F.No.NNM/31/2018-WBP Government of India Ministry of Women & Child Development

3rd floor, Jeevan Vihar, Parliament Street, New Delhi, Dated : 16th February, 2018

То

Principal Secretaries/Secretaries, Women & Child Development/Social Welfare Departments of the 29 States and 07 Union Territories.

Subject : Minutes of Video Conferencing Meeting for National Nutrition Mission, with States/UTs held at 4.30 PM on 15th February, 2018.

Sir/Madam,

A meeting for orientation of National Nutrition Mission was held with all 36 States/UTs under the Chairmanship of Secretary, MWCD at Shastri Bhawan, New Delhi on 15th February 2018 at 4:30 p.m. through Video Conferencing.

2. The minutes of the meeting of the aforesaid Video Conference meeting is enclosed herewith for necessary action.

02.

(Sunil Kumar Chaudhary) Project Manager Tel. No. 011- 23362376 / 23768202 E-mail – <u>sk.choudhary75@nic.in</u>

Copy to

Ms. Mohini Kak, World Bank, Task Team Leader, the World Bank, New Delhi Representative of BMGF Representative of Tata Trust Representative of CARE India

<u>Record of Video Conferencing held with all States/UTs on 15th February 2018 for</u> <u>Sensitizing towards the roll-Out and Roadmap of National Nutrition Mission (NNM)</u>

A meeting was held with all 36 States/UTs under the Chairpersonship of Secretary, MWCD at Shastri Bhawan, New Delhi on 15th February 2018, 4:30 p.m. onwards, through Video Conferencing. The aim of the meeting was to sensitize the States/UTs towards the roll-out and Roadmap of National Nutrition Mission (NNM) in the coming months.

2. At the outset the Chairperson welcomed all the members and highlighted the objective, targets and main aspects of the Mission and emphasized it to convert it into a Jan Andolan.

3. Joint Secretary MWCD & Mission Director, NNM spelt out the scope, deliverables and planned roll-out of the Mission over the coming months. He further, highlighted the strident scaling up of the project to cover around 7 lakh anganwadi as part of NNM Phase I, for which the States/UTs need to plan accordingly.

4. A detailed presentation was given by MWCD on the salient aspects of NNM, budget allocation, Mission Components, organisation, action points at State/UT level and its proposed Launch by the Honb'le Prime Minister. The presentation is attached at **Appendix A.**

5. The following salient aspects were highlighted by Joint Secretary and Mission Director during the presentation:-

(a) Nomination of Nodal Officers and Master Trainers (4/district) by 19th February 2018 by States/UTs.

(b) Opening of NNM Budget Head at State/UT.

(c) Obtaining approvals from competent authorities for roll-out of activities under NNM.

(d) Initiation of Training of Master Trainers on ICDS-CAS at State/UT level by last week of February 2018, but not later than first week of March 2018.

(e) Village based LGD Codes to be mapped with CDPO, Supervisor, Anganwadi and its functionaries.

(e) Procurement of Devices i.e. smartphones, tablets and growth monitoring devices through Government e-Marketplace (GeM), as per approved specifications.

(f) Translation and printing of all the guidelines and ILA training modules in vernacular language and distribution to frontline functionaries.

(g) Formulation of Convergence Action Plan at State, District and Block levels.

(h) Prudence to be exercised while procuring 4G Data plans to ensure network connectivity and compatibility with the Smart-phones and Tablets specifications..

(i) Preparation towards implementation of Incremental Learning Approach as part of training and capacity building, with immediate effect.

(j) It was highlighted that the Mobile application for AWW and LS were available in 4 languages. Respective States/UTs will be approached for translation into other regional languages from English/Hindi version.

(k) The Mission Director highlighted that the mobile application had been designed based on research and iterations over couple of years. Therefore, it is a very easy-to-use tool and has been adopted very quickly by the frontline functionaries across age groups and different levels of education, in the 6 States where it has been rolled-out. He further iterated that the States/UTs need to ensure that NNM components are implemented as the single point of impact for all nutrition related schemes and ICDS-CAS be utilized for delivery, monitoring and interventions by respective functionaries. An advisory to this effect has already been issued to the States/UTs (refer D.O Letter No. 213912/2018/O/O JS(RK) dated 9th February 2018).

(I) Hiring of manpower on contractual basis (as per approved ToR), appointment of State/UT level Staff to be completed and SPMU to be made functional. This activity needs to be initiated on priority and closed at the earliest but not later than 31st May 2018.

(m) Conduct of Community Based Event (CBE) on monthly basis.

(n) Discontinuation of 10 anganwadi physical registers 3 months after the implementation of ICT-RTM. Only one 'Summary Register' to be maintained. Format of the register will be shared with the Stats/UTs, as well as made available on the NNM website. The States/UTs will get the same printed at their end.

(o) The Mission Director stressed and elaborated on the two most important pillars of the Mission, essential for achieving the desired goals.

(i) Digitisation of records and monitoring through the Common application software.

(ii) Behavioural change at the habitat level.

6. This was followed by clarification of points raised by States/UTs, as highlighted in the table below.

SI.No.	State/UT	Issue	Clarification
a.	Andhra	Andhra Pradesh sought	Mission Director clarified that
	Pradesh	clarification on a common	efforts to synergise various
		application platform for all	software was in progress.
		health and nutrition based	Identification of a common
		applications to avoid	denominator for unique
		duplication of effort at	identification of beneficiaries is the

		frontline functionary level.	main challenge to achieve the desired aim.
b.		The State requested inclusion of balance of 3 districts as part of NNM to enlarge the footprint and cover the entire State.	It was clarified that the roll-out of NNM has been planned as per the stunting figures of districts in descending order. In case the State wants immediate roll out may plan to roll-out the project in the balance districts through its own resources, MWCD will provide complete administrative support towards the same.
с.	Mizoram	The State was facing problems for registration with GeM.	The Mission Director directed the CPMU staff to approach GeM for nomination of 2 Nodal Officers, to assist the States/UTs through the entire procurement cycle.
d.	Kerala	A software had been developed at State Level and deployed across 3 districts to capture nutrition based data. The State requested that the data be ported to the NNM software.	Mission Director clarified that the ICDS-CAS application has been developed based on prolonged research over couple of years. The States need to ensure that NNM components are implemented as the single point of impact for all nutrition related schemes and ICDS- CAS be utilized for delivery, monitoring and interventions by respective functionaries. An advisory to this effect has already been issued to the States/UTs.
e.	Himachal Pradesh	The State highlighted that the scale of funds being provided for nutrition per beneficiary needs to be revised.	The Chairman clarified that the rates had been revised recently and have been linked to the Wholesale PriceIndex (WPI).
f.	Chhattisgarh	The State requested to include the 3 districts where ICT –RTM has been rolled out, as part of NNM.	The State was informed that Administrative Guidelines include the provision to include additional districts created due to change in geographical boundaries. State may submit proposal on receipt of

			Administrative Guidelines.
g.	Bihar	The State requested inclusion of the one district (Siwan) which does not figure in the existing list of 315 districts of NNM Phase-I.	The districts will be selected on the basis of prevalence of stunting.
h.	Telangana	The State highlighted that 3 districts of the State included in NNM Phase I had got bifurcated into 10 districts.	The State was requested to initiate case as brought in paragraph 6 (f) above.
i.	Karnataka	It was brought out that the State had procured tablets as part of a separate project. It sought clarification whether the same could be used as part of NNM.	The Mission Director brought out that the specifications for the devices had already been shared with the States/UTs. In case the tablets which have been procured meet the desired specifications, the same may be utilised by the LS. However, tablets with lower specifications than subscribed may lead to software/application malfunction at a later stage.
j.	Odisha	The State inquired about the timeframe in which the Anganwadi Application will be made available in Odiya.	It was clarified that the desired application will be made available by week ending 23 rd February 2018.
k.	Meghalaya	The State highlighted certain change in the number of Aanganwadi in across districts.	The State was requested to forward the requisite changes to CPMU, NNM.

7. A 'To-Do List' highlighting the salient actions/activities to be initiated at State/UT level as part of various NNM Components is attached at **Appendix B**.

8. The States of Gujarat, Karnataka and Odisha are requested to forward the EEP budget code and submit the FM assessment questionnaire at the earliest please.

9. Meeting ended with a vote of thanks to the Chair.

Appendix A

Presentation for Orientation of States/UTs on NNM

Orientation for NNM 12 Feburary Ver 2.pdf

<u>Appendix B</u>

To-Do/Check List at State/UT Level

<u>SI.</u> <u>No.</u>	Head/Component	Action/Activity		
1.	Generaland• Nomination of Nodal Officer.Administrative• Confirm List of Districts, Projects and A already forwarded to States/UTs. • Map LGD and 11 Digit (ICDS-CAS) codes as p format. 			
2.	Financial	 Create NNM Budget head. Release funds down to district level, wherever required. 		
3.	SPMU	 Orientation of State and District level officials based on various NNM Guidelines. Establish functional SPMU. Hire District and Block Level Coordinators. 		
4.	Convergence Action Plan (CAP)	 Formation of Committees for SCP, DCP and BCP. Finalise State Level CAP. 		
5.	ICDS-CAS (ICT-RTM)	 Nomination of Master Trainers @ 4/District. Translation of mobile application (text only) into regional language. Procurement of devices through GeM. Procurement of SIM Cards and Data Plans. Training of AWWs and LS on mobile application. 		
6.	Incremental Learning Approach	 Brief State, District and Block Level officials based on ILA Guidelines. Formalise SRG, DRG, BRG. Earmark Master Trainers. Formalise micro level training schedule. Conduct training as per approved schedule. 		
7.	Community Based Events	 State to allot funds at district level, @ ₹ 250/- per CB Conduct one CBE/month at AWC, based on the defined in guidelines. Ensure convergence of AWW, LS, ANM and AASHA 		

		part of CBE.
8.	Launch of NNM	 Close preparatory stage activities and share relevant details with CPMU. Be prepared for Pre-Launch activities.

National Nutrition Mission

15th February 2018



Synopsis

- Background
- Action Points & Status
- Components
 - Convergence
 - Common Application Software
 - Training and Capacity Building
 - Community Mobilisation & Behavioural Change
 - Innovations, Incentives & Flexi-Funds
- Organisation & Manpower
- Budget Allocation
- Summary
- Launch



Background

- Setting up of National Nutrition Mission (NNM)- Approved on 30.11.2017.
- **□** Budget of ₹ 9046.17 Crore [FY 2017-18 to FY 2019-2020]
- BE for 2017-18: Rs. 1100 Crore; RE: 550 Crore; Released : Rs. 480 Crore (as on date)
- **BE for 2018-19 is Rs. 3000 Crore**
- **All States and Union Territories- Targeted in a phased manner**

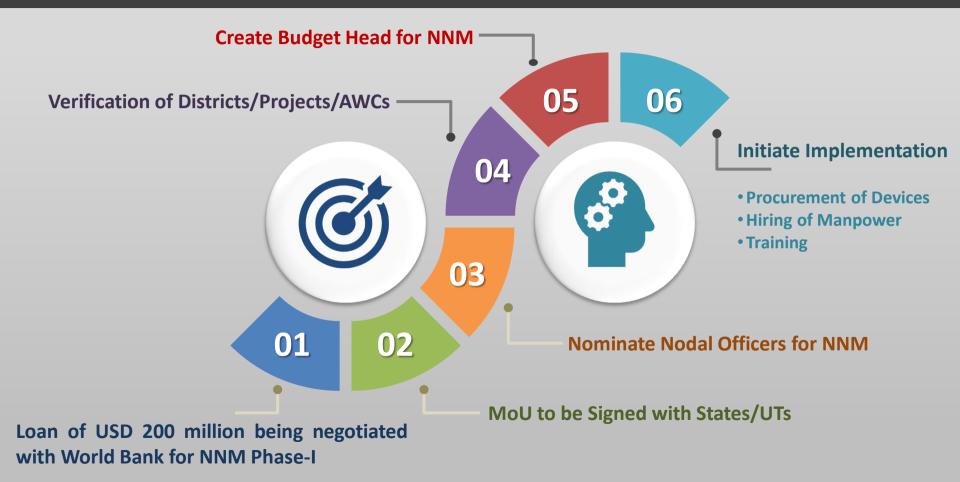
Year	States/districts to be covered
	315 common districts identified in the descending order of prevalence of stunting from
2017-18	amongst 201 districts identified by NITI Aayog on the basis of National Family Health
	Survey-4 data, 162 ISSNIP districts and 106 districts of Scheme for Adolescent Girls.
	235 districts based on the status of under-nutrition in various States/UTs to be identified
2018-19	generally based on prevalence of stunting.
2019-20	Remaining districts of all 36 States/UTs.

Funding

Year	Total cost NNM (Rs. in crore)	GOI share without EAP. (Rs. in crore)
2017-18	2602.75	819.87
2018-19	3526.08	1110.71
2019-20	2917.34	918.96
Total	9046.17	2849.54

- 50% funding through Gross Budgetary Support as per applicable cost sharing ratio between the Centre and the States (i.e. 60:40 for States & UTs with legislature; 90:10 for North-Eastern States & Himalayan States and 100% for Union Territories without legislature.
- 50% Externally Aided Project (EAP) funding through IBRD (International Bank for Re-construction and Development)/ Multi-lateral Development Banks (MDBs)- World Bank

Action Points



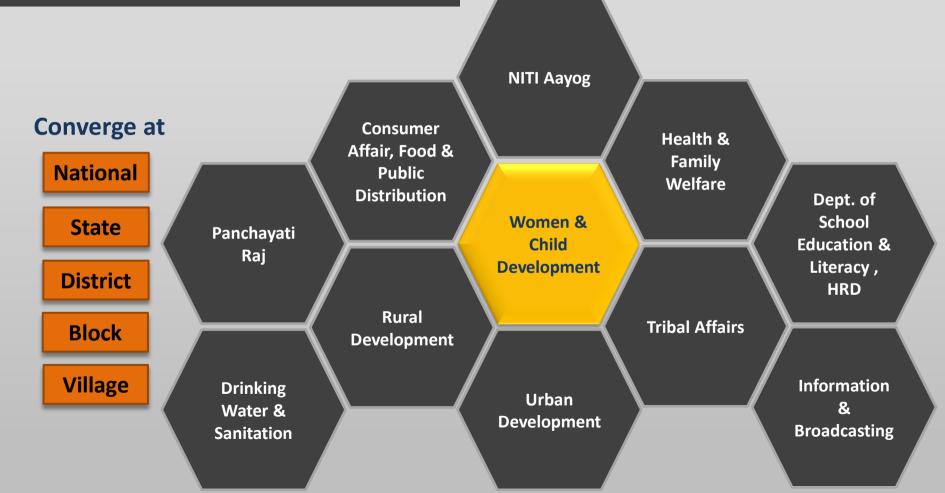
State/UT wise Status : Phase-I

Di	istricts	Nodal Officer	Master Trainer	State	D	stricts	Nodal Officer	Master Trainer
1	269	\checkmark	8	LAKSHADWEEP	1	107	\checkmark	\checkmark
10	43616	\checkmark	NA	MADHYA PRADESH #	± 37	72290	\checkmark	\checkmark
1	70	\checkmark	8	MAHARASHTRA #	22	64592	\checkmark	8
5	12166	\checkmark		MANIPUR	2	1619	8	8
37	110873		8	MEGHALAYA	5	2279	\checkmark	$\overline{\checkmark}$
1	450	\checkmark	\checkmark	MIZORAM	2	428	\checkmark	\checkmark
12	23926	\checkmark	\checkmark	NAGALAND	2	667	8	8
1	303	8	8	ODISHA	11	26296	8	8
				PUDUCHERRY	1	9		8
1	40	\checkmark	\checkmark	PUNJAB	4	4598	\checkmark	8
2	4823	\checkmark		RAJASTHAN #	24	46497	\checkmark	$\overline{\checkmark}$
2	1258		8	SIKKIM	1	316	\checkmark	\checkmark
10	17296	\checkmark	\checkmark	TAMIL NADU	5	7570	\checkmark	8
2	2195	\checkmark	\checkmark	TELANGANA	3	9868	\checkmark	$\overline{\checkmark}$
4	6281	\checkmark	\checkmark	TRIPURA	1	1272	\checkmark	$\overline{\checkmark}$
2	742	\checkmark	\checkmark	UTTAR PRADESH #	64	165902		8
18	28526	\checkmark	\checkmark	UTTARAKHAND	4	7698	$\overline{\checkmark}$	$\overline{\checkmark}$
9	19162	\checkmark	\checkmark	WEST BENGAL	6	31720	\checkmark	8
3	7186	\checkmark	\checkmark	#	ISSI	NIP State	25	
	1 10 1 5 12 1 2 10 2 10 2 4 2 10 2 4 3 9	 269 43616 70 12166 110873 450 23926 303 40 4823 40 4823 1258 1258 1216 17296 2195 42158 17296 2195 4258 6281 28526 19162 	1 269 43616 43616 70 742 740 	10 43616 Image: Constraint of the second secon	1 269 IAKSHADWEEP 10 43616 IAKSHADWEEP 10 43616 IAKSHADWEEP 1 70 Image: Constraint of the state of the	1 269 IAKSHADWEEP 1 10 43616 NA MADHYA PRADESH # 37 1 70 Image: Constraint of the state of the sta	1 269 Image: Construct of the second se	1 269 IAKSHADWEEP 1 107 Image: constraint of the second s

NNM Components



Converge to Transform



Convergence Action Plan (CAP)

NITI Aayog-National Council

Reports to PMO every 6 months.

State Convergence Plan

Chaired by Senior most Principle Secretary. Finalised by end Jan. Submitted to MWCD.

Block Convergence Plan

Chaired by SDM. Finalized by 15th Dec for the consequent year.



Government of India-Executive Committee

Headed by Secretary, MWCD. Meets quarterly.

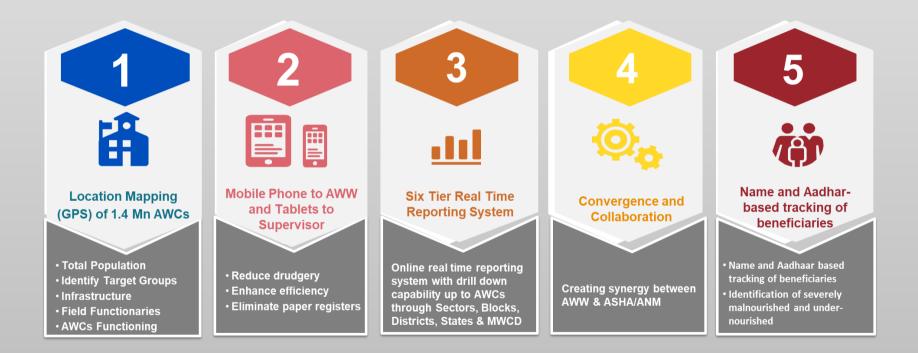
District Convergence Plan

Chaired by DM/DC/Collector. finalized by 31st Dec for the consequent year. [Review: 10th Jan,10th April,10th July, 10th Oct]

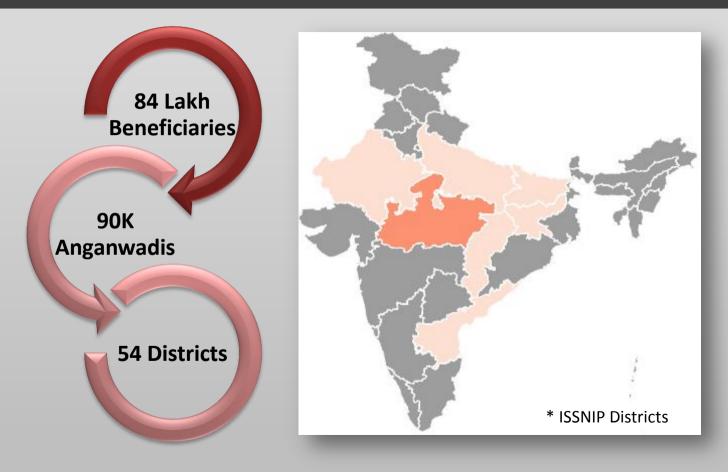
Village Level VHSN Day-Every month

For 2018-19 all Committees and CAP to be finalised at the earliest

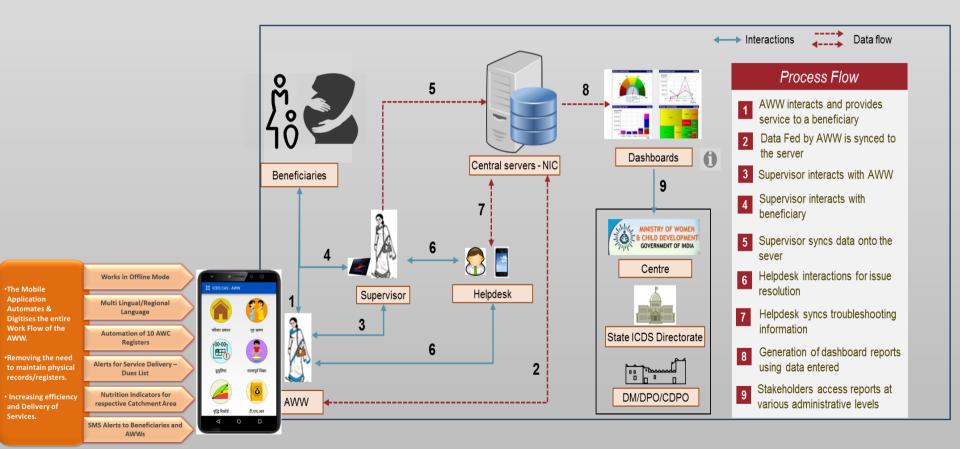
NNM: Common Application Software



NNM: Present Reach (ICDS-CAS*)



ICDS-CAS: Work Flow



ICT – Real Time Monitoring

Training

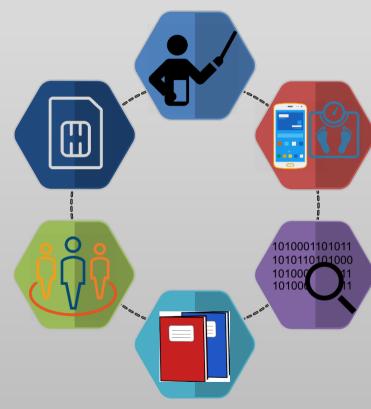
- 4 Master Trainers /District.
- Training of Master Trainers.
- Across 44 Locations.
- Tentatively 19th Feb 2018

Data Plans

- Procurement of SIM Cards.
- Data Plan for AWWs and LS.

Training of LS and AWWs

• Training of AWWs and LS by Master Trainers



Procurement of Devices

- Smartphones & Tablets 1 per AWW & LS
- Growth Monitoring Devices 1 set per AWC-Stadiometer, Infantometer, Weighting Scale (Infant/Mother and Child)

11 Digit and LGD Codes

- Preparation of 11 Digit Code.
- LGD Code at Village Level.
- Template being forwarded

Discontinuation of Registers

10 of the 11 AWC registers to be discontinued on stabilization of Data Entry by AWWs.

Procurement of Devices through GeM

ICT-RTM: Financial Norms

Device	Maximum Unit Cost (₹)	Scale
Smart Phone including battery bank, phone cover and screen guard	₹ 10,000/-	1 per AWW (additional 5%)
Tablet	₹ 10,000/-	1 per Lady Supervisor (additional 5%)
Growth Monitoring Devices- 4 Nos. (Stadiometer, Infantometer, Weighing Scale (Mother& Child) and Weighing Scale (Infant)	₹ 10,000/-	1 set per AWC
Internet Connectivity for AWWs (4G)	₹ 200/-	Per month per AWW
Internet Connectivity for LSs (4G)	₹ 200/-	Per month per LS
Maintenance of Smartphones/ Tablets (10%), after expiry of warranty period on case to case	₹ 1000/-	Onetime
basis		
Training Cost for Master Trainers AWWs on ICT RTM -Onetime	₹ 1000/-	Per AWW/Master Trainer, for entire duration of training

Incremental Learning Approach

Guidelines

Implementation Guidelines already Issued, need to be translated at State Level.

Training Modules

All 21 ILA Modules will be available on NNM Website. Translation & Printing to be carried out at State Level.





Training

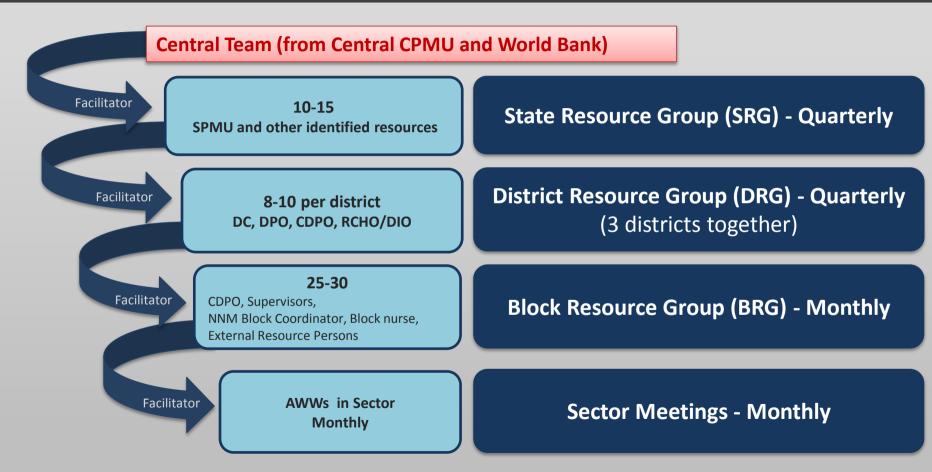
Nominate Master Trainers.Prepare Micro Training Schedule.

e-ILA

ILA modules for training on Mobile App.Web based application for evaluation.



IL: Cascading Rollout



ILA: Financial Norms

Cost Norm	Cost ₹
State SRG	1,50,000/-
Cost Includes: Venue, Food/refreshment and TA	
Frequency: 2 days every quarter	
District Level DRG	30,000/-
Cost Includes: Food/Refreshment and TA	
Frequency 2 days every quarter	
Block Level BRG per Module	4,000/-
Cost Includes: Refreshment and Printing	
Attendance: 8-10 people	
Frequency: 1 day per Module/month	
Sector Level per Theme	1,500/-
 Cost Includes: TA (₹ 50/-), Refreshment (₹ 20/-) and Printing (₹ 5/-) total @ 75 	
per AWW	

• Frequency: 1 per Theme/month

Community Mobilization and Behaviour Change Communication (BCC)

Community Based Events

- Guidelines issued. Need to be translated at State level.
- To be conducted once in a month, on defined Themes.
- State to release funds in advance. @ ₹ 250/- /event.

IEC and Advocacy

- Print, Television, Radio.
- Social Media Campaigns.

Jan Andolan

- Through involvement of Panchayati Raj.
- Institutions/Villages Organizations/SHGs etc.
- Ensure wide public participation.

CBE to Converge all Frontline Functionaries



AWC as the vibrant platform for convergence of all nutrition programs/Schemes

Innovation, Incentives, Flexi-Funds

Flexi -Funds

- Provided at State Level.
- To cater for regional peculiarities.
- Provides flexibility to States.

Innovations

Based on experience and identification of Gaps, funds earmarked for development and implementation of innovations.

Incentives

State Level

- Annually.
- Based on achievement of goals.
- Scaled as per population size.

Cash Award to Frontline Functionaries

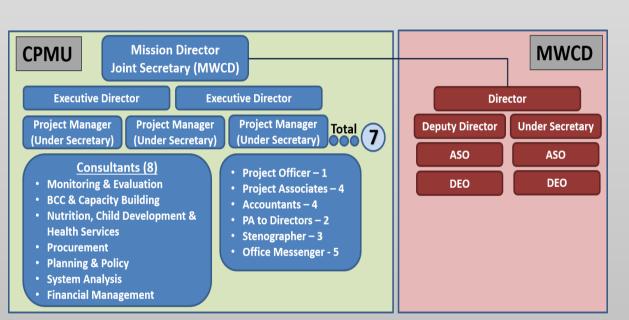
- Annually.
- Corpus of ₹ 150 Crore.
- Performance based.
- Includes AWWs, LS, ASHA, ANM

AWWs for ICT-RTM

- Monthly ₹ 500/-.
- Performance based.

Separate Guidelines will be issued

Organisation Set-up: CPMU



Position	Total under NNM	Mode of Recruitme nt
Mission Director	1	[AS/JS (ex Officio)]
Executive Director	2	deputation
Project Managers (Under Secretary level)	7	Deputation
Technical Consultants	4	Contractual
Other Consultants	4	Contractual
Project Officer (Section Officer level)	1	Deputation
Project Associates (ASO level)	8	Deputation
Accountants	4	Contractual
PA to Project Director	2	Contractual
Stenographers to US	3	Contractual
Office Messenger/Peon	5	Contractual

Organisation Set-up: State Level

					Position	No.in each	Mode of
SPMU	PMU Project Director		District Level		State Project Director	State/UT	Recruitment Ex Officio
	JPC (1/10 Dist				Joint Project Coordinator	1 per 10 districts #	On deputation
Technical Cons			DPO	District Staff - 02	Specialists	5	Contractual
Planning, Monitoring & Evaluation Health & Nutrition Financial Management Capacity Building & BCC		• Project Associates – 1 /10 Districts	ССРО	Block Staff - 02	Accountant	1 per 10 districts #	Contractual
		 Accountant – 1/10 Districts Data Entry Operator (DEO) – 2 Office Messenger - 2 	Supervisor		Project Associates	1 per 10 districts #	Contractual
• Procurement			AWW		Secretarial Assistant/DEO	2	Contractual
					Office Messenger	2	Contractual
					District	1 per District	Contractual
					Coordinators		
					Project Assistants	1 per District	Contractual
					Block Coordinators	1 per Block	Contractual
					Project Assistants	1 per Block	Contractual
					# (Minim	um 1 per State	e/UT)

Funds Released in FY 2017-18 (in Lakhs)

A & N Islands	63.76		Madhya Pradesh	3102.
Andhra Pradesh	1082.87		Maharashtra	2572.
Arunachal Pradesh	38.79		Manipur	233.
Assam	1556.99		Meghalaya	316.
Bihar	6724.06		Mizoram	83.
Chandigarh	92.76		Nagaland	113.
Chhattisgarh	863.05		NCT Of Delhi	635.
Dadra & Nagar Haveli	68.03		Orissa	3330.
Daman & Diu (UT)	35.11		Puducherry	33.
Goa	187.90		Punjab	607.
Gujarat	2200.87		Rajasthan	1862.
laryana	305.50		Sikkim	69.
limachal Pradesh	818.22		Tamil Nadu	980.
ammu & Kashmir	215.76		Telangana	1268.
harkhand	1555.35		Tripura	187.
arnataka	2435.08		Uttar Pradesh	8440.
(erala	931.94		Uttarakhand	932.
Lakshadweep	43.43	Total 48000.05	West Bengal	4011.

Administrative Financial Norms: State Level

Non-Recurring					
SI. No.	Item	Unit Cost (in ₹ Lakhs)			
1.	Office Equipment (Computers, Printers, Scanners etc.)	12.00 (lump sum)			
2.	Office Furniture (Table, Chair etc.)	3.00 (lump sum)			
Recurring					
3.	Rent	1.00 per month per State/UT			
4.	Travel #	1.00 per month per State/UT			
5.	Office Administration (Electricity, Telephone, Internet, Water, Stationery, Hiring of vehicles etc.)	3.00 per month per State/UT			
6.	Operations Research	50.00 annual per State/UT			

Ensure that there is no duplication of Travelling Allowance at District/State levels

Documents Available on NNM Website

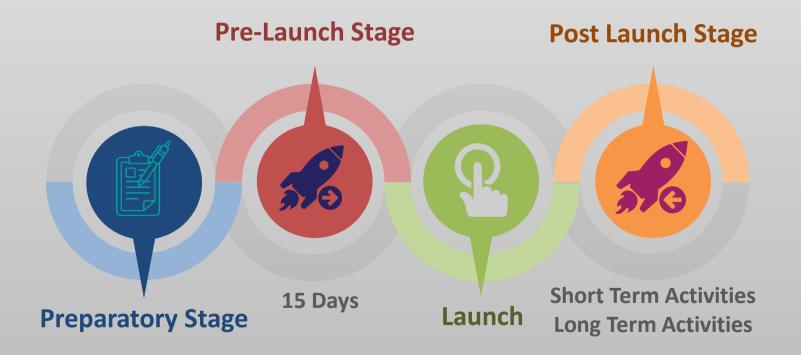
Link :http://icds-wcd.nic.in/nnm/home.htm	Document	
Notifications •	OM for Constitution of National Council on India's Nutrition Challenges	
•	OM for Constitution of Executive Committee of NNM	
Guidelines •	Guidelines for implementation of Incremental Learning Approach	
•	Guidelines for organizing Community Based Events	
Release of Funds •	Financial Year 2017-18 - All 36 States/UTs	
ICT-RTM •	Identifications of Master Trainers	
ILA •	Letter to States/UTs - Guidelines for Incremental Learning Approach	
CBE •	Letter to States/UTs - Guidelines for organizing CBE	
Procurement •	Specifications of Smart phone, Tablet and Power bank under NNM	
•	Specifications of Growth Monitoring Devices under NNM	
NNM Districts •	List of 315 Districts in 36 States/UTs covered in Phase-I	
Vacancies •	Vacancy Circular for filling up of various posts in the NNRC-CPMU	
About NNM •	Press Release	
Project Management Team •	NNRC-CPMU	
Administrative Approval & Guidelines .	Administrative Approval for setting up of National Nutrition Mission	

Manpower Norms and Administrative Guidelines being issued shortly

Summary – The To-Do List



NNM Launch



NNM: Preparation Phase Activities



Environment Building on Nutrition

Convergence at Ministerial Level

Ministries to Converge under NNM Banner

1-5-

Synergise all Line Departments

WCD, DWS, Health, RD, to synergise under NNM

NNM: Pre-Launch Phase Activities

National Level

State/UT Level

Mann Ki Baat Focus on Nutrition, Health and Sanitation



Nutrition Fortnight

Pre-Launch Phase to be celebrated as Nutrition Fortnight



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Dissemination of Programme Package

Programme Package to be Disseminated to States for Action



Nutrition Enablers

Channelize Volunteers & Organizations viz. SHGs, NYC, NSS, NCC etc.



Trans-Media Campaign

Social Media



Electronic/Audio & Visual



Press Conference Press Release





Nutrition Assemblies

Schools to organize Nutrition based Assemblies



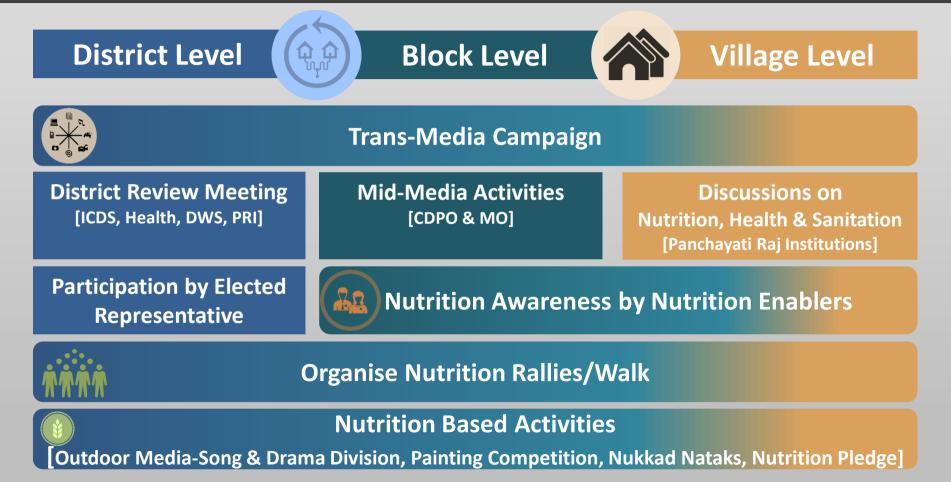
Trans-Media Campaign

Outdoor Media Campaign

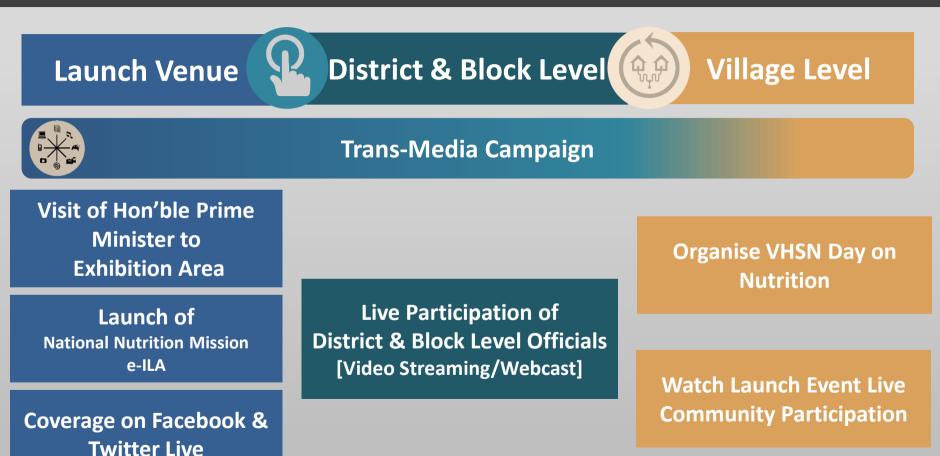


® 🔊 Social Media

NNM: Pre-Launch Phase Activities



NNM: Launch Day Activities



Thank You

