

## Minutes of the Meeting: HR-CB-IB-FI Bi-monthly Meeting

The bi-monthly HR-CB-IB-FI thematic meeting was held in NIRD, Hyderabad from 13-16 Nov. The HR, CB IB, and FI SPMs and HR-CB-IB and FI teams of NMMU participated in the meeting. The Joint Secretary (RL), MoRD, GoI and Mission Director, Mr. T Vijay Kumar joined on concluding day.

The agenda of the meeting included review of recruitment and induction of staff at various levels. Capacity building strategies, resource block/intensive block strategies, Participatory Identification of Poor (PIP) were discussed at length. The status on bank linkages and interest subvention was also discussed. Finally, the states were given an overview of the annual national writeshop scheduled in December in Hyderabad.

The schedule of the meeting is given below.

### Agenda

#### 13 November [Review and Plans] [1000-1830 hrs]

HR Status and HRM Issues

Induction, Staff Capacity Building, Resource Pools, Modules

Community Capacity Building; CB Architecture and Trainers; Modules and Material for CB Partnership with CBAs, PRADAN, Digital Green

#### 14 November [Review and Plans] [0930-1930 hrs]

PIP and PIP+ (PPA-PVA-PLA)

Resource, Intensive and Partnership Blocks; Non-intensive Blocks

Resource Block Vision, Capitalizing Community Institutions and Community Cadres

Working in intensive blocks with CRPs and Trainers

Panchasutra-MCP (microplans)-RF-VRF-CIF processes and Bank Linkages

Preparation for Writeshop: Issues for discussion and finalization

#### 15 November [Discussions][0930-1830 hrs]

Preparation for Writeshop: Issues for discussion and finalization

Presentation of status on HR-CB-IB-FI, review and issues – interaction with JS

Bank Linkages, Interest subvention, SHG Validation

Microplan, individual/family and group plan and plan approval

#### 16 November [Discussions][1000-1300 hrs]

Resource Blocks → Intensive Blocks

Interaction with JS

# Minutes of the Meeting

## Human Resource

- Most of the states will complete their recruitment by year end. Few states namely Jammu & Kashmir, West Bengal, UP aim to complete their recruitment by February end.
- Professionalising the SPMUs is a challenge faced by many states. Some states need to rework their organisation structure to ease processes
- It is suggested that a third-party/NMMU participates the in recruitment of SPMU staff
- The HR in the state needs to reflect the requirements of the state team. It has been found that the **sanctioned** staff is often not the **required** staff, the states must re-assess their requirement and seek approvals for the required staff.
- SRLM staff (at all levels) **must** spend time with the poor in the villages. State managers must spend at least 7-8 nights a month in a village.
- Key result areas for all staff need to be identified. They must be reviewed during the annual performance appraisal.
- The number of professionals in the block teams must be restricted to 5-7. Over time, more and more community staff needs to be brought on board, and professionals must reduce.
- It is therefore imperative that the professionals in the block team must have a knack/skill to identify and tap potential community staff to man the block units.
- Four key behavioural competencies in the staff –
  - Tenacity
  - Self-control
  - Strategic influencing
  - Concern with impact
- The states must create a culture of no/least hierarchy
- Hygiene factors of the staff, especially timely reimbursement of travel bills and dues are necessary for effective functioning. Administrative procedures that pose hurdles must be highlighted and solved.
- During Nov-Dec (before the writeshop) three states (Jharkhand, Maharashtra and Chhattisgarh) must conduct a HR diagnostic study to identify procedures and practices that hamper staff hygiene. The states must also act on these issues and streamline the processes. The same should be documented and presented to other states at the writeshop.
- SMMU-NMMU monthly reviews must become a regular feature. These could be scheduled over video conference.
- BMMU/DMMU reviews with the SMMU must also be held once a month. The protocols for reviews, visits and meetings should be streamlined.
- The remuneration structures of the states have been collected. The compiled version would be shared soon.

## Induction/Capacity Building

- Induction of staff should be elaborate and intensive (about 6 months). It should focus lesser on content and more on building the above mentioned behavioural competencies. The induction must orient the staff to be in the habit of staying and listening to the poor.

- The SRLMs can afford implementation delays to complete the induction of the staff.
- Resource Pools
  - A 1000-member resource pool must be available on-call to support the states in the induction and other capacity building activities.
  - The criteria for selection of the resource persons needs to be decided. The resource persons may be categorised according to their expertise and seniority.
- Books, case studies, videos and other material that would aid in the induction need to be pooled up and developed where necessary.
- The states should keep multiple options to meet its capacity building requirements.
- The necessary infrastructure – fully equipped training centres need to be identified.
- The states could look at the following options to carry out the induction of the staff –
  - NIRD-NRLM Resource Cell resource pool – available by December. Resource fees and engagement decided by NIRD.
  - NMMU would support the states in availing the services of extremely high-profile/senior development practices.
  - NROs
  - Other SRLMs that have a comprehensive induction programme
  - Resource pools developed by state
  - Partnering with academic institutions/CBAs to organise one-week programmes on management skills, etc.
  - CRPs to train staff up to the block level. Trainer CRPs need to be identified.
- The capacity building resources – training modules, manuals, etc. being used by the states are being pooled up. These would be compiled and consolidated to make a model module and circulated during the writeshop.
- The SRLMs must conduct a needs assessment for capacity building and plan training programmes accordingly. An impact assessment of the trainings need to undertaken to ascertain their effectiveness and point out areas for improvement of training.
- An MIS for capacity building is being developed. IT would capture the details of the different trainings/CB activities all staff of the SRLM have undergone.
- All the training that a CC/PFT receives must be given to staff at other levels as well.
- Each training manual must include a trainers' guidelines on how to conduct the training.
- The modules need to be standardised across the states.
- Different methodologies must be adopted during the training. Training must differ from teaching.
- At present, it appears that the context and philosophy for induction are understood. But its implementation is yet to be figured out by the states and NMMU.
- The induction needs to take into account the finer details – such as seating arrangements, room allotments among other things to ensure a thorough induction of the staff.
- For the first three years, all staff of the SRLM are SM/IB/CB managers. These are the foundation of NRLM. All other interventions are layered over this basic structure.
- States were suggested to come to writeshop with final drafts of their HR manuals. The existing HR manuals in other states could be customised to the state.
- The non negotiable principles during the course of induction agreed upon are: a) staying with the poor and b) integrity

- Minimal tools that need to be a part of the training process are participation, planning and orienting the staff to become trainers.
- NRLM is interested in keeping dedicated and sincere professionals in its support structures. NMMU has suggested that a de-selection of candidates not meeting the expectations be dropped during the course of the induction. The proposed parameters for de-selection include: violation of non-negotiables, class performance, class participation, presentations, and report submission. The candidates would be graded by the induction anchor person/trainer/resource person/immediate supervisor etc.
- DPMs would create a 3-day training module on leadership, management skills, MCP training for the community cadre and community leaders
- Low cost, local videos need to be used more widely during trainings.
- The AAP of the state needs to be broken down into monthly plans at the district and block levels. Required approvals must be taken at least six months in advance.

## **Institutions**

### **Assumptions in a block**

- NRLM would support a block for 10 years. It would mobilise all poor into SHGs by year 3 and provide layering support during year 3-5. It would spend the last five years in strengthening the institutions and ensure they become sustainable.
- Each block would have about 18,000 poor families of which 15,000 families could be mobilised
- Each block would be divided into 4 clusters
- The average size of an SHG would be 12.5 members

### **Vision for a Resource Block**

- The resource blocks should be able to support 20 other blocks. The resource blocks should become immersion sites by the 3<sup>rd</sup> year. They would generate 500 resource persons to support mobilisation and institution building activities in the other blocks.
- Each state should develop **5-8% blocks as resource blocks** to ensure effective implementation of NRLM in the state
- In the first 3 years, NRLM would facilitate the formation of 1200 SHGs, 120 VOs and 4 CLFs in every block
- All members, leaders and community cadre would be trained by the 3<sup>rd</sup> year
- NRLM also envisages that the SHGs and primary-level federations would be sustainable by year 3.
- As a result of these efforts, NRLM hopes that the SHG members would borrow loans only from formal sources; Each SHG member would borrow loan of at least Rs 1 lakh over the ten years
- Between year 3 and year 5 the human capital generated in the resource blocks would go to other blocks to mobilise poor into SHGs.

### **SHGs and Federations**

- All SHGs must follow the panchasutra at least, the states may introduce more 'sutras' over and above the panchasutra (eg. Dashasutra in Maharashtra).

- 5 indicators need to go hand-in-hand: no. of SHGs, no. of SHGs with bank accounts no. of SHGs with MCPs, no. of SHGs received CIF and no. of SHGs with bank linkages.
- The resource blocks are a proof of concept for NRLM in the state. They help create confidence in the state government that the model would work. Therefore the quality of work in the resource blocks must be intensive and of very high quality.
- 2014-15 is a no expansion year. The states must first consolidate the work in the resource before moving on to intensive blocks. However, the number of resource blocks may be increased.
- States can identify a few blocks to test a different strategy. If the strategy is successful, these blocks may be considered as resource blocks and similar processes would be scaled up to other blocks.
- In non-intensive blocks, the staff can strengthen a few existing SHGs, provide some RF and capacity building to the SHGs.
- NGOs that have formed more than 1000 SHGs or a federation in a block may be considered for partnership for implementation.
- The institutions of the poor will ultimately become the nodal points for all government. The capacity building of the CBOs needs to be intensive for them to fulfil this mandate.
- NRLM's success would be tested in how successfully it transfers the management of the project to the community. The switch in the SRLM's role is critical in making the CBOs sustainable.
- Regular fund flow, functional community cadre and effective leaders are critical to the sustainability of the IoPs. They should have a vision, plan and the resources to implement the plan in order to achieve sustainability.
- The institutional architecture must be customised to suit local context. The levels of federation may vary from state to state
- The SHG books of records should be simple and easy to maintain, differences in the books of records promoted by different organisations would be ironed out at the information aggregation level (MIS purposes).
- The SHG with its own savings, interest earned on loans, rotation of RF, CIF and Bank linkage will generate interest margin sufficient to meet its operating costs like bookkeeper honorarium, travel costs, annual audit expenses etc. If an SHG is given RF and CIF and at least two doses of bank linkage, it will be able to achieve sufficient interest to meet its costs comfortably.
- An SHG could be given a start-up cost of Rs.2000-3000/-which can be used for opening bank account, purchasing mattresses, a box for keeping its records, ink-pad and rubber stamp and other stationery.
- **VO:** The programme should support the VO operation costs until the VO has enough income to pay the VOA and is able to meet its office and meeting expenses. The VO would be given a start up capital of R. 35,000.
- The PRPs and CCs must facilitate the meetings of the VO
- The member-SHG of the VO would contribute a certain fee to the VO fund.
- The VOs are entrusted the responsibility of reaching out to the left out poor and saturate the village.

- The VO would be registered after 3-4 Senior CRP rounds. The VO office bearers would be trained on the implications of registering the VO. The VO would be registered under the MACS Act. In states that don't have a MACS Act, the VOs would be registered under the Societies Act or Trust Act (as a mutual benefit trust)
- A cadre of Registration CRPs would be developed to support the VO in registering and meeting the norms of the Act under which they are registered under
- For VO to become self-reliant, at least Rs.3 lakhs should be provided. Indicators for self-reliance of a VO:
  - VO has to pay honorarium of VO assistant from its own earnings
  - VO has to have its own office(rented or own)with a board at the convenient place in the village
  - VO to conduct its monthly meetings (Representative General Body) and bi-monthly/quarterly General body with fixed agenda with all its members regularly.
  - VO to have one VO assistant/manager who is paid by VO from its own earnings
  - VO to meet its meeting cost and travel charges
  - VO office bearers and EC members should have undergone VO training
  - VO to be able to monitor performance of SHGs and give grading to each SHG and improve the weak SHGs through facilitating trainings and facilitation
  - VO to have its functional committees working properly
  - VO to take up all relevant social issues concerning the poor in the village and provide active support in finding solutions for the same
  - VO to establish convergence with Gram Panchayat and government agencies to in planning and implementation and access entitlements and services meant for the poor
- NMMU would also advocate for a separate legislation on SHGs and their federations  
CLF: The CLF is formed in the 3<sup>rd</sup> year after entering a block. There should be at least 5-6 VOs in the cluster to form the CLF. At CLF level, Sr.CRP will provide training and hand-holding support to the CLF members.
- After the formation of the CLF, the project would transfer funds – CIF - to the CLF directly. Each CLF is entitled to receive Rs 1 Crore as CIF. The CLF office bearers would be trained on CIF management.
  - The CLF would be employ by 3 Community Facilitators (CFs) who would be field level functionaries. The CLF would also hire a manager to maintain accounts and manage other affairs of the CLF.
  - The CLF would be sustainable when it has enough stable income to pay the CFs. It is estimated that, if the CIF is lent @ 6% interested, the CIF would earn an income of Rs 50,000/month.
  - The VO and CLF would have at least four sub-committees – social audit committee, social action committee, SHG-Bank Linkage Committee, Community Based Monitoring Committtee.
  - The SRLM should support the creation a MIS at the CLF and support the CLF in analysing the MIS data.
- Monthly contributions from CLF to BLF to be introduced. Project also should fund the BLF for their initial and recurring costs

- The BMMU staff should not exceed 8 people. It would have one BPM and 3-5 CCs. The BMMU training plan and job charts of the staff need to be evolved.
  - **BLF:** BLF is a federation of CLFs in the block. It monitors the performance of the CLFS. The BLF would emerge as a resource agency and would represent all the social capital in the block. It would develop a pool of trainers and support community cadre development. It would also establish convergence and partnerships with other local institutions or organisations. Present role of project staff may be transferred gradually to the BLF over a period of time. This transition should be properly guided by the project.
- It must be ensured that the leadership in the CBOs rests with the Poorest of Poor members.
- Community based SHG level monitoring through Maasik Prativedan to be done. SHG to submit this in monthly meeting of VO and VO in the monthly meeting of CLF. Review of SHG to be done by VO and give grading. Similarly VO grading will be done by CLF in CLF monthly meetings.

### **Funds to the Community**

- NRLM provides three 'Resources in Perpetuity' to the Institutions of Poor -
  - Each SHG would get a Revolving Fund of Rs.10,000-15,000 (@ Rs 1000/member)
  - The VOs would receive a Vulnerability Reduction Fund (VRF) of about Rs.1.5 lakh (@ Rs 1500/member). This fund would used to address *vulnerabilities* of the member families and/or to meet the special needs of *vulnerable people*.
  - The CLFs would receive a Community Investment Fund (CIF) of Rs. 1 Crore (@Rs. 3000/member). At present, an amount of Rs 50, 000 is being released to SHGs directly as CIF. The SHGs would repay the amount to the CLF once they come into being.
  - In addition to this, a livelihoods fund of Rs 1500/family would be available to support livelihoods of the members. This fund is given against business plans/proposals. A provision for funds for layering to the extent of Rs.1500/family is also available.
- These funds would reach the community institutions by the end of 5<sup>th</sup> year and a substantial proportion (75%) would reach by 3<sup>rd</sup> year itself.
- To the extent possible, the members would be encouraged to save for specific purposes at various levels. The fund releases would be linked to the fulfilment of the triggers that include savings. These funds help in strengthening and sustaining the institutions.
- CIF should be released to the institutions without much delay (within 15 days) after the MCP is approved. The MCP must be appraised by the community at village/block level. For this, the community members need to be involved in the process right from the beginning. As early as possible, the community cadre must be trained in the MCP process so that MCP keeps pace with the mobilization and institution building.
- Loan analysis of the SHGs must be carried out to understand what the loans are being used for to figure out areas for future interventions.
- It may be noted that internal lending is sign that the members of the SHG trust each other. It also acts as a trigger for external funds.

## Community Cadre

- The community cadre – active women, service providers and CRPs are the ‘drivers’ of the programme. Adequate resources and energy need to be channelized to build their capacities.
  - CRPs are the dynamic component of the social capital generated under NRLM. Their lives are a message that inspire other poor to follow their path.
- Each resource block would generate 1000 Active Women/internal CRPs over a period of 5 years. Of these, 500 Active Women/internal CRPs would service their own villages while the remainder 500 would conduct mobilisation and institution building drives in other blocks.
- It is estimated that at least 5 Active Women/internal CRPs would need to be identified from each village to meet this target
- The internal CRPs would undergo 6-month training. A mechanism to train internal CRPs and bookkeepers needs to be developed.
- CC plays the role of a manager. The SRLM has to decide the educational qualification and experience of the CV/CF and the Protocols for the CC has to be developed in working with the community institutions. Care should be exercised that the staff will not usurp the space of the community institutions.
- A separate timeline for the identification and training of community cadre needs to be evolved for each block
- External CRP trainers would build local pool of community trainers, auditors, etc
- By the third year, there should be enough community cadre to service and support the institutions of poor that the PRP would be able to move to the block level assume a role of a trainer.
- The criteria for selection of CCs, internal CRPs needs to be revised from time to time. The bar should set higher as the institutions progress. Eventually, even the CCs would be from the SHGs
- SHG members who have attended 50 weekly meetings, have borrowed loan of Rs. 25,000 or more and have achieved some significant change in their poverty situation would be eligible to become CRPs. The members should also be well-versed with SHG practices and should have benefitted significantly from the SHG. The member should also have actively participated in solving social issues.
- Active Women – There are 2 active women in every village. They follow-up with the SHGs, train them when required. They offer their services for 10-15 days a month and are paid a resource fee (at par with NREGA wage) by the VO. The active women also play a larger role in taking up social/village activities.
- 30 days of training to active women is recommended. SERP will provide necessary training and exposure to active women initially for 10-12 days. Later the state anchor to ensure 15 days of their attachment with external CRP and 5-7 days of class room training subsequently. PRP and CC to facilitate the training.
- SHG Bookkeepers – Bookkeepers should ideally be a member of the SHG, or a known person to the SHG members. One bookkeeper should service a maximum of 2-3 SHGs. The bookkeepers are paid by SHGs. They are trained by the CRPs for 10 days on bookkeeping practices. The PRP would also conduct a refresher training of 5 days for the bookkeepers



- VO Assistant (VOA) – The VOA manages the affairs of the VO. The VOA initiates social action and mobilises the community on local issues. The salary of the VOA is determined by the VO Executive Committee. The VOA's performance is reviewed by the office bearers of the VO.
- Once CLF is formed, the active and literate women who are good at social mobilisation and institution building can be identified as community volunteers or community facilitators (CV/CF) by CLF. Each CF can be in-charge of 10 villages. CF is responsible for mobilisation and training in the entire cluster. Once CFs are recruited in the clusters, they can take over the PRP roles and the PRP moves to Block level for performing other roles/tasks.
- Each bank branch should be assigned a bank mitra.
- The PRP should create 10-20 'internal' PRPs in the cluster.

### **Intensive Block Strategy**

- A MoU would be signed between the SRLM and the NRO to work in the intensive blocks.
- The NRO would provide a pool of trainers (PRPs and CRPs) who are experts in SHG building, bookkeeping and MCP to the SIRD of the state.
- The staff of SRLM will undergo induction and CRP attachment as per the NRLM induction guidelines. The intensive block staff would be attached to Resource Blocks for 3-6 months and work as staff in the Resource Blocks. Only after this, the staff will get back to the intensive blocks.
- The intensive block may be divided into 3-4 geographical clusters and each CC/AC will take up the intensive work in 5 villages.
- The staff in intensive block will commence with working in the 5 village soft eh clusters and build rapport with the community and understand the poverty situation on ground. As the work, they will identify local active women/youth from the 5 villages within their clusters.
- On an average 20-30 active women/youth from each intensive block will be trained by the resource team (including the professionals and CRPs of NRO) at SIRD/SRLM on core social mobilisation and IB processes. After the training the active women/youth will undergo immersion cum exposure in NRO/resource block area for 10-15 days and attachment with CRPs for 15-30 days.
- SPM (IB/CB) will have to anchor the entire process of capacity building programme in intensive blocks. DPM(IB) of the respective district will implement this strategy.
- After the training and CRP attachment, the active women/youth will be entrusted the responsibility of facilitating the SHGs meetings and conducting trainings to SHGs and Bookkeepers with the training material given to them in their training.
- Till internal CRPs from the resource blocks come to intensive block, the staff with the help of these active women/youth will go ahead with the social mobilisation and strengthening of the SHGs.
- The SHGs will receive RF and CIF and Bank linkages as per the NRLM guidelines.
- After CRP rounds begin, the intensive block will have to go through the same protocols as per the resource block strategy.

### **Participatory Identification of Poor**

- States should think of taking the PIP forward, based on the inputs of the TN workshop and discussions subsequent meetings.

- Resource organisations, resource pools must be identified to build the PIP processes in the states.
- The PIP process needs to be initiated only after substantial proportion of poor are mobilized into SHGs and a formal/informal federation (village organization) comes into being. Thus the poor and their institutions own the entire PIP process. Therefore, the states must not wait till the PIP is over to form SHGs. Instead, it must devise strategies to start the mobilisation process and work with 'known poor' first.
- The Gram Sabha vets the list of poor identified through PIP
- The PIP goes beyond identification of poor; it is a process that helps in understanding poverty, vulnerabilities and livelihoods of the village. PIP is conducted even if every poor family in the village is organised. It is done periodically. This would help in identifying the changing definitions, indicators and levels of poverty, as perceived by the community.
- The states may customise the PIP process to suit its context, but cannot substitute the entire process (as discussed in the TN workshop)
- In some states, such as West Bengal, the BPL list is being revised according to the PIP list
- Attitude and behavioural aspects are critical in PIP. These can be moulded through repeated training and capacity building.
- The non-negotiables of PIP are: a) it should be a community-driven process and b) the facilitators must remove biases
- The PIP data would be useful in preparing the MCPs and monitoring
- The PIP data must be preserved and analysed by the project
- A national database (of households identified through PIP) would be developed. This would be in sync with the SHG database.
- The entire PIP process must be documented and video graphed for record.
- NMMU support to states for PIP
  - Guidance note on PIP to be circulated during writeshop
  - TNSRLM being identified as NRO, other resource organisations may be identified
  - Develop a National Resource Pool on PIP
  - TNSRLM to conduct state-wise workshops to devise specific strategies
  - Produce videos on PIP
  - Training on participatory processes

### **Financial Inclusion**

- Immersion for bankers in resource and intensive blocks has proven to be successful. It is now a mandatory exercise. SMDs must join the de-briefing session after the immersion visit.
- States were also briefed on their role in rolling out interest subvention amount to 150 districts and non 159 districts.
- The states need to follow the following steps to roll out interest subvention scheme in their state:
  - Field validation of all the SHGs in their state; Labelling of SHGs as "NRLM compliant"
  - Digitization of the SHG profiles on the online MIS application of NRLM
  - Mapping unmapped bank branches to the blocks on NRLM bank linkage application
  - Rolling out interest subvention

- **Eligibility criteria for labelling SHGs as NRLM compliant:** a) SHGs with 70% poor (BPL) members; and/or b) Endorsement by the Gram Sabha that the SHG has 70% members who are poor.
- It may be noted that Gram Sabha is not linked with other processes of RF and CIF.
- Only women SHGs should be provided with interest subvention except SHGs of Persons with Disabilities.
- Interest subvention would only be provided through public sector banks, RRBs and cooperative banks. Private sector banks are not included in the scheme.
- States agreed to complete the bank branch- block mapping exercise on bank linkage application by end November 2013; planning of the validation exercise and completing the validation exercise in a specified time frame, preferably before December, 2013; and mechanism(s) for the Interest Subvention roll out in the State by November 2013.
- The bank linkage application and its use by the states in credit monitoring to SHGs, was introduced to the states.
- In case of states digitizing the SHGs on their own online application, they need to develop a separate application to link their online application to SHG bank linkage application developed by NRLM.

#### **Discussion on December Writeshop**

- Writeshop for all states to be held in NIRD, Hyderabad from 11-20 December 2013. SPMs - HR, CB, SM, SI/SD, IB, FI, M&L/MIS, FM, Procurement and KM/C to participate.
- The writeshop (more an edit-shop) would work with states in three groups viz., – a) states with externally aided projects and NRLP, b) only NRLP states, c) only NRLM states; and subgroups based on the age/maturity of the SRLM and/or thematic subgroups; and state-wise focused groupwork.
- States must come prepared with phasing plan, staffing and funding for the coming 4-5 years. The vision for the states would be developed and phasing firmed up during the writeshop.
- A 10-year progression of a household, SHG, VO and CLF under NRLM would be discussed.
- Draft model Community Operation Manual (COM) detailing the first three years in a block would be revised and finalised.
- The units and unit costs (for AAP 2014-15) would be discussed based on the experience of implementing the current AAP.
- AAP (2014-15) template would be agreed upon. Process of developing AAP for 2014-15 would begin in December and approved by February 2014.
- The states would develop an action plan for the next 3+12 (15) month towards the end of the writeshop.
- Issues related to systems for implementation (HR, procurement, FM, MIS, M&L, Knowledge Management/Communication) are on the agenda.
- The staff of the SRLMs would also get inducted in NRLM processes.