

# Management of Community Resource Persons under National Rural Livelihood Mission with Reference to Bhopal District of Madhya Pradesh

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## Abstract

The National Rural Livelihood Mission (NRLM) is a flagship program of the Ministry of Rural Development, Government of India, started in 2011 to reduce rural poverty by promoting livelihood opportunities and empowering women. Under NRLM, Community Resource Persons (CRPs) are appointed to facilitate the mobilization and organization of rural poor households into Self-Help Groups (SHGs) and their federations. The objective of this study is to assess the role of CRP management under NRLM in Bhopal district. This study is a primary study and conducted in Bhopal district with a sample size of 40 CRPs. The study developed a structured questionnaire and did pilot testing before final administering in the field. CRPs have a critical role in implementing programs at the grass root level. Initially, NRLM and various other organizations, tried to work with the unreached rural poor but faced several challenges, including trust issues; to tackle this issue, Community Resource Persons play a significant role in the community rapport building and institutionalize them.

In Madhya Pradesh, the management of CRPs under NRLM is carried out by the Madhya Pradesh State Rural Livelihoods Mission (MPSRLM), which is responsible for implementing NRLM in the state. The SRLM has developed a comprehensive system for identification, selection, capacity building, task assignment, payment procedures and management of the activities of CRPs who are strengthening the community institutions like SHGs, Village Organizations (VOs) and Cluster Level Federations (CLFs). The findings of the study will help in enhancing the effectiveness of government initiatives, promotes sustainable development, and empowers communities to address their unique challenges.

**Keywords:** Rural Livelihood, Community Resource Persons, Self Help Group, Village Organization, Cluster Level Federation, Community Institutions.

## Introduction

A community resource person is an active person who has information, skill and expertise with practical knowledge in a particular field and can effectively share it with others in the community. In Indian societies there existed community resource persons who were responsible for managing and extending support to the communities and also transferring knowledge, skill and experience to the next generation. In ancient India, there were different types of community resource persons depending on the social, religious, economic and cultural context like Guru, Gramini, Sabhapati, and Sreni. These are some

examples of community resource persons in ancient India. They played an important role in shaping the social life of people in different spheres of activity. Apart from this, the villages had a tradition of best leader in every span of life such as best cultivator, best hunter, best craftsmen and best weaver etc. These best skilled persons of any craft acted as community resource persons of their field and supported others practising the same work such as farming, weaving cloths, and working as an iron smith or goldsmith. Development in all aspects is the key requirement of our community and society. Since ancient times till today, community always uses services of active and skilled persons of their society to help them for their development. Throughout history, communities have thrived on the strength of collective efforts and the presence of individuals who selflessly dedicate themselves to the betterment of society. These individuals, known as **CRPs**, possess specialized knowledge or skills that they utilize to serve the community at large. The concept of CRP can be traced back to ancient times, where their presence can be found in Indian mythology and history, showcasing a long-standing tradition of individuals going above and beyond to uplift their communities.

As historical background of the CRPs shows that they have played multiple roles on various capacities in numerous traditional aspects of the community development. They have also worked in many government and non-government programmes to fulfil grassroots level management aspects as per requirement of programmers. The term '**Community Resource Persons (CRP)**' is widely used for various community cadres, grass-root field workers, para-professionals, preraks, motivators, mitras and other many grassroots workers etc. For the study of CRPs, researcher has taken most popular, progressive, largest grassroots implementation & flagship mission of GoI, called NRLM. These CRPs are working at the grassroots level to develop and manage community institutions like SHGs and their upper tier federations under NRLM. These various community institutions are now institutionalizing as the vehicle for community development under NRLM. In all districts of Madhya Pradesh State, NRLM is being implemented in the name of MP State Rural Livelihoods Mission (MPSRLM).

### **Scope of the Study**

MPSRLM strengthen more than 4 thousand SHGs in the Bhopal district. Bairasia block has 2570 SHGs, and Phanda block has 1774 SHGs. CRPs working with SHGs for strengthens unreached rural poor women to include them. NRLM in Bhopal strengthens 13 types of CRPs to assist multiple dimensions of rural women's lives; it also covers social activities, micro-finance activities, farm and non-farm livelihoods activities to political activities which are the aims the mission to empower rural poor women in all aspects of development. MPSRLM takes much effort to the managing CRPs in Bhopal District. Also, to manage community institutions effectively and efficiently, with a robust policy framework for the state, an assessment study at broad area of MP will support to scaling up the Institution Building & Capacity Building (IBCB) and livelihoods actions.

### **Literature Review**

In India, community development was conceived as a transformation of the rural areas mainly in the social and economic aspects. Post-independence, it was initiated by the central government and followed by some non-government initiatives through field extension processes. This initial start became a movement when large programme launched by the central government throughout the country. The workers in the movement were considered as extension workers or missionaries devoting themselves to the cause of rural

service. Over the period of time, these movements also become the everyday rigmarole of a bundle of programmes even being an integral part of five-year plans for social, economic and political justice with decentralized planning processes. The role of CRPs was always recognized in almost all the sectors of community development. To study the management of CRPs, author has gone through many published study reports, research papers, articles and strategy documents of external, national and state agencies such as **World Bank**, United Nations Development Programme (**UNDP**), United Nations Children's Fund (**UNICEF**), United States Agency for International Development (**USAID**), Department for International Development (**DFID**), International Fund for Agricultural Development (**IFAD**), Niti Ayog, Ministry of Rural Development (**MoRD**), Government of India., National Bank for Agriculture and Rural Development (**NABARD**), Institute of Rural Management Anand (**IRMA**), National Institute of Rural Development & Panchayati Raj (**NIRD & PR-NERC**), and Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis (**AIGGPA**) etc. Author also reviewed the published literature of many authors and researchers on community resource persons and their multi-functional roles in development and management of community institutions in rural areas in last many years. Major research findings (**UNDP, 2018; The World Bank Research Group, 2013; IRMA, 2017; Debaraj, Chaudhary, Kumar, Vutukuru, Kumar, Gupta, Sitaramachandra, Parmesh (2013)**) are focused on the deep involvement and effective participation of the poor in their decision-making processes for development so that their needs, desires, capacities, cultures and indigenous local institutions are well acknowledged, implicit, and provided major weight.

This necessary participation is not possible without the effective role of local persons who has some leadership skills and more active amongst their community. She/he can be the CRP or Community Cadre or Local Community Professional. Author's own experience in the development sector also validates these secondary research findings and has strong feelings for the sustainability of CRPs. There is a need to study on management of community cadre/CRPs in development of community institutions to achieve the expected outcome effectively and efficiently in accordance with the objectives of the mission. The term 'CRP' is using frequently by many development agencies, government, professionals, authors and researchers (**NRLM, GoI, 2010; IRMA, 2017; Girase, Dwivedi, Srivastava, Bhattacharya 2015; Sharma, 2017; Ekesa, Johnson, Kennedy, Nabuuma, Bergh and Ocimati, 2017; Kanithkar, 2017**) therefore author has also use the same term. These CRPs are also the integral part of the social capital for the development and management of community institutions. Not many studies are available on community resource persons, but few researchers, policy makers put some thought on the role and development of CRPs.

**Rural Development Institute, Government of Odisha (2010)** has developed a manual for the implementers and practitioners for engaging the local person as a CRP to manage and taking care of Revenue department's land issues in Odisha. The objective was to engage and developed the capacity building of landless poor and employs them to supplement the Revenue Department capacity (**Heinecke et. al., 2014**).

**Laura Lamb (2011)** in his published article in Canadian Journal of Nonprofit and Social Economy Research stated with the objective that how a person as individual can take decisions to unpaid help for community economic activities by using empirical analysis methodology and statistics Canada 2004 Canada Survey of Giving, Volunteering and Participating (CSGVP) in Canada. Findings show that a responsibility of strategy designers and practitioners is influencing participation in community economic activities. **Desai and Joshi (2014)** have examined the effect of community organizations (SHGs) on

reducing the barrier to collective actions in Dungarpur district of Rajasthan, India. The study has observed that the women who were not having land saved more regularly and increased their cash income compared to the landholding women.

Communities are playing important role in every field, like **Mondal (2015)** explored institutional arrangements with regard to government-sponsored watershed development programmes in the Bundelkhand region of Madhya Pradesh. **Girase Dwivedi, Srivastava, Bhattacharya and Avan (2015)** have discussed the contribution of CRPs in health sector in Uttar Pradesh; **Singh (2016)** has stated the role in sustainable livelihood. Similarly, **Ekesa, Johnson, Kennedy, Nabuuma, Bergh and Ocimati, (2017)** have found that CRPs are playing a very important role in the development of village level community (**Kanitkar, 2017; Girase et.al., 2015; Eksea et al., 2017; Sharma, 2017**) have included the role of CRPs for development of balanced family meals.

In Gujarat **Self Employed Women Association (SEWA) Gujarat** has developed the “aagewans” known as CRP. Likewise, **Joshi and Rao (2017)** have found that, it is universally recognized that top-down support is necessary for bottom-up participatory projects to be successfully implemented at large scale in two different ways. Correspondingly, **Khan, Negi and Sarkar (2017)** have analyzed the Resource Block Strategy’s (RBS) design and implementation in the two states Maharashtra and Chhattisgarh. The study found that the RBS is creating a strong human resource capital. The study also highlights the need of CRPs capacity building to build their sensitivity towards their field areas. Further, CRPs are not aware of the conditions of the target areas population.

All above literature findings show that the CRPs plays very significant roles in the community development and management of community institutions. Since the strengthening of the community institutions can eliminate the extreme poverty through their social, economic and political empowerment; if effectively managed and facilitated by the community cadre or CRPs and local government machinery for their sustainability. There are many types of community intuitions can be discussed here for more clarity.

**Jain, Phansalkar, Chandola & Pawar (2020)** have expressed the meaning, need and identification process of community resource persons that, the development of CRP is a mechanism to strengthen the community-based organizations by creating a local resource pool to **make the community institutions self-reliant by managing them effectively**. The community institutions are supported by a cadre of community professionals under different thematic interventions. CRPs have been promoted under the programme for supporting different interventions. The principal objective of these CRPs is to provide technical support as well as guide the members of community institutions in undertaking different interventions under the programme. These workers are act like a bridge between (Community Based Organizations) CBOs, Banks, Networking Intuitions and Government Departments. They are paid workers from the CBOs but not much depends upon resources and funds availability in CBOs. (**Dr. Kumaraswamy. C. 2022**)

### Research Gaps

In NRLM, the 3-tier structure is designed to make the institutions self-reliant, increase their bargaining power, segregate the issues based on its importance and criticality to be dealt at the corresponding level, and be capacitated to address diverse and multiple problems to promote the well-being of beneficiaries. In most of the organizations and institutions, a gap exists in the vision and mission espoused and the one implemented at ground level. The main reason for this is the lack of shared understanding of vision, goals

and priorities. The role of CRPs in spreading this among members and community institutions is the biggest gap especially in Madhya Pradesh which is needed to assess.

The above literature has mainly focused on role and importance of CRPs (**Girase et.al., 2015; Sharma, 2017; Eksea et al., 2017; Kanithkar, 2017, Dr. Kumaraswamy. C. 2022**), Community institutions (**Girase et.al., 2015; Eksea et al., 2017**) and poverty (**(Benerjee et al. 2010; Karlan and Zinman, 2009; Chemin, 2008; Coleman, 2006; Servon, 2006; Bhatt and Tang, 2001; Pitt et al., 2010; Mair and Marti, 2007)**). Few researchers have focused on role of trust and cooperation in (**Wijayaratna, 2004; Beard et al., 2006**) in the development of community. Communities are playing a very important role in the health, sanitation, education, micro-finance, social and economic development, etc. It is very important to assess CRP's performance in terms of selection procedures, capacity building, book keeping/record keeping skills and their working model. Internationally, World Bank, UNDP and other established Non-Government Organizations (NGOs) are working on ground level development in the villages through communities. Similarly, NRLM at national level and SRLM at state level are working for the development of livelihood activities in the rural areas. Organizations are carrying out the development activities through communities. So, communities must be self-reliant and self-sufficient to carry forward the development activities. **Dr. Kumaraswamy. C. 2022** explains that being a bridge between CBOs, Banks, Networking Intuitions and Government Departments, they are paid workers from the CBOs but not much depends upon resources and funds availability in CBOs. But the regular payment system for CRPs are still absent and need to study. As these CBOs (SHG/VO/CLF) moving from savings/credit function to adopting/promoting thematic interventions such as IGA for livelihood promotion, production of goods, etc., their need for hand-holding and support increases as each of these interventions is multi-layered and requires interactions with multiple stakeholders. Hence, the need and requirement of CRPs become paramount in the programme design. Authors estimated that only 20% of the SHGs reported being supported by CRPs, out of which majority are in the form of book-keeper and livelihood resource person. The service rendered by these CRPs is primarily in the form of sharing information from higher-order federations to lower order and facilitate training programs for the members. They also support in liaising with government departments for convergence programmes and with PRI officials for village development-related work. There is a considerable gap present from taking it from 20% to 100%, which will not only help in making the interventions more successful but also ensure that all members are covered by some or other livelihood intervention. Their perception of making the CRPs more effective and productive included the need for regular remuneration, training and skill development, exposure visits and increased support from the cluster/block staff. This proposed study is going to conduct an assessment of the CRPs engaged in management and development of community institutions promoted under NRLM in Bhopal district and will be basis for the larger study in rural Madhya Pradesh.

### Objectives

The study's objective is to assess the CRP management under NRLM in Bhopal District. This study is a pilot study and further based on findings the study will be replicated to other districts of Madhya Pradesh. The study developed a questionnaire including parameters related to CRP management and tested in Berasia and Funda blocks of Bhopal district.

### Methodology

The study has developed a structured questionnaire and test its reliability and validity. For reliability Cronbach alpha is used which is more than 0.7 for it, further for validity the questionnaire sent to two experts. Based on experts’ suggestions the questionnaire has been updated. The tools has been administered in Bhopal district on number of samples 40 CRPs. The study used face to face interview method for data collection and further Focus Group Discussion also conducted for gathering data. The study used various methods for analysing the data. The study used descriptive statistics, frequency distribution, percentage methods for data analysis; charts and graph also used to represent the data for the better understanding. We have followed the pilot testing method and surveyed the individual CRPs respondents face to face and also conduced the focus group discussion (FGD) for qualitative assessment.

### Sample Size

We used a random selection method to selects sample 40 CRPs for tool testing and interviewed and discussed in FGD with 30 CRPs respondents from the Bhopal district.

### Results and Discussion

#### Demographic Profile of the Respondent CRPs

##### Gender-wise Participation

In NRLM, SHGs majorly promoted for rural poor women except special SHGs of transgender, old age persons and person with disability (PwD). SHG gave a platform for rural poor women to establish strong relation in their homogenous groups and strengthening them by mutual help. CRPs have a major role to fulfil these initial social objectives to economic and then political in a sequential and step by step manner. Since CRPs selected in Bhopal district are majorly women, therefore 100% women CRPs were selected from these SHGs in the current study participation as respondent.

##### Block wise Participation

This study is based on interviews and FGD with the CRPs. A total of 30 respondents participate from both the blocks Phanda and Berasia of the Bhopal in the study. The above figure 1 shows that 69% CRPs selected from Phanda block and 31% CRPs from Berasia block in the study.

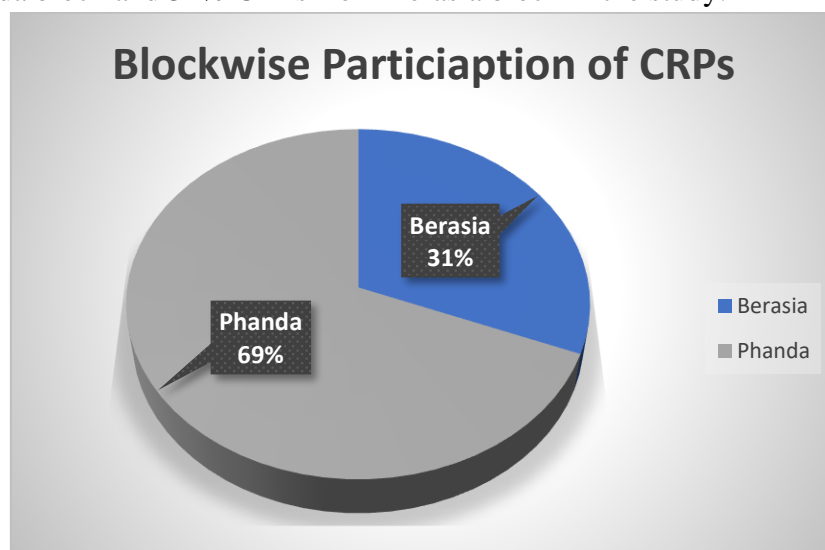


Figure 1

**Educational Qualification of Respondents**

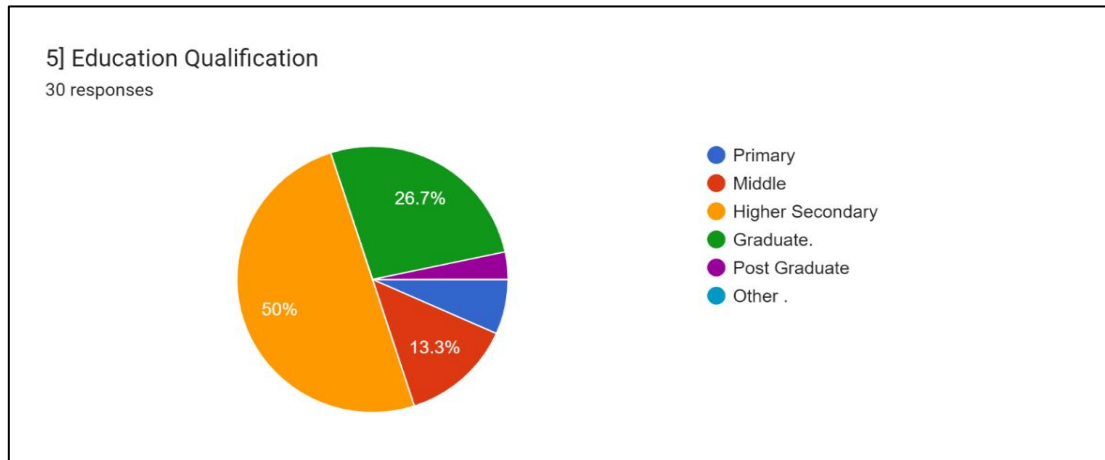


Figure 2

CRPs are liaisons between the grassroots-level poor community members, SHGs, VOs and CLFs along with government officials some time and bankers frequently. CRPs play a significant role in supporting and strengthening community institutions, therefore CRPs must be more equipped; depends of the locality educational qualification is also palys major role but not necessary in every area of development, sometimes illiterate CRPs are also resolved the conflicts based on their experience. Figure 2 shows the educational qualification of selected CRPs.

Here above figure 2 shows that 50% of CRP’s education qualifications are Higher Secondary, 26.7% CRPs are graduates, 13.3% CRPs have Middle educational qualifications and 6.7% CRPs have primary education. Only 1 respondent is a Postgraduate.

**Category of CRPs.**

NRLM focused on the livelihood upliftment of unreached rural communities like SC, ST and other backward categories of the community to mainstream them. To engage and implement the activities among all communities, NRLM facilitated to select CRPs from every section of the society. In Bhopal districts, Figure - 3 shows, the majority population is from the OBC community (67% CRPs are OBC), 20% CRPs are SC, the lowest 6% from General and 7% are from the others.

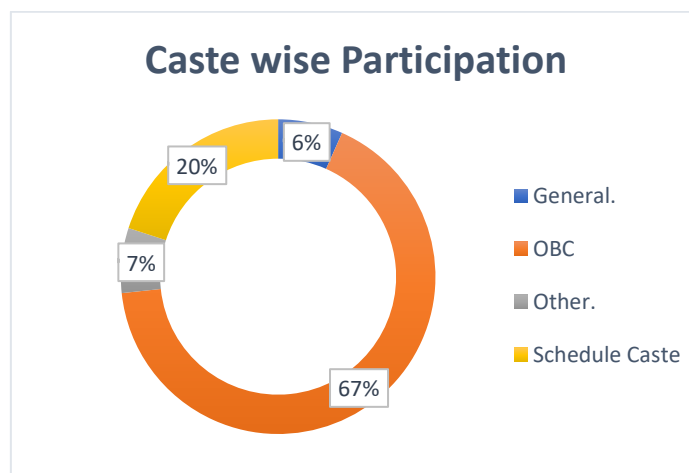


Figure 3

### Specialized Selected Field of CRPs

NRLM focused on two most important components of the mission i.e. IBCB and Livelihood Promotion apart from other components, therefore, we have also selected both of CRPs who are responsible as IBCB CRPs and Livelihoods (Agriculture) CRPs as agriculture is the major livelihood occupation in the state. Figure - 4 shows that 85.2% CRPs are from IBCB, and 14.8% CRPs are from livelihood/agriculture promotion.

**Specialized Selected Field of CRP**

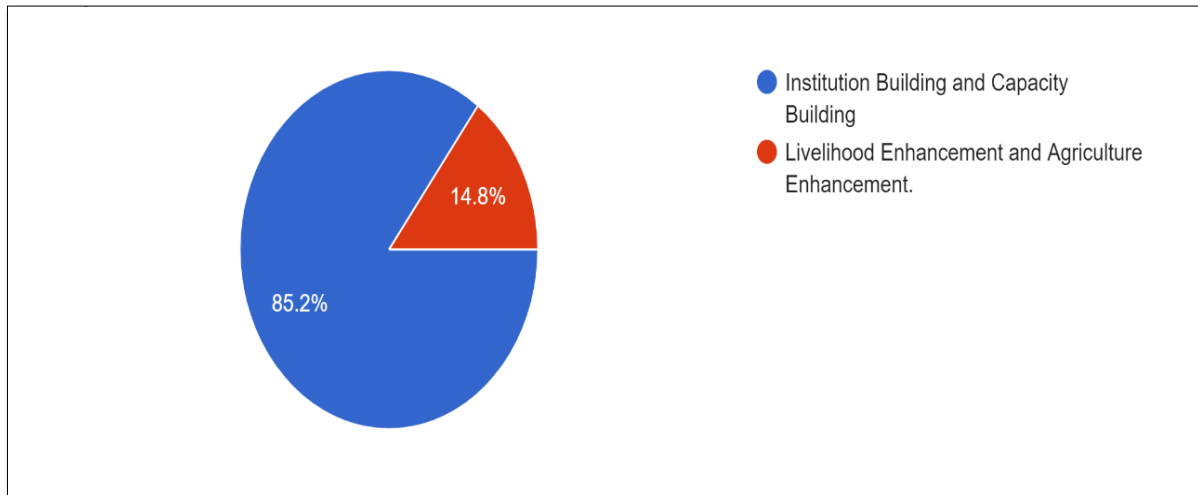


Figure 4

IBCB CRPs are mainly focuses on formation and nurturing of SHGs, following *panch sutras* (regular meeting, regular saving, regular inter-lending, regular recovery and regular record keeping), providing training on various aspects including bank linkages knowledge, financial literacy, MCP preparation, and also linkages with VO & CLF. Livelihood CRPs look into farm and non-farm activities based on MCPs, local market demands, their skills and other many aspects of livelihoods selection/diversification/enhancement using resources and market and access to finance.

### Experience of CRPs

In this study, we analyse CRP’s work experience. Measuring the experience years is necessary to understand CRP growth and how they performed this year.

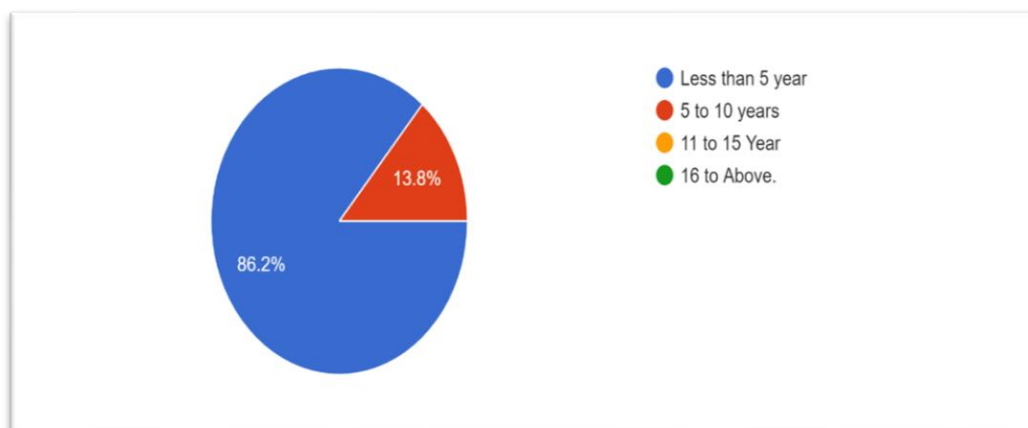


Figure 5



Figure 5 shows that 86.2 % CRPs have less than 5 Years of work experience as CRP, and 13.8% CRPs have 5 to 10 years of work experience as CRP. After gain expertise in the particular sector, they work as senior CRP.

**Selection Process of CRPs**

NRLM has a selection process for Community resource persons; it is slightly differ from the local needs and program context. This is the selection process for CRP.

- Identifying potential CRPs candidates at the SHG members by their respective SHGs/VOs.
- Forwarding their name to the federations.
- Holding screening at the federation level.
- Identifying some key skills - Communication, participatory approach, expressiveness, behavior and beliefs.
- Conducting a socio-metric process by the peer group.
- Holding a detailed discussion and seeking the consent of the CRP.

While in interviews with CRPs in this study, only 50% CRPs were aware of the selection process; 90% candidates got training at block level, and 10% from RUDSETI had 7 days of training; after training, these candidates had to give the exam, and were selected as community resource persons. One CRP is also doing the job as GRS.

40% of CRPs need to aware of their selection process. They were not selected through this process but under the old process CLF chairperson analyses the candidate’s potential, work & required skill and selects them as CRP.

After selection CRPs, they got several training for their capacity building time to time, but management doesn’t have a proper schedule for training. According to needs, they conduct training programs for CRPs, with the durations between 1 day and a maximum of 7 days.

**Types of CRPs**

MPSRLM grooms various types of CRPs for different kinds of tasks; in this study, a total of 30 CRPs respondents participated from different backgrounds; we are analyzing the type of CRPs as below:

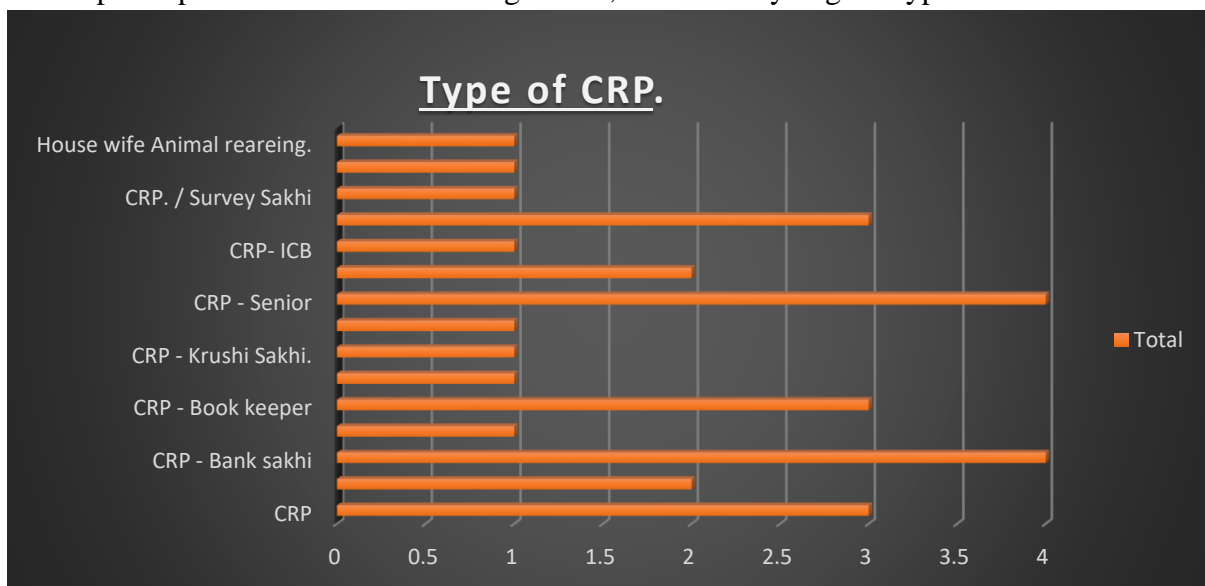


Figure 6

Figure 6 shows that the highest participated CRPs belongs to Senior CRPs, and Bank CRPs, then IBCB Sakhi and Bookkeeper Sakhi, some CRPs were unable to specify their types as they are doing multiple tasks, other participated CRPs are from Krishi Sakhi, Survey Sakhi, B.C. Sakhi, Tax Sakhi, Financial Literacy Sakhi, and Pashu Sakhi. Tax Sakhi is a new initiatives of MPSRLM, they are involved to collect tax for the Gram Panchayat within the Gram Panchayat area. They got 10% incentives from GPs on tax collected.

**Monthly Income**

CRPs are not just SHG/VO/CLF members; they are also either employees of these institutions or task based field workers, CRPs does the work of SHG formation and linkages between SHG and VO/CLF. CRPs supports and facilitates in running the various programs like “Financial literacy programs, bank linkages programs, Collecting tax, loans and investment awareness, MCP program, animal rearing and the agriculture-related program; activity for marginalized communities and other livelihood programs, as part of the job they have to travel within the area allocated to the, or even across the block or district or state or out of state as per requirement of the NRLM for SHG formation and capacity building and this task is one of their key income source. Some CRPs have a per-month fixed income. e.g., Bookkeepers, Rs. two thousand per month, and some are working on an incentive basis, tax Sakhi, 10% from the collected tax. Financial Literacy Sakhi gets 380/- rupees per training/day.

Monthly Income ( Rupees)

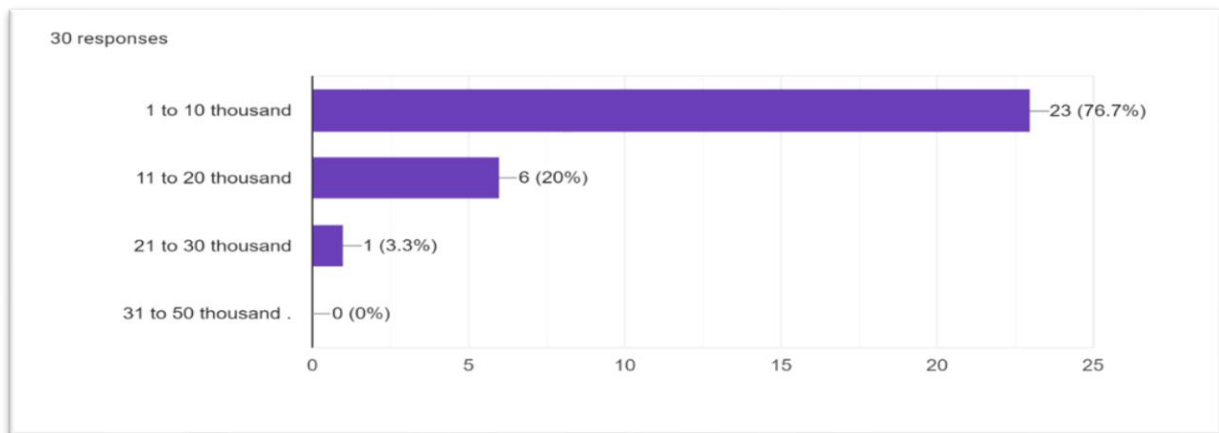


Figure 7

Figure 7 shows 76.7 % of CRP earning less than Rs. 10 thousand, 20% CRPs earning between 11 to 20 thousand, and 3.3 % CRPs earning is more than 20 thousand per month. More than 70% CRPs earn under 5 thousand. The livelihood CRPs are slightly earning more than IBCB CRPs.

**IBCB CRPs- Roles and Responsibilities**

CRPs play various roles in the implementation of the NRLM. Here we are studying the diverse function and responsibilities performed by CRPs in the Bhopal district. As per the CRP assessment tool, this study structure segregates the tasks into different category that seek to understand their work process and capacity building. This question is divided into four categories; these analyses are based on the structure. CRP’s primary role is to work as a facilitator to provide services to unreached rural poor women, to conduct meetings and regular bookkeeping where they have to keep every transaction, discussed agenda

and compliances of their member’s issues and challenges. The main categories are found in the Bhopal district are:

**CRP – Bookkeeping**

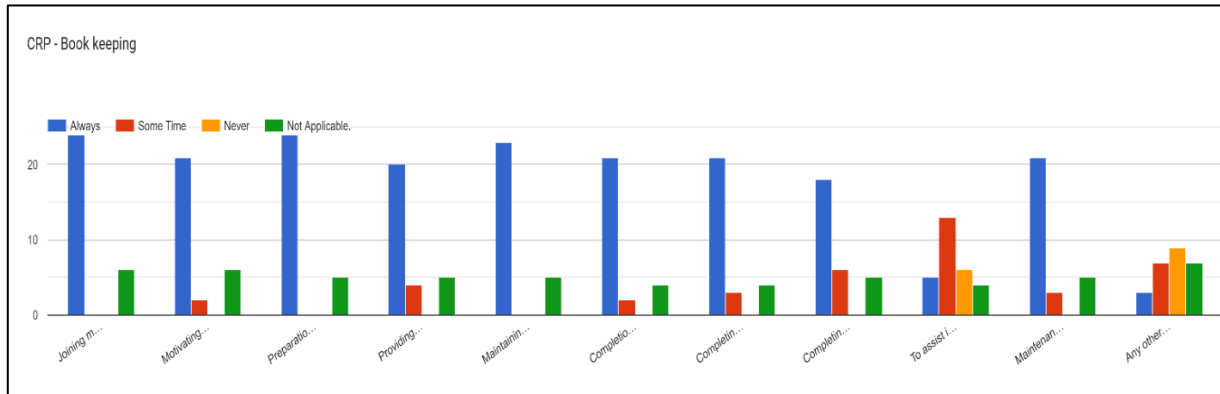


Figure 8

In Figure 8, show the positive response about the CRP – Bookkeeping role and responsibility. Every CRP maintains the books, records, transactions, agenda and resolved issues in the meeting.

**CRP - Mobilisation**

Mobilizing the unreached rural poor women is another role of the CRP. Mobilizing deprived marginalized communities, and formulate SHGs; if SHG are not functioning well, then revive them, conducting a survey, program implementation training, presentation with necessary documents, following PRPs/PFTs instructions, and essential records maintenance comes under mobilization work.

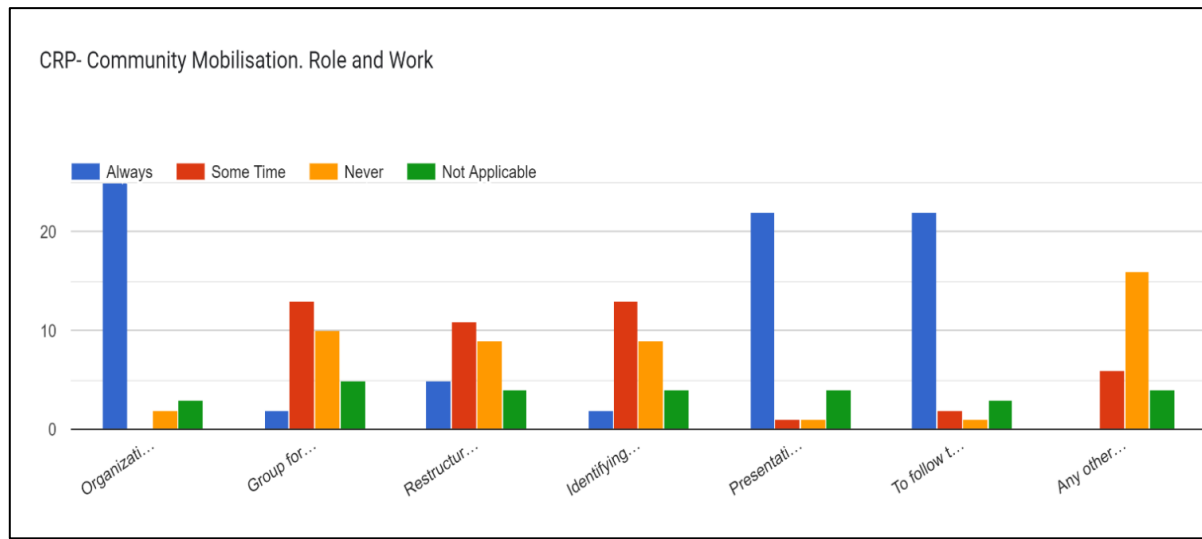


Figure 9

Figure 9 shows the mixed responses from participated CRPs, where they following PRPs instructions and organizing meetings always to facilitate for deprived community and revival them some time into new SHGs/Existing SHGs.

**Senior CRP**

After gaining a certain level of expertise, a CRP promoted as a senior CRP; sometimes this CRP becomes president of VO by following the necessary selection/election procedure so as they use the knowledge and

expertise for the implementation of the program, making bank linkages, training on market linkages, SHG formalities, providing knowledge for the foster class and selection of village. Auditing of SHGs, selecting CRPs, orientation, and demonstration of the program overall from the SHG formation to strengthening and providing adequate resources are the responsibilities of senior CRPs. Here Figure 10 shows a significant difference in senior CRP work.

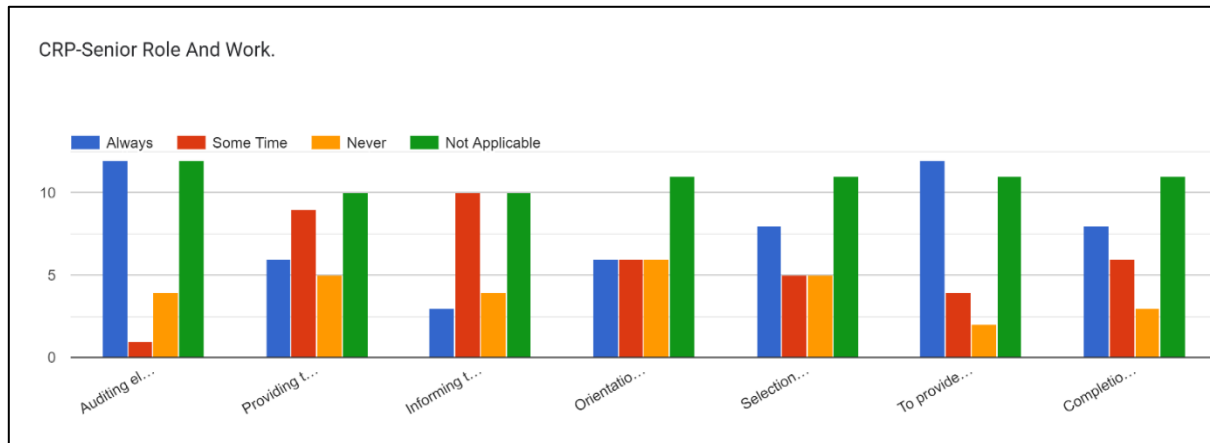


Figure 10

40% of respondent CRPs understands the process and familiar with the task and functioning well but 60% of CRPs needed help comprehending the structure of the MPSRLM. Major CRP’s responses are not applicable.

### Bank Sakhi/B.C. Sakhi

Bank Sakhi or B.C. Sakhi have significant roles in linkages between the bank and SHGs. They are responsible to assist in opening bank accounts of SHGs, VOs & CLFs for the Bank linkages program, providing information about pension and insurance, credit plans, repayment mechanism, CLF support, filling out bank loans/CCL application, giving financial awareness, MCP planning, helping for the getting loans, and providing better service. Bank Sakhis and Bank B.C. Sakhis are slightly similar in their fieldwork but using different terminology by Banks and MPSRLM differently. We got similar responses from both kinds of CRPs.

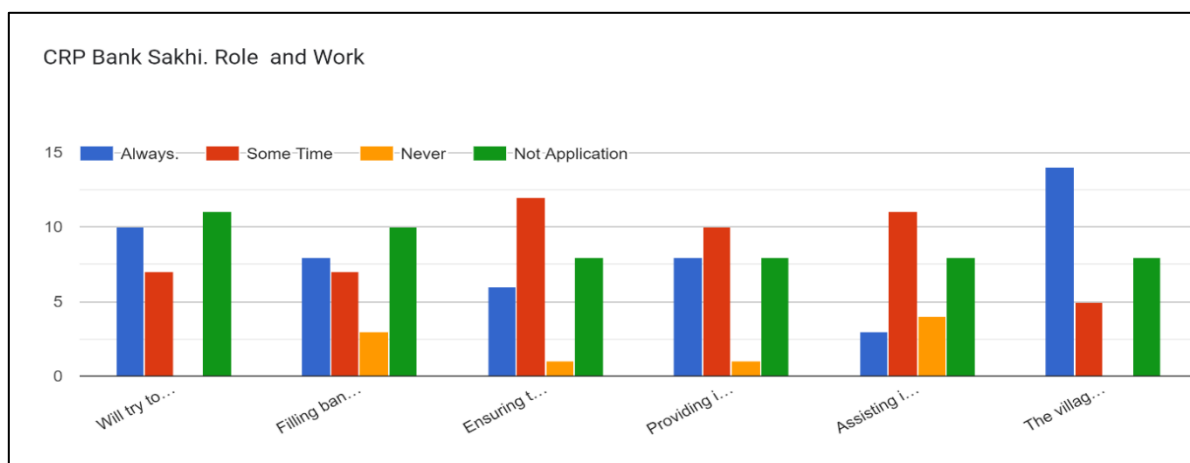


Figure 11

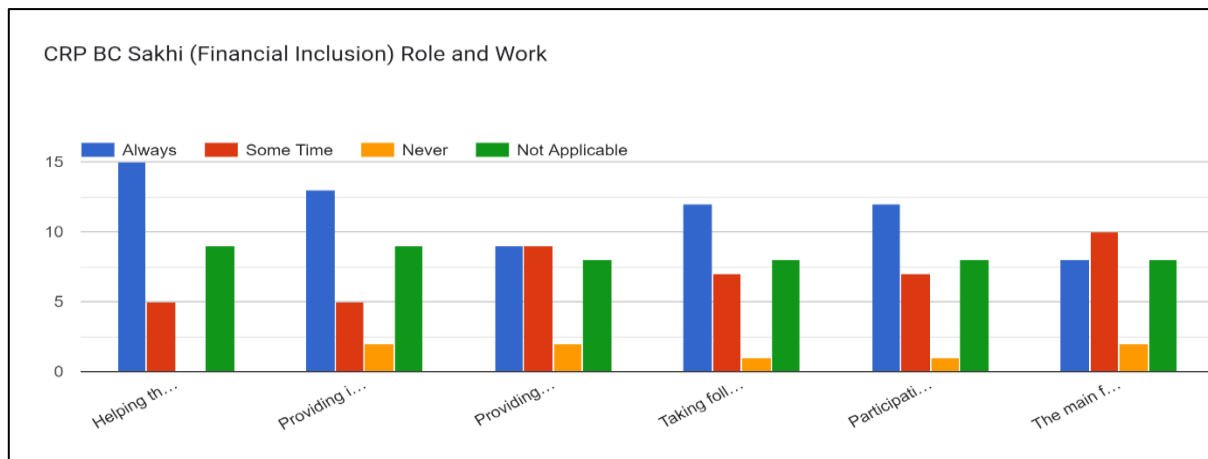


Figure 12

Figures 11 and 12 shows the responses from CRP Bank Sakhi and CRP B.C. Both these CRPs needed more understanding on MPC planning, however they are aware about the MCP planning. Bank Sakhi and B.C. Sakhi significantly doing good work in Bhopal district. According to these kinds of CRPs, the group activities are very less among the SHGs but individual activities are more in numbers. However, group economic activities are majorly failed rather individual economic activities. CRPs helping them to access financial services from the banks and also support from VOs and CLFs.

### Livelihood Enhancement CRP - Role and Responsibility

Livelihood CRPs are responsible for supporting to select, expand and diversify the livelihoods activities. Agriculture Sakhi and Pashu Sakhi are mainly involved in on farm economic activities, and their role is to facilitate for all kinds of inputs/resources for the SHG members. Agriculture Sakhi focuses on sustainable and organic farming, and Pashu Sakhi is involved in animal husbandry, animal health, poultry and small enterprises linked with agriculture and allied activities.

CRPs suggested improved varieties of seeds to farmers, but they are not well aware in selection of appropriate seeds based on the local climatic and soil conditions. They have no idea about pre-climate changes, or climate resilience. Therefore they need to train on these current vivid issues. Pashu Shakhis are also aware about animal husbandry, organic farming, compost fertilizer, and milk production. These livelihood CRPs are facing with the market linkages issues due to private palyers and completion. Needed more negotiation skills and market management trainings. Only 6% of CRPs have past experience in livelihood enhancement.

### Conclusion

Since NRLM main aims to include poor women in SHGs and the priority to select women CRPs from these such SHGs. Before joining SHG and working as CRPs, most of them were involved in household activities, socially restricted, faced an inferiority but after joining SHGs, their lives changed tremendously in many fold. Women CRPs gained self-respect and confidence to go out of their home, village and even out of district and out of state which exposed them. They are now started traveling alone and communicating with the officials, elected representatives, many social institutions, local leaders working as CRP. They also interact and participated in Gram Sabha Meetings and closely working with Gram Panchayats also. Women gain a certain level of financial stability and develop decision-making behavior that helps those to live better lives. The participated CRPs, for the first time, stepped out into society for

livelihood purposes, they engaged in collective work, but most of them did not have big ambitions. Based on above study to strengthen the community institutions and management of CRPs to sustain them it is recommended the following points:

1. CRPs are not fully equipped to handle the grass root level problems and challenges. They are facing many challenges, dynamics in groups, VOs and CLFs. Absenteeism in regular meetings and decision making, collective activities issues, value additions & marketing of the produces etc. are the key issues to resolve. MPSRLM has to provide more resilience trainings, exposure to build strong knowledge and processes to resolve the challenges. Also need to establish & strengthen a transparent system of grievance redressal of CRPs.
2. MPSRLM should prepare an annual calendar of CRPs capacity building and implement in such a way that every CRP have equal opportunity to build their capacity with the existing knowledge and upgrade skills with new knowledge and technology.
3. VOs office should be established in every VOs with computer and internet facilities and all the CRPs of that village should be trained and sit there for completing their desk work also.
4. MPSRLM need to develop comprehensive HR oriented policy to develop, sustain and progress of these CRPs as well as community institutions.
5. CRPs also need identity, social security, insurance and social media training to organise this valuable community cadre involved in transforming the rural women's life through institutionalize SHGs and their upper tier formations.
6. CRPs also need to train on online meeting platforms, digitization, online applications required for their tasks, online surveys, online transactions etc.

### Policy Implication

This basic study findings encourage the policy makers and researchers to study more about CRPs and their issues in larger area of Madhya Pradesh and other part of the country. Findings will be very useful for MPSRLM & government to take appropriate decisions in favour of these kinds of various CRPs working in various schemes under government programmes. Also paved the path for students of management to understand the management of community intuitions and CRPs are equally important like other HR studies for corporate organizations, business companies, banks, government organizations and private organizations. An appropriate doable policy will also be framed for such a large number of human resources who are working at grassroots in a very adverse conditions without or low wages, no safety & security of their future and sustainability aspects.

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