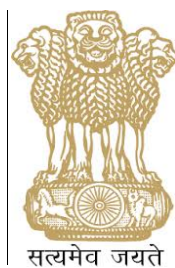# NRLM Hand Book

on

Community Capacity Building

Ministry of Rural Development
Government of India

डॉ. एम.वी. राव, आई ए एस

महानिदेशक

Dr. M.V. Rao, IAS
Director General

Foreword

Government of India has launched the National Rural Livelihood Mission (NRLM) under the Ministry of Rural Development (MoRD) on 03.06.2011. The Mission aims at creating efficient and effective institutional platform of the rural poor enabling them to increase household income through sustainable livelihood enhancements and improved access to financial and selected public services. To achieve these goals, NRLM is creating a dedicated and sensitive support structure from National to the sub-block level to facilitate building of good quality institutions of the poor.

NRLM Resource Cell at NIRD, Hyderabad has been supporting and organizing training programs on NRLM concepts for various stakeholders. Keeping in view of expansion of the programme, needs of SRLM's, priorities etc., NRLM under took comprehensive training programmes with the assistance of NMMU, MoRD.

A National level training hand book on community capacity building has been developed for all stakeholders, SRLM staff, community cadres, leaders and other officials. I am sure this training hand book is useful to all ToT's under NRLM and are forwarded here with as reference material which includes short films, manuals, flip charts, case studies, cartoons, training material from SRLM's & CBA's, and books of testimonies and more and more examples of successful CBO programmes and initiatives are shared.

This hand book is intended to help, build greater understanding among SRLM staff and ToT's to conduct NRLM trainings to achieve the self reliant, self sustainable institutions of the poor.

(M. V. Rao)

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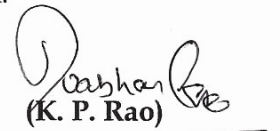Rajendranagar, Hyderabad - 500 030. (India)

Acknowledgements

NRLM Resource Cell at NIRD, Hyderabad has its mandate to train and develop a few thousands of rural development professionals across the country on various thematic areas *viz.*, IB CB, SHG, VO, Cluster, Block and District Federation Concepts, Financial Inclusion, PIP process and Book Keeping.

To improve the skill, Knowledge and attitude of the RD functionaries for better implementation of NRLM objectives and to enhance managerial capacities. NRLM RC, Hyderabad developed a Training Manual which ensure will be a great help to all the SRLMs, ToTs for conducting training programs at various levels.

I am very much thankful to Shri. T. Vijay Kumar, IAS, Additional Secretary (RL) & Mission Director, Ministry of Rural Development; Dr. M. V. Rao, IAS, Director General, NIRD and Shri. G. Muralidhar, Lead CB and Mr. Prabath Kumar, SME, NMMU, MoRD for their continuous support, guidance, advice and direction from time-to-time in preparation of the Training Manual.

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(K. P. Rao)

Contents

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 Forum
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
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

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 Training Module:

The training module is prepared with the objective to support SRLMs on various capacity building activities. This module has 15 target groups to whom training will be imparted on different concepts and themes of NRLM. Target groups covered in the module includes everyone right from beneficiaries to functionaries. It basically aims at providing session plan along with the resource material for the same in order to help the trainers at different levels 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 at different layers. It is to be noted that this is a suggested module 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 the target groups at different levels. Firstly, it is expected that SRLMs should identify and create a pool of trainers at the state level who will undergo training on 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, block and community level. Thirdly, the trainers at SRLM will impart training to the identified 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 trainers throughout the year.

Once we have enough number of trainers identified and trained at different layers, the focus shall be on building the capacities of different target groups mentioned in the training outline. The detailed Abstract of training outline is being attached in order to

develop a brief understanding about the complete training module. Importantly, the SRLMs need to have specific MIS for capacity building activities to keep a record on the number of trainings to be imparted to different target groups on a regular basis which in turn helps us in getting an idea about the status quo on the number of trainings to be imparted and in analyzing the gaps in capacity building of different target groups according to the timeline.

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.

Some Do's and Don'ts for Trainers:

The trainer team is expected to use the manual 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 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 CBO members and their 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.

"Practice is the hardest part of learning, and training is the essence of transformation"

Abstract of Training Outline

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
1	SHG members	Module - 0: Discussion on SHG formation to Initial Meetings	1	0-3 Months	Non - Residential
		Module – I: SHG Concept & Management	5		
		Module - II: SHG Credit Linkages	5	After 3 months	
		Module - III: Village Organization Concept	2	5-6 Months	
		Module - IV: Participatory Identification of Poor (PIP)	3	After 6 months/VO Formation	
		Module - V: Gender & Women Empowerment	3	After formation of VO Social Action Sub-committee	
		Module – VI: Leadership Visioning & Planning Exercise	1	After 1 year	
		Immersion/Exposure Visit with NRO, Resource Blocks, etc.		No. of days based on need/demand	
		Sub - total	**20**		
2	SHG leaders	Module - I: SHG Concept & Management and Leadership	3	0-6 Months	Non-Residential /Residential
		Module - II : Micro Credit Plan	3	After 3 months	Residential
		Immersion/Exposure Visit with NRO, Resource Blocks, etc.		No. of days based on need/demand	– – –
		Sub - total	**6**		
3	SHG Book - Keepers	Module - I: SHG Concept & Book- Keeping (Primary Books)	6	0-1 month	Non-Residential /Residential

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
		Module - II: Secondary Books	6	After 2 months	
		Module - III: Refresher Training - I (I set books)	2	After 3 months	
		Module- IV: Refresher Training - II (II set books)	2	After 6 months	
		Immersion with NRO, Resource Blocks, etc. and attaching with SHG Bookkeepers		No. of days based on need/demand	– –
		Sub - total	**16**		
4	VO Executive Committee (EC) & Office Bearer (OB)	Module – 0: Discussion on VLF formation to Initial Meetings	1		Residential
		Module - I: Village Organization Concept & Management	5	0-3 Months	
		Module - II: Sub-committees Concept & Management	2		
		Module - III: Gender & Women Empowerment	3	After formation of VO Social Action Sub-committee	
		Module - IV: Financial and CIF management	3	During time of CISF	
		Module - V: Micro Credit Plan Appraisal	1	During time of MCP Appraisal	
		Module - VI: Social action, Convergence and CLF concept	4	After 6 months	
		Module -VII: Participatory Identification of Poor (PIP)	3	After VO formation	
		Module - VIII: Leadership, Visioning & Planning Exercise	2	After 1 year	
		Immersion/Exposure visit with NRO, Resource Blocks, etc.		No. of days based on need/demand	– –
		Sub - total	**24**		

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
5	VLF Sub - Committees	Module - I: Monitoring Sub-Committee	2	After VO Formation	Non - Residential
		Module - II: Bank Linkage/Community Managed Recovery Mechanism (CBRM) Sub - Committee	2		
		Module - III: Social action sub - Committee	2		
		Sub - total	**6**		
6	Community Activist / Mobilizer	Module - I: Self Help Group concept and Management	4	0-3 Months of VO formation	Residential
		Module - II: SHG Books & Credit Linkage	3		
		Module - III: Village Organization Concept & Management	5		
		Module - IV: Community Investment Support Fund management	3		
		Module - V: Gender & Women Empowerment	3	After formation of VO Social Action Sub-committee	
		Module -VI:VO concept and Book keeping	10	3rd month of VO Formation	
		Module - VII: Refresher Training - I:1 Set of Books	2	1 month after Bookkeeping training	
		Module - VIII: Refresher Training - II: II Set of Books	2	3 months after Bookkeeping training	
		Module - IX: Micro Credit Plan	7	At the time of MCP/MP	
		Module - X: Participatory Identification of Poor (PIP)	3	After VO formation	
		Module - XI: Leadership, Visioning & Planning Exercise	2	After 1 year	
		Module - XII : Participatory Training Methodology (PTM)	4	After 1 year	

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
		Module - XIII: Process and Methods for Community Cadre Training	1	No. of days based on need/demand	– – –
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. and attaching with CA/VO Bookkeeper			
		Sub - total	**49**		
7	Cluster Level Federation (CLF) - Executive Committee (EC) & Office Bearers (OB)	Module – 0: Discussion on CLF formation to Initial Meetings	1		Residential
		Module - I :CLF concept & Management	8	0-3 months of CLF formation	
		Module - II: Sub-committees Concept & Management	2		
		Module - III: Gender & Women Empowerment	3	After formation of VO Social Action Sub-committee	
		Module - IV: Community Investment Support Fund Management	2	During time of CISF	
		Module - V: Micro Credit Plan Appraisal	1	During time of MCP Appraisal	
		Module - VI: Leadership, Visioning & Planning Exercise	2	After 6 Months of Formation	
		Immersion/Exposure Visit with NRO, Resource Blocks, etc.		No. of days based on need/demand	
		Sub - total	**19**		
8	CLF Sub - Committees	Module - I: Monitoring Sub-Committee	2	After CLF Formation	Non - Residential
		Module - II : Bank Linkage/Community Managed Recovery Mechanism (CBRM) Sub - Committee	2		
		Module - III: Social action sub - Committee	2		
		Sub - total	6		

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
9	CLF Accountant	Module - I:CLF concept & Book Keeping	13	0-1 month of formation of CLF	Residential
		Module - II: Refresher Training - I	2	After 1 month of initial training	
		Module - III: Refresher Training - II	2	After 6 months of initial training	
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. and attaching with CLF Accountant		No. of days based on need/demand	– – –
		Sub - total	**17**		
10	Community Resource Persons (CRPs)	Module - I: SHG Concepts & Management	5	After identification of CRPs	Residential
		Module - II: Financial Management & credit Linkages	5		
		Module - III: Community Investment Support Fund Management	5		
		Module - IV: Gender & Women Empowerment	3		
		Module - V : Micro Credit Plan	7		
		Module - VI: Village Organization (VO) Concept & Management	7		
		Module - VII: Leadership, Visioning & Planning Exercise	2		
		Module - VIII: Participatory Training Methodology (PTM)	4		
		Module - IX: CRP 15 days Village Action Plan	1		
		Immersion/Exposure with NRO, Resource Blocks, etc. and attached with CRP team in Resource Block during CRP rounds		RB with External CRP team and with NRO based on need/demand	– – –
		Sub - total	**39**		

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
11	Book keeper trainers (SHG - VO)	Module - I: SHG Concept & Book Keeping (I set books)	3	SHG bookkeeper Trainers could be developed after 6 month of formation of SHG and same with VO Bookkeeper trainers	Residential
		Module - II: II set books	3		
		Module -III: VO concept & Book keeping	5		
		Module - IV: Participatory Training Methodology (PTM)	4		
		Module -V: Leadership, Visioning & Planning Exercise	2		
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. and attaching with Bookkeeper trainers		No. of days based on need/demand	– – –
		Sub - total	**17**		
12	Community Trainers (SHG,VO & CLF level)	Module - I: SHG Concept & Management	5	After completion of minimum 6 months work as SHG/VO/CLF Level to become Community Trainer at different level	Residential
		Module - II: SHG Credit Linkages	3		
		Module - III : Micro Credit Plan	7		
		Module -IV : Gender & Women Empowerment	3		
		Module - V: Village Organization Concept & Management	5		
		Module - VI: Financial and CIF Management	3		
		Module -VII : Micro Credit Plan Appraisal	1		
		Module - VIII: Social action & Convergence on CLF concept	4		
		Module - IX: Participatory Identification of Poor (PIP)	3		
		Module – X: CLF concept & Management	8		

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
		Module -XI: Leadership, Visioning & Planning Exercise	2		
		Module - XII: Participatory Training Methodology (PTM)	4		
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. and attache with Community Trainers		No. of days based on need/demand	– – –
		Sub - total	**48**		
13	MCP Trainers	Module - I: SHG Concepts & Management	5	Community Cadre must have prepared minimun 10 MCPs at Field Level	Residential
		Module - II: Village Organization Concept & Management	5		
		Module - III: SHG Credit Linkages	3		
		Module - IV: Micro Credit Plan	7		
		Module -V : Micro Credit Plan Appraisal	1		
		Module - VI: Participatory Training Methodology (PTM)	4		
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. and attaching with MCP Trainers		No. of days based on need/demand	– – –
		Sub - total	**25**		
14	PIP Trainers	Module – I: Participatory Identification of Poor	7	After Formation of VO	Residential
		Module - II. Orientation to VO members on PIP	3		
		Immersion/Exposure Visit with NRO, Resource Blocks, etc. attaching with PIP Trainers		No. of days based on need/demand	– – –
		Sub - total	**10**		

S. No.	Target Group	Training Theme	Indicative No. of days	Indicative timeline	Type
15	Trainers of Trainers	Module - I: SHG, VO and CLF concepts & Management	6	Identified Trainers of Trainers by SRLM and their training provided by three Resource Cells of NIRD, Hyderabad	Residential
		Module - II: SHG, VO and CLF Books and Book keeping	5		
		Module - III: Participatory Identification of Poor	7		
		Module - IV: Micro Credit Plan	7		
		Module – V: Gender & Women Empowerment	4		
		Module – VI: Participatory Training Methodology (PTM)	8		
		Module – VII: Leadership, Visioning & Planning Exercise	2		
		Immersion with NRO, Resource Blocks, etc.- Thematic wise		No. of days based on need/demand	– – –
		Sub - total	**39**		

Roll out Plan for Capacity Building Activities

S. No.	Activity	Required Action	Timeline
1	Identification and Conducting ToT to trainers at State Level	MoU With SIRD/ CBAs, Availing Services of NRPs	Identification by July 14, Training: Phase - I: August, Phase - II: September
2	Identification of Trainers at District/ Block Level	SRLM - IB & CB Unit	August 2014
2	Training of Identified Trainers at District/Block Level by State Level Trainers	Infrastructure (Training Hall, Computer, Internet & Projector Facility)	Phase - I: September, Phase - II: October
3	Identification of Community Trainers	Training material in Suitable Local Languages	September
3	Training of Community Trainers	Training material in Suitable Local Languages	November - December 2014
4	MIS to track the Capacity Building activities	Specific MIS for CB	End of August
5	Effectiveness of the Process (training)	Feedback form, Test(Pre & Post Training), Quiz etc.,	For all Trainings simultaneously
5	Effectiveness of the training on Field	Evaluation studies conducted by NMMU, NRLM- RC, SMMU & Other agencies	Bi - Monthly

1. SHG Members

Module – 0: Discussion on SHG formation to Initial Meetings (1 day)

S. No	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction by Participants	ILM
2	30 mins	Pre-Mobilization	• Rapport Building with villagers • Information Collected • Identification of Poor Households • If any…	ILM

3	1 hr	Mobilization	• How women mobilized for SHG formation
			  - Information shared on SHG concept
			  - Questions were asked by villagers
			  - Dilemma/obstacle, etc.
				ILM

4	1 hr	Formation	• Place of meeting • No. of women decided to form SHG and why? • SHG naming • Who & How selected leaders of SHG • No. of days took to form SHG • Amount of saving decided (if)- How it was fixed	ILM
5	1 hr	Forming	• Formulation of norms –who, when and where? • Types of norms-financial, social and management • Practicing of norms	ILM
6	1 hr	First Meeting of SHG	• Place of meeting • No. of women were present • Whether women of SHG came herself of someone called them • Agenda of the first meeting • How it was decided- Who will carry saving • Who wrote SHG books of record • What was the feeling of the women	ILM
7	2 hrs	Till 3 months/ 12 Meetings/or more	• Agenda of the meeting • No. of SHG members dropped/new members joined- Reason • Members attendance in SHG meeting • SHG Bank Account opening process- Amount collected/decide when to open and why? • Members involved in Bank	ILM

S. No	Time	Topic	Sub-topics	Methodology
			Transaction • First Internal Lending-who took, how rate of interest was decided, number of installment was fixed • No. of women took loan • Repayment • Discussion on social issues- Issues addressed • What was the action/reaction of the women or difficulties faced	

Note: It is expected that Trainers should create curiosity among trainees and allow them to participate/share their views. Training may be used as a cross learning platform.

Module – I: SHG Concept & Management (5 Days)

S. No.	Time	Topic	Sub-topics	Methodology
8	30 mins	Introduction	• Introduction by Participants • Setting of Norms	ILM
9	1 hr	Recap	• Awareness on SHG concept • Feedback about previous inputs • Meeting process • Gap analysis	ILM, Brain storming
10	3 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
11	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
12	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
13	1 hr	SHG -Savings	• Importance of Savings • Compulsory Savings	ILM, Flip-charts, Brain Storming

S. No.	Time	Topic	Sub-topics	Methodology
14	1 hr	SHG - loans	• Importance of loans • Loans ➢ Consumption ➢ Emergency ➢ Income Generation Activities (IGAs) ➢ Social needs o marriage o health o Education. etc., • Interest • Repayments	ILM, Flip-charts, Brain Storming
15	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
16	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
17	1 hr	SHG Books	• Importance of writing books • Types of books (minutes, savings, attendance, member pass book, loan ledger etc.,)	ILM
18	1 hr	SHG Book keeper	• Need • Identification • Do's and Don'ts • Honorarium	ILM, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
19	2 hrs	Vulnerability	• What is vulnerability • Various types (social, financial & others) • Challenges facing by vulnerable • Coping mechanism • Role of SHG	ILM, Brain storming
20	1.30 hrs	SHG-Social Action	• Need of Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
21	1 hr	Conflict Resolution	• Cause of conflict • How to resolve • Role of SHG leaders/members and facilitators	ILM, Flip chart, Case study, Brain storming
22	1 hr	Community Operational Manual (COM)	ILM	
23	1 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	

Module – II: SHG Credit Linkages (5 days)

S. No	Time	Topic	Sub-topics	Methodology
24	1 hrs	Recap	• Recap of Previous inputs	ILM, Brain storming
25	1.30 hrs	SHG-Revolving Fund	• What is RF • Eligibility • Process • Documentation • Utilization	ILM, Case study
26	1 day	Micro Credit Plan (MCP)	• Importance • Analysis of member loans • Types of loans (IGA, social etc.,) • Eligibility of SHG • Steps of MCP • Process of MCP preparation • MCP Appraisal by SHG	ILM, Short Film, Case study (Sample MCP)
27	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

S. No	Time	Topic	Sub-topics	Methodology
28	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
29	3 hrs	SHG-Bank/ Linkage	• Need & importance • Eligibility • Approach • Process • Documentation requirements • Repayment	Lecture, Short-films, flip-chart
30	1 day	Exposure visit & Recap	Facilitator needs to show the MCP availed group and ensure good interaction with the members regarding MCP steps and utilization & repayment.	Field Visit

Module - III: Village Organization concept (2 days)

S. No	Time	Topic	Sub-topics	Methodology
31	2 hrs	SHG Life cycle	Time line activities • forming • formation • storming • performance • development • sustainable	ILM, Brain storming
32	3 hrs	Concept of Village Organization (VO/VLF)	• Need and Importance • Process of Formation • Roles and Responsibilities of VO • Role of SHGs in VO	ILM, Flip chart, Case study, Brain storming , Short film
33	1 hr	Community Activist/ Community Mobilizer	• Need of CA/CM in VO • Who will be a CA/CM • Role & Responsibilities • Honorarium, who will pay	ILM, Brain storming
34	1 hr	Vulnerability Reduction Fund(VRF)	• Need & Importance • Who will give • Eligibility criteria • Process of availing • Interest • Repayment	ILM, Short Film, Flip chart, Case study
35	1 day	Exposure visit & Recap	Attending VO meeting	Field Visit

Module – IV: Participatory Identification of Poor (PIP) (3 days)

S. No	Time	Topic	Sub-topics	Methodology
36	1 day	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film, Flip chart, Case study
37	1 day	Participatory Identification of Poor (PIP)	• PIP team composition Important activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Collection of required materials for Social map • Process of Social map • Key points in social map • What is vulnerability • Types of vulnerability • Identification process of vulnerable	ILM, Short Film, Flip chart, Case study
38	1 day	Participatory Identification of Poor (PIP)	Well being analysis • Discussion on livelihoods, resources of poor, land distribution etc., • Preparation of indicators for poor, middle, non poor • Formation of Focus Groups within Community • Discussion on families in the FGD based on the indicators • Identification of poor and non poor • Organizing Gram Sabha • Discussion and approval of Gram Sabha	ILM, Short Film, Flip chart, Case study

Module - V: Gender & Women Empowerment (3 days)

S. No.	Session	Topics	Sub-Topics	Methodology
39	30 min	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM, Questions and Answers
40	1.30 hrs	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
41	1.30 hrs	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
42	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations, Question and Answers
43	2 hrs	Scope for Gender in NRLM	• Promotion of Women's SHGs and its federation • Development of Women Leadership • Management of Community Institution by group of women	ILM, Case study, Brain storming, Role play, Short Films
44	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
45	1 hr	Female feticide and adverse sex-ratio	• Female feticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brainstorming & input session
46	2 hrs	Increasing Role of Women in Decision-making	• Management of Community Institution • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion; Experience sharing, Game (Win As Much As You Can Win)
47	2 hrs	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking	Warm up exercises, Games, Brainstorming, Discussions, Role play, Q–A sessions

S. No.	Session	Topics	Sub-Topics	Methodology
			• Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	
48	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation/ chart- based presentation
49	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
50	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and ILM
51	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups
52	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module – VI: Leadership, Visioning & Planning Exercise (1 day)

S. No.	Time	Topic	Sub-topics	Methodology
53	1 hr	Recap on previous inputs	Received inputs on SHG visioning & Planning Exercise	ILM, Short Film, Flip chart, Case study
54	2 hrs	Leadership	• Need of Leadership • Selection of the leaders • Leadership positions • Roles & responsibilities of President/secretary/Treasurer etc.,	ILM, Short Film, Flip chart, Case study, Brain storming, Game

S. No.	Time	Topic	Sub-topics	Methodology
			• Qualities of a good leader • Rotation of Leadership	
55	2 hrs	Visioning	• What is Visioning • Need and importance • How is it link with SHG & Family • When to do • How to do	ILM, Short Film, Flip chart, Role Play, Case study
56	½ day	Planning Exercise	• What is planning • How SHG members are linked with Poverty • SHG planning process to over comes from poverty • Preparation of individual and SHG level plan	ILM, Short Film, Flip chart, Role Play, Case study

Note: Training Materials are based on demand of the session/trainer. Broadly it may consists of- Colors, Charts, Markers, White papers, Tapes, Scissor, Flash cards, Flip Charts, Case Studies, LCD/TV with DVD Player, Projector, Rope, Glasses, Sticks, Beeds, etc.

Suggested Material for Trainers:

❖ Hand book on Forming SHGs - NABARD

❖ SHG Training Module – SERP

❖ SHG Training Module – BRLPS

❖ Training Material – OMPLIS

  • SHG Savings

  • SHG Group & Financial management

❖ SHG Training Module Flip charts I & II – BRLPS

❖ Community Operational Manual (COM)

❖ RBI Master Circular on SHG Bank Linkage

❖ Ajeevika Prerena (Case Studies)– Book of testimonies

❖ Stories - Panchatantra

❖ **Videos/Documentaries/Short- films**

  ➢ SERP, Andhra Pradesh - on *Samuh Kyun:*

    • Part – I

    • Part – II

  ➢ SERP, Andhra Pradesh- on *Baithak Kyun:*

    • Part – I

- Part – II
- Part - III
- Part - IV

➢ Ekta Hi Bal Hai – Panchatantra

➢ Making of Self Help Group

➢ NRLM Guidelines by Shri T. Vijay Kumar, IAS, Additional Secretary-Aajeevika/NRLM

- Part – I
- Part – II

❖ *Songs*

2. SHG Leaders

Module - I: SHG Concept & Management and Leadership (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1hrs	Recap of Previous inputs	• Formation • Norms (Formulation of norms – who, when and where • Types of norms-financial, social and management, • Leaders Role in practicing of norms and disciplinary actions • Awareness on SHG concept • Meeting process • Gap analysis…etc	ILM, Brain storming
3	1 hrs	Criteria for Selection / Rotation	• Importance of Leadership • Criteria- Focal, Able to provide time for SHG activities etc. • Leadership tenure • Rotation of leadership	Flip-charts, Short-films, Case study, Game

4	2 hrs	Qualities & Roles and responsibilities	• Commitment
			• Patience
			• Discipline
			• Honesty etc.,
			• Roles and responsibilities
			  ➢ President
			  ➢ Secretary
			  ➢ Treasurer
			  ➢ Do's & Don'ts
				Short-films, Case study & ILM

5	1 hr	Participation & Decision making	• Importance of Participation of members in SHG • Role of a leader in participation • Leaders role in making decisions	ILM, Brainstorming
6	1 hr	Role in Financial Management	• Importance of Savings, frequency • Types of Savings • Norms related to Savings • Importance of loans • Types of loans • Small loans (Consumption, emergency, marriage, health, education) • Interest • Repayments • Big loans based up on the MCP • Financial Norms	ILM, Flip chart, Case study, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
7	2 hrs	SHG- Bank linkage	• Need for SHG Bank linkage • Eligible criteria for SHG • Process to avail Bank linkage • Leaders role in SHG Bank linkage (Pre, during and Post)	Brain Storming, ILM
8	1 hr	Role in SHG Audit & Grading	• Need for Audit • Who will do • Frequency • Audit fee • Role of Members, Leaders and Book keeper during audit • Need of grading	ILM, Flip chart, Case study
9	1 hr	Role in Managing SHG Bookkeeping	• Importance of book writing • Types of books (minutes, savings, attendance, member pass book etc.,) • Practice on SHG MPR Format • Need • Identification • Do's & Don'ts • Honorarium	ILM, Case Study, Exercise, Brain Storming
10	2 hrs	Role in Problem Solving and Conflict resolution	• Meaning of a problem • Problem Solving Cycle • What is conflict • Causes of conflict • How to resolve conflict • Role of SHG leaders/members and facilitators in conflict resolution	ILM, Flip chart, Case study, Brain storming
11	1hr	Role in promoting Social Activities in SHG	• Need of Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
12	1hr	Concept of Village Organization (VO/VLF)	• Need and Importance • Process of Formation • Roles and Responsibilities of VO • Role of SHGs in VO • Roles and Responsibilities of SHG Leaders in VO	ILM, Flip chart, Case study, Brain storming, Short film
13	1hr	Community Activist/ Community Mobilizer	• Need of CA/CM in VO • Who will be a CA/CM • Role & Responsibilities • Honorarium, who will pay	ILM, Brain storming
14	1hr	Vulnerability Reduction Fund(VRF)	• Need & Importance • Who will give • Eligibility criteria • Process of availing	ILM, Short Film, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			• Interest • Repayment	
15	1 hr	Community Audit	• What is community audit • Need and importance • Who will do (composition of audit committee at VO level) • Types o Financial o Social and others • Level of audit (SHG,VO) • Reporting	ILM, Case study, Brain storming
16	1 hr	Community Operational Manual (COM)		ILM, SGD

Module – II: Micro Credit Plan (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
17	30 Mins	Introduction	• Introduction • Setting the norms	ILM
18	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
19	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM
20	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM
21	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
22	2 hrs	Step -1	• SHG comprehensive Profile	ILM, BS
23	2 hrs	Step-2	• SHG Member wise Socio-Economic Profile	ILM
24	2 hrs	Step -3	• SHG Member wise Income & Expenditure	SGD, ILM
25	3 hrs	Step-4	• SHG Members House hold Investment plan	SGD, ILM
26	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM

S. No.	Time	Topic	Sub-topics	Methodology
27	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM
28	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	SGD, ILM
29	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	SGD, ILM
30	45 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
31	1 day	Field visit		

Note: Training Materials are based on demand of the session/trainer. Broadly it may consists of- Colors, Charts, Markers, White papers, Tapes, Scissor, Flash cards, Flip Charts, Case Studies, LCD/TV with DVD Player, Projector, Rope, Glasses, Sticks, Beeds, etc.

Suggested Material for Trainers:

- ❖ SHG Training Module – SERP
- ❖ SHG Training Module – BRLPS
- ❖ Training Material – OMPLIS
  - • SHG Savings
  - • SHG Group & Financial management
- ❖ SHG Training Module Flip charts I & II – BRLPS
- ❖ Community Operational Manual (COM)
- ❖ RBI Master Circular on SHG Bank Linkage
- ❖ Book on Games – **108 Games**
- ❖ Videos on *Samuh kyu:*
  - • Part – I
  - • Part – II
- ❖ Videos on *Baithak Kyu:*
  - • Part – I
  - • Part – II
  - • Part - III
  - • Part - IV
- ❖ Videos on Leadership

3. SHG Book keeper

Module - I: SHG Concept & Book- Keeping (Primary Books) (6 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 etc.,)	ILM
3	1 hr	Need and importance of Book keeping in SHG	• SHG Bookkeeper concept • Selection criteria • Honorarium • Dos & Don'ts	ILM, Flip-charts, Brain storming
4	2 hrs	SHG Concept & Management	• Concept and formation • SHG – Panchasutra • Norms • SHG –Savings • SHG – loans	Flip-charts, Case study, Game
5	2 hrs	SHG Meeting Process	• Importance of Weekly Meeting, • Sitting in circle • Setting the agenda- ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Collection of Savings ➢ Collection of Loan installments, interest and other payments ➢ Receipts & Payments ➢ Sanctioning of new loans ➢ Discussion on social issues ➢ Other issues (if any) ➢ Recording the minutes & reading ➢ Signatures of members	Flip-charts, Short-films, Case study, Game
6	2 hrs	Credit Linkages	• Revolving Fund • Micro credit plan • Bank Linkage • Community Investment Fund	ILM
7	2 hrs	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Savings ➢ Attendance ➢ Loan ledger ➢ Member pass book	Flip-charts, Short-films, Case study, game

S. No.	Time	Topic	Sub-topics	Methodology
			• Second phase books ➢ Cash book ➢ General ledger ➢ Monthly progress report	
8	1 day	Meeting minutes Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
9	½ day	Savings cum Attendance Register	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
10	½ day	Loan Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
11	½ day	Individual Savings cum Pass Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
12	1 day	**Field visit with resource group and debriefing**		

Module - II: Secondary Books (6 days)

S. No.	Time	Topic	Sub-topics	Methodology
13	2 hrs	Recap	• Recap of earlier training inputs and gap filling	
14	1 day	Cash Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
15	1 day	General Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
16	½ day	Monthly progress report	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
17	½ day	SHG Audit & Grading	• Need of Audit • Aspects of audit (funds, attendance, book keeping, social status etc.,) • Who will do • Frequency of audit • Audit fee • Role of Members, Leaders and Book keeper during audit • Need of grading • Grading parameters • Who will grade	ILM, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
18	1 hr	Community Activist/ Community Mobilizer	• Who will be a CA/CM • Selection / identification process • Role & Responsibilities • Work relation with CA/CM • Do's • Don'ts	ILM, Brain storming
19	1 hr	Community Operational Manual (COM)	• Book - Keeper	ILM, SGD
20	1 day	**Field exposure to resource SHGs villages**		

Note: After completion of 1st set of books training with a gap of 2-3 months

Module- III: Refresher Training- I (I set Books) (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
21	½ day	Recap	• Recap • Identification issues in book keeping	ILM, brain storming
22	½ day	• Minutes book • Savings / Attendance	• Problems & solutions	Case study, exercise, ILM
23	1 day	• Loan ledger • Member pass book	• Problems & solutions	Case study, exercise, ILM

(Above books may be State specific)
Note: After conducting of 1st set of books training with a 1month gap this has to be conducted

Module- IV: Refresher Training- II (II set Books) (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
24	½ day	Recap	• Recap • Identification issues in book keeping	ILM, brain storming
25	½ day	Cash book	• Problems & solutions	Case study, exercise, ILM
26	½ day	General ledger	• Problems & solutions	Case study, exercise, ILM
27		Monthly progress report	• Problems & solutions	Case study, exercise, ILM
28	½ day	Field visit		

(Above books may be State specific)
Note: (After conducting of 2nd set of books training with a 1month gap this has to be conducted)

Note: Training Materials are based on demand of the session/trainer. Broadly it may consists of-
Colors, Charts, Markers, White papers, Tapes, Scissor, Flash cards, Flip Charts, Case Studies,
LCD/TV with DVD Player, Projector, Rope, Glasses, Sticks, Beads, etc.

Suggested Material for Trainers:

❖ 7 different Books of Accounts by SERP

❖ SHG Book- keeper Training Module – SERP

❖ SHG Book- keeper Training Module – BRLPS

❖ RBI Master Circulars on SHG Bank Linkage (June & Nov' 2013)

❖ Community Operational Manual (COM)

❖ Videos on SHG Book- Keeping by SERP/APMAS/Digital Green

❖ Case Studies by APMAS/MYRADA/PRADAN/Dhan Foundation/SRIJAN

❖ Case Studies

4. Village Organization (VO) Executive Committee (EC) and Office Bearers (OB)

Module – 0: Discussion on VLF formation to Initial Meetings (1 day)

S. No	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction by Participants	ILM
2	30 mins	Pre-Formation	• How you got to know about VO formation? • What was necessity? • Rapport Building with SHG members • Decision on area/Potential No. of SHGs to form VO • No. of days took to create understanding on the formation of VO	ILM, Short films
3	30 mins	SHG Level Training on VO Concept	• How women of SHGs are mobilized to form VO • Information shared on VO concept- Why/how/when/where, etc. • Questions were asked by SHG Members/villagers • No. of days training on VO concept • Dilemma/obstacle, etc.	ILM, Short films
4	2 hrs	VO Formation	• No. of SHGs decided to form VO and why? • No. of days taken for common consensus on VO Formation • VO General Body meeting- Place of meeting, Time, Agenda, etc. • VO naming • Who & How EC, OB are selected /elected and Sub-committee (if any) members • Formation of Norms- financial, social and management - Who initiated, - How formed, - How common consensus happened, etc. • Role of facilitators • Difficulties faced • Minutes	ILM, Short films
5	1 hr	First Meeting of VO	• Place of meeting • No. of SHG Representatives present	ILM, Short films

S. No	Time	Topic	Sub-topics	Methodology
			• Whether SHG Representative came herself or someone called them • Agenda of the first meeting • Who will carry saving of the VO- How it was decided • Who wrote Minutes • Type of Books were written • What was feeling, etc.	
6	2 hrs	VO meeting till 3 months or more	• Agenda of the meeting • Bank Account opening process- Amount collected/decided when to open and why, Signatory? • Members involved in Bank Transaction • Decision of rate of interest, Maximum Installment, etc. to SHGs • Lending to SHGs • Repayment • Discussion on social issues- Issues addressed • What was the action/reaction of the women	ILM

Note: It is expected that Trainers should create curiosity among trainees and allow them to participate/share their views. Training may be used as a cross learning platform.

Module - I: Village Organization Concept & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
7	30 mins	Introduction	• Introduction • Setting the norms	ILM
8	1 hr	Recap	Recap on earlier inputs like SHG functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
9	1 hr	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	SGD, Case study, Brain storming, Role play, Short Films
10	1.30 hrs	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	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
11	2 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
12	1 hr	Leadership	• Importance of leadership • Role of leadership in VO • Change of leadership	ILM, Flip chart, Case study, Brain storming, Short film
13	1.30 hrs	Functions of VO-General Body	• Importance • Membership • Delegated powers • Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	ILM, Flip chart, Case study, Brain storming, Short film
14	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

S. No.	Time	Topic	Sub-topics	Methodology
15	1 hr	Functions of VO-Office Bearers	• Office bearers selection/election process • Tenure • Delegated powers • Frequency of meeting • Meeting process	ILM, Flip chart, Case study, Brain storming
16	1.30 hrs	President Secretary Treasurer Vice president Joint Secretary	➢ Eligibility and Qualities ➢ Roles and responsibilities	ILM, Flip chart, Case study, Brain storming

17	3 hrs	VO sub committees	➢ Need and importance
			➢ Selection process
			➢ No. of Members in each committee
			➢ **Mandatory committees**
			  • Monitoring
			  • Bank linkage/CBRM
			  • Social action
			➢ **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

18	3 hrs	VO Services	• Training and capacity building of SHGs
			  ➢ SHG Member and leaders training
			  ➢ SHG book keepers training
			  ➢ Active women training
			• 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
				ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
19	2 hrs	VO Books	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report	ILM, Brain storming
20	1 hr	VO Book keeper	• Importance • Roles & responsibilities • Identification/selection • Honorarium and its process	ILM, Brain storming
21	1 hr	Community Activist/Community Mobilizer	• Importance • Roles & responsibilities • Identification/selection • Honorarium	ILM, Brain storming
22	1 day	Field visit to best practices areas related to the above inputs		ILM

Module – II: Sub-committees concept and management (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
23	2 hrs	Concept of Village Organization	• Need and Importance • Role of SHGs in VO formation • Types of Norms	ILM, Flip chart, Case study, Brain storming, Short film
24	3 hrs	VO Services	• Training and capacity building of SHGs ➢ SHG Member and leaders training ➢ SHG book keepers training ➢ Active women training • 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	ILM, Flip chart, Case study, Brain storming, Short film
25	2 hrs	VO sub committees	➢ Need and importance ➢ Selection process • No. of Members in each committee ➢ Roles and Responsibilities	ILM, Brain Storming, Short film by NIRD

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Review of sub committees • Tenure of the committee members	
26	2 hrs	Types of committees	➢ **Mandatory committees** • Monitoring • Bank linkage/CBRM • Social action **Need based committees** • Livelihoods • Education ➢ Health/water & sanitation etc.,	ILM, Brain Storming, Short film, Short films on VO-NIRD
27	3 hrs	Functions of Committees	➢ Need and importance ➢ Formation ➢ Action Plan ➢ Functioning ➢ Reporting ➢ Review ➢ Documentation ➢ Honorarium	ILM, Flip chart, Case study, Brain storming

Module – III: Gender & Women Empowerment (3 days)

S. No	Time	Topics	Sub-topics	Methodology
28	30 min	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM Questions and Answers
29	1 hr	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
30	1 hr	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
31	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations Question and Answers
32	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session

S. No	Time	Topics	Sub-topics	Methodology
33	1 hr	Female foeticide and adverse sex-ratio	• Female foeticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brainstorming & input session
34	1 hr	Increasing Role of Women in Decision-making	• Management of Community Institution • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion; Experience sharing Game (Win As Much As You Can Win)
35	1 hr	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises Games Brainstorming Discussions Role play Q–A sessions
36	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation / Chart - based presentation
37	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play Interactive Discussion Inputs through charts and Presentations
38	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and interactive lecture
39	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups

S. No	Time	Topics	Sub-topics	Methodology
40	1 hr	Daily Exercises / Yoga (Stress Management)	• Practice	Demonstration Practice

Module - IV: Financial and CIF Management (3 days)

S. No	Time	Topic	Sub-topics	Methodology
41	1 hr	Recap & Introduction of training	Recap on earlier inputs like SHG/VO functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
42	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
43	2 hrs	Internal Lending	• Loans to SHGs • Appraisal of loans • Sanction and disbursal of loans • Interest rate and installments • Asset verification and monitoring	ILM, Brain storming
44	2 hrs	Community Investment fund & Vulnerability Reduction Fund	• Source of funds • Objective of CIF & VRF • CIF Flow Chart • Process of availing • Disbursement and rotation	ILM, Brain storming
45	1 hr	Micro credit plan (MCP)	• Need and importance • Eligibility of VO & SHG • Steps of MCP • Appraisal of MCP • Consolidation at VO level	ILM, Brain storming
46	1 hr	Appraisal of MCP	• Need and importance • Who will do • How to do • Focus points/parameters	ILM, Brain storming

S. No	Time	Topic	Sub-topics	Methodology
47	2 hrs	Bank Linkage and Community Based Recovery Mechanism (CBRM)	• Need and importance • Relation building • Role of VO leaders • CBRM committee (Bank Linkage) • Bank Mitra concept	ILM, Brain storming
48	1 hr	Interest subvention	What is interest subvention Eligibility Who will provide Process of availing Do's & Don'ts of SHG	ILM
49	2 hrs	Sustainability of VO	• Vision • Timeline Activities • Sustainability indicators (social, financial and others) • Credit Linkages • Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,) • Development of social capital	ILM, Flip chart, Case study Brain storming
50	1 day	Field visit to best practicing village organization & recap of field visit		

Module – V: Micro Credit Plan Appraisal (1 day)

S. No.	Time	Topic	Sub-topics	Methodology
51		MCP concept	• Need and importance • Seven steps of MCP	ILM, Short film
52	½ day	MCP Appraisal at SHG	• Process of appraisal • Aspects of appraisal	ILM, Role play, Short film

53	½ day	MCP appraisal at VO level	• Presentation of MCP by SHG
			 • Appraisal points
			   ➢ Activities
			   ➢ Amounts
			   ➢ Experience
			   ➢ Viability
			   ➢ Seasonality
			   ➢ Member track record
			   ➢ SHG track record
			   ➢ Recommendations/Suggestions
			   ➢ Approval and Sanction
				ILM, SGD, Role play, Short film

Module- VI: Social action, Convergence & CLF Concept (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
54	2 hrs	Recap	Recap of earlier training inputs and clarifications	ILM, Brain storming
55	2 hrs	Registration and legal compliances	• Need and importance of registration • Suitable act for registration(state specific) • When to register • Requirements for registration	ILM, Brain storming
56	2 hrs	Social Action	• Need of Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
57	2 hrs	Convergence	• Need of Convergence • Participation in Gram Sabha • Availing MGNREGS, Social Security, watershed, IAY etc.,	ILM, Brain storming
58	2 hrs	Conflict Resolution	• Cause of conflict • Possible ways to resolve • Role of leaders/ members and facilitators	ILM, Flip chart, Case study, Brain storming
59	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) • Reporting	ILM, Case study, Brain storming
60	2 hrs	Sustainability of SHG	• Timeline Activities for Formation, Credit Linkages for Consumption, • Income Generation Activities; Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,)	ILM, Flip chart, Case study, Brain storming
61	2 hrs	Cluster Level Federation (CLF) concept	• Need and importance • Formation process • Services • Role of VO in CLF activities	ILM, Flip chart, Case study, Brain storming
62	1 day	Field exposure to best practicing VOs followed by recap and action plan		

Module – VII Participatory Identification of Poor (PIP) (3 days)

S. No	Time	Topic	Sub-topics	Methodology
63	1 day	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film, Flip chart, Case study
64	1 day	Participatory Identification of Poor (PIP)	• PIP team composition Important activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Collection of required materials for Social map • Process of Social map • Key points in social map • What is vulnerability • Types of vulnerability • Identification process of vulnerable	ILM, Short Film, Flip chart, Case study
65	1 day	Participatory Identification of Poor (PIP)	Well being analysis • Discussion on livelihoods, resources of poor, land distribution etc., • Preparation of indicators for poor, middle, non poor • Formation of Focus Groups within Community • Discussion on families in the FGD based on the indicators • Identification of poor and non poor • Organizing Gram Sabha • Discussion and approval of Gramasabha	ILM, Short Film, Flip chart, Case study

Module – VIII Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
66	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		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
67	1 day	Planning & Exercise	• What is Planning • Importance • VO planning exercise • Preparation of VO Plan	ILM, Short Film, Flip chart, Role Play, Case study

Suggested Material for Trainers:

❖ VO Training Module – SERP

❖ VO Training Module – BRLPS

❖ VO Training Module – MPRLP

❖ VO Training Module – APMAS

❖ Documentary on VO - RGMVP

❖ Videos on VO by Digital Green, PRADAN& MYRADA

❖ APMAS Documentary on VO

❖ Case Studies

5. VLF Sub-Committee (2 days for each Sub-committee)

Note: Outline of Training Module has been prepared for 3 Subcommittees- Monitoring, Bank linkage and Social Action. Same may be followed for other committees also.

Module-I: Monitoring Sub-Committee (2 days)

S. No	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction by Participants	ILM
2	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
3	3 hrs	Monitoring Sub-committee	• Need and Importance • Composition of members • Roles & Responsibility • Review mechanism • Do's & Don'ts	ILM, Flip chart, Case study, Brain storming, Short Films
4	1 day	Field Visit in Resource Blocks to see functioning of above Sub-committee		

Module - II: Bank linkage / Community Managed Recovery Mechanism (CBRM) Sub-committee (2 days)

S. No	Time	Topic	Sub-topics	Methodology
5	30 mins	Introduction	• Introduction by Participants	ILM
6	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
7	2 hrs	Bank linkage/Community Managed	• Need and Importance • Composition of members • Roles & Responsibility	ILM, Flip chart, Case study, Brain storming, Short Films

S. No	Time	Topic	Sub-topics	Methodology
		Recovery Mechanism (CBRM) Sub-committee	• Review mechanism • Do's & Don'ts	
8	1 day	Field Visit in Resource Blocks to see functioning of above Sub-committee		

Module-III: Social action Sub-committee (2 days)

S. No	Time	Topic	Sub-topics	Methodology
9	30 mins	Introduction	• Introduction by Participants	ILM
10	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
11	2 hrs	Social action Sub-committee	• Need and Importance • Composition of members • Roles & Responsibility • Review mechanism • Do's & Don'ts	ILM, Flip chart, Case study, Brain storming, Short Films
12	1 day	Field Visit in Resource Blocks to see functioning of above Sub-committee		

6. Community Activist/ Mobilizers

Module - I: Self Help Group concept and Management (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap	Recap of Previous Inputs and gap analysis	ILM
3	1 hr	Community Activist/ Community Mobilizer	• Need of CA/CM in VO • Who will be a CA/CM • Selection / identification process • Role & Responsibilities • Honorarium, who will pay • Preparation of monthly work done report and submission to VO • Do's & Don'ts	ILM, Brain storming
4	3 hr	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	SGD, Case study, Brain storming, Role play, Short Films
5	2 hrs	Social Mobilization	• Need • Tools-PRA, Skits, *Nukkad Natak*, Short-Films, Rallies, Posters, etc. • Dos & Don'ts	ILM, FGD, Short Film, LGD, Flip chart, Case study
6	1 hr	Community Resource Person (CRP) strategy	• Who are CRPs? • CRP action plan in a village • Expected outcomes in the village	Case study, Short Films, ILM
7	3 hrs	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	Flip-chart, Case study, Game, Short Film

S. No.	Time	Topic	Sub-topics	Methodology
8	3 hrs	SHG norms	• Importance • Formulation of norms - who, when and where • Types of norms ➢ Financial ➢ Social ➢ Management • Practicing of norms and disciplinary actions	Flip-charts, Short-films, Case study, Game
9	3 hrs	SHG Meeting Process	• Importance of Weekly Meeting, • Sitting in circle • Setting the agenda- ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Collection of Savings ➢ Collection of Loan installments, interest and other payments ➢ Receipts & Payments ➢ Sanctioning of new loans ➢ Discussion on social issues ➢ Other issues (if any) ➢ Reading minutes ➢ Signatures of members	Flip-charts, Short-films, Case study, Game
10	2 hrs	SHG - Panchasutra	• What are the panchasutras • Need and importance ➢ Regular meeting ➢ Regular savings ➢ Regular internal lending ➢ Regular repayment ➢ Regular Book keeping	ILM, Short films, Case study
11	1 day	Field exposure to resource SHGs villages		

Module - II: SHG Books & Credit Linkage (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
12	1 hr	SHG - Savings	• Importance of Savings • Types of savings ➢ Compulsory Savings ➢ Voluntary savings ➢ Special savings	Flip-charts, Short-films, Case study, Game
13	1 hr	SHG - loans	• Importance of loans • Types of loans	Flip-charts, Short-films, Case study,

S. No.	Time	Topic	Sub-topics	Methodology
			• Small loans ➢ Consumption ➢ emergency ➢ Social needs ➢ Big loans ➢ Income Generation ➢ Livelihood promotion ➢ Education / Health ➢ Interest ➢ Repayments	Game
14	1 hr	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Savings ➢ Attendance ➢ Loan ledger ➢ Member pass book • Second phase books ➢ Cash book ➢ General ledger ➢ Monthly progress report	Flip-charts, Short-films, Case study, Game
15	1 hr	SHG Book keeper	➢ Need ➢ Identification ➢ Do's & Don'ts ➢ Honorarium	Flip-charts, Short-films, Case study, Game
16	1 hr	Revolving Fund (RF)	• Who will give, How much • Criteria for RF • Process • Utilization • Benefits	ILM
17	1.30 hr	SHG-Bank Linkage	• Need • Eligibility criteria • Approach to bank • Different Bank formats (withdrawals, paying slip etc.,) • Types of Loans ➢ Term Loan ➢ Cash Credit Line • Documentation Process • Repayment	ILM, Short Film, Flip chart, Case study
18	2 hrs	SHG Audit & Grading	• Need of Audit • Aspects of audit (funds, attendance, book keeping, social status etc.,) • Who will do • Frequency • Audit fee	ILM, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			• Role of Members, Leaders and Book keeper during audit • Need of grading • Grading parameters • Who will grade	
19	1 day	Field exposure to resource SHGs villages		

Module- III: Village Organization Concept & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
20	1 hr	Concept of Village Organization (VO/VLF)	• Need and Importance • Role of SHGs in VO formation	ILM, Flip chart, Case study, Brain storming, Short film
21	1.30 hrs	Process of Formation & Structure	• When, Where and with whom? • Role of facilitator in formation • VO structure (GB, EC, OB)	ILM, Flip chart, Case study, Brain storming, Short film
22	2 hrs	Functions of VO-GB, ECs, OB	• Roles and Responsibilities of • General body • Executive committee • Office bearers ➢ President ➢ Secretary ➢ Treasurer ➢ Vice president ➢ Joint Secretary	ILM, Flip chart, Case study, Brain storming, Short film
23	2 hrs	Formation of Functional committees	• Need and importance • Formation of committee ➢ Monitoring ➢ CBRM ➢ Social Action ➢ Insurance etc., • Roles & Responsibilities • Duration of committee	ILM, Flip chart, Case study, Brain storming, Short film
24	2 hrs	VO Meeting process	• Importance • Frequency • Sitting pattern "U" shape • Meeting Agenda ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Review of SHGs performance	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
			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	
			➢ Other issues (if any)	
			➢ Reading minutes	
			➢ Signatures of members	
25	1 hr	VO book keeping	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report	ILM, Flip chart, Case study, Brain storming, Short film
26	1 hr	VO Book keeper	• Identification/selection • Do's & Don'ts	
27	2 hrs	Participatory Identification of Poor (PIP)	• Why • Role of community • Process-Transact Walk, Social Map, Well Being analysis • Identification of vulnerable • Vetting by the Gram Sabha • Approval of Gram Panchayat • Non –Negotiable • Role of CA / CM • Documentation	ILM, FGD, Short Film, LGD
28	2 hrs	VO Services	• Training and capacity building of SHGs ➢ SHG Member and leaders training ➢ SHG book keepers training ➢ Active women training • Financial service ➢ Savings ➢ Share capital ➢ Loans • Social services • Family counseling • Prohibition of alcohol • Child labour/ marriage • Insurance etc.,)	ILM, Flip chart, Case study, Brain storming, Short film
29	1.30 hrs	Social Action	• Need of Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
30	1.30 hrs	Convergence	• Need of Convergence • Participation in Gram Sabha	ILM, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
			• Availing MGNREGS, Social Security, watersheds, IAY etc.,	
31	1.30 hrs	Conflict Resolution	• Cause of conflict • Possible ways to resolve • Role of leaders/ members and facilitators	ILM, Flip chart, Case study, Brain storming

32	2 hrs	Community Audit	• What is community audit
			• Need and importance
			• Who will do (composition of audit committee at VO level)
			• Types
			  o Financial
			  o Social and other
			• Level of audit (SHG,VO)
			• Reporting
				ILM, Case study, Brain storming

33	2 hrs	Cluster Level Federation (CLF) concept	• Need and importance • Formation process • Services • Role of VO in CLF activities	ILM, Flip chart, Case study, Brain storming
34	1 day	Field exposure to two Resource village organizations (VOs)		

Module- IV: Community investment support fund management (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
35	1 hr	Facilitation skills	• What is facilitation • Need and importance of facilitation • Role of facilitator • Qualities of a good facilitator	ILM, Short Film, Flip chart, Case study
36	1 hr	Micro Credit Plan (MCP)	• Importance • Eligibility of SHG • Steps of MCP • Process of MCP preparation • Appraisal of MCP - Community Appraisal Process VO appraisal	ILM, Short Film, Flip chart, Case study
37	1 hr	Community Investment Fund (CIF)	• Need & Importance • Who will give, How much • Eligibility criteria • Process of availing • interest • Repayment	ILM, Short Film, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
38	1 hr	Vulnerability Reduction Fund(VRF)	• Need & Importance • Who will give • Eligibility criteria • Process of availing • interest • Repayment	ILM, Short Film, Flip chart, Case study
39	1 hr	Leadership	• Need of Leadership • Criteria for selection of the leaders • Leadership positions Example ➢ President ➢ Secretary ➢ Treasurer • Qualities of a good leader • Need for rotation of Leadership • Roles & Responsibilities	ILM, Short Film, Flip chart, Case study, Brain storming, Game
40	1 hr	SHG Best Practices	• What is Best Practice • Kinds of Best Practices • Social • Financial • Other	ILM, Flip chart, Case study, Brain storming
41	2 hrs	Sustainability of SHG	• Timeline Activities for Formation, Credit Linkages for Consumption, • Income Generation Activities; Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,)	ILM, Flip chart, Case study, Brain storming
42	1 day	Field exposure to resource SHGs villages		

Module – V: Gender & Women Empowerment (3 days)

S. No.	Time	Topics	Sub-Topics	Methodology
43	30 mins	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM, Questions and Answers
44	1.30 hrs	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
45	1.30 hrs	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
46	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations Question and Answers
47	2 hrs	Scope for Gender in NRLM	• Promotion of Women's SHGs and its federation • Development of Women Leadership • Management of Community Institution by group of women	ILM, Case study, Brain storming, Role play, Short Films
48	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
49	1 hr	Female foeticide and adverse sex-ratio	• Female foeticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brain storming & input session
50	2 hrs	Increasing Role of Women in Decision-making	• Management of Community Institution • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion, Experience sharing, Game (Win As Much As You Can Win)

S. No.	Time	Topics	Sub-Topics	Methodology
51	2 hrs	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises, Games, Brainstorming Discussions, Role play, Q–A sessions
52	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation/ chart- based presentation
53	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
54	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and interactive lecture
55	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups
56	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module - VI: VO concept and Book keeping (10 days)

S. No.	Time	Topic	Sub-topics	Methodology
57	30 mins	Introduction	• Introduction • Setting the norms	ILM
58	1 hr	Recap and gap filling	Recap of previous inputs (VO concept and it's management etc.,)	ILM
59	2 hrs	VO Book Keeper	• Who will be a VBK • Identification/Selection • Honorarium and its process • Responsibilities • Do's & Don'ts	ILM, Brain Storming , Exercise
60	1 hr	VO Concept & Management	• Concept and formation • Roles & Responsibilities of OB, EC , GB & Sub – Committees	Flip-charts, Case study, Game

61	2 hrs	VO Meeting Process	• Importance of Monthly Meeting,
			• Sitting in "U" shape
			• Setting the agenda-
			  ➢ Prayer
			  ➢ Introduction
			  ➢ Attendance
			  ➢ Review of Previous Meeting minutes
			  ➢ Review of SHGs performance through MPR
			  ➢ Collection of Savings
			  ➢ Collection of Loan installments, interest and other payments
			  ➢ Receipts & Payments
			  ➢ Appraisal and Sanction of new loans through MCP process
			  ➢ Discussion on social issues
			  ➢ Review of CA/CM/VBK etc.,
			  ➢ Other issues (if any)
			  ➢ Reading minutes
			  ➢ Signatures of members
				Flip-charts, Short-films, Case study, Game

62	2 hrs	Fund Management	• 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)	

63	2 hrs	VO Books	• Need and Importance
			• Types of books (State Specific)
			  ➢ Minutes Books
			  ➢ Savings
				ILM, Exercise, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			➢ 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	
64	3 hrs	Meeting minutes Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
65	1 hr	Savings cum Attendance Register	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
66	½ day	Loan Ledger	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming
67	½ day	VO Cash book	• Importance of Cash Book • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
68	½ day	General Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
69	½ day	Demand Collection Balance (DCB) Register	• Importance of DCB • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
70	½ day	Monthly Progress Report	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming, Case Study
71	2 hrs	Receipt & Voucher Book	• Writing Process • Dos & Don'ts	ILM, Exercise
72	1 hr	Cheque Issue Register	• Writing Process • Dos & Don'ts	ILM, Exercise
73	1 hr	Stock Register	• Writing Process • Dos & Don'ts	ILM, Exercise
74	1 hr	Inward & Outward Register	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming,
75	1.30 hrs	Pass Book	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming,

S. No.	Time	Topic	Sub-topics	Methodology
76	30 mins	Visitors Register	• Writing Process • Dos & Don'ts	ILM, Exercise
77	1 hr	Community Operational Manual (COM)		ILM, SGD
78	2 day	Field visit to resource VOs		
79	1 hr	Recap of Field Visit and Action Plan		ILM

Module- VII: Refresher Training- I- 1st Set of Books (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
80	2 hrs	Recap	• Recap • Identification issues in book keeping	ILM, Brain Storming
81	2 hrs	• Minutes book • Savings / Attendance	• Problems & solutions	ILM ,Case study, Exercise
82	½ day	• Loan ledger • Member pass book	• Problems & solutions	ILM, Case study, Exercise
83	½ day	• Receipt & Voucher Book	• Problems & solutions	ILM , Case study, Exercise
84	2 hrs	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	ILM, Flip chart, Case study

Note: Refresher training after the gap of 1 month of first Module training

Module- VIII: Refresher Training-II – 2nd Set of Books (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
85	2 hrs	Recap	• Recap • Identification issues in book keeping	ILM, Brain Storming

S. No.	Time	Topic	Sub-topics	Methodology
86	2 hrs	• Cash Book • Demand Collection Balance (DCB)	• Problems & solutions	ILM, Case study, Exercise
87	½ day	• General ledger & loan ledger	• Problems & solutions	ILM, Case study, Exercise
88	½ day	• Monthly Progress Report (MPR)	• Problems & solutions	ILM, Case study, Exercise
89	2 hrs	SHG 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	ILM, Flip chart, Case study

Module - IX: Micro Credit Plan (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
90	30 mins	Introduction	• Introduction • Setting the norms	ILM
91	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
92	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM
93	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM

S. No.	Time	Topic	Sub-topics	Methodology
94	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
95	2 hrs	Step -1	• SHG comprehensive Profile	ILM, BS
96	2 hrs	Step-2	• SHG Member wise Socio-Economic Profile	ILM
97	2 hrs	Step -3	• SHG Member wise Income & Expenditure	SGD, ILM
98	3 hrs	Step-4	• SHG Members House hold Investment plan	SGD, ILM
99	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM
100	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM
101	1 hr	Step -7	• Terms of Partnerships. d) Member – SHG e) SHG – VO/Bank f) VO – CLF Repayment of loan Absence of VO Presence of VO	SGD, ILM
102	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	SGD, ILM
103	45 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
104	---	Transit to Village		
105	1 day	Interaction with VO	Briefing about the field Task	Group Work
		Preparation of MCP in the field	1& 2 Formats	
106	1 day	Preparation of MCP in the field	3 & 4 Formats	Group Work
107	1 day	Preparation of MCP in the field	5 & 6 Formats & Terms of partnership between Members-SHG	Group Work, ILM, SGD, Short films
		Appraisal of MCP	• Presentation of MCPs by SHGs • Terms of partnerships-SHG-VO VO-CLF Appraisal process - Absence of VO Presence of VO	
108	2 hrs	Consolidation of MCP	• Purpose • When, How to do	ILM, Short film, Brain Storming

S. No.	Time	Topic	Sub-topics	Methodology
			• Documentation • Utilization	
109	1 day	Sharing of field Experience	• Presentations by sub groups • Clarifications • Documentation.	Group Presentation & ILM
		Documentation	Importance of Documentation	ILM
		Action plans	Preparation of Action plans & Presentations.	Group Presentation & ILM
110	2 hrs	Feedback & Valediction		

Module – X: Participatory Identification of Poor (PIP) (3 days)

S. No	Time	Topic	Sub-topics	Methodology
111	1 day	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film, Flip chart, Case study
112	1 day	Participatory Identification of Poor (PIP)	• PIP team composition Important activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Collection of required materials for Social map • Process of Social map • Key points in social map • What is vulnerability • Types of vulnerability • Identification process of vulnerable	ILM, Short Film, Flip chart, Case study
113	1 day	Participatory Identification of Poor (PIP)	Well being analysis • Discussion on livelihoods, resources of poor, land distribution etc., • Preparation of indicators for poor, middle, non poor • Formation of Focus Groups within Community • Discussion on families in the FGD based on the indicators • Identification of poor and non poor	ILM, Short Film, Flip chart, Case study

S. No	Time	Topic	Sub-topics	Methodology
			• Organizing Gram Sabha • Discussion and approval of Grama Sabha	

Module – XI: Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
114	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		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
115	1 day	Planning & Exercise	• What is Planning • Importance • VO planning exercise • Preparation of VO Plan	ILM, Short Film, Flip chart, Role Play, Case study

Module – XII: Participatory Training Methodology (4 days)

S. No	Time	Topic	Sub-topics	Methodology
116	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing Memory game
117	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
118	1.30 hrs	Adult Learning Principles and cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM

S. No	Time	Topic	Sub-topics	Methodology
119	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM
120	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
121	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
122	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
123	1 hr	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play

S. No	Time	Topic	Sub-topics	Methodology
124	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
125	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
126	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games
127	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
128	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
129	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
130	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
131	1.30 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
132	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
133	1 hr	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study

S. No	Time	Topic	Sub-topics	Methodology
134	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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
135	1 hr	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
136	1 hr	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
137	1 hr	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
138	1 hr	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

Module- XIII: Process and Methods for Community Cadre Training (1 day)

S. No	Time	Topic	Sub-topics	Methodology
139	1 day	Training process	• Importance of community cadre training • Where to do • When to do • Target group • Residential/Village • Objectives of training	ILM, Flip chart, Case study, Brain storming

S. No	Time	Topic	Sub-topics	Methodology
			• Role of trainer pre, during and post training • Preparation of session plan • Methods to be adopted during training (PTM) • Materials required for training • Subject knowledge and field experience • knowledge on local socio- cultural and other aspects • Use of local dialect, local examples • Feed back • Documentation • Do's & Don'ts during the training	

Note: Training Materials are based on demand of the session/trainer. Broadly it may consists of-Colors, Charts, Markers, White papers, Tapes, Scissor, Flash cards, Flip Charts, Case Studies, LCD/TV with DVD Player, Projector, Rope, Glasses, Sticks, Beeds, etc.

Suggested Material for Trainers:

❖ Ajeevika Prerena (Case Studies)– Book of testimonies

❖ Hand book on Forming SHGs - NABARD

❖ SHG Training Module – SERP

❖ Community Activist Training Module - SERP

❖ SHG Training Module – BRLPS

❖ Training Material – OMPLIS

• SHG Savings

• SHG Group & Financial management

❖ SHG Training Module Flip charts I & II – BRLPS

❖ Community Operational Manual (COM)

❖ RBI Master Circular on SHG Bank Linkage

❖ Books on Game – 108 games

❖ Videos on *Samuh kyu:*

• Part – I

• Part – II

❖ Videos on *Baithak Kyu:*

• Part – I

• Part – II

- Part - III

- Part - IV

❖ Video on Ekta Hi Bala Hai – Panchatantra

❖ Video on NRLM Guidelines by Shri T. Vijay Kumar, IAS, Additional Secretary ,CEO – Aajeevika, NRLM

- Part – I

- Part – II

❖ Songs

7. Cluster Level Federation (CLF) - Executive Committee (EC) & Office Bearers (OB)

Module – 0: Discussion on CLF formation to Initial Meetings (1 day)

S. No	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction by Participants	ILM
2	30 mins	Pre-Formation	• How you got to know about CLF formation? • What was the necessity? • Rapport Building with SHG and VO members • Decision on area/Potential No. of VOs to form CLF • No. of days took to create understanding on the formation of CLF	ILM
3	30 mins	Orientation on CLF Concept to SHG and VO	• How women of SHGs and VO members mobilized on CLF formation • Information shared on CLF concept- Why/how/when/where, etc. • Questions were asked by SHG/VO members and other stakeholders • No. of days training on CLF concept was given • Dilemma/obstacle, etc.	ILM

4	2 hrs	CLF Formation	• No. of VOs decided to form CLF and why?
			• No. of days took for common consensus among VOs to from CLF
			• CLF General Body meeting- Place of meeting, Time, Agenda, etc.
			• CLF naming
			• Who & How selected EC, OB and Subcommittee (if) members
			• Formation of Norms- financial, social and management
			  - Who initiated
			  - How formed
			  - How common consensus happened, etc.
			• Support by facilitators
			• Difficulties faced
			• Minutes
				ILM

5	1 hr	First Meeting of CLF	• Place of meeting • No. of VO Representative were present • Whether CLF Representative came herself or someone called them	ILM

S. No	Time	Topic	Sub-topics	Methodology
			• Agenda of the first meeting • Who will carry saving- How it was decided • Who wrote Minutes • Type of Books were written • What was the feeling, etc.	
6	2 hrs	CLF meeting till 3 months or more	• Agenda of the meeting • Bank Account opening process- Amount collected/decided when to open and why, Signatory? • Members involved in Bank Transaction • Decision of rate of interest, Maximum Installment, etc. to VO • Lending to SHGs • Repayment • Discussion on social issues- Issues addressed • What was the action/reaction of the women	ILM

Note: It is expected that Trainers should create curiosity among trainees and allow them to participate/share their views. Training may be used as a cross learning platform.

Module - I: CLF Concept & Management (8 days)

S. No.	Time	Topic	Sub-topics	Methodology
7	30 mins	Introduction	• Introduction • Recap • About the training • Setting up the norms	ILM
8	1 hr	Recap on earlier Inputs	• Recap on earlier inputs and gap filling	ILM, Brain Storming
9	3 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	SGD, Case study, Brain storming, Role play, Short Films
10	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

S. No.	Time	Topic	Sub-topics	Methodology
11	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
12	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
13	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

14	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

15	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
				Brain Storming, ILM, SGD

S. No.	Time	Topic	Sub-topics	Methodology
			- 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.	
16	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 - Signature of members	ILM, Brain Storming, Case Study, SGD
17	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

S. No.	Time	Topic	Sub-topics	Methodology
18	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
19	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

20	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

21	2 hrs	CLF Book keeping	• Need and Importance
			• Suggestive Books at CLF level
			  ➢ 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
			• Practice on preparation of Monthly Progress Report (MPR)
				ILM, Brain Storming, Case Study, SGD

22	2 hrs	CLF Accountant	• Need and importance • Selection • Roles and Responsibilities • Dos and Don'ts • Remuneration & Process	ILM, Brain Storming, Case Study, SGD
23	2 hrs	Registration & Legal Compliances	• Need & importance of registration • Suitable Act • Key elements in the Act • Activities to be taken up for federation	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub-topics	Methodology
			registration • Annual Audit(Internal & External) and submission of returns • Roles of Community & its Staff	
24	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
25	3 hrs	CLF Sustainability	• Visioning • Mission • Indicators ➢ Financial ➢ Social ➢ Managerial. etc., • Time line of activities • Monitoring & Evaluation	ILM, Brain Storming, Case Study, SGD
26	1 hr	Community Operational Manual (COM)		ILM
27	3 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
28	2 hrs	Community Audit	• What is community audit • Need and importance • Who will do (composition of audit	ILM, Case study, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
			committee at VO level) • Types ➤ Financial ➤ Social ➤ other • Level of audit (SHG,VO & CLF) • Reporting	
29	2 days	Field Visit		

Module – II: Sub-committees concept and management (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
30	2 hrs	Concept of Village Organization	• Need and Importance • Role of SHGs in VO formation • Types of Norms	ILM, Flip chart, Case study, Brain storming, Short film
31	3 hrs	VO Services	• Training and capacity building of SHGs ➤ SHG Member and leaders training ➤ SHG book keepers training ➤ Active women training • 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	ILM, Flip chart, Case study, Brain storming, Short film
32	2 hrs	VO sub committees	➤ Need and importance ➤ Selection process • No. of Members in each committee ➤ Roles and Responsibilities ➤ Review of sub committees • Tenure of the committee members	ILM, Flip chart, Short film
33	2 hrs	Types of committees	➤ **Mandatory committees** • Monitoring • Bank linkage/CBRM • Social action	

S. No.	Time	Topic	Sub-topics	Methodology
			Need based committees • Livelihoods • Education ➢ Health/water & sanitation etc.,	
34	3 hrs	Functions of Committees	• Need and importance • Formation • Action Plan • Functioning • Reporting • Review • Documentation • Honorarium	ILM, Flip chart, Case study, Brain storming

Module – III: Gender & Women Empowerment (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
35	30 mins	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM, Questions and Answers
36	1 hr	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
37	1hr	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
38	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations, Question and Answers
39	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
40	1 hr	Female foeticide and adverse sex-	• Female foeticide • Sex-determination tests • Sex-ratio	Brainstorming & input session

S. No.	Time	Topic	Sub-topics	Methodology
		ratio	• Women Role in addressing these issues	
41	1 hr	Increasing Role of Women in Decision-making	• Management of Community Institution • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion; Experience sharing, Game (Win As Much As You Can Win)
42	1 hr	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises, Games Brainstorming, Discussions Role play, Q–A sessions
43	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation/ chart-based presentation
44	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
45	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and interactive lecture
46	2 hrs	Conflict Management, Problem Solving	• Special problems and addressing sensitive issues. • Conflict Management,	Interaction in small groups

S. No.	Time	Topic	Sub-topics	Methodology
		Negotiation and Persuasion	Problem Solving, Negotiation and Persuasion	
47	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module - IV: Community investment support fund (CISF) management (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
48	1 hr	Recap & Introduction of training	Recap on earlier inputs like SHG/VO functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
49	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
50	2 hrs	Internal Lending	• Loans to SHGs • Appraisal of loans • Sanction and disbursal of loans • Interest rate and installments • Asset verification and monitoring	ILM, Brain storming
51	2 hrs	Community Investment support fund & Vulnerability Reduction Fund	• Source of funds • Objective of CIF & VRF • CIF Flow Chart • Process of availing • Disbursement and rotation	ILM, Brain storming
52	1 hr	Micro credit plan (MCP)	• Need and importance • Eligibility of VO & SHG • Steps of MCP • Appraisal of MCP • Consolidation at VO level	ILM, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
53	1 hr	Appraisal of MCP	• Need and importance • Who will do • How to do • Focus points/parameters	ILM, Brain storming
54	2 hrs	Bank Linkage and Community Based Recovery Mechanism (CBRM)	• Need and importance • Relation building • Role of VO leaders • CBRM committee (Bank Linkage) • Bank Mitra concept	ILM, Brain storming
55	1 hr	Interest subvention	• What is interest subvention • Eligibility • Who will provide • Process of availing • Do's & Don'ts of SHG	ILM
56	2 hrs	Sustainability of VO	• Vision • Timeline Activities • Sustainability indicators (social, financial and others) • Credit Linkages • Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,) • Development of social capital	ILM, Flip chart, Case study, Brain storming

Module – V: Micro Credit Plan Appraisal (1 day)

S. No.	Time	Topic	Sub-topics	Methodology
57	½ day	MCP concept	• Need and importance • Seven steps of MCP	ILM, Brain storming, Short film
58		MCP Appraisal at VO level	• Process of appraisal • Aspects of appraisal	ILM, SGD, Brain Storming
59	½ day	MCP appraisal at CLF level	• Presentation of MCP by SHG/VO • Appraisal points ➢ Activities ➢ Amounts ➢ Experience ➢ Viability ➢ Seasonality ➢ Member track record	ILM, SGD, Brain Storming, Role play

S. No.	Time	Topic	Sub-topics	Methodology
			➢ SHG track record ➢ Recommendations/Suggestions ➢ Approval and Sanction	

Module – VI: Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
60	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		Visioning	• What is Visioning • Need and importance • How is it link with CLF & VO management • Purpose of forming CLF • When to do • How to do • Benefits	ILM, Short Film, Flip chart, Role Play, Case study
61	½ day	Planning & Exercise	• What is Planning • Importance • CLF planning exercise • Preparation of CLF Plan	ILM, Short Film, Flip chart, Role Play, Case study
62	½ day	CLF Plan	• Preparation of CLF Plan	Exercise

Suggested Material for Trainers:

❖ CLF Training module –SERP

❖ CLF Training module - BRLPS

❖ RGMVP

❖ PRADAN& MYRADA

❖ Self- Sustainable models

8. CLF Sub-Committee (2 days for each Sub-committee)

Note: Outline of Training Module has been prepared for 3 Subcommittees- Monitoring, Bank linkage and Social Action. Same may be followed for other committees also.

Module - I: Monitoring Sub-Committee (2 days)

S. No	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction & Recap	• Introduction by Participants	ILM
2	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
3	3 hrs	Monitoring Sub-committee	• Need and Importance • Composition of members • Roles & Responsibilities • Review mechanism • Do's & Don'ts	ILM, Flip chart, Case study, Brain storming, Short Films
4	1 day	Field Visit in Resource Block to see functioning of above Sub-committee		

Module - II: Bank linkage/ Community Managed Recovery Mechanism (CBRM) Sub-committee (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
5	30 mins	Introduction	• Introduction by Participants	ILM
6	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
7	2 hrs	Bank linkage/ Community Managed Recovery	• Need and Importance • Composition of members • Roles & Responsibility • Review mechanism	ILM, Flip chart, Case study, Brain storming, Short Films

S. No.	Time	Topic	Sub-topics	Methodology
		Mechanism (CBRM) Sub-committee	• Do's & Don'ts	
8	1 day	Field Visit in Resource Block to see functioning of above Sub-committee		

Module - III: Social action Sub-committee (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
9	30 mins	Introduction	• Introduction by Participants	ILM
10	2 hrs	Recap on previous inputs	• Need/gap analysis for the formation of Sub-committee on different theme • No. of Sub-committees were formed • Selection process • Compositions of Members in each Sub-committee • Operational cost of Sub-committees • Gap Analysis	ILM
11	2 hrs	Social action Sub-committee	• Need and Importance • Composition of members • Roles & Responsibilities • Review mechanism • Do's & Don'ts	ILM, Flip chart, Case study, Brain storming, Short Films
12	1 day	Field Visit in Resource Block to see functioning of above Sub-committee		

9. CLF Accountants

Module I: CLF Concept & Book keeping (5+8 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 min	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	1 hr	Office Bearers (OB)	• Selection/election process • Tenure • Roles & Responsibilities ➢ President ➢ Secretary ➢ Treasurer ➢ Vice – President ➢ Joint Secretary • Frequency of meeting	ILM, Flip chart, Case study, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
			• Meeting process • Recording Minutes	
8	2 hrs	Services of CLF	Different types of Services • Financial Services ➢ Savings, Deposits, loans, Insurance etc., ➢ Community Investment fund ➢ Vulnerability reduction fund • Social ➢ 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	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub-topics	Methodology
			reading ➢ Signatures of members	
10	2 hrs	Sources 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 Installment and Repayment period	ILM, Brain Storming, Case Study, SGD
12	2 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
13	1 hr	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 Returns submission • Roles of Community & its Staff	ILM, Brain Storming, Case Study, SGD
14	1 hr	Development of Social Capital	• Importance • Development of Thematic resource persons: ➢ Bank Mithra, job Mithra, Krushe Mithra, Bheema Mithra, Aarogya Mithra etc. ➢ Community Coordinator/	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub-topics	Methodology
			Facilitator, Thematic Community Resource Person (CRP) ,Master book keeper, Accountant etc., • Identification process • Capacity building • JOB Chart • Monitoring • Honorarium • Tenure	
15	1 hr	Community Operational Manual (COM)		ILM
16	2 hrs	CLF Book keeping	• Need and Importance • Suggestive Books at CLF level ➢ 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	ILM, Brain Storming, Case Study, SGD
17	2 hrs	CLF Accountant	• Need and importance • Selection • Roles and Responsibilities • Dos and Don'ts • Remuneration & Process	ILM, Brain Storming, Case Study, SGD
18	3 hrs	Minutes book	• Writing process • Do's Don'ts	ILM, Exercise, Brain Storming, Case Study
19	1 hr	Savings Register	• Writing process • Do's Don'ts	ILM, Exercise, Brain Storming, Case Study
20	3 hrs	Cash Book	• Need & Importance • Writing process • Do's Don'ts	ILM, Exercise, Brain Storming, Case Study
21	2 hrs	Receipt and Voucher Book	• What is Receipt • What is Payment Voucher • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub-topics	Methodology
22	2 hrs	Loan Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming, Case Study
23	2 hrs	General Ledger	• Need and Importance • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming, Case Study
24	2 hrs	Monthly Progress Report (MPR)	• Need and Importance • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming, Case Study
25	1 hr	Cheque Issue Register	• Writing process • Do's and Don'ts	ILM, Exercise, Case Study
26	1 hr	Inward and Outward Register	• Writing process • Do's and Don'ts	ILM, Exercise, Case Study
27	2 hrs	Demand Collection Balance Register	• Need and Importance • Writing Process • Do's and Don'ts	ILM, Exercise, Case Study
28	1 hr	Visitors Register	• Writing Process • Do's and Don'ts	ILM, Exercise, Case Study
29	1hr	Asset Register	• Writing Process • Do's and Don'ts	ILM, Exercise, Case Study
30	1hr	Stock Register	• Writing Process • Do's and Don'ts	ILM, Exercise, Case Study
31	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, Case study, Brain storming
32	½ day	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	ILM, Flip chart, Case study
33	2 days	Field Visit		

Module – II: Refresher Training - I (2 days)

S. No	Time	Topic	Sub-topics	Methodology
34	½ day	Recap	• Recap • Identification issues in book keeping	ILM, Brain Storming
35	1 day	Cash Book Demand Collection Balance (DCB)	• Problems & solutions	ILM, Case study, Exercise
36	½ day	General ledger & loan ledger	• Problems & solutions	ILM, Case study, Exercise

Module – III: Refresher Training –II (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
37	1 day	Monthly Progress Report (MPR) Other books	• Problems & solutions	ILM, Case study, Exercise
38	1 day	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	ILM, Flip chart, Case study

Suggested Material for Trainers:

❖ CLF Training module –SERP

❖ CLF Accountant Training manual - SERP

❖ CLF Training module – BRLPS

10. Community Resource Persons

Module – I: SHG Concepts & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap	Recap of earlier inputs on SHG/ VO Concepts	ILM
3	3 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	SGD, Case study, Brain storming, Role play, Short Films
4	2 hrs	Social Mobilization	• Need • Tools-PRA, Skits, *Nukkad Natak*, Short-Films, Rallies, Posters, etc. • Do's & Don'ts	ILM, FGD, Short Film, LGD, Flip chart, Case study
5	1 hr	Community Resource Person (CRP) strategy	• Who are CRPs? • CRP action plan in a village • Expected outcomes in the village	Case study, Short Films, Lecture
6	3 hrs	SHG formation	• Purpose of SHG formation • Difference between Mob & Group • Need of women SHG • Formation process-when, where, whom & How? • Non-negotiables in SHG formation • SHG naming • Roles & Responsibilities of SHG leaders and Members • Account opening process • Documents required for Bank account opening	Flip-chart, Case study, Game, Short Film

S. No.	Time	Topic	Sub-topics	Methodology
7	3 hrs	SHG norms	• Importance • Formulation of norms - who, when and where • Types of norms ➤ Financial ➤ Social ➤ Management • Practicing of norms and disciplinary actions	Flip-charts, Short-films, Case study, Game
8	3 hrs	SHG Meeting Process	• Importance of Weekly Meeting, • Sitting in circle • Setting the agenda- ➤ Prayer ➤ Introduction ➤ Attendance ➤ Review of Previous Meeting minutes ➤ Collection of Savings ➤ Collection of Loan 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	Flip-charts, Short-films, Case study, Game
9	2 hrs	SHG - Panchasutra	• What are the Panchasutras • Need and importance ➤ Regular meeting ➤ Regular savings ➤ Regular internal lending ➤ Regular repayment ➤ Regular Book keeping	ILM, Short films, Case study
10	2 days	Field exposure to resource SHGs villages		

Module – II: Financial Management & credit Linkages (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
11	2 hrs	SHG - Savings	• Importance of Savings • Types of savings ➤ Compulsory Savings ➤ Voluntary savings ➤ Special savings	Flip-charts, Short-films, Case study, game

S. No.	Time	Topic	Sub-topics	Methodology
12	2 hrs	SHG - loans	• Importance of loans • Types of loans • Small loans ➢ Consumption ➢ emergency ➢ Social needs ➢ Big loans ➢ Income Generation ➢ Livelihood promotion ➢ Education / Health ➢ Interest ➢ Repayments	Flip-charts, Short-films, Case study, game
13	2 hrs	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Minutes ➢ Savings & Attendance ➢ Loan ledger ➢ Member pass book • Second phase books ➢ Cash book ➢ General ledger ➢ Monthly Progress Report	Flip-charts, Short-films, Case study, game
14	1.30 hrs	SHG Book keeper	➢ Need ➢ Identification ➢ Do's & Don'ts ➢ Honorarium	Flip-charts, Short-films, Case study, game
15	1.30 hrs	Revolving Fund (RF)	• Criteria for RF • Process • Utilization • Prioritization • Benefits	ILM
16	2 hrs	SHG-Bank Linkage	• Need • Eligibility criteria • Approach to bank • Different Bank formats(withdrawals, paying slip etc.,) • Types of Loans ➢ Term Loan ➢ Cash Credit Line • Documentation Process • Repayment	ILM, Short Film, Flip chart, Case study
17	2 hrs	SHG Audit & Grading	• Need for Audit • Aspects of audit (funds, attendance, book keeping, social status etc.,)	ILM, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			• Who will do • Frequency • Audit fee • Role of Members, Leaders and Book keeper during audit • Need for grading • Grading parameters • Who will grade	
18	2 days	Field exposure to resource SHGs villages and recap of field visit		

Module – III: Community Investment Support Fund (CISF) Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
19	2 hrs	Facilitation skills	• What is facilitation • Need and importance of facilitation • Role of facilitator • Qualities of a good facilitator	ILM, Short Film, Flip chart, Case study
20	3 hrs	Micro Credit Plan (MCP)	• Importance • Eligibility of SHG • Steps of MCP • Process of MCP preparation • Appraisal of MCP - Community Appraisal Process VO appraisal	ILM, Short Film, Flip chart, Case study
21	2 hrs	Community Investment Fund (CIF)	• Need & Importance • Who will give, How much • Eligibility criteria • Process of availing • interest • Repayment	ILM, Short Film, Flip chart, Case study
22	2 hrs	Vulnerability Reduction Fund(VRF)	• Need & Importance • Who will give • Eligibility criteria • Process of availing • interest • Repayment	ILM, Short Film, Flip chart, Case study
23	2 hrs	Leadership	• Need of Leadership • Criteria for selection of the leaders • Leadership positions Example ➢ President ➢ Secretary ➢ Treasurer • Qualities of a good leader	ILM, Short Film, Flip chart, Case study, Brain storming, Game

S. No.	Time	Topic	Sub-topics	Methodology
			• Need for rotation of Leadership • Roles & Responsibilities	
24	2 hrs	SHG Best Practices	• What is Best Practice • Types of Best Practices • Social • Financial • Others	ILM, Flip chart, Case study, Brain storming
25	2 hrs	Sustainability of SHG	• Timeline Activities for Formation, Credit Linkages for Consumption, • Income Generation Activities; Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,)	ILM, Flip chart, Case study, Brain storming
26	2 days	Field exposure to resource SHGs villages and recap of field visit		

Module – IV: Gender & Women Empowerment (3 days)

S. No.	Time	Topics	Sub-topics	Methodology
27	30 mins	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM, Questions and Answers
28	1.30 hrs	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
29	1.30 hrs	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
30	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations, Question and Answers
31	2 hrs	Scope for Gender in NRLM	• Promotion of Women's SHGs and its federation • Development of Women Leadership	ILM, Case study, Brain storming, Role play, Short Films

S. No.	Time	Topics	Sub-topics	Methodology
			• Management of Community Institution by group of women	
32	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
33	1 hr	Female foeticide and adverse sex-ratio	• Female foeticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brainstorming& input session
34	2 hrs	Increasing Role of Women in Decision-making	• Management of Community Institution • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion, Experience sharing, Game (Win As Much As You Can Win)
35	2 hrs	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises, Games Brainstorming, Discussions, Role play, Q–A sessions
36	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation/ chart-based presentation
37	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
38	2 hrs	Gender-based Development	• How development of Women is development of society	Inputs and ILM

S. No.	Time	Topics	Sub-topics	Methodology
			• Women Literacy • Women at work	
39	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups
40	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module - V: Micro Credit Plan (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
41	30 mins	Introduction	• Introduction • Setting the norms	ILM
42	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
43	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM
44	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM
45	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
46	2 hrs	Step - 1	• SHG comprehensive Profile	ILM, BS
47	2 hrs	Step - 2	• SHG Member wise Socio-Economic Profile	ILM
48	2 hrs	Step - 3	• SHG Member wise Income & Expenditure	SGD, ILM
49	3 hrs	Step - 4	• SHG Members House hold Investment plan	SGD, ILM
50	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM
51	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM

S. No.	Time	Topic	Sub-topics	Methodology
52	1 hr	Step - 7	• Terms of Partnerships. g) Member – SHG h) SHG – VO/Bank i) VO – CLF Repayment of loan Absence of VO Presence of VO	SGD, ILM
53	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	SGD, ILM
54	45 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
55	---	Transit to Village		
56	1 day	Interaction with VO	Briefing about the field Task	Group Work
		Preparation of MCP in the field	1& 2 Formats	
57	1 day	Preparation of MCP in the field	3 & 4 Formats	Group Work
58	1 day	Preparation of MCP in the field	5 & 6 Formats & Terms of partnership between Members-SHG	Group Work
		Appraisal of MCP	• Presentation of MCPs by SHGs • Terms of partnerships-SHG-VO VO-CLF Appraisal process - Absence of VO Presence of VO	
59	2 hrs	Consolidation of MCP	• Purpose • When, How to do • Documentation • Utilization	
60	1 day	Sharing of field Experience	• Presentations by sub groups • Clarifications • Documentation.	Group Presentation & ILM
		Documentation	Importance of Documentation	ILM
		Action plans	Preparation of Action plans & Presentations.	Group Presentation & ILM
61	2 hrs	Feedback & Valediction		

Module – VI: Village Organization Concept & Management (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
62	2 hrs	Concept of Village Organization (VO/VLF)	• Need and Importance • Role of SHGs in VO formation	ILM, Flip chart, Case study, Brain storming, Short film
63	2 hrs	Process of Formation & Structure	• When, Where and with whom? • Role of facilitator in formation • VO structure (GB, EC, OB)	ILM, Flip chart, Case study, Brain storming, Short film
64	2 hrs	Functions of VO-GB, EC. OB	• Roles and Responsibilities of • General body • Executive committee • Office bearers ➢ President ➢ Secretary ➢ Treasurer ➢ Vice president ➢ Joint Secretary	ILM, Flip chart, Case study, Brain storming, Short film
65	2 hrs	Formation of Functional committees	• Need and importance • Formation of committee ➢ Monitoring ➢ CBRM ➢ Social Action ➢ Insurance etc., • Roles & Responsibilities • Duration of committee	ILM, Flip chart, Case study, Brain storming, Short film
66	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	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
			➤ Savings ➤ Collection of Loan 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	
67	2 hrs	VO book keeping	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report	ILM, Flip chart, Case study, Brain storming, Short film
68	1 hr	VO Book keeper	• Identification/selection • Do's & Don'ts	
69	3 hrs	Participatory Identification of Poor (PIP)	• Why • Role of community • Process-Transact Walk, Social Map, Well Being analysis • Identification of vulnerable • Vetting by the Gram Sabha • Approval of Gram Panchayat • Non –Negotiables • Role of CA / CM • Documentation	ILM, FGD, Short Film, LGD

S. No.	Time	Topic	Sub-topics	Methodology
70	3 hrs	VO Services	• Training and capacity building of SHGs ➤ SHG Member and leaders training ➤ SHG book keepers training ➤ Active women training • Financial service ➤ Savings ➤ Share capital ➤ Loans • Social services • Family counseling • Prohibition of alcohol • Child labour/ marriage • Insurance etc.,)	ILM, Flip chart, Case study, Brain storming, Short film
71	2 hrs	Social Action	• Need for Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
72	2 hrs	Convergence	• Need of Convergence • Participation in Gram Sabha • Availing MGNREGS, Social Security, watersheds, IAY etc.,	ILM, Brain storming
73	2 hrs	Conflict Resolution	• Cause of conflict • Possible ways to resolve • Role of leaders/ members and facilitators	ILM, Flip chart, Case study Brain storming
74	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) • Reporting	ILM, Case study, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
75	2 hrs	Cluster Level Federation (CLF) concept	• Need and importance • Formation process • Services • Role of VO in CLF activities	ILM, Flip chart, Case study Brain storming
76	2 days	Field exposure to two resource Village Organization		

Module – VII: Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
77	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		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
78	1 day	Planning & Exercise	• What is Planning • Importance • VO planning exercise • Preparation of VO Plan	ILM, Short Film, Flip chart, Role Play, Case study

Module - VIII: Participatory Training Methodology (4 days)

S. No	Time	Topic	Sub-topics	Methodology
79	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing Memory game
80	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
81	1.30 hrs	Adult Learning Principles and cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
82	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM
83	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

S. No	Time	Topic	Sub-topics	Methodology
84	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
85	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
86	1 hr	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
87	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
88	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
89	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games

S. No	Time	Topic	Sub-topics	Methodology
90	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
91	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
92	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
93	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
94	1.30 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
95	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
96	1 hr	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
97	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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

S. No	Time	Topic	Sub-topics	Methodology
98	1 hr	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
99	1 hr	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
100	1 hr	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
101	1 hr	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

Module - IX: CRP 15 days Village Action Plan

S. No.	Time	Topic	Sub-topics	Methodology
102	½ day	Village Action Plan	• Transact walk • Meeting with key persons / institutions • Preparation of Action Plan for 15 days • Formation of new SHGs • Identification and training of BKs • Three days training to SHGs • Revival of default / defunct groups • Orientation on MCP • Identification of Active women • Orientation on VO • Preparation of Follow-up Action Plan • Organizing Grama Sabha	ILM, Short film Charts

S. No.	Time	Topic	Sub-topics	Methodology
			• Documentation	

Note: Training Materials are based on demand of the session/trainer. Broadly it may consists of-
Colors Charts, Markers, White papers, Tapes, Scissor, Flash cards, Flip Charts, Case Studies,
LCD/TV with DVD Player, Projector, Rope, Glasses, Sticks, Beeds, etc.

Suggested Material for Trainers:

❖ Ajeevika Prerena (Case Studies)– Book of testimonies

❖ Hand book on Forming SHGs - NABARD

❖ SHG Training Module – SERP

❖ Community Activist Training Module - SERP

❖ SHG Training Module – BRLPS

❖ Training Material – OMPLIS

- • SHG Savings

- • SHG Group & Financial management

❖ SHG Training Module Flip charts I & II – BRLPS

❖ Community Operational Manual (COM)

❖ RBI Master Circular on SHG Bank Linkage

❖ Videos on Poverty, Motivation

❖ Videos on *Samuh kyu:*

- • Part – I

- • Part – II

❖ Videos on *Baithak Kyu:*

- • Part – I

- • Part – II

- • Part - III

- • Part – IV

❖ Video on Ekta Hi Bala Hai – Panchatantra

❖ Video on NRLM Guidelines by Shri T. Vijay Kumar, IAS, Additional Secretary Aajeevika/NRLM

- • Part – I

- • Part – II

11. Book Keeper Trainers (SHG – VO)

Module - I: SHG Concept & Book- Keeping (1 set Books) (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 etc.,)	ILM
3	1 hr	Need and importance of Book keeping in SHG	• SHG Bookkeeper concept • Selection criteria • Honorarium • Dos & Don'ts	ILM, Flip-charts, Brain storming
4	2 hrs	SHG Concept & Management	• Concept and formation • SHG – Panchasutra • Norms • SHG –Savings • SHG – loans	Flip-charts, Case study, Game
5	1 hr	SHG Meeting Process	• Importance of Weekly Meeting, • Sitting in circle • Setting the agenda- ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Collection of Savings ➢ Collection of Loan installments, interest and other payments ➢ Receipts & Payments ➢ Sanctioning of new loans ➢ Discussion on social issues ➢ Other issues (if any) ➢ Recording the minutes & reading ➢ Signatures of members	Flip-charts, Short-films, Case study, Game
6	1 hr	Credit Linkages	• Revolving Fund • Micro Credit Plan (MCP) • Bank Linkage • Community Investment Fund	ILM
7	1 hr	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Savings ➢ Attendance ➢ Loan ledger ➢ Member pass book • Second phase books	Flip-charts, Short-films, Case study, game

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Cash book ➢ General ledger ➢ Monthly progress report	
8	2 hrs	Meeting minutes Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
9	2 hrs	Savings cum Attendance Register	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
10	2 hrs	Loan Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
11	2 hrs	Individual Savings cum Pass Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming

Module - II: 2 set Books (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
12	1 hr	Recap	• Recap of earlier training inputs and gap filling	
13	2 hrs	Cash Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
14	2 hrs	General Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
15	2 hrs	Monthly progress report	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
16	3 hrs	SHG 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	ILM, Flip chart, Case study
17	1 hr	Community Activist/ Community Mobilizer	• Who will be a CA/CM • Selection / identification process • Role & Responsibilities • Work relation with CA/CM • Do's • Don'ts	ILM, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
18	1 hr	Community Operational Manual (COM)	• Book - Keeper	ILM, SGD
19	1 day	Field exposure to resource SHGs villages		

Module - III: VO concept and Book keeping (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
20	30 mins	Introduction	• Introduction • Setting the norms	ILM
21	1 hr	Recap and gap filling	Recap of previous inputs (VO concept and it's management etc.,)	ILM
22	1 hr	VO Book Keeper	Who will be a VBK Identification/Selection Honorarium and its process Responsibilities Do's & Don'ts	ILM, Brain Storming, Exercise
23	1 hr	VO Concept & Management	• Concept and formation • Roles & Responsibilities of OB, EC , GB & Sub – Committees	Flip-charts, Case study, Game
24	1 hr	VO Meeting Process	• Importance of Monthly Meeting, • Sitting in "U" shape • Setting the agenda- ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Review of SHGs performance through MPR ➢ Collection of Savings ➢ Collection of Loan installments, interest and other payments ➢ Receipts & Payments ➢ Appraisal and Sanction of new loans through MCP process ➢ Discussion on social issues ➢ Review of CA/CM/VBK etc., ➢ Other issues (if any) ➢ Reading minutes ➢ Signatures of members	Flip-charts, Short-films, Case study, Game

S. No.	Time	Topic	Sub-topics	Methodology
25	1 hr	Fund Management	• 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)	Brain storming, ILM, SGD
26	1 hr	VO Books	• 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	ILM, Exercise, Case study
27	1 hr	Meeting minutes Book	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
28	1 hr	Savings cum Attendance Register	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
29	2 hrs	Loan Ledger	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming
30	2 hrs	VO Cash book	• Importance of Cash Book • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
31	2 hrs	General Ledger	• Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
32	2 hrs	Demand Collection Balance (DCB) Register	• Importance of DCB • Writing process • Do's and Don'ts	ILM, Exercise, Brain Storming
33	2 hrs	Monthly Progress Report	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming, Case Study
34	1 hr	Receipt & Voucher Book	• Writing Process • Dos & Don'ts	ILM, Exercise
35	1 hr	Cheque Issue Register	• Writing Process • Dos & Don'ts	ILM, Exercise

S. No.	Time	Topic	Sub-topics	Methodology
36	1 hr	Stock Register	• Writing Process • Dos & Don'ts	ILM, Exercise
37	1 hr	Inward & Outward Register	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming
38	1 hr	Pass Book	• Writing Process • Dos & Don'ts	ILM, Exercise, Brain Storming
39	30 mins	Visitors Register	• Writing Process • Dos & Don'ts	ILM, Exercise
40	1 hr	Community Operational Manual (COM)		ILM, SGD
41	1 day	Field visit		

Module – IV: Participatory Training Methodology (4 Days)

S. No.	Time	Topic	Sub-topics	Methodology
42	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing, Memory game
43	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
44	1.30 hrs	Adult Learning Principles and cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
45	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM
46	1 hr	Difference between Participatory methods Vs	• Participatory method ➢ Participants are Source of knowledge	Brain storming, ILM

S. No.	Time	Topic	Sub-topics	Methodology
		Conventional methods	➤ Existing knowledge recognized and Valued ➤ New knowledge is built on Exist sting ➤ Exercise control over learning ➤ Collective and cross learning	
47	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
48	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
19	1 hr	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
50	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
51	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
52	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games

S. No.	Time	Topic	Sub-topics	Methodology
53	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
54	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM,
55	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
56	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
57	1.30 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
58	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
59	1 hr	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
60	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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
61	1 hr	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
62	1 hr	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
63	1 hr	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration

S. No.	Time	Topic	Sub-topics	Methodology
64	1 hr	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

Module – V: Leadership, Visioning & Planning Exercise (2 days)

S. No.	Time	Topic	Sub-topics	Methodology
65	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		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
66	1 day	Planning & Exercise	• What is Planning • Importance • VO planning exercise • Preparation of VO Plan	ILM, Short Film, Flip chart, Role Play, Case study

12. Community Trainers (SHG, VO & CLF) level
Module – I: SHG Concepts & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap	Recap of earlier inputs on SHG/ VO Concepts	ILM
3	3 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	SGD, Case study, Brain storming, Role play, Short Films
4	2 hrs	Social Mobilization	• Need • Tools-PRA, Skits, *Nukkad Natak*, Short-Films, Rallies, Posters, etc. • Do's & Don'ts	ILM, FGD, Short Film, LGD, Flip chart, Case study
5	1 hr	Community Resource Person (CRP) Strategy	• Who are CRPs? • CRP action plan in a village • Expected outcomes in the village	Case study, Short Films, ILM
6	3 hrs	SHG formation	• Purpose of SHG formation • Difference between Mob & Group • Need of women SHG • Formation process-when, where, whom & How? • Non-negotiables in SHG formation • SHG naming • Roles & Responsibilities of SHG leaders and Members • Account opening process • Documents required for Bank account opening	Flip-chart, Case study, Game, Short Film

S. No.	Time	Topic	Sub-topics	Methodology

7	3 hrs	SHG norms	• Importance
			• Formulation of norms - who, when and where
			• Types of norms
			  ➢ Financial
			  ➢ Social
			  ➢ Management
			• Practicing of norms and disciplinary actions
				Flip-charts, Short-films, Case study, Game

8	3 hrs	SHG Meeting Process	• Importance of Weekly Meeting,
			• Sitting in circle
			• Setting the agenda-
			  ➢ Prayer
			  ➢ Introduction
			  ➢ Attendance
			  ➢ Review of Previous Meeting minutes
			  ➢ Collection of Savings
			  ➢ Collection of Loan 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
				Flip-charts, Short-films, Case study, Game

9	2 hrs	SHG - Panchasutra	• What are the panchasutras
			• Need and importance
			  ➢ Regular meeting
			  ➢ Regular savings
			  ➢ Regular internal lending
			  ➢ Regular repayment
			  ➢ Regular Book keeping
				ILM, Short Films, Case study

10	2 days	Field exposure to resource SHGs villages		

Module – II: SHG Credit Linkages (3 days)

S. No.	Time	Topic	Sub-topics	Methodology

11	2 hrs	SHG –Savings & loans	• Importance of Savings
			• Types of savings
			  ➢ Compulsory Savings
			  ➢ Voluntary savings
				Flip-charts, Short-films, Case study, game

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Special savings • Types of loans • Small loans ➢ Consumption ➢ emergency ➢ Social needs ➢ Big loans ➢ Income Generation ➢ Livelihood promotion ➢ Education / Health ➢ Interest ➢ Repayments	
12	1.30 hrs	SHG Books & Book keeper	• Need and Importance • Types of books (Initial books) ➢ Minutes ➢ Savings & Attendance ➢ Loan ledger ➢ Member pass book • Second phase books ➢ Cash book ➢ General ledger ➢ Monthly Progress Report ➢ Need ➢ Identification ➢ Do's & Don'ts ➢ Honorarium	Flip-charts, Short-films, Case study, game
13	1 hr	Revolving Fund (RF)	• Criteria for RF • Process • Utilization • Prioritization • Benefits	ILM
14	1 hr	SHG-Bank Linkage	• Need • Eligibility criteria • Approach to bank • Different Bank formats(withdrawals, paying slip etc.,) • Types of Loans ➢ Term Loan ➢ Cash Credit Line • Documentation Process • Repayment	ILM, Short Film, Flip chart, Case study
15	2 hrs	SHG Audit & Grading	• Need for Audit • Aspects of audit (funds, attendance, book keeping, social status etc.,) • Who will do	ILM, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			• Frequency • Audit fee • Role of Members, Leaders and Book keeper during audit • Need for grading • Grading parameters • Who will grade	
16	1 day	Field exposure to resource SHG villages and recap of field visit		

Module - III: Micro Credit Plan (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
17	30 mins	Introduction	• Introduction • Setting the norms	ILM
18	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
19	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM
20	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM
21	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
22	2 hrs	Step -1	• SHG comprehensive Profile	ILM, Brain Storming
23	2 hrs	Step-2	• SHG Member wise Socio-Economic Profile	ILM
24	2 hrs	Step -3	• SHG Member wise Income & Expenditure	SGD, ILM
25	3 hrs	Step-4	• SHG Members House hold Investment plan	SGD, ILM
26	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM
27	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM

S. No.	Time	Topic	Sub-topics	Methodology
28	1 hr	Step -7	• Terms of Partnerships. j) Member – SHG k) SHG – VO/Bank l) VO – CLF • Repayment of loan • Absence of VO • Presence of VO	SGD, ILM
29	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When and how to do • Before, during and after • Do's & Don'ts	SGD, ILM
30	45 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
31	---	Transit to Village		
32	1 day	Interaction with VO	Briefing about the field Task	Group Work
		Preparation of MCP in the field	1& 2 Formats	
33	1day	Preparation of MCP in the field	3 & 4 Formats	Group Work
34	2 hrs	Consolidation of MCP	• Purpose • When, How to do • Documentation • Utilization	Group Work
35	1 day	Preparation of MCP in the field	5 & 6 Formats & Terms of partnership between Members-SHG	Group Work
		Appraisal of MCP	• Presentation of MCPs by SHGs • Terms of partnerships-SHG-VO VO-CLF • Appraisal process - • Absence of VO • Presence of VO	
36	1 day	Sharing of field Experiences	• Presentations by sub groups • Clarifications • Documentation.	Group Presentation & ILM
		Documentation	Importance of Documentation	ILM
		Action plans	Preparation of Action plans & Presentations.	Group Presentation & ILM
37	2 hrs	Feedback & Valediction		

Module – IV: Gender & Women Empowerment (3 days)

S. No.	Time	Topics	Sub-topics	Methodology
38	30 mins	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & Women empowerment • Gap Analysis/overview	ILM, Questions and Answers
39	1 hr	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
40	1hr	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out	SGD, Case study, Brain storming, Role play, Short Films, Question and Answers
41	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations, Question and Answers
42	1 hr	Gender-Based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
43	1 hr	Female foeticide and adverse sex-ratio	• Female foeticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brainstorming & input session
44	1 hr	Increasing Role of Women in Decision-making	• Management of Community Institutions • Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Interactive discussion, Experience sharing, Game (Win As Much As You Can Win)
45	1 hr	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises, Games, Brainstorming, Discussions, Role play, Q–A sessions

S. No.	Time	Topics	Sub-topics	Methodology
46	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation /Chart - based presentation
47	2 hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
48	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and interactive lecture
49	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups
50	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module - V: Village Organization Concept & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
51	30 mins	Introduction	• Introduction • Setting the norms	ILM
52	1 hr	Recap	Recap on earlier inputs like SHG functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
53	1 hr	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Types of vulnerabilities	SGD, Case study, Brain storming, Role play, Short Films

S. No.	Time	Topic	Sub-topics	Methodology
			• Poverty Vicious circle • Impact of poverty on women • Ways to come out of Poverty	
54	1.30 hrs	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	ILM, Flip chart, Case study, Brain storming, Short film

55	2 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

56	1 hr	Leadership	• Importance of leadership • Role of leadership in VO • Change of leadership	ILM, Flip chart, Case study, Brain storming, Short film
57	1.30 hrs	Functions of VO- General Body	• Importance • Membership • Delegated powers • Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
58	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
59	1 hr	Functions of VO-Office Bearers	• Office bearers selection/election process • Tenure • Delegated powers • Frequency of meeting • Meeting process	ILM, Flip chart, Case study, Brain storming
60	1.30 hrs	President Secretary Treasurer Vice president Joint Secretary	➢ Eligibility and Qualities ➢ Roles and responsibilities	ILM, Flip chart, Case study, Brain storming
61	3 hrs	VO sub committees	➢ Need and importance ➢ Selection process ➢ No. of Members in each committee ➢ **Mandatory committees** • Monitoring • Bank linkage/CBRM • Social action **Need based committees** • Livelihoods • Education • Health/water & sanitation etc., ➢ Roles and Responsibilities ➢ Review of sub-committees ➢ Tenure of the sub-committee members	ILM, Flip chart, Case study, Brain storming
62	3 hrs	VO Services	• Training and capacity building of SHGs ➢ SHG Member and leaders training ➢ SHG book keepers training ➢ Active women training • Financial services ➢ Savings ➢ Share capital ➢ Loans	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
			• Social services ➢ Family counseling ➢ Prohibition of alcohol ➢ Child labour/ marriage, ➢ Insurance etc.) • Technical services ➢ SHG audit and grading ➢ Development of social capital		
63	2 hrs	VO Books	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report (MPR)	ILM, Brain storming
64	1 hr	VO Book keeper	• Importance • Roles & responsibilities • Identification/selection • Honorarium and its process	ILM, Brain storming
65	1 hr	Community Activist/ Community Mobilizer	• Importance • Roles & responsibilities • Identification/selection • Honorarium	ILM, Brain storming
66	1 day	Field visit to best practices areas related to the above inputs		ILM

Module - VI: Financial and CIF Management (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
67	1 hr	Recap & Introduction of training	Recap on earlier inputs like SHG/VO functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
68	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)	ILM, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Grants/donations/Resource fee etc.,	
69	2 hrs	Internal Lending	• Loans to SHGs • Appraisal of loans • Sanction and disbursal of loans • Interest rate and installments • Asset verification and monitoring	ILM, Brain storming
70	2 hrs	Community Investment fund & Vulnerability Reduction Fund	• Source of funds • Objective of CIF & VRF • CIF Flow Chart • Process of availing • Disbursement and rotation	ILM, Brain storming
71	1 hr	Micro credit plan (MCP)	• Need and importance • Eligibility of VO & SHG • Steps of MCP • Appraisal of MCP • Consolidation at VO level	ILM, Brain storming
72	1 hr	Appraisal of MCP	• Need and importance • Who will do • How to do • Focus points/parameters	ILM, Brain storming
73	2 hrs	Bank Linkage and Community Based Recovery Mechanism (CBRM)	• Need and importance • Relation building • Role of VO leaders • CBRM committee (Bank Linkage) • Bank Mitra concept	ILM, Brain storming
74	1 hr	Interest subvention	• What is interest subvention • Eligibility • Who will provide • Process of availing • Do's & Don'ts of SHG	ILM
75	2 hrs	Sustainability of VO	• Vision • Timeline Activities • Sustainability indicators (social, financial and others) • Credit Linkages • Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,) • Development of social capital	ILM, Flip chart, Case study, Brain storming
76	1 day	Field visit to best practicing village organization & recap of field visit		

Module – VII: Micro Credit Plan Appraisal (1 day)

S. No.	Time	Topic	Sub-topics	Methodology
77		MCP concept	• Need and importance • Seven steps of MCP	ILM, Short films
78	½ day	MCP Appraisal at SHG	• Process of appraisal • Aspects of appraisal	Short films, Exercise, Case study

79	½ day	MCP appraisal at VO level	• Presentation of MCP by SHG
			• Appraisal points
			  ➢ Activities
			  ➢ Amounts
			  ➢ Experience
			  ➢ Viability
			  ➢ Seasonality
			  ➢ Member track record
			  ➢ SHG track record
			  ➢ Recommendations/Suggestions
			  ➢ Approval and Sanction
				ILM, Short films, Exercise, Case study

Module- VIII: Social action, Convergence & CLF Concept (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
80	2 hrs	Recap	Recap of earlier training inputs and clarifications	ILM, Brain storming
81	2 hrs	Registration and legal compliances	• Need and importance of registration • Suitable act for registration(state specific) • When to register • Requirements for registration	ILM, Brain storming
82	2 hrs	Social Action	• Need of Social Action • Identification of social issues • Discussion in the meeting • Participation in social activities	ILM, Brain storming
83	2 hrs	Convergence	• Need of Convergence • Participation in Gram Sabha • Availing MGNREGS, Social Security, watershed, IAY etc.,	ILM, Brain storming
84	2 hrs	Conflict Resolution	• Cause of conflict • Possible ways to resolve • Role of leaders/ members and facilitators	ILM, Flip chart, Case study, Brain storming
85	2 hrs	Community Audit	• What is community audit • Need and importance • Who will do (composition of audit	ILM, Case study, Brain storming

S. No.	Time	Topic	Sub-topics	Methodology
			committee at VO level) • Types ➢ Financial ➢ Social ➢ other • Level of audit (SHG,VO) • Reporting	
86	2 hrs	Sustainability of SHG	• Timeline of Activities for Formation, Credit Linkages for Consumption, • Income Generation Activities; Addressing social issues, Convergence and partnership, utilization of rights & entitlements etc. (MGNREGS, Social Security etc.,)	ILM, Flip chart, Case study, Brain storming
87	2 hrs	Cluster Level Federation (CLF) concept	• Need and importance • Formation process • Services • Role of VO in CLF activities	ILM, Flip chart, Case study, Brain storming
88	1 day	Field exposure to best practicing VOs followed by recap and action plan		

Module – IX: Participatory Identification of Poor (PIP) (3 days)

S. No	Time	Topic	Sub-topics	Methodology
89	1 day	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film, Flip chart, Case study
90	1 day	Participatory Identification of Poor (PIP)	• PIP team composition Important activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Collection of required materials for Social map • Process of Social map • Key points in social map • What is vulnerability • Types of vulnerability • Identification process of vulnerable	ILM, Short Film, Flip chart, Case study

S. No	Time	Topic	Sub-topics	Methodology
91	1 day	Participatory Identification of Poor (PIP)	Well being analysis • Discussion on livelihoods, resources of poor, land distribution etc., • Preparation of indicators for poor, middle, non poor • Formation of Focus Groups within Community • Discussion on families in the FGD based on the indicators • Identification of poor and non poor • Organizing Gram Sabha • Discussion and approval of Gramasabha	ILM, Short Film, Flip chart, Case study

Module-X: CLF Concept & Management (8 days)

S. No.	Time	Topic	Sub-topics	Methodology
92	30 mins	Introduction	• Introduction • Recap • About the training • Setting up the norms	ILM
93	1 hr	Recap on earlier Inputs	• Recap on earlier inputs and gap filling	ILM, Brain Storming
94	3 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	SGD, Case study, Brain storming, Role play, Short Films
95	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
96	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

S. No.	Time	Topic	Sub-topics	Methodology
97	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
98	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
99	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
100	2 hrs	Services of CLF	Different types of Services • Financial Services ➤ Savings, Deposits, loans, Insurance etc., ➤ Community Investment fund ➤ Vulnerability reduction fund • Social ➤ Family counseling ➤ Education ➤ Child labor ➤ Health camps ➤ Food security ➤ Child marriages • Technical ➤ Trainings ➤ Audit & Grading ➤ Para professionals ➤ Livelihoods (Agri& allied activities , Poultry, dairy &	Brain Storming, ILM, SGD

S. No.	Time	Topic	Sub-topics	Methodology
			NTFP) • HR services in the form of, CC, Accountant. computer operator, bank mithra, thematic CRPs • Others ➢ Community based recovery mechanism (CBRM),etc.	

101	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
			   ➢ Signatures of members
				ILM, Brain Storming, Case Study, SGD

102	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

S. No.	Time	Topic	Sub-topics	Methodology
103	2 hrs	Community Investment Fund (CIF)	• Management of CIF • Maximum amount to be disbursed to VOs • Fund Flow Mechanism • No of Installment and Repayment period	ILM, Brain Storming, Case Study, SGD
104	2 hrs	Leadership at the CLF Level	• Need for effective leadership • Expected Qualities of CLF Leaders • Criteria & Selection process • Leadership at the CLF Level • Tenure (As per the Act) • Roles & Responsibilities	ILM, Brain Storming, Case Study, SGD
105	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
106	2 hrs	CLF Book keeping	• Need and Importance • Suggestive Books at CLF level ➤ 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 • Practice on the preparation of Monthly Progress Report (MPR)	ILM, Brain Storming, Case Study, SGD
107	2 hrs	CLF Accountant	• Need and importance • Selection • Roles and Responsibilities • Dos and Don'ts • Remuneration & Process	ILM, Brain Storming, Case Study, SGD
108	2 hrs	Registration & Legal	• Need & importance of registration • Suitable Act	ILM, Brain Storming, Case Study, SGD

S. No.	Time	Topic	Sub-topics	Methodology
		Compliances	• Key elements in the Act • Activities to be taken up for federation registration • Annual Audit(Internal & External) and Returns submission • Roles of Community & its Staff	
109	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
110	3 hrs	CLF Sustainability	• Visioning • Mission • Indicators ➢ Financial ➢ Social ➢ Managerial. etc., • Time line of activities • Monitoring & Evaluation	ILM, Brain Storming, Case Study, SGD
111	1 hr	Community Operational Manual (COM)		ILM
112	3 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

S. No.	Time	Topic	Sub-topics	Methodology

113	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, Case study, Brain storming

114	2 days	Field Visit		

Module – XI: Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
115	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		Visioning	• What is Visioning • Need and importance • How is it link with CLF & VO management • Purpose of forming CLF • When to do • How to do • Benefits	ILM, Short Film, Flip chart, Role Play, Case study
116	½ day	Planning & Exercise	• What is Planning • Importance • CLF planning exercise • Preparation of CLF Plan	ILM, Short Film, Flip chart, Role Play, Case study
117	½ day	CLF Plan	• Preparation of CLF Plan	Exercise

Module – XII: Participatory Training Methodology (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
118	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing, Memory game
119	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
120	1.30 hrs	Adult Learning Principles and cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
121	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM
122	1 hr	Difference between Participatory methods Vs Conventional methods	• Participatory method ➢ Participants are Source of knowledge ➢ Exist sting knowledge recognized and Valued ➢ New knowledge is built on Exist sting ➢ Exercise control over learning ➢ Collective and cross learning	Brain storming, ILM
123	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

S. No.	Time	Topic	Sub-topics	Methodology
124	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
125	1 hrs	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
126	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
127	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
128	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games
129	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
130	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
131	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
132	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
133	1.30 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
134	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
135	1 hr	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
136	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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, GD, Exercise
137	1 hr	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
138	1 hr	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
139	1 hr	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
140	1 hr	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

13. MCP Trainers
Module – I: SHG Concepts & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction • Setting the norms	ILM
2	1 hr	Recap	Recap of earlier inputs on SHG/ VO Concepts	ILM
3	3 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	SGD, Case study, Brain storming, Role play, Short Films
4	2 hrs	Social Mobilization	• Need • Tools-PRA, Skits, *Nukkad Natak*, Short-Films, Rallies, Posters, etc. • Do's & Don'ts	ILM, FGD, Short Film, LGD, Flip chart, Case study
5	1 hr	Community Resource Person (CRP) strategy	• Who are CRPs? • CRP action plan in a village • Expected outcomes in the village	Case study, Short Films, Lecture
6	3 hrs	SHG formation	• Purpose of SHG formation • Difference between Mob & Group • Need of women SHG • Formation process-when, where, whom & How? • Non-negotiables in SHG formation • SHG naming • Roles & Responsibilities of SHG leaders and Members • Account opening process • Documents required for Bank account opening	Flip-chart, Case study Game, Short Film

S. No.	Time	Topic	Sub-topics	Methodology
7	3 hrs	SHG norms	• Importance • Formulation of norms - who, when and where • Types of norms ➢ Financial ➢ Social ➢ Management • Practicing of norms and disciplinary actions	Flip-charts, Short-films, Case study, Game
8	3 hrs	SHG Meeting Process	• Importance of Weekly Meeting, • Sitting in circle • Setting the agenda- ➢ Prayer ➢ Introduction ➢ Attendance ➢ Review of Previous Meeting minutes ➢ Collection of Savings ➢ Collection of Loan 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	Flip-charts, Short-films, Case study, Game
9	2 hrs	SHG - Panchasutra	• What are the Panchasutras • Need and importance ➢ Regular meeting ➢ Regular savings ➢ Regular internal lending ➢ Regular repayment ➢ Regular Book keeping	ILM, Short Films, Case study
10	2 days	Field exposure to resource SHGs villages		

Module - II: Village Organization Concept & Management (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
11	30 mins	Introduction	• Introduction • Setting the norms	ILM

S. No.	Time	Topic	Sub-topics	Methodology
12	1 hr	Recap	Recap on earlier inputs like SHG functions, leaders and members, book keeper roles etc.,	Brain storming, ILM
13	1 hr	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	SGD, Case study, Brain storming, Role play, Short Films
14	1.30 hrs	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	ILM, Flip chart, Case study, Brain storming, Short film
15	2 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
16	1 hr	Leadership	• Importance of leadership • Role of leadership in VO • Change of leadership	ILM, Flip chart, Case study, Brain storming, Short film

S. No.	Time	Topic	Sub-topics	Methodology
17	1.30 hrs	Functions of VO-General Body	• Importance • Membership • Delegated powers • Responsibilities • Tenure • Frequency of meeting • Meeting process • Meeting agenda	ILM, Flip chart, Case study, Brain storming, Short film
18	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
19	1 hr	Functions of VO- Office Bearers	• Office bearers selection/election process • Tenure • Delegated powers • Frequency of meeting • Meeting process	ILM, Flip chart, Case study, Brain storming
20	1.30 hrs	President Secretary Treasurer Vice president Joint Secretary	➢ Eligibility and Qualities ➢ Roles and responsibilities	ILM, Flip chart, Case study, Brain storming
21	3 hrs	VO sub committees	➢ Need and importance ➢ Selection process ➢ No. of Members in each committee ➢ **Mandatory committees** • Monitoring • Bank linkage/CBRM • Social action **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

S. No.	Time	Topic	Sub-topics	Methodology
22	3 hrs	VO Services	• Training and capacity building of SHGs ➢ SHG Member and leaders training ➢ SHG book keepers training ➢ Active women training • 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	ILM, Flip chart, Case study, Brain storming, Short film
23	2 hrs	VO Books	• Types of books • Do's & don'ts in each book • Preparation of Monthly progress Report	ILM, Brain storming
24	1 hr	VO Book keeper	• Importance • Roles & responsibilities • Identification/selection • Honorarium and its process	ILM, Brain storming
25	1 hr	Community Activist/ Community Mobilizer	• Importance • Roles & responsibilities • Identification/selection • Honorarium	ILM, Brain storming
26	1 day	Field visit to best practices areas related to the above inputs		ILM

Module – III: SHG Credit Linkages (3 days)

S. No	Time	Topic	Sub-topics	Methodology
27	1 hr	Recap	• Recap of Previous inputs	ILM, Brain storming
28	1:30 hrs	SHG-Revolving Fund	• What is RF • Eligibility • Process • Documentation • Utilization	ILM, Case study

S. No	Time	Topic	Sub-topics	Methodology
29	1 day	Micro Credit Plan (MCP)	• Importance • Analysis of member loans • Types of loans (IGA, social etc.,) • Eligibility of SHG • Steps of MCP • Process of MCP preparation • MCP Appraisal by SHG	ILM, Short Film, Case study, (Sample MCP)
30	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
31	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
32	3hrs	SHG-Bank Linkage	• Need & importance • Eligibility • Approach • Process • Documentation requirements • Repayment	Lecture, Short-film, Flip-chart
33	1 day	Exposure visit & Recap	Facilitator needs to show the MCP availed group and ensure good interaction with the members regarding MCP steps and utilization & repayment.	Field Visit

Module - IV: Micro Credit Plan (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
34	30 mins	Introduction	• Introduction • Setting the norms	ILM
35	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
36	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM

S. No.	Time	Topic	Sub-topics	Methodology
37	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM
38	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
39	2 hrs	Step -1	• SHG comprehensive Profile	ILM, BS
40	2hrs	Step-2	• SHG Member wise Socio-Economic Profile	ILM
41	2 hrs	Step -3	• SHG Member wise Income & Expenditure	SGD, ILM
42	3 hrs	Step-4	• SHG Members House hold Investment plan	SGD, ILM
43	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM
44	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM
45	1 hr	Step -7	• Terms of Partnerships. m) Member – SHG n) SHG – VO/Bank o) VO – CLF • Repayment of loan • Absence of VO • Presence of VO	SGD, ILM
46	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	SGD, ILM
47	45 mins	Field Task	• Formation of Groups - Do's & Don'ts during the field visit	ILM
48	---	Transit to Village		
49	1 day	Interaction with VO	• Briefing about the field Task	Group Work
		Preparation of MCP in the field	• 1& 2 Formats	
50	1day	Preparation of MCP in the field	• 3 & 4 Formats	Group Work

S. No.	Time	Topic	Sub-topics	Methodology
51	2 hrs	Consolidation of MCP	• Purpose • When, How to do • Documentation • Utilization	ILM, Brain Storming
52		Preparation of MCP in the field	• 5 & 6 Formats & Terms of partnership between Members-SHG	Group Work
53	1 day	Appraisal of MCP	• Presentation of MCPs by SHGs • Terms of partnerships-SHG-VO VO-CLF Appraisal process - Absence of VO Presence of VO	ILM, Brain Storming, Short Film
54	1 day	Sharing of field Experience	• Presentations by sub groups • Clarifications • Documentation.	Group Presentation & ILM
		Documentation	Importance of Documentation	ILM
		Action plans	Preparation of Action plans & Presentations.	Group Presentation & ILM
55	2 hrs	Feedback & Valediction		

Module – V: Micro Credit Plan Appraisal (1 day)

S. No.	Time	Topic	Sub-topics	Methodology
56		MCP concept	• Need and importance • Seven steps of MCP	ILM, Brain Storming
57	½ day	MCP Appraisal at SHG	• Process of appraisal • Aspects of appraisal	ILM, Brain Storming
58	½ day	MCP appraisal at VO level	• Presentation of MCP by SHG • Appraisal points ➢ Activities ➢ Amounts ➢ Experience ➢ Viability ➢ Seasonality ➢ Member track record ➢ SHG track record ➢ Recommendations/Suggestions ➢ Approval and Sanction	ILM, Brain Storming, Short Film, Flip Charts

Module – VI: Participatory Training Methodology (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
59	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing, Memory game
60	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
61	1.30 hrs	Adult Learning Principles and cycle	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
62	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM

63	1 hr	Difference between Participatory methods Vs Conventional methods	• Participatory method
			  ➢ Participants are Source of knowledge
			  ➢ Exist sting knowledge recognized and Valued
			  ➢ New knowledge is built on Exist sting
			  ➢ Exercise control over learning
			  ➢ Collective and cross learning
				Brain storming, ILM

64	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	Brain storming, ILM

S. No.	Time	Topic	Sub-topics	Methodology
			• Demonstration • Field Visits	
65	1 hr	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
66	1 hr	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
67	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
68	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
69	1hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games
70	1hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
71	1hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
72	1hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Demonstration
73	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
74	1.30 hrs	Role of a Facilitator in Participatory training /	• Need and importance of Facilitation in Training • Skills require for Facilitation	Brain storming, ILM

S. No.	Time	Topic	Sub-topics	Methodology
		Communication	• Role of a Facilitator(Trainer) • What is Communication • Effective methods	
75	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
76	1 hr	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
77	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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
78	1 hr	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
79	1 hr	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
80	1 hr	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
81	1 hr	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

14. PIP Trainers

Module – I: Participatory Identification of Poor (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	2 hrs	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film
2	2 hrs	PIP team	• What is PIP team • Who will be the members • Roles and Responsibilities • PIP team training • Orientation to community about PIP • Resource fee • Village selection • Dos' & Don'ts	ILM, Short Film
3	1 hr	Key activities	Key activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Social map • Vulnerability analysis and identification • Well being analysis and identification • Gram Panchayat approval • Documentation	ILM, Short Film
4	1 hr	Transact walk	• Need and importance • Process • Interaction with Key persons/ opinion makers	ILM, Short Film
5	1.30 mins	Social map	• What is social map • Need and importance • Materials required • Who will draw • Role of PIP team	ILM, Short Film

S. No.	Time	Topic	Sub-topics	Methodology
			• Important aspects in social map • Do's & Don'ts	
6	1.30 mins	Vulnerability analysis	• What is vulnerability • Objectives of vulnerability analysis • Types of vulnerability • Identification process • Role of community • Role of PIP team • Do's & Don'ts	ILM, Short Film
7	1.30 mins	Well being analysis	• Need and importance • Process of wellbeing • Focus Groups Formation • Discussion by FGD • Preparation of list • Role of community • Role of PIP	ILM, Short Film
8	1.30 mins	Gram Panchayat approval	• Need and importance • Who will present in Gram Sabha • Process of vetting • Process of list finalization • Approval of Gram Sabha and Gram Panchayat • Role of PIP team • Role of SHGs/VO	ILM, Short Film
9	1 hr	Documentation	• Need and importance • Who is responsible • Process of documentation • Important aspects • Do's and Don't's	ILM, Short Film
10	1 day	Filed work	• Transact walk • Meeting with key persons, CBOs, PRI's etc., • Meeting with community • Orientation on PIP	Exercise
11	1 day	Filed work	• Social map & Vulnerability analysis	Exercise
12	1 day	Filed work	• Formation of FGDs • Well being analysis	Exercise

S. No.	Time	Topic	Sub-topics	Methodology
13	1 day	Filed work	• Grama Sabha vetting & approval • Finalization of list • Documentation	Exercise
14	1 day	Presentations and action plans	• Presentation by teams • Experience sharing • Discussion on gaps • Preparation of action plans • closing	Exercise

Module – II: Orientation to VO members on Participatory Identification of Poor (PIP) (3 days)

S. No.	Time	Topic	Sub-topics	Methodology
15	1 day	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film, Flip chart, Case study
16	1 day	Participatory Identification of Poor (PIP)	• PIP team composition Important activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Collection of required materials for Social map • Process of Social map • Key points in social map • What is vulnerability • Types of vulnerability • Identification process of vulnerable	ILM, Short Film, Flip chart, Case study
17	1 day	Participatory Identification of Poor (PIP)	Well being analysis • Discussion on livelihoods, resources of poor, land distribution etc., • Preparation of indicators for poor, middle, non poor • Formation of Focus Groups within Community • Discussion on families in the FGD based on the indicators	ILM, Short Film, Flip chart, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			• Identification of poor and non poor • Organizing Gram Sabha • Discussion and approval of Grama Sabha	

15. Training of Trainers
Module – I: SHG, VO and CLF concepts & Management (6 days)

S. No.	Time	Topic	Sub-topics	Methodology
1	30 mins	Introduction	• Introduction of participants • About the training	Self introductions, ILM
2	1 day	SHG Concept & Management	• Formation • Norms • Meeting Process • Panchasutra • Books & Book keeper • Social Action • Convergence	ILM, SGD, Role play, Brainstorming
3	1 day	SHG - Financial Management	• Savings • Loans • Revolving Fund • Community Investment Fund • Micro Credit Plan • Bank Linkage	ILM, SGD, Brainstorming
4	1 day	VO Concept & Management	• Need and importance • Structure • Formation • Norms • Roles & Responsibilities of GB, EC & OB • Meeting Process • Books & Book keeper • Community Activist concept • Social Action • Convergence • Registration & law compliances	ILM, Brain storming, Role play, game, SGD
5	1 day	VO - Financial Management	• Entry fees • Membership • Share Capital • Savings • Loans • Community Investment Fund • Vulnerability Reduction Fund • Micro Credit Plan – • Appraisal & Consolidation • CBRM – Bank Mithra	SGD, ILM, Brain storming, Role play
6	1 day	CLF Concept & Management	• Need and importance • Structure • Formation • Norms	ILM, SGD, Role play, Brainstorming

S. No.	Time	Topic	Sub-topics	Methodology
			• Roles & Responsibilities of GB, EC & OB • Meeting Process • Books • Accountant • Sub committees • Social Action • Staff/community cadres • Convergence • Social Capital development • Registration & law compliances	
7	1 day	CLF- Financial Management	• Entry fees • Membership • Share Capital • Savings • Loans • Community Investment Fund • Vulnerability Reduction Fund • Micro Credit Plan – • Appraisal & Consolidation • CBRM – Bank Mithra	ILM, SGD, Role play, Brainstorming

Module – II: SHG, VO and CLF Books and Book keeping (5 days)

S. No.	Time	Topic	Sub-topics	Methodology
8	30 mins	Introduction	Introduction of participants About the training	Self introductions, ILM
9	½ day	SHG Concept & Management	• Formation • Norms • Meeting Process • Panchasutra • Books & Book keeper	ILM, SGD, Brainstorming
10	½ day	SHG – Financial Management	• Savings • Loans • Revolving Fund • Community Investment Fund • Micro Credit Plan • Bank Linkage	ILM, SGD, Brainstorming
11	1 day	SHG Books	• Need and Importance • Types of books (Initial books) ➢ Savings	Flip-charts, Short-films, Case study, Game

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Attendance ➢ Loan ledger ➢ Member pass book • Second phase books ➢ Cash book ➢ General ledger ➢ Monthly progress report	
12	½ day	VO Concept & Management	• Need and importance • Structure • Formation • Norms • Roles & Responsibilities of GB, EC & OB • Meeting Process • Books & Book keeper • Community Activist concept • Social Action • Convergence • Registration & law compliances	ILM, SGD, Role play, Brainstorming
13	½ day	VO - Financial Management	• Entry fees • Membership • Share Capital • Savings • Loans • Community Investment Fund • Vulnerability Reduction Fund • Micro Credit Plan – • Appraisal & Consolidation • CBRM – Bank Mithra	ILM, SGD, Brainstorming
14		VO Book Keeper	• Who will be a VBK • Identification/Selection • Honorarium and its process • Responsibilities • Do's & Don'ts	ILM, Brain Storming, Exercise
15	1 day	VO Books	• Need and Importance • Types of books (State Specific) ➢ Minutes Books ➢ Savings & Attendance ➢ Loan ledger ➢ Cash Book ➢ General ledger ➢ Monthly Progress Report (MPR) ➢ Voucher Book	ILM, Exercise, Case study

S. No.	Time	Topic	Sub-topics	Methodology
			➢ Receipt Book ➢ Cheque Issue Register ➢ Stock Register ➢ Inward and Outward Register ➢ Pass book • Visitors Register	
16	2 hrs	Cluster Level Federation (CLF) concept	• Need and importance • Formation process • Meeting process • Services • CIF Management	ILM, Flip chart, Case study, Brain storming
17	3 hrs	CLF Books & Book keeping	• Need and Importance • Suggestive Books at CLF level ➢ 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	ILM, Brain Storming, Case Study, SGD
18	1hr	CLF Accountant	• Need and importance • Selection • Roles and Responsibilities • Dos and Don'ts • Remuneration & Process	ILM, Brain Storming, Case Study, SGD

Module – III: Participatory Identification of Poor (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
19	2 hrs	Participatory Identification of Poor (PIP)	• 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	ILM, Short Film
20	2 hrs	PIP team	• What is PIP team • Who will be the members • Roles and Responsibilities • PIP team training • Orientation to community about PIP • Resource fee • Village selection • Dos' & Don'ts	ILM, Short Film
21	1 hr	Key activities	Key activities - • Transact walk • Meeting with key persons/opinion makers/community leaders etc., • Social map • Vulnerability analysis and identification • Well being analysis and identification • Gram Panchayat approval • Documentation	ILM, Short Film
22	1 hr	Transact walk	• Need and importance • Process • Interaction with Key persons/ opinion makers	ILM, Short Film
23	1.30 mins	Social map	• What is social map • Need and importance • Materials required • Who will draw • Role of PIP team	ILM, Short Film

S. No.	Time	Topic	Sub-topics	Methodology
			• Important aspects in social map • Do's & Don'ts	
24	1.30 mins	Vulnerability analysis	• What is vulnerability • Objectives of vulnerability analysis • Types of vulnerability • Identification process • Role of community • Role of PIP team • Do's & Don'ts	ILM, Short Film
25	1.30 mins	Well being analysis	• Need and importance • Process of wellbeing • Focus Groups Formation • Discussion by FGD • Preparation of list • Role of community • Role of PIP	ILM, Short Film
26	1.30 mins	Gram Panchayat approval	• Need and importance • Who will present in Gram Sabha • Process of vetting • Process of list finalization • Approval of Gram Sabha and Gram Panchayat • Role of PIP team • Role of SHGs/VO	ILM, Short Film
27	1 hr	Documentation	• Need and importance • Who is responsible • Process of documentation • Important aspects • Do's and Don't's	ILM, Short Film
28	1 day	Filed work	• Transact walk • Meeting with key persons, CBOs, PRI's etc., • Meeting with community • Orientation on PIP	Exercise
29	1 day	Filed work	• Social map & Vulnerability analysis	Exercise
30	1 day	Filed work	• Formation of FGDs • Well being analysis	Exercise

S. No.	Time	Topic	Sub-topics	Methodology
31	1 day	Filed work	• Grama Sabha vetting & approval • Finalization of list • Documentation	Exercise
32	1 day	Presentations and action plans	• Presentation by teams • Experience sharing • Discussion on gaps • Preparation of action plans • closing	Exercise

Module - IV: Micro Credit Plan (7 days)

S. No.	Time	Topic	Sub-topics	Methodology
33	30 mins	Introduction	• Introduction • Setting the norms	ILM
34	1 hr	Recap	Recap of earlier inputs on MCP process	Self/Pairing
35	2 hrs	CIF Management	• Objectives of CIF • Importance of MCP • CIF flow chart	ILM
36	2 hrs	Village level Financial/Credit institutions	• Advantages and disadvantages of : ➢ Money lenders ➢ Land lord ➢ Microfinance/NBFC ➢ Relatives ➢ Friends ➢ Banks ➢ SHGs	SGD, ILM
37	1 hr	SHG selection Criteria for MCP	• Eligibility of VO for MCP • Eligibility of SHG for MCP	SGD, ILM
38	2 hrs	Step -1	• SHG comprehensive Profile	ILM, BS
39	2 hrs	Step-2	• SHG Member wise Socio-Economic Profile	ILM
40	2 hrs	Step -3	• SHG Member wise Income & Expenditure	SGD, ILM
41	3 hrs	Step-4	• SHG Members House hold Investment plan	SGD, ILM
42	2 hrs	Step – 5	• Prioritization of Members	SGD, ILM
43	1 hr	Step – 6	• Preparation of Rotation Plan	SGD, ILM
44	1 hr	Step -7	• Terms of Partnerships. p) Member – SHG	SGD, ILM

S. No.	Time	Topic	Sub-topics	Methodology
			q) SHG – VO/Bank r) VO – CLF • Repayment of loan • Absence of VO • Presence of VO	
45	2 hrs	Role of facilitator	• Need and importance • Basic facilitation skills • Who will do facilitation • When, how to do • Before, during and after • Do's & Don'ts	SGD, ILM
46	45 mins	Field Task	Formation of Groups - Do's & Don'ts during the field visit	ILM
47	---	Transit to Village		
48	1 day	Interaction with VO	Briefing about the field Task	Group Work
		Preparation of MCP in the field	1& 2 Formats	
49	1 day	Preparation of MCP in the field	3 & 4 Formats	Group Work
50	1 day	Preparation of MCP in the field	5 & 6 Formats & Terms of partnership between Members-SHG	Group Work
		Appraisal of MCP	• Presentation of MCPs by SHGs • Terms of partnerships-SHG-VO VO-CLF Appraisal process - Absence of VO Presence of VO	
51	2 hrs	Consolidation of MCP	• Purpose • When, How to do • Documentation • Utilization	Group Work
52	1 day	Sharing of field Experience	• Presentations by sub groups • Clarifications • Documentation.	Group Presentation & ILM
		Documentation	Importance of Documentation	ILM
		Action plans	Preparation of Action plans & Presentations	Group Presentation & ILM
53	2 hrs	Feedback & Valediction		

Module - V: Gender & Women Empowerment (4 days)

S. No.	Time	Topic	Sub-topics	Methodology
54	30 mins	Introduction & recap on earlier inputs	• Introduction • Recap on earlier inputs on Gender & women empowerment • Gap Analysis/overview	ILM, Questions and Answers
55	1.30 hrs	Poverty Analysis	• What is Poverty? • Who is poor? • Reasons for poverty • Effects of Poverty • Poverty Vicious circle • Poverty impact on Women • Ways to come out of poverty	Small Group Discussion, Case study, Brain storming, Role play, Short Films, Question and Answers
56	1.30 hrs	Vulnerability Analysis	• What is vulnerability • Types of Vulnerability • Vulnerability Impact on women • Ways to come out of vulnerability	Small Group Discussion, Case study, Brain storming, Role play, Short Films, Question and Answers
57	2 hrs	Gender and Gender Roles	• Gender perspective of society • Patriarchy • Women Role in Society • Gender Inequality	Brainstorming & input sessions with charts and presentations, Question and Answers
58	2 hrs	Scope for Gender in NRLM	• Promotion of Women's SHGs and its federation • Development of Women Leadership • Management of Community Institution by group of women	ILM, Case study, Brain storming, Role play, Short Films
59	1 hr	Gender-based Violence (GBV)	• Forms, Causes, Impact • Gender Sub-committees at VO and CLF Level to address issues related with Women	Brainstorming & input session
60	1 hr	Female foeticide and adverse sex-ratio	• Female foeticide • Sex-determination tests • Sex-ratio • Women Role in addressing these issues	Brainstorming & input session
61	2 hrs	Increasing Role of Women in	• Management of Community Institution	Interactive discussion, Experience sharing,

S. No.	Time	Topic	Sub-topics	Methodology
		Decision-making	• Rotation of leadership • Dynamics of Decision-making • Women in decision-making	Game (Win As Much As You Can Win)
62	2 hrs	Self-confidence and Leadership	• Barriers and Challenges to Women's Leadership • Self-confidence/ Self-esteem • Effective Public Speaking • Good Leadership traits/styles • Leading SHG and its federation • Piloting Discussions	Warm up exercises, Games, Brainstorming Discussions, Role play, Q–A sessions
63	1 hr	Women's Rights	• Appraisal of Women's Status against each o Right to Life, Right to Human Dignity & Security, Right to Development, Right to Participation • Landmark legislation for protecting women's rights	Power point presentation / Chart-based presentation
64	2hrs	Development Programmes	• Major Development programmes- o SSA o RTE o ICDS/AWC o NRHM o IAY o MGNREGS o NRLM o Total Sanitation Campaign (including Drinking Water)	Role play, Interactive Discussion, Inputs through charts and Presentations
65	2 hrs	Gender-based Development	• How development of Women is development of society • Women Literacy • Women at work	Inputs and ILM
66	2 hrs	Conflict Management, Problem Solving Negotiation and Persuasion	• Special problems and addressing sensitive issues. • Conflict Management, Problem Solving, Negotiation and Persuasion	Interaction in small groups
67	1 hr	Daily Exercises/ Yoga (Stress Management)	• Practice	Demonstration, Practice

Module – VI: Participatory Training Methodology (8 days)

S. No	Time	Topic	Sub-topics	Methodology
68	30 mins	Introduction	• Name • Background • Experience • Family details	Chain method, Introduction, Pairing, Memory game
69	30 mins	Setting up of Training norms	Different committees of the trainees	Brain storming, ILM
70	2 hrs	Adult Learning Principles	• Learning continuous process • Experience based learning • Learning environment • Subject relevance	Brain storming, ILM
71	1 hr	Adult learning cycle	• Experiencing • Assumptions/feelings • Analysis • Generalization • Implementation	Brain storming, ILM
72	2 hrs	Principles of Participatory methodology	• Learners centered • Enhancing Knowledge, Skill • Attitudinal change • Learning Environment	Brain storming, ILM
73	1 hr	Learning Environment	• Characteristics of Learning environment • Valuing learners and experience • Personal experiences • Openness • Challenging • Safety • Support • Feedback	Brain storming, ILM
74	1 hr	Difference between Participatory methods Vs Conventional methods	• Participatory method ➢ Participants are Source of knowledge ➢ Exist sting knowledge recognized and Valued ➢ New knowledge is built on Exist sting ➢ Exercise control over learning	Brain storming, ILM

S. No	Time	Topic	Sub-topics	Methodology
			➢ Collective and cross learning	
75	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
76	2 hrs	Interactive Lecture	• Questions - Answers • Panel discussion • Syndicate • Pictorial	Brain storming, ILM
77	2 hrs	Large group discussion	• Brainstorming • Round Robin	Brain storming, ILM
78	2 hrs	Role Play	• When to use the method • With whom • Benefits of role play method • Limitations	Brain storming, ILM, Role Play
79	2 hrs	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
80	1 hr	Instruments	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM

S. No	Time	Topic	Sub-topics	Methodology
81	2 hrs	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
82	2 hrs	Simulation	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
83	1 hr	Learning games	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Learning games
84	1 hr	Songs	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM, Songs
85	1 hr	Exercise	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
86	1 hr	Apprenticeship/ Practice	• When to use the method • With whom • Advantages and limitations	Brain storming, ILM
87	1 hr	Demonstration	• When to use the method • With whom • Advantages and limitations	Brain storming ILM, Demonstration
88	1 hr	Field Visits	• When to use the method • With whom • Advantages and limitations	Brain storming ILM
89	1 hr	Self /personal development	• Need and importance for Self /personal development	Brain storming, ILM
90	1 hr	Communication	• What is Communication • Effective methods	Brain storming, ILM
91	1.30 hrs	Role of a Facilitator(Trainer) in Participatory	• Need and importance of Facilitation in Training • Skills require for	Brain storming, ILM

S. No	Time	Topic	Sub-topics	Methodology
		training	Facilitation • Role of a Facilitator (Trainer)	
92	1 hr	Understanding Self	• Feedback and Self Disclosure • The Johari Window • Planning for Self Development	Brain storming, ILM
93	1.30 hrs	Practice Sessions by Participants on Interactive Lecture	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM
94	1.30 hrs	Practice Sessions by Participants on Large group discussion	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, LGD
95	1.30 hrs	Practice Sessions by Participants on Role Play	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Role Play
96	1.30 hrs	Practice Sessions by Participants on Case study	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Case study
97	1.30 hrs	Practice Sessions by Participants on Instruments	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Instrument
98	2 hrs	Practice Sessions by Participants on Small group Discussion Practice Sessions by Participants 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
99	1.30 hrs	Practice Sessions by Participants on Simulation	• Inputs on Training methodology • Trainers skills	Brain storming, ILM, Simulation

S. No	Time	Topic	Sub-topics	Methodology
			Constructive Feedback to trainees on Sessions	
100	1.30 hrs	Practice Sessions by Participants on Learning games	• Inputs on Training methodology • Trainers skills Constructive Feedback to trainees on Sessions	Brain storming, ILM, Learning games
101	1.30 hrs	Practice Sessions by Participants on Songs	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Songs
102	1.30hrs	Practice Sessions by Participants on Apprenticeship/ Practice	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Practice
103	1.30 hrs	Practice Sessions by Participants on Demonstration	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM, Demonstration
104	1.30 hrs	Practice Sessions by Participants on Field Visits	• Inputs on Training methodology • Trainers skills • Constructive Feedback to trainees on Sessions	Brain storming, ILM

Module – VII: Leadership, Visioning & Planning Exercise (2 days)

S. No	Time	Topic	Sub-topics	Methodology
105	1 day	Recap on previous inputs	Received inputs on Visioning & Planning Exercise	ILM
		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
		Visioning	• What is Visioning • Need and importance	ILM, Short Film, Flip chart, Role

S. No	Time	Topic	Sub-topics	Methodology
			• How is it link with VO & SHG management • Purpose of forming VO • When to do • How to do • Benefits	Play, Case study
106	1 day	Planning & Exercise	• What is Planning • Importance • VO planning exercise • Preparation of VO Plan	ILM, Short Film, Flip chart, Role Play, Case study