



SKILLS MEGHALAYA Implementation Manual



MEGHALAYA STATE SKILLS DEVELOPMENT SOCIETY
LABOUR DEPARTMENT
GOVERNMENT OF MEGHALAYA

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Message by Shri Conrad Sangma

**Hon'ble Chief Minister,
Government of Meghalaya**



Meghalaya is a young State, with about 74% of its population under the age of 35. In order to reap the benefits of this demographic dividend, a coherent incubation ecosystem involving skill development, entrepreneurship, and livelihood need to be created for enabling Meghalaya's full socio-economic potential through the creation of a skilled, engaged, responsible, creative, and empowered youth in the State.

The youth of our State are very talented, inspired and are ambitious to scale great heights, but face hurdles they feel they are not equipped to overcome. The State also faces a huge challenge of evolving a skill development system that can equip and also match the youth aspiration. This aspiration goes beyond the economic value alone of a job, to include its social value too.

Changing youth aspiration, skill requirements, new technologies and new kinds of jobs have placed greater emphasis on youth development and youth empowerment, which is increasingly becoming a process of lifelong learning.

I take this opportunity to share some of the initiatives undertaken by my Government on streamlining vocational education to overcome these challenges. Steps have been initiated to improve Delivery Systems in the State through implementation of Flagship Skill Development Programmes under Central & State Funds by various Departments and also the ADB assisted project "Supporting Human Capital Development in Meghalaya" for enhancing employability.

In addition to the Centrally-sponsored and Externally-Aided Programmes on skill development, my Government has taken steps to initiate State-interventions to address the challenges and opportunities in youth development and youth empowerment.

A comprehensive program that looks at enterprise promotion and incubation in a holistic manner - PRIME (Promotion and Incubation of Market-driven Enterprises) has been launched in the State. The program envisions making entrepreneurship a preferred career choice for the youth and people of the State through creation of a dynamic and collaborative ecosystem that enables easy availability of credit, relevant technology, skilling and mentoring support and access to high leverage markets. Through PRIME, the youth is encouraged to explore alternative methods of employment and become job creators rather than mere job seekers. Entrepreneurship that is local, serves local needs such as frugally engineered products and services would simultaneously create local jobs and increase the standard of living of vast numbers subsisting at the very bottom of the pyramid.

Besides creating an eco-system which encourages our youth to create enterprises, the importance of skill development and aspiration building in ensuring the continuance of growth and to facilitate youth transition to productive employment cannot be over-emphasized. Moving in this direction, Aspire Meghalaya Soft Skills & Talent Identification Intervention initiative was taken up by the Department of Arts & Culture, Government of Meghalaya and supported by the Ministry of Tribal Affairs, Government of India, that was geared towards equipping youth with the life-skills and coping strategies required to live more wholesome, productive lives on the personal and professional fronts. The programme was designed to augment traditional learning systems with inspiring life coaching and work-life readiness training, helping young people prepare for life and the world of work. Aspire Meghalaya revolves around empowering the young minds of the State towards a future they can have hope for and aspire towards.

These programmes have spread across the State. We intend to take them to the next level. We are launching the '*Skills Meghalaya*' program that shall augment various facets of skill development; livelihood generation and entrepreneurship being conducted by different departments under one umbrella by establishing a symbiotic relationship between all stakeholders. It is a cohesive skill formation, entrepreneurship and placement framework for State based on the current and emerging needs of the economies of the State.

'*Skills Meghalaya*' envisions to design and implement practical programmes for youth development and youth empowerment. The scheme shall emphasize on arming the youth with the required skill-sets to the path of achieving self-dependency and a growing career. It aims to empower youth above 18 years to become 'market ready' by means of imparting skill training, providing incubation support, alleviating poverty, raising incomes, and enhancing livelihood, among others to make youth more productive in the local economy. The program envisages standardizing the content, syllabus, empanelment & assessment of training providers in the State. The skills training programmes aim not only equip youth with marketable skills to make them employable but will also train youth to be self-employed or take up entrepreneurship. Meghalaya State Skills Development Society under the Labour Department shall be the implementing agency for this component.

The program intends to cover 1.2 Lakh youth in the next five years under the three domains of skilling, livelihood, and entrepreneurship to include recent dropouts, unemployed adults, persons seeking certification of their skills acquired informally and persons seeking skill upgradation.

Message by Shri. Sanbor Shullai

**Hon'ble Minister, Labour Department
Government of Meghalaya**

There are no simple answers to job creation, matching youth aspirations, challenges posed by labour-migration, financing of training or ensuring upward mobility! The question is: what role can different stakeholders play to facilitate youth transition to productive employment?

Implementation of various flagship programmes on skill development has been a learning for the Department to the kind of interventions that need to be comprehensively integrated into the system to deal with the deficiencies and impediments that exist in the skill development sector.

I strongly believe that the first step for offering or designing any skill development programme, a detailed real-time study for local demand and mapping with aspiration of learners and counselling of learners is very important. I am very happy to share that a State-wide Baseline Study is currently being carried out by MSSDS for State-specific Labour Demand Assessment and Skill Mapping in order to derive the baseline status of Skill Development Programs and provide a compendium of indicators, implementation strategies and information base for designing, monitoring, and assessing skill development programs across the State in the coming years.

Under this Scheme, the skill training programmes shall be aligned more closely to the economic priorities of Meghalaya leading to the generation of local employment and ultimately contributing to the economy of the State. It shall emphasize on arming the youth with the required skill sets to the path of achieving self-dependency and a growing career.

I am extremely happy that my Department has been able to formulate this Scheme towards youth development and youth empowerment. I expect that all of us will work towards the objective to build a coherent skill development, entrepreneurship, and livelihoods framework for the State.

1. Introduction

Skills are a key driver of the modern economy. The importance of skill development and education in ensuring the continuance of growth and to facilitate youth transition to productive employment cannot therefore be over-emphasized. Vocational education & training is aimed at enhancing the employability of an individual, by facilitating the individual's transition into the livelihood activities. Changing youth aspiration, skill requirements, new technologies and new kinds of jobs have placed greater emphasis on skills training, which is increasingly becoming a process of lifelong learning.

The demographic and social profile of Meghalaya presents a unique human resource opportunity for economic growth through manpower skilling. In Meghalaya, the proportion of young people is higher than the national average- the percentage of population under the age of 45 is 85 %, under 35 is 74 % and under 25 is 59 %. The age group 15 – 24 years has a population of over 8.5 Lakhs and constitutes approximately 22 percent of the State's population. Therefore, in order to reap the benefits of this demographic dividend, a coherent incubation ecosystem involving skill development, entrepreneurship, and livelihood need to be created for enabling Meghalaya's full socio-economic potential through the creation of a skilled, engaged, responsible, creative, and empowered youth in the State.

The Government of Meghalaya is taking concrete steps to upgrading its skilling eco-system. Moving forward in this direction, this scheme envisions to design and implement practical programmes for youth development and youth empowerment. It shall emphasize on arming the youth with the required skill sets to the path of achieving self-dependency and a growing career.

2. Rationale

Meghalaya is a place blessed with abundant natural beauty and resources. It has and inherited a unique culture by following a matrilineal system. The native laws are still preserved and practiced by native people. The way of life is still very dear and vibrantly followed especially among the rural folk. However, there is a great challenge for the native people to survive in the way of living followed dearly by them. The explosion of population, advancement of technology and externally stiff competition have greatly challenged the status quo to the way of life of the native people. Consequently, people are facing poverty, unemployment, illiteracy and so on, which is a very vicious cycle of life. This leads to more poverty, more illiteracy, and more unemployment. To control and arrest this vicious cycle of life, the Government of Meghalaya intends to encourage the present and new generation of the native people access to technical and vocational skills programs to minimize the gap faced by the native people against the rest of the world.

The employment challenges in the State and lack of knowledge on self-employment opportunities has a negative impact on the youth and further hampers their growth and also the development of the State as a whole. Meghalaya is pre-dominantly an agricultural State with majority of its population depending upon the Agriculture and Agri-allied sector for their livelihood and a small percentage depending on the tourism and hospitality sector. The State faces a huge challenge of evolving a skill development system that can equip the workforce adequately to meet the requirements and also match the youth aspiration. The need of the hour is to generate sustainable livelihood opportunities in the State in the predominant industries of Agri-allied sector, Tourism and Hospitality and to upskill the existing workforce engaged in these domains.

The priorities of the youth of Meghalaya are also rapidly changing and the desire among youth to migrate out of the State for wage employment is also lower than before necessitating the need for the State government to have skill training programmes aligned more closely to the economic priorities of Meghalaya leading to the generation of local employment and ultimately contributing to the economy of the State.

3. Aim and Objectives

The aim of the scheme is to empower the Meghalayan youth to become 'market ready' by paradigmatically shifting from being job seekers to job creators.

The objectives of the scheme are:

- To build a coherent skill development, entrepreneurship, and livelihoods framework for the State by means of imparting skill training, providing incubation support
- Alleviating poverty, raising incomes, and enhancing livelihood, among others to make youth more productive in the local economy.

4. Present Skill Development Scenario

Several factors have inhibited the skill development eco-system in Meghalaya to scale up to the desired levels. The skill development system in the State is affected with multiple issues related to awareness, perception, cost, quality, and scale. Creating avenues of employment to different segments especially the youth is a continuous affair and need heavy investments.

To achieve the objectives of quality and equitable human development, the Government of Meghalaya has been implementing various Skill Development Flagship Programmes and Schemes. However, they operate in silos and focus exclusively on non-agricultural wage employment in urban metropolises of the country and are devoid of any socio-political-economic-cultural context and hence are unsuitable toward the peculiar demands of Meghalaya. Therefore, there is a need to re-prioritize skilling programs to generate decent local employment and economically empower youth.

The State Government has formulated this scheme to address this gap and be the source of funding for skill development initiatives. The Scheme intends to provide a flexible modality to incentivize private and public providers and facilitate PPPs for providing a series of quality skills interventions for youth development and training for wage employment and self-employment to meet the needs of different segments: rural and urban youth, girls and boys, drop-outs (at various levels) and school graduates, and for those seeking employment and for those intending to be engaged in livelihood activities.

5. Target Audience

The scheme intends to cover 1.2 Lakh youth in the next five years under the three domains of skilling, livelihood, and entrepreneurship to include:

- School going youth
- Recent Dropouts
- Unemployed adults
- Persons seeking certification of their skills acquired informally
- Persons seeking skill upgradation



6. Scheme Overview

The Skills Meghalaya scheme will allow people access to training in demand-driven sectors for wage employment especially for local employment opportunities and native sectors for self-employment. The trainings will be results-oriented, i.e., it should lead to placement in the case of training for local wage-employment or promote entrepreneurship to enhance the livelihood of beneficiaries who undergo training. These courses will have flexible delivery mechanism to suit various target groups and have testing and certification of the skills acquired.

Through its skill development and entrepreneurship programmes, this scheme aspires to skill individuals who could eventually be supported through the various ongoing State-run livelihood enhancement programmes which includes Agri-allied enterprises such as the Mushroom Mission, Milk Mission, Piggery Mission etc.

This initiative intends to address and encapsulate the skills environment of the State by following a bottoms-up demand-based approach in the skills intervention mechanisms across the State. The ideology of the scheme is designed to address the skills demand in the districts of the State of Meghalaya, with the principle of ensuring livelihood opportunities that exist within the district itself but at the same time not barring the aspirations of those who seek skills to better themselves, for employment opportunities outside their usual environment.

A State-wide Baseline Study is currently being carried out by MSSDS for State-specific Labour Demand Assessment and Skill Mapping in order to derive the baseline status of Skill Development Programs and provide a compendium of indicators, implementation strategies and information base for designing, monitoring, and assessing skill development programs across the State in the coming years.

7. Key Features of the Programme:

The project shall augment various facets of skill development; livelihoods generation and entrepreneurship being conducted by different departments under one umbrella by establishing a symbiotic relationship between all stakeholders. The program envisages standardizing the content, syllabus, selection, assessment of training providers in the State. The skills training programmes aim not only equip youth with marketable skills to make them employable but will also train youth to be self-employed or take up entrepreneurship.

- **Demand Driven**

Training courses shall be finalized in consultation with local stakeholders such as NGOs, CSOs, Govt Depts, Industry players, etc as per the NSQF standards wherever possible.

- **Online Registration**

All the candidates seeking to be trained shall be registered online. Selection of registered trainees will be EPIC linked to avoid duplication and ensure they are domiciled in Meghalaya.

- **Innovation for Inclusion**

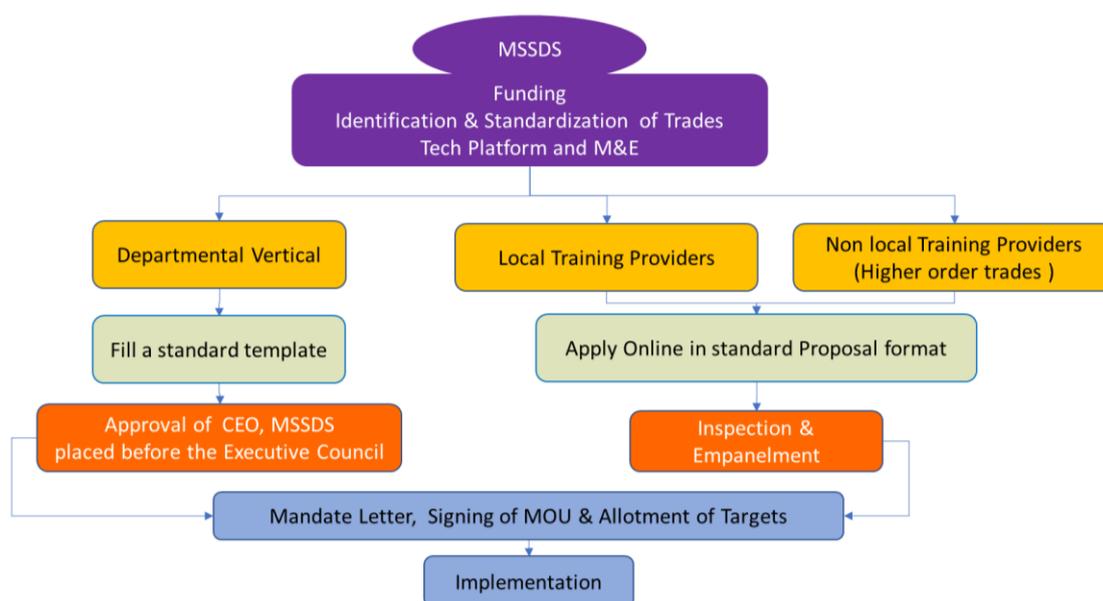
An Inclusive and coherent framework shall be adopted by bringing the skill development components of the ongoing ASPIRE Programme, Border Areas Development Programme (BADP), FOCUS, PRIME, MSSDS' Skill Development Initiative, as well as other social welfare schemes like Jai Kaushal Jawan (Ex- servicemen), widows of ex-servicemen, war-widows, specially abled, juvenile delinquents, Jail inmates (Kaushal Karagruha) etc. together under one umbrella.

- **Flexible mechanism**
The scheme shall accommodate several types of Residential/ Non-residential and Full time/ Part time trainings on a graded basis (depending on the diversity of the target groups), including its ancillary components like Recognition of Prior Learning (RPL) and Soft Skill Enhancement (SSE).
- **Empanelment of Training Providers (TPs) for promoting Demand based Trades**
Training shall be provided by empanelment of training providers in niche trade areas unique to the context of the State such as trades like masonry which at present is not being provided. A database shall be maintained of all the training providers prevalent in the State and along with a roster of the trainees that have successfully completed the programmes for onward forward linkages.
- **Universal Centralized Accreditation of TPs, TCs and Assessment Agencies**
Assessment and certification bodies shall be appointed and monitored by MSSDS, and the standards of assessment and certification will be set by MSSDS in due course, with a preference toward making them NSQF aligned.
- **Post Training Support Conditionality**
Placement after training for at least 70 % of the trainees. Those who do not receive placement after passing assessment of training programs will receive special handholding support via other related schemes for placement.

8. Implementing Structure

MSSDS shall have consultations with various stakeholders in each district to assess the Skill Development Indicators (SDI) in the State to identify trades and sectors which can generate employment (mostly entrepreneurial) within the State based on the youth aspiration together with the emerging needs of industry and economy. Sectors for training shall be identified with focus on in-State self-employment utilizing local competency, strengths and aptitudes and opportunities.

Training for identified trades / sectors that are linked with existing Departments shall be implemented by the respective line departments and MSSDS shall implement all such trainings that are not covered by the line departments. It is envisaged that 50% youth shall be targeted under schemes implemented by the line departments and the other 50% of them shall be covered directly by MSSDS.



9. Functions of Key Stakeholders

a. MSSDS

- Implementation of the scheme
- Give wide publicity to the scheme
- Coordinate and harmonize skilling efforts across the State as a Single Nodal Agency.
- Collaborate with all stakeholders for effective implementation of skill development programmes in the State and for providing quality services to all the stakeholders of the project.
- Review and revise the policies, norms, criteria, funds allocation, expenditure, costs, procedures, etc. of the skill development initiatives in the State.
- Assess labour market demand and Entrepreneurship opportunities for determining the skilling interventions required.
- Identify, classify, and catalogue all Skill Sectors in the State.
- Compile and standardize training modules for skill trainings across the State.
- Prepare the guidelines for selecting the Training Providers (TPs).
- Assign skill targets among line Departments, monitor progress of skill development schemes, undertake efforts at convergence of programmes, address issues of up-skilling and re-skilling, take up skill gap studies, coordinate with the private sector, etc.
- Collaborate with District Skill Committees for preparation of annual training plan for each block / district.
- Allot training targets to TPs.
- Fix the batch size and maximum number of batches that an empanelled TP can run in a day.

- Prepare guidelines for inspecting TPs.
- Reimburse training cost / Provide viability gap funding to Departments
- Monitor and track performance of TPs.
- Monitor and evaluate the outcome of the project.
- Make changes, additions, or deletions of components under the project.

b. Line Departments

- Collaborate with MSSDS for all skilling interventions.
- Integrate all skilling interventions into the Skill Portal for training offerings, candidate enrolment, monitoring of ongoing trainings and post training support, etc
- Share training modules with MSSDS for consolidation and standardisation.
- Empanel TPs with MSSDS
- Follow the standard cost norms fixed by MSSDS for all skilling interventions
- Re-imburse training cost to TPs

c. Training Providers

- TPs shall provide counselling & vocational guidance, training facilities as per norms, impart quality training, post training support to trainees to be engaged in sustainable livelihood activities (wage employment / entrepreneurship)
- TPs shall track the trainees for a period of 1 year from end of training.
- TPs shall follow various instructions issued by MSSDS or any other authority from time to time
- TPs shall be reimbursed training cost at the rate prescribed which is revised on a yearly basis.

10. Empanelment Process of Training Providers (TP)

An expert committee has been constituted for evaluation and empanelment of local training providers for the skill development initiatives of MSSDS. The expert committee shall approve / reject the TP's applications. The Expert Committee may reject the applications of potential TPs for empanelment as TPs on grounds that that enough number of TPs exist for particular modules/districts, under a transparent policy prominently displayed to the public.

Application Process for Training Providers:

- Application for registration as TP can be filled online application on the portal throughout the year for registration.
- The application for registration as TP shall be processed once a month.
- The premise and documents of the potential TP will be inspected / evaluated as per

schedule.

- The expert committee / line departments shall approve / reject the TP application based on the inspection / evaluation report within 10 days of receipt of the inspection report.
- Rejection of application of the entity in case of any deficiencies in the application or as a result of the physical inspection.
- Remedy of the deficiencies by the entity and reapplication online. The deficiencies if any, in the application shall be communicated to the applicant. The applicant shall furnish all such information/ documents / proofs sought for the purpose of evaluation.
- Intimation to the applicant for signing of contract and issue of registration number.

Criteria for empanelment of Training Providers

- The TP shall be a firm/company/ partnership/ LLP/ proprietorship /institution registered under the Indian Companies Act, 1956 / the partnership Act, 1932/ Societies Registration Act, 1860/ LLP Act 2008 and who have their registered offices in India and have had a presence in the State of Meghalaya for a period of at least 3 years minimum.
- The TP should have been involved in skills/livelihood training and/or youth mobilisation experience of a minimum of 1 year with a minimum intake of at least 35 trainees.
- The TP should have an average annual turnover of Rs 15/- Lakhs or more in the last three financial years from similar services and must have been a profit-making organization (in the case of company/partnership/ proprietorship) for the last 3 financial years. Relaxation will be considered for Local or Regional entities after a financial soundness scrutiny by MSSDS.
- The TP should not have been blacklisted or barred or any such cases pending for blacklisting / debarment in any court of law by any State government, central government or any other public sector undertaking or a corporation or any other autonomous organisation of Central or State government.
- The TP should have documents as required by government process for accepting funds like a PAN/TAN card, GST Number, bank account etc.

11. Implementation Process

Signing of Contract

- Based on the evaluation of the application, contract agreement will be signed between MSSDS / line department and the TP.
- MSSDS will issue 7 digits code as a registration number. MSSDS will grant registration to new TP only after the TP signs a contract of agreement with them.
- The registration of TPs will be valid for 3 years after which the registration has to be renewed.
- All TP's will be required to use the digital platform prescribed by MSSDS to track all training activity, and data from the platform will be used to monitor their performance.
- MSSDS / line department may de-list the TP at any stage, if found unsatisfactory or does

not comply with the requirement.

Allotment of Targets

- For skilling interventions to be implemented by MSSDS, the expert committee shall recommend the targets to be allotted to the empanelled TP based on the centre capacity and courses offered as per the Proposal.
- For skilling interventions to be implemented by the respective line departments, the department shall propose the targets to be allotted to the TP based on the need and scheme being implemented.
- MSSDS shall allot the final target to the TP based on the recommendation of the expert committee / proposal of the line department and the available budget.

Enrolment of trainees

- The minimum age limit for persons to take part in the scheme is 18 years but there is no upper age limit.
- The minimum number of candidates for issue of Training Batch Number (TBN) has been fixed as 10 per batch.
- Candidate's photo and EPIC should be uploaded along with the demographic and educational details during online registration. Self-attested hard copies of documents like proof of date of birth, educational qualifications, etc should be collected by the TP / line department, kept in the training centre, and produced to the MSSDS officials on request.
- MSSDS will generate the Training Batch Number (TBN) online after basic details of the trainees are uploaded by the TP / line department.
- MSSDS shall issue TBN within 7 days from the date of enrolment / registration of approved candidates by a TP / line department on the portal.

Training

- TPs shall impart training to students for the courses approved by MSSDS / line department
- TPs shall impart training as per the course contents prescribed in the module and give sufficient hands-on training to the candidates.
- TPs shall use the Virtual Training Assistance (VTA) platform to onboard all trainers and participants, upload and manage training topics and content, set up and monitor participation in all sessions conducted, and use data from the platform for all claims.
- TP's will also be responsible for onboarding all trainees, ensure that their profiles are adequately updated and ensure that all trainees acknowledge their participation in each session (Scan-in and out of each session, including one or more sessions a day) using the prescribed VTA mobile app

Reimbursement of Training Cost

- TP shall submit bills for payment/reimbursement of training costs to MSSDS / the respective line department.

- The training fee which includes cost of material, honorarium, etc. shall be as prescribed by the MSSDS.
- MSSDS will use data from VTA to verify trainings performed (including session time, location, and participation details) by TPs
- The training cost shall be paid in instalments as indicated in the contract.
- TP is eligible for payment of instalments on meeting the deliverables and submission of UC as set out in the contract.
- TP is eligible for total training cost reimbursement (last instalment) only after its students have successfully been placed / engaged in self-employment activities / linked to schemes / missions of various departments.
- TP shall submit the final reimbursement claim related to training cost within 20 days of completion of training & placement, failing which, claim would not be entertained.
- MSSDS / line departments shall reimburse the training cost to the TPs within 30 days of receipt of bills and supporting documents.

Post Training Support

- Placements
TPs should provide placement after training for at least 70 % of the trainees who are interested in wage employment with a minimum take-home salary of INR 12,000/-
- Forward Linkages
TP should connect each trainee to other departments' programs (honey, mushroom, fisheries, post training tracking, loans with PRIME, marketing that is being created, centralized packaging team being created in Agri marketing board)

12. Monitoring & Evaluation Framework

- Virtual Training Assistance (VTA) platform has been decided to be subscribed.
- The VTA provider shall provide the program team access to the software platform and liaise with designated key stakeholders to enable the use of the software to efficiently monitor and manage time bound interventions and training sessions. The software platform will allow:
- Participants to register once, update their profile including base location or other qualification details, and use the mobile app to track all sessions attended. In return, all participants will receive a digitally verifiable attestation of participation along with training content from each session.
- Trainers will be able to register themselves, update and manage their profile including their qualification details, and then use the app to systematically set up and monitor every session that they conduct and track participation by session.
- Program administrators will be able to onboard authorized trainers, manage administrative privileges, and monitor all training activity across TPs in the State.
- MSSDS will have the option to publish data about all skilling activities on MSSDS website

and maintain a record of all skilled individuals under this initiative to ensure follow up in future.

- A detailed monitoring & evaluation framework will be issued subsequently.
- The evaluation of the various skill development programs and courses will be undertaken through credible agencies once every two years. The findings of the evaluation shall form the basis for recalibrating the programs, scaling up of successful models and designing newer interventions, if required.
- A PMIS shall be developed to monitor the entire program. The PMIS will have separate logins for Administrator, Training Providers, Trainees and Employers / Entrepreneurs. The PMIS shall facilitate the following functions:
 - The Training Providers / Line Departments shall upload the details of the approved trainees.
 - These details shall include the details of the trainees, batch allotted, batch dates & timings, start date, end date, post-training tracking findings, etc
 - It is also required to collect and upload the EPIC of each trainee.
 - Once all the details have been submitted, the application goes to MSSDS, which issues the TBNs.
 - Once TBN is issued, the TP shall commence the training programme.
 - Provides information about TPs along with courses offered.
 - Provides information about courses offered by the Line Departments
 - Reports about number of persons undergoing training – course-wise and in which training centre / location can be generated.
 - Reports about number of persons completed training – course-wise and in which training centre / location can be generated.
 - Reports about number of persons placed and in which organization including job roles and salary package can be generated.
 - Enable direct feedback on placement data by trained persons & employers through controlled access.
 - An interactive dashboard exclusively for trainees will be created on the portal wherein trainees can post their views in respect of training, TP, employment, etc. The portal will have provision to collect the feedback from employers / entrepreneurs in order to assess the quality of youth who pass out from the TPs.

13. Grievance redressal

Grievance from any stakeholder shall be addressed to the Executive Director, MSSDS. The ED, MSSDS will go through the grievances received from various stakeholders and will resolve them. In case, grievances are not resolved by the ED, MSSDS the same will be submitted to the CEO, MSSDS for redressal.

14. Conclusion

This implementation manual will serve as a guideline for MSSDS to develop the detailed Standard Operating Procedures (SoPs) which shall present all the processes, roles and responsibilities for all stakeholders involved in implementation of the Scheme for ensuring quality and uniformity in service delivery, by reducing any ambiguity which might arise during the implementation.