



# CRISP January 2025 Edition

Monthly Account of Achievements, Successes and Memories

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Centre for Research in Schemes and Policies



# BUILDING LEADERS, EMPOWERING COMMUNITIES: A TRANSFORMATIVE JOURNEY IN BODOLAND



Mrigakshi Sarma & Gargee Deka Fellows- CRISP Bodoland Territorial Council

Here, the writers take you through the transformative experience of a five-day training program that aimed to strengthen local governance in Bodoland. With the collaborative efforts of the Bodoland Territorial Council (BTC), CRISP, and KILA, the program empowered Master Trainers to enhance the capabilities of Village Council Development Committees (VCDCs).



Local governance forms the backbone of effective administration and sustainable development, particularly in regions with unique socio-political dynamics. In the Bodoland Territorial Council (BTC), where grassroots governance is vital, significant strides have been made to strengthen the Village Council Development Committees (VCDCs) through targeted training initiatives. Recently, an event in this journey was the five-day training program conducted from December 9th to 13th, 2024, by the Bodoland Territorial Council and Centre for Research in Schemes and Policies (CRISP) in collaboration with the Kerala Institute of Local Administration (KILA). This initiative aimed to empower Master Trainers, who would subsequently train the VCDC members, ensuring the knowledge and skills upgradation crucial for decentralized planning and effective governance.

The training commenced with an inspiring inaugural session that underscored the significance of local governance in BTC's development narrative. Sri S. M. Vijayanand, IAS (Retd.), President of CRISP formally inaugurated the program, emphasizing the transformative potential of grassroots leadership. His address highlighted the importance of local governance structures in fostering sustainable and inclusive development. An online address by Sri A. Nizamudeen, IAS, Director General of KILA, added further gravitas to the occasion. Other dignitaries such as Sri Mukesh Agrawal, IPS (Retd), State



Lead CRISP-Bodoland; Sri. Bhaskar Jyoti Rajbongshi, ACS, Director of P&RD (BTC); Sri.Amarjyoti Barman, ACS, Secretary, BTC, Sri T R Jagadeesh Babu, CCO, CRISP; and Dr. K. P. N. Amrutha, Deputy Director of KILA also provided insights into the program's objectives and scope.

A particularly motivating moment was the presence of Shri Pramod Boro, Hon'ble Chief Executive Member (CEM) of BTC, who interacted directly with the participants. His address stressed the importance of empowering local leaders, stating that strong grassroots governance is key to achieving the aspirations of the BTC region.

Over the five-day program, a diverse group of 50 participants, including government officials, college teachers, and NGO representatives, engaged in intensive training sessions. Subsequent to the identification of the training needs of VCDCs, the curriculum was meticulously designed by KILA to cover a wide array of topics essential for enhancing local governance and community development. Expert facilitators from KILA led these sessions, providing both theoretical frameworks and practical strategies tailored to the unique needs of BTC.

#### The training encompassed the following core areas:

- Good Governance: Sessions focused on principles of transparency, accountability, and participatory decision-making. Participants explored ways to implement these principles within the VCDC framework.
- 2. Effective Leadership: Leadership modules were aimed at cultivating visionary and inclusive leaders capable of inspiring their communities and driving meaningful change.
- 3. Localizing Sustainable Development Goals (SDGs): Practical strategies were discussed to align local development plans with global SDG targets, ensuring sustainable progress in areas such as education, health, and environmental management.
- Community Development: Participants were equipped with tools to foster community engagement and participation, a cornerstone of decentralized governance.



- 5. Social Inclusion: Special emphasis was placed on creating inclusive governance structures that accommodate marginalized groups, ensuring equitable development.
- 6. Sixth Schedule Areas: Understanding the unique administrative framework of BTC, participants were trained on navigating and leveraging the provisions of the Sixth Schedule for local development.
- 7. Capacitating Women VCDC Members: Recognizing the pivotal role of women in governance, the program included modules specifically designed to empower female VCDC members, fostering gender-sensitive planning and implementation.
- 8. Environmental Management: Addressing the region's susceptibility to natural calamities including floods, trainers learned methods to incorporate environmental risk assessments into local planning processes.
- 9. Poverty Alleviation: Strategies for reducing poverty through targeted interventions and livelihood enhancement programs were a key focus.
- **10.** Health and Sanitation: Practical approaches to improving health outcomes and sanitation infrastructure were shared, contributing to holistic community well-being.
- 11. Skill Development: Participants were also provided with frameworks to identify skill gaps and design capacitybuilding programs tailored to local needs.
- **12.** Child Education: Modules on enhancing educational access and quality aimed at building a strong foundation for the region's future generations.

#### **Interactive and Engaging Sessions**

The program's design encouraged active participation and peer learning. Role-playing exercises, group discussions, and case studies made the sessions engaging and practical. Participants shared their experiences and challenges, fostering a collaborative learning environment. This interactive approach not only enriched the learning experience but also enabled the participants to contextualize their knowledge to real-world scenarios.

A noteworthy aspect of the training was its focus on capacitating women VCDC members and promoting social inclusion. Modules were specifically designed to empower women,



ensuring their active participation in decision-making processes. This focus reflects a commitment to gender equity and the recognition of women's pivotal role in community development. Similarly, strategies to include marginalized groups aimed to build governance structures that are truly representative and equitable.

The program's attention to environmental management by integrating risk assessment and mitigation strategies into local planning helped the participants to address these challenges proactively. This emphasis on sustainability ensures that development initiatives are resilient and adaptable to the region's environmental realities.

As the participating Master Trainers begin their journey of cascading their knowledge to VCDC members in the second phase of the training program, the vision of a decentralized and empowered governance structure is coming closer to fruition. This training program is a movement towards creating a self-reliant, inclusive, and sustainable Bodoland, to build a brighter future for the communities of BTC.

THE ROLE OF EMOTIONAL INTELLIGENCE (EI) IN AN AI-DRIVEN WORLD



the learning lens

Adapureddy Nagesh Babu

Al is reshaping our world at an unprecedented pace, but it is El that keeps us truly human. While Al processes information and makes decisions with unparalleled speed, it cannot understand emotions, build relationships, or inspire creativity. These uniquely human abilities make El indispensable in an Al-driven world.

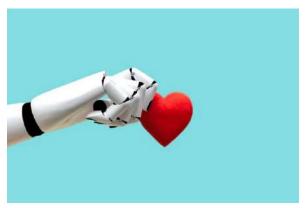


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I vividly remember the *Enthiran* movie (*Tamil, 2010*), where the protagonist creates a humanoid robot powered by Artificial Intelligence (AI). Watching it again recently, I was stunned by the director's vision of AI and its transformative potential. Over a decade later, we live in a world profoundly influenced by AI across various sectors. The movie, ahead of its time, emphasized the critical role Emotional Intelligence (EI) plays in leveraging AI effectively.

AI is revolutionizing how we live, work, and communicate. It enables computers to think and act like humans using data, learning from experience, solving problems, understanding language, recognizing patterns, and making decisions. AI powers everything from virtual assistants like Siri, Alexa, and ChatGPT to self-driving cars and automated customer service. While AI excels in efficiency, precision, and speed, there's one thing it cannot replicate—understanding emotions. This is where Emotional Intelligence steps in.

#### The Role of EI in an AI-Driven World

Emotional Intelligence is the ability to recognize, understand, and manage one's emotions while connecting with others on an emotional level. In a world increasingly dominated by AI, EI has become one of the most essential skills. It enables us to connect, lead, and make thoughtful decisions capabilities AI cannot achieve.

## EI comprises five core components:

- 1. Self-awareness
- 2. Self-regulation
- 3. Motivation
- 4. Empathy
- 5. Social skills

These elements empower individuals to navigate the emotional nuances of life, which vary across people, situations, and cultures. While AI is adept at handling data and solving logical problems, it lacks feelings and the ability to interpret them, underscoring the growing importance of EI.



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## How EI Complements AI in the Workplace

AI is revolutionizing workplaces by automating repetitive tasks, analyzing data, and improving efficiency. It can predict trends, streamline schedules, and assist in decision-making. However, it cannot replicate the human touch needed for collaboration, leadership, or creativity.

People thrive on communication, empathy, and trust—qualities rooted in EI. For example, when a team member feels frustrated or excluded, AI might fail to notice, but a person with high EI can. Leaders with strong EI inspire their teams by addressing emotional needs, building trust, and fostering motivation—things AI cannot achieve.

## Necessity is the Mother of Invention

Creativity and invention are driven by emotions, which AI lacks. While AI can analyze patterns and suggest incremental improvements, groundbreaking ideas stem from human imagination and necessity. AI operates within the parameters set by humans; it doesn't invent independently.

Though AI enhances efficiency through tools like chatbots and automated systems, it struggles with emotional interactions. People want to feel heard and understood. Simple gestures like a smile, a warm hug, a heartfelt apology, or a personalized thank-you build trust and loyalty—connections that AI cannot replicate.



## **Balancing Efficiency and Compassion**

As AI advances, the significance of EI grows, both professionally and personally. While digital tools facilitate communication, they often lack the depth of face-to-face interactions. Individuals with high EI know the value of in-person engagement, using empathy and non-verbal cues to strengthen relationships.

EI also fosters understanding and cooperation in an increasingly automated world. The future of success lies in blending AI's efficiency with the emotional depth of EI. By cultivating selfawareness, empathy, and effective communication, individuals and organizations can create a balanced, compassionate, and thriving future.

AI is reshaping our world at an unprecedented pace, but it is EI that keeps us truly human. While AI processes information and makes decisions with unparalleled speed, it cannot understand emotions, build relationships, or inspire creativity. These uniquely human abilities make EI indispensable in an AI-driven world.

By embracing and developing EI, we can complement AI's strengths, enhance our connections with others, and ensure technology enhances our lives without replacing what makes us human.

## FellowSpeak



Abhishek Saini CRISP Fellow, Madhya Pradesh

## A Transformative Journey: My Fellowship Experience with CRISP

Transforming Higher Education to meet the evolving needs of the workforce is no small task, yet the Apprenticeship Embedded Degree Programs (AEDPs) have shown how impactful this alignment can be. As a fellow at the Centre for Research in Schemes and Policies (CRISP), I've had the privilege of contributing to this transformative initiative since April 2024.

My role revolves around integrating employability skills into traditional degree programs, ensuring students are better equipped for the job market. This work has been an enriching blend of strategic thinking and on-ground implementation. Engaging with state government officials, academic leaders, and industry stakeholders has allowed me to tackle the complexities of policy frameworks while crafting solutions that work in real-world scenarios.

Field visits to colleges across Madhya Pradesh have been a cornerstone of my learning. Observing how apprenticeship programs are perceived by students, faculty, and industry partners has provided valuable insights that inform practical, evidence-based recommendations. Witnessing the impact of these programs firsthand has reinforced the importance of bridging the gap between policy design and implementation.

What truly sets this fellowship apart is the exceptional mentorship. Guided by retired civil servants who have served at the Secretary level in various domains, I've had the opportunity to learn from their vast experience and nuanced understanding of governance and public policy. Their guidance has sharpened my analytical and communication skills, helping me navigate challenges with clarity and confidence.

Collaboration has also been a key highlight. Working alongside passionate peers and professionals has created an environment that fosters innovation and resilience. Together, we've tackled systemic challenges, explored diverse perspectives, and celebrated milestones that reflect our collective efforts.

This journey has been more than a professional engagement; it's been a path of personal growth. Addressing the intricate challenges of higher education and skill development has deepened my sense of purpose and broadened my perspective. The skills and insights I've gained through this experience are invaluable, equipping me to make meaningful contributions in the future.

Reflecting on this chapter, I am filled with gratitude for the opportunities CRISP has provided. This fellowship has been a defining experience, preparing me to drive impactful changes in education and beyond.

## Major Developments at CRISP

## **CRISP Fellowship Program 2023-2024: Celebrating Excellence**

The first cohort of the CRISP Fellowship Program, which runs from January 2023 to December 2024, has concluded with the graduation of 10 exceptional fellows. This program equips participants to drive systemic change through field-based evidence and impactful reporting.

The 2023 cohort produced over 10 comprehensive reports addressing critical areas of policy and governance. The fellows—Akho Phira, Rahul Abrol, Divya Malakar, Ashutosh Kumar Singh, Arjoma M., Surbhi Kak, Neha Ashar, Harshitha Jagadish, Hashir P.V., and Daksha Jain—demonstrated resilience and commitment, contributing significantly to CRISP's vision.

CRISP congratulates the fellows on their achievements and wishes them continued success in their future endeavors.

## CRISP Launches CHEQUE Initiative in Partnership with TCF

CRISP, in collaboration with The Convergence Foundation, proudly announces the launch of the Centre for Higher Education Quality Upgradation and Excellence (CHEQUE). This initiative focuses on addressing higher education challenges like low enrolment, outdated curricula, and inadequate research outcomes.





Key highlights: Pilot project covering 5 universities and 100 colleges, impacting 1.5 lakh students, Apprenticeship-embedded degree programs to enhance employability, Faculty Development Programmes and research on local issues Initiatives to boost campus vibrancy and student skill development, With TCF's support, CHEQUE aims to revolutionize higher education in India, ensuring inclusive growth and opportunity.



# CRISP President to Lead Panchayati Raj Committee in nationwide

Sri S.M. Vijayanand, President of CRISP, has been appointed Chairman of a Committee by the Ministry of Panchayati Raj. The Committee will focus on improving the quality of Gram Panchayat Development Plans (GPDPs), promoting grassroots governance, and fostering sustainable development.

## **CRISP Strengthens Collaboration with Odisha Government**



The Centre for Research in Schemes & Policies (CRISP) has signed an MoU with the Government of Odisha to implement transformative initiatives in Higher Education, Employability, Poverty Alleviation, Tribal Development, and Panchayati Raj. This partnership aims to address key social challenges and foster sustainable development across the state.

Key initiatives include empowering grassroots institutions like Self-Help Groups (SHGs) by integrating them with Gram Panchayats, localizing SDGs, and leveraging MGNREGS for convergent action. Higher education will see the introduction of apprenticeship-embedded degree programs to bridge the gap between academic learning and employability. Livelihood opportunities for the poorest households will also be expanded through district-level mining development funds.

The collaboration will enhance the Anganwadi system with additional educators and training, reform school education with vocational programs and teacher capacity building, and address distress migration through sustainable livelihood solutions. Tribal development programs will be evaluated and strengthened to improve their effectiveness.

A dedicated team of experts from CRISP and the Odisha Government will begin executing these projects in February 2025. This partnership makes Odisha the 12th state to collaborate with CRISP, showcasing a shared commitment to sustainable growth and community empowerment. CRISP thanks Chief Secretary Shri Manoj Ahuja, Development Commissioner Smt. Anu Garg, and other officials for their support in driving this impactful collaboration

## CRISP in Action

## **NISHE December 2024 Highlights**



Karnataka

Mr. Arjun Shatrunjay, Associate Lead, NISHE and Ms. Harshitha, Fellow, CRISP Karnataka presented achievements of CRISP at "Partnership Conclave" organized by Higher Education Department, Government of Karnataka on 04 December 2024 at Bengaluru.





B.Com. Retail Students from GFGC, Dharwad visited HARSHA Retail Store at Dharwad on 09th December 2024 as part of Academia-Industry Interface.

📎 Madhya Pradesh



Ms. Pooja Kapoor, Fellow, CRISP Madhya Pradesh visited Atal Bihari Vajpayee Institute, Indore on 24th December 2024 to interact with AEDP students of Retail, Logistics and BFSI.





Mr. A. Rajeshbabu, NISHE Associate, CRISP Andhra Pradesh visited PVKN GDC, Chittoor; Aditya Degree College, Kakinada; Government College, Rajahmundry and Adarsh Degree College, Visakhapatnam to interact with BFSI students and faculty.



## Telangana



Mr. K R Subramanian, Operating Partner and Mr. Bikkrama Daulet Singh, Operating Partner from The Convergence Foundation (TCF) interacted with the AEDP students of BBA E-Commerce at IPGDCW (A), Nampally, Hyderabad on 13th December 2024.



CRISP Telangana team visited IPGDCW (A), Hyderabad to orient E-Commerce Students on 06th December 2024.

## Uttar Pradesh

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CRISP UP team visited University of Lucknow; Integral University, Lucknow; Sunbeam College for Women, Varanasi and Khwaja Moinuddin Chishti Language University, Lucknow for creating awareness on AEDPs.



## Maharashtra

CRISP Maharashtra team in collaboration with Govt. of Maharashtra conducted region-wise awareness sessions on AEDPs on 24th December 2024 virtually, where 453 college representatives took part in the session.



## HIGHER EDUCATION



Uttar Pradesh

## Workshop at the Yuvraj Dutta College, Lakhimpur Kheri

The CRISP-UP team conducted NAAC and AEDP workshops at the Yuvraj Dutta College. It is the nodal institution and point of contact between CRISP and ten other colleges in the district. Procedures and evaluation systems related to the new binary NAAC accreditation were discussed in detail with the principals of colleges and the faculties attending the workshop.

State-Level Quality Assurance Committee (SLQAC) Meeting





The first SLQAC meeting was conducted on the 13th of December under the chairmanship of the honorable Education Minister Mr. Yogendra Upadhyay. The team briefed the committee on the progress of the team on all aspects of the Project of Excellence in Higher Learning and Education – UP (PEHLE-UP).



#### CRISP-UP Progress on AEDP Implementation Across Institutions

The CRISP-UP team recently engaged with several esteemed institutions across Uttar Pradesh to promote the Apprenticeship Embedded Degree Program (AEDP) and provide guidance on related initiatives.

At the University of Lucknow, Prof. AK Bhartiya agreed to propose AEDP to key academic councils. Integral University expressed strong interest, with Dr. Atif Siddiqui planning to initiate two AEDP courses. Sunbeam College for Women, Varanasi, committed to launching AEDP next academic session and enhancing NIRF collaboration. Khwaja Moinuddin Chishti University submitted AEDP curriculums for approval, emphasizing



employability enhancement. Similarly, Udai Pratap Autonomous College, Varanasi, pledged to adopt AEDP and collaborate on NIRF improvements.

These developments highlight the growing momentum for AEDP adoption, signaling a promising shift toward enhancing academic and employability standards across the region.



## Telangana

#### Institutional Development Plan (IDP)

CRISP Telangana is spearheading transformative efforts to enhance the quality of higher education across the state through the development and implementation of Institutional Development Plans (IDPs). These strategic tools enable Higher Education Institutions (HEIs) to achieve long-term growth, academic excellence, and sustainability by aligning institutional goals with regional and national priorities.



CRISP Telangana has conducted hands-on workshops in 20 HEIs till date, engaging over 500 faculty members on IDP preparation, covering vision and mission framing, goal setting, strategic objectives, action planning, and resource optimization. These sessions received enthusiastic support from institutional leadership and faculty, with participating HEIs committing to mentor an additional 160 institutions. Six draft IDPs are currently under review, and a roadmap for mentee colleges will soon be rolled out, targeting a total outreach of at least 150 HEIs.

#### Driving Impact: CRISP and TCF Teams Assess Progress in Telangana's HEIs

The CRISP Telangana Team, along with the National Initiative for Skill Integrated Higher Education (NISHE) Team and TCF Advisory Board members, Mr. Subramanian KR and Mr. Bikkrama Daulet Singh, recently visited colleges collaborating with CRISP Telangana to experience the impact of the HEIGHTS initiative and Apprenticeship Embedded Degree Programmes (AEDPs) across select HEIs in Telangana.



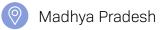
During the visit, the team engaged with college management, IQAC teams, research and innovation committees, AEDP faculty, and students. Notable observations from institutions such as RBVRR College for Women and Indira Priyadarshini Degree College for Women highlighted CRISP's transformative role in enhancing institutional quality. Best practices identified included life skills training, NEP 2020 integration, student-led initiatives, international collaborations, and mental health support services.

The Convergence Foundation members provided actionable recommendations, including developing scalable models for best practices, enhancing AEDP faculty training, strengthening industry connections, and creating a digital repository for AEDPs. These insights will guide CRISP's efforts to further improve the quality of higher education and expand AEDP initiatives, driving meaningful and impactful change across Telangana's higher education landscape.

#### NAAC

Dr. K. Rama, our State Lead, was honored to be invited to the Governor's Office in Punjab as part of a distinguished team tasked with preparing a comprehensive blueprint to achieve 100% accreditation for all higher education institutions in the state. The high-level meeting was presided over by the Governor and included the Minister of Education, Vice-Chancellors, the Principal Secretary, and other prominent educationists, reflecting a collective commitment to enhancing the quality of higher education for the State.





# CRISP and MAHSI Empower Educators with Healthcare Management Training

The Center for Research in Schemes and Policies (CRISP), in collaboration with MAHSI, recently organized a transformative three-day training program for educators teaching B.Sc. Healthcare Management. Faculty members from PMCOE Government Tulsi College, Anuppur, and Government M.H. College of Home Science and Science, Jabalpur, participated in the program, which combined theoretical instruction with practical exposure to modern healthcare management practices.



The training sessions covered a range of topics, including

the healthcare industry's organizational structure, roles and responsibilities of professionals, and distinctions between public and private systems. Faculty were also introduced to human anatomy, medical terminologies, hospital operations management, and the critical role of IT in streamlining healthcare services.

A practical highlight of the program was the field visit to Arihant Hospital, where participants observed ITenabled processes such as patient registration, billing, and inventory management. They also toured key hospital departments, gaining firsthand insights into administrative and operational workflows. Participants commended the program for its pragmatic approach and emphasis on real-world applications, highlighting its pivotal role in cultivating a skilled and capable healthcare workforce prepared to meet evolving sector demands.

## Faculty Development Program on B.Com Retail Operations Successfully Organized in Bhopal

The Institute for Excellence in Higher Education (IEHE), Bhopal, hosted a three-day Faculty Development Program (Training of Trainers) from December 4 to December 6, focusing on the B.Com Retail Operations curriculum. The event was attended by 23 faculty members from Higher Education Institutions across Madhya Pradesh, along with



two representatives from the Retailers Association's Skill Council of India (RASCI).

The program aimed to strengthen the delivery of the B.Com Retail Operations course by providing faculty with a comprehensive understanding of the syllabus, retail industry dynamics, Customer Relationship Management (CRM), customer loyalty and retention, and strategies for delivering effective customer service along with their roles in ensuring effective learning outcomes.

#### CRISP and MEPSC organises Virtual Train the Trainer Program for AEDP in B.Com HR Operations

The Centre for Research in Schemes and Policies (CRISP), in collaboration with the Management & Entrepreneurship and Professional Skills Council (MEPSC), organized a virtual Train-the-Trainer (ToT) Program for the B.Com HR Operations course under the Apprenticeship-Embedded Degree Program (AEDP). Attended by nine faculty members from five Higher Education Institutions (HEIs), the session focused on



key aspects of HR operations, including types of HR training, employment opportunities in the field, and effective recruitment and staffing strategies. Participants also engaged in a detailed discussion on the first-year syllabus and study materials, which were aligned with industry needs to ensure practical relevance. This initiative reflects the dedication of CRISP and MEPSC to enhancing HR education by integrating skill-based learning, improving employability outcomes, and meeting apprenticeship program requirements.



# CRISP Team Promotes Apprenticeship-Embedded Degree Programs at IES University, Bhopal

Recently, the CRISP team of Madhya Pradesh, represented by Abhishek Saini and Pooja Kapoor, visited IES University in Bhopal to promote the Apprenticeship-Embedded Degree Program (AEDP). During their visit, they engaged directly with students, explaining the benefits and structure of the AEDPs and encouraging them to share this information with their peers. Following these interactions, they met with Chancellor Sir, who showed a keen interest in starting AEDPs within the B.BA and B.Sc. programs. His enthusiasm highlighted the potential benefits of these programs to the university's curriculum and the employability of its students. The team then discussed the

AEDPs and the proposed implementation plan with the Heads of Departments (HoDs) and faculty members from the institution. The HoDs were supportive of the concept, and after careful internal discussion, they committed to finalizing at least two AEDPs by next week. A single point of contact (SPOC) was also appointed for ongoing communication and further implementation. This visit marked a significant advancement in integrating AEDPs into the university's academic framework, showcasing strong institutional support and a commitment to aligning education with industry needs.

## **RURAL DEVELOPMENT**

🕖 Maharashtra

#### Writeshop on Maha-Samruddhi Programme Implementation in Nashik

Umed - Maharashtra State Rural Livelihoods Mission (MSRLM) hosted a writeshop in Nashik, focusing on the Maha-Samruddhi Programme, which aims to uplift excluded and vulnerable populations through inclusive livelihoods socio-economic and empowerment. The event brought together key stakeholders from Nashik and Nandurbar, including block and district mission staff, facilitators from the Umed State Office, BRAC



International and the CRISP Maharashtra team.

The writeshop emphasized understanding program goals, targeting criteria, and the roles of Samruddhi Sakhis and Cluster Coordinators. Through interactive sessions, group brainstorming, and practical role-play exercises, participants collaboratively developed district-specific action plans and implementation guidelines. This initiative aims to ensure grassroots-level success in addressing multidimensional poverty and fostering sustainable livelihoods.

# CRISP: Centre for Research in Deliberate. Design. Deliver. Schemes and Policies

Address: B-38, First floor, Panchsheel Enclave, Malviya Nagar, New Delhi-110017

Central Office: TSIIC Zonal office Building, Financial District, Nanakramguda, Gachibowli, Hyderabad-500032

www.crispindia.net