NRLM Hand Book on Staff Capacity Building

एस. एम. बिजयानंद, आई ए एस

सचिव, भारत सरकार
पंचायती राज मंत्रालय एवं
महानिदेशक

S.M. Vijayanand, IAS

Secretary, Government of India
Ministry of Panchayati Raj &
Director General
Tel (O) : 011-23074309, 011-23389008, Fax : 011-23389028
E-mail : secy-mopr@nic.in, sm.vijayanand@nic.in

Foreword

National Rural Livelihoods Mission (NRLM) is a unique attempt to empower the poor, building their capacities and augment their capitals - **SOCIAL, HUMAN, FINANCIAL, PHYSICAL, ENVIRONMENTAL, POLITICAL** and **CIVIC.**   It is probably the only scheme where the people concerned are in the central place and they decide their priorities. Of course, support is provided from outside but only in tune with people's priorities and needs.

This approach to development calls for special attitudes arising out empathy and a mission approach on the part of the staff – radically different from the qualities formally available with development bureaucracy.   The NRLM Resource Cell at NIRD&PR has developed the module for building the capacity of staff after a great deal of consultations. I am sure that it will contribute to furthering the objective of National Rural Livelihoods Mission.

(S.M. Vijayanand)

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K. P. Rao
Director, NRLM (RC)

राष्ट्रीय ग्रामीण विकास एवं पंचायती राज संस्थान
(ग्रामीण विकास मंत्रालय, भारत सरकार)
राजेन्द्रनगर, हैदराबाद - 500 030 (भारत)
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Rajendranagar, Hyderabad - 500 030 (India)

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NRLM Resource Cell at NIRD&PR, Hyderabad has its mandate to Develop Capacity Building related Resource material, Modules and train develop a few thousands of rural development professionals across the country on various thematic areas of NRLM *viz.*, IB CB, SHG, VO, cluster, Block and District Federation Concepts, Financial Inclusion, PIP process and Book keeping etc.

To improve the skills, Knowledge and attitude of the RD functionaries particularly staff of NRLM for better implementation of NRLM objectives and to enhance managerial capacities. NRLM RC, Hyderabad developed Staff Capacity Building training module outlines which will help the SRLMs, ToTs for conducting training programs   Particularly Staff BPM/CCs of SRLMs.

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(K. P. Rao)

पोन : 24008526, तार : ग्राविक, फैक्स : 91-040-24016500 / 24015277, ई-मेल : cit@nird.gov.in, nirdhy@hub.nic.in
Phone : 24008526, *Grams : Gravik, Fax* : 91-040-24016500 / 24015277, E-mail : cit@nird.gov.in, nirdhy@hub.nic.in

We care for the environment

ACRONYMS

BK	Book Keeper
BL	Bank Linkage
BMMU	Block Mission Management Unit
BRLPS	Bihar Rural Livelihoods Promotion Society
CA	Community Activist
CBRM	Community Based Recovery Mechanism
CC	Cluster Coordinator
CIF	Community Investment Fund
CLF	Cluster Level Federation
CM	Community Mobilizer
COM	Community Operational Manual
CRP	Community Resource Person
CSF	Community Support Fund
DCB	Demand Collection Balance
DMMU	District Mission Management Unit
EC	Executive Committee
FGD	Focused Group Discussion
GB	General Body
GBV	Gender Based Violence
HR	Human Resource
ILM	Interactive Lecture Method
LGD	Large Group Discussion
MCP	Micro Credit Plan
MPR	Monthly progress report

NABARD	National Bank for Agriculture and Rural Development
NRLM	National Rural Livelihoods Mission
NTFP	Non Timber Forest Produce
OB	Office Bearers
OMPLIS	Orvakal Mahila Podupu Laxmi Ikya Sangham
PIP	Participatory identification of Poor
PRA	Participatory Rural Appraisal
PPA	Participatory Poverty Assessment
PRI	Panchayati Raj Institution
PTM	Participatory Training Methodology
RBI	Reserve Bank of India
RF	Revolving Fund
RGMVP	Rajiv Gandhi Mahila Vikas Pariyojana
SERP	Society for Elimination of Rural Poverty
SGD	Small Group Discussion
SHG	Self Help Group
SMMU	State Mission Management Unit
SRLM	State Rural Livelihoods Mission
VLF	Village Level Forum
VO	Village Organization
VRF	Vulnerability Reduction Fund
VRP	Vulnerability Reduction Plan

Utility Note

Introduction:

The Government of India (GoI) established the National Rural Livelihoods Mission (NRLM) in June 2010 to implement the new strategy of poverty alleviation woven around community based institutions, which is renamed as "Aajeevika". The programme was formally launched on 3rd June, 2011 at Banswada, Rajasthan and is being implemented in a mission mode across the country.

Core belief:

The core belief of National Rural Livelihoods Mission (NRLM) is that the poor have innate capabilities and a strong desire to come out of poverty. The challenge is to unleash their capabilities to generate meaningful livelihoods and enable them to come out of poverty. NRLM focuses on universal inclusion of the poor, prioritizing the poorest of the poor, identified through participatory processes and converted into institutions of the poor that are supported to leverage formal credit and access services and benefits meant for the poor, as well as develop innovative community led interventions leading to sustainable livelihoods and improved quality of life.

Mission:

The mission of NRLM is "to reduce poverty by enabling the poor households to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable increase in their incomes, on a sustainable basis through building strong grassroots institutions of the poor. These institutions enable and empower the poor households to build-up their human, social, financial and other resources, solidarity, voice and bargaining power. They, in turn, enable them to access their rights, entitlements and opportunities."

NRLM Values:

The following core values shall guide all the activities under NRLM:

- strong belief in the capacities and skills of the poor;
- providing a meaningful role for the poor in all project processes – planning, implementation and monitoring;
- promotion of transparency and accountability in CBOs; and
- Reducing their dependence on external support agencies.

Guiding Principles:

The following principles inform all the activities of the Mission:

- poor have a strong desire to come out of poverty, and have innate capabilities to realize the same;

- social mobilization and building strong institutions of the poor are critical for unleashing the innate capabilities of the poor; and
- A dedicated and sensitive support mechanism is required to induce the social mobilization, institution building and the empowerment process and facilitating knowledge dissemination, skill building, access to credit, access to marketing and access to other livelihoods services would facilitate the upward mobility of the poor.

About the Hand book on Training Module outlines:

The hand book on Staff Capacity Building training module outlines is prepared with the objective to support SRLMs on various capacity building activities. These out lines are prepared to provide training to staff CCs/BPMs. It basically aims at providing session plans along with the resource material for the same in order to help the trainers   who will impart training to Staff, who either lack in content or develop the same or do not have enough material to refer. Besides, it aims at developing the comprehensive understanding among the trainers. It is to be noted that these are   suggested module outlines which intends to help the trainers across the SRLMs and also to address their needs of training materials.

Let us first focus on what needs to be done prior to imparting training to Staff. Firstly, it is expected that SRLMs should identify and create a pool of trainers at the state level who will undergo training on these different thematic and they will be called as Trainers of Trainers (ToTs). Secondly, SRLMs need to identify and build a cadre of trainers at district and block level. Thirdly, the trainers at SRLM will impart training to the identified district level trainers who will eventually become the part of trainer's fraternity and this process needs to be followed on a regular basis in order to meet the demand of staff (CCs & BPMs) for a period of initial three years.

Once we have enough number of trainers identified and trained at state level, the focus shall be on building the capacities of the staff. The detailed Abstract of training outlines is being attached in order to develop understanding about the staff Capacity Building training module outlines.

Some Do's and Don'ts for Trainers:

The trainer team is expected to use this hand book as a ready reference base volume for preparing for theme based sessions as per the design-brief and tips for facilitators, included in each session/topic. The trainer team is expected to prepare their own power point presentations, flipcharts or other audio-visual support aids based on the content in each topic. Typically, at least one-third of the time should be devoted to question and answer and experience sharing sessions. This could be towards the end of a session. By and large, the trainer team is free to adopt any other methodology which he/she finds more suitable or else methodology suggested in the module can be followed. The content delineated in each session, although, minor changes/innovations can be made, as per local needs/time-spills.

The trainer team is expected to ensure gender-friendly behavior, seating arrangement and proactive encouragement to mainstream participation of the staff. Also, the trainer team is expected to exercise tactful handling of dominators - not allowing them to monopolize discussions and drawing in the shy and inhibited to participate with more ease and confidence.

Before every session, the trainer team is expected to keep all handouts to be distributed ready, along with all training media and material required for effective conduct of the session. During the session, the trainer team is expected to demonstrate good inter-team communication skills, by way of working in smooth coordination i.e. if one member is the key facilitator for a session, then other team members are facilitating the discussion and recording of emerging views. At no stage, they are to engage in conflict or contradictions of each other's views. After every session, the trainer/trainer team is expected to review the effectiveness of the session through quick on the spot feedback of the participants, both verbal and non-verbal, elicit views of the trainer team members on what worked well, what could be improved and what went wrong, which requires rectification in future. Typically at least one-third of the time should be devoted to question & answer and experience sharing sessions.

The "mantra" for trainers for effective training is to know and prepare well for the subject/training to be delivered, facilitate learning through interactive processes, build confidence of participants through effective inter-personal communication and analyze the strengths and weaknesses of every session/training conducted for continuous striving for excellence.

Induction and Capacity building Module outlines for the staff (BPMs/CCs)

About the Training Modules:

Induction, immersion and training are the key components of the staff capacity building framework under NRLM. Block Project Managers /Cluster Coordinators are the frontline army of NRLM. They are the face of NRLM for the community and hence, their thematic and implementation understanding on the NRLM Program holds huge significance for the mission. The capacity building of BPMs/CCs is a continuous process with a mix of fieldwork and classroom segments. The programme aims to orient them to NRLM philosophy and processes. The focus of the induction is on introducing basic concepts (poverty, vulnerability, livelihoods, gender, institution building, interventions, etc.) and skills (management, planning, training and leadership) to help them contribute meaningfully to NRLM implementation. After the three months induction the BPMs/CCs will be trained on other 20-25 thematic areas within the span of the 3years.The idea behind providing this intensive continuous Capacity building is to make the BPMs/CCs strong enough to manage the institutions of the poor after the project withdrawal.

The training modules are prepared with the objective to support SRLMs on various capacity building activities for the staff. The trainings will lay emphasis on different concepts and themes of NRLM. The training modules basically aim at providing session plan along with the resource material for the same in order to help the trainers to bring in a sense of uniformity across SRLMs. It is to be noted that these are suggested modules which intends to help the trainers across the SRLMs and also to address their needs of training materials.

For the effective and smooth implementation of capacity building activities, the SRLMs should develop a training calendar at State, District and Block level respectively. The training methodology in the programme shall be essentially participatory and interactive, combining various methods like – Interactive Lecture Method (ILM), Small, Focused and Large group discussions, brainstorming, experience sharing, group work, role plays, flip charts, exercises, case studies, training films, pre-and post-training questionnaires, diagramming, mapping and most importantly field immersion to resource SHGs, VOs and Resource Blocks (RBs) followed by action plans.

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Staff Capacity Building Module Outlines

Induction and Immersion Programme for
NRLM Young Professionals/NFs

16 June to 16 September, 2014

National Institute of Rural Development
Rajendranagar, Hyderabad- 500 030

Module: Staff Induction (BPMS/CCs)

Day	Topic	Sub Topics	Overall Time available	Methodology
**Phase - I Class Room training:** (This training should be organized after the 20 days of village stay i.e., 14 days intensive village +6 days in Non intensive village stay)			
Day 1	Debriefing of village stay	Experience sharing about village stay, observations and individual assignments presentation	7 hrs	SGD, ILM, Case study, Brain storming,
Day 2	NRO visit report sharing	Presentations by teams of people attended NRO and / or individual assignment presentation on NRO/Resource block.	7 hrs	SGD, ILM, Case study, Brain storming
Day 3	Poverty and Vulnerability	• What is Poverty? • Who are poor? • Reasons/causes of poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Types of vulnerabilities • Marginalisation and various groups of the marginalized • Ways/strategies to come out of Poverty • Developmental contradictions	7 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, game and Songs
Day 4	Poverty and livelihoods	• Coping mechanisms of poverty, • Food security issues, • livelihood framework (5 arrows and 6 capitals 4 contexts), • Basket of Livelihoods for poor	7 hrs	SGD, ILM, Case study, Brain storming
Day 5	Concept of inclusion, exclusion FNHS and Social Action	• Development Fable • Concept of inclusion and exclusion, what is exclusion, who are excluded, vulnerable groups • Gender and Social Inclusion: Difference between Gender & Sex, Gender roles, Gender stereotypes • Health &Nutritional, Food, Sanitation, Social Action related issues	7 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, game and Songs
Day 6	PRA tools	Participatory philosophy & methods Concept of PRA , it's evolution Introduction of community Participation, theory	3 hrs	SGD, ILM, Case study, Brain storming

Day	Topic	Sub Topics	Overall Time available	Methodology
	PRA tools	Use of participation in community development		
		Introduction to PRA tools - Mapping		
		Introduction of remaining Tools (Venn diagram, seasonality, listing and ranking/prioritization, transect walk, Time line, cause and effect, Planning matrix etc.	4 hrs	
		PRA tools practice and discussions	2 hrs	
Day 7	Self-management skills	Visioning/Career planning	1 hrs	SGD, ILM, Case study, Brain storming
		• Time Management • Leadership • Team management • Office Management • Systems and Procedures&IUFR • MIS • Documentation	9 hrs	SGD, ILM, Case study, Brain storming
Day 8	Individuals' Learning's	• Individuals' Learning's • Recap on 8days • Doubts & clarifications	3 hrs	Brain storming
	Field work Assignments	• Giving individual and group assignments that need to be done during the field stay of 35 days along with PRPs, some books to read and do the presentation	2 hrs	SGD, ILM, Case study, Brain storming
Day 29 to Day 59	Attachment with (about 30days)	Existing Block staff/ CCs or PRPs	In the field	Field work practical inputs by Existing CBOs leaders and staff
Phase - II Class room training on Institutions: This training should be conducted After the Field stay with CRPs/PRPs/block staff and CCs				
Day 1	Institutions and social mobilization	• Poverty, social mobilization Philosophy & Approach • Why to begin with women? • Why to focus on Women Empowerment • What is Women Empowerment • Types of institutions they have seen,	2 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films,

Day	Topic	Sub Topics	Overall Time available	Methodology
		known • Why poor needs collectivization		game and Songs
	SHG concept (Social Political Financial Economic Significance)	• Why SHG, why poor have to come together • What is Group ,What is Self Help, Group formation (neighborhood, poor, common needs etc.) why only with women • Village level credit institutions (formal, informal)	2 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, game and Songs
Day 1	SHG formation	Purpose of SHG formation • Difference between Mob &Group • Need of women SHG • Formation process-when, where, whom & How? • Non-negotiable in SHG formation, SHG naming • Roles & Responsibilities of SHG leaders and Members • Account opening process • • Documents required for Bank account opening	2 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, game and Songs

	SHG Norms	• Importance of Norms for institutions
		 • Formulation of norms - who,
		 • when and where
		 • Types of norms
		   ❖ Financial
		   ❖ Social
		   ❖ Management
		 • Practicing of norms and ensuring mechanism
			2 hrs	SGD, ILM, Case study, Brain storming, Role play

Day 2	SHG Meeting Process	Importance of Weekly Meeting - methods and process
		 • Sitting in circle
		 • Setting the agenda-
		   ✓ Prayer
		   ✓ Introduction
		   ✓ Attendance
		   ✓ Review of Previous
		 Meeting minutes
		   ✓ Collection of Savings
		   ✓ Collection of Loan
			4 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, Games and Songs

Day	Topic	Sub Topics	Overall Time available	Methodology
		installments, interest and other payments ✓ Receipts & Payments ✓ Sanctioning of new loans ✓ Discussion on social issues ✓ Other issues (if any) ✓ Recording the minutes and Reading ✓ Signatures of members		
	SHG Panchasutras	What are the Panchasutras • Need and importance ✓ Regular meeting ✓ Regular savings ✓ Regular internal lending ✓ Regular repayment ✓ Regular Book keeping	3 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films
Day 3	SHG Financial Management	Sources of Funds • Membership fee • Savings • Interests • RF • VRF • CIF • Bank loan Importance of Savings • Types of savings ✓ Compulsory Savings ✓ Voluntary savings • Special savings (examples) Importance of loans • Types of loans • Old debt servicing loans • Small loans • Consumption • Emergency • Social needs Big loans • Income Generation • Livelihood promotion • Education / Health • Interest rates • Repayments process	5 hrs	SGD, ILM, Case study, Brain storming, Role play, Short Films, game

Day	Topic	Sub Topics	Overall Time available	Methodology
	Leadership	Need of Leadership • Selection of the leaders • Leadership positions • Roles & responsibilities of President/secretary/Treasurer etc., • Qualities of a good leader • Rotation of Leadership	2 hrs	SGD, ILM, Case study, Brain storming, Short Films

Day 4	Sustainability of SHG (Institutional, Financial and Purpose)	Stages of Group Development(Forming, Norming, Storming, Performing)
		• Sustainability(Visioning exercise)
		• Timeline Activities for
		   o Formation, Credit Linkages
		   o for Consumption,
		   o Income Generation Activities;
		   o Addressing social issues,
		   o Convergence and partnership,
		   o utilization of rights &entitlements etc. (MGNREGS, Social Security etc.,)
			6 hrs	SGD, ILM, Case study, Brain storming

	SHG bookkeeping	• Need and Importance of SHG bookkeeping • Types of books (minutes, savings, attendance, member pass book, loan ledger, Cash Book and General Ledger etc.,)	3 hrs	SGD, ILM, Case study, Brain storming
Day 5	Concept of SHG Book keeper	• Need • Identification • training • Do's and Don'ts • Honorarium	2 hrs	SGD, ILM, Case study, Brain storming,
	Micro Credit Plan (MCP)	• Need and Importance of MCP • Analysis of member (household) needs / loans • Types of loans (IGA, social etc.,) • Eligibility of SHG • 7 Steps of MCP • Process of MCP preparation • MCP Appraisal by SHG	3 hrs	SGD, ILM, Case study, Brain storming, NIRD short film
	SHG-Bank Linkage	Need & importance • Eligibility	2 hrs	SGD, ILM, Case

Day	Topic	Sub Topics	Overall Time available	Methodology
		• Approach • support • Process • Documentation requirements • Repayment		study, Brain storming
	SHG Audit & Grading	Need for Audit • Who will do • Frequency • Audit fee • Role of Members, Leaders and Book keeper during audit • Need of grading • Grading methodology	2 hrs	SGD, ILM, Case study, Brain storming
Day 6	Individuals' learning	• Individuals' Learning's/Recap on 10 days topics and Doubts clarifications	2 hrs	ILM, Case study, Brain storming, Sharing
	Field Assignments	• Giving individual and group assignments that need to be done during the field stay of 20 days along with CRPS, some books to read and do the presentation	1 hr	ILM

66th Day onwards BPMs/CCs should stay in villages where CRP Rounds are going on to get Hands on experience to form/nurture and Understand the dynamics in preparing plan for poor (20 days of field work 66th day to 86th day).

Phase III Class Room Training on Financial inclusion, Livelihoods and VO Concepts (day 87 to 95th day)

Day	Topic	Sub Topics	Overall Time available	Methodology
Day 1	Field visit Learning's	Reviewing the field stay assignments, village plans prepared by individual participants	3 hrs	
	Financial inclusion	• What is Financial inclusion, • Seed capital • Bank linkages • interest subvention, • Repayment • SHG grading for bank linkage	3 hrs	SGD, ILM, Case study, Brain storming
		• Community Investment fund,/ MCP • Revolving fund, • Vulnerability Reduction fund,/ VRP • Livelihoods fund, Who will get, interest rate, repayment process Importance	3 hrs	SGD, ILM, Case study, Brain storming

Day	Topic	Sub Topics	Overall Time available	Methodology
Day 2 & Day 3	MCP Steps and Process	• Analysis of member loans • Types of loans (IGA, social etc.,) • Eligibility of SHG • Steps of MCP • SHG comprehensive Profile • SHG Member wise Socio-Economic Profile • SHG Member wise Income &Expenditure • SHG Members House hold Investment plan • Prioritization of Members • Preparation of Rotation Plan • Terms of Partnerships. ✓ Member – SHG ✓ SHG – VO/Bank ✓ VO – CLF • Process of MCP preparation • MCP Appraisal by SHG	15 hrs	SGD, ILM, Case study, Brain storming, NIRD Short film
Day 4	Concept of Livelihoods	Definition of livelihood, • Major livelihoods of the poor, Resources, issues; • Livelihoods situation analysis • LEAP process	8 hrs	SGD, ILM, Case study, Brain storming
Day 5	Concept of Livelihoods and collectives	• Feasibility, viability, cost-effectiveness of interventions • Results, Activity Schedule, Costs/Budget • Funds for the Plans • Discussion on Social, Livelihoods and Convergence Interventions/Layers; • Livelihood value chain, gaps identification and producer Groups • Individual/collective, existing/additional/new • Planning for Interventions • Business Plan, • Proposals • Training Plan • Integrated Plan • livelihood plans apprised at different levels(institutional Assessment)	7 hrs	SGD, ILM, Case study, Brain storming,

Day	Topic	Sub Topics	Overall Time available	Methodology
Day 6	Self-Employment, Skills and placement, MKSP/CMSA,	• What is Self-employment, • Job market situation, gap between necessities of people in different sectors about the state • DDUGKY ,SVEP ,RSETIs • Rural artisans program details • MKSP/CMSA	5 hrs	SGD, ILM, Case study, Brain storming
	Convergence	• What is convergence and how to converge • How institutional convergence helps a POP Family to come out of poverty • What are all the departments/NGOs working in a village, block, and district levels. • What are the different functionaries, departments that are necessary for a poor person?	3 hrs	SGD, ILM, Case study
Day 7 & Day 8	Concept of Village Organization & Norms	• Need and Importance • Role of SHGs in VO formation • When to form (no. of SHGs, • demography) • Types of Norms • Bank account opening process	2 hrs	SGD, ILM, Case study, Brain storming, NIRD short film
	Functions of VO Executive Committee, General Body and Office Bearers	• Importance • Membership • Delegated powers • Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	3 hrs	SGD, ILM, Case study, Brain storming, NIRD short film
	VO Sub committees	• Need and importance • Selection process • No. of Members in each committee • Roles and Responsibilities • Functions of Committees • Reporting, Review, Documentation and Honorarium	3 hrs	SGD, ILM, Case study, Brain storming, NIRD short film
	Sustainability of VO	• Vision of the VO/VLF • Timeline Activities • Sustainability indicators (social, financial and others) • Credit Linkages • Addressing social issues,	3 hrs	SGD, ILM, Case study, Brain storming, NIRD

Day	Topic	Sub Topics	Overall Time available	Methodology
		Convergence and Partnership, utilization of rights & entitlements • etc. (MGNREGS, Social Security etc.,) • Development of social capital		short film
	VO Financial management	• Funds mobilization sources • Own fund (savings, share capital, membership, interest, fines etc.,) • Other source of funds to VO (Start up Fund, CIF &VRF etc., and its utilization & rotation) • Vulnerability Reduction Plan	3 hrs	SGD, ILM, Case study, Brain storming, NIRD short film

	VO Bookkeeping	Need and Importance
		• Types of books (State Specific)
		  ➢ Minutes Books
		  ➢ Savings & Attendance
		  ➢ Loan ledger
		  ➢ Cash Book
		  ➢ General ledger
		  ➢ Monthly Progress Report (MPR
		  ➢ Voucher Book
		  ➢ Receipt Book
		  ➢ Cheque Issue Register
		  ➢ Stock Register
		  ➢ Inward and Outward Register
		  ➢ Pass book
		  ➢ Visitors Register
			2 hrs	SGD, ILM, Case study, Brain storming

	VO Bookkeeper VBK/CA	Who will be a VBK • Identification/Selection/training • Honorarium and its process • Responsibilities • Do's & Don'ts	1 hr	SGD, ILM, Case study, Brain storming
	VO Audit & Grading	Need of Audit • Aspects of audit (funds, attendance, book keeping, social status etc.,) • Who will do Frequency, Audit fee • Role of Members, Leaders and Book keeper during audit • Need of grading • Grading parameters • Who will grade	2 hrs	SGD, ILM, Case study, Brain storming
Day 9	Types of federations	• Other types of federations, CLF and BLF • Services of CL,BLF	2 hrs	SGD, ILM, Case study,

Day	Topic	Sub Topics	Overall Time available	Methodology
		• Automatic inclusion, exclusion • Communitization • Legal compliance ,need for registration and suitable acts		Brain storming
	MIS	• What is MIS, • Need and importance of MIS, • Types of monitoring and reporting systems, review meetings, learning groups etc	2 hrs	SGD, ILM, Case study, Brain storming
	Individual learning's from this 10days	• Learning's of the participants, • doubts and clarifications • Field work assignment	2 hrs	SGD, ILM, Case study, Brain storming
Phase IV Training on Planning and Management Skills (97th Day-100day)				
Day 1	Planning and Management skills	• What is planning, • Planning that flows from a vision • Strategic planning, • Performance measurement, • Leadership-self assessment, Managing by planning/ empowering through planning • organizing, prioritizing/scheduling • Annual Action Plan preparation process	4 hrs	SGD, ILM, Case study, Brain storming
	Planning and Management skills	• Leadership, managing teams & team work, • affective utilization of resources/people, reporting and documentation skills, Communication skills	3 hrs	SGD, ILM, Case study, Brain storming
Day 2	Self management and Self development	• structures of self • Attaining critical self awareness as a process of conscientization • Concept of self development • Self management	3 hrs	SGD, ILM, Case study, Brain storming
	Team work, management & team building	• What is team work • Need and importance of teamwork • Qualities of a team leader • Building strong team	3 hrs	SGD, ILM, Case study, Brain storming

Day	Topic	Sub Topics	Overall Time available	Methodology
	Participatory Identification of Poor (PIP)/PPA	• What is PIP • Need and importance • Objectives • Who will do • When to do • where to do • How to do • Role of SHGs • Role of PIP team/facilitator (Facilitating PIP with the Support of Institutions)	3 hrs	SGD, ILM, Case study, Brain storming, FILM
Day 3	Block process	• Block process • Resource blocks and intensive blocks • Community Capacity building • CRP Strategy	2 hrs	SGD, ILM, Brain storming
	Block process	• 10 Years in a Block • NRLM Frame work, • COM and other guidelines • Interfacing with PR	3 hrs	SGD, ILM, Brain storming
	NRLM concept	Inclusion , FNHS &WASH Entitlements, dedicated support, commoditization etc...	3 hrs	SGD, ILM, Case study, Brain storming
Day 4	Action Plan preparation	Explaining about their plan of action, place/block placement	2 hrs	SGD, ILM, Brain storming
		Preparation of the individual plan	1 hrs	SGD, ILM, Brain storming
	Plan of action	Plans sharing and discussion	3 hrs	SGD, ILM, Brain storming

Thematic Modules
Module – I: SHG Concept & Management (4 Days)

S. No.	Time	Topic	Sub Topics	Methodology
1	30 mins	Introduction	• Introduction by Participants • Setting of Norms	ILM
2	1 hr	Recap	• Awareness on SHG concept • Feedback about previous inputs • Gap analysis	ILM, Brain storming
3	2 hrs	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Types of vulnerabilities • Poverty Vicious circle • Poverty impact on Women • Ways to come out of Poverty to formation of SHG	SGD, Case study, Brain storming, Role play, Short Films
4	2 hrs	Social Inclusion	• Social Inclusion process under NRLM • Different categories (Vulnerable, elderly, tribal, PWDs)	ILM, Brain storming
5	6 hrs	Types of SHGs	• PWD SHGs • Tribal SHGs(PVTGs) • SHGs with Elderly • Criteria, Formation process • Entitlements	ILM, Brain storming
6	2 hrs	SHG norms	• Importance • Formulation of norms –who, when and where • Types of norms-financial, social and management • Practicing of norms	Flip-charts, Short-films, Case study, Game
7	2 hrs	SHG - Panchasutra	• What are the Panchasutra • Need and importance • Regular meeting • Regular savings • Regular internal lending • Regular repayment • Regular Book keeping	ILM, Short films, Case study
8	1 hr	SHG - Savings	• Importance of Savings • Compulsory Savings	ILM, Flip-charts, Brain Storming

9	1 hr	SHG - loans	• Importance of loans
			• Loans
			   ➢ Consumption
			   ➢ Emergency
			   ➢ Income Generation Activities (IGAs)
			   ➢ Social needs
				ILM, Flip-charts, Brain Storming

S. No.	Time	Topic		Sub Topics	Methodology
				o marriage o health o Education. etc., • Interest • Repayments	

10	3 hrs	SHG Meeting Process		• Importance
				 • Meeting Frequency - Weekly/ Fortnightly/ Monthly
				 • Sitting in a circle
				 • Setting the agenda-
				    o Prayer
				    o Introduction
				    o Attendance
				    o Review of Previous Meeting minutes
				    o Collection of Savings
				    o Collection of Loan installments, interest and other payments
				    o Receipts & Payments
				    o Sanctioning of new loans
				    o Discussion on social issues
				    o Other issues (if any)
				    o Recording the minutes & reading
				    o Signatures of members
					Flip-charts, Short-films, Case study, Role plays, Live demo of SHG

11	2 hrs	Leadership		• Need of Leadership • Selection of the leaders • Leadership positions • Roles & responsibilities of President/secretary/Treasurer etc., • Qualities of a good leader • Rotation of Leadership	ILM, Short Film, Flip chart, Case study, Brain storming, Game
12	3 hrs	SHG Books		• Importance of writing books • Types of books (minutes, savings, attendance, member pass book, loan ledger, etc.,)	ILM
13	1 hr	SHG Book keeper		• Need • Identification • Do's and Don'ts • Honorarium	ILM, Brain storming
14	3 hrs (1/2 day)	SHG Exposure/ cross visit & Recap		Cross visit with Good SHG within the village or outside for at least two SHGs live meetings and interaction with the members	
	30 hrs 4days				

Module – II: SHG Financial Inclusion& Credit Management (3 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	1 hr	Recap	• Recap of Previous inputs	ILM, Brain storming
2	1:30 hrs	SHG-Revolving Fund	• What is RF • Eligibility • Process • Documentation • Utilization	ILM, Case study
3	1.30 hrs	Community Investment Fund (CIF)	• Need & Importance • Eligibility criteria • Who will sanction, How much • Process of availing • Utilization • Interest • Repayment	ILM, Short Film, Flip chart, Case study
4	1 hr	SHG Audit & Grading	• Need for Audit • Who will do • Frequency • Audit fee • Role of Members, Leaders and Book keeper during audit • Need of grading • Grading methodology	ILM Flip chart, Case study
5	3hrs	SHG-Bank Linkage	• Need & importance • Eligibility • Approach • Process • Documentation requirements • Repayment	Lecture, Short-film, Flip-chart
6	1 day	Micro Credit Plan (MCP)	• Importance • Analysis of member loansTypes of loans • Eligibility of SHG • Steps of MCP • Process of MCP preparation • MCP Appraisal by SHG&VO	ILM, Short Film, Case study, (Sample MCP)
7	8hrs 1 day	Exposure visit & Recap	Facilitator needs to show financial inclusion process, MCP completed SHG and ensure good interaction with the members regarding financial inclusion aspects MCP steps and utilization & repayment.	Field Visit
	22 hrs 3 days			

Module - III: Village Organization Concept & Management (4 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap	Recap on earlier inputs like SHG functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
3	3 hrs	Concept of Village Organization &	• Need and Importance VO • Criteria of SHGs to be member of VO • Role of SHGs in VO formation • Structure of VO • When to form (No. of SHGs, demography) • Types of Norms • Bank account opening process	
4	3 hrs	VO Meeting process	• Importance • Frequency • Sitting pattern "U" shape • Meeting Agenda • Prayer • Introduction • Attendance • Review of Previous Meeting minutes • Review of SHGs performance through MPR • Review of functional committees • Collection of Savings • Collection of Loan installments, interest and other payments • Receipts & Payments • Sanctioning of new loans • Discussion on social issues • Review of CA/CM ,VBK etc., • Other issues (if any) • Recording and reading minutes • Signatures of members	ILM, Flip chart, Case study, Brain storming, Short film
5	1.30 hrs	Functions of VO-General Body	• Importance • Membership • Delegated powers	ILM, Flip chart, Case study, Brain storming, Short

S. No.	Time	Topic	Sub Topics	Methodology
			• Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	film
6	1.30 hrs	Functions of VO-Executive Committee	• Importance • Membership • Delegated powers • Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	ILM, Flip chart, Case study, Brain storming

7	2.00 hrs	Functions of VO- Office Bearers President Secretary Treasurer Vice president Joint Secretary	• Office bearers selection/election process
			• Tenure
			• Roles and responsibilities
			• Frequency of meeting
			• Meeting process
			  ➢ Eligibility and Qualities
			  ➢ Roles and responsibilities
				ILM, Flip chart, Case study, Brain storming

8				ILM, Flip chart, Case study, Brain storming

9	3 hrs	VO sub committees	➢ Need and importance
			➢ Selection process
			➢ No. of Members in each committee
			➢ Mandatory committees
			  • Monitoring
			  • Bank linkage/CBRM
			  • Social action
			  • Procurement
			Need based committees
			  • Livelihoods
			  • Education
			  • Health/water & sanitation etc.,
			➢ Roles and Responsibilities
			➢ Review of sub committees
			➢ Tenure of the committee members
				ILM, Flip chart, Case study, Brain storming

10	3 hrs	VO Services	• Training and capacity building of SHGs
			  ➢ SHG Member and leaders training
			  ➢ SHG book keepers training
			  ➢ Active women training
				ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub Topics	Methodology

			• Financial services
			   ➢ Savings
			   ➢ Share capital
			   ➢ Loans
			• Social services
			   ➢ Family counseling
			   ➢ Prohibition of alcohol
			   ➢ Child labour/ marriage,
			   ➢ Insurance etc.)
			• Technical services
			   ➢ SHG audit and grading
			   ➢ Development of social capital	

13	2 hrs	VO Books	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report	ILM, Brain storming
14	1 hr	VO Book keeper	• Importance • Roles & responsibilities • Identification/selection • Honorarium and its process	ILM, Brain storming
15	1 hr	Community Activist/ Community Mobilizer	• Importance • Roles & responsibilities • Identification/selection • Honorarium	ILM, Brain storming
16	7 hrs 1 day	Field visit to best practices areas related to the above inputs ILM		
	29 hrs 4 days			

Module - IV: SHG Book- Keeping (3 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap and gap filling	Recap of previous inputs (SHG concept and management training etc.,)	ILM
3	1 hr	Need and importance of Book keeping &Book keeper in SHG	• SHG Bookkeeper concept • Selection criteria • Honorarium • Dos & Don'ts	ILM, Flip-charts, Brain storming
4	2 hrs	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Savings cum Attendance ➢ Minutes Book ➢ Loan ledger ➢ Member pass book ➢ Cash book ➢ General ledger ➢ Monthly progress report	Flip-charts, Short-films, Case study, game
7	2 hrs	• Meeting minutes Book	• Writing process • Do's and Don'ts	ILM, Exercise, case study, Brain Storming
8	1hrs	• Savings cum Attendance Register	• Writing process • Do's and Don'ts	ILM, Exercise, case Study Brain Storming
9	3hrs	• Loan Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, case Study Brain Storming
10	4 hrs	• Cashbook	• Writing process • Do's and Don'ts	ILM, Exercise, case Study Brain Storming
11	3 hrs	• General Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, case Study Brain Storming
12	2hrs	• Individual Savings cum Pass Book (Member pass book)	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
13	1hr	• Monthly progress report	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
14	1hr	Action Plan	• Field Task after the training	ILM, Exercise, Brain Storming
	21 hrs 3days			

Module - V: Refresher Training on SHG Book keeping-(2 days)

S No.	Time	Topic	Sub Topics	Methodology
1	1 hr	Recap	• Recap • Identification issues in book keeping	ILM, brain storming
2	3 hrs	• Minutes book • Savings / Attendance	• Problems & solutions	Case study, exercise, ILM
3	3 hrs	• Loan ledger	• Problems & solutions	Case study, exercise, ILM
4	3 hrs	• Cash book	• Problems & solutions	Case study, exercise, ILM
5	3 hrs	• General ledger	• Problems & solutions	Case study, exercise, ILM
6	2 hrs	• Monthly progress Report • Member pass book	• Problems & solutions	Case study, exercise, ILM
7	2 hrs	• Learning's and Action plan	• Field Task after the training	ILM

Module - VI: Micro Credit Plan (3 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	1 hr	Introduction	• Introduction • Setting the norms	ILM
2		Recap	Recap of earlier inputs on MCP process	ILM
3	1 hr	Need and Importance of MCP	• Objectives of MCP • Importance of MCP • MCP Process	Case study, exercise, ILM
4	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	Case study, exercise, ILM
5	30 mins	Step - 1	• SHG comprehensive Profile	Case study, exercise, ILM
6	30 mins	Step - 2	• SHG Member wise Socio-Economic Profile	Case study, exercise, ILM
7	1 hr	Step - 3	• SHG Member wise Income & Expenditure	Case study, exercise, ILM
8	1 hr	Step - 4	• SHG Members House hold Investment plan	Case study, exercise, ILM
9	1 hr	Step – 5	• Prioritization of Members	Case study, exercise, ILM
10	1 hr	Step – 6	• Preparation of Rotation Plan	Case study, exercise, ILM

11	1 hr	Step - 7	• Terms of Partnerships.
			  a) Member – SHG
			  b) SHG – VO/Bank
			  c) VO – CLF
			Repayment of loan
			  ✓ Absence of VO
			  ✓ Presence of VO
				Case study, exercise, ILM

12	1 hr	Role of a MCP facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	Case study, exercise, ILM
13	30 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
14	---	Transit to Village	Field Observation about MCP	
15	5 hrs	Interaction with VO	Briefing about the field Task	Group Work
16		Preparation of MCP in the field	1, 2 & 3 Formats	
17	5 hrs	Preparation of MCP	4 & 5 Formats, Rotation plan,	Group Work

S. No.	Time	Topic	Sub Topics	Methodology
		in the field Appraisal of MCP	Terms of partnership between Members-SHG • Presentation of MCPs by SHGs • Terms of partnerships- SHG-VO VO-CLF Appraisal process - ✓ Absence of VO ✓ Presence of VO	
18		Consolidation of MCP	• Purpose • When, How to do • Documentation • Utilization	ILM, Short film, Brain Storming
19		Sharing of field Experience	• Presentations by sub groups • Clarifications • Documentation	Group Presentation & ILM
20	6 hrs 1 day	Documentation Action plans	• CIF Management • Importance of Documentation • Preparation of Action plans and Presentations	ILM Group Presentation & ILM
21		Feedback & Valediction		
	22 hrs 3days			

Module - VII: Vulnerability Reduction Fund (VRF) Management (2 Days)

S. No	Time	Topic	Content	Methodology
1	1 hr	Poverty – Analysis	➢ Dynamics of Poverty ➢ Causes & Effects ➢ Remedies ➢ Role of CBOs (SHG,VO &CLF) in Poverty Reduction	ILM – Case study
2	1:30 hrs	Poverty Assessment	➢ Need & Importance ➢ Who will do (Existing SHGs/VO only) ➢ Yearly Assessment (Every year)	ILM, PRA Techniques

3	3 hrs	Vulnerability Reduction Fund	➢ Source
			➢ Purpose
			➢ Guidelines
			➢ Eligibility to VO
			➢ Criteria for availing VRF
			➢ Release of Instalments (I&II) to VO by Project
			➢ Release of VRF by VO to SHG
			➢ Release of VRF to Non Members
			➢ Constitution of VRF Sub committee
			➢ Appraisal Process
			   ➕ SHG level
			   ➕ VO level
			   ➕ CLF level
				ILM

4	1:30 hrs	Vulnerability Assessment	➢ What is vulnerability ➢ Different vulnerabilities ➢ Assessment indicators ➢ SECC 7 Deprivations	ILM, Short film, Case study, PRA techniques

5	2 hrs	Prioritization of Vulnerabilities	➢ Prioritization process
			➢ Key elements in Prioritization
			   ➕ SECC 7 Deprivations
			   ➕ Orphans
			   ➕ Destitute
			   ➕ Trans Genders
			   ➕ Chronic Diseases (TB, Cancer, HIV & Leprosy)
			Distressed Migration etc.,
			➢ Role of SHG & VO EC
			➢ Participation of Key Persons
			➢ Facilitation support by staff
				Brain storming, ILM, PRA techniques

6	1 hr	Vulnerability Reduction Fund	➢ Source of VRF ➢ Purpose of VRF ➢ VRF Guidelines	Brain storming, ILM

S. No	Time	Topic	Content	Methodology

6	1:30 hrs	Implementation Strategies	➢ Support strategies at VO level
			➢ Support to HHs through SHG
			➢ Direct Support to HHs (who are not in SHG fold)
			➢ Type of support
			    ♦ Financial
			    ♦ Social
			    ♦ Other
				ILM, SGD

7	1:30 hrs	VRF Management	➢ Opening of Separate Bank Account ➢ Preparation of Norms for VRF ➢ Fund Limitations & Approvals ➢ Lending process ➢ Repayment Process ➢ Rate of Interest ➢ Instalments ➢ Without Interest ➢ Gestation ➢ Documentation	ILM, SGD

8	1:30 hrs	Mobilization of Fund & Monitoring	➢ Need for fund Mobilization
			➢ Internal Fund Mobilization
			   • Special Contributions by Members
			   • Fund allocation from Surplus
			➢ External Funds Mobilization
			   • Donations
			   • CSR
			   • Government Programs
			➢ Monitoring by
			    ♦ VO OB
			    ♦ VO EC
			    ♦ Sub committee
				Brain Storming, ILM

Module - VIII: Vulnerability Reduction Plan (VRP) (2 Days)

S. No	Time	Topic	Content	Methodology
1	30 mins	Poverty – Analysis	➤ Dynamics of Poverty ➤ Causes & Effects ➤ Remedies ➤ Role of CBOs (SHG,VO &CLF) in Poverty Reduction	ILM – Case study
2	1 hr	Poverty Assessment	➤ Need & Importance ➤ Who will do (Existing SHGs/VO only) ➤ Yearly Assessment (Every year)	ILM, PRA Techniques
3	1 hr	Vulnerability Reduction Fund	➤ Source of VRF ➤ Purpose of VRF ➤ VRF Guidelines ➤ Availing Process by VO	ILM
4	1:30 hrs	Vulnerability Assessment	➤ What is vulnerability ➤ Different vulnerabilities ➤ Assessment indicators ➤ SECC 7 Deprivations	ILM, Short film, Case study, PRA techniques
5	2 hrs	Prioritization of Vulnerabilities	➤ Prioritization process ➤ Key elements in Prioritization Orphans Destitute Trans Genders Chronic Diseases (TB, Cancer, HIV & Leprosy) Distressed Migration etc., ➤ Role of VO EC ➤ Participation of Key Persons ➤ Facilitation support by staff	Brain storming, ILM, PRA techniques
6	1:30 hrs	Prerequisites and eligibility criteria of VO for VRP formulation	➤ Minimum age ➤ Mobilization of Vulnerable families ➤ Receipt of Ist installment ➤ Orientation to Community and their Cadres ➤ Updated list of Vulnerable Members ➤ Member wise Income & Expenditure ➤ Vulnerability Analysis of the Village	ILM, Brain storming
7	1:30 hrs	Vulnerability Reduction Plan	➤ Need & Importance ➤ Eligibility & Pre-requisite to prepare VRP by\ VO	ILM

S. No	Time	Topic	Content	Methodology
			➢ How to plan ➢ House hold level (Individual) ➢ Consolidation of plan at SHG level ➢ Implementation of Plan	
8	1 hr	House hold level	➢ Vulnerability analysis ➢ Identification of Resources and skills ➢ Personal plan/House hold Plan ➢ Support required (Social, Fin & Mktg, Skill etc.,)	ILM, BSM
9	1:30 hrs	SHG level PRP (Poverty Reduction Plan)	➢ Consolidation of HHs plan ➢ Role of SHG ➢ Facilitation support to Members ➢ SHG level Support plan preparation ➢ Prioritization of Vulnerabilities ➢ Appraisal by VO-EC at SHG level	ILM, BSM
10	1:30 hrs	VO level PRP (VO Poverty Document)	➢ Presentation of VRP by SHG at VO EC ➢ Appraisal by VO & Appraisal ➢ VO level consolidation ➢ Prioritization ➢ Identification of Resources (Fin & Non Fin) ➢ Preparation of Convergence plan ➢ Implementation strategy	ILM, BSM
11	1:30 hrs	Convergence plan	➢ Need & Advantages ➢ Identification of Key department/Programs/NGOs ➢ Process of Convergence ➢ Preparation of plan	ILM, BSM
12	1:30 hrs	Role of Project Staff	➢ Training / Facilitation ➢ Designing of formats ➢ Handholding ➢ Do's & Don'ts	ILM, BSM

Module – IX: CLF Concept & Management (5 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	30 mins	Introduction	• Introduction • Recap • About the training • Setting up the norms	ILM
2	1 hr	Recap on earlier Inputs	• Recap on earlier inputs and gap filling	ILM, Brain Storming
3	2 hrs	CLF Concept	• Need and Importance of the CLF • What is CLF • Objectives • Structure (State specific) • GB, EC and OB	Brain storming, ILM Case study
4	2 hrs	CLF Formation	• Formation procedure (When, How) • Eligibility for membership • Requirements to form • Staffing (community staff) • Registration process/legal entity etc.,	Brain storming ILM, Case study
5	2 hrs	General Body (GB)	• Importance • Membership • Roles & Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda • Recording Minutes	ILM, Flip chart, Case study Brain storming, Short film
6	2 hrs	Executive Committee (EC)	• Importance • Membership • Roles & Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda • Recording Minutes	ILM, Flip chart, Case study Brain storming

7	2 hrs	Office Bearers (OB)	• Selection/election process
			• Tenure
			• Roles & Responsibilities
			  ➢ President
			  ➢ Secretary
			  ➢ Treasurer
			  ➢ Vice – President
			  ➢ Joint Secretary
			• Frequency of meeting
			• Meeting process
			• Recording Minutes
				ILM, Flip chart, Case study, Brain storming

S. No.	Time	Topic	Sub Topics	Methodology
8	2 hrs	Services of CLF	Different types of Services • Financial Services ➤ Savings, Deposits, loans, Insurance etc., ➤ Community Investment fund ➤ Vulnerability reduction fund • Social Services ➤ Family counseling ➤ Education ➤ Child labor ➤ Health camps ➤ Food security ➤ Child marriages • Technical ➤ Trainings ➤ Audit & Grading ➤ Para professionals ➤ Livelihoods (Agri& allied activities, Poultry, dairy & NTFP) • HR services in the form of CC, Accountant. Computer Operator, Bank mithra, thematic CRPs • Others ➤ Community Based Recovery Mechanism (CBRM), etc.	Brain Storming, ILM, SGD
9	2 hrs	CLF EC Meeting &Meeting Process	• Importance of Meeting, • Sitting in "U" shape • Setting the agenda- ➤ Prayer ➤ Introduction ➤ Attendance ➤ Review of Previous Meeting minutes ➤ Review of VOs performance through MPR ➤ Collection of Savings ➤ Collection of Loan installments, interest and other payments ➤ Receipts & Payments ➤ Appraisal and Sanction of new loans through MCP to VO process ➤ Discussion on social issues ➤ Other issues (if any) ➤ Recording the minutes and reading	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub Topics	Methodology
			➢ Signature of members	
10	2 hrs	Source of Funds	• Importance of funds • Types of funds • Internal funds: ➢ Savings ➢ Share capital ➢ Membership fee ➢ Entry fee ➢ Fines ➢ Interest etc., • External funds: ➢ Community Investment/support Fund (CIF/CSF) ➢ Vulnerability Reduction Fund (VRF) • Grants/donations/Resource fee etc.,	ILM, Brain Storming, Case Study, SGD
11	2 hrs	Community Investment Fund (CIF)	• Management of CIF • Maximum amount to be disbursed VOs • Fund Flow Mechanism • No of Installments and Repayment period	ILM, Brain Storming, Case Study, SGD
12	2 hrs	Leadership at the CLF Level	• Need for effective leadership • Expected Qualities of CLF Leaders • Criteria & Selection process • Leadership at CLF Level • Tenure (As per the Act) • Roles & Responsibilities	ILM, Brain Storming, Case Study, SGD
13	3 hrs	CLF Sub-Committees	• Need & Importance • Roles and Responsibilities of different types of Sub-Committees ➢ Monitoring committee ➢ Bank Linkage (CBRM) ➢ Social Action committee ➢ Insurance Committee ➢ Livelihood Committee	ILM, Brain Storming, Case Study, SGD
14	2 hrs	CLF Book keeping	• Need and Importance • Suggestive Books at CLF level ➢ Minutes Books ➢ Savings ➢ Attendance ➢ Loan ledger ➢ Cash Book ➢ General ledger	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub Topics	Methodology
			➢ Monthly Progress Report (MPR) ➢ Voucher Book ➢ Receipt Book ➢ Cheque Issue Register ➢ Stock Register ➢ Inward and Outward Register ➢ Pass book ➢ Visitors Register • Practice on preparation of Monthly Progress Report (MPR)	
15	2 hrs	CLF Accountant	• Need and importance • Selection • Roles and Responsibilities • Dos and Don'ts • Remuneration & Process	ILM, Brain Storming, Case Study, SGD
16	2 hrs	Registration & Legal Compliances	• Need & importance of registration • Suitable Act • Key elements in the Act • Activities to be taken up for federation registration • Annual Audit(Internal & External) and submission of returns • Roles of Community & its Staff	ILM, Brain Storming, Case Study, SGD
17	2 hrs	Development of Social Capital	• Importance • Development of Thematic resource persons: ➢ Bank Mithra, Job Mithra, Krushe Mithra, Bheema Mithra, Aarogya Mithra etc. ➢ Community Coordinator/ Facilitator, Thematic Community Resource Person (CRP), Master book keeper, Accountant etc., • Identification process • Capacity building • JOB Chart • Monitoring • Honorarium • Tenure	ILM, Brain Storming, Case Study, SGD
18	3 hrs	CLF Sustainability	• Visioning • Mission • Indicators ➢ Financial	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub Topics	Methodology
			➢ Social ➢ Managerial. etc., • Time line of activities • Monitoring & Evaluation	
19	2 hrs	Convergence & Partnerships	• What is Convergence & Partnership • Need and Importance • Convergence with PRI and Other Line Departments /Agencies : ➢ Agriculture ➢ Animal Husbandry ➢ Family & Social Welfare ➢ MGNREGS, ➢ IAY ➢ Horticulture ➢ Forest ➢ Tribal Welfare ➢ Health & Nutrition etc., • Public Private Partnership (PPP)	ILM, Brain Storming, Case Study, SGD
20	2 hrs	Community Audit	• What is community audit • Need and importance • Who will do (composition of audit committee at VO level) • Types ➢ Financial ➢ Social ➢ other • Level of audit (SHG,VO & CLF) • Reporting	ILM, Brain Storming, Case Study, SGD
21	4 hrs	Field Visit to Best practicing CLF(Preferable within same block)		
		CLF Concept and Management (6days 43 hrs)		

Module – X: Livelihoods

S. No.	Time (Duration)	Topic	Sub- Topics	Methodology
Module – 1 Understanding Rural Livelihoods (28 Hrs, 4days)				
1	3 hrs	Rural Livelihood	- Understanding Rural Livelihoods - Objective - Importance - Concept - Defining Livelihood - Portfolio of livelihoods of a poor house hold	ILM, Case Study & SGD
2	3 hrs	Livelihoods of Poor	- Types / Classification of Livelihoods. - Seasonality, Markets and Constraints and gaps	ILM & Brain storming
3	3 hrs	Livelihood Principles	- Multiple Livelihoods - Producers & Consumers - Best practices - Knowledge - Skills - Resources - Micro & Macro	ILM , Case Study, Brain storming & SGD
4	3 hrs	Sustainable Livelihoods approach	- Objectives - Importance - Four Arrows - Six capitals - Four Contexts	ILM & Brain storming
5	2 hrs	NRLM Livelihoods Frame work	- Institutional platforms of poor - Human and social capital - Dedicated support institutions - Livelihood services - Building enabling environment (Partnerships & Convergence)	ILM, Case Study, Brain storming & SGD
6	2 hrs	Livelihoods Assessment & Tools(PRA)	- Need - Objectives - Principles - considerations	ILM, SGD & exercise
7	6 hrs	Livelihoods Assessment Tools(PRLA)	- Transect - Social Map - Resource Map - Time line - Trade in trade out - Income & expenditure - Seasonality - Analysis of existing livelihoods - Value Chain Analysis - Local Opportunities	ILM, SGD & exercise
8	3 hrs	Value Chain Analysis	- Need - Objective	ILM & exercise

S. No.	Time (Duration)	Topic	Sub- Topics	Methodology
			- Concept - Method - rigour - Factors - Uses	
9	3 hrs	Livelihood Interventions	- Sub Project Ideas - Sub Project Preparation – steps - Sub project Cycle - Larger Sub project Cycle - Screening & Appraisal - Grounding	ILM, SGD & exercise

28 hrs and 4 days

Module – XI: Understanding Rural Livelihoods Farm, Off Farm, Non Farm, Entrepreneur ship & Convergence (42 Hrs 6days)

S. No.	Time (Duration)	Topic	Sub- Topics	Methodology
10	2 hrs	Farm Livelihoods	- Farming system - Problems of farmers - Labor	ILM, Case Study, Brain storming & SGD
11	6 hrs	Agriculture, Horticulture, Vegetable farming & Floriculture	- Agriculture – Introduction - Types of Agriculture - Cereals, pulses, Vegetables etc. - Interventions around inputs - Interventions in production phase - Interventions in Marketing phase - Package of practices - Non – Pesticide Management - Seed Propagation - Value Addition	ILM, Case Study, Brain storming & SGD

Off – Farm Livelihoods

S. No.	Time (Duration)	Topic	Sub- Topics	Methodology
12	6 hrs	Live Stock – Diary & (Small Ruminants, Poultry, Ducks & Piggery)	- Importance of Live stock - Objective - Animal life cycle - Production - Fodder development & management - Disease management - Marketing	ILM, Case Study, Brain storming & SGD ILM, Case Study, Brain storming & SGD
13	2 hrs	Fisheries	- Importance - Objectives - Inland , Coastal & Marine	ILM, Case Study, Brain storming & SGD
14	3 hrs		- Aqua culture - Harvesting - Market intervention/ collectivization models	ILM, Case Study, Brain storming & SGD
15	3 hrs	Non- Farm Livelihoods	- Introduction - Objectives - Importance - Employment & enterprise	ILM, Case Study, Brain storming & SGD

S. No.	Time (Duration)	Topic	Sub- Topics	Methodology
			- Influencing factors	
16	2 hrs	Skill enhancement	- RSETIS - DDUGKY	ILM, Case Study, Brain storming & SGD
17	4 hrs	Wage Employment	- MGNREGS , MKSP - ROSHNI	ILM, Case Study, Brain storming & SGD
18	4 hrs	Enterprise Promotion	- Objectives - Importance - Statutory compliances - Source of finance & financial linkages - Marketing - Physical Infrastructure - Skill up gradation - EDP - BDS - Artisan Clusters - Traditional Handicrafts	ILM, Case Study, Brain storming & SGD
19	3 hrs	Entrepreneurship - SVEP	- Background &Need - Objectives and expected outcomes - Vision and scope - Target - Program structure and management - Strategy - Selection and start-up phase - Enterprise sustenance phase - Cost structure - Fund release process	ILM & Brainstorming
20	3 hrs	Convergence & Partnerships	- Objectives - Importance - State & central government - CSR - NGOs - CSO - Linkage with PRIS	ILM, Case Study, Brain storming & SGD
21	4 hrs	Forest Based Livelihoods	- Livelihoods based on forest - NTFP - Scientific collection techniques - Monopoly procurement rights - MSP - Marketing, Issues and problems	ILM, Case Study, Brain storming & SGD
	42 hrs 6days			

Module – XII: Participatory Training Methodology (6 days)

S. No.	Time	Topic	Sub Topics	Methodology
1	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing Memory game
2	1 hr	Setting up of Training norms and committees	Different committees of the trainees	Brain storming, ILM
3	2 hrs	Adult Learning Principles and Learning cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
4	2 hrs	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM

5	1 hr	Difference between Participatory methods and Conventional methods	• Participatory method
			  ➢ Participants are Source of knowledge
			  ➢ Existing knowledge recognized and Valued
			  ➢ New knowledge is built on Existing
			  ➢ Exercise control over learning
			  ➢ Collective and cross learning
				Brain storming, ILM

6	1 hr	Participatory Training Methodologies	• Interactive Lecture • Large group discussion • Role Play • Case study • Instruments • Small group Discussion • Simulation • Learning games • Songs • Exercise • Apprenticeship/Practice • Demonstration • Field Visits	Brain storming, ILM
7	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate	Brain storming, ILM

S. No.	Time	Topic	Sub Topics	Methodology
			• Pictorial	
8	1 hr	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
9	1 hr	Case study	• When to use the method • With whom • Advantages and limitations ➢ How method can be used • Written form • Audio form • Visual/ Pictorial • Audio and Visual , Video method	Brain storming, ILM, Case study
10	1 hr	Small group Discussion	• When to use the method • With whom • Advantages and limitations Different types of groups • Buz group • Syndicate • Fish bowl	Brain storming, ILM, SGD
11	1 hr	Simulation	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
12	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games
13	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
14	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
15	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
16	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
17	2.30 hrs	Role of a Facilitator in Participatory training / Communication	• Need and importance of Facilitation in Training • Skills require for Facilitation • Role of a Facilitator(Trainer) • What is Communication • Effective methods	Brain storming, ILM

S. No.	Time	Topic	Sub Topics	Methodology
18	3.30 hrs	Practice Sessions on Role Play	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
19	3 hrs	Practice Sessions on Case study	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
20	3 hrs	Practice Sessions on Small group Discussion Practice Sessions on Exercise	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, SGD, Exercise
21	3 hrs	Practice Sessions on Simulation	• Trainers skills Constructive Feedback to trainees on Simulation method	Simulation
22	3 hrs	Practice Sessions on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Learning games
23	1.30 hrs	Practice Sessions on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
24	1.30 hrs	Practice Sessions on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
25	2 hrs	Practice Sessions on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

Module - XIII: Training on Leadership, Visioning, team building, Team work & Planning and Management (3 days)

S. No.	Time	Topic		Sub Topics	Methodology
1	1 day	Recap on previous inputs		Received inputs on Visioning & Planning Exercise	ILM
2		Leadership		• Need of Leadership • Selection of the leaders • Leadership positions • Qualities of a good leader • Rotation of Leadership	ILM, Short Film, Flip chart, Case study Brain storming, Game
3		Visioning		• What is Visioning • Need and importance • How is it link with VO & SHG management • Purpose of forming VO • When to do • How to do • Benefits	ILM, Short Film, Flip chart, Role Play, Case study
4	2 day	Team Management, Team work		• Team Work • Team building • Team leadership • Mentoring • Nurturing cadres/staff	ILM, Short Film, Flip chart, Role Play, Case study
		Planning & Exercise		• Individual planning VS team plan/Institutional plan • What is Planning • Importance • VO planning exercise • Preparation of VO Plan	

Module - XIV: Community Based Organizations - Audit (14 hrs 2 Days)

S. No	Time	Topic	Content	Methodology
1	1 hr	Audit Need & Importance	• What is Audit • History Audit • Definition of Audit	ILM, Brain Storming
			• Objectives of Audit • Advantages of Audit	ILM, Brain Storming
2	1 hr	Users	• Audit Users • Purpose of usage	Case study, ILM, Brain Storming,
3	1 hr	CBO Audit	• Why CBOs to be Audited • Types of Audit • who does • Frequency of Audit	ILM, Brain Storming
4	1:30 hrs	Financial & Social Audit in CBOs	• Why Financial & Social Audit • Content of F.S. Audit • Who does • Audit fee procedure	ILM, Brain Storming
5	1:30 hrs	CBO - Auditors	• Who is CBO Auditor • Qualities of CBO Auditor • Selection of CBO Auditors • Training of CBO Auditors • Immersion of CBO Auditor • Reporting Procedure • Payment procedure to CBO Auditors	ILM, Brain Storming
6	1 hr	CBO- Audit Board	• Why **Audit Board** • Duties of Audit Board • Constitution of Audit Board • Size of Audit Board • Training of Audit Board • Content of Training • Payment procedure to CBO Audit Board	ILM, Brain Storming
7	3 hrs	Financial Audit	• Books required for conducting Audit • Bills, Supporting Vouchers, Statements required • Whom to present at the time of audit • Flow chart of Fin. Audit • How the Audit is started • What is vouching-How • (Continuous/Random) • Types of Omissions & Errors-	ILM, Brain Storming

S. No	Time	Topic	Content	Methodology
			• Noting of Omissions & Errors • Evaluation of audit • Interrupting with Ratios • Reporting of Audit • Opinion Rectification of Errors (Suggestions)	
8	1:30 hrs	Social Audit	• What is social Audit • What are measurable parameters • Setting of mile stones • Achievements in mile stones • Recommendations	ILM, Brain Storming
9	1 hr	Action Taken Report (ATR)	• What is ATR • How it will be rectified the objections of Auditor • Stages of rectification (GB, EC, OB) • Reporting on ATR	ILM, Brain Storming
10	1:30 hrs	Grading	• Why Grading Grading Parameters • (G.R.A.D.E.S.) • Allocation of Marks • For A/B/C grade • Recommendations after Grading • Steps to be taken according to Grading-Recommendations	ILM, Brain Storming
	14 hrs 2 Days			

Module - XV: Registration & Bylaws (3 days 24 hrs)

S. No	Time	Topic		Sub topics	Methodology	Material
1	30 mins	Discussion on Federation Concept		• Federation Structure (SHG-VO-CLF) • Formation process • Difference between federation & Institution • Qualities of an Institution	ILM	Charts and Markers
2	1 hr	Need for Registration		• Activities/Services of Federations Financial Social Technical etc., • Scope, Scale Sustainability of organization Advantages and Disadvantages	ILM	Charts and Markers
3	45 mins	Registration & Process		• How, When, Where, Who will facilitate/initiate Process of Registration	ILM	Charts and Markers
4	45 mins	Government Acts		• What is an Act Available Acts in the State	ILM	Charts and Markers Copies of acts
5	1 hr	Cooperative Act		• Cooperative Act – importance – Key Features • Mandatory items • How our federation fits in to the Act • Advantages Disadvantages	ILM	Charts and Markers Copies of acts
6	45 mins	Societies Act		• Societies Act – importance – Key Features – mandatory items – how our federation fits in to the Act • Advantages & Disadvantages	ILM	Charts and Markers Copies of acts
7	1 hr	Difference between cooperative & Societies Act		• Key difference between cooperative , Societies & Trust Act	ILM	Charts and Markers
8	1 hr	Bylaws		• What is bylaw • Need & Importance • Who will prepare • Preparation process • Sharing to Board/ OB -	ILM	Charts and Markers Copies of bylaws

S. No	Time	Topic		Sub topics	Methodology	Material
				EC- -GB etc., • Amendments & Approvals • Roles & Responsibilities of GB-EC-OB as per the Act		
9	45 mins	Pre Registration		• Constitution of bylaw preparation Committee • Member Education on Act • Approval	ILM, SGD	Charts and Markers
10	45 mins	Registration Process		• How to Register • Registration requirements • Documentation • Submission etc.,	ILM, SGD	Charts and Markers
11	1 hr	Implementation of Act		• Changes in the structure (if necessary) Books of Records • Changes in the Services • Non negotiable	ILM	Charts and Markers
12	1 hr	Legal Compliances		• Annual General Body • Appointment of Auditor & Statutory Audit • Filing Returns etc.,	ILM, SGD	Charts and Markers

Module - XVI: BYLAWS

S. No	Time	Topic	Sub topics	Methodology	Materials
1	45 mins	Introduction	Need and importance	ILM & BSM	Charts and Markers
2	45 mins		• Name of the Cooperative Society • Address • Area of Operation • Corporate Status	ILM &BSM	Charts and Markers
3	1:30 hrs	Definitions	• Act • Bye Laws • Board • Office Bearers • Chief Executive • General body • Member • Registrar. • Rules of business and administration • Self Help Group	Lecture & Case study	Charts and Markers Case studies
4	2 hrs	Membership	• Objective • Activities and Services • Eligibility for Membership • Procedure for obtaining Membership • Minimum Performance of Members • Exercise of Voting Rights and other Membership Rights • Rights of Members • Disqualification/Ineligibility Criteria for Membership • Cessation of Membership • Liability of Members: • Services to Non Members	ILM & Case study	Charts and Markers Case studies
5	1:30 hrs	General Body	• Powers and Functions • Meetings of General Body • Annual Meeting • Special General Body Meetings • Notice and Quorum for Meetings • Voting Rights and Usage • Representative General Body	ILM & Case study	Charts and Markers Case studies
6	1 hr	Board of Directors	• Constitution of Board • Eligibility for being director	ILM & case	Charts and Markers

S. No	Time	Topic	Sub topics	Methodology	Materials
			of Board • Duties and Functions of BoD • BoD Meetings • Special Meeting of BoD • Notice for BoD Meetings • Quorum • Voting at BoD Meetings • Delegation of Powers by BoD	study	Case studies
7	1 hr	Roles & Responsibilities of Key functionaries	• President • Secretary • Treasurer • Chief Executive	ILM & Case study	Charts and Markers Case studies
8	1 hr	Financial Management	• Share Capital • Financial Resources • Maximum Borrowing Limit • Financial Prudence • Loan Policy	ILM & Case study	Charts and Markers Case studies
9	1 hr	Accounting & Audit	• Accounting Year • Auditor • Allocation of Net Surplus • Costing of Reserves	ILM & Case study	Charts and Markers Case studies
10	1 hr	Disputes	• Settlement of Disputes	ILM	Charts and Markers
11	1 hr	Dissolution	• Procedures	Lecture	Charts and Markers

Module - XVII: Block Level Community Training Centre (2 days 16 hrs)

S. No.	Time	Topic	Sub topics	Methodology	Materials
1	1 hr	Discussion on Trainings & Capacity building of CBOs	• Importance of Training • Type of Trainings required • Present arrangement • Status of trainings (target group, trainers, place, duration etc.,) • Resources at VO-CLF level • Management of Trainings	ILM & Brain Storming	Charts and Markers
2	1 hr	Need and Importance	• Need for dedicated training centre (Quantity-Quality-Infra-Resources at CLF level) • Advantages of community owned Training Centre	ILM & Brain Storming	Charts and Markers
3	1 hr	Management committee	• Management Committee • Structure (Membership, Committees) • Formation • Functions	ILM & Bran Storming	Charts and Markers
4	1:30 hrs	Management of TC	• Norms • Meetings • Support Staff • Funds • Role f CLFs • Role of BMMU/DMMU	ILM & Brain Storming	Charts and Markers
5	1:30 hrs	Establishment of Training Centre	• Orientation/Sensitization of CLFs • Approval by CLFs • Identification of Place • Formation of Management Committee • Appointment of Staff • (Manager/Trg Coordinator/Accountant /operator) • Registration & Legal Compliances	ILM & Brain Storming	Charts and Markers
6	1:30 hrs	Functions of BTC	• Conduct TNA for CBOs and their Staff • Preparation of Annual training plan • Approval of CLFs • MoU between CLF & BTC • Identification of Community Trainers • TOT to Community Trainers	ILM & Brain Storming	Charts and Markers

S. No.	Time	Topic	Sub topics	Methodology	Materials
			• Preparation and Implementation of Monthly Training calendar • Preparation of Training Modules/Materials • Preparation of Trg Reports • Support to other blocks/districts/states • Partnership with other agencies • Preparation of Service charge policy		
7	1:30 hrs	Services	• Deputation of CRPs • Conducts various trainings to Community/community cadres • Preparation of Resource Pool: IB-FI-Gender, Agri, Health, Audit, etc., • Deployment of CRPs • Induction to Community Staff • Exposure/Immersion to SRLM Staff/Bankers etc., • Support in Resource Village Development • Conduct Visioning ,Planning exercise to CLFs • Support to Government Programs • Organize Staff trainings • Host/Organize other dept/NGO trainings • Preparation/Documentation of Case studies/Success Stories • Provide need based services to CLFs/VOs & other Blocks/Districts	ILM & Brain Storming	Charts and Markers
8	1 hr	Roles & Responsibilities of Support Staff	Job Charts: • Training Manager/Coordinator • Accountant/Operator	ILM & Brain Storming	Charts and Markers
9	1 hr	Management of Resource Pool	• Identification • Preparation of Resource pool • Thematic specialization • Hiring policy of CRP/DRP/SRP	ILM & Brain Storming	Charts and Markers

S. No.	Time	Topic	Sub topics	Methodology	Materials
			• Payment		
10	1 hr	Role of Member CLFs	• Role of Member CLFs • Monitoring Mechanism • Information dissemination • Transparency	ILM & Brain Storming	Charts and Markers
11	1 hr	Financial Management	• Source of funds • Membership • Share capital • Service charges • Collection of Service charges • (Members-Non Members) • Resource fees (Members-Non Mem) • Books of Records • Sharing of benefits/Dividend etc.,	ILM & Brain Storming	Charts and Markers
12	1:30 hrs	Convergence	• Convergence with PRIs, Line Departments/NGOs/CSOs etc.,	ILM & Brain Storming	Charts and Markers
13	1 hr	Registration	• Need • Identification of Suitable Act • Orientation to member CLFs	ILM & Brain Storming	Charts and Markers
	2 days 16hrs				

Module - XVIII: Gender Sensitization and Social Action

S. No.	Duration	Content	Sub content	Methodology	Material
	30 mins	Inauguration and Introduction	• Introduction • Objectives of the training	Game	
1	2 hrs	Gender Discrimination A reflection of Personal Beliefs and Societal views about women's and men's roles	• Gender discrimination in all structures of the society • Suggestive measures and thoughts for addressing gender discrimination • Statements on views of men and women	ILM and Brain storming	Charts and markers
2	3 hrs	Life cycle approach	• Ideas, Customs and Rituals related to every stage of women's life • Pre determination of roles and responsibilities of women - Loss of autonomy	ILM, Brain Storming & Discussion	Charts and Markers
3	1 hr	Gender Vs Sex	• Gender Vs Sex: an analytical tool • Feminine and Masculine Characteristics • Difference between sex roles and gender roles	Exercise	Handout with statements
4	2 hrs	Gender – NRLM perspective	• Brief introduction of NRLM • Importance of gender aspect in NRLM • Gender – Poverty – Vulnerability – Marginalization – Isolation – Loss of identity • NRLM focus on vulnerable groups like destitute, elderly women, single women, widows, transgender, people living with HIV etc	Lecture Participatory approach (discussion on men and women)	Charts and Markers
5	2 hrs	Current scenario of Women and Men in family and society	• Status and Scenario of women and men in the family and society	ILM SGD Exercises Case studies	Charts and Markers
6	2 hrs	Social construction of Gender	Control by patriarchy – Men and Women • Productive and labour power • Reproductive capacity • Sexuality • Mobility • Property and other economic resource • Knowledge system	ILM & Discussion	Charts and Markers
7	2 hrs	Gender Division of Labour	• Domestic work and productive work – Men Vs women • 24 hours working pattern of men and women	ILM & Discussion Exercise	Charts and Markers

S. No.	Duration	Content	Sub content	Methodology	Material
8	2 hrs	Gender hierarchy and power politics	• Women in politics • Percentage of women in power politics • Participation and Decision making capacity by women • Measures to improve the participation and decision making by women	ILM & Discussion	Charts and Markers
9	2 hrs	Gender Inequality	• Impact and consequences of gender inequality • Faces of Gender inequality • Role of CBOS in addressing gender inequality	SGD	Charts and Markers
10	2 hrs	Gender based violence	• Different Forms of violence against women • Causes of violence against women, impact of violence against women. • Domestic violence on women • Intra family equity issues – related to decision making, control over and ownership aspects of resources and opportunities • Role of CBOs, EWRs and PRIs in preventing such atrocities	ILM Case study Ex – Mother in law and daughter in law acceptance and other related issues	Charts and Markers
11	2 hrs	Social norms – barriers for development	• Social norms • Systems, traditions and customs of the society • Gender collaboration to break gender barriers • How to address through CBOs	Case study Activity Ex - Sexual harassment	Charts and Markers Case study
12	2 hrs	Increasing role of women in decision making at all levels	• Dynamics of decision making • Women in decision making • Decision on girl child education, age at marriage, Financial issues, Buying & selling movable and immovable assets, health etc.	Charts and Markers	Brain storming SGDs
Phase II for 3 days (22 hours) residential training for staff after 2 months of Phase I training					
1	2 hrs	Improving access and control over resources	• Access and control over financial resources of the family	ILM & Brain Storming	Charts and Markers
2	2 hrs	Women empowerment	• Indicators of women empowerment • Facilitating and constraining factors of empowerment • Regaining Identity • Building Solidarity • Fight for equal opportunities • Equality Vs Equity issues	ILM	Film Story

S. No.	Duration	Content	Sub content	Methodology	Material
3	3 hrs	Building Gender Community	**Gender Point Person** – Selection, roles and responsibilities Gender pledge, Enquiry, fund collection, Gender education and Action. VO level Gender forum with all GPPs – Selection, roles and responsibilities **Social Action Committee** • Structure of social action committee • Why social action committee • Roles and responsibilities of SAC • Dos and Don'ts • MIS • Advantages of SAC	SGD, Brain Storming, Presentation	Charts and Markers
4	2 hrs	Socialization Process	• Discrimination • Dos and Don'ts • Role of parents – mother/elderly persons in the family • Role of friends • Role of neighborhood • Role of Social Action Committee	Exercise ILM & Brain Storming Film Role play	Film Role play
5	2 hrs	The Gender strategy	• Violence is persistent throughout the life cycle • Negligence of Girl child • Adolescent girls/groups • Introduction of social agenda • Support structure to resist gender based violence • Prevention of trafficking • Training and Capacity building	ILM & Brain Storming	Charts and Markers
6	2 hrs	Sexual abuse	• Sexual harassment • Types of abuse – Physical, psychological, sexual • How to say no to sex • Why to say no to sex • Prevention of abuse	Exercises Role play Simulation	Role play and simulation story
7	4 hrs	Rights and acts Legal support in CBOs	• Rights & Acts • Hiring services from legal adviser, • Problems faced by women and related laws • Awareness building on rights, laws and entitlements and how to access • Protocols and methodologies to be followed during resolving the cases • Role of Gender Point Person	ILM & Brain Storming	Charts and Markers Act copies

S. No.	Duration	Content	Sub content	Methodology	Material
8	2 hrs	Female Foeticide and Adverse Child Sex Ratio	• Causes and impact of female foeticide • Acts on foeticide & feminicide • Role of CBOs in curbing female foeticide	ILM Case study	Case study

Phase III for 3 days (20 hours) residential training for staff after 2 months of Phase II training

S. No.	Duration	Content	Sub content	Methodology	Material
1	2 hrs	Child marriages Effects after child marriage and how to prevent Child marriages	• Why to stop child marriages • Child marriage prohibition act 2006/What does act say? • Who is punishable? • Whom to complain? • Who can complain? • Why these marriages will happen? • Roles and responsibilities of GPP	ILM, Film or Role play	film Role play Discussion
2	2 hrs	Early Pregnancy and how to prevent	• Right to have children • Decision making • Consequences of early pregnancy • How to address • Role of SAC/VO/CLF	Case study ILM	Case study content
3	2 hrs	Children self-security	• Kinds and types of Violence against children (girl/boy) • Steps to prevent violence against the children & coping mechanism • Child trafficking prohibition act • How to say NO to SEX (Adolescent boys and girls) • What is unsafe sex and its consequences? • Role of SAC (monitoring and dealing with cases)	Live examples ILM & Brain Storming SGD	Examples Act - Copies
4	2 hrs	Processes taken up by Social Action Committees	Establishment of Community Managed Family counseling centers - Operational systems - Process of case dealing - Non negotiable - Victims meetings - Campaigns	Live examples ILM & Brain Storming SGD	Charts and Markers
5	3 hrs	Issues taken up by SAC	• Intra family equity issues • Girl child discrimination • Campaigns against child marriage • Child labour • Dowry • Supporting young widows and single women • Anti human trafficking • Identification of vulnerable people	ILM & Films Case studies	DVDs Charts and Markers

S. No.	Duration	Content	Sub content	Methodology	Material
			- Systems & procedures for identification - Mediating - Settlement - Execution		
6	2 hrs	Protection for vulnerable groups	• Creation of social environment for elderly, Pwd	ILM & Brain Storming	Charts and Markers
7	3 hrs	Reporting and Monitoring Mechanism	• Through SAC, VO EC and gender forum meetings • Regular CBO meetings • Registers	ILM & Brain Storming	Charts and Markers

Module - XIX: Food, Nutrition, Health and WASH Interventions

S. No.	Time	Topic	Sub Topic	Methodology	Tools
Phase: 1	**2 days 12 hours**				
1	2 hrs	Understanding on the importance of FNHS Interventions	FNHS Interventions and Poverty Reduction How will they be implemented	Brainstorming, Games	Charts, Presentations
2	4 hrs	Maternal and Child Health	Ante, Intra and Post Natal Care Neonatal Care and Family Planning Immunization	Role Plays, Presentations	Charts, Films, Models
3	4 hrs	Maternal and Child Nutrition	Food Entitlements Anemia Prevention and Treatment Exclusive Breast Feeding Complementary Feeding	Field Visit, Presentations, Brainstorming	Interviews with Health Personnel, Charts, Films
4	2 hrs	Health Insurance and the Use of Health Risk Fund	Health, Life and Accident Insurance Vulnerability Risk Fund	Presentations	Charts, Handouts
Phase: 2	**2days 12 hours**				
1	2 hrs	Recall of earlier training and follow up on experience	Experience sharing from previous phase	Brainstorming	Charts, Presentations
2	4 hrs	Hygiene and Sanitation	Personal Hygiene Menstrual Hygiene Construction and Use of Toilets	Role Plays, Presentations	Charts, Films, Models
3	5 hrs	Other Common Illnesses of Women and Children	Diarrhea and Acute Respiratory Infections TB, Malaria and Leprosy Leucorrhoea, Common Cancers	Presentations	Interviews with Health Personnel, Charts, Films
4	1 hr	Possible Income Generation through FNHS Interventions	Linkages with MKSP, SVEP, DDU GKY	Brainstorming	Charts, Presentations

Module - XX: Inclusion and Institutions of Vulnerable (PwDs, PVTGs & Elderly) - (3 days)

S No.	Time	Topic	Sub Topics	Methodology
1	2 hrs	Definition of Vulnerability	• What is vulnerability • Types of vulnerability • Identification process of vulnerable members	ILM, brain storming
2	8 hrs	**PERSONS WITH DISABILITIES** • Relation of Poverty – Disability • Analysis of Situation of PwDs • What is Disability,(Definition and discussions) • Types of Disability • Causes & Prevention of Disability • Detection of Delayed development children & Disability in early stage & Early Intervention **Service Models** • Interventions of Disability • Community Based Rehabilitation (CBR) **Rights and entitlements** • Govt. Schemes, SADAREM	• Introduction, Disability in India – World. • Economic, social, culture & political scenario. & Situation of PwD ➢ Special schools, ➢ Inclusive schools ➢ Home based instructions. ➢ Institution based. ➢ Community based services **ACTs for PwD** 1. Mentally Health Act 1989 2. RCI Act 1992 3. PWD Act 1995 National Trust Act (Multiple disability) 1999	Lecture Method, Examples & Role Plays, SGD
3	8 hrs	• Introduction PVTG,s in India • Analysis of Socio, Cultural, Economic, Political scenario of PVTGs	• Analysis of Socio, Cultural, Economic, Political scenario of PVTGs	Lecture Method, Examples & Role Plays, SGD
4	8 hrs	• Introduction on Elderly in India and World • Analysis of Socio, Cultural, Economic, Political, Psychological scenario of Elderly • Elderly categories-Active, assisted and destitute • Institutions of Elders-features, need and importance	• Socio, Cultural, Economic, Political, Psychological scenario of Elderly • Elderly categories-Active, assisted and destitute	Lecture Method, Examples & Role Plays, SGD
	24 hrs 3 days			

Module - XXI: Convergence (36 hrs)

S. No.	Time	Topic/ content	Sub topics	Methodology
1	2.00 Hr	Understanding poverty	• Poverty • Marginalisation • vulnerability	ILM, SGD

2	2.00 Hr	Community driven development	• identity (inclusion)
			• solidarity (institution)
			• capacity
			   1.to analyze
			   2. to priorities
			   3. to plan
			   4. to implement
			   5. to monitor
			   6. to networking
				ILM, SGD

3	1.00 Hr	Institutions of the poor	• SHGs • Federations (VO, CLF and DLF) • Leaders • Community cadre	ILM, SGD
4	1.00 Hr	Community Cadre	• Members • Leaders • Active women • CRPs • Support services (Bank Mithra, Bima Mithra) etc.,	ILM, SGD
5	1.00Hrs	Rights	• Articles (constitution) • Laws • Covenants	ILM, SGD
6	2.00Hrs	Entitlements	• Policies • Schemes • Programs	ILM,SGD
7	2.00 Hrs	Services	• Agencies • Departments • Institutions	ILM,SGD

8	1.00 Hr	Social Services	• Social Services
			  ➢ Drinking Water
			  ➢ Nutrition
			  ➢ ICDS/Anganwadi
			  ➢ Health
			  ➢ School
				ILM, SGD

9	1.00 Hr	Infrastructure Services	• Roads • Electricity • Sewerage • Drying platforms	ILM, SGD

S. No.	Time	Topic/ content	Sub topics		Methodology
			• Storage • Community hall • Burial grounds • Common Property Resources		
10	1.00 Hr	Economic Services	• Credit • Productive Asset • Skill Development • Market • Wage employment		ILM, SGD
11	2.00 Hr	Convergence	Need and Importance • what • why • with whom • how at what level		ILM, SGD
12	1.00 Hr	NRLM frame work	• Key processes • components • objectives		ILM, SGD
13	2.00 Hr	Convergence protocols	• when to initiate convergence planning • pre requisites of convergence • essential elements of convergence		ILM, SGD
14	1.00 Hr	MCP/MIP process PAE (HH+SHG+VO+GP)	• Understanding needs • Understanding HH priorities • Understanding Rights and entitlement scenario of HH		ILM, SGD
15	1.00 Hr	Inclusion and mobilisation (HH+SHG+VO+GP)	• PIP/PPA – • SECC-7 Deprivations • Other vulnerable communities (PwD, Elderly, PVTGs) • Tracking		ILM, SGD
16	1.00 Hr	Vulnerability assessment VRP process (VO+GP)	• Understanding vulnerabilities • Identifying vulnerable individuals and groups • Planning for vulnerability reduction		ILM, SGD
17	1.00 Hr	Integrated poverty reduction plan with vulnerability component (SHG+VO+GP)	• Embedding social inclusion and social development needs of the poor in GPDP • Active participation at all levels like, ▪ Identifying resource		ILM, SGD

S. No.	Time	Topic/ content		Sub topics		Methodology
				• envelopes ▪ Environment generation, Situation Analysis and participatory Planning ▪ Gram Sabha ▪ Projectisation ▪ Implementation of projects ▪ Community based monitoring etc...		
18	1.00 Hr	Integrated Participatory Planning Exercise (**IPPE-II**)		• Member, SHG+VO+GP level plan - MGNREGA • Work plan • Labour budget • Wage employment • Livelihood assets • Discussion and approval at Grama sabha		ILM, SGD
19	2.00 Hr	Ensuring convergence: Roles and responsibilities of **GP**		• **What GP should do** ➢ **Lease out** panchayat **resources** (like fish ponds, common properties, market yards etc.) to SHGs and their Federations; ➢ **Entrust** SHGs and their Federations with responsibilities for managing select civic amenities, executing civil works, extension and outreach mechanism for delivery of services etc.; ➢ **Provide accommodation** (office space etc.) and other basic facilities to SHG federation(s) and ➢ **support** them at various levels for their effective functioning ➢ **Make** suitable **financial allocations** to the priority demands of the SHGs and their federations in the annual plans/ activities of the PRIs ➢ **Coordinate with** different departments and agencies on behalf of the SHG network.		ILM, SGD

S. No.	Time	Topic/ content		Sub topics		Methodology
20	2.00 Hr	Ensuring convergence: Roles and responsibility of **federations**		• **What SHGs and their Federations should do** ➢ **Participate** actively in Gram Sabha with consolidated demands agreed in Aamsabha; ➢ **Participate** in all functional committees of GPs and planning process of Panchayats; ➢ **Take up** the service delivery responsibilities of GP by claiming appropriate fees; ➢ **Participate** in community monitoring mechanisms of GP project implementation; ➢ **Work with** GP for accessing the common resources of GPs (like fish ponds, vested land, common ➢ properties, market yards etc.) as livelihood base for SHGs.		ILM, SGD
21	2.00 Hr	Ensuring convergence Roles and responsibility of **SRLM**		• Develop a local RPs/Local Resource Groups ➢ Develop a team of trainers at the Block Resource Cell Develop master trainers at ➢ Develop District and State Resource ➢ Training to all Federations and SHGs ➢ Conduct campaign(s) ➢ Facilitate Sensitization ➢ Mobilization for gram Sabha • Develop and provide IEC Material • Train all community leaders • Train all elected representatives • Facilitate GPs and Federations • Facilitate convergence platforms • Facilitate functional committees • Facilitate setting up co-terminus levels of joint committees • Facilitate setting up		

S. No.	Time	Topic/ content	Sub topics		Methodology
			Convergence Committees at Block, District and State level		
22	1.00Hrs	Convergence Planning Preparation (HH Level)	• Needs, Rights, Entitlements and Services etc., • Consolidation • Household Level Plan		ILM, SGD
23	2 days	House hold level process			
24	1.00 Hrs	SHG Level	• HH Level Plan Discussion and Consolidation (MCP+PIP+VRP+ all member HHs Livelihood Plan)		ILM, SGD
25	3 days	SHG level planning process			
26	2.00 Hrs	VO Level	• SHG Plans Discussion and Consolidation (MCP+PIP+VRP+ Livelihood Plan) • VO Poverty Reduction Plan • Submission to GP • Incorporation in GPDP Annual plans/Activities		ILM, SGD
27	3 days	VO level planning process			
28	2.00 Hrs	CLF Level	• VOs Plan Discussion and Consolidation (PIP+MCP+VRP+ Livelihood Plan) • Need and Importance of Sub-Committee • Roles and Responsibilities • Convergence with Line departments • Convergence with Financial Institutions • Convergence with Other organizations		ILM, SGD