

VC-CBO CONVERGENCE PROJECT



EXIT REPORT

NAGALAND

2023-2025

Project period: 18 Months



Nagaland State Rural Livelihood Mission
Government of Nagaland



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree-National Resource Organization



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Abbreviations

ALMSC	Anganwadi Level Monitoring and Support Committee
ADPM	Additional District Program Manager
ASHA	Accredited Social Health Activist
AC	Area Coordinator
BDO	Block Development Officer
BMMU	Block Mission Management Unit
BPM	Block Program Manager
BRP	Block Resource Person
CLF	Cluster Level Federation
CCRP	Convergence Community Resource Person
COO	Chief Operating Officer
CMHIS	Chief Minister Health Insurance Scheme
DRP	District Resource Person
DMMU	District Mission Management Unit
GPDP	Gram Panchayat Development Plan
GPPFT	Gram Panchayat Planning Facilitation Team
IB-CB	Institution Building and Capacity Building
KS-NRO	Kudumbashree National Resource Organisation
LRP	Local Resource Person
NMMU	National Mission Management Unit
NRLM	National Rural Livelihood Mission
NEEPCO	North Eastern Electric Power Corporation Ltd
NSRLM	Nagaland State Rural Livelihood Mission
MoU	Memorandum of Understanding
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act

Abbreviations

PL	Program Lead
PPC	People's Plan Campaign
PGSRD	Public Goods, Service and Resource Development
PM-SISD	Programme Manager-Social Inclusion Social Development
PMAY-G	Pradhan Mantri Awas Yojna-Gramin
PRI-CBO	Panchayati Raj Institution-Community Based Organisation
RD	Rural Development
SDP	Social Development Plan
SoF	State Operational Framework
SHG	Self Help Groups
SMC	School Management Committees
SMD	State Mission Director
SI-SD	Social Inclusion and Social Development
SIRD	State Institute of Rural Development
SPC	State Project Coordinator
SLJCC	State Level Joint Coordination Committee
VC	Village Council
VF	Village Facilitator
VDB	Village Development Board
VLGF	Village Level Gender Forum
VHSNC	Village Health, Sanitation and Nutrition Committee
VLO	Village Level Organization
VLO-SAC	Village Level Organisation-Social Action Committee
VPRP	Village Prosperity Resilience Plan
WATSAN	Water and Sanitation Committee

1. Executive Summary

The VC-CBO Convergence Project was implemented in Nagaland from September 2023 to May 2025 by the Nagaland State Rural Livelihoods Mission (NSRLM) in collaboration with the Kudumbashree National Resource Organisation (KS-NRO), covering four districts and eight blocks. The initiative aimed to institutionalise convergence between Village Councils (VCs) and Community-Based Organisations (CBOs) to promote inclusive governance, participatory planning, and improved service delivery at the grassroots level.

This project focused on strengthening the democratic capacities of Self-Help Groups (SHGs) and their federations, enhancing the functional effectiveness of local governments, and establishing institutional mechanisms for systematic coordination between CBOs and local government institutions. A structured approach was adopted for field implementation over the 18-month period, which includes scoping studies, field-level assessments, cadre policy formulation, orientation and capacity-building programmes for key stakeholders, and the development and institutionalisation of convergence platforms.

The project concluded with an internal exit workshop, which provided a comprehensive overview of the activities undertaken, key achievements, and challenges encountered during implementation. During the workshop, State, District, and Block-level stakeholders, along with the KS-NRO team, shared their key learnings, implementation challenges, and field experiences. The discussions were concluded with the finalisation of the action plan and way-forward strategies to guide future implementation.

2. Introduction

Nagaland, formed in 1963, is in the easternmost region, with mostly hilly terrain and challenging topography, and is populated by 16 major tribes and other sub-tribes, all speaking different dialects. The State has 16 Administrative Districts, each headed by a Deputy Commissioner (DC), 18 Sub-Divisions, each headed by a Sub-Division Officer (SDO), and 74 Rural Development (RD) Blocks, each headed by a Block Development Officer (BDO). As per the 2011 Census, a population of 15,47,491, around 71.14% of the total population, lives in 1286 villages.

Naga Villages are those recognised by the Home Department that meet the criteria for settlement recognition as a village. A village, as defined under the Nagaland Village and Area Councils Act, 1978, has the Village Council at its apex, which is the local governing body that oversees the operations of the village it represents. The Village Council (VC) is an elected body for 5 years headed by the Chairman composed of members who are representatives of their clan or khel (homogeneous colonies). Village institutions, which are traditionally established, such as the “Putu Menden” in the Ao area, and recognised as a Village Council, continue to operate as a Village Council, according to custom and usage. Every village has a unique Village Council composition based on prevailing customs and traditional practices.

The Village Council is entrusted with maintaining law and order in the village as per the existing customary laws and with formulating developmental programs for the village's progress. Under the Village Council is the Village Development Board (VDB), which was conceptualised to ensure modern, inclusive development while maintaining the traditional structure of the Village Council. The VDB is responsible for the preparation of plans, implementation and monitoring proper utilisation of plans. The VDB is the grassroots-level organisation of the Rural Development Department.



NAGALAND VILLAGE AND TRIBAL COUNCILS ACT OF 1978

The Nagaland Village & Tribal Councils Act, 1978 (originally enacted as the Village and Area Councils Act, 1979) establishes the legal framework for local governance in Nagaland by statutorily recognising traditional village and tribal bodies. It mandates that each village form a Village Council through customary methods, including hereditary chiefs such as “GBs” or “Angs,” and that the members be Indian citizens aged 25 and above. The Village Council will elect a member as Chairman.

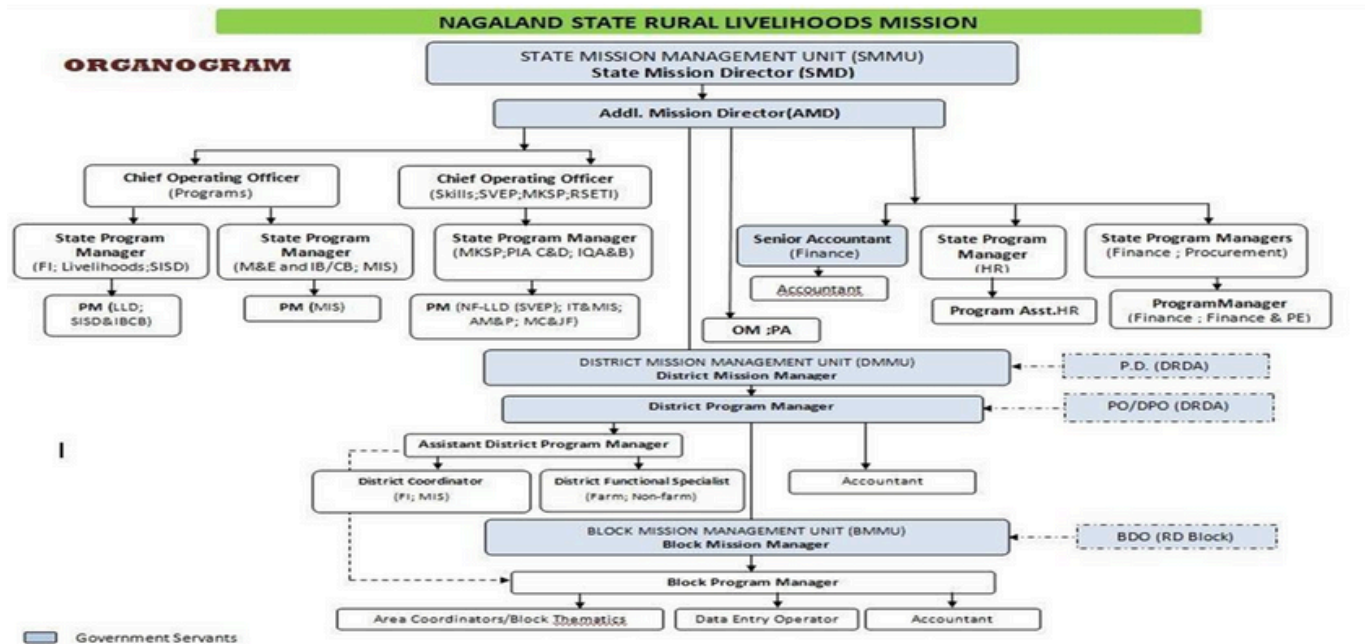
In every Village Council, it is mandated to constitute a Village Development Board (VDB) as a statutory sub-body to plan and execute community development (e.g., water supply, roads, sanitation, education, power, welfare, and epidemic measures), including borrowing, lending, and grant receipt operations. All permanent residents form the VDB’s general body, from which the Village Council selects a management committee of 5-25 members (with at least 25% women), who serve a three-year term unless altered by Village Council resolution; the Deputy Commissioner serves ex officio as the VDB’s Chairman, while a locally chosen Secretary handles day-to-day administration, subject to regular meetings and financial reporting.



2.1 Nagaland State Rural Livelihoods Mission (NSRLM)

The Nagaland State Rural Livelihoods Mission (NSRLM) is a flagship initiative under the Deendayal Antyodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM) aimed at eradicating rural poverty through sustainable and inclusive development. Established in 2012 by the Department of Rural Development, Government of Nagaland, NSRLM focuses on empowering rural communities, particularly women, by organising them into Self Help Groups (SHGs) and their federations to enhance their livelihoods and access to financial services.

Currently, NSRLM covers 1,36,952 rural poor households across 17 districts, 74 Rural Development Blocks and 1231 villages across the state through self-help groups in supporting them for livelihood-generating income.



2.2 Implementation of the project in Nagaland

The Ministry of Rural Development, as part of DAY-NRLM, intended to strengthen the CBOs of the poor and therefore piloted the VC-CBO Convergence project from 2012 to 2023. The Ministry directed the states to pilot the project with the support of Kudumbashree National Resource Organization based on Kudumbashree's experience of CBOs working with the local governments. Nagaland is one state that has not piloted the project. By 2023, the Ministry had decided to universalise the project and asked all states to implement it themselves with the technical support of NRO. In universalisation, the State Rural Livelihood Mission is the implementing agency, and NRO is the technical partner.



RATIONALE FOR VC-CBO CONVERGENCE IN THE STATE

The implementation of the VC-CBO Convergence Project in Nagaland was essential since the state was newly introduced to this approach and needed a structured way to strengthen coordination between community institutions and local governance bodies and to support this transition. The project focused on building strong institutional foundations and improving grassroots collaboration.

Under the IB-CB component, the project aimed to reinforce existing groups such as CLF and VLO sub-committees, enabling them to work together more effectively toward the goals outlined in the CLF vision documents, with a special emphasis on integrating SDG priorities.

In SISD, the project helped create direct engagement among Village Councils and set up platforms where CBOs and VCs could jointly plan, share responsibilities, and support each other. Strengthening community-based committees/platforms, such as Village Level Gender Forums, Village Health Committees, and Village Anganwadi Boards, was also crucial for establishing a formal space for regular dialogue between CBOs and Village Councils.

To provide practical models of how convergence could work on the ground, activities were piloted in immersion sites. These efforts focused on enhancing the planning and implementation skills of both CBOs and VCs. Although VPRP and GPDP had been prepared in earlier years, they lacked comprehensive participation from all stakeholders. By capacitating VC and CBO members to plan and execute these documents together, the project helped build trust and improve collaboration.

Overall, the project's implementation was vital because it strengthened institutions, improved coordination among stakeholders, built community capacities, and established practical models for long-term VC-CBO collaboration in Nagaland. Since the local governance structure is the Village Councils, the project is referred to as VC-CBO Convergence.

2.3 Overview of VCs - CBO Convergence in Nagaland

The goal and vision of PRI/VC-CBO Convergence for Nagaland State Rural Livelihoods Mission is "Increased access to rights and entitlements through empowered community institutions".

The objectives are to develop a pool of state and local resource networks. The SHG federation's democratic capacity will be designed to enhance local participatory planning, increase engagement with the VC and line departments to improve service delivery mechanisms within the community, and strengthen institutional platforms of convergence, such as coordination committees at different levels.

The objective is to implement the project in all districts and blocks in phases. In the first phase (FY 2023-2024), the districts of Kohima, Wokha, Longleng, and Mokokchung will be covered. The second phase will cover all districts, including Dimapur, Kiphire, Mon, Peren, Phek, Tuensang, and Zunheboto. The blocks' coverage will be completed by FY 2027-2028.

2.4 Objectives for VC - CBO Convergence

- To develop the democratic ability of the SHG federation to improve local participatory planning.
- To develop a pool of state and local resource networks
- To increase engagement with the Village Council and line departments to enhance the service delivery mechanism within the community.
- To strengthen institutional platforms of convergence, like coordination committees at different levels

2.5 Intervention Area on VC-CBO Convergence Project

SL. NO.	DISTRICT	BLOCK	TOTAL NO. OF GP	TOTAL NO. SHG	TOTAL NO. VLO	TOTAL NO. CLF
1	Longleng	Longleng	18	289	20	1 MCLF
		Sakshi	7	95	8	1
2	Kohima	Jakhama	12	289	17	1 MCLF
		Chiephobozou	19	319	22	1
3	Wokha	Wokha	14	255	20	2 MCLF
		Chutkitong	9	88	9	1
4	Mokokchung	Tuli	12	113	11	1
		Changtongya	8	123	13	1
Total			99	1571	120	9

2.6 Immersion Site

Jakhama Block was selected as an immersion site under this 18-month project. It is located in a central position between the Longleng and Wokha blocks, making it easy and convenient for other blocks to visit for exposure. Under the universalisation approach, this block was chosen as an Immersion Block. An immersion block means a block where community processes, CBO structures, VCs engagement, and convergence activities are already strong and well-functioning.

2.7 Stakeholders Involved

SRLM	KS-NRO	District	Block	VCs	CBOs	Cadres	Line Departments		
Chief Operating Officer	NRO Admin	ADPM	BDOs	Village Councils	CLF Federations	DRPs (CCRP)	Rural Dept.	Agriculture Dept.	Forest Dept.
Deputy Chief Operating Officer	Program Manager		BPM	VDB (Village Development Board)	VO Federations	LRP (VF)	MGNREGS	Animal Husbandry	Fire and Safety Dept.
State Program Manger	Project Lead-Universal ition		Area Coordinators	Sub-Committee members	SHG Federations		ICDS	Health Dept.	Labour Dept.
Program Manger	State Project Coordinator		MIS				Education Dept.	WCD	Banks
	Mentors						NHM	Police Dept.	

2.8 Implementing State and Block Nodal Persons at SRLM

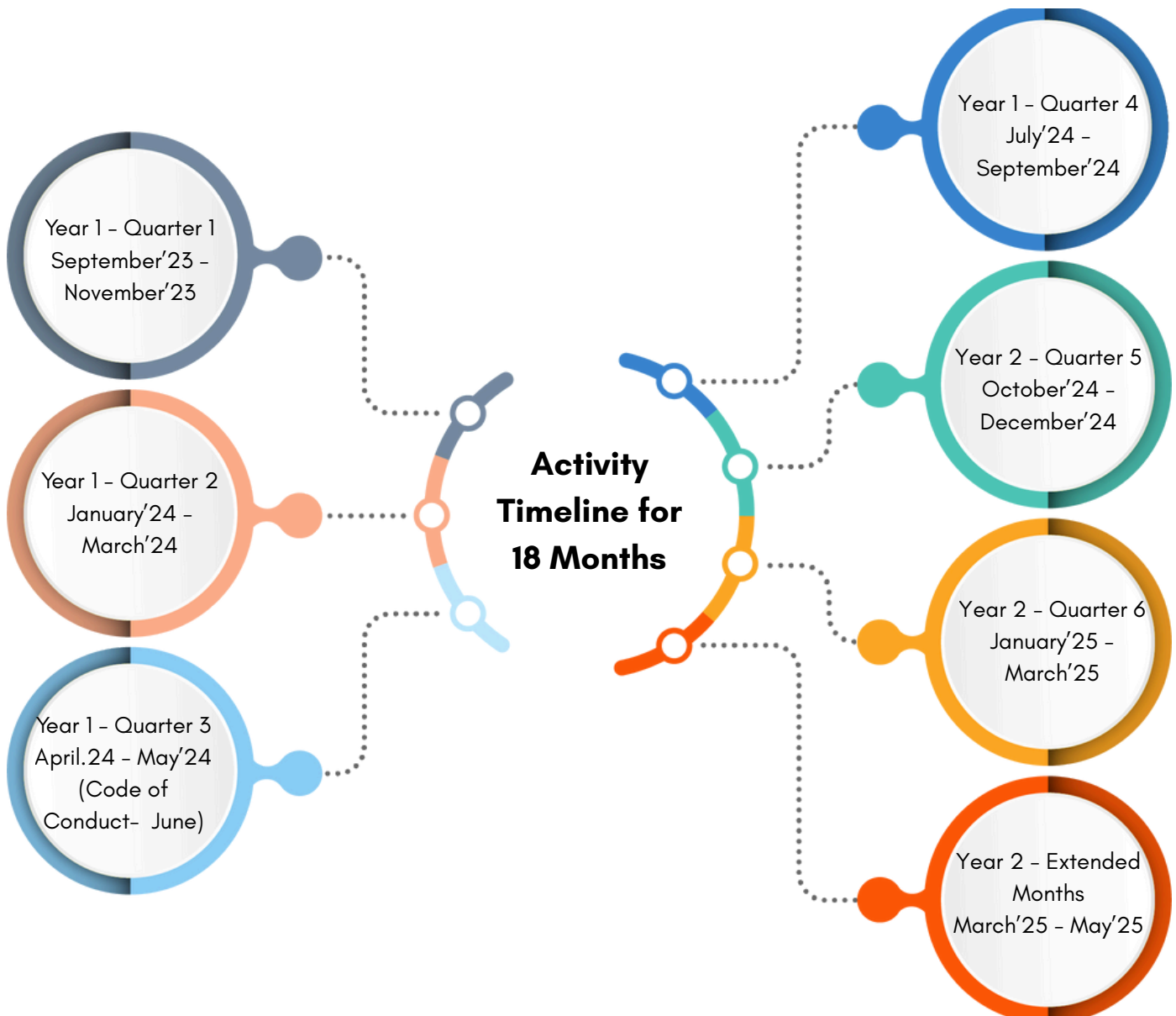
The Nagaland State Rural Livelihood Mission (NSRLM) is primarily responsible for implementing the project across districts and blocks, with the Programme Manager, Social Inclusion and Social Development (SI-SD) serving as the Nodal person at the state level to anchor VCs-CBO activities, the state nodal person will coordinate with the NMMU, other SRLM verticals, DMMU, BMMU, cadres, community institutions, line departments, and agencies for planning, liaison, implementation, monitoring, and reporting. At the district and block levels, NSRLM had appointed corresponding nodal persons. The district nodal person and the Convergence Community Resource Persons (CCRP acting as DRP) will act as the key contacts for SMMU and Kudumbashree NRO, respectively, serving as the channels through which all information and queries must flow. To monitor program progress, joint reviews will be conducted in collaboration with CLF representatives and the relevant cadre members.

3. Project Implementation in a Nutshell (18 months/ 6 quarters- what each quarter covers)

3.1 Preparatory Activities:

SL NO	PREPARATORY ACTIVITIES	DATE
1	Scoping Study	January 2023
2	Identification of geographies	January 2023
3	Identification of the District and Block Nodal Person	February 2023
4	Cadre Policy Finalization	February 2023
5	Baseline Survey	March 2023
6	State Operational Framework Workshop	April 2023
7	SoF Preparation and Budget Preparation	AVCI- May 2023
8	MoU Signing	August 2023
9	VC- CBO Convergence Workshop Organized by DoPR	June 2023
10	Mentor Placement	June- July 2023

ACTIVITY TIMELINE FOR 18 MONTHS



3.1.1 Scoping Study:

The scoping was conducted to gain an understanding of the state, the state's poverty in context, how the SRLM functions, and how the department's program functions as well. It was essential to contextualise the VCs-CBO Convergence Project to help the state in making the SOF. The objective of this scoping study is to understand the organisational structure of the State Rural Livelihood Mission and the District and Block administrative structures. Understand how the Village Council works and what its structure is, as well as understand the CBO structure and the engagement with the Village Council.

3.1.2 SoF Workshop:

Under the Nagaland State Rural Livelihoods Mission (NSRLM), the State Operational Framework (SoF) for the VCs-CBO Convergence Project was developed with technical support from the Kudumbashree National Resource Organisation (NRO) to provide a clear roadmap for implementing the project. As part of the preparatory process, a state-level workshop was conducted in which NSRLM and Kudumbashree NRO jointly designed the project's activities and implementation timelines, and clearly defined the roles and responsibilities of both parties at the state, district, block, and community levels. The SoF workshop covers implementation strategies, institutional arrangements, capacity-building plans, convergence processes, monitoring mechanisms, and cadre deployment, along with cadre policy-related work to support an effective rollout.

3.1.3 Baseline Study

A comprehensive baseline survey was conducted by IPSOS to assess the initial status of VCs-CBO convergence mechanisms, the functionality of Citizens' Committees, participation under MGNREGS, Village Prosperity and Resilience Plan (VPRP) processes, and community-level service delivery systems. The study adopted a mixed-method approach, using structured questionnaires, focus group discussions, and reviews of administrative records.

The baseline assessment was designed to inform and measure the impact of the VCs-CBO Convergence Project in Nagaland, with Changtongya block of Mokokchung district selected as the focus area for the baseline study.

Geographical Coverage: The VCs–CBO Convergence Project is implemented across four districts and eight blocks of Nagaland, covering 102 Gram Panchayats and nine Cluster Level Federations (CLFs). For the purpose of the baseline assessment, data collection was undertaken exclusively in the Changtongya block.

3.1.4 MoU Signing

A formal Memorandum of Understanding (MoU) was signed between the Nagaland State Rural Livelihoods Mission and Kudumbashree NRO in August 2023. The MoU outlined the project goals, duration, roles and responsibilities of both parties, reporting and review mechanisms, and terms for deployment of master trainers and field mentors. This provided legal and administrative clarity and ensured mutual accountability for the effective roll-out of the project.

3.1.5 Cadre Policy

A comprehensive cadre policy was drafted and finalized in September 2023 through detailed discussions between the SMMU team and the Kudumbashree NRO team to establish a strong governance framework for project cadres- DRPs and LRPs. The policy clearly outlined the roles and responsibilities of each cadre, along with selection criteria, performance expectations, and structured monitoring and reporting mechanisms. It also defined honorarium norms, attendance and work-day systems, and the procedures for periodic review and performance evaluation, ensuring transparency, uniformity, and consistency across districts. The final cadre policy was approved by NSRLM and subsequently disseminated to all districts in September 2023 for implementation.

3.1.6 Field Level Assessment:

The Mentor Resource Persons from Kudumbashree NRO conducted a Field Level Assessment (FLA) in their respective blocks to better understand the community's context, as well as the ability of the CBO, Village Council and stakeholders in the project. The SPC collaborated with the NSRLM to plan the conduct of the FLA. The FLA helped the mentors identify the project's gaps and opportunities. A detailed discussion of the FLA report was also held with the Mentor Resource Persons to identify gaps and challenges in the field and to develop the project's implementation architecture.

3.2 Activity Timeline

Year	2023	2024				2025	
Activity	Quarter 1 (Aug-Dec)	Quarter 2 (Jan-Mar)	Quarter 3 (Apr-Jun)	Quarter 4 (Jul-Sep)	Quarter 5 (Oct- Dec)	Quarter 6 (Jan - Mar)	Extended Period (Apr- May)
Signing of MoU (Nagaland)							
State-level orientation on VCs-CBO Convergence Project							
Mentors Field Level Assessment- 10 Days							
Induction training on VPRP to CCRP at State-level - Five days							
CLF concept seeding meeting							
ToT on VPRP to LRPs							

Year	2023	2024				2025	
Activity	Quarter 1 (Aug-Dec)	Quarter 2 (Jan-Mar)	Quarter 3 (Apr-Jun)	Quarter 4 (Jul-Sep)	Quarter 5 (Oct- Dec)	Quarter 6 (Jan - Mar)	Extended Period (Apr-May)
VLO Concept seeding meeting							
Preparation of Entitlement plan, Livelihood plan, PGSRD plan, and Social Development Plan							
10 days training to CCRPs on VCs-CBO Convergence Project							
5 days Field Level Assessment by CCRPs							
Orientation on VC-CBO Convergence Project at District level							
Orientation on VCs-CBO Convergence Project to CLF & CLF Manager							
Orientation on VCs-CBO Convergence Project at VLO level							
VPRP follow - up							

Year	2023	2024				2025	
Activity	Quarter 1 (Aug-Dec)	Quarter 2 (Jan-Mar)	Quarter 3 (Apr-Jun)	Quarter 4 (Jul-Sep)	Quarter 5 (Oct- Dec)	Quarter 6 (Jan - Mar)	Extended Period (Apr-May)
Mobilization of VPRP & Social Development plan							
Training to CCRPs on Gender Forum at State level							
Review meeting cum training to LRPs on VLGF							
Formation of VLGF							
Line Department Orientation on VCs-CBO Convergence Project at District level							
VC orientation on VC-CBO Convergence Project at Block level							
State Level Review on VC -CBO Convergence project							

Year	2025	2024				2025	
Activity	Quarter 1 (Aug-Dec)	Quarter 2 (Jan-Mar)	Quarter 3 (Apr-Jun)	Quarter 4 (Jul-Sep)	Quarter 5 (Oct- Dec)	Quarter 6 (Jan - Mar)	Extended Period (Apr- May)
Strengthening of Village Level Gender Forum to CCRPs and AC-SISD							
Strengthening on Village Level Gender Forum to LRPs at block level							
Training on Citizen committees to Convergence CRPs and AC-SISD at State level							
Training on Citizen Committees to LRPs at Block level							
Formation of Citizen Committees at Village level							
VCs - CBO Convergence Internal Workshop							

4. Project Activities

4.1 State- level Orientation on VCs-CBO Convergence Project

The State Level Orientation on the VCs-CBO Convergence Project was conducted on the 19th and 20th of September 2023, bringing together the stakeholders, officials, and resource persons from various departments. The two-day programme aimed to deepen participants' understanding of the concept, objectives, and significance of the VCs-CBO Convergence initiative, which seeks to strengthen collaboration between Village Councils (VCs) and Community-Based Organisations (CBOs) to achieve more effective and inclusive grassroots governance.

The orientation began with detailed sessions explaining the rationale behind the convergence project, addressing local development challenges, improving service delivery, and empowering communities, particularly women and marginalised groups. These sessions highlighted how convergence can lead to better planning, resource mobilisation, and implementation of government schemes at the Gram Panchayat level.

Following this, the Mentor Resource Person from Kudumbashree-National Resource Organisation (NRO) shared experiences and presented insights and learnings from field-level implementation across different states, showcasing successful models, challenges faced, and strategies adopted for effective convergence.

A key highlight of the orientation was the discussion on the State Operational Framework (SoF) for the VC-CBO convergence. Participants engaged in collaborative exercises to understand the framework's structure and purpose: to guide the systematic rollout of convergence activities across the state. The discussion led to the preparation of a detailed Logframe for the SoF. The Logframe outlined the key objectives, expected outcomes, outputs, indicators, and activities to be undertaken, serving as a strategic planning and monitoring tool for the project's effective implementation.



4.2. Training to DRP on VPRP:

The Nagaland State Rural Livelihoods Mission (NSRLM) has identified and selected two community resource persons (CRPs) from each district to serve as District Resource Persons (DRPs), also referred to as Convergence CRPs (CCRPs), for the field-level implementation of the Village Prosperity Resilience Plan (VPRP). These DRPs are expected to play a pivotal role in facilitating the VPRP process at the grassroots level. Given their potential, it has been proposed that these CCRPs may also be engaged in the future to support the rollout of the VC-CBO Convergence Project across other districts in Nagaland. To build the capacities of the newly selected DRPs, a five-day State Level Training Programme was organised at the Community Multi-Training Centre (CMTC) in Jakhama. The training was coordinated by the State Mission Management Unit (SMMU) and was facilitated by technical experts from Kudumbashree-NRO. A total of 21 participants attended this intensive training session.

The training commenced with a brief orientation to the VC-CBO Convergence Project, providing participants with a foundational understanding of its concept, objectives, and relevance to local governance and community empowerment. The VC's primary focus, however, was on the key components and step-by-step process of formulating the VPRP at the community level and to co-develop VC's priorities and needs of village households.

The training included practical sessions on each component of the VPRP, with a special emphasis on using the dedicated mobile application designed for data entry, consolidation, and tracking. These practical exercises enabled the participants to become familiar with the digital tools, thus equipping them to support VPRP preparation and submission at the village level effectively.



4.3 Concept Seeding on VPRP at the Cluster Level Federation (CLF) and Village Level Organization (VLO)

The process of introducing the concepts of Cluster Level Federation (CLF) and Village-Level Organisation (VLO), also known as concept seeding, was formally initiated in October 2023 as part of the preparatory groundwork for the VC-CBO Convergence activities. This aimed to build awareness and understanding among Self-Help Group (SHG) members and community stakeholders regarding the structure, roles, and significance of CLFs and VLOs in strengthening community institutions and enabling effective grassroots governance.

The concept-seeding activities were completed by November 2023, marking a significant milestone in the mobilisation and institutional-strengthening process. Following this, the preparation of the Village Prosperity Resilience Plan (VPRP) at the SHG level commenced, with SHG members actively engaging in identifying and prioritising their development needs.

It also focuses on the importance of Panchayati Raj and Line Departments and aims to build a foundational grasp of local governance systems. The participants then explored the Concept and Objectives of VC-CBO Convergence, learning why such integration is vital and what the project seeks to accomplish. It has also helped enhance understanding of rights, entitlements, and citizen participation in governance. An extensive introduction to VPRP covered its components, the CLF and VLO roles in preparing and submitting the plan in alignment with GPDP, the importance of disseminating this information to SHGs, and engaging in social issue and livelihood planning dialogues, culminating in the development of a strategic VPRP roll-out plan.



4.4 Training on People's Plan Campaign with State Institute of Rural Development (SIRD):

The State Institute of Rural Development (SIRD), in collaboration with the Rural Development Department of Nagaland, organised a state-level training programme on the People's Plan Campaign (PPC) and the Gram Panchayat Development Plan (GPDP). The training was conducted in three separate batches for different groups of stakeholders. As part of this capacity-building initiative, the Nagaland State Rural Livelihoods Mission (NSRLM) was invited to play a facilitative role in two of the training batches: those involving the Department Nodal Officers and the District Resource Persons. It also focuses on introducing and integrating the Village Prosperity Resilience Plan (VPRP) into the broader planning processes.

During these sessions, the Programme Manager of the State Institute for Social Development (SISD) under NSRLM and the State Project Coordinator (SPC) from Kudumbashree-National Resource Organisation (NRO) participated as key resource persons. They delivered presentations and orientation sessions to help participants understand the objectives, relevance, and components of the VPRP within the context of decentralised planning.

The sessions provided participants with an overview of the VPRP process, highlighting how it empowers community-based institutions, particularly Self-Help Groups (SHGs). The presentations also emphasised the critical role of Line Departments in supporting the VPRP process by aligning their schemes and resources with the community-identified needs, ensuring better coordination and convergence at the grassroots level.

4.5 SHG level VPRP preparation:

After concept-seeding for Cluster Level Federations (CLFs) and Village-Level Organisations (VLOs) was completed, the Self-Help Groups (SHGs) in the target areas began preparing the Village Prosperity Resilience Plan (VPRP). This marked a critical transition toward community-led, bottom-up planning, enabling residents themselves to identify and prioritise their development needs. Our role involved training SHG members on the plan-preparation process, guiding them step-by-step, recording and entering demands raised by community members, maintaining detailed records, and following up to verify whether those demands were addressed or remained pending. This bottom-up participatory approach strengthens community ownership, ensures that local plans reflect genuine needs (especially of marginalised or vulnerable groups), and fosters transparency, accountability, and more context-sensitive development interventions. This marked a crucial step in enabling community participation in identifying and documenting their development priorities.

However, during the initial phase of VPRP preparation, technical challenges were encountered with the dedicated mobile application that was designed to facilitate real-time data entry and consolidation. As a result of these disruptions, SHG members and facilitators adapted by conducting the planning exercise manually on paper. Each group documented their needs and demands in written format, ensuring that the participatory process continued without interruption.

Once the paper-based plans were finalised, the process of transferring and entering the data into the application began. The facilitators and trained personnel systematically upload the information into the app to ensure digital documentation, validation, and integration with the broader planning system. Despite the initial technical setbacks, the flexibility and commitment of the community institutions and field-level functionaries ensured that the VPRP preparation continued smoothly

4.6 VPRP preparation at the VLO level

Along with the SHG-level planning, Village-Level Organisation (VLO) plans were also prepared as part of the VPRP process. All information collected through these paper-based plans was later digitised, and uploading the VLO plans to the mobile application has been completed. This is an important milestone, as it ensures that community-identified priorities are appropriately documented and integrated into the digital system for further action.

Our role in this process included training VO members on how to prepare the plans, guiding them through each step, documenting the demands raised by community members, maintaining accurate records, and regularly following up to check whether those demands were addressed or still pending. This bottom-up and participatory method strengthens community ownership, ensures that local needs—especially those of vulnerable groups—are reflected in the planning process, and promotes greater transparency, accountability, and context-specific development. It also marked a significant step toward enabling villagers to identify and voice their development priorities actively.



4.7 State-level review meeting on VC-CBO Convergence Project

A state-level review meeting on the VC-CBO Convergence Project was held in Kohima to review activities completed in the quarter.

The outcome of the meeting was to review whether the VC-CBO Convergence project was progressing smoothly and to identify any emerging challenges. It helped to have a better understanding of what issues were coming up and to discuss solutions. The meeting also served as an eye-opener to assess if all activities were being carried out as planned and whether the cadres were actively involved in the project. Major decisions focused on strengthening implementation, addressing the gaps highlighted during the review, and ensuring that upcoming activities for the next quarter were well-coordinated and supported by all teams.

The meeting took place on 14th December 2023 at the NSRLM office in the Rural Directorate, Kohima. It was led by the State Mission Director (SMD) of NSRLM and attended by all thematic State Mission Managers (SMMs) and Programme Managers (PMs). From Kudumbashree, the SPC and Mentor Resource Persons were also present. During the review, the SMD received a brief presentation on the current progress of the VC-CBO Convergence project in Nagaland, along with an update on the activities planned for the next quarter.



4.8 Training to CCRP on VC-CBO Convergence Project

A comprehensive 10-day training programme on the VC-CBO Convergence Project was conducted at the Community Multi-Training Centre (CMTC), Dimapur, specifically designed for the Convergence Community Resource Persons (CCRPs) of Nagaland. This training aimed to equip the CCRPs with the knowledge, skills, and tools required to support the effective implementation of convergence activities at the grassroots level.

A total of eight cadres representing four districts of Nagaland participated in this training. Originally planned as a 15-day programme, the training duration was reduced to 10 days, taking into account the five-day foundational training already conducted in October 2024. The training focused on several key areas. It began with a detailed orientation on the conceptual framework and rationale of the VC-CBO Convergence Project, helping participants understand the importance of aligning the efforts of Village Councils (VCs) and Community-Based Organizations (CBOs) to strengthen participatory governance and local development.

As part of the training, participants were assigned a five-day field-based learning task, in which they were required to study and present an overview of their respective districts and blocks. This exercise helped the CCRPs contextualize the training content and reflect on the local governance structures, challenges, and opportunities unique to their regions. In the final phase of the programme, the trained CCRPs developed a detailed activity plan for the months of February and March 2024. These plans outlined the key convergence activities to be carried out at the field level, including timelines and coordination strategies. The activity plans were subsequently submitted to their respective District Mission Management Units (DMMUs) and Block Mission Management Units (BMMUs) to facilitate effective planning, supervision, and implementation



4.9 Field assignment for Convergence Community Resource Person

Following the completion of the 10-day training for Convergence Community Resource Persons (CCRPs), the participants were assigned a practical field-based task to reinforce their learning. This assignment involved collecting basic profile data of their respective Districts, Blocks, Village Councils, Community-Based Organizations (CBOs), and Citizens' Committees. The purpose was to help the cadres gain a contextual understanding of the local governance structures and institutional landscape, while also initiating the creation of a baseline database to support effective planning and implementation of the VC-CBO Convergence Project at the grassroots level.

Through this field study we got a clear picture of who and what exists in the project area like the village councils, community-based organisations (CBOs), citizens' committees (WATSAN, SMC, VHSNC), and other local institutional platforms. Through this mapping and data collection the convergence community resource person developed a much better understanding of how local governance and community-level institutions are structured, how strong or weak and how effective they have been functioning, the gaps or weaknesses were also identified. This makes it easier to identify areas that need support, capacity building or institutional strengthening.



4.10 District and Block Level Orientation on VC-CBO Convergence Project:

As part of the rollout of the VC-CBO Convergence Project, a series of District and Block Level Orientation programmes was conducted to build awareness and strengthen understanding among key stakeholders involved in implementation. A one-day District Level Orientation was successfully held in four districts—Kohima, Longleng, Mokokchung, and Wokha. These sessions were facilitated by the State Project Coordinator (SPC) to ensure that staff from the Block Mission Management Units (BMMUs) had a clear and comprehensive understanding of the project's goals, approach, and implementation strategy.

Following this, Block Level Orientation programmes were conducted across all blocks in the four districts, further to cascade knowledge and engagement at the grassroots level. These orientations were organised by the respective BMMUs and facilitated by the Block Project Managers (BPMs) along with the Convergence Community Resource Persons (CCRPs). In several locations, Mentor Resource Persons from Kudumbashree-NRO also provided additional support in conducting these sessions, contributing to the effective delivery of the training content. However, it is essential to note that in the Jakhama and Chiephobozou Rural Development (RD) Blocks of Kohima District, the Block Level Orientation programmes were not conducted, highlighting a gap that may need to be addressed in future capacity-building efforts to ensure uniform implementation across all target areas.

The decision was that several existing cadres are currently unable to perform the required tasks and responsibilities due to limited capability and that they were initially selected without following proper procedures, including qualification checks. As a result, it was decided that additional training will be necessary for both DRPs and LRPs, as they also require further capacity building to meet project expectations. This concern has already been communicated to the State Nodal Person for the VC-CBO Convergence Project. A meeting with the State Mission Director will be scheduled to finalise the decision and plan the way forward.



4.11 Training to Village Facilitators (VFs) on VC-CBO Convergence:

A four-day training programme for Village Facilitators, also known as Local Resource Persons (LRPs), was planned at the Block level as part of ongoing capacity-building initiatives under the VC-CBO Convergence Project. The primary objective of this training was to enhance participants' soft skills, with a focus on improving their communication, facilitation, leadership, and interpersonal skills—skills essential for effectively engaging with community members and conducting awareness sessions.

In addition to soft skill development, the training also aimed to prepare the LRPs to support and facilitate the upcoming Village-Level Organisation (VLO) Orientation on the VC-CBO Convergence Project. Through interactive sessions and hands-on activities, the LRPs were introduced to the project's core concepts, their roles in facilitating convergence at the grassroots level, and strategies for mobilising and engaging VLO members.

4.12 Orientation to VLO on VC-CBO Convergence Project

The VLO Orientation began after the LRPs' training. It was planned that the LRP would facilitate the sessions with support from the DRP. The VLO Orientations were conducted after the LRP training.

All the VLOs were oriented on the project. During this training, they covered areas of the project's objectives, curriculum, facilitation techniques, and reporting tools. These orientations ensure that VLOs gain a better understanding of the project's purpose (e.g., improving literacy or educational access), their specific responsibilities (such as conducting learning sessions, engaging communities, and monitoring progress), and the tools and schedules they'll use.

This approach will help everyone share information clearly, support local leaders to take responsibility, and encourage the community to take part. It also makes learning easier and more useful for everyone in the project. After this orientation, the VLO now better understands what the project is about, how it will be carried out, and how it will benefit the community in the long run.



4.13 VPRP Follow Up

The follow-up on VPRP was conducted in June 2024. The Mentor Resource Persons held a meeting with the DRPs and LRPs to prepare a plan for follow-up on the VPRP. Focus was given on achieving the targets for the Chief Minister Health Insurance Scheme (CMHIS) and the UJJWALA schemes. Additionally, SDPs from a few villages were selected to pilot an intervention strategy.

Activities that were conducted in connection with the follow-up are:

I. Skill development training at Wokha and Chukitong block: The objective of this training is to support families, particularly women who lack formal education, by providing them with skill-based training to enhance their sustainable income through entrepreneurial activities. The program focused on equipping them with practical skills. The Nagaland Tools and Training Centre, with support from the Skill Development Officer, organised a 7-day training program on the extraction of natural banana fibre. To further support the initiative, the North Eastern Electric Power Corporation Ltd. (NEEPCO) committed to providing machinery for converting banana fiber into yarn. The Village Level Organisation (VLO) identified this as a critical livelihood need; the mentors and District Resource Persons (DRPs) verified the information and highlighted the community's livelihood challenge.



II. Camp for Chief Minister Health Insurance Scheme (CMHIS): This drive was conducted in Wokha district, specifically targeting villages such as Old Riphyim. This initiative was undertaken in response to the lack of adequate healthcare infrastructure in the area, where many elderly residents faced health-related difficulties due to the poor functioning or nonoperational status of most Primary Health Centres (PHCs). The issue was initially identified through field-level observations and community engagement by the District Resource Person (DRP/CCRP), Local Resource Persons (LRPs)/Village Facilitators (VFs), and mentors. As a result of the drive, a total of 77 individuals availed themselves of free medical check-ups, were provided with essential medicines, and were promoted to be aware of the available health services under the scheme.

III. PM Vishwa Karma Registration: A registration camp was held at the village level, where 172 people successfully registered. The main aim of the scheme is to give complete support to artisans and craftspeople who work with their hands and tools. Out of those who registered, 7 beneficiaries completed the artisan training and received toolkits. These toolkits were officially handed over by the respected Deputy Commissioner of Wokha district



4.14 Meeting of the State Level Joint Coordination Committee on VPRP-GPDP Integration:

The State Level Coordination Committee (SLCC), formed on 31st January 2024, held its meeting, where Shri Johnny Humtsoe, Joint Secretary, RD, welcomed all participants. In his opening remarks, he stressed the importance of collective efforts to ensure that community plans are adequately integrated into the overall village development plans. The meeting was co-chaired by Smti Intimenla, Joint Secretary, RD and Mission Director, NSRLM, as the Committee Chairperson was unable to attend due to an emergency. She also briefly explained the concepts of the Gram Panchayat Development Plan (GPDP) and the Village Prosperity and Resilience Plan (VPRP), highlighting the need to integrate both plans so that specific demands under the four components—Entitlements, Social Development Goals, Public Goods and Services, and Livelihoods—can be effectively addressed by the concerned departments.

Shri Qheboka Sumi, State Project Coordinator, Kudumbashree (the National Resource Organisation for VC-CBO Convergence), gave a presentation introducing GPDP, explaining the relevance of integrating VPRP into GPDP, and describing its key components and processes. He also outlined the three levels of committees required for GPDP-VPRP integration: the State Level Joint Coordination Committee (SLJCC), the District Level Coordination Committee (DLCC), and the Block Level Coordination Committee (BLCC). His presentation covered the roles and responsibilities of these committees, as well as key features of the SLJCC, including its composition and mandate to guide GPDP-VPRP convergence.

4.15 Training for DRP on Gender Forum

A three-day review and training session for the Convergence Community Resource Persons (CCRP-DRP) was conducted from July 17 to 19, 2024. The training was given on the institutional mechanism of Gender at the Village level. A total of 6 cadres attended the training. During the training, participants had interactive sessions with the Chief Operating Officer (COO) of NSRLM, where they shared their learning experiences and the field activities they had carried out. The COO explained the purpose of implementing the VC-CBO Convergence Project, outlined its objectives, and highlighted the expectations from the DRPs as the project prepares to expand into other districts and blocks in the next phase. Participants also engaged with the State Programme Manager, who introduced the concept of gender within the NRLM framework and emphasised the importance of gender mechanisms under the mission. The three-day training focused on helping participants understand the concept and role of the Village Level Gender Forum (VLGF), its functioning as a platform for addressing community concerns, and its members' responsibilities. The sessions also strengthened the capacities of VLGF members and cadres while reinforcing the integration of gender interventions into the VPRP process.

Alongside this, orientation programmes were conducted across four districts and eight blocks to improve coordination between VCs, CBOs, and line departments under the VC-CBO Convergence Project. These orientations provided clarity on linking the VPRP with the GPDP, promoting collective action to access rights and entitlements, ensuring the inclusion of vulnerable groups, and strengthening the organizational capacity of CBO structures. Significant discussions highlighted the need for stronger convergence, improved understanding among stakeholders, stronger collaboration between community institutions and departments, and enhanced CCRP capacities to support village-level gender forums. Participants included representatives from line departments, Village Councils, SHGs, VOs, CLFs, CCRPs, and district and block officials, along with staff from NSRLM and Kudumbashree who facilitated the sessions.



4.16 Training on LRP for the Gender Forum

The importance of VLGF is to route collective action towards accessing rights and entitlements, to converge the activities of SHGs, VOs and other federations of CBO working within the panchayat into a single umbrella.

The Village Level Gender Forum will:

- Function as a community monitoring agency in planning and monitoring of developmental activities of both panchayat and CBOs
- To participate and support the organizational strengthening of CBO and good governance activities of Local Self Government Institutions.
- Work for the social inclusion of vulnerable communities and enable them to participate in the village development process.

- Support and encourage SHG members to find and engage in self-employment opportunities.
- To work for the protection of the rights and social justice of marginalised, physically/mentally challenged and children.

LRPs were trained on the concept of Village Level Gender Forums (VLGF). The LRP have to establish the VLGF, but its formation has been put on hold, awaiting official communication from the Administration Department to the Village Councils



4.17 Line Department Orientation on VC-CBO Convergence Project:

The VC-CBO Convergence Project training and orientations for line departments in Nagaland were designed to help officials understand the initiative's concept, purpose, and scope. These sessions aimed to create a common understanding of the roles and responsibilities of VCs and Community-Based Organisations, strengthen coordination among them, and the processes for convergence planning at the village, GP, and block levels. The training also emphasised the importance of partnership, collective action, and improved service delivery for community development. Line department staff were oriented to the project's framework, including its background, goals, key components, and expected outcomes. They gained clarity on the functions of VCs, SHGs, VLOs, CLFs, and other CBO structures involved in the convergence process.

A significant focus of the training was to build effective communication and coordination mechanisms between VCs, CBOs, and line departments to enable joint planning and smoother implementation of development activities. Participants were introduced to tools such as community-based planning, resource mapping, monitoring frameworks, and village development planning processes. The sessions encouraged collaborative efforts to address needs related to livelihoods, social development, and addressing social issues. To ensure strong engagement from the line departments, these orientations were conducted across four districts and eight blocks, with a specific focus on linking VPRP with GPDP and identifying challenges and solutions to enhance convergence at all levels.

The ADPM and BPM of the respective blocks (8) and districts (4) shared an overview of the SRLM activities. As a result, participants gained a better understanding of the project, agreed on follow-up mechanisms, and committed to supporting coordination at the district and block levels. Participants included officials from key line departments such as Education, Health, Rural Development, Agriculture, Social Welfare, Women & Child Development, PHED, as well as SRLM staff, including ADPMs, BPMs and Area Coordinators.



Sl No	District	Date	Total Participants	Departments
1	Kohima	Nov 12, 2024	25	Agriculture, KVK, Social Welfare, Industrial & Commerce
2	Longleng	May 16, 2025	17	Horticulture, Agriculture, KVK, Education-Samagra Siksha, Health and Family Welfare, Veterinary
3	Mokokchung	Sep 5, 2024	20	Agriculture, Horticulture, Forest, Social Welfare, Sakhi One Stop Centre, RD, Animal Husbandry
4	Wokha	Aug 31, 2024	11	PHD, Education, Agriculture, Forest, Fishery, Veterinary, Horticulture

4.18 Village Council Orientation

As part of the VC-CBO Convergence Project, orientation programmes for Village Councils were successfully conducted at the block level in four districts—Kohima, Longleng, Mokokchung, and Wokha. These sessions aimed to familiarise the newly elected Village Council (VC) members and Village Development Board (VDB) representatives with the goals and framework of the project.

The primary focus of the orientation was to introduce participants to the core objectives of the VC-CBO Convergence initiative, including the formation and functioning of the Village Level Gender Forum (VLGF). Discussions were also held on the importance of preparing the Village Prosperity Resilience Plan (VPRP) and integrating it into the Gram Panchayat Development Plan (GPDP). The sessions emphasised collaborative efforts between community-based organisations and local governance structures to ensure more inclusive and participatory planning and development.

During the interactions, many council and board members, particularly those newly appointed, are interested in learning more about the Self-Help Group (SHG) network and its ongoing activities. Their enthusiasm highlighted a willingness to build stronger partnerships with SHGs, recognising their vital role in community mobilisation and grassroots development.

4.19 Formation of Village Level Gender Forum

The formation of the Village Level Gender Forum (VLGF) began following the training of the Local Resource Person. The forum will also serve as the Gram Panchayat Coordination Committee (GPCC) to improve coordination with all line departments and village councils at the village level. With the support of the Area Coordinator of SISD and the Gender CRP, the initiative has been successfully implemented across all four districts: Kohima, Wokha, Longleng, and Mokokchung, resulting in the creation of VLGF in these districts. To ensure the resolution of gender issues at the village level, members of similar platforms form the Village Level Gender Forum (VLGF). Members of the Village Level Organisation's Social Action Committee (VLO SAC), two representatives from the Gender Pilot Project (GPP) collective, the Chairman and members of the Village Council, an ASHA worker, an Anganwadi worker, an ANM, a representative from the local Police Beat, the Headmaster, the Principal, or the village school teachers are included in VLGF. This broad representation makes coordination between community-based organisations, law enforcement, education, health, and governance easier.

GPCC: Gram Panchayat Coordination Committee is a committee constituted at the panchayat level with members from local self-government institutions, its line departments and SHG federations. Since all these parties aim to reduce poverty, their reach will be doubled if they work together.

Importance: For better implementation of various schemes and programs in the Gram Panchayat. A platform for discussing the VPRP plan and other relevant issues from which the SHG network can benefit directly. It will help enhance participation in local-level planning and increase participation in the Gram Sabha.



4.20 State Review Meeting

Since the project began in the year 2023, a review meeting was held to clearly see what tasks are finished, what tasks are still pending, and what remains to be done. In that meeting, the SPC also highlighted what worked well (best practices) and the challenges that were faced. This review helped everyone understand how to overcome those challenges and plan for what comes next, including whether the project can be completed within the scheduled 18 months or if an extension of another quarter is needed.

A state-level review meeting for the VC-CBO Convergence Project was held on 22 November 2024 in Kohima, chaired by the State Mission Director of NSRLM. Representatives from NMMU, KS-NRO, NSRLM, district and block staff, DRPs, LRPs, and members of Kudumbashree also participated, with a total of 38 people in attendance. Together, they reviewed progress, highlighted good practices, noted problems, and laid the foundation for future steps, as well as district-wise presentations and mentor experience sharing, which was covered in the review. The SPC gave a presentation on the upcoming activities, such as

1. Strengthening the VLGf
2. Formation and strengthening of the citizens' committee
3. Conduct the convergence camp in all the blocks
4. Community workshop

In conclusion, the meeting decided that there will no longer be multiple roles for the Local Resource Person (LRP), since many have dropped out when burdened by too many tasks. Also, all district and block staff were instructed to closely monitor reports from cadres to ensure that activities are completed as per the timeline.



4.21 State-level training for DRP on Strengthening VLGF and follow-up on VPRP

A refresher training was conducted for all the District Resource Persons (DRPs) to strengthen their support role for the Village Level Gender Forum (VLGF) to address issues such as violence against women, child marriage, women's participation in village governance, and linkages to Panchayat bodies. During the session, each CCRP presented on their area of work, such as household vulnerability mapping, community legal support, referral linkages and awareness building, helping DRPs and fellow participants improve how they analyse the field context, tell stories of impact, and sharpen presentation skills. This training significantly deepened their grasp of the VLGF's purpose, membership and roles (e.g. SHG-led gender forums, psycho-legal counselling, school-level child grievance redress) and refined the strategy for its implementation. At the end, both DRPs and CCRPs came away better equipped to convene village stakeholders, advance gender-issue-based action agendas, and support ongoing social accountability in the community.



4.22 Follow-up on the Village Prosperity Resilience Plan (VPRP)

To ensure effective convergence and tracking of community demands, the VLFG stakeholders of all the 8 blocks were assigned a practical field task. They were required to collect VPRP demands from their respective blocks or clusters. After presenting their findings, participants developed detailed action plans to follow up on these demands: Short-term goals, Medium-term goals, and long-term goals.

Following this, participants were guided to prepare block-specific action plans, beginning with one Village Council (VC) or Village Level Organisation (VLO). Based on the feedback received, they were tasked with developing tentative action plans for all VCs within their respective clusters. This exercise aimed to enhance planning, prioritisation, integration of VPRP to GPDP and execution skills necessary for grassroots development work.

Through the VPRP, community members became involved in planning for their village, making the process more inclusive. It also helped the Village Councils, SHGs, VLOs, and other groups work more closely together. The SHG members prepared the plan and connected with various government schemes related to health, banking, and farming. Coordination with line departments strengthened, improving service delivery in the villages. People also gained more livelihood opportunities, and community leaders learned more about various government programs, benefits, and services.

4.23 Training to CCRPs on VLG Strengthening

The main aim of this training is to ensure CCRPs fully understand what the VLG is, why it is essential, and how it serves as a platform to address the community's challenges. Since different stakeholders come together through the VLG, it becomes easier to discuss issues, identify solutions, and plan joint actions. This makes project implementation at the village level more effective and community-driven. A focused session was conducted for the CCRPs and ACs on the training module designed for Village Facilitators, which outlines the steps and content for strengthening the Village Level Gender Forum. The session aimed to ensure that all CCRPs and ACs gained a comprehensive understanding of each session within the module, including its objectives and expected outcomes.

To strengthen their facilitation skills and boost confidence, participants were asked to conduct mock training sessions. This practice helped ensure they could deliver the training to Village Facilitators effectively, with little need for support from Area Coordinators or mentor resource persons. The SPC also ensured that every participant took part in the presentations, so they would be well-prepared and not overlook any crucial points when training community members



4.24 State Level Training on Citizens Committee

A state-level training program was conducted on the functioning of various Citizens Committees, with a focus on VHSNC (Village Health, Sanitation, and Nutrition Committee), SMC (School Management Committee), and WATSAN (Water and Sanitation Committee). Expert resource persons from the Departments of Health and Family Welfare, Public Health and Engineering, and Education facilitated the training. Additionally, a representative from the Rural Development Department provided an orientation session on the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

The training was attended by all 7 (DRPs)/Community Cadre Resource Persons (CCRPs) and 8 Area Coordinators from all eight blocks. The primary objective of the program was to equip participants with a thorough understanding of the concept of Citizens Committees, including their structure, roles and responsibilities, goals, and expected outcomes.

To strengthen their confidence and abilities, the participants were asked to conduct mock training sessions covering all four Citizens Committees (VHSNC, SMC, and WATSAN). This exercise served as hands-on practice so that later on, they could deliver the same training to Village Facilitators without needing constant support from Area Coordinators or Mentor Resource Persons. The mock sessions help participants build confidence, learn to manage time effectively, and ensure they truly understand what the Citizens Committees are and how they function. By conducting this mock in a safe or comfortable environment, they become better trainers because they can communicate the committee's purpose, roles, and processes clearly. These mock exercises also serve as a test for the DRP, as they help identify where participants might need more clarity or coaching before they start working in the field.



4.25 Convergence Camp

These camps have strengthened community engagement through SHGs and Village Level Organizations, enabled data collection and follow-up, and built the capacity of grassroots functionaries to ensure inclusive and efficient implementation of development programs under the VC-CBO Convergence Project. Convergence Camps were conducted across the 8 (eight) RD blocks. In these camps, the Panchayati Raj Institutions (PRIs)/Village Councils (VCs) and Community-Based Organisations (CBOs) came together to deliver essential public services, such as health check-ups, Aadhaar enrollment, and pension schemes, in a single location on a single day. These platforms demonstrate real-time collaboration among VCs, CBOs, and line departments, promote participatory governance, and enhance service delivery.

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SI NO	District	Departments	Participants
1	Kohima	7	325
2	Longleng	6	459
3	Mokokchung	3	207
4	Wokha	10	691

A convergence camp was organised at the village level with active participation from various line departments and service providers. The Aadhaar team facilitated Aadhaar registration for residents, while the Rural Development Department assisted with the issuance of MGNREGA job cards. The Health Department conducted medical check-ups and provided health consultations. The Social Welfare Department held awareness sessions on welfare schemes and hygiene, and distributed sanitary napkins to women and adolescent girls. Additionally, the Veterinary Department provided deworming medicines for livestock and conducted awareness sessions on animal health and care.



4.26 Project Completion Workshop

Concluding the 18-month project in Nagaland on the VC - CBO Convergence Project launched in Nagaland, an internal workshop was convened to assemble all key stakeholder like the Chief Operating Officer (COO), the State/Project Manager (SPM), the Project Manager (PM), Additional District Project Manager (ADPM), Block Programme Manager (BPM), Area Coordinators (AC), and field cadres.

The primary objective of the workshop was to conduct a comprehensive review of the project:

1. To present and evaluate the achievements under the project
2. To provide a status update on completed activities, to identify pending tasks, and to discuss the principal challenges encountered during implementation.

The program began with an insightful experience-sharing session by the Community Convergence Resource Person (CCRP) from Tuli, who reflected on her personal journey with the VC-CBO Convergence Project and highlighted its significant contribution to her personal and professional growth, while noting its transformative role in raising awareness among Village Councils (VCs) about their responsibilities and in enabling them to identify and address social issues actively.

This was followed by a broader overview from the mentor resource person on the project's origin and implementation in Nagaland, emphasising how it has generated widespread awareness of the National Rural Livelihoods Mission (NRLM) and its developmental initiatives, and spotlighting successful practices and outcomes. District-level Block Program Managers (BPMs) from Longleng, Wokha, Kohima, and Mokokchung then presented the status of VC-CBO Convergence activities in their areas, including notable achievements such as awareness sessions on alcoholism in Kohima which sparked vital community conversations and the disbursement of benefits through the Village Prosperity Resilience Plan (VPRP), reflecting improved grassroots coordination; they also candidly discussed challenges such as limited awareness among VCs and Village Development Boards (VDBs) about their roles, poor participation of line departments in Gram Sabha meetings, and the irregular scheduling of Local Resource Persons (LRPs) review meetings.



The State Project Coordinator unfolded the way forward for Phase II, centered on deepening and scaling up the foundations laid in Phase I, with key priorities for the next six months including strengthening and restructuring Citizens Committees, building capacity for committee members, enhancing the functioning and oversight of the Village Level Gender Forum (VLGF), evaluating reports from the VLGF and Citizens Committees, forming District- and Block-Level Coordination Committees (DLCCs and BLCCs), continuing VPRP follow-ups, convening DLCC and BLCC meetings, integrating VPRP priorities into MGNREGA and other line-department Annual Action Plans via the e-Gram Swaraj Portal, and including Self-Help Group (SHG) members in Gram Panchayat Planning Facilitation Teams (GPPFTs).

Because the project was not ending, however, a state internal workshop was held to show what we achieved, what remains, and what problems came up, with representatives from the district and block also joining. However, at a higher level, we could look at the big picture and plan for the next phase in a more straightforward, more efficient way. The session concluded with remarks from the State Program Manager, SISD, who expressed gratitude to all participants and presenters, underscored the importance of prioritising and completing the outlined Phase II tasks, and noted the upcoming signing of a Memorandum of Understanding (MoU) for the project's next phase.



5. Qualitative Achievements

5.1 Cadre Details

Sl. No.	District	Block	No. of CCRP	No. of VF
1	Longleng	Longleng	1	16
		Sakshi	1	7
2	Kohima	Jakhama	1	17
		Chiephobozou	1	25
3	Wokha	Wokha	1	29
		Chukitong	1	9
4	Mokokchung	Tuli	1	12
		Changtongyta	1	8
Total			8	123

5.2 Details of CLF and VO Concept Seeding

SI NO	DISTRICT	BLOCKS	VLO COMPLETED CONCEPT SEEDING
1	Kohima	Jakhama	17
		Chiephobozou	22
2	Longleng	Longleng	20
		Sakshi	8
3	Wokha	Wokha	20
		Chukitong	9
4	Mokokchung	Tuli	11
		Changtongya	13
Total			120

5.3 District And Block VC - CBO Orientation

SI No	Districts	Participants	Blocks	Participants
1	Longleng	26	Longleng	17
			Sakshi	32
2	Mokokchung	20	Tuli	10
			Changtongya	24
3	Wokha	28	Wokha	18
			Chukitong	18
4	Kohima	25	Jakhama	24
			Chiephobozou	44

5.4 Citizens Committee

SI NO	BLOCK	VHSNC (formed)	WATSAN(formed)	SMC (formed)
1	Jakhama	11	12	12
2	Cheiphobozou	16	18	16
3	Longleng	10	17	10
4	Sakshi	7	7	7
5	Wokha	21	21	21
6	Chukitong	16	16	16
7	Changtongya	8	8	8
8	Tuli	10	11	10

5.5 VLG training in all the 8 blocks

SI NO	Blocks	Date of training	Participants
1	Chiephobozou	Aug 21, 2024	21
2	Jakhama	Aug 12, 2024	14
3	Changtongya	13 - 14 August 2024	14
4	Tuli	20 - 21 August 2024	13
5	Longleng	5 - 6 August 2024	16
6	Sakshi	16 - 17 August 2024	9
7	Chukitong	27 - 28 August 2024	9
8	Wokha	28 - 30 August 2024	24
Total			120

5.6 Demands Submitted During Convergence Camp

SI No	Blocks	Name of the schemes	Number of application submitted
1	Wokha Cheiphobozou	Job Card Enrollment	216
		CMHIS Enrollment	112
2	Longleng Sakshi	Test on HB, BP and Sugar.	52
		Distribution of Calcium and Iron Tablet	21

SI No	Blocks	Name of the schemes	Number of application submitted
3	Wokha Chukitong	Health check up	163
		Pension	21
4	Wokha Chukitong	Ujjwala Gas	35
		Ration Card	80
5	Wokha Chukitong	Aadhar Card	147
		Birth Certificate	29
6	Jakhama Chiephobozou	Sanitary Napkins Distribution	100
		Aadhar card	87
7	Jakhama Chiephobozou	Medical test	185
8	Longleng Sakshi	Job Card Enrollment	106
		CMHIS Enrollment	16
9	Tuli Chantongya	Health Check up	60
		HIV test	14
10	Tuli and Changtongya	CHMIS	20
		Aysuhman Card	14

VPRP Achievements for FY 2024-25

5.7 Entitlement Demands from 4 Districts

District	Services	Demands	Submitted	Achieved
Kohima	SBM Toilets	190	14	14
	PMSBY	267	267	267
	Disability pension	11	1	1
	Ujjawala Gas connection	151	151	151
Wokha	SBM Toilet	221	91	0
	Disability pension	13	4	0
	Old age pension	32	20	0
	Ujjawala Gas Connection	161	161	0
Mokokchung	Old age pension	33	33	9
	Disability pension	3	3	0
	SBM Toilet	123	123	0
	Ujjawala Gas Connection	207	207	0
Longleng	Widow pension	59	15	15
	Disability pension	5	5	0
	SBM Toilet	323	323	0
	Ujjawala Gas Connection	157	157	144

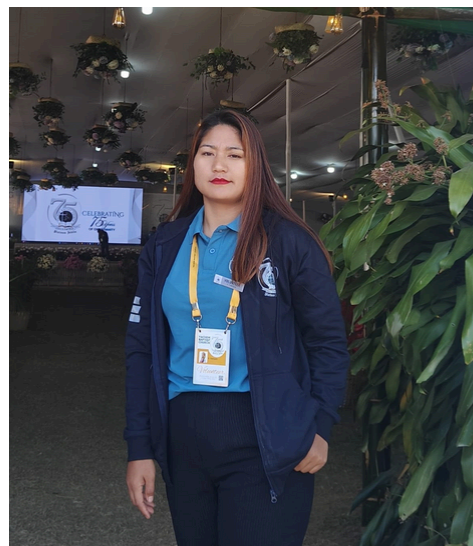
5.8 Livelihood and PGSRD Demands from 4 Districts

District	Demands	Department	Status	No of Beneficiaries
Longleng	Piggery (Piglet, pig sty, feeds)	Krishi Vigyan Kendra	Application submitted	65
Longleng	Poultry shed, feed supplement	Krishi Vigyan Kendra	Achieved	85
Longleng	Maize, mustard, millet, soybean and power tiller	Department of Agriculture	Achieved	115
Mokokchung	Sprayer	Krishi Vigyan Kendra	Achieved	5
Mokokchung	Corn seeds	Department of Agriculture	Achieved	24
Kohima	Organic manure	Department of Agriculture	Application submitted	1
Kohima	Fencing	Forest Department	Application submitted	24

6. Best Practices and Achievements

A. TESTIMONIALS

1. Being the CCRP on VC - CBO, I was never like this because when the VLGF training happened, I got the opportunity to interact with the VC. Now I can say that my relationship with the villages has really built up. Also, previously, the VPRP was never successful, but now, through this project, its achievements are being realised. I also want to say that I did not know any of the departments, but this project taught me about all the departments, and now I have joined the department on my own and also know about the schemes available. *(Tutetngula, CCRP, Longleng Block)*



*In the pic: Ms Tutetngula
CCRP, Longleng Block*

2. This VC - CBO Project has really made my SHG come out, and they have become very smart. I can see that through the VPRP plan preparation, they are the ones who identify the beneficiaries and address the issues in the community. Through this project, VC-CBO Convergence, our SHGs were the ones who identified the alcoholism issue in our community, and it came under the VPRP. They also conducted an awareness program, which was successful because community members are now aware. *(VBD Secretary, Jakhama)*

3.. From the start, I was a village facilitator. Now I am an LRP. Now I have the confidence to participate, and I can also make decisions like for the program on alcoholism. I was the one who raised this issue with the VC and VDB and strongly supported it. *(Asie Bio, Local Resource Person, Jakhama)*

4. From the year 2023, the VPRP started, and we have been pushing the SHG for VPRP, as we have not seen any achievements, but now, through the VC - CBO Convergence Project, we can see that most of the community members are getting the schemes from VPRP, like Job Cards, PMAY-G, and Health Cards. Also, through this project, I can see the CCRP grow; they have developed confidence in themselves, and they can also speak freely.



In the pic: Mr. Bendang ADPM, Longleng

B. BEST PRACTICES

Reviving Livelihoods through Banana Fiber

The Lotha Naga Tribe of Wokha district is a cohesive and culturally rich community. Traditionally engaged in agriculture, they are now exploring the promising livelihood opportunities of banana fibre extraction. In Wokha, Various trainings were conducted in September 2023 to equip cadres and staff to prepare a demand plan as part of the Village Prosperity Resilience Plan. As a result, with the support of cadres, the SHG members prepared a demand plan that identified various issues in the community.

In Elamyo Village, unemployment was prioritised. Many women in the village didn't have jobs so that they couldn't support their families financially. The lack of financial independence not only created economic hardships but also lowered self-esteem. Once the plan was prepared, the Village-Level Organisation (VLO) compiled it and submitted it to the Gram Panchayat Development Plan (GPDP). The mentors and District Resource persons outlined the community's livelihood issues, and these concerns were taken up during the Block Staff Coordination and cluster-level federation meetings.

To address the issue of unemployment, VLO and SHG members approached the skill development department and discussed various training options that could generate sustainable income for the people. Meanwhile, the local resource persons began collecting a list of potential beneficiaries who would benefit from such training.

The people in the Elamyo village, who were already engaged in banana farming, realised that the plant's waste could be repurposed into crafts. The idea was soon approved, and they decided to conduct a training session on natural Banana Fibre extraction. With the help of the Skill Development Officer, they reached out to the Nagaland Tools and Training Centre to organise a 7-day training on Natural Banana fibre extraction. The North Eastern Electric Power Co-Operation Limited (NEEPCO) supplied machines for making banana yarn.

Through coordination with various stakeholders, they trained 25 beneficiaries in the village. This initiative was soon replicated by seven more villages, reaching 225 beneficiaries and spreading knowledge of Banana Fibre Extraction. The qualified beneficiaries were taken on an exposure visit to Dimapur by the skill development office. It provided them with valuable insights into the marketing structure, product quality, and business management skills necessary to generate profit from banana fibre extraction. This visit helped them to see the initiative not just as skill training but as a viable business opportunity.

Elamyo is an excellent example of what collective efforts can achieve. It showcases how the coordination of CBO and VC benefited Elamyo's journey from identifying a shared challenge to creating a sustainable solution.

Throw Away The Liquor Bottle

Kigwema is a hilly village nestled in the southern region of Nagaland. It lies in the Jakhama Circle of Kohima District, 15 km south of Kohima, the capital of Nagaland. According to the 2019 population census, Kigwema village is home to 7562 residents, of which 3588 are males and 3974 are females, spread across 1471 households. The 34 Self-help groups and two village-level organisations reflect the strong participation in the grassroots development movements.

Despite the harmonious atmosphere in the village, the growing presence of alcoholism was creating uneasiness among families and concerns in the community. Hence, the villagers didn't have to think twice about prioritising alcoholism as the village's primary concern. Mr. Khomeze Jacob Mera, Village Development Board Secretary, boldly proclaimed, "We must ban Alcohol." The activities to implement the Village Poverty Reduction Plan were discussed in the VLO meeting with Block Mission Management Unit staff, Mentors, Convergence CRP, and Local Resource Persons. The participants came up with many ideas and suggestions for the effective implementation of the plan. Through various consultative meetings with stakeholders, they decided to conduct an awareness session on the impact of alcoholism. The alcohol awareness campaign marked the first activity of the social development plan under VPRP 2023-24.

On August 31st, 2024, the village witnessed a decisive moment of change: the awareness session, attended by 301 participants. This was a massive success, made possible by the tireless efforts of the stakeholders. Dr Dietho-o Yhoshii, a senior doctor from the district hospital, was invited to guide the session. The village worked in unison; the village council oversaw the planning, VLOs and Self-help groups took charge of awareness organisation and supervision, BMMU made the banner, youth organisations led social mobilisation, coordination, and execution of the work, and concerned line departments ensured proper evaluation and provided thoughtful recommendations.

The change has begun, but it didn't stop there. Inspired by the success of the awareness session, the VLOs planned further activities. The women's society and SHGs made postcards and held processions across every Khel (ward) and colony. They went from door to door to ensure the message had reached every part of the village. The Women's Society and SHG, in coordination with the Village Council, made rules and regulations to address alcohol abuse. The VLOs and the Village council took on the responsibility of Conducting SurVCse checks, monitoring, and evaluation to track the process, outputs, outcomes, and impacts.

The initiative was a new learning experience for the community. At first, they found themselves uncertain. After developing the SDP, they were unsure of the next steps. The absence of guidance is reflected in their activities. But this was changed with the help of a mentor. Through guidance from mentors and local resource persons, everything became clear, and this time, they took action.

The collective achievement filled the villagers with satisfaction and unwavering happiness. Mr. Khomeze adds, "We are very proud of VLOs; they have taken a good initiative under this project (VC-CBO Convergence) for the community, so we are giving them handholding support and should give awareness to the whole community."

Through this initiative, the villagers hope for a future of peace and harmony, where children grow up in a nurturing environment, family and community bonds are strengthened, and livelihoods are improved naturally through meaningful work. But this is just the beginning. The people of Kigwema are committed to making a lasting change through active participation.

Caring for our Elders

The Englan range lies in the southern part of the Wokha district. The region's geography, remoteness, and infrastructural limitations made it difficult for the villagers to access health care facilities. With no specialised care facilities, the elderly suffered the most. Families, unaware of the benefits or services they could access, remained helpless. Some elders lived in solitude, their declining health going unnoticed by anyone. Though the villages had PHCs, they were often non-functional, lacking staff, medicine, and infrastructure. For anything serious, they had to go on a long and costly journey to the city. The rural elderly people couldn't afford the cost or the long journey.

In response to these challenges, District Resource Persons and Mentors noticed the issues during the PRI CBO Convergence Project. They conducted a consultative meeting with the concerned village-level Organisations, Cluster-Level Federations, Youth Federations, Church Leaders, and village councils. Identifying the issues faced by the elderly people of Englan, they decided to conduct a medical camp for the elderly.

Once the beneficiary list was prepared by the Local Resource Persons and ASHA Workers, they reached out to the District Chief Medical Officer. He extended full support from the health department.

As a result of systematic planning and collective effort, Englan Range Old Riphym Village conducted the first medical camp for the elderly on 24 August 2024. Doctors, nurses, and lab technicians helped provide free checkups and medicines for 65 people in the village. Following the success of this medical camp, it was replicated in the Yikhum village on 10 October, where more than 70 elderly people benefited from the camp.

This is a new experience for the villagers, bringing essential health care services directly to the doorsteps of the senior citizens. It marks a significant step towards strengthening the health and dignity of the elderly population. The community now looks forward to continuing such efforts that promote integrated, community-driven development.

7. Challenges and Learnings

- Dropout of cadres affects continuity and progress: The dropout of cadres is primarily driven by being assigned multiple responsibilities, which overwhelm them. This overextension undermines their capacity to sustain focus and commitment, consequently hindering project continuity and obstructing sustained progress.
- Delays in processing administrative paperwork hinder timely implementation: Since the projects require convergence with other line departments, administrative approvals and paperwork often suffer prolonged delays. Leading to delays in implementation and reducing the overall effectiveness of the activities
- In some villages, Village Councils still do not allow women to participate in meetings: Despite the formal inclusion of women in governance, in many communities across Nagaland, women remain reluctant to join in village council meetings.
- VC members and Village Development Board members are unaware of their roles and responsibilities: Many of the members of local governing bodies, like the Village Council and Village Development Boards, are not aware of their roles and responsibilities, which leads to confusion, slows down decision-making, and makes it difficult for them to carry out their duties effectively.

8. Suggestions for expansion

Exposure visits to the Stakeholders: In Phase 1, all Program Directors and Block Development Officers participated in an exposure visit to eight blocks in Kerala, allowing them to observe firsthand how development activities and governance models are implemented effectively. However, in Phase 2, a similar exposure opportunity will be provided to the staff of the District Mission Management Unit (DMMU) and Block Mission Management Unit (BMMU), this will help in strengthening their understanding of project objectives, enabling smoother and more aligned execution of activities, and ensuring that best practices from Kerala are effectively adapted and integrated across all levels of implementation.

Line Department Workshop: Organising a workshop will bring together stakeholders from all relevant departments and significantly improve inter-departmental coordination, facilitate smoother information sharing, and reinforce the effectiveness of committees such as the SLCC, DLCC, and BLCC.

NSRLM Review: Timely reviews and field visits by the State Rural Livelihood Mission (SRLM) teams act as proactive tools for effective project management. These visits allow teams to spot challenges early and provide on-the-ground support. The frequency of supervisory visits directly gives better quality of service and stronger team problem-solving.

9. Conclusion

The Phase I rollout of the VC-CBO Convergence Project in Nagaland was designed to institutionalise participatory planning by reinforcing collaboration between Village Councils (VCs) and Community-Based Organizations (CBOs). Throughout the project, notable progress was made in fortifying grassroots institutions and fostering interdepartmental convergence. Central to this effort was the establishment and empowerment of the Village Level Gender Forum (VLGF), which served as a crucial bridge between communities and governance bodies, facilitating inclusive planning and ensuring that community priorities were integrated into formal development frameworks. A strong emphasis was also placed on cadre training—equipping individuals with the knowledge and skills needed to lead planning and implementation with confidence and efficacy.



10. Way Forward / Recommendations

Since Nagaland implemented Universalisation directly in Phase I, the VC-CBO Convergence Project will now move into a nine-month extension phase, in line with NMMU guidelines, in continued partnership with the Kudumbashree National Resource Organisation (KS-NRO). The Memorandum of Understanding (MoU) for this extension phase will be formalised as per established protocol. The geographical coverage during the extension period will remain the same as Phase I, encompassing four districts and eight blocks.

With continued technical assistance from KS-NRO, the nine-month extension will VCritise consolidation and strengthening of the institutional platforms already established, enhanced capacity building of cadres, and clearer definition and reinforcement of the roles and responsibilities of community institutions. The extension period will focus on ensuring institutional maturity through sustained handholding and support, thereby strengthening local governance structures and Community-Based Organisations (CBOs) and achieving durable convergence outcomes. Additional measures will include the establishment of immersion sites to promote experiential learning and ensure that convergence efforts lead to sustainable development outcomes, particularly for the most vulnerable communities across Nagaland.

11. Note of Gratitude

We express our sincere gratitude to the team of Nagaland State Rural Livelihood Mission (NSRLM), Kudumbashree National Resource Organisation (KS-NRO), Panchayati Raj Institutions, line departments, community cadres, and members of Self-Help Groups and their federations for their committed partnership in the successful implementation of the VC-CBO Convergence Project in the state of Nagaland. 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 the state.



PHOTO GALLERY



In the pic: Training to CC on strengthening of Village Level Gender Forum (VLGF) (VOCC)



In the pic: Internal Review meeting on VC-CBO Convergence



In the pic: Exposure visit to Kerala



In the pic: Nagaland team's exposure visit to Kerala



In the pic: Convergence camp at Longleng District



In the pic: LRP Training on VLGF Strengthening under Chukitong Block,



Nagaland State Rural Livelihood Mission
Government of Nagaland



Kudumbashree
Kerala State Poverty Eradication Mission
Government of Kerala

Kudumbashree-National Resource Organization