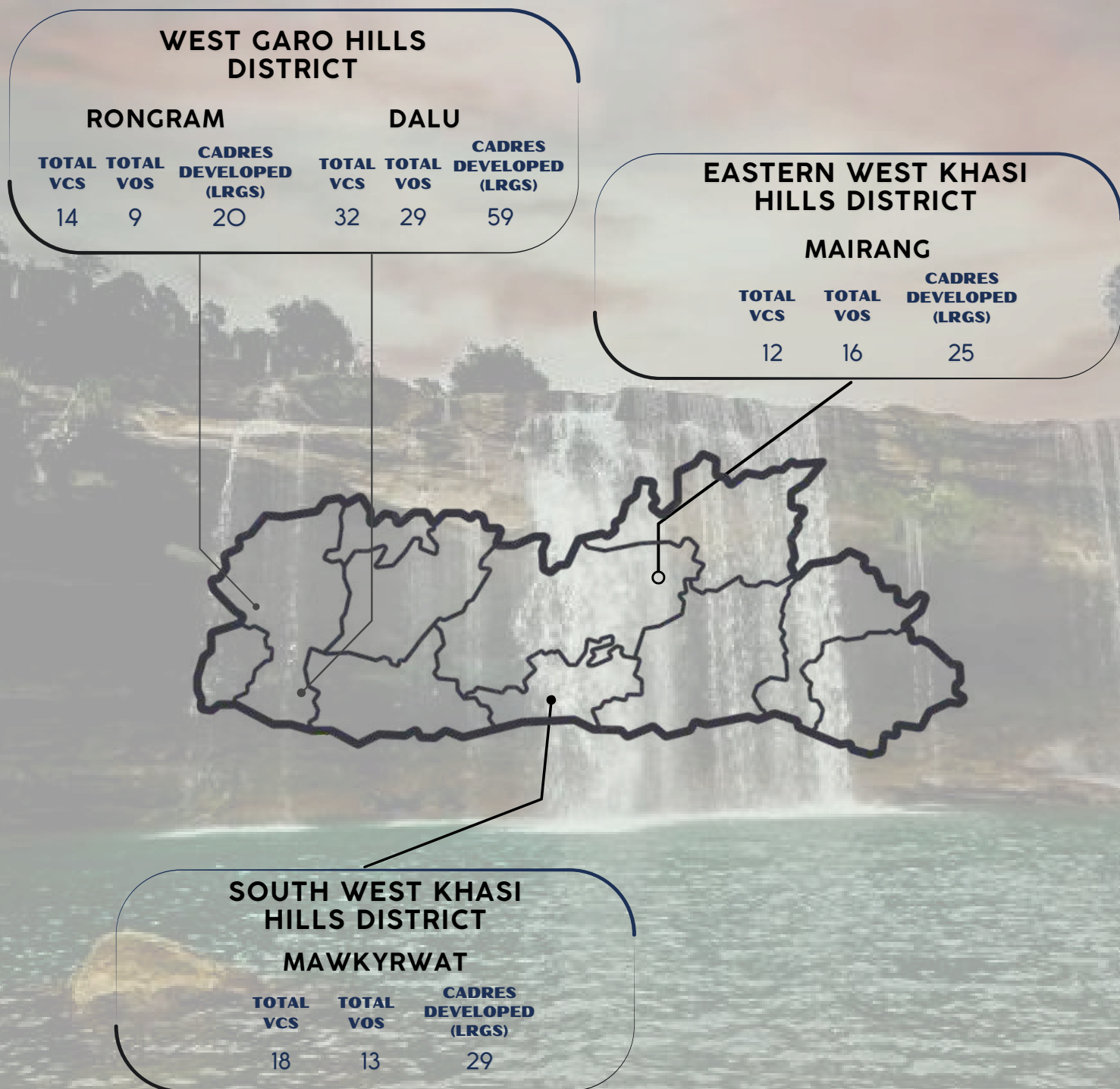
The core of the project lay in equipping, both, the community and local governance institutions, with capabilities for collaborative and coordinated action for poverty eradication and village development. It envisioned a strong relation between the local governance and community institutions to make the communities aware of their rights and entitlements, generate demands and finally, achieve those needs and requirements through a systematic alliance with the line departments at all levels.

Mentor Resource Persons are the experienced community leaders from Kudumbashree who provided support in the pilot by drawing on their rich experiential base of working within the institutional structure of Panchayati Raj Institutions (PRI) and Community Based Organization in Kerala and partner states for pilot implementation. The idea behind using them as a resource for driving the project is to leverage their insight into various development programs and their ability to make on-field judgements.



Photo: Field Campaign

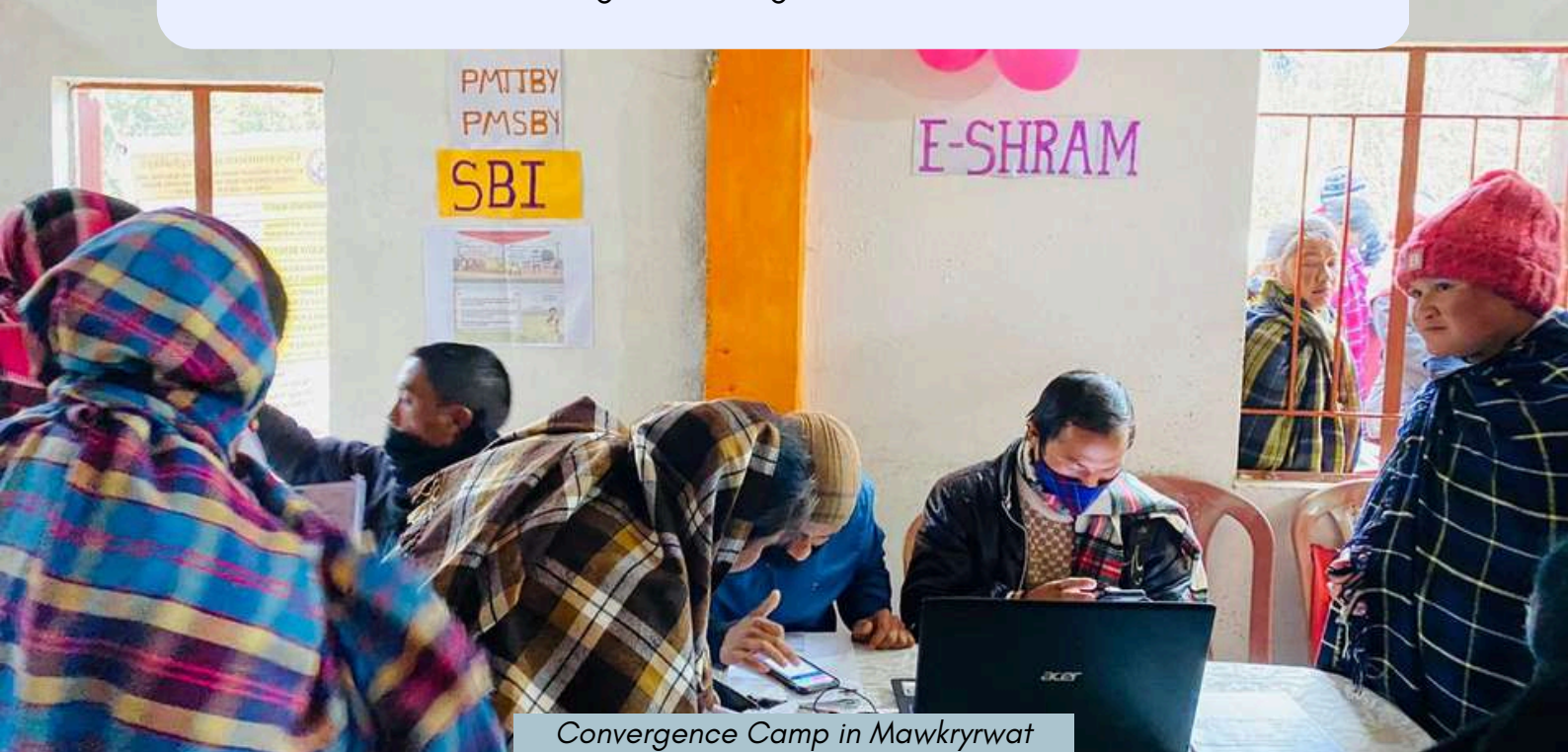
Fig : Coverage for Pilot Phase



Kudumbashree NRO had deployed its Mentor Resource Persons, Field Coordinators, and the State Project Coordinator, to propose and ideate new strategies and anchor the implementation across blocks. Local Resource Groups (LRGs) for each village were identified and trained for project implementation. Village Headmen, VO members, VO-SAC members, and VEC members were introduced to the relevance of convergence and different convergence activities. MSRLS engaged with different line departments at the state, district, and block levels to strengthen departmental convergence.

The pilot garnered several positive outcomes. The training and consistent support for LRGs built a local resource pool for strengthening convergence. The Village Headmen, VC, VEC, and VO members engaged proactively with convergence activities. The VO displayed increased awareness of their rights and entitlements. They were aware of different government schemes, the eligibility criteria, and process of application. The consolidated demands in VPRP were followed by active coordination with line departments for realization of scheme benefits for the community. This includes schemes of Departments of Agriculture, Horticulture, Veterinary, Social Welfare, and Health and Family Welfare, among others. Simultaneously, the community undertook action for addressing social issues and strengthening of Citizens' Committees, reflecting the increased sense of ownership of the community institution. Summarily, the pilot was successful in establishing an ecosystem of trust, support, and proactiveness from LSGI, community institutions, and line departments for convergence.

With the experience gained from the pilot intervention, Meghalaya decided to scale up the intervention for universalization of VC-VEC-VO Convergence in 40 blocks of 12 districts, covering 3,567 villages, 3,980 VOs, and 23,356 SHGs.



Convergence Camp in Mawkrywat

ii. Scoping Study for Universalization

Scoping study was conducted by Kudumbashree NRO for rollout of Universalization to understand the organizational structure and programmes of MSRLS, the functioning and extent of coordination of the CBOs and LSGIs, and their engagement with line departments. The study was conducted between April 3 and April 6, 2023 in Ri-Bhoi and west Jaintia Hills by a dedicated team of Mentor Resource Persons and professionals.

It involved extensive field visits and key informant interviews with stakeholders from the VC, VEC, line departments and CBO. This included the Principal Secretary (C&RD Department), Managing Director (MGNREGS), District Council Secretary, State Institute of Rural Development (SIRD) representatives, SRLM officials, frontline workers across departments, and the members of VC, VEC, and CBO.

The study noted the diversity in the traditional local governance structures of each tribe in the state. It was observed that members of SHGs were aware of community demand planning through VPRP and coordinated with frontline workers for submission of VPRP demands and conduct of convergence camps. They represented their households in VC meetings, but not as members of the SHG collective, and had limited awareness of their role in Citizens' Committees. VOs undertook regular initiatives for village development activities, such as cleaning drives, health awareness programmes, and establishing kitchen gardens in schools. However, CLFs were newly formed and had limited capacity to take ownership of the project.

MSRLS and departments had collaborated for the implementation of schemes. These include convergence between MSRLS and the Department of Social Welfare for the SAM, MAM, Stunting (SMS) - Reduction Collaborative Mission which involved CBO members in generating awareness about malnutrition and the identification of SAM and MAM children for referral to PHCs. The Department of Health involved CBO members in the Rescue Mission and Chief Minister Safe Motherhood Scheme to create awareness and generate demand for identifying high risk pregnant women to be brought to health facilities and support them with childcare and distribution of healthy food through the Vulnerability Reduction Fund. These schemes, among others, display a spirit of collaboration between line departments and MSRLS for unified action to address common goals.

The observations from the field visits and interactions about the LSGI, CBO, and departments were developed into a comprehensive scoping study report. Additionally, it captured the recommendations and strategy for strengthening project implementation. The final report was submitted to the MSRLS and the NMMU.

iii. Rationale for VC-VEC-VO Convergence

The VCs, VECs, and line departments hold access to resources allocated for schemes and programmes for the community. However, the community is better equipped to identify its needs and to ensure the benefits reach the most vulnerable sections of the population. It is, thus, imperative to strengthen coordination and collaboration of VCs, VECs, and VOs to ensure existing resources are channelled in an efficient manner.

Regular collaboration between the VO, VCs, and VECs would equip the VO to engage in participatory planning and decision-making and enhance their democratic power and influence in local governance. This includes active participation in Gram Sabhas and involvement in Citizens' Committees to monitor the functioning and effectiveness of public service delivery.

The institutionalization of platforms for convergence can enhance capacity of the VO members to coordinate with line department functionaries to ensure village-level activities are tailored to their specific needs and to follow-up for realization of demands consolidated through VPRP. This includes the creation of platforms for convergence with representation of the CBO and the strengthening of Citizens' Committees to empower citizens to generate demand, hold accountable, and monitor institutions for public service delivery.

The VC-VEC-VO Convergence Project would help establish and strengthen such platforms and processes for convergence between the pertinent stakeholders for poverty eradication and community development.

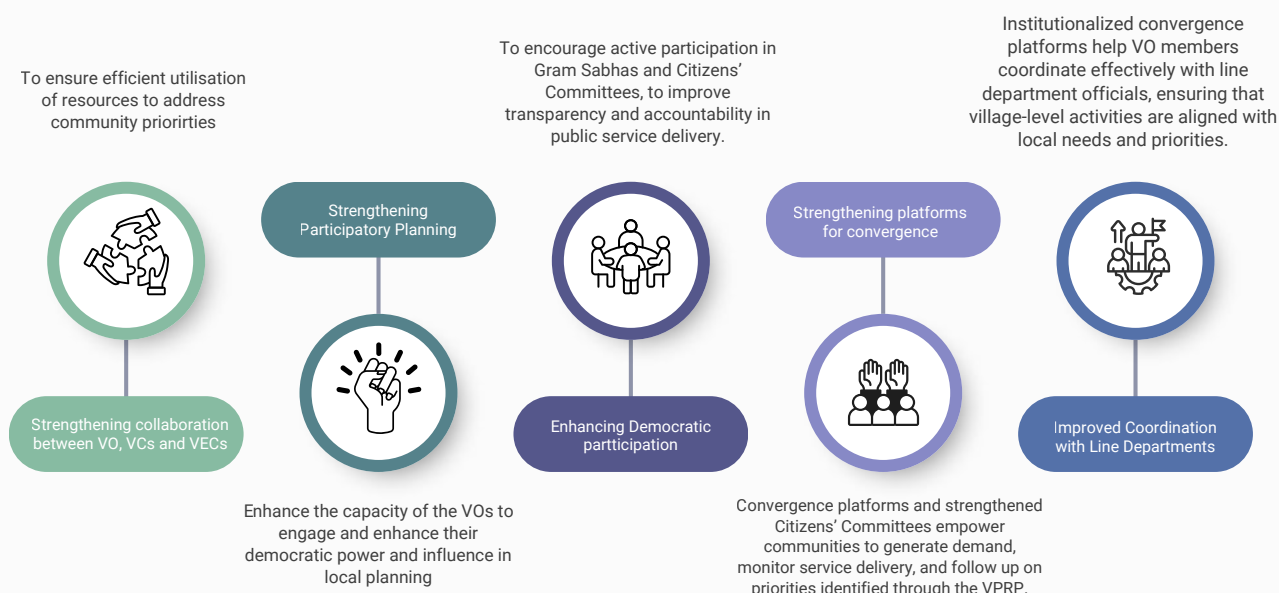


fig: Rationale of the VC-VEC-VO Convergence Project

iv. VC-VEC-VO Project Universalization

Universalization of VC-VEC-VO Convergence Project was rolled out in two phases. Phase I was implemented to cover villages under MCLFs while villages not covered under MCLFs has been covered under phase II within the 18 months period. This phased implementation ensured strategic coverage of the total 3,567 villages across 40 blocks from all 12 districts.

Coverage for Universalization

Districts	Block	MCLFs	Villages	VOs	SHGs
12	40	171	3,567	3,980	23,356

Total Coverage under PRI-CBO Intervention Universalization

Districts	Blocks	MCLFs	Villages	VOs	SHGs
12	39	73	948	900	8,794

Phase I Rollout Coverage

Districts	Blocks	MCLFs	Villages	VOs	SHGs
12	40	98	2,619	3,080	14,562

Phase II Rollout Coverage

The implementation of activities for phase I commenced in 948 villages in 39 blocks from September 2023. The implementation of activities for phase II commenced in 2619 villages in 40 blocks from April 2024, in accordance with the letter (MSRLS/SMMU/PRI-CBO Convergence/1058/2020-21/290/33) dated April 4, 2024 following the State-Level Review Meeting of Phase I implementation of the VC-VEC-VO Convergence Project and Plan of Action approved for April to July, 2024 from the office of the CEO, MSRLS.

V. KS NRO Mentor Placement

Like pilot project, the Mentor Resource Persons who are the experienced community leaders from Kudumbashree were deployed in the state to provide field level support in the implementation of the project.

Four Mentor Resource Persons from Kudumbashree NRO were positioned in the four immersion blocks to support the VC-VEC-VO Convergence Project. Mentors were placed in Meghalaya from September 27, 2023. They supported the implementation of project activities till June 15, 2025.

The Mentor Resource Persons were responsible for capacity building of District Resource Persons (DRP) and Block Resource Persons through training, monitoring, and providing hand-holding support. They supported the development of immersion sites, including the demonstration of activities. They conducted regular field visits to assess progress, identify gaps, and design interventions in the form of training and demonstrations. They explored avenues of convergence with line departments and supported DRPs and BRPs in designing and implementing innovative activities based on community needs. Additionally, DMMUs were supported by the mentors in regular reviewing of DRPs and BRPs and monitoring progress of different activities of the Convergence Project at the district level.



Deployment of Mentor Resource Persons

Name of the mentor	Headquarter /District	Immersion block	Districts allotted	Blocks allotted
Sunita Raghukumar	West Garo Hills	Dalu	South West Garo Hills, West Garo Hills	Betasing, Zikzak, Dalu, Demdema, Rongram, Tikrikilla, Damalgre (Rerapara)
Swapna Davis	North Garo Hills	Resubelpara	North Garo Hills, East Garo Hills, South Garo Hills	Samanda, Songsak, Bajengdoba, Kharkutta, Resubelpara, Baghmara, Chokpot, Gasuapara, Rongara
Sheeba John/Girija Santhosh*	South West Khasi Hills	Mawkyrwat	South West Khasi Hills, East Khasi Hills, Ribhoi	Mawkyrwat, Ranikor, Laitkroh, Mawkynrew, Mawphlang, Mawsynram, Mawryngkneng, Myllem, Pynursla, Shella Bholaganj, Sohiong, Bhoiryembong, Jirang, Umling, Umsnin
Sindhu P.M	Eastern West Khasi Hills	Mairang	Eastern West Khasi Hills, West Khasi Hills, West Jaintia Hills, East Jaintia Hills	Mairang, Mawthadraishan, Nongstoin, Mawshynrut, Amlarem, Laskein, Thadlaskein, Khliehriat, Saipung

**Mentor Resource Person Girija Santosh was positioned in Mawkyrwat for the project, however, due to medical reasons, was unable to continue with the project. The blocks were subsequently supported by Sheeba John.*

VI. Preparatory Activities for VC-VEC-VO Project Universalization

i. Identification of geography

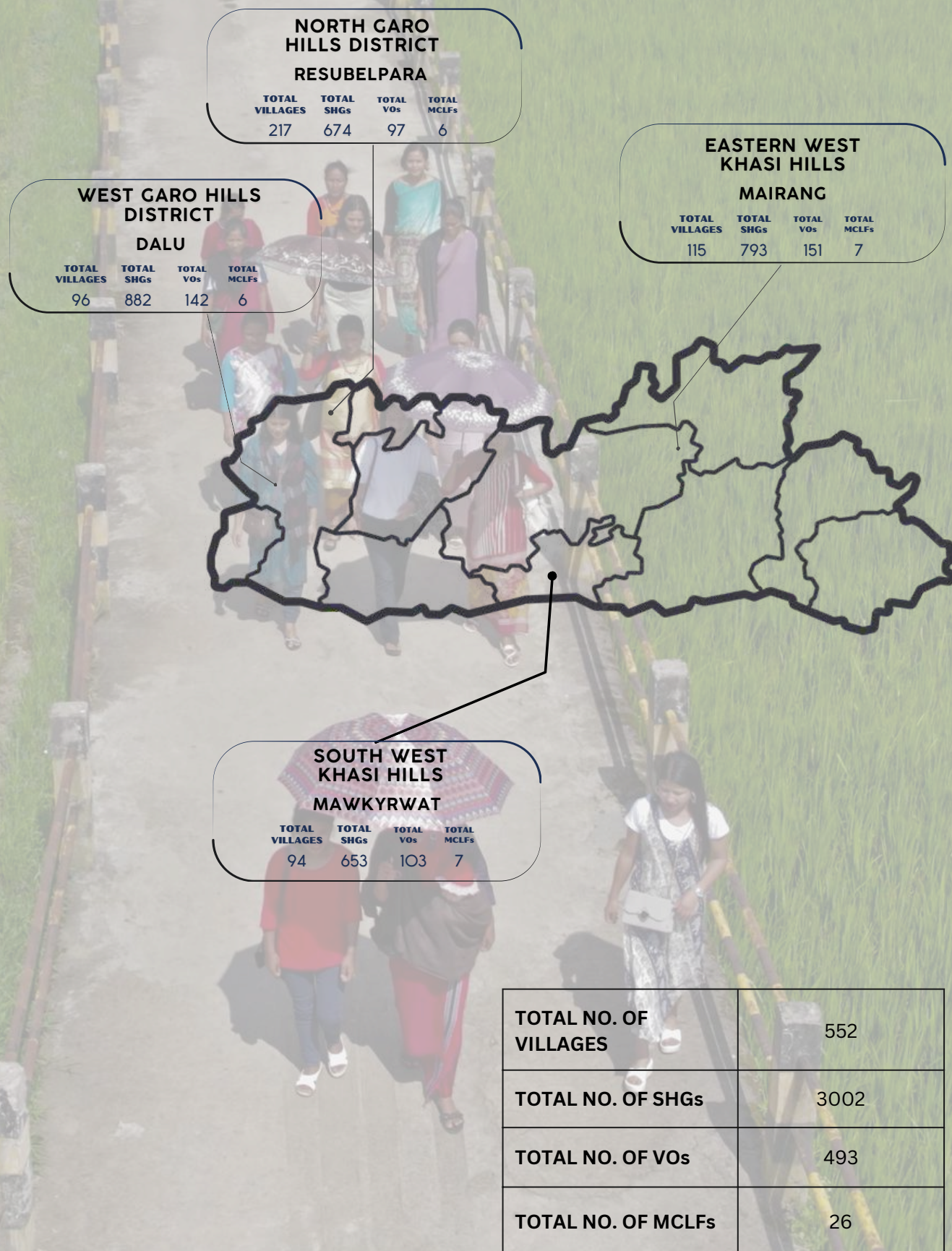
VC-VEC-VO Convergence Universalization was to be rolled out in two phases. Phase I was implemented to cover villages under MCLFs while villages not covered under MCLFs would be covered under phase II within the 18 months period. This phased implementation ensured strategic coverage of 3,567 villages across 40 blocks in 12 districts with a total of 23,356 SHGs.

Within these 40 blocks, 4 blocks were identified to be developed as immersion sites with intensive support. Since Mairang, Mawkyrwat, Rongram and Dalu blocks had been included in the pilot phase, it was decided to continue implementation here as immersion blocks. However, Rongram had been replaced by Resubelpara.

SL. NO	DISTRICTS	BLOCK	TOTAL NO. OF VILLAGES	TOTAL NO. OF SHG	TOTAL NO. OF VO	TOTAL NO. OF MCLF
1	West Garo Hills	Dalu	96	882	142	6
2	North Garo Hills	Resubelpara	217	674	97	6
3	South West Khasi Hills	Mawkyrwat	94	653	103	7
4	Eastern West Khasi Hills	Mairang	115	793	151	7
TOTAL			552	3002	493	26

Table: Immersion Sites for Universalization

Fig : Immersion sites for universalisation



ii. Identification of Nodal Persons

The planning, implementation, and monitoring of the project by MSRLS was necessary for strengthening outcomes and enhancing the ownership of the project. Nodal persons were identified and appointed to fulfill this responsibility at the state, district, and block level. The State Mission Manager - Social Inclusion and Social Development (SMM-SI-SD) served as the nodal officer at the state level, the District Mission Manager (DMM) at the district level, and the Block Project Manager (BPM) at the block level. The nodal persons played an important role by monitoring progress and providing crucial support for conduct of activities.

iii. Preparation of State Operational Framework (SoF)

The SOF document served as the primary reference guide for implementing the VC-VEC-VO Convergence Project, outlining its objectives, implementation plan, timelines, stakeholder roles and responsibilities, log frame, reporting mechanisms, and key strategies for achieving desired outcomes.

To develop this document, MSRLS conducted a two-day workshop on 18th-19th May 2023, bringing together representatives from NMMU, MSRLS, Kudumbashree NRO, and relevant line departments. The workshop facilitated discussions on objectives, strategies, activity calendars, and timelines, with participants drawing on their own experiences to contribute meaningful inputs. Following the workshop, a dedicated committee was constituted to draft and finalise the SoF, holding regular meetings with support from Kudumbashree NRO. The completed document was reviewed and approved by the NMMU, after which it served as the guiding strategy document for all stakeholders throughout project implementation.



SoF workshop conducted on 18th and 19th May 2023

iv. Finalization of Cadre Policy

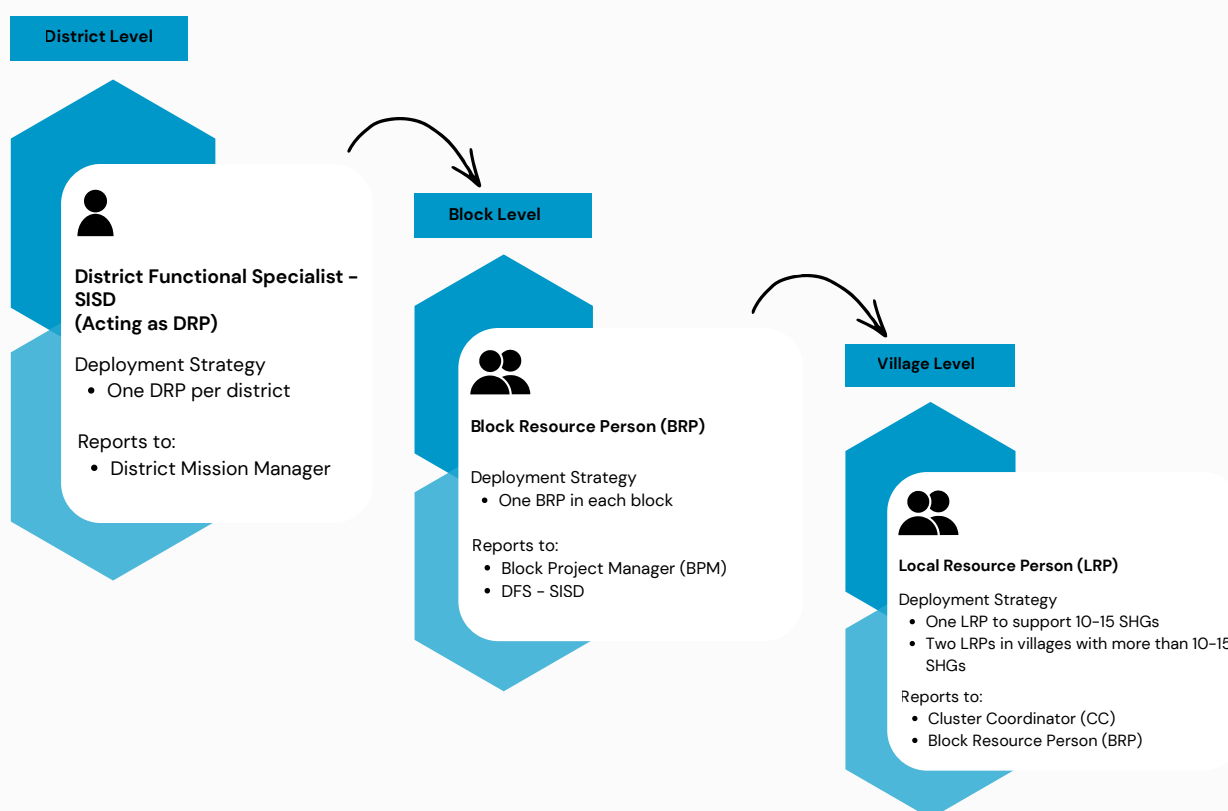
A comprehensive Cadre Policy was developed for the creation of a structured cadre pool for project implementation. The Cadre Policy for the project was issued on October 10, 2023. The policy defined the development of a three-tier resource pool in the state: DRP at the district level, BRP at the block level, and Local Resource Persons (LRPs) at the village level. It clarified the roles and responsibilities, selection criteria, payment norms and monitoring and reporting mechanisms for the cadre.

The newly appointed District Functional Specialist for Social Inclusion and Social Development (DFS SI-SD) was designated as District Resource Person (DRP) at district level. The DFS SI-SD of each district was given the responsibility of the DRP reported to DMM. The DRP were responsible for capacity-building of BRPs and supporting and monitoring block-level activities.

The BRPs were resource persons positioned at the block level. One BRP was assigned to each block for ensuring sufficient support to the LRPs. They were responsible for supporting the block teams and LRPs in planning, implementation, and monitoring of village-level activities. The BRP reported to BPM and DFS-SISD

The LRPs were community representatives developed as resource persons at the village level. One LRP would be responsible for supporting members of 10 to 15 SHGs. In villages with more than 10 to 15 SHGs, two LRPs would be deployed. The LRPs were responsible for capacity building of CBO members, coordinating with stakeholders at local level, mobilizing CBO members for convergence initiatives, and supporting VC, VEC, and CBO members for project activities. They reported to VO, CLF and BRP.

Fig: Diagrammatic representation of the Cadre policy



v. Signing of MoU

An MoU was signed between MSRLS and Kudumbashree NRO to formally embark on a journey for adopting the universalised approach. The MoU was executed on August 14, 2023 for the implementation of VC-VEC-VO Convergence Project in Meghalaya.

The MoU defined the responsibilities of each party, identifying MSRLS, as the implementing agency, and Kudumbashree NRO, as the technical support agency. It outlined the project objectives, the geography of intervention, and roles and responsibilities of the two parties for instating legal and administrative accountability and ensuring mutual support.

The period of MoU was extended till March, 2025 followed by non-financial extension of two months till May, 2025.



MoU Signing during the National Workshop on Universalization of VC-VEC-VO Convergence

vi. Baseline Survey

MSRLS signed MoU with Sambodhi Research and Communications Ltd on February 28, 2024 to carry out a baseline assessment by conducting quantitative interviews with 405 respondents across all CLFs in the Mairang, Mawkyrwat, Dalu, and Resubelpara blocks. They used a cluster-sampling method, selecting districts and blocks in collaboration with MSRLS, and then sampled the CLFs, VOs, and SHGs based on the list provided by MSRLS. Baseline was carried out between March and May, 2024. Sambodhi Research and Communications Ltd submitted its final report on August 8, 2024 to MSRLS.

Name of the Districts	Name of the Block	Number of CLFs selected	Number of VOs selected (per CLF)	Number of households selected (per VO)	Total number of respondents covered in individual rounds of baseline
Eastern West Khasi Hills	Mairang	5	5	4	103
South West Khasi Hills	Mawkyrwat	4	5	5	101
West Garo Hills	Dalu	4	5	5	101
North Garo Hills	Resubelpara	3	5	7	100

vii. Field Level Assessment (FLA)

Mentor Resource Persons conducted FLA with the objective of developing an understanding of the local governance and community structures in the intervention area. It was completed during October 17 to October 30, 2023.

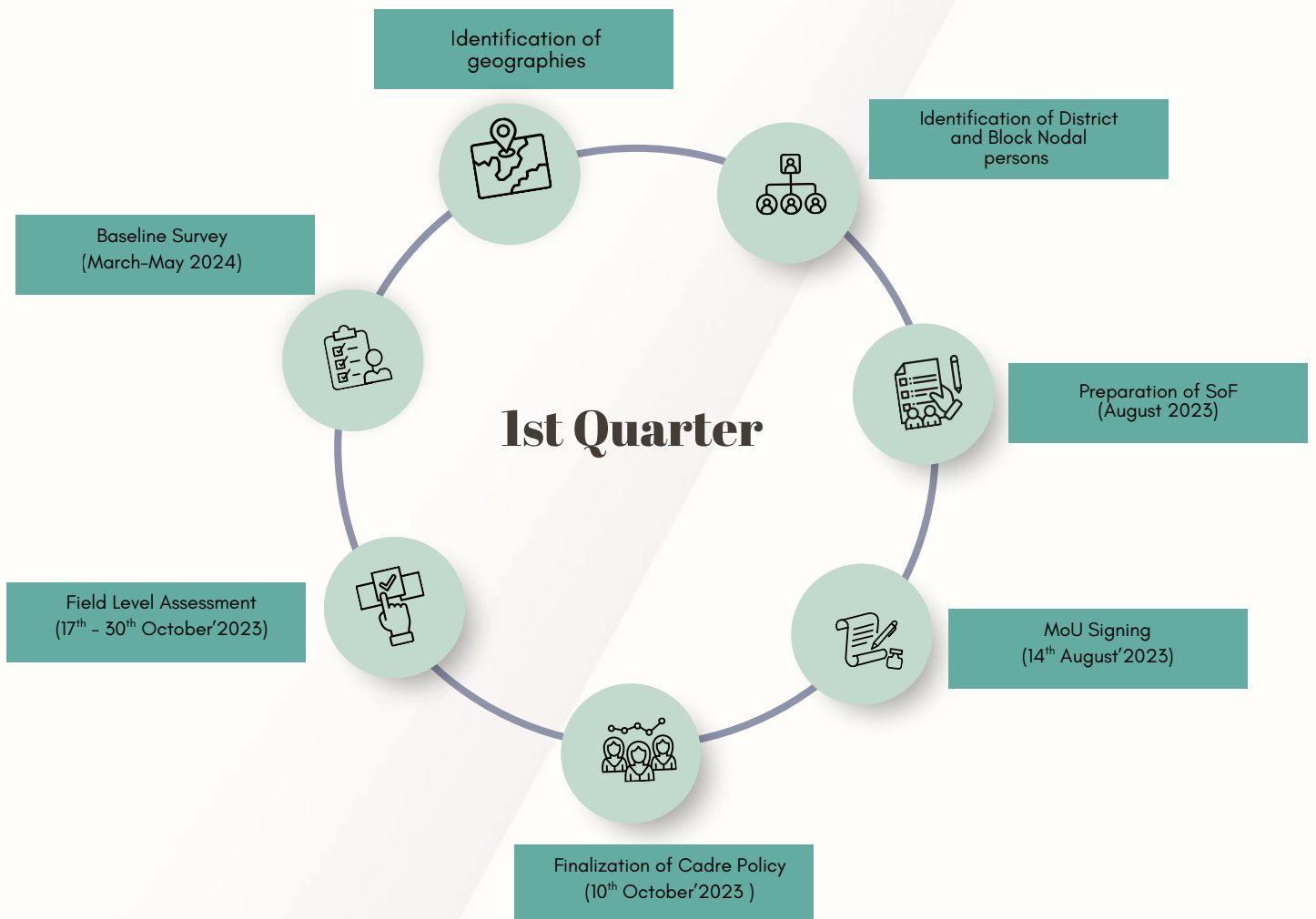
The FLA was to develop an understanding of the local context that influenced the nature of poverty and would shape the strategies for implementing project activities. This includes the specific social, economic, and cultural landscape of the region. Further, it marked initial interactions with the community and was an important step for identifying important stakeholders and building relations for the implementation of project activities.

An extensive FLA deepened the Mentor Resource Persons' understanding of the field. It helped them develop an approach for fostering trust, garnering support, and devising strategies for convergence that were specific to the local context.

VII. ACTIVITY CALENDAR OF THE VC-VEC-VO CONVERGENCE

The completion of the initial preparatory activities was marked by the signing of the MoU and the initiation of the FLA. The signing of the MoU marked the initiation of the project activities. The project activities were implemented as per a detailed activity calendar of 6 quarters spanning 18 months. The detailed timeline of preparatory and project activities is given below:

Preparatory Activities




1ST QUARTER

15TH SEPTEMBER - 14TH DECEMBER' 2023



State Level Orientation of the Project
(28-29 September' 2023)



District & Block Level Orientation of the Project
(October' 2023)



Training to State and District Nodals on User Management and VPRP Mobile Application
(6th October' 2023)



Selection of BRPs at Block Level
(November' 2023)



Training to Immersion Site Block staff on VPRP Process and Application
(16th November' 2023)



VPRP Cadre Training
(November' 2023)



Orientation to the CCs on the Project at Regional Level: 1st Batch
(13 - 15 December' 2023)



PGSRD & SDP Plan preparations in immersion sites and Plan preparation mock demonstrations
(December' 2023 - January' 2024)



Selection of Local Resource Persons (LRPs) cadre for Phase I
(December' 2023 - February' 2024)

2ND QUARTER

15TH DECEMBER' 2023 - 14TH MARCH' 2024

Training to District and Block MIS on VPRP Dashboard, Web Portal and KOBO tool for VPRP Process documentation

(24th January' 2024)



1st Foundational training of 15 days for BRPs at Regional level

(18th January - 9th February'2024)



1st Foundational training to LRPs of Phase 1 Villages

(February - March' 2024)



Orientation to CLF on Civic Literacy and Project for CLFs in Phase I Villages

(February - March' 2024)



Orientation to VOs on Civic Literacy and Project for VOs in Phase I Villages

(March - April' 2024)



3RD QUARTER

15TH MARCH - 14TH JUNE' 2024

Selection of Local Resource Persons (LRPs) for Phase II Villages

(April - November' 2024)

Regional level BRP Training on Q2 Activities

(18th June - 28th June' 2024)

Orientation to CLF on Civic Literacy and Project for CLFs in Phase II Villages

(June' 2024 - September' 2024)

Orientation Training to Village Heads and VEC Leaders on the project, working with the CBO network and VPRP 2024-25

(July - August' 2024)



Orientation to VO on Civic Literacy and Project in Phase II

9th July - November' 2024)

Strengthening the VO-SAC and Convergence Camp initiation in Villages

(August' 2024 - September' 2024)

State, District and Block level Line Department Workshop on the Project

(22nd March' 2025)

Formation of State/District and Block Level Coordination Committees for VC-VEC-VO Convergence

(May' 2025)



4TH QUARTER

15TH JUNE TO 14TH SEPTEMBER 2024

LRP Trainings

LRPs of Phase I villages on Quarter 02 Activities

LRPs of Phase II villages on Quarter 01 and Quarter 02 Activities

(July' 2024 to November' 2024)



VO Concept Seeding on VPRP and Livelihoods Plan

(August' 2024 - September' 2024)



ToT to State Master Trainers on VPRP and Livelihoods Plan Process, User Management and Mobile Application for VPRP 2024-25

(11th June' 2024)



CLF Concept Seeding on VPRP and Livelihoods Plan

(August' 2024 - September' 2024)



ToT to District Master Trainers on VPRP and Livelihoods Plan Process, User Management and Mobile Application for VPRP 2024-25

(29th - 30th July' 2024)



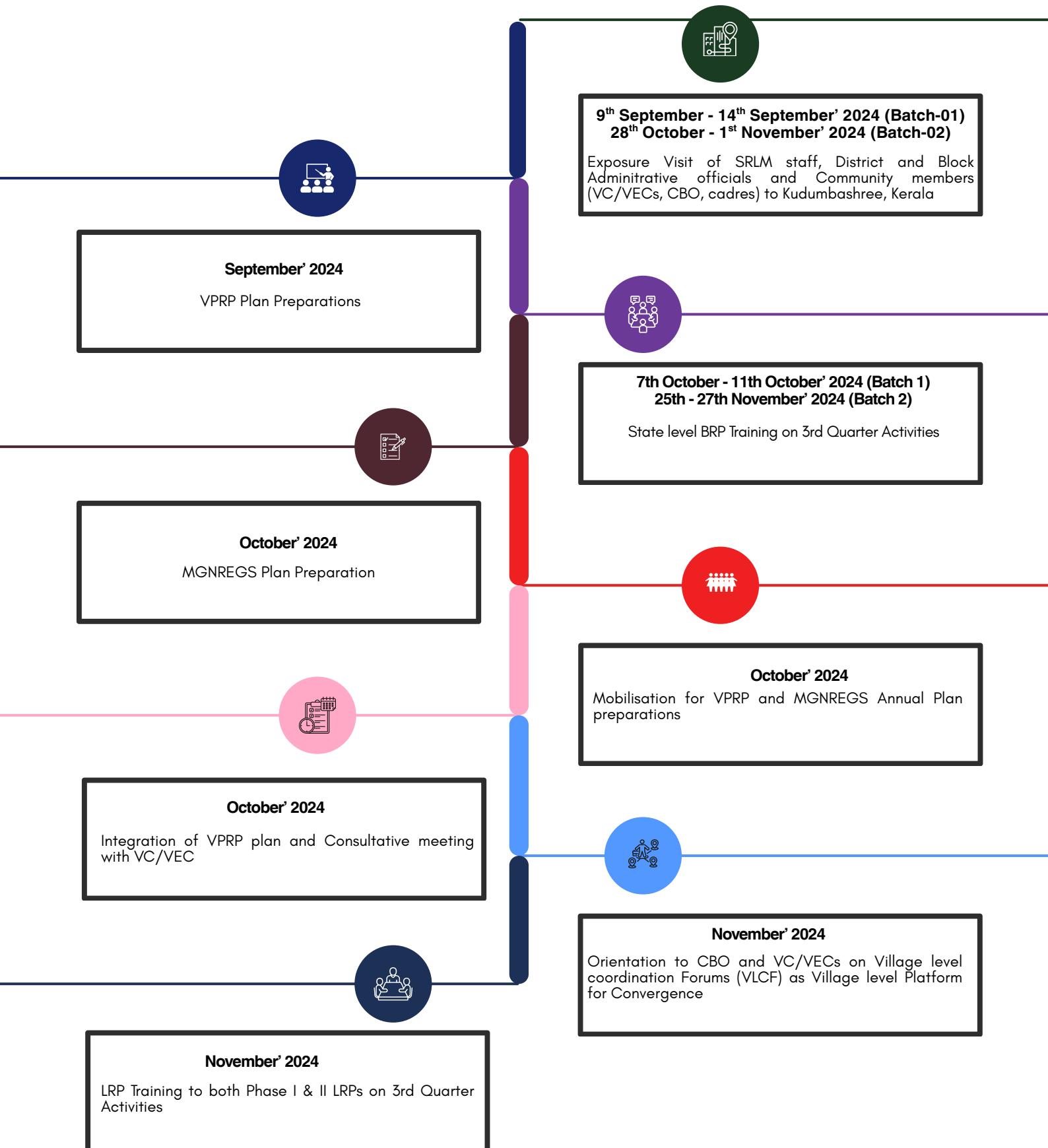
ToT to Block Master Trainer on VPRP and Livelihoods Plan Process, User Management and Mobile Application for VPRP 2024-25

(August' 2024 - September' 2024)



5TH QUARTER

15TH SEPTEMBER' 2024 TO 14TH DECEMBER' 2024



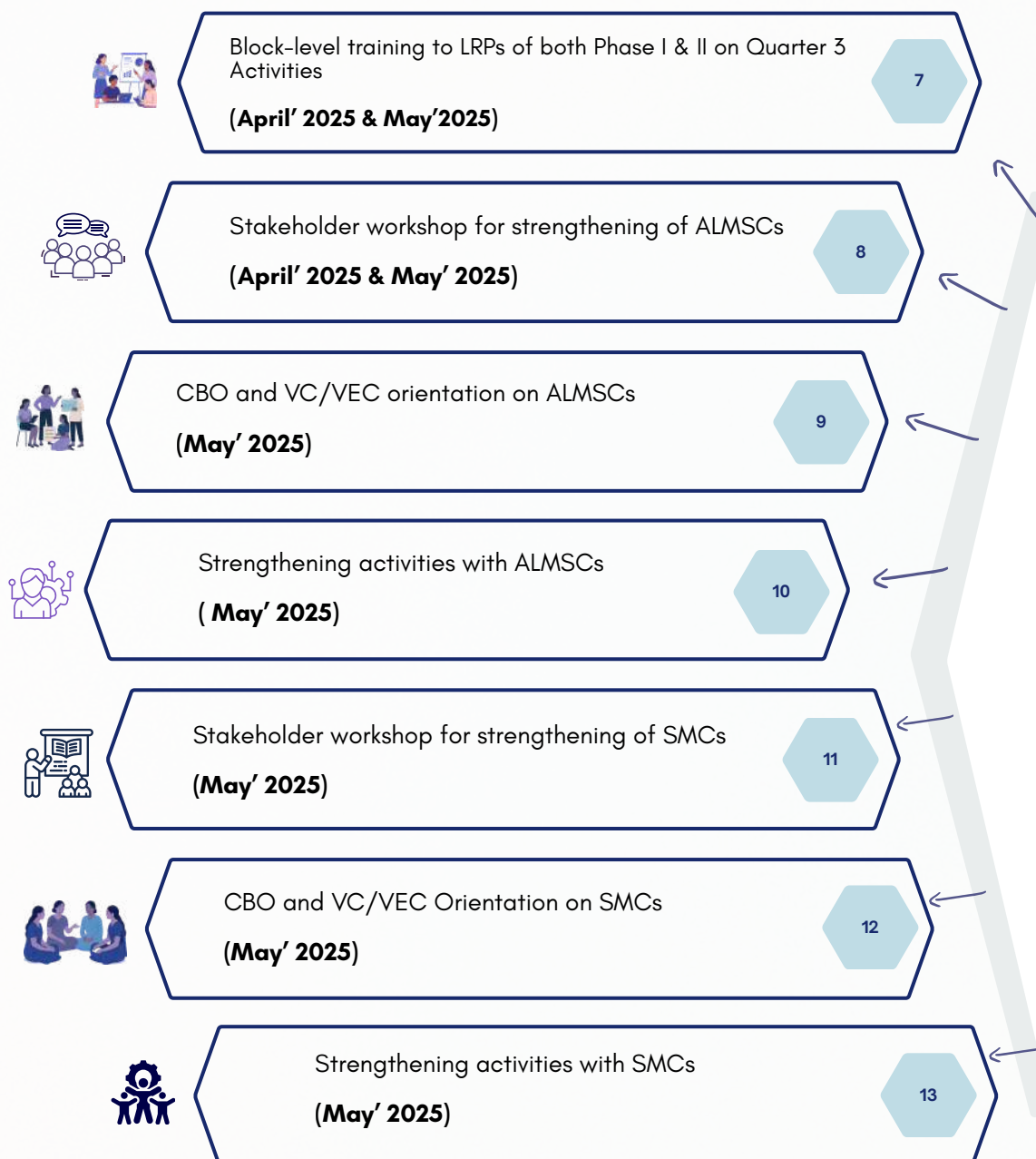
6TH QUARTER

15TH DECEMBER' 2024 TO 31ST MAY' 2025



6TH QUARTER

15TH DECEMBER' 2024 TO 31ST MAY' 2025



NB: The project concluded in the month of May' 2025

VIII. PROJECT ACTIVITIES OF VC-VEC-VO CONVERGENCE

i. State Level Orientation (SLO) workshop

A two-day State Level Orientation (SLO) Workshop was conducted to clarify project objectives, roles and responsibilities of stakeholders, and encourage collaboration with key stakeholders to facilitate the effective rollout of the project. The Workshop was held on September 28 and 29, 2023 with participation from the CEO-MSRLS, COO Operations and Livelihoods-MSRLS, state and district nodal persons, and thematic heads from MSRLS and the Kudumbashree NRO team.

The Workshop was inaugurated by Shri. Ramakrishna Chitturi (IAS), CEO, MSRLS. He shared insights from the pilot phase in Meghalaya and outlined his vision for the universalization of the project. The COO set the program's objectives and launched the SoF while highlighting key guidelines for the project's implementation. The team from the headquarters of Kudumbashree NRO discussed project objectives and the importance of contextualization of the project. The SMM SI-SD provided an overview of the primary strategy and rollout plan to be followed. This included an in-depth session on the Cadre Policy to ensure clarity on the selection processes that would follow the SLO. The Workshop concluded group discussions to formulate and present district-wise activity plans and a timeline for activities for Quarter 1.

The SLO Workshop formally initiated the project rollout, building a comprehensive understanding of the convergence model and fostering cross-vertical support through the active participation of thematic heads.



ii. District Level Orientation (DLO) Workshop

A one-day District Level Orientation (DLO) Workshop was conducted in each district to develop a comprehensive understanding of the project and clarify the roles, responsibilities, and rollout plan. The Workshop was conducted at district level in all 12 districts in October, 2023, following the completion of the SLO. The Workshops were facilitated by the Kudumbashree NRO team and attended by the DMMU team and block nodal officers

The workshops focused on orienting the teams to the concept of convergence within NRLM, reviewing Meghalaya's pilot project, and sharing mentor experiences from Kudumbashree and partner states. Key discussions included the cadre policy, roles of various cadres and nodal staff, and the responsibilities of officials at each level. The workshops also covered the discussions on the Quarter 1 activity modules and finalized the Block Activity Calendar.

The workshop developed a comprehensive understanding of the project and clarified the roles and responsibilities of nodal persons at the district and block levels. It clarified the role of DMMU and BMMU in the cadre selection process. Additionally, a significant outcome was the development of Block Activity Calendar to establish the timeline of activities for Quarter 1.

District Level Orientation (DLO) Workshop



Table: District-wise Participation in DLO Workshops

Sl. No.	District	Date of Conduct	No. of Participants	Participants
1	East West Khasi Hills	5th October 2023	30	PD DRDA, SPC & Mentor, PM SI-SD, DMM, DFS IBCB, DFS FI, DFS LP, Project Executives, CCs, BPMs, BFS
2	West Khasi Hills			
3	East Jaintia Hills	6th October 2023	27	PD DRDA, JRDO, DMM, Mentor, DFS FI, BPM, CC, Accountant
4	West Jaintia Hills			
5	West Garo Hills	10th October 2023	26	DMM, DFS IBCB, FI, LP, BPM, CC, BFS
6	South West Garo Hills	19th October 2023	21	DFS-IBCB, DA, District MIS, BPMs, CCs, BFS-FI
7	East Garo Hills	17th October 2023	12	DMM, FI Staff, District MIS, Project Executive, LP, BPM, CC, BFS
8	North Garo Hills	10th October 2023	13	DFS IBCB, FI Staff, District MIS, District Accountant, Project Executive, LP, BPM, CC, BFS, BFI and Mentor
9	South Garo Hills	18th October 2023	10	DPM, DFS IBCB, FI staff, District MIS, District Accountant, Project Executive, LP, BPM, CC, BFS, BFI
10	East Khasi Hills	16th October 2023	32	DMM, DFS-IBCB, FI, LH Staff, BPMs, MIS
11	Ri Bhoi	11th October 2023	27	DMM, BPMs, PM SI-SD, SPC KS NRO
12	South West Khasi Hills	9 th October 2023	15	DMM, BPM, CCs, IBCB staff, MIS Staff, Accountant, FI Staff
Total No. of Districts oriented: 12; Total No. of participants: 213				

iii. Block Level Orientation (BLO) Workshop

One-day Block Level Orientation (BLO) Workshops were conducted in each block to develop understanding of the project, clarify roles, responsibilities, and plan for implementation. The Workshop was conducted at block level in October, 2023, following the completion of DLOs. The Workshop was facilitated by the BPMs with support of DFS SI-SD and Mentor Resource Persons and attended by the Block Development Officer, Junior Rural Development Officer, VC President, VEC Secretary, VO EC Members, and block-level staff of the BMMU. All 40 blocks completed their orientations, amassing a total of 1,822 participants attending across the sessions.

The Workshop oriented participants to the project objectives, rollout strategy, and roles and responsibilities of all block and village level stakeholders. The participants were briefed on the selection process of cadres, project activities of Quarter 1, and Block Activity Calendar developed during the DLO.

The activity plan, timeline and committee constitution for selection of BRPs and LRPs were finalized through the Workshops.

Block Level Orientation (BLO) Workshop



iv. Selection of BRPs

The selection of Block Resource Persons (BRPs) was carried out in November 2023 to build an internal resource pool for convergence activities at the block level within MSRLS. The process was conducted in two stages, with the District Mission Manager, BDO, BPMs, and Mentor Resource Person serving as the evaluation panel.

Candidates were nominated by the CLF from among existing CRPs, Community Gender Health Activists (CGHAs), active CBO members, and the Internal Mentor pool, based on defined eligibility criteria and with support from the BMM. Following eligibility verification, Stage 1 comprised a written test, a case study-based planning exercise, and scheme awareness presentations, from which the panel shortlisted five candidates per block. Stage 2 consisted of an interview conducted by the DMM and Mentor Resource Person.

The process was formally concluded with the issuance of a placement contract by the respective BDO, resulting in the selection of a total of 40 BRPs to support project implementation.



v. Orientation of Cluster Coordinators

The orientation program for CCs was conducted to introduce the project, its objectives, and build ownership towards the project activities. The orientations were conducted between December 13 and December 15, 2023. The orientations were facilitated by the DFS SI-SD and Mentor Resource Persons. They were conducted on a regional basis in the Khasi and Garo regions. The session for Khasi region was conducted on December 13th, 2024 and attended by 46 CCs. The orientation for Garo region was conducted on December 15th, 2024 and attended by 25 CCs. Pending orientations were completed at district-level in July, 2024 and attended by 185 CCs.

The sessions oriented the CCs to the project's concept and objectives, detailing the roles and responsibilities of various stakeholders, the CCs' roles in project implementation, and shared best practices from MCLFs' thematic interventions. The session followed up on the selection timelines for Local Resource Persons (LRPs) for each block and cluster.

These orientations were crucial in ensuring that CCs from both regions were capacitated to support implementation of the project activities. It further ensured support from the CLF for selection of LRPs as per the agreed timeline and process.

Orientation program for CCs



vi. Selection of Local Resource Persons (LRPs)

The selection of Local Resource Persons was conducted for developing an internal resource pool at the village-level for MSRLS. The selection process was conducted for phase I villages in December, 2023 and for phase II in February, 2024. It was conducted at two stages at block level with the BPMs, CLF Office Bearers, CLF Manager, and CCs as the evaluation panel.

The LRPs were selected from the active CBO members of the respective village. The CLF nominated candidates for LRP selection as per the eligibility criteria. A written test was conducted to shortlist candidates for the next stage of selection. Stage 2 of the selection process encompassed activities including group activities, village mapping and extempore. The candidates were scored as per criteria and finally one LRP was selected per village. The process concluded with the provision of a placement contract by the BDO of their respective block.

A total of 1,105 LRPs were selected for Phase I villages. The selection of LRPs for Phase II villages was completed between April and November, 2024. Following completion of LRP selection for Phase I and Phase II villages, a total of 3,410 LRPs had been placed for the project.

LRP selection



vii. Foundational Training of Block Resource Persons (BRPs)

A fifteen-day foundational training of BRP was conducted to deepen their understanding of the convergence model and support the implementation of project activities. The training was conducted for the 40 BRPs identified between January 18 and February 9, 2024 before the initiation of field-level implementation of Quarter 1 activities. It was conducted at the regional level: 25 BRPs from seven districts in the Khasi Hills region and 15 BRPs from five districts in the Garo Hills region. The training was conducted by the Mentor Resource Persons and the State Project Coordinator.

The training was designed to provide theoretical knowledge and practical exposure to the functioning of local self-government and community institutions in Meghalaya. The training began with three days of classroom sessions on poverty's multidimensional aspects, the approach for convergence, an introduction to Kudumbashree NRO as a technical partner for MSRLS, roles and responsibilities of stakeholders and civic responsibilities. This was followed by a seven-day field immersion in villages, providing participants with hands-on insights into VC functioning, CBO networks, Citizens' Committees, and Line Department programs.



PARTICIPATORY RURAL APPRAISAL ACTIVITIES ON FIELD

A five-day second phase of classroom sessions provided the BRPs with an opportunity to share their observations and learnings, with support and guidance from the facilitators. Further sessions were conducted to clarify the roles of DRPs, BRPs, LRPs, and the responsibilities of CLFs and VOs in project implementation. The training also emphasized soft skills and personality development, with sessions on effective communication, conflict management, teamwork, mobile photography, and digital tool usage (Gmail, WhatsApp, Google Drive).

Lastly, the training comprised in-depth sessions on the training module for LRPs for quarter 1 activities. The BRPs would be responsible for training of the village level cadre. Orientation to the modules, mock training exercises for practicing facilitation, and structured feedback on conceptual clarity and facilitation skills enhanced their capacity to conduct the LRP training. The training of BRPs built the capacity of the 40 BRPs selected for the project. It helped them understand the importance and relevance of convergence for village development. Further, it equipped the BRPs with necessary knowledge and practical skills to support implementation of project activities.



viii. Foundational Training of Local Resource Persons (LRPs)

A six-day foundational training for LRP of Phase I villages was conducted to develop understanding of convergence and equip them with necessary knowledge and skills to support project activities. The training was conducted at the block level between February and March 2024, facilitated by BRPs, with a total of 963 out of the 1,105 LRPs selected for Phase I villages in attendance.

The training utilized classroom sessions and field exposure to build theoretical and practical knowledge. First, two days of classroom sessions used participatory and interactive methods to introduce the structure of local governance and CBO, government schemes, rights and entitlements, the convergence model, and roles of various stakeholders in the project. Following the classroom sessions, LRPs engaged in a two-day field immersion in their own villages to interact with members of VCs and VOs and understand issues faced by the community. The immersion was followed by two days of focused classroom sessions on understanding their roles, work policy, and working register management. The LRPs were oriented to the VO Orientation module with conceptual and practicum components. Mock sessions with rigorous feedback on conceptual clarity and facilitation skills from BRPs ensured that the LRPs would be able to translate their learnings to orient the VO members.

To reinforce training outcomes, BRPs conducted follow-up sessions through cluster-level meetings with CCs. Additionally, they supported LRPs in understanding and using required formats and preparing on-field registers.

The training of LRPs was successfully conducted and built their capacity for engaging with the VC and community members for driving VC-VEC-VO convergence. It equipped them with necessary knowledge and technical and soft skills for implementing project activities.



Foundational training for LRPs



Activities conducted during the LRP Training



ix. Orientation to office bearers of Cluster Level Federation (CLF) and Village Organisation (VO) on Project and Concept Seeding on Civic Literacy

The CLF and VO Orientation on VC-VEC-VO Convergence Project and Concept Seeding on Civic Literacy was conducted to orient them on the project-its relevance and activities, and deepen their understanding of their rights, entitlements, and knowledge of local governance. The CLF Orientation and Concept Seeding was conducted for CLF Executive Committee (EC) members between February and March, 2024 for Phase I villages and July and August, 2024 for Phase II villages by the BRPs and CCs. It was attended by CLF EC members of 197 CLFs.

The VO Orientation and Concept Seeding was conducted for Phase I villages between March and April, 2024 and Phase II villages between July and November, 2024 by the respective LRPs. It was attended by VO EC members across 2176 VOs.

The orientation familiarized CLF and VO Office Bearers with the project, its objectives, relevance, project activities, and their roles and responsibilities. It built a deeper understanding on local governance, clarifying the structure, roles of functionaries and highlighting the importance of convergence. The concept seeding on civic literacy further guided participants to understand their responsibilities in the community. The session outlined the process of identifying and addressing community issues and; planning and executing interventions with support of VCs. The activity thus, equipped the members with the capacity to effectively play their role in the project. It was also a first step in building rapport between the BRP and CLF and LRP and the VO. The orientation proved to be a key step in ensuring support and sustainability of convergence activities.



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x. State-level Review Meeting

The State-level Review Meeting for rollout in Phase I villages was conducted to review progress, identify challenges, and devise strategies as well as discuss initiation of Quarter 2 activities for effective project implementation. It was held on March 23, 2024, at the State Convention Center in Shillong. The meeting was led by Shri. Ramakrishna Chitturi CEO-MSRLS and facilitated by SMM SI-SD together with the SI-SD and IBCB team with support from Kudumbashree NRO. Participants included DMMs and DFS SI-SDs from 12 districts, joining both online and in-person.

The meeting focused on setting coverage objectives and targets for FY 2024-25, evaluating district-level progress, and developing strategies to address challenges. Subsequently, rollout plans for Quarter 2 activities were outlined, with acknowledgements to State Institute of Rural Development (SIRD), Rashtriya Gram Swaraj Abhiyan (RGSA), and State Rural Employment Society (SRES) for their support in facilitating training. The meeting also spotlighted best practices in training and reviews, and discussions covered state-level workshops, and Phase II LRP selections. Honorable CEO closed the session by commending the MSRLS and Kudumbashree NRO teams for their strong coordination and quality efforts.

The meeting played a significant role in planning and devising strategies to strengthen project implementation, while also fostering cross-district learning and the exchange of insights from Mentor Resource Persons. It further facilitated the identification of practical solutions for cadre training and dropout management.



1st State Review Meeting for VC-VEC-VO Convergence Project for the quarters (Aug'23 to Mar' 24)

xi. Orientation to Village Heads and VEC Leaders on Convergence Project and VPRP

One-day orientations and trainings for Village Heads and VEC Leaders on the VC-VEC-VO Project were conducted in July and August 2024 at the block level, with the aim of building an understanding of multidimensional poverty and the project's relevance for poverty eradication. The sessions were attended by the BDO, Additional Program Officer – MGNREGS, and SIRD Resource Persons, facilitated by the respective BRPs and Mentor Resource Persons, and garnered a total attendance of 3,518 members from VCs and VECs.

The orientations covered key themes including multidimensional poverty, its relevance to the Localisation of Sustainable Development Goals (LSDGs), and the role of NRLM and CBOs in poverty reduction. Participants were introduced to the project, its objectives, and significance, and were guided to identify strategies using available resources and services. Discussions also centred on community-driven village development planning, including the Village Prosperity Resilience Plan (VPRP) as a demand-based planning tool, and explored potential areas of collaboration between VOs, VCs, and VECs.

The orientations proved to be a significant step in deepening linkages between VCs, VECs, and VOs, sparking productive discussions and initiating cross-institutional support for the project.

Orientation to VC-VEC on the project



xii. BRP Training on Quarter 2 Activities

A five-day regional training for BRPs on Quarter 2 activities was conducted in June 2024 to build capacity for VPRP preparation, MGNREGS mobilisation, and strengthening of Social Action Committees (SACs). Training for the Khasi and Jaintia Hills region was held from June 18-22, and for the Garo Hills region from June 24-28, with 39 out of 40 BRPs in attendance. The training was facilitated by the Mentor Resource Person, State Project Coordinator, and DFS SI-SD.

The sessions commenced with a refresher on Quarter 1 activities and knowledge assessments, followed by training on Quarter 2 topics including Village Prosperity Resilience Plan (VPRP), VC and VEC roles, the LSDGs, SDG alignment with MGNREGS demands, and scheme implementation. Classroom sessions were enriched with group activities and discussions to deepen understanding of the VPRP – its importance, components, and preparation process. The livelihoods component in VPRP was trained by MSRLS livelihood experts. Sessions on MGNREGS, facilitated by State Nodal Officers from SRES, provided BRPs with an in-depth understanding of institutional systems for MGNREGS implementation and the community's role in work identification and labour budget preparation.

SIRD faculty led sessions on LSDGs, demonstrating their alignment with village-level development activities. SMM-SISD MSRLS further covered a session on thematic understanding of Gender; Food, Nutrition, Health, and WASH (FNHW), and; Social Inclusion with a focus on sub-committees within federations and strategies for strengthening VO-SAC for social development.



SIRD faculty familiarising BRPs on the Sustainable Development Goals (SDGs)



The training had several positive outcomes. It revisited the modules from Quarter 1 in the form of a refresher for the BRPs. The training drew on expertise of stakeholders from different verticals, departments, and the SIRD and built knowledge of BRPs on several topics, that is, VPRP, MGNREGS, LSDGs, and VO-SAC. Further, the training equipped the BRPs with knowledge and skills to ensure cascading of their learnings to the CLFs and LRPs.



Fun activity facilitated by SMM SI-SD

xiii. Training of Phase I LRPs on Quarter 2 Activities & Phase II LRPs on Quarter 1 and Quarter 2 Activities

A two-day training of LRPs for Quarter 2 Activities was conducted for capacity-building of LRPs for supporting activities in plan preparation and mobilization for VPRP and MGNREGS and; strengthening of VO-SAC. The training for LRPs of Phase II villages also included training on Quarter 1 activities. It was completed at the block level by BRPs between July and November, 2024. A total of 2,589 LRPs out of 2,651 LRPs were trained.

The training provided a refresher on Quarter 1 activities and covered sessions on VPRP, MGNREGS, LSDGs, Gender, FNHW, and activities aimed at strengthening the VO-SAC. The training utilized group activities and mock sessions to ensure interactive learning and build capacity of LRPs to orient the VO members and support activities at the village level.



The first day began with sessions on revisiting the Quarter 1 activities and consolidation of learnings from the field. LRPs were familiarized with the plan preparation process, the demand and follow-up mechanisms in VPRP. The training was to provide the necessary capacity-building as a precursor to the rollout of VPRP 2024-25.

The second day of the training oriented LRPs on the details of MGNREGS implementation and the LSDGs. It emphasized on the role of the community in planning and implementation of MGNREGS and the role of institutions of local self-governance for sustainable development. Further, the sessions provided an overview of the relevance and activities for FNHW and Gender thematics and linked them to their application in strengthening of VO-SAC. The training concluded with the introduction to register formats to be utilised by VO-SAC and the preparation of activity calendars by the BRPs.

The training was essential for capacity-building of LRPs for implementation of Quarter 2 activities. Structured feedback and support ensured cascading of learnings to the community. It, further, outlined the timeline of activities to be followed in the quarter and clarified reporting mechanisms for ensuring clear communication within the team.

xiv. Strengthening the Village Organisation-Social Action Committee (VO-SAC) Members

Activities for strengthening the VO-SAC were conducted for ensuring the engaging VO members in identifying social issues and developing solutions through convergence approach. The activities were conducted between September and November, 2024 by LRPs and BRPs of respective villages with support from CCs. The training was completed for members of 7,597 VO-SACs.

The sessions introduced the VO-SAC members to the composition, rationale, and roles and responsibilities of the committee. They strengthened the capacity of the VO-SAC to fulfill the responsibilities by orienting them to the relevance, importance, and activities for Convergence, FNHW, Gender and social inclusion for social development in villages. The session further guided members on different village-level functionaries responsible for ensuring health, nutrition, and sanitation for facilitating convergence.

The strengthening of VO-SAC was an important step to help the members identify social concerns in their villages, plan for addressing the issue, and take action using existing resources through convergence with stakeholders at the village level.

VO-SAC Strengthening



xv. VPRP Concept Seeding for CLF and VO Members

VPRP Concept Seeding was conducted for CLF and VO members to build their understanding of the VPRP process and clarify the roles of CBO members in plan preparation, monitoring, and follow-up. At the CLF level, sessions were completed across all 171 CLFs between August and September 2024, facilitated by BRPs and CCs, with 3,239 CLF EC members attending. This was followed by concept seeding for VO members, completed across all 2,050 VOs between August and November 2024, facilitated by LRPs at the village level, with over 30,430 VO EC members participating.

Sessions made use of case studies, group discussions, and hands-on activities to explain the importance of VPRP, its four components, and the steps involved in plan preparation, prioritisation, consolidation, submission, and monitoring. The roles of CLF, VO, and SHG members were clearly laid out across sessions. The concluding session was practical in nature – CLF EC members drew up schedules for VO Concept Seeding, while VO EC members prepared schedules for SHG-level plan preparation.

Overall, the concept seeding was an important step in successfully initiating community-level planning for VPRP rollout. It helped build a sense of ownership among CBO members over the VPRP process and reinforced the need to consolidate community demands for village development.



xvi. Exposure Visit

The Exposure Visit was conducted to provide experiential learning on convergence in Kerala. The visit of the participants from the State was conducted in two batches: Participants of Batch 1 visited between September 9 and September 14, 2024 and participants of Batch 2 visited between October 28 and November 1, 2024. The participants included Project Director, Junior Rural Development Officer, BDO, and MSRLS staffs facilitated by the team from Kudumbashree NRO.



Interaction with Nutrimix team members

The team visited Gram Panchayats, including Edakkattuvayal and Thiruvaniyoor, for four days of guided field visits and interactions with stakeholders was designed for immersive learning on the structure, functioning, and collaboration between institutions of local self-governance and community in Kerala. Interactions with Panchayat Committees and members of Kudumbashree Community Development Society (CDS)* lay the foundation for the visit through discussions on the processes for participatory planning and implementation of development activities, including the role and alignment of the CDS and Gram Panchayat for promoting women's participation in local governance.

The foundational knowledge of the participants was enhanced through visits to the transferred institutions of Veterinary Hospitals, Agricultural Office, Family Health Centre, Anganwadi Centres, and schools enabling understanding the day-to-day functioning, services provided to the community, and the tailoring of activities based on community priorities. Interactions with the Haritha Karma Sena and the staff and beneficiaries at the Buds Rehabilitation Centre (BRC), Life Mission House, Nutrimix units and MGNREGS work site which exemplified strong collaboration between Gram Panchayats and Kudumbashree helped deepen their understanding of strategies for convergence to identify and address challenges for village development. Lastly, interactions with the Water, Health, and Sanitation Committee (WHSNC), Anganwadi Level Monitoring and Support Committee (ALMSC), and School Management Committee (SMC) helped appraise the role of the community in monitoring institutions for efficient delivery of public health, nutrition, and education services.

The Exposure Visit was successfully conducted and deepened understanding on convergence based on the Kerala model. The deepened understanding and exposure to innovative practices and strategies would form the basis for fruitful ideation for activities contextualized to the needs for village development in Meghalaya.

*Equivalent to the CLF in MSRLS

xvii. BRP Training on Quarter 3 Activities



A five-day training for BRPs on Quarter 3 activities was completed between October and November 2024 to build capacity for supporting VPRP plan preparation and strengthening of Village Level Coordination Forums (VLCFs) and Village Health Councils (VHCs). The training was organised at the state level in two batches, with 33 out of 40 BRPs participating, facilitated by Mentor Resource Persons and the SPC.

The sessions began with a refresher on Quarter 2 activities before shifting focus to Quarter 3. Training was highly interactive, incorporating group work, discussions, IEC materials, videos, cross-learning activities, and games. BRPs received hands-on training on using the mobile application for VPRP preparation and were introduced to the importance of participatory governance, concept of Gram Sabha, and strategies for community mobilisation. A mock Gram Sabha was conducted to help BRPs apply their learnings in a simulated setting, followed by sessions on MGNREGS and process of Public Goods, Services, and Resource Development (PGSRD) demands integration with MGNREGS plan.

The training also introduced the Village Level Coordination Forum (VLCF) as a platform for representation from the VC, VEC, and VO to strengthen coordination and convergence at the village level, and built understanding of the Village Health Council (VHC) – covering its importance, composition, functioning, formation guidelines, and the roles and responsibilities of its members. Overall, the training successfully equipped BRPs with the knowledge and skills needed to support participatory planning for village development and to cascade learnings to LRP for effective implementation.

xviii. LRP Training to Quarter 3 Activities

A three day training of LRPs for Quarter 3 activities was conducted to build their capacity for supporting VPRP plan preparation and activities for strengthening of VLCF and VHC. It was conducted at the block level between November and February, 2024 by the BRPs and garnered participation from a total of 1,945 LRPs.

The sessions began with a refresher on Quarter 2 activities and discussed the learnings and experiences of LRPs from the previous quarter. Successive sessions training them on Quarter 3 activities utilized interactive methods, IEC materials, and practical components for enhancing understanding and facilitation skills of LRPs.

A hands-on training on using the mobile application for preparation of VPRP was provided. The LRPs were introduced to the importance of Gram Sabha and Special Gram Sabha, strategies for mobilizing the community for participation, and integration of VPRP with the Village Level Development Plan (VLDP). A mock Gram Sabha was conducted for simulation and feedback was provided by BRPs to understand challenges and strategize solutions. The training introduced the concept of VLCF as a platform convergence and the VHC for enhancing democratic participation of community members.

The training was successful in instilling the importance of community participation in processes and platforms for village development. Feedback on conceptual understanding and facilitation skills strengthened the capacity of LRPs to orient the VO and committee members.



3rd Quarter training to LRPs



3rd Quarter activities training to LRP

xix. Orientation to CLF and VO on Gram Sabha, VLCF and VHC

One-day orientations to CLF and VO members on Gram Sabha, VLCF and VHC were conducted in 171 CLFs to familiarise the platforms to drive participatory governance and service delivery at the village level. The orientations were conducted between November, 2024 and January, 2025. CLF Orientations were conducted by BRPs with support from CCs and attended by over 3,500 CLF EC members. The VO orientations were conducted by LRPs and attended by over 9,710 VO EC members.

The sessions adopted interactive methods and used IEC materials to help the CLF and VO members in internalising the concepts effectively. It deepened the participants’ understanding on the importance of Gram Sabha and their role as community members. It introduced the VLCF as a convergence platform and clarified its relevance, composition, functioning, and their roles and responsibilities as members. Further, the training emphasized on the role of community members in existing platforms like the VHC for improving the health and wellness status in the village.



The orientations were an important precursor to strengthening activities for convergence platforms and citizen committees. It ensured that CBO members were active participants of these institutional platforms. Additionally, orientation on Gram Sabha was an important step to guide CBO members on strategies for garnering participation of VO members in Gram Sabha for VPRP integration in the VLDP.

xx. Strengthening of VHCs

Activities and orientations to strengthen the VHCs was conducted aimed to promote community participation, ownership and action in the regular conduct of the council's functions and delivery of services related to public health and nutrition. A total of 2,887 VHCs were strengthened in November 2025 with trainings facilitated by the LRPs supported by BRPs and CCs at the village level. The training was attended by VHC members and VO Office Bearers.

The training focused on familiarising the importance of VHC, its functioning, and roles and responsibilities of all stakeholders. It emphasized on the role of VHC in tailoring provision of health services to needs of the community and monitoring the provision of health services. The role of SHG members in mobilisation for its services and supporting in convergent efforts to be undertaken with various other departmental schemes were emphasised to promote active participation of SHG members in the council.

As an outcome to the training, VHC members were observed to have begun taking greater ownership of community health initiatives, including regular monitoring of village healthcare needs and infrastructure, organising cleanliness drives in public spaces, and the establishment of Nutrigardens. The regular engagement of the council members with Anganwadi Centres for promotion of its services and organization of Village Health and Nutrition Days (VHNDs) have drastically increased through the strengthening activities.



xxi. Training of BRPs on Quarter 4 Activities

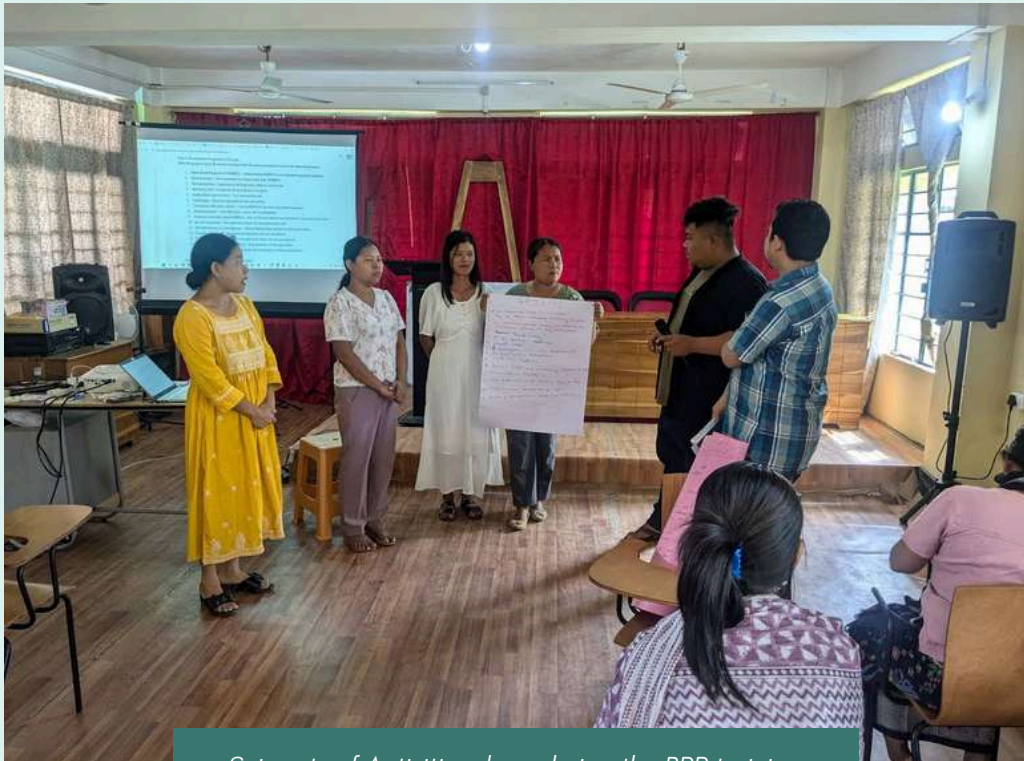
A five-day training for BRPs on Quarter 4 activities of the VC-VEC-VO Convergence Project was conducted between April 7-11, 2025, in two regional batches covering the Khasi and Jaintia Hills and Garo Hills regions. The training was facilitated by the Mentor Resource Person and State Project Coordinator, along with the East Khasi Hills and West Garo Hills district teams, and was attended by 39 out of 40 BRPs and 2 LRPs.

The training commenced with a review of Quarter 3 activities to assess BRP knowledge and experiences, before moving to Quarter 4 themes. Participants were introduced to the importance, composition, and roles and responsibilities of ALMSC and SMC members, and were oriented on VC and VEC member roles, LSDGs, SDG alignment with MGNREGS demand planning, and community participation for effective MGNREGS implementation. Interactive methodologies including group work, IEC materials, videos, and cross-learning games were employed throughout to enhance engagement.

The training successfully equipped BRPs with the conceptual clarity and facilitation skills needed to cascade Quarter 4 learnings to LRPs and support the strengthening of Citizens' Committees and Women Representatives (WRs) for enhanced community participation in democratic decision-making. Beyond technical knowledge, BRPs also developed strong communication skills, creativity, team-building abilities, and leadership qualities, enabling them to facilitate discussions effectively, foster stakeholder collaboration, and guide implementation with confidence.



5 days BRP training on citizens' committee and women representatives (Shillong & William Nagar)



Snippets of Activities done during the BRP training



Group activities done during the training



xxii. Joint Review Meeting and State-Level Line Department Workshop

The Joint Review Meeting was conducted to review the rollout of project activities between December, 2024 and March, 2025. It was followed by a State-Level Line Department Workshop for fostering collaboration between departments. The review meeting and workshop were jointly conducted by MSRLS and Kudumbashree NRO on March 20 and March 21, 2025, respectively.

The Joint Review Meeting commenced with the SMM highlighting the vision of MSRLS on project activities. It was followed by presentations by district and block representatives on the outcomes of activities and plan ahead on completion of remaining activities.

The workshop with Line departments was graced by the Director of the C&RD Department as the Chief Guest. The workshop saw participation from Departments of Social Welfare, Health and Family Welfare, Veterinary and Animal Husbandry, Agriculture, Renewable Energy, Food and Civil Supplies, Horticulture, North East Centre For Technology Application and Reach (NECTAR), Meghalaya Electricity Board, National Bank for Agriculture and Rural Development (NABARD), Krishi Vigyan Kendra(KVK), and MSRLS.

The SMM, MSRLS, initiated the workshop by setting the objectives of the session. The Project Lead provided an orientation on SLCC and the State Project Coordinator (SPC) gave an overview of VPRP, requesting plans from all line department representatives for realization of VPRP demands. Alongside these technical sessions, the VC and VEC representatives shared their experience on working with the VOs and cadres through the VLCF platform, MGNREGS and various convergence initiatives. Officials representing different line departments engaged in focused group discussions (FGDs) exploring the various possibilities for convergence.

The Meghalaya Milestones Booklet was released by the Chief Guest along with the MSRLS and Kudumbashree NRO team. The event also witnessed the experience sharing of PD DRDAs and BDOs of their Kerala visit and the activities they want to replicate in Meghalaya through the Project.

A significant outcome was that by the end of the workshop, the departments had assured their full support and commitment to collaborative efforts. The workshop additionally served as a platform for planning for strengthening of Citizens' Committees. The resolutions regarding the support to be provided by the Department of Education and Integrated Child Development Services (ICDS) for strengthening of SMC and ALMSC were discussed by MSRLS. Based on the discussions, the district teams of MSRLS followed up with the district nodal officers of the departments to collaborate for the joint strengthening of committees existing in the village-level government schools and Anganwadi Centres.



Releasing of the Meghalaya milestone booklet

xxiii. Training to LRPs on Quarter 4 Activities

A three day training of BRPs for Quarter 4 activities was conducted for capacity building of LRPs to conduct and support activities for strengthening of Citizens' Committees and WER. The training was conducted in April and May, 2025. It was facilitated at the block level by the respective BRPs and was attended by a total of 2,661 LRPs. Lower attendance is attributed to the dropout of 253 LRPs necessitating recruitment and training.

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Interactive methodologies and IEC materials were utilized to enhance outcomes for the training. The training revisited Quarter 3 activities and assessed knowledge and experiences of LRPs. It was designed to equip LRPs with knowledge and skills for training ALMSCs and SMCs for enhancing citizen participation in monitoring of schools and Anganwadi Centres. Further, LRPs were trained on strategies to capacitate WER in the VECs to work closely with the SHG federations.

The training was successfully conducted to equip the LRPs with conceptual clarity and facilitation skills to effectively orient CBOs and support the strengthening of Citizens' Committees and WER initiatives. As a result of the training, LRPs demonstrated improved communication skills and enhanced leadership qualities. They became more confident in raising relevant questions, facilitating discussions, and engaging stakeholders constructively during implementation processes.

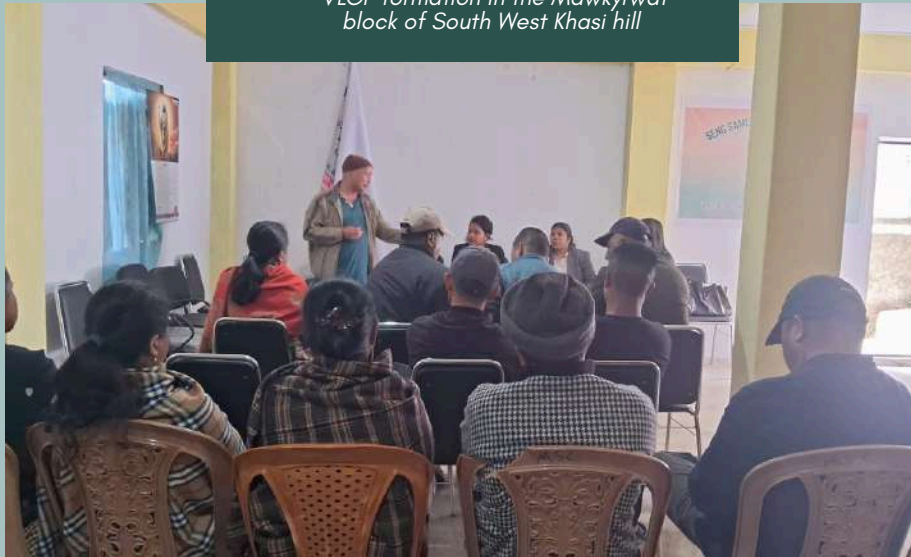


Training to LRPs

xxiv. Formation and Strengthening of VLCF

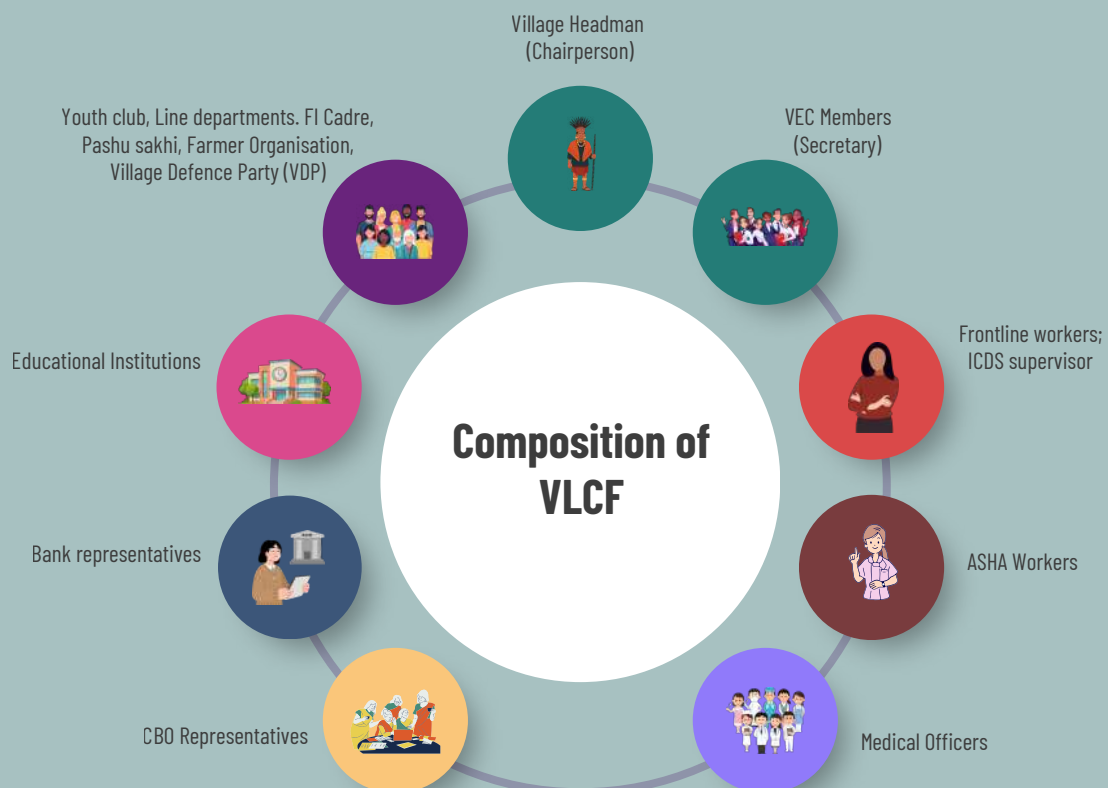
In Meghalaya there was no common platform where all the stakeholders at the village level can come together to discuss the village level issues so an institutional platform was introduced known as Village level Coordination forum. The formation of VLCF was conducted to form a platform that brings together members of Village Council (VC), Village Elected Council (VEC), and Community Based Organisation (CBO) and frontline workers to enhance coordination and collaboration for village development. Formation and strengthening of VLCF was initiated in December 2024. The activities were conducted at the village level by the LRP. The formation began with stakeholder mapping for the identification of key stakeholders for the committee.

VLCF formation in the Mawkyrwat block of South West Khasi hill



The formation was followed by sessions for sensitising the committee members on the purpose of VLCF. Strengthening for VLCF helped them understand their roles and responsibilities, learn about local needs and resources, and make better decisions for the community. It emphasized on the role of VLCF in VPRP plan preparation and follow-up for realization of demands.

The strengthening of VLCF was conducted for 1,693 VLCFs. The VLCF strengthens convergence and promotes transparency, accountability, and participation, ensuring that village needs are reflected in plans and policies. Empowering VLCF members helps them take ownership of development efforts, leading to more effective and sustainable progress in the village.



xxv. Orientation to CLF and VO on ALMSC and SMC

The orientation of CLF and VO on ALMSC and SMC was conducted to establish the importance of community participation in the Citizens' Committees and clarify the roles of responsibilities for effective monitoring of ALMSCs and SMCs. The orientations were conducted in May, 2025. The CLF Orientation was facilitated for CLF EC members at the block level by BRPs. The VO Orientation was organized at the village level for VO EC members by respective LRPs.

The sessions adopted interactive methods and used IEC materials to strengthen the capacity of the CLF and VO members. It introduced the ALMSC and SMC and the role of the committees for inclusive decision-making and monitoring of services provided through Anganwadi Centres and schools. The sessions emphasized the relevance of the community in engaging with the institutions for improving health, nutrition, and education in the village.

The orientations were important for ensuring CBO participation in ALMSC and SMC. It furthered the capacity for CBO members to play their role in village development by utilizing existing institutional platforms.

Orientation to CLF and VO on ALMSC and SMC



xxvi. Strengthening activities with ALMSCs

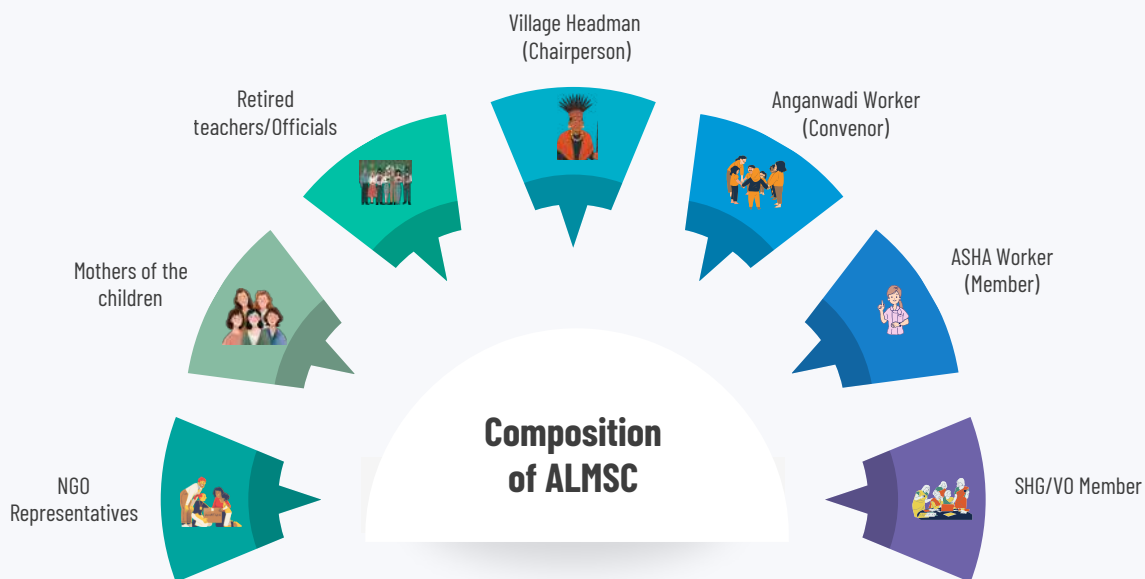
Strengthening of ALMSCs was conducted to build capacity of the committee and the community to monitor Anganwadi Centres and ensure delivery of services for health, nutrition, early childhood care and education. Activities for strengthening of ALMSCs were conducted in May, 2025. LRPs provided training to ALMSC members with support from BRPs in 1,224 ALMSCs.

The sessions clarified the roles and responsibilities of ALMSC members, including monitoring Anganwadi Centres, identifying and addressing local issues, and collaborating closely with service providers. It emphasized the role of ALMSC in ensuring effective provision of services through the Anganwadi Centres.

The strengthening of ALMSCs enabled members to play their role in improving the functioning of Anganwadi Centres in their areas. It ensured the active participation of the community for ensuring citizen participation in the delivery of critical services of health and nutrition for children and mothers.

ALMSC strengthening at Mairang Block



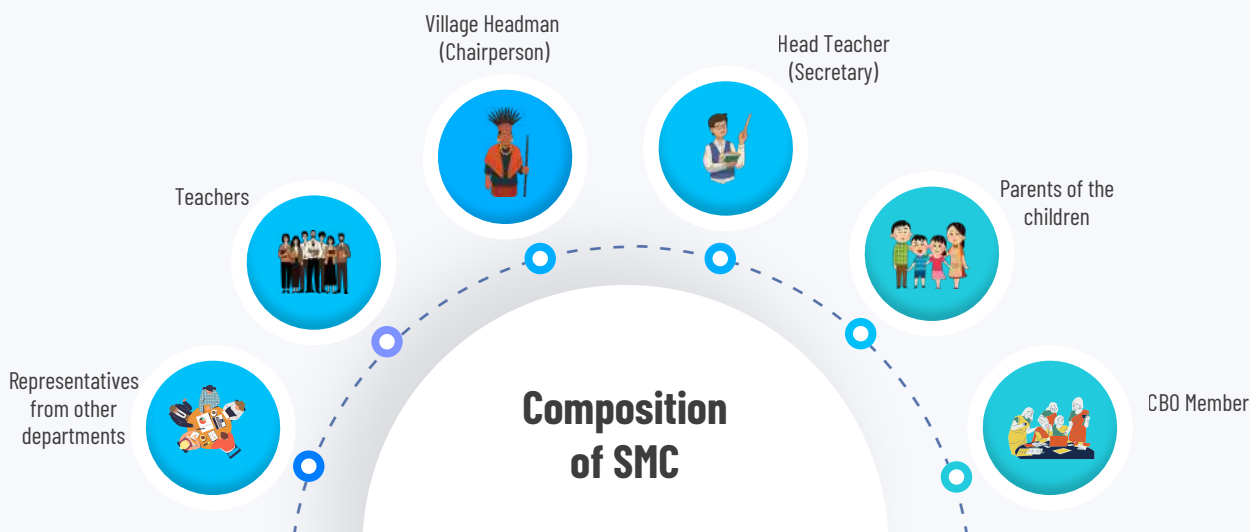


xxvii. Strengthening activities with SMCs

The strengthening of SMC was conducted to build the capacity of SMCs and the community to monitor schools and address issues and challenges related to functioning of schools. Activities for strengthening were conducted in May 2025. Training was provided by the LRPs to members of 805 SMCs.

The sessions emphasized on the roles, responsibilities, and functioning of SMC and its members. The participants were informed of their role in ensuring that schools function effectively by dealing with matters such as infrastructure, health, hygiene, and student dropouts. Members were also encouraged to raise school-related issues to higher authorities when necessary.

The training and strengthening of SMCs enabled them to support and monitor schools within their communities. It ensured the active participation of VO members and enhanced awareness of roles and responsibilities of each member in the SMC for ensuring effective functioning.



xxviii. Mobilization and Plan Preparation for VPRP

Training for VPRP, User Management and Mobile Application was conducted to build capacity of cadre to understand relevance and process of plan preparation and equip them with technical skills for the User Management and mobile application. The VPRP process for 2024-25 commenced in June 2024. The first step was Training of Trainers for State Master Trainers on VPRP, Livelihood Component Process, User Management and Mobile Application conducted on June 11, 2024. Training was conducted at the national level and was attended by 7 State Master Trainers from Meghalaya. Consequently, the State Master Trainers conducted training for 56 District Master Trainers on June 29 and June 30, 2024. The District Master Trainers ultimately trained the Block Master Trainers in August and September, 2024. The Block Master Trainers conducted training for LRPs on VPRP and with support from Kudumbashree NRO for training, refreshers, and demonstration at immersion sites.

The mobilization and plan preparation for VPRP was conducted for identifying, consolidating, and submitting the community's demands for integration in the VLDP and the Annual Action Plans of line departments. The exercise was initiated following the completion of concept seeding and training of cadres from September 1, 2024.

The mobile application was used for plan preparation and facilitated by the LRPs at the SHG, VO, and Village levels. Once the data entry was completed at the village level, the final booklet of the demands was presented by VO representatives during the Special Gram Sabha, starting from October, 2025. Strategies for mobilization for Gram Sabha were implemented to encourage participation. Further, consultative meetings were conducted with VC and VEC members for integration of VPRP with the VLDP. Following the integration of demands raised in VPRP with the VLDP, a printed booklet of the plan was shared with the VCs and concerned line departments. A total of 2,092 VOs out of 3980 VOs in the project intervention area submitted their plans.



The demands consolidated by the community include:

Entitlement Plans

Job Card, Toilet (SBM), Health Card (MHIS), Gas, Ration card, Saubhagya, PMSBY, PMJJBY, PMAY-G, Old Age Pension, Widow Pension, UDID, Atal Pension Yojna.

Livelihood Plans

Piggery, poultry, fishery, dairy, pickle-making, rice mill, tailoring, weaving, bee-keeping beauty parlour, paddy cultivation, power tiller, rubber plantation, welding, pottery, bag making, flower making, restaurants, piggery shed, plantation, motor pump, mushroom training, silk worm (sericulture), plate making, (group-farming) - piggery, poultry, pickle-making, dairy, vegetable cultivation, soap making, plate making.

PGSRD Plan

CLF office, VO office, street lights, community toilet, SSA teachers, dustbins, water tank, Anganwadi Centre, benches and desks for schools, dam, boundary, culvert, Health Sub-Centre.

SDP

Awareness on drugs addiction and alcoholism, awareness and counselling for school dropout students, awareness on early marriage

Convergence camps were conducted at village and block levels to fulfill community demands. VO members and LRPs regularly coordinated with line department representatives for demands. Demands raised in PGSRD Plan were integrated with MGNREGS Annual Plan and submitted in MGNREGS Gram Sabha. Follow-ups are being undertaken by the VLCF to maximize realization of demands.

The mobilization and plan preparation for VPRP and MGNREGS were two important activities for establishing a structured process for participatory planning and the integration of community demands in the VLDP. It deepened the knowledge of the community on planning for village development and built their capacity for engaging with them, developing inclusion toward the voice of women in governance processes and platforms. Additionally, regular coordination and follow-up with the VC, VEC, and line departments fostered a spirit of collaboration and sustained support for future activities and realization of community demands.

xxix. Training of Women Representatives in VECs



Training of Women Representatives at Gasuapara Block

Training of Women Representatives in VECs was initiated with the aim to deepen their understanding of their rights and responsibilities for strengthening their capacity as leaders and enhance their knowledge of CBOs and strategies for convergence for village development. The training was initiated in May, 2025 for 23 blocks. It was conducted at the block level by BRPs and attended by WRs in VECs.

The training focused on developing gender awareness and self-awareness in the WR to promote their role as leaders and representatives for women. It oriented them to platforms like Citizens' Committees and VPRP to deepen their understanding of the community's role in village development.

The training helped women leaders understand ways to collaborate with the CBO to achieve shared goals for women's rights and village progress. Additionally, the training developed confidence in the WRs and encouraged them to become active drivers of change in their communities.

xxx. Community Workshops

One-day community workshops were initiated at the block level for capturing the experiences and learnings of the community and cadre, strengthen ownership over the convergence activities, and plan the way forward. The workshops were initiated in June, 2025. The workshops were attended by members of CLF and VO EC members, BRP, LRPs, members of VCs, and frontline workers.

The Community Workshops encouraged LRPs to showcase the trajectory of the project and best practices in their villages. They identified challenges faced by them and the strategies developed to address them. The Workshops were, further, enriched by the recollection of journeys of LRPs with the project.

The workshop encouraged reflection on the journey with the VC-VEC-VO Convergence Project and helped the team appraise their outcomes and achievements. It promoted cross-learning and ideation for the future course of action among LRPs and CLF members. Most importantly, the workshop strengthened the sense of ownership in the community to ensure sustainability of convergence initiatives.



IX. CASE STUDIES

A. Classes for Adult Literacy in Bakrime CLF, Kharkutta Block

Literacy is often considered an important precursor to empowerment. Literacy opens avenues for employment, builds capacity for accessing scheme benefits and entitlements, fosters civic engagement, and strengthens the individual's capabilities. It was with this knowledge that VOs across Bakrime CLF in Kharkutta Block raised their demand for adult literacy classes in the SDP of their VPRP.

Noting the large number of demands for building adult literacy, Bakrime CLF initiated discussions to conduct a block-level adult literacy program. Adult Literacy programs also fulfill the Sustainable Development Goals of Education, Gender Quality, and reduce inequality through literacy. The program would not only raise awareness on the importance of adult literacy, but also would mark the initiation of classes to improve literacy among adults in the community.



Adult literacy program, North Garo Hills (22nd November 2024)

The classes would be critical in helping them gain basic reading and writing skills to enhance their participation in development activities.

The program was officially inaugurated by the BDO. Several key individuals attended the event, including the DMM, DFS SI-SD, Mentor, BPM, and members of the VC and Village Education Committee. The event was an insightful session on the importance of adult literacy and its role in community development.

The event, further, mobilized participation for the adult literacy classes. A local schoolmaster was present to support the initiative. Members from the community who wished to gain literacy were engaged in a month-long period of classroom sessions on reading and writing. To help the participants begin their learning journey, books, pens, and registers were distributed to everyone. By the end of the classes, each adult member could sign their own name, and had begun their journey of learning to read and write independently.

B. Awareness Program on Child Marriage and Teenage Pregnancy in Kimkime CLF, Kharkutta Block, North Garo Hills



Adult literacy program, North Garo Hills (22nd November 2024)

In Kimkime CLF, a Model CLF in Kharkutta block, North Garo Hills, Meghalaya, a major social concern was the prevalence of child marriage and early pregnancy. During discussions for preparing the SDP, 23 VOs had identified these issues as critical concerns. To address this pertinent issue captured through the SDP, the CLF's Social Action Sub-Committee proposed an awareness program against child marriage and early pregnancy for parents. This community driven initiative mobilized stakeholders across sectors. The Department of Health and ICDS provided educational sessions on the adverse effects of child marriage, and the Department of Education, with support of the BRP and LRPs for the village, mobilized parents across schools and community members. Kimkime CLF supported the initiative with logistical arrangements, including refreshments.

Over 140 parents attended sessions led by BDO, Child Development Project Officer, and ANM. The program was organised keeping in mind the Sustainable Development Goal "The Good Health and Wellbeing of Everybody." The intervention significantly increased awareness about the consequences of child marriage. Informative sessions captured and conveyed health expertise of the department representatives. The BRPs, LRPs, and school staff utilized their reach to the community to ensure comprehensive community participation. The unified action among VO members strengthened community bonds. The program's success stemmed from strong collaboration among community leaders, government departments, and local organizations. Leaders like Nokmas and VEC secretaries, along with officials from health, education, and rural development sectors, played pivotal roles in fostering engagement. It also established a robust framework for future convergence-based interventions. This initiative by Kimkime CLF underscores the potential of convergence in driving social change.

C. Awareness on Drug Abuse in Mairang, Eastern West Khasi Hills District

Mairang, located in Eastern West Khasi Hills District, Meghalaya, took a significant step towards addressing drug abuse through a community-driven awareness program under the VC-VEC-VO Convergence Project. Identified during the participatory planning process of VPRP, intervention against drug abuse was prioritized by three villages in their SDP. The priority accorded to it highlighted its detrimental impact on the youth and community. Alongside other pressing issues like child marriage and school dropouts, this intervention emerged as an urgent focus.

A six-month action plan was developed, involving orientation sessions for various age groups and collaborative efforts with the Police and Health Departments for facilitation and expertise. The intervention began with mobilization efforts by the community. A rally culminating in a large awareness event was organized. The event was attended by 124 participants, including community leaders, SHG members, and local stakeholders. Resource persons from the Police Department and Tirot Sing Memorial Civil Hospital highlighted the risks of drug abuse and prevention measures.

The program successfully broke the stigma surrounding addiction, fostered open conversations, and empowered the community to take collective action. It also built ties between the VC and VO, establishing a strong foundation for conducting future activities through convergence.



D. Awareness Program on Plastic Waste Management

Awareness program on plastic waste management



The community members across VO in Nokmechik CLF had captured the demand to organize an awareness programme on plastic waste management in their SDP for their VPRP. The rationale was to create and maintain a cleanliness and alignment with the LSDG of clean and green villages.

Prioritizing the widespread demand, Nokmechik CLF undertook collaboration with SBM, DDU-GKY, and MGNREGA and organized an awareness program on plastic waste management on October 14, 2024. Held at the Nokmechik CLF venue, the session brought together 44 participants, including key stakeholders such as the BDO, BPM, BRPs, LRP, and members of the SAC. The sessions discussed sustainable waste management practices, community roles in reducing plastic usage, and the integration of available schemes to create a structured and impactful approach for cleanliness.

The initiative aimed to address plastic pollution through community participation and interdepartmental convergence. The event fostered collaboration, raised awareness, and empowered the community to implement long-term solutions for managing plastic waste effectively, aligning with the broader goals of village development.

E. Medical Camp in Possenggagre Village, Dalu C&RD Block

On September 25, 2024, a Medical Camp was successfully organized at Possenggagre village by Jangki CLF under the VC-VEC-VO Convergence Project in Dalu C&RD Block. The event was graced by Chief Guest Shri. Brening A Sangma, MLA of Dalu Legislative Assembly Constituency, and various dignitaries, including the BDO, Dalu Police Station Officer-In-Charge, and representatives from MSRLS, MGNREGS, and other line departments.

The camp provided essential services such as free medical check-ups and MHIS enrollment. The members of SHGs mobilized a total of 670 community members to attend the camp. ASHA workers dedicated their time and resources were utilized by the Department of Health to provide services such as Non-Communicable Diseases (NCD) screenings (230), dental check-ups (66), eye check-ups (276), and pediatric consultations (98). Additionally, the Chief Guest distributed tablets to ASHA workers for the Purakhasia Primary Health Centre (PHC).

This impactful initiative, supported by DMMU staff, medical teams from Dalu CHC and Purakhasia PHC, and other stakeholders, exemplified the power of community convergence in delivering essential healthcare services.

Medical Camp, Dalu C&RD Block



F. PGSRD Demand Realization in Mawshut Village, Mairang Block, EWKH



Mawshut is a small village in Mairang Block, EWKH District. It was connected to the main road by an old, unpaved mud road. The road was not only in a dilapidated state, but also not fit for use during rains. The community struggled to use the road, challenging their connectivity with critical public services. Identifying this challenge in the community, the Kynthup VO captured the demand for the construction of a good, cemented footpath in the village of Mawshut in the PGSRD component of VPRP.

The VO members, with constant support of the LRP, exemplified convergence for the realization of community demands. Their first step following the inclusion of their demand in VPRP was to meet with the VC and VEC. During their meeting, they presented the VPRP and discussed their plan to make a footpath. The VC and VEC members supported their plan, and agreed to submit the plan to the Block Office. Once the plan had been submitted and accepted, work soon began. The Block Office surveyed the area where the footpath was to be constructed. Necessary physical measurements were completed and financial estimates were prepared for processing material requirements. The VO members regularly followed up with the VC and VEC throughout this period.

Once the administrative processes had been completed, the work was quick to begin. Having systematically documented and follow-up on the demand of the community, Mawshut village now had an operational, cemented road of their own.

G. Innovative activities conducted in different blocks

sl. no	District	Blocks	Innovative Activity
1	North Garo Hills	Kharkutta	<ol style="list-style-type: none"> 1. Adult Literacy Camps- 2 2. Convergence Awareness Class-6 3. Kitchen Garden- 2 4. Awareness camps on Early Marriage and its consequences- 1 5. Training by the Agriculture Department- 1 6. Vaccination Awareness- 1 7. Aadhar Awareness Class- 1 8. Seed Distribution- 1
		Rasubelpara	<ol style="list-style-type: none"> 1. Seed Distribution- 1
2	South Garo Hills	Gasuapara	<ol style="list-style-type: none"> 1. Health Camp- 2
		Rongara	<ol style="list-style-type: none"> 1. Awareness on School Dropout- 1 2. Seed Distribution- 1
3	East Garo Hills	Samanda	<ol style="list-style-type: none"> 1. Awareness on Plastic Pollution- 1 2. Health Camp- 1 3. Awareness on Soil Erosion- 1 4. Awareness Class on Child Marriage, School- 1
		Songsak	<ol style="list-style-type: none"> 1. Awareness Class on Child Marriage, School- 1
4	West Garo Hills	Tikrikilla	<ol style="list-style-type: none"> 1. Awareness on Early Child Marriage And Teenage Pregnancy- 1
		Dalu	<ol style="list-style-type: none"> 1. Health Camp- 3 2. Awareness On Alcoholism- 1

sl. no	District	Blocks	Innovative Activity
4	West Garo Hills	Rongram	<ol style="list-style-type: none"> 1.Awarness on Early Child Marriage and Teenage Pregnancy- 4 2.Health Camp- 3 3.Awareness On Drug Abuse And Illicit Trafficking- 2
		Demdema	<ol style="list-style-type: none"> 1.Awareness On Vector-Borne Disease - 1 2.Awareness on Drug Abuse And Illicit Trafficking - 3 3.Adolescent And Adolescent Health Day celebration- 2 4.Health Camp- 3 5.Awareness On Human Trafficking - 3
5	South West Garo Hills	Zikzak	<ol style="list-style-type: none"> 1.Awareness on Domestic Violence- 1 2.Awareness Program On Drug Abuse- 1 3.Awareness on Early Marriage- 1 4.Awareness on the Importance Of Education And School Dropouts- 1 5.Awareness on Child Labour- 1
		Damalgre	<ol style="list-style-type: none"> 1.Awareness on Domestic Violence- 87 2Awareness Program On Drug Abuse- 87 2Awareness on the Importance Of Education - 87 3Awareness on Menstrual Hygiene-87
		Betasing	<ol style="list-style-type: none"> 1.Awareness on Domestic Violence- 4 2.Awareness Program On Drug Abuse- 2 3.Awareness on Early Marriage- 3 4.Awareness on Menstrual Hygiene- 3 5.Awareness on Child Labour- 2

sl. no	District	Blocks	Innovative Activity
6	West Garo Hills	Mairang	<ol style="list-style-type: none"> 1.Awareness on Drug Abuse- 2 2.Awareness on Child Marriage- 5 3.Awareness on Menstrual Hygiene- 2 4.Awareness on School Drop Out- 2 5.Awareness on Alcoholism- 2 6.Awareness on HIV AIDS- 2 7.Vaccination- 1
		Mawthadraishain	<ol style="list-style-type: none"> 1.Awareness on Child Marriage- 4 2.Awareness on Menstrual Hygiene- 1 3.Awareness on School Drop Out- 1 4.Awareness on Alcoholism- 1 5.Awareness on Hiv Aids - 1 6.Awareness on Malnutrition - 2 7.Awareness on Domestic Violence- 1
7	West Khasi Hills	Nongstoin	<ol style="list-style-type: none"> 1.Awareness Against Plastic- 1 2.Awareness on Child Marriage- 1
		Mawshynrut	<ol style="list-style-type: none"> 1.Awareness on Malnutrition- 1 2.Awareness on Child Marriage- 1 3.Awareness on Drug Abuse- 1
8	West Jaintia Hills	Amlarem	<ol style="list-style-type: none"> 1.Awareness on Early Marriage & Child Health Care- 15 2.Awareness on School Dropout- 18 3.Awareness on Cleanliness And Health Care-6 4.Immunization drive - 4 5.Awareness on Drugs, Tobacco, Alcoholism- 19 6.Awareness on Environmental Issues, Plastic Pollution-8 7.Adult Literacy- 3
		Laskein	<ol style="list-style-type: none"> 1.Awareness on Early Marriage & Child Health Care- 7 2.Awareness on School Dropout- 8 3.Awareness on Cleanliness And Health Care- 5 4.Immunization Drive - 3 5.Awareness on Drugs, Tobacco, Alcoholism- 1

X. QUALITATIVE OUTCOMES

1. As a Sixth Schedule state, Meghalaya's governance comprises multiple layers – the State Government, Autonomous District Councils (ADCs), and traditional institutions which, despite being rooted in constitutional recognition of tribal self-governance, have historically led to overlapping roles and limited coordination at the village level, weakening collective decision-making and service delivery. The establishment of VLCF served as a practical bridge between traditional governance institutions and development actors, fostering regular dialogue and collective action. The strengthening of VLCFs resulted in more structured and consistent stakeholder meetings, visibly improving coordination and joint decision-making at the village level.
2. The Project created and strengthened a pool of community cadres who were capacitated to raise awareness among community members about government schemes, support village-level planning, and facilitate liaison with the Village Council and line departments. Due to their strengthened capabilities, the services of these cadres are being accessed by other thematic areas of SRLM and departments.
3. The awareness and leadership qualities instilled through regular trainings proved significant in enabling Women Representatives in VECs to harness the mobilisational potential of SHGs, promote SHG representation in VEC meetings, and garner community support for the creation and monitoring of public infrastructure and services under MGNREGS.
4. Due to the difficult terrain in Meghalaya, departmental outreach to remote villages was challenging. BRPs and LRPs played a key role in coordinating with line departments and facilitating departmental services at the village level. Convergence camps organised at the cluster and block levels are examples of departmental convergence and active community participation.
5. The VPRP concept seeding strengthened CBOs' understanding of the planning process and its significance. Complementing this, digital application trainings conducted across community and staff levels proved instrumental in maintaining up-to-date records, tracking progress, and reducing dependence on time-consuming offline documentation. As a result, the number of SHG plans prepared and uploaded on the national portal increased significantly.

X. QUALITATIVE OUTCOMES

6. The strengthening of the VO-Social Action Committees improved clarity among members about their roles and responsibilities. As a result, the committees began functioning more effectively and were able to provide better support to community in addressing social issues, undertaken social development initiatives and facilitating VPRP plan preparation, VPRP tracking, and monitoring of convergence activities.
7. While Citizens' Committees had existed prior to the project, they were largely inactive. Following targeted strengthening efforts, committee members began holding regular meetings and actively working towards improving health, education, and nutrition outcomes at the village level. Notably, the participation of SHG members in these committees grew considerably, with SHGs taking on active roles as mobilisers and resource providers, supporting frontline workers in service delivery and monitoring, and facilitating convergence with departmental schemes.
8. Regular assessments of BRPs and LRPs were conducted under the project, which improved their efficiency and strengthened their confidence in addressing field-level challenges.

XI. QUANTITATIVE OUTCOMES

1. Cadre Details

A dedicated cadre pool was developed. It involved rigorous training and support for 4 BRPs and 416 LRPs in the immersion sites and 36 BRPs and 2,761 LRPs were deployed in the non-immersion sites.

Sl. No	Districts	Block	No. of DRPs	No. of BRPs	No. of LRPs
1	West Garo Hills	Dalu	0	1	91
2	North Garo Hills	Rasubelpara	0	1	124
3	South West Khasi Hills	Mawkyrwat	0	1	113
4	Eastern West Khasi Hills	Mairang	0	1	88

The State has not yet recruited DRPs; instead, they are currently utilizing their district-level staff, the DFS SI-SD, to perform the responsibilities of DRPs.

2. VPRP Materialisation

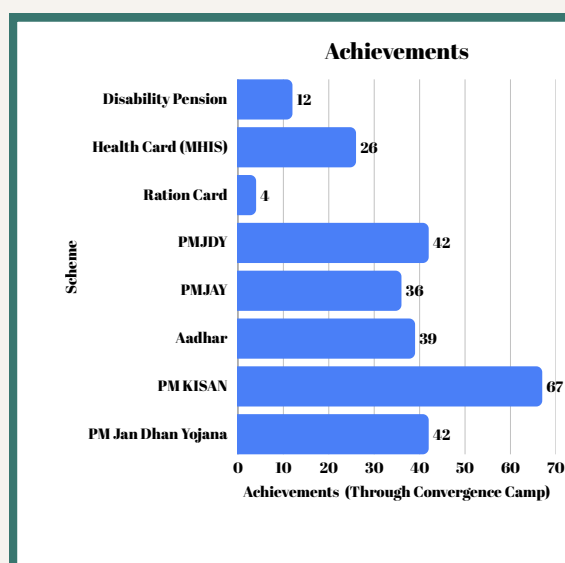
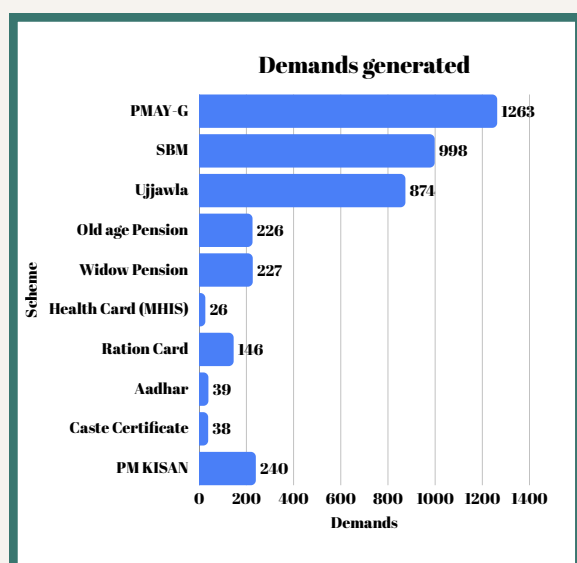
The VPRP plan was prepared at the SHG, VO, and CLF levels, after which the final consolidation was completed through the VPRP application. The consolidated plan was then submitted to VC along with the Village Development Plan and MGNREGS plan, and was shared with the concerned departments to address the demands generated through the process. The demand data was consolidated from the VPRP dashboard, and the achievement data was collected from the BRP and LRP tracking registers.

To facilitate the fulfilment of these demands, Convergence Camps were organized at the cluster and block levels. Some of the key demands identified under the VPRP, along with those that were fulfilled during the camps in the immersion sites, are mentioned below.

Resubelpara Block

SCHEMES	DEMANDS
PMAY-G	1263
SBM	998
UJJAWLA	874
OLD AGE PENSION	226
WIDOW PENSION	227
HEALTH CARD (MHIS)	26
RATION CARD	146
AADHAR	39
CASTE CERTIFICATE	38
PM KISAN	240

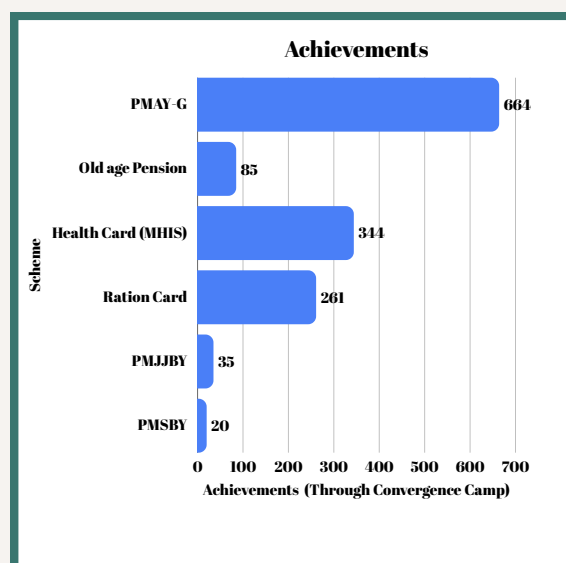
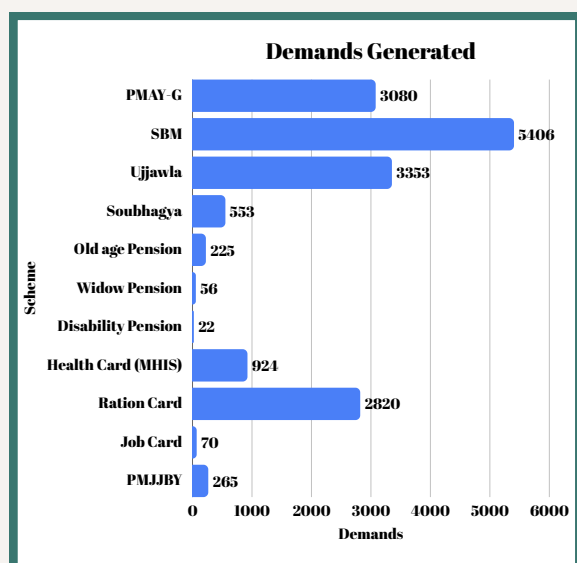
SCHEMES	ACHIEVEMENTS
DISABILITY PENSION	1263
HEALTH CARD (MHIS)	998
RATION CARD	874
PMJDY	226
PMJAY	227
AADHAR	26
PM KISAN	146
PM JAN DHAN YOJANA	39



Dalu Block

SCHEMES	DEMANDS
PMAY-G	3080
SBM	5406
UJJAWLA	3353
SOUBHAGYA	553
OLD AGE PENSION	225
WIDOW PENSION	56
DISABILITY PENSION	22
HEALTH CARD (MHIS)	924
RATION CARD	2820
JOB CARD	70
PMJJBY	265

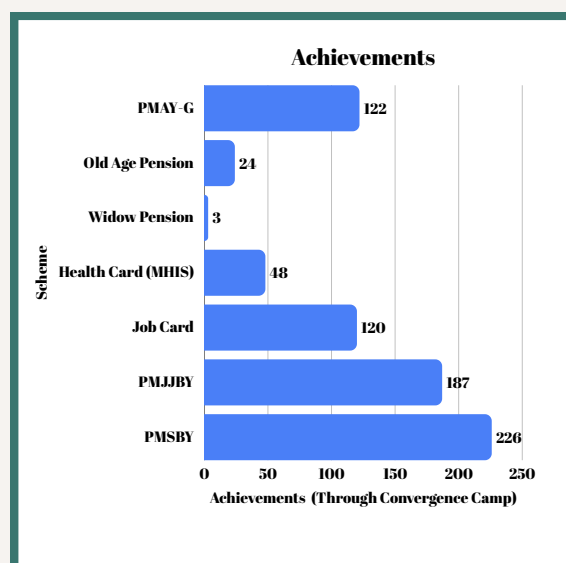
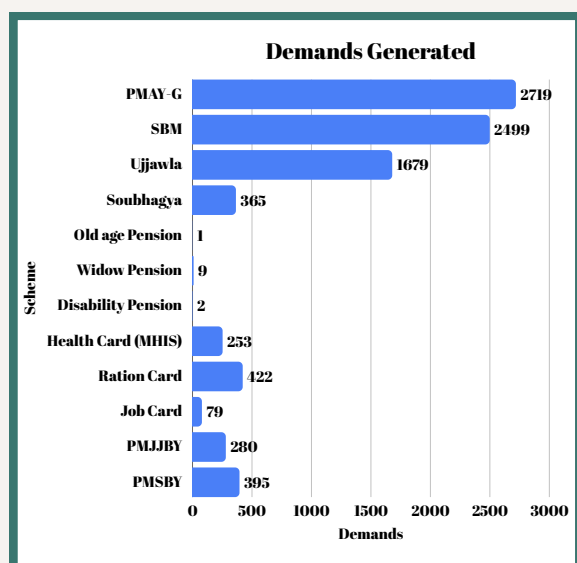
SCHEMES	ACHIEVEMENTS
PMAY-G	664
OLD AGE PENSION	85
HEALTH CARD (MHIS)	344
RATION CARD	261
PMJJBY	35
PMSBY	20



Mairang Block

SCHEMES	DEMANDS
PMAY-G	2719
SBM	2499
UJJAWLA	1679
SOUBHAGYA	365
OLD AGE PENSION	1
WIDOW PENSION	9
DISABILITY PENSION	2
HEALTH CARD (MHIS)	253
RATION CARD	422
JOB CARD	79
PMJJBY	280
PMSBY	395

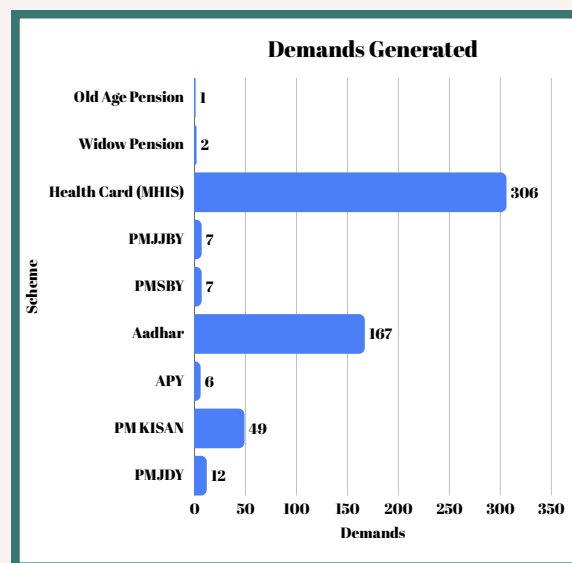
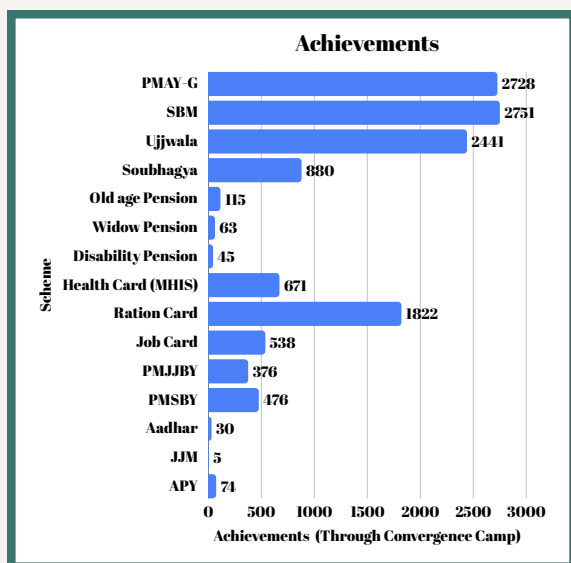
SCHEMES	ACHIEVEMENTS
PMAY-G	122
OLD AGE PENSION	24
WIDOW PENSION	3
HEALTH CARD (MHIS)	48
JOB CARD	120
PMJJBY	187
PMSBY	226



Mawkyrwat Block

SCHEMES	DEMANDS
PMAY-G	2728
SBM	2751
UJJWALA	2441
SOUBHAGYA	880
OLD AGE PENSION	115
WIDOW PENSION	63
DISABILITY PENSION	45
HEALTH CARD (MHIS)	671
RATION CARD	1822
JOB CARD	538
PMJJBY	376
PMSBY	476
AADHAR	30
JJM	5
APY	74

SCHEMES	SCHEMES
OLD AGE PENSION	1
WIDOW PENSION	2
HEALTH CARD (MHIS)	306
PMJJBY	7
PMSBY	7
AADHAR	167
APY	6
PM KISAN	49
PMJDY	12



2. Strengthening of Committees

Committees were constituted or reconstituted based on requirement to strengthen community involvement through the VC-VEC-VO Convergence Project:

A. Village Organization – Social Action Committee (VO-SAC)

The SAC acts as a platform for coordination between VC, VO, and frontline workers of line departments. A total of 9,200 VO-SACs were strengthened. After receiving VO-SAC training, the members displayed the capacity to follow up on VPRP demands for their realization in convergence with line departments. They undertake well-defined actions on specific domains like Gender, FNHW, Health, Social Welfare, and Livelihoods. With the strengthening of SAC, communities have identified significant issues in their villages and have started working to eliminate them. This includes the organization of literacy programs in blocks and awareness classes for villagers on child marriage and teenage pregnancy.

SAC members initiated activities at the VO level and actively participated in all VPRP-related processes. Following the training, they demonstrated increased ownership and expressed a strong willingness to contribute meaningfully to planning, implementation, and follow-up activities.

SL. NO	DISTRICTS	BLOCKS	NO. OF VO-SAC IN A BLOCK	NO OF PARTICIPANTS
1	NORTH GARO HILLS	KHARKUTTA	84	152
		RESUBELPARA	136	254
		BAJENGDOBA	108	246
2	EAST GARO HILLS	SAMANDA	90	256
		SONGSAK	79	295

SL. NO	DISTRICTS	BLOCKS	NO. OF VO-SAC IN A BLOCK	NO OF PARTICIPANTS
3	SOUTH GARO HILLS	RONGARA	52	213
		BAGHMARA	60	121
		GASUAPARA	63	147
		CHOKPOT	56	79
4	WEST GARO HILLS	DALU	115	220
		RONGRAM	88	230
		DEMDEMA	77	85
		TIKRIKILLA	101	202
5	SOUTH WEST GARO HILLS	BETASING	60	120
		ZIKZAK	56	168
		DAMALGRE	87	435
6	EASTERN WEST KHASI HILLS	MAIRANG	90	284
		MAWTHADRAISHAN	64	98
7	WEST KHASI HILLS	NONGSTOIN	72	164
		MAWSHYNRUT	64	98

SL. NO	DISTRICTS	BLOCKS	NO. OF VO-SAC IN A BLOCK	NO OF PARTICIPANTS
8	WEST JAINTIA HILLS	AMLAREM	69	108
		LASKEIN	70	231
		THADLASKEIN	45	192
9	EAST JAINTIA HILLS	KHLIERIAT	96	338
		SAIPUNG	50	242
10	EAST KHASI HILLS	LAITKROH	951	540
		MAWKYNREW	63	52
		MAWPHLAN	65	134
		MAWSYNRAM	72	72
		MYLLIEM	155	120
		PYNUSILA	1317	1131
		SOHIONG	150	20
11	SOUTH WEST KHASI HILLS	MAWKYRWAT BLOCK	828	800
		RANIKOR BLOCK	887	750

SL. NO	DISTRICTS	BLOCKS	NO. OF VO-SAC IN A BLOCK	NO OF PARTICIPANTS
12	RI-BHOI	BHOIRYMBONG	55	55
		UMLING	202	202
		UMSNING	131	131
		JIRANG	66	57
TOTAL			7597	9200

b. Village Health Council (VHC)s (VHC)

The strengthening of VHCs has empowered members to actively promote public health and well-being at the grassroots level. A total of 2230 VHCs were strengthened. Following activities for strengthening, VHC members have demonstrated greater ownership of community health initiatives, including regular monitoring of village healthcare needs, cleanliness drives in public spaces, and the establishment of nutrigardens. They also engage with Anganwadi Centres and have supported the organization of VHNDs.

SL. NO	DISTRICTS	BLOCKS	NO. OF VHC STRENGTHENING	NO OF PARTICIPATION IN VHC
1	NORTH GARO HILLS	KHARKUTTA	84	1124
		RESUBELPARA	136	593
		BAJENGDOBA	108	1637
2	EAST GARO HILLS	SAMANDA	90	987
		SONGSAK	79	715
3	SOUTH GARO HILLS	RONGARA	52	845
		BAGHMARA	60	1324
		GASUAPARA	63	818
		CHOKPOT	47	273
4	WEST GARO HILLS	DALU	52	1431
		RONGRAM	105	781
		DEMDEMA	77	169
		TIKRIKILLA	84	1012

SL. NO	DISTRICTS	BLOCKS	NO. OF VHC STRENGTHENING	NO OF PARTICIPATION IN VHC
5	SOUTH WEST GARO HILLS	BETASING	58	1375
		ZIKZAK	93	1216
		DAMALGRE	85	2468
6	EASTERN WEST KHASI HILLS	MAIRANG	90	696
		MAWTHADRAISHAN	64	448
7	WEST KHASI HILLS	NONSTOIN	47	184
		MAWSHYNRUT	89	899
8	WEST JAINTIA HILLS	AMLAREM	92	134
		LASKEIN	63	567
		THADLASKEIN	40	760
9	EAST JAINTIA HILLS	KHLIEHRIAT	68	198
		SAIPUNG	71	137
10	EAST KHASI HILLS	SHELLA	104	72
11	SOUTH WEST KHASI HILLS	MAWKYRWAT	174	100
		RANIKOR	55	165
TOTAL			2230	21,128

c. Anganwadi Level Monitoring and Support Committee (ALMSC)

The strengthening of ALMSC was conducted for 1,289 ALMSCs till May, 2024. The training empowered members (Anganwadi workers, Asha workers, SHG members, NGO representatives) to monitor the services provided by the Anganwadi Centre, and utilize its resources to identify and address community issues related to child and maternal health, nutrition, and care.

SL. NO	DISTRICTS	BLOCKS	TOTAL NO. OF ALMSC	TOTAL NO. OF ALMSC STRENGTHENED
1	NORTH GARO HILLS	KHARKUTTA	68	68
		RESUBELPARA	84	84
		BAJENGDOBA	68	68
2	EAST GARO HILLS	MAIRANG	90	696
		MAWTHADRAISHAN	64	448
3	SOUTH GARO HILLS	RONGARA	52	52
		GASUAPARA	68	68
		CHOKPOT	88	4
4	WEST GARO HILLS	DALU	143	32
		RONGRAM	22	22
		DEMDEMA	67	13
		TIKRIKILLA	81	80

SL. NO	DISTRICTS	BLOCKS	TOTAL NO. OF ALMSC	TOTAL NO. OF ALMSC STRENGTHENED
5	SOUTHWEST GARO HILLS	BETASING	77	77
		ZIKZAK	105	68
		DAMALGRE	85	85
6	EASTERN WEST KHASI HILLS	MAIRANG	88	10
		MAWTHADRAISHAN	68	62
7	WEST KHASI HILLS	NONGSTOIN	102	58
		MAWSHYNRUT	174	20
8	WEST JAINTIA HILLS	AMLAREM	88	53
		LASKEIN	105	40
		THADLASKEIN	70	50
10	EAST KHASI HILLS	MAWKYNREW	93	13
		MAWSYNRAM	72	25
		MAWRYNGKNENG	52	23
11	SOUTHWEST KHASI HILLS	MAWKYRWAT	36	3
		RANIKOR	32	10
TOTAL			2189	1289

d. School Management Committee (SMC)

The strengthening of SMCs was conducted for 805 SMCs by May 2025. The SMC is an important committee responsible for monitoring schools and addressing school-related issues. It plays a key role in ensuring that schools function effectively by dealing with matters such as infrastructure, health, hygiene, and student dropouts. The training empowers SMCs to play an important role in developing the School Development Plan and improve coordination between stakeholders for improving learning in schools.

SL. NO	DISTRICTS	BLOCKS	TOTAL NO. OF SMC	TOTAL NO. OF SMC STRENGTHENED
1	NORTH GARO HILLS	KHARKUTTA	66	66
		RESUBELPARA	136	136
		BAJENGDOBA	70	70
2	EAST GARO HILLS	SONGSAK	85	25
3	SOUTH GARO HILLS	RONGARA	52	52
		GASUAPARA	106	3
		CHOKPOT	103	7
4	WEST GARO HILLS	DALU	238	32
		RONGRAM	23	20
		DEMDEMA	45	8

SL. NO	DISTRICTS	BLOCKS	TOTAL NO. OF SMC	TOTAL NO. OF SMC STRENGTHENED
5	SOUTHWEST GARO HILLS	BETASING	31	31
		ZIKZAK	107	68
		DAMALGRE	45	45
6	EASTERN WEST KHASI HILLS	MAIRANG	61	17
		MAWTHADRAISHAN	32	30
7	WEST KHASI HILLS	NONGSTOIN	62	46
		MAWSHYNRUT	65	14
8	WEST JAINTIA HILLS	AMLAREM	58	54
		LASKEIN	58	20
		THADLASKEIN	53	30
9	EAST JAINTIA HILLS	KHLIEHRIAT	75	8
		SAIPUNG	118	21
10	SOUTHWEST KHASI HILLS	RANIKOR	31	2
TOTAL			1720	805

e. Village Level Coordination Forums (VLCF)

The formation and strengthening of VLCF was conducted for 1,693 VLCFs by May, 2025. The VLCF would serve as an institutional platform for convergence between VC, VO, VEC, and line department functionaries. It plays a key role in enhancing coordination and collaboration between stakeholders for strengthening convergence for village development.

After the strengthening of the VLCFs, different stakeholders began discussing village-level issues collectively, rather than limiting discussions to their individual platforms. This collaborative approach enabled them to support one another through shared efforts and coordinated action to address common concerns at the village level.

SL. NO	DISTRICTS	BLOCKS	TARGET	VLCF FORMED
1	RI-BHOI	BHOIRYMBONG	22	5
		JIRANG		8
		UMLING		5
		UMSNING		8
2	EAST JAINTIA HILLA	WAPUNG /KHLIEHRIAT	10	39
		SAIPUNG		41
3	WEST GARO HILLS	DALU	23	52
		DEMDEMA		45
		RONGRAM		85
		TIKRIKILLA		2

SL. NO	DISTRICTS	BLOCKS	TARGET	VLCF FORMED
4	SOUTHWEST GARO HILLS	BETASING	16	58
		DAMALGRE (RERAPARA)		85
		ZIKZAK BLOCK		43
5	EAST GARO HILLS	SONGSAK	10	26
		SAMANDA		20
6	EAST KHASI HILLS	MAWSYNRAM	39	72
		MAWKYNREW		63
		SHELLA BHOLAGANJ		104
		LAITKROH		57
		MAWPHLANG		67
		SOHIONG		31
		MYLLIEM		31
		PYNURSLA		79
	MAWRYNGKNENG	47		
7	SOUTHWEST KHASI HILLS	11	MAWKYRWAT	8
			RANIKOR	5

SL. NO	DISTRICTS	BLOCKS	TARGET	VLCF FORMED
8	NORTH GARO HILLA	KHARKUTTA	16	8
		RESUBELPARA		73
		BAJENGDOBA		108
9	WEST JAINTIA HILLS	THADLASKEIN	16	30
		AMLAREM		49
		LASKEIN		45
10	SOUTH GARO HILLS	GASUAPARA	18	17
		BAGHMARA		54
		RONGARA		52
		CHOKPOT		36
11	EASTERN WEST KHASI HILLS	MAWTHADRAISHAN	14	13
		MAIRANG		41
12	WEST KHASI HILLS	NONGSTOIN	11	41
		MAWSHYNRUIT		40
TOTAL			206	1693

XII. MONITORING MECHANISMS

Reviews played an important role in the VC-VEC-VO Convergence Project, as they engaged different stakeholders and ensured that activities remained aligned with the given timelines. Reviews were conducted at multiple levels, including the State, District, and Block levels.

- **State-Level Review**

State-level review meetings were conducted in different quarters, during which the CEO, COO, SISD thematic team reviewed the performance of the District Teams. During these meetings, districts presented the status of the VC-VEC-VO Convergence Project and shared their best practices and strategies to address the challenges faced during implementation.

The review meetings also helped Kudumbashree NRO discuss and finalize plans for the upcoming quarter, enabling districts to plan their monthly activities accordingly. In total, five (5) State level review meetings were conducted across different quarters in both online and offline modes.

- **District-Level Review**

At the district level, reviews were conducted by the DFS SI-SD under the guidance of PD DRDA and DMM with support of KS NRO Mentors for the Block Resource Persons on a monthly basis to assess project progress. The DFS SI-SD reviewed the monthly work reports submitted by the BRPs, and based on the progress and quarterly targets, an activity calendar was prepared to ensure timely achievement of goals.

- **Block-Level Review**

At the block level, the BRP, DFS SI-SD, and CC conducted monthly review meetings with all the LRPs to assess the progress of activities. Based on their performance and reporting, honorariums were disbursed accordingly.

In this review structure, blocks reviewed the work of LRPs, districts reviewed the performance of BRPs, and at the state level, district teams were reviewed. This process functioned through two types of internal review mechanisms: one focused on reviewing the cadres' performance and timely conduct of activities and the other on reviewing the internal staff on fulfilment of targeted training, resources delivery and redressal of the onfield grievances. These mechanisms ensured quality deliverables from the village level to the district level.

- **Joint Review meeting and Field Visits**

Joint review meetings with KSNRO and MSRLS were conducted on 28th May 2024, which included a field visit to Mawkyrwat and a meeting with the COO and SMM-SISD, and on 21st March 2025, which included a field visit to Mairang. These meetings were organized to understand the progress of the project at the field level and to identify challenges that needed to be addressed on an immediate basis, ensuring the completion of the project within the planned timeline. The joint review meetings also included field visits to understand the impact at the grassroots level, document community-level best practices, and listen to the experiences of the cadres involved in the implementation of the project.

XIII. CHALLENGES AND STRATEGIES

A. Challenges

a. State and policy level

1. Phase I covered 44% of the area under MCLFs, while Phase II addressed the remaining 56%. Key activities such as LRP selection and training, CLF and VO orientations, and VO-SAC strengthening and formation of VLCFs were implemented simultaneously across both phases. This overlap created significant difficulties in compiling adequate data and maintaining separate monitoring records.
2. Due to the phased rollout of activities and the challenges faced in tracking their progress, certain activities in the Phase II areas could not be completed within the MoU period. These have therefore been left for the State to undertake independently following the closure of the MoU.
3. Cadre dropout posed a significant hurdle to sustained project implementation, primarily due to engagement in multiple responsibilities. Limited block-level support amid the high volume of LRPs requiring assistance from BRPs and block staff further overwhelmed the team. This led to challenges in planning field activities, providing timely demonstration support, and conducting regular work reviews.
4. The number of LRPs assigned to each BRP exceeded 70, which made it challenging for BRPs to effectively monitor and support all cadres. This high workload adversely affected supervision quality and, consequently, the achievement of certain deliverables at the block level.
5. Administrative backlogs delayed the timely rollout of activities at various levels, including approvals for paperwork, coordination with departments for joint capacity-building efforts and field-level training, and ensuring the prompt constitution and functioning of coordination committees for convergence programs. These setbacks affected the overall effectiveness of the initiatives.

6. Phase I rolled out activities across all 12 districts of Meghalaya, but strengthening review and monitoring at all levels was hampered by the absence of a permanent, dedicated pool of district-level cadres (DRPs) throughout the project cycle. While DFS SI-SD staff (coordinating SI-SD initiatives under MSRLS) were assigned DRP responsibilities, their involvement in multiple tasks limited timely monitoring and planning with BRPs.
7. Joint quarterly review meetings involving MSRLS, NRO, and NMMU occasionally faced scheduling delays, sometimes extending beyond the relevant quarter. This timing contributed to implementation gaps being identified later than ideal, which in turn affected planning timelines and opportunities for prompt course corrections.
8. Documentation of District and Block level review and assessments along with best practices remained limited throughout the course of the Project.

b. Community Level

1. In Meghalaya, local traditional governing bodies such as the Dorbar Shnong (village councils) led predominantly by male members often pose hurdles for SHG federations in adopting community development plans and participating in beneficiary identification for welfare schemes. These male-centric structures, rooted in customs where membership is typically exclusive to adult males, create resistance to women's group-led initiatives. Similarly, departmental and administrative projects face limitations in collaborating effectively with village councils, complicating convergence efforts.
2. In some villages, a few families did not attend the Convergence Camps because of their strong religious beliefs and fears connected to certain numbers used in official documents, such as Aadhaar. For them, these fears were deeply personal and genuine. This hesitation not only affected their participation in the camps but also limited their access to various government welfare schemes, as Aadhaar is an essential document for availing many benefits.
3. The geography of Meghalaya varied across regions, with several areas being hilly and difficult to access. Limited transportation facilities and challenging terrain made regular travel difficult for community members. As a result, participation in training, orientations, awareness activities, and Convergence Camps was sometimes limited, particularly in remote locations.

B. Strategies used to address certain challenges

1. Efforts were made to promote intervertical and thematic integration between the various initiatives of the SRLM like Swachhta Pakhwada, Gender Campaigns through joint training and reviewing of cadres in activities like thematic programme orientations, Convergence Camps, VO SAC strengthening, etc.
2. Activities to be completed in the Phase II areas after the closure of the Phase I MoU was planned and circulated through official letters with NRO providing consultation support of SPC till the end of June 2025.
3. With the existing issue of cadres and their responsibilities at the district level, it was raised to the state regarding the issues faced and later, the State plans to place a pool of district-level cadres (DRPs) who will be guided by the DFS SI-SD for the sustainability phase of the project.
4. Trainings and capacity building activities were strategically conducted primarily at regional and cluster levels for cadres and CBO, respectively to ensure greater participation from stakeholders across geographically diverse and remote locations and reduce gaps in knowledge flow.
5. To assess community response and effectiveness, VLCFs were piloted as collaborative forums uniting stakeholders from departmental and community-led committees. These platforms facilitated joint action planning and optimal use of village-level resource envelopes, supplemented by 2 to 3 months of sustained block-level support and dedicated cadres participating in monthly forum meetings.
6. The project successfully leveraged women representatives in VECs through targeted orientations. These sessions focused on collaborating with SHGs to strengthen MGNREGS planning and monitoring, while also developing their leadership and interpersonal skills.

XIV. MEASURES FOR SUSTAINABILITY

Under the VC-VEC-VO Convergence Project, various cadres were systematically selected and trained by Kudumbashree NRO and MSRLS across different quarters. This structured capacity-building approach not only strengthened multiple platforms at the CBO level and Citizens' Committees at the village level, but also institutionalised knowledge and leadership within the community structures. Enhanced coordination and liaison with line departments further ensured that processes were embedded within existing governance mechanisms rather than remaining project-driven. The following are some of the activities which proved to be beneficial for continuing sustainability of the convergence activities on field :

- **Formation of VLCF**

The VLCF has been strengthened to support CBOs in the preparation of the VPRP and in raising village-level issues. Under the VLCF, a monitoring calendar has been introduced to track activities and follow up on the VPRP, ensuring systematic implementation.

- **Selection of Cadres**

As the technical partner to the state, NRO extended continuous support to the state cadre through various training initiatives. NRO recruited BRPs and LRPs and provided them with comprehensive capacity-building support. In addition, NRO conducted training programmes for DFS SI-SD and BFS SI-SD staff. These trainings were delivered in a residential mode and incorporated active learning methodologies, presentations, group exercises, and structured training sessions to ensure effective knowledge transfer and skill enhancement.

- **Intensive support in Immersion Site**

The immersion sites, which also functioned as resource blocks for other thematics of MSRLS, were engaged in intensive training, formation, and strengthening of village-level institutions such as the SAC at the VO level, VLCF, and citizen committees including SMC, VHC, and ALMSC. Alongside cadre training conducted with the support of mentors, these efforts led to significant improvements in VPRP plan preparation, organization of convergence camps, and implementation of innovative activities. Cadres also coordinated with other thematic cadres such as Bank Sakhis, Poshan Abhiyaan functionaries, and gender campaign teams to ensure integrated interventions at the village level. The state was able to leverage these trained cadres to replicate similar interventions across other blocks and ensure long-term sustainability.

- **Capacity Building of Village Headman and VEC**

During the pilot phase of the VC-VEC-VO convergence project, cadres regularly interacted with Village Headmen and supported them in liaising with various line departments. As they had been trained under the convergence initiative, they were able to facilitate coordination effectively. VCs also participated in awareness campaigns organized at the village level by the VOs. These continued engagements helped build trust, strengthen relationships, and improve rapport with Village Headmen and VEC representatives. For formal engagement under the project, VOs shared the agenda for training and capacity-building programmes and circulated official letters to the Village Headman and VEC members. This enhanced their understanding of convergence with line departments. Over time, coordination improved, Village Headmen extended their support to the VOs, and they recognized the importance of the CBO structure. Some VC members also shared their experiences during the state-level review meeting.

XV. CONCLUSION

The VC-VEC-VO Convergence Project in Meghalaya was implemented from September, 2023 to May, 2025 with the objective of strengthening convergence between the CBO, line departments, VC, and VEC. The Project was implemented in 3,567 villages, 3,980 VOs, and 23,356 SHGs from 40 blocks across all 12 districts.

As key achievements of the project, 7,597 VO SACs were formed and strengthened and 1,693 VLCFs were established to facilitate the preparation and implementation of 2,092 Village VPRPs. The project also achieved the strengthening of 2,887 VHCs, 1,224 ALMSCs, and 805 SMCs, leading to improved grassroots service delivery in health, early childhood care, and education. In addition, convergence camps were conducted in 21 blocks and innovative community-based activities were conducted across blocks, expanding community access to essential government schemes and awareness initiatives.

These interventions strengthened the capacity of the community and local self-governance institutions to identify needs of the community and undertake collaborative and coordinated action. These interventions enhanced access to entitlements and addressed critical social issues such as drug abuse, domestic violence, adult illiteracy, child marriage, and school dropouts through convergence. Overall, VC-VEC-VO Convergence fostered a strong foundation for sustainable, community-driven development in villages.



State VC-VEC-VO Convergence Project Team

Left to Right - Ms. Looluti Niang (YP-SISD, MSRLS), Smt. Memorial Kharmalki (SMM-SISD, MSRLS), Mr. Gideon Shabong (YP-SISD, MSRLS), Mr. Dheerendra Shukla (SPC, KS-NRO)



KS NRO team supporting the state

Left to Right - Mr. Dheerendra Shukla (State Project Coordinator), Ms. Ayana Prasad P (Thematic Anchor - communications), Smt. Simi Susan Mancy (Assistant Program Manager), Smt. Sheeba John (Mentor), Smt. Sindhu PM (Mentor), Smt. Swapna Davis (Mentor), Smt. Sunita Raghulumar (Mentor), Mr. Arindom Bora (Project Lead)

XVI. WAY FORWARD

The implementation of the Pilot and Phase I of Universalization yielded several positive outcomes in Meghalaya. Building on these achievements, MSRLS proposed a nine-month extension period aimed at strengthening the capacities of community cadres, strengthening institutional platforms, and ensuring the sustainability of the VC-VEC-VO Convergence Project.

Alongside this, MSRLS also proposed a 24-month expansion phase to scale up the convergence model across the remaining 16 blocks of the state. The objective of this expansion is to institutionalize the learnings from the VC-VEC-VO Convergence Project and replicate successful interventions across Meghalaya, thereby strengthening grassroots governance and ensuring long-term impact.

Following directions and discussions with NMMU, the project extension and expansion has been initiated. The scope of simultaneous implementation is being strategised accordingly, with KS NRO serving as the technical partner providing intensive support in the immersion sites and limited support for saturation across the expansion blocks. Upon completion of the nine-month extension period, an Exit and Community Workshop will be conducted to review project outcomes and consolidate key learnings from the implementation.

XVII. NOTE OF GRATITUDE

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We express our sincere gratitude to the MSRLS, Kudumbashree NRO, LSGIs, line departments, community cadres, and members of SHGs and their federations for their committed partnership in the successful implementation of the VC-VEC-VO Convergence Project in Meghalaya. The collective efforts, dedicated leadership, and active community participation have played a vital role in strengthening inclusive local governance, participatory planning, and effective service delivery across the intervention areas. The learnings, ownership, and institutional systems established through this collaboration will continue to guide sustainable and community-led development in Meghalaya.

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ANNEXURE

The data provided in the tables below correspond to the respective activity numbers from the Project Activities:

viii. Foundational Training of Local Resource Persons

The following table highlights the progress of LRP training during Quarter 1 for phase I village:

Sl.No	District	Block	Target no. of cadres	No. of cadres trained
1	North Garo Hills	Kharkutta	78	22
		Resubelpara	112	33
		Bajengdoba	87	25
2	East Garo Hills	Samanda	75	9
		Songsak	52	9
3	South Garo Hills	Rongara	58	22
		Baghmara	45	8
		Gasuapara	58	14
		Chokpot	56	18
4	West Garo Hills	Dalu	63	76
		Rongram	96	43
		Demadema	74	10
		Tikrikilla	66	18
5	South West Garo Hills	Betasing	58	23
		Zikzak	53	18

Sl.No	District	Block	Target no. of cadres	No. of cadres trained
6	Eastern West Khasi Hills	Mairang	77	57
		Mawthdrashain	50	14
7	West Khasi Hills	Nongstoin	66	12
		Mawshynruit	60	20
8	West Jaintia Hills	Amlarem	55	15
		Laskein	99	60
		Thadlaskein	47	28
9	East Jaintia Hills	Khliehriat	108	40
		Saipung	62	20
10	East Khasi Hills	Laitkroh	61	23
		Mawkynrew	32	22
		Mawphlang	66	15
		Mawsynram	40	14
		Mawryngkneng	38	9
		Mylliem	30	13
		Pynursla	52	18
		Shella	66	12
		Sohiong	68	8
11	South West Khasi Hills	Mawkyrwat	114	64
		Ranikor	47	8
12	Ri-Bhoi	Bhoirybong	75	12
		Umling	83	18
		Umsning	150	38
		Jirang	58	28
TOTAL			2577	898

xiii. LRP Training on Quarter 2 Activities (Phase I) and Quarter 1 and Quarter 2 Activities (Phase II)

A total of 2589 LRPs were trained out of 2651 across the State. However, the training in the Garo region was delayed due to the late recruitment of LRPs.

Sl.No	District	Block	Target no. of cadres	No. of cadres trained
1	North Garo Hills	Kharkutta	78	78
		Resubelpara	111	111
		Bajengdoba	77	77
2	East Garo Hills	Samanda	34	34
		Songsak	37	37
3	South Garo Hills	Rongara	41	41
		Baghmara	26	26
		Gasuapara	35	35
		Chokpot	38	38
4	West Garo Hills	Dalu	103	111
		Rongram	102	105
		Demadema	74	56
		Tikrikilla	66	101
5	South West Garo Hills	Betasing	60	53
		Zikzak	53	74
		Damalgre	85	94

Sl.No	District	Block	Target no. of cadres	No. of cadres trained
6	Eastern West Khasi Hills	Mairang	88	88
		Mawthdrashain	64	64
7	West Khasi Hills	Nongstoin	67	67
		Mawshynruit	60	60
8	West Jainta Hills	Amlarem	53	53
		Laskein	99	99
		Thadlaskein	47	47
9	East Jaintia Hills	Khliehriat	112	112
		Saipung	65	65
10	East Khasi Hills	Laitkroh	61	59
		Mawkynrew	32	46
		Mawphlang	66	65
		Mawsynram	52	72
		Mawryngkneng	36	36
		Mylliem	30	23
		Pynursla	52	49
		Shella	66	54
		Sohiong	68	68
11	South West Khasi Hills	Mawkyrwat	114	113
		Ranikor	47	47
12	Ri-Bhoi	Bhoirybong	48	40
		Umling	97	78
		Umsning	150	68
		Jirang	57	45
TOTAL			2651	2,589

xviii. LRPs Training on Quarter 3 Activities

The following table highlights the progress of LRP training during Quarter 3 across various blocks in the districts.

Sl. No.	District	Block	Target no. of cadres	No. of cadres trained
1	North Garo Hills	Kharkutta	78	84
		Resubelpara	112	124
		Bajengdoba	99	78
2	East Garo Hills	Samanda	75	75
		Songsak	57	57
3	South Garo Hills	Rongara	53	52
		Baghmara	45	48
		Gasuapara	58	58
		Chokpot	56	56
4	West Garo Hills	Dalu	115	91
		Rongram	100	105
		Demadema	77	56
		Tikrikilla	101	83
5	South West Garo Hills	Betasing	77	77
		Zikzak	93	68
		Damalgre	94	67
6	Eastern West Khasi Hills	Mairang	88	88
		Mawthdrashain	64	64

Sl. No.	District	Block	Target no. of cadres	No. of cadres trained
7	West Khasi Hills	Nongstoin	67	67
		Mawshynruit	60	60
8	West Jainta Hills	Amlarem	53	53
		Laskein	99	99
		Thadlaskein	47	47
9	East Jainta Hills	Khliehriat	112	112
		Saipung	65	65
10	East Khasi Hills	Laitkroh		59
		Mawkynrew		46
		Mawphlang		65
		Mawsynram		72
		Mawryngkneng		36
		Mylliem		23
		Pynursla		49
		Shella	94	54
		Sohiong	68	68
11	South West Khasi Hills	Mawkyrwat	65	113
		Ranikor		47
12	Ri-Bhoi	Bhoirybong	19	40
		Umling		78
		Umsning		68
		Jirang		45
TOTAL			2,405	2,697

Due to ongoing village mapping, the target number of cadres had not been finalized during the project implementation period

xxiii. LRPs Training on Quarter 4 Activities

The following table highlights the progress of LRP training during Quarter 4 across various blocks in the districts.

Sl. No.	District	Block	Target no. of cadres	No. of cadres trained
1	North Garo Hills	Kharkutta	84	78
		Resubelpara	124	124
		Bajengdoba	80	78
2	East Garo Hills	Samanda	89	71
		Songsak	60	60
3	South Garo Hills	Rongara	63	52
		Baghmara	47	45
		Gasuapara	58	53
		Chokpot	50	43
4	West Garo Hills	Dalu	111	91
		Rongram	105	96
		Demadema	94	56
		Tikrikilla	101	85
5	South West Garo Hills	Betasing	77	77
		Zikzak	93	68
		Damalgre	94	66
6	Eastern West Khasi Hills	Mairang	88	88
		Mawthdrashain	64	64

Sl. No.	District	Block	Target no. of cadres	No. of cadres trained
7	West Khasi Hills	Nongstoin	118	67
		Mawshynruit	100	60
8	West Jaintia Hills	Amlarem	50	53
		Laskein	99	99
		Thadlaskein	94	47
9	East Jaintia Hills	Khliehriat	112	112
		Saipung	69	65
10	East Khasi Hills	Laitkroh	59	59
		Mawkynrew	65	46
		Mawphlang	71	65
		Mawsynram	72	72
		Mawryngkneng	38	36
		Mylliem	30	23
		Pynursla	63	49
		Shella	71	54
		Sohiong	68	68
11	South West Khasi Hills	Mawkyrwat	110	113
		Ranikor	47	47
12	Ri-Bhoi	Bhoirybong	57	40
		Umling	78	78
		Umsning	179	68
		Jirang	45	45
TOTAL			3177	2661



Meghalaya State Rural Livelihood Society
Government of Meghalaya



Aarviksa
National Rural Livelihood Mission
Government of India



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree - National Resource Organization