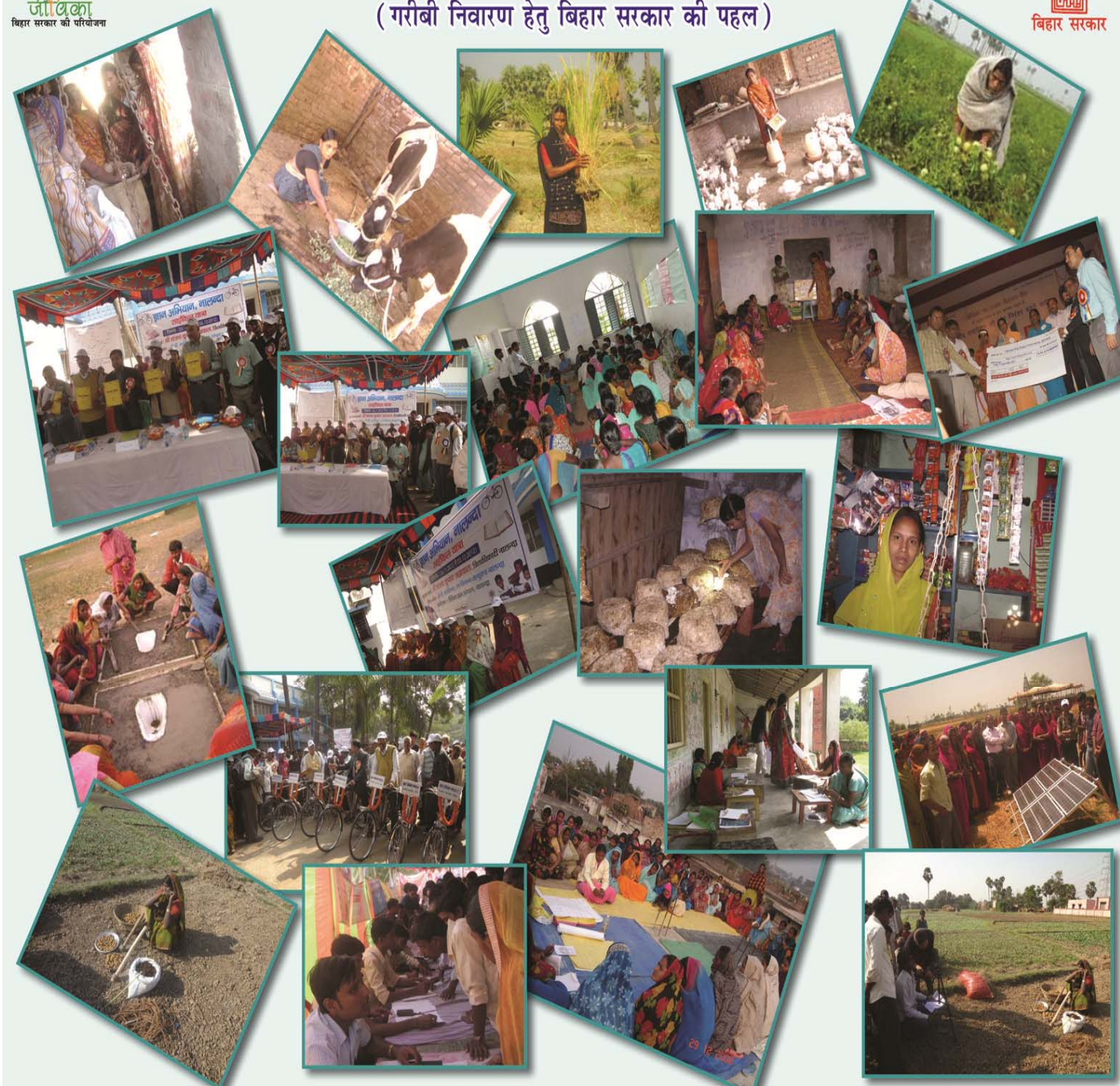




जीविका
बिहार सरकार की परियोजना

जीविका

(गरीबी निवारण हेतु बिहार सरकार की पहल)



ANNUAL ACTION PLAN & BUDGET (2013-14)

(Revised)

JEEVIKA

Bihar Rural Livelihoods Promotion Society

State Rural Livelihoods Mission, Bihar



JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

Bihar Rural Livelihoods Promotion Society State Rural Livelihoods Mission, Bihar



बिहार सरकार

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Arvind Kumar Chaudhary, I.A.S.
Chief Executive Officer-cum-State Mission Director

Dear colleagues,

First of all, I congratulate and thank each one of you for putting in your best efforts towards achieving the results set forth in the Annual Action Plan for the Financial Year 2012-13. During last year, the project interventions graduated towards maturity and took major strides in financial inclusion, livelihoods deepening and social development. I am sure the same will be continued this year as well with even greater zeal and purpose.

This year's Annual Action Plan and Budget featured participation of 61 Cluster Level Federations in extensive planning for themselves and their constituent VOs and SHGs. This marks a big step towards making the project wholly community driven. Planning this year is based on the twin-pronged strategy aimed at meeting expansion objectives in new blocks on one hand and deepening objectives in old blocks on the other. This year has been marked as the "*Year of Entitlements and Convergence*" with renewed focus on ensuring socio-economic security of the most vulnerable households.

Friends, this year promises to be challenging and equally exciting for all of us. JEEViKA will be expanding at a great pace and this calls for unwavering focus on maintaining the quality and rigor of the institutions being formed. At the same time, we should ensure that project activities in the older blocks are taken to scale and best practices are established under each thematic.

In order to achieve our goals, we need to work systematically and in this regard, I would like to reiterate the following:

1. Break down the quarterly plans mentioned in the AAP into monthly output targets and plan accordingly. Ensure that MIS stays updated at all times and utilize the same as a base for prioritization and decision making.
2. All district and block units should ensure that all the requisite materials including Policy guidelines on all planned activities, IEC material, books of accounts etc. are present with them and should address any shortfall on a priority basis.
3. Training of staffs, cadre and institutions especially of those joining in expansion blocks should strictly adhere to the timelines to ensure zero lag on capacity building front.
4. Older blocks should maintain their focus on strengthening the CBOs and should make an effort at gradual transfer of intervention management activities to the institutions.

I am sure that you will all put your best foot forward in making this year an exemplary exercise in rural development of the state.

I wish you all the best.


(Arvind Kumar Chaudhary)

To,
OSD/CFO/AO/FO/PS
All SPMs/PMs/DPMs/In-charge DPMs
All TMs/In-charge TMs/All TOs
All Managers/All BPMs/In-charge BPMs

Executive Summary

The financial year 2012-13 was the year for deepening and scaling up livelihoods for JEEVIKA. During the year the project started its operation in twelve (12) districts under National Rural Livelihoods Mission (NRLM) as well as scaled up its outreach to 60 more blocks of six (6) district of Bihar Rural Livelihoods Project (BRLP) under additional financing from the World Bank. The experiences accrued over the years by the project have been a great help in initiating its operation in NRLM districts. In Bihar Kosi Flood Recovery Project (BKFRP) the project has consolidated its operations in existing 13 blocks across 3 districts with special focus on deepening livelihoods and social development activities. With this the organization is now operational in 138 blocks of 21 districts with around 10,00,000 HHs under its fold graduated into 87,000 Self Help Groups (SHG), 5500 Village Organizations (VO) and 70 Cluster Level Federations (CLF). After discussions with various stakeholders, the project has formulated a strategy to include SHGs under various govt. and other schemes and organizations into its fold. This financial year (2013-14) has been marked as **Entitlement and Convergence year**, where the project will have special thrust on facilitating maximum entitlement coverage for the member households. Also, the community institutions that have matured over the years will assume more significant roles in leveraging benefits from the wide plethora of govt. schemes for the rural areas through effective convergence with the public departments.

A unique aspect of preparation of Annual Action Plan and Budget this year was planning by the Community Based Organizations (SHGs, VOs and CLFs) themselves in the older blocks. 61 Cluster Level Federations in 44 blocks did extensive resource and activity planning for their member VOs and SHGs and were instrumental in shaping the final plans for these blocks. A complete community driven exercise, the plans not only mentioned the financial resources already available with the institutions but also meticulously explained the community's strategy for leveraging benefits from various govt. schemes. It was a learning towards making the project wholly driven by Community Based Organizations (CBOs).

JEEVIKA will be expanding on a massive scale this year and is to extend its footprint to all the 534 blocks in the state, with intensive coverage in nearly 70% of these areas. **Institution Building and Capacity Building** will entail development of a large number of community based institutions (SHGs, VOs and CLFs) through direct intervention and partnership with other institutions. In *tolas & basawat* of older blocks the project will concentrate on saturation to include the left out households. Higher federations i.e. CLFs will mature to take on more roles and will receive requisite capacity building support to do so. The Community Resource Person (CRP) strategy would be streamlined to support the expansion plan. This shall include development of new CRPs in large numbers apart from building their capacities for taking on more responsibilities under various thematic. Training and learning Centers (TLC) would be developed in 9 old districts and will serve as capacity building and quality control units for all categories of community cadres and institutions. The Community Professionals (CP) will also be adequately trained to maintain the quality of the institutions. To assess the strength and possible scope of PRI-CBO convergence, piloting would be initiated in a few blocks.

Microfinance thematic took long strides last year in institutional financing of CBOs with nearly 21000 SHGs credit linked with banks. Risk mitigation for SHG members was also an important agenda served well with nearly 1.67 lakh members insured under JSBY. This year in Microfinance, special attempt would be made for quality improvement in all aspects. Efforts shall be made to ensure credit linkage of groups which are more than six months old. For groups which have already received the first line of credit through bank linkage and are eligible for subsequent credit, next dose of enhanced credit will be leveraged by liaising with banks. In qualified bank branches, Bank Mitras will be placed after identification and proper training. The possibility of VO's functioning as Business Correspondent (BC) will be explored and scope for routing benefits of social

entitlements through alternate banking channel will be assessed. Books of records will be placed at CLF level to affirm proper book keeping.

Livelihoods saw a marked surge last year with nearly 2 lakh community members involved in various farm and non-farm based livelihoods interventions. This year, one of the prime intentions would be to standardize the various agriculture intervention processes to achieve large scale implementation. The package of practices for all the crops cultivated through System of Root Intensification (SRI), Zero Budget Natural Farming (ZBNF) & Vermi-compost will be developed. More than 7000 Producer Groups (PG) are expected to be formed at village / VO level which will be federated to Women Farmers Producers Companies (WFPCs) at the district level. The Integrated Livelihoods Micro-Plan (ILP) based livelihoods intervention will give way to output based livelihoods micro-plan at the level of PG. Dairy intervention will mature to a more robust productivity enhancement initiative with producer groups serving as functional units provided with complete forward and backward linkage support. Other activities like poultry, goat rearing, and bee keeping will also be scaled up by leveraging benefits from govt. schemes and on ground capacity building support by JEEViKA. Rural energy will also be a focus area this year with strategic partnerships for scaling up planned with major players of the sector.

In order to achieve the target of providing gainful employment opportunities to 1.5 million rural poor in ensuing 7 years the project has conceived and delineated a proper roadmap. The ambitious target will be achieved by a mix of direct and indirect placement and by self-employment. In direct placement, with support from partner agencies job fairs will be organized in each block which will act as a platform for bringing employers and job-seekers together. The project has already signed agreements with 9 agencies for providing skilled training and placement under indirect placement approach which is expected to generate more than 30000 placements. More of similar partnerships will be entered round the year. To create self-employment the project has mooted a plan of utilizing Rural Self Employment Training Institutes (RSETI), aided by Job Resource Person (JRP) and Micro Enterprise Consultants (MEC) on the ground. The overall quality aspects of Skills & Placement would be monitored by Quality Cell.

The primary vision in **Social Development** is to increase the programmatic and geographical outreach of interventions on food, health, nutrition, education and sanitation. These interventions shall include not only interventions initiated by JEEViKA but also, social entitlement schemes being run by govt. departments. Nearly 6000 VOs are expected to exercise community procurement of food grains under FSF and supplementary nutrition programs in *Aanganwadi* centers in 44 blocks will be run by VOs. These interventions will be supplemented by Community Nutrition Care Centres and JEEViKA Saheli, a cadre specifically developed for providing primary health care services to community members. All these interventions will focus on community participation and will be assisted by more than 6000 CRPs developed for facilitating entitlement coverage under schemes like RSBY, MGNREGA and Social security. In MGNREGA, the focus will be on ensuring demand registration for willing members while facilitation support will be extended in aiding registration as well as access under RSBY and Social Security schemes. The project envisages that maximum level of coordination and convergence support will be taken from government departments and partnership with stakeholders at different level will be made to achieve the project objectives on the social development front.

As the program is expanding at a tremendous pace, the strategies and approaches regarding **Human Resource (HR)** will be very crucial this year. The primary objective of HR would be to support the HR agency in selection of 3500 Community Coordinators, 1100 Area Coordinators and recruitment of professionals from Management Institutes through campus recruitment. Establishing State level Training Centre for organizing and conducting position wise induction-cum-orientation programs has also been planned. Need based training of

project staff, operationalization of HR –Management Information System (MIS) and hiring of agencies for induction are some of the key priorities of the themes this year.

Monitoring Evaluation and Learning (MEL) will play a pivotal role in closely assessing the project progress and providing real time feedback for better implementation. This year one of the major objectives of this theme would be to hire and support agency for designing and developing real-time Management Information System (MIS) and making it operational. In Process Monitoring (PM) routine thematic wise PM would be executed. Side by side behavioral studies, Qualitative & Quantitative evaluation and small studies would be carried out to understand socio-economic and political changes brought about by the project.

The key objectives of **Knowledge Management & Communication (KM&C)** will entail dissemination of knowledge and effective flow of information among various stake holders. To facilitate that in KM, various activities and processes will be studied, analyzed and then learning would be disseminated. Other activities like developing communication skills among project staff, streamlining Grievance Redressal System, Community Score Card and Social Audit will also be taken up. Additionally, creative case studies will be developed to share knowledge apart from rolling out community newsletters.

PROCESS ADOPTED FOR TEMPLATE DESIGNING OF ANNUAL ACTION PLAN (2013-14)

Introduction

Action planning is a process that involves focusing on ideas and to decide what steps are needed to achieve particular goals. It is a statement of what we want to achieve over a given period of time. The community based organizations in JEEViKA including primary level institutions like SHGs and their federations (Village Organizations, Cluster Level Federations, Producer Groups) need their own action plan with specific objectives, its action steps with clear responsibilities, so that they can fulfill the purpose of their existence. It also helps in bringing clarity to the goals envisioned by the institutions.



Preparing the action plan for the community needs identification of their objectives, setting objectives which are achievable & measurable, prioritizing their tasks effectively and identifying the steps needed to achieve their goals and preparing the lists of activities and sub activities with clear responsibilities under a time frame.

Looking at this scenario, JEEViKA organized a three day workshop for preparing the action plan for the community based organizations (specifically self help group, village organizations and cluster level federations).

Participants

The participants of the workshop mainly consisted of members of the community based organization specifically from cluster level federations, project staff of JEEViKA including training officers, young professionals, thematic managers and state level officials. The participants acted more like a sample of a larger population and helped in inculcating different perspectives in project's planning.

Methodology

The methodology adopted was entirely based on experiential learning of both community and the project staff. The participants from community organizations brought their experience of running the CBOs to the table while the participants from the management's side gave valuable inputs regarding management.

With the help of combined experience from community & the project staff, the workshop went on to the process of enumerating the action plan.

On first day, community members shared with the participants, their experience of running their community institutions. After that the participants were briefed on questions like what is action plan, why should we develop the action plan in their groups and federations, where we are now, how we are going to develop it, benefits of the action planning under participatory manner, so that each of the participants feels the necessity of the action plan for their institution.



After that, the whole group was divided into three teams which were asked to enumerate the activities of the self help group, village organization and cluster level federations and prepare the presentation on charts. After presenting their activity charts, the participants gave their valuable inputs to improve their presentations with a more comprehensive and inclusive content. Important to mention here, the principle *presenters* were the community members and the project staffs acted as the facilitator.

On second day, again participants were divided into three teams each specifically dedicated to self help group, village organizations or cluster level federations and were assigned the task to detail out the activities of their institutions along with the clear responsibilities, i.e. who will do what. For example, if a team was enumerating the activities of SHGs then, that group listed only those activities specific to SHGs only.

Here, special focus was on eliminating the overlap in activities being taken up by the community institutions. This activity was helpful in bringing clarity among the participants about the activities and responsibilities of each level of institutions.



On third day of the workshop, the participants were divided into the three different teams and given responsibility to detailing of the activities finalized for each community institution (SHG, VO and CLF) on second day of the workshop into their sub activities as well as clearly indicating the responsible institutions for that activity.

This activity proved to be crucial in clearing ambiguity amongst the community members regarding the roles and responsibilities of the institutions.

During feedback, members felt the necessity of action plan for their institutional growth with clear responsibility so that each institution should know their work and act accordingly. It was also clear among the project staff about the work assignment for the betterment of the institutions and their role. For the newer area where the project has just started, activities assigned for CLFs were directly planned to be undertaken by the block implementation unit.



This year is very crucial for BRLPS as the project is planning to enter new districts/blocks and also initiating newer interventions. Keeping in mind the importance of the project and the need to maintain clarity, the entire Annual Action Plan and budgeting has been divided into three phases, viz. – AAP for BRLPS, followed by AAP for Kosi Flood Recovery Project and State Rural Livelihood Mission (SRLM). The process of developing the AAP has been very rigorous involving the entire project Staff. The involvement and engagement of the project staffs has been remarkable which reflects their commitment towards the project. Here, a bottom-up approach was followed to ensure participation of the entire project staff.

PROCESS ADOPTED FOR ANNUAL ACTION PLAN (AAP) & BUDGET (2013-14)

A) In the first phase, the AAP and Budget for BRLPS blocks and districts was prepared. The process followed is detailed below:

i) All the respective BPMs were entrusted with the responsibility to set up goals and strategy for the financial year 2013-14 keeping in mind the objective of BRLPS. All the concerned CLF representatives, staff of BPIU and ACs, CCs were involved in the process of finalizing AAP and budget for that BPIU. For older blocks the main focus was on ensuring saturation of target HH and to intensify the presence of JEEVIKA.

ii) Next all the DPMs after discussion with the BPMs & Thematic Managers consolidated the data for the BPIUs which resulted the AAP and budget for that DPCU.

iii) This was followed by an interactive 10 days' workshop at the state level where 3 CLF members & all the DPMs, BPMs and concerned staff participated and presented their AAP and budget to the state team. The SPMU team reviewed the plan and budget of all the DPCUs/BPIUs in line with the vision of JEEVIKA to ensure consistency of plan with budget. The output of the workshop was the consolidated AAP and budget at state level.

B) In the second phase the AAP and Budget of Kosi Flood recovery Project was prepared. The process followed was similar to the above one and the outcome was the AAP and budget for Kosi Flood recover Project.

C) In the last phase the AAP and budget for SRLM was determined. This was a state driven process as intervention in newer districts and blocks will be initiated this year. A master template was developed keeping in view the census data to capture the projection for the next three years. Blocks have been identified for intensive and non-intensive approach and plans finalized to roll out the project work and ensure saturation of the target HH.

After the finalization of the AAP and budget, a detailed planning exercise was done at BPIUs where the CCs participated and assigned weekly targets to themselves to achieve the projection. As this is a process driven project a detailed road-map has also been chalked out keeping in mind the quality aspects.

INSTITUTION BUILDING & CAPACITY BUILDING (IB-CB)

With its ongoing expansion, the project's mandate is to develop a large number of community based institutions (SHGs, VOs and CLFs) either through direct intervention or through partnerships with SHPIs like Women Development Corporation (WDC), Project Concern International (PCI), Priyadarshini project of NABARD etc. This year, IB-CB will emphasize on institutionalizing the major project activities along with the strengthening of CLFs. Capacity building of CBO leaders and community cadres is required in all blocks apart from the requisite system development at CBOs level. Further, for supporting new blocks under expansion plan, there is a need to strengthen the capacity of CRPs through de-centralized CRP strategy system.

Capacity building of CBO's leaders and community cadres is necessary for formation of Self Help Groups as well as primary and upper level federations (VO, CLF and TLC). The quality VO model will be expanded through dedicated teams of community cadre. The CLFs development will involve intensive training, capacity building and exposure. CLFs from the initial 18 blocks will be developed and strengthened as Resource CLFs that will be able to take a large chunk of BPIU work by the end of the year. It will be further strengthened through developing leadership and managerial skills among Community Institution leaders and developing habit of rotation of leadership.

The CRP strategy will involve increasing their number as well as their skill up gradation for shouldering new thematic responsibilities. Their roles in institution building and capacity building will be enhanced. Upper level federations like CLF and TLC will be involved in implementing the CRP strategy on a large scale. With 1 TLC (Training and Learning centre) already operational in Khagaria, new TLCs will be promoted in the 8 other old districts. These TLCs will be instrumental in the capacity building of community cadre and Community institutions in the district.

A. Strategy and Approach in Institution Building

1. Strengthening the functioning of CBOs

1. New groups will be formed in the expansion districts as well as in the expansion blocks of old districts. CRP teams will play a major role in formation of new groups and their modular training in the expansion districts. The pace of formation of VO will be 4 months from the formation of SHGs and that of CLF will be 12 months after the formation of VOs.
2. SGSY groups will be adopted in our intervention districts. The CRP teams will validate the data of SGSY groups for its existence and assess the requirement of any capacity building support. These groups will then be included into JEEVIKA fold.
3. Groups formed by PCI and Priyadarshani will be provided support in terms of capacity building by CRP teams and will be taken into the JEEVIKA fold.
4. A partnership with WDC has been reached and is mandated to implement JEEVIKA model in 20 blocks in 5 districts. In these blocks, support will be provided to WDC from district unit and CRPs in nurturing of SHGs and federations promoted by WDC. In 6 of the blocks, WDC has handed over the SHGs and federations to JEEVIKA. There will be a joint meeting with officials of WDC, JEEVIKA, promoting NGO and federation members in formal handover of federations to JEEVIKA.
5. Building leadership capacity of Institution leaders (OB) and Executive Committee, both of VO and CLF is crucial. Their leadership skills will be developed through capacity building and exposure. They will be trained on reporting and appraisal systems at VO and CLF, review mechanisms, subcommittee functionality, governance and accountability, community procurement. Inclusiveness in leadership will be promoted through rotation of 1/3rd leaders in community institutions starting from SHG to CLF.
6. Sub-committees at CLF will be trained and given exposure to make them better equipped to carry out their roles and responsibilities with the support and coordination from community professionals.

7. The focus will be on formation of new Federations (VOs and CLFs) and their strengthening through training, capacity building and exposure. The CLFs formed in 18 old blocks will be developed as Resource CLF. They will be capacitated to take up the core activities of the BPIU after initial handholding. The CLF will review the work of subcommittees, cadre and VOs.
8. Development of Spearhead Teams for strengthening of VOs and CLFs- district spearhead team on CLF and VO quality will be further strengthened through continuous trainings and exposure visits. This team will work on the development and establishment of systems at CBOs.
9. Development of Community Auditors- a cadre of community auditors will be developed and placed at CLF level. The said cadre will work on community auditing of the VOs and CLFs, thereby helping in continuous monitoring and maintenance of quality at all levels. An appropriate agency will be hired in the development of community auditors.
10. Tapering of funds- Based on the learning from a pilot being conducted in the Dobhi block, this will be scaled up in a phased manner across CBOs and will help in facilitating CBOs to pay for the services being provided by Community Mobilisers, Bookkeepers and Master Bookkeepers. This will also involve refinement of the community cadre policies.

2. Social inclusion of vulnerable target groups

Focus will be on saturation of old blocks and thus inclusion of the left outs. Every *tola/ basawat* will be covered under the saturation approach. Community institutions would ensure the inclusion of left out (POP) by self or with the support of CRPs and certify the same.

The services of scoping teams will be availed for ensuring that all vulnerable target group members have been included in the SHG fold. The specific measures that are being implemented are-

- i. Strengthening of scoping teams to work on inclusion of left out HHs.
- ii. Incentivizing the community functionaries to promote inclusion of left out and vulnerable HHs.
- iii. Capacity building for greater role of VO subcommittees in promoting mobilization of left out and poor vulnerable HHs.
- iv. Adoption of specific SHG norms tailored for the ultra poor households.

Using this methodology, almost 7000 left out HHs have already been identified and mobilized in SHGs in the 449 quality VOs. The thematic will continue with the social mobilization process on hamlet (*tola/ basawat*) based targeting. This strategy will be expanded to all VOs and integrated with the targeting and social mobilization strategy.

3. Expansion of Quality VOs through Quality Control teams

The 7 quality indicators of VOs have been implemented in 449 VOs and are being monitored to gauge the performance of these VOs. In order to augment this, case based teaching methodology is being adopted with the VO EC members to ensure that VO can take possible measures if it is lagging behind on any of the indicators.

Quality VO concept will be universalized in all VOs. For piloting the same, 50 VO quality control teams each including 2 CRPs and 1 CMs have been developed. The no. of VO quality control teams will be increased to 200 in this financial year to cater to needs of expansion of quality indicators in all VOs. Further, it will be institutionalized at CLF level. Case based teaching methodology will also be adopted in the expansion of VO quality.

4. Registration and system development at VO, CLF, TLC

Registration of primary and upper level federations (VO, CLF and TLC) for their sustenance and legal entity will be a key focus area. It will also pave way for democratic processes in the community institutions. 180 community cadres have been trained on preparation of documents for registration of the community institutions. The numbers of trained community cadre on registration will be increased and also a dedicated team will be developed for preparing documents at upper level federations (CLF and TLC). The process will be institutionalized and CLF along with BPIU would also follow up the registration of VOs. BPIU and DPCU would facilitate and follow up of registration of CLF and TLC.

5. Institutionalizing project activities through CLF

Community institutions (VO and CLF) will be trained on rolling out the AAP for FY13-14. Based on AAP, VO and CLF will implement the activities with the support of spearhead teams, sub-committees and community professionals. CLF will take assistance of BPIU and DPCU in rolling out of activities envisaged in the AAP. There will be periodic review mechanism on set indicators in AAP, from VO to CLF to BPIU and then to DPCU.

B. Strategy and Approach in Capacity Building

1. Community Professionals- Development and Nurturing of Community Professionals

The focus will be on orientation, nurturing and training of large numbers of Community professionals (CMs and BKs) with requisite efforts towards maintaining their quality. These professionals are engaged in the formation, nurturing and capacity building of community institutions i.e. SHG, VO and CLF. Training and capacity building of CMs will be focused on forming and training to SHG, facilitating the group's activities and writing minutes of SHGs, facilitating SHGs leaders in agenda fixation and its follow up, product wise inclusion of members, appropriation of funds and assessing financial health of SHGs. The training and capacity building of BKs would be focused on forming and training on VO and the activities and intervention at VO level. BKs would also be trained on different products at VO level (HRF, FSF, SRI, SWI, and MP). CPs will provide support in helping community institution in addressing the issues related to the products at the VO level. As part of the strategy of community to community learning, old community institution and CPs will be the base of exposure for new CPs in expansion phase for their effective learning. There shall be community based grading and accreditation (by TLC) of CPs and CRPs.

2. Community Resource Person (CRPs)

The focus will be on development of new CRPs in every blocks as well as their graduation to higher level as per their performance and ability. In the expansion phase, there is huge requirement of CRPs for both institution building and capacity building. There is a growing need of involving community institution in different thematic/sub- thematic interventions. Specialized CRPs would be developed on Food Security, Health intervention, financial inclusion, PDS etc., which will assist community institutions in implementing theme specific components of AAP. Effort will be on institutionalizing the whole process of CRP strategy. CLF and TLC will play a critical role in the rolling out of the CRP strategy.

Also, CRP teams will be developed which will work as resource CRP for SRLM states. TLC will cater to the training needs of these CRPs and build their skills for providing their services within and outside project on a continuous basis. They will be accredited on the basis of well defined roles of SHG, VO formation and imparting trainings to SHG and VO. This will bring objectivity in the selection and rendering of services in and outside Bihar.

Trainer CRPs will be trained on community based participatory training methodologies (PTM) and PRA so that they can equip themselves with different methodologies and can use them during trainings of SHG, VO, CLF and TLC.

3. Development and Nurturing of Trainers Pool

It is important to have a very robust training pool in the project to match with the pace of its expansion. A major highlight will be development of **Project Resource Persons** who will be fully trained on best practices of IB&CB and can give their service in other projects.

- a. The training pool members will also be accredited on the basis of well defined parameters for SHG, VO, CLF, Case Writing and CRP nurturing. Special focus will be given on developing and nurturing 50 Professional Resource Persons (PRP) after accrediting them. This will bring objectivity in the selection and rendering of services in and outside Bihar.
- b. A separate resource pool will be built in each district which will help in the registration of VO and CLF. For this, a consultant will be hired which will help build the capacity of this resource pool in each district and also district and block team in the registration of VO and CLF and meeting out the compliance.
- c. There will also be provisions of providing need based training to some of the training cell/ pool members for building their capacity on different thematic including training on PRA and PTM. In this regard, the services of appropriate agencies such as SSK, APMAS/ consultant and exposure to different livelihoods projects will be planned so that the field staffs could learn the best practices from them.

4. Development of Need based Training Material

Development of appropriate training material will be a key focus area. The development of training material like training modules, operational manuals, flipcharts, case study book, audio- visual training kit, posters etc. will be developed both internally and also by taking help from suitable agencies having a considerable experience in developing sector specific materials.

5. Development of Training and Learning Centre

TLC will serve as community owned and managed Resource Centres. TLC has been established at Khagaria, whereas it will be formed in 8 other old districts. The project heavily relies on community cadre and community professional strategy. They have proved to be effective means for community mobilization, formation and training of community institutions. There has been a constant increase in number of CPs with the expansion of the project. In such scenario, their orientation, training, capacity building, grading, gradual up gradation, accreditation and review becomes necessary. And for strengthening and sustenance of this strategy, its institutionalization is equally important. Further, no. of community institutions (VO, CLF) are also increasing and their strengthening through training, capacity building and exposure is important. TLC will be able to facilitate and carry out capacity building for Community Professionals, Community Resource Persons, CBOs and accreditation of CPs & CRPs.

C. Partnerships

1. Partnership for Training and Learning Centre

The Training and Learning Centre (TLC), a federation for CLFs will be placed at the district. It will engage itself in carrying out capacity building of Community cadre, community professionals and Community institutions in the district. Through accreditation process, it will also help in development of skilled community cadre and community

professionals who have distinguished themselves in implementing the project. These cadre and professionals having a wealth of on-the-field experience will be brought together as a team for serving the people.

In its establishment and then operationalization, expert assistance from Pudhu Vaazhvu Project, Tamil Nadu will be taken. The resource agency will help the project in doing the scoping exercise and developing systems for its establishment. The agency will help in developing the TLC manual, the selection and grading mechanism for community resource person and community professionals. This will also help in developing the business plan and need based training modules for TLCs.

2. Partnership for strengthening of CLF

A partnership will be entered with SERP, AP in the below mentioned areas-

- a. Handhold support in development of customized training materials on CLF.
- b. Taking services of Senior CRPs in the strengthening of CLF.
- c. Training and exposure visit of staff and community members in SERP to see and learn the best practices of VO/ CLF.
- d. Handhold support of trainers of SERP in rolling out the training modules with staff.
- e. Handhold support in development of CLF CRPs.

3. Partnership with 'The Livelihood School' for developing OD Cases

CBOs have received specific trainings and accompanied support through constant handholding. There are specific training modules developed in-house by BRLPS for these CBOs but the project intends to add case teaching method as an important training methodology for the CBOs. In the past, an Advanced Training Module developed for the VOs based on the case teaching methodology is received well by the staff as well as by the VOs.

Partnership with TLS will support JEEVIKA in-

1. Consolidating the learning of the staff on case teaching methodologies for the VOs through a refresher workshop.
2. Designing and undertaking Organizational Development (O.D.) case writing workshop with the staff.
3. Development of 12 cases on Organizational Development (O.D.) aspects and teaching notes incorporating the learning from the range of CBOs and roll this out as training methodology for the CBOs.

The newly developed cases will be incorporated in the induction training module of staff and hence provide an experiential learning tool in further development of CBOs.

Pilot in One block each of Muzaffarpur and Nalanda

Role of Panchayati Raj Institutions in National Rural Livelihood Mission

Background

The mandate of the Ministry of Rural Development (MoRD), GoI is poverty alleviation in rural areas through programs directly targeted at the rural poor households. Within the 'directly targeted' category, there are programmes focused on wage employment and programmes focused on self-employment. National Rural Livelihood Mission (NRLM) is one of the ambitious programmes to reduce poverty by enabling the poor households to access gainful self-employment and skilled wage employment opportunities resulting in appreciable improvement in their livelihoods on a sustainable basis, through building strong and sustainable grassroots institutions of the poor.

The guiding principles of NRLM are:

1. Poor have a strong desire to come out of poverty, and they have the innate capabilities to do so.
2. Social mobilization and building strong institutions of the poor for unleashing the innate capabilities of the poor.
3. An external dedicated and sensitive support structure to induce the social mobilization, institution building and empowerment process.
4. Facilitating knowledge dissemination, skill building, access to credit, access to marketing, and access to other livelihoods, access to institutional services enables them to enjoy a portfolio of sustainable livelihoods.

Now as a major policy initiative MoRD has decided to actively promote symbiotic partnership between CBOs and PRIs in the interest of sustainability of the scheme.

Rationale of PRI-CBO convergence

The Constitutional provisions provides devolution of powers and responsibilities to different tiers of PRIs with respect to preparation of plans and programmes for economic development and social justice and their implementation in relation to 29 Subjects listed in the Eleventh Schedule(Article 243G).

In India, Local Self Governments enjoy a predominant role in decision-making concerning rural development. But the experiences reveal that rural development had been adversely affected by top-down approaches and has become "supply-driven" in many States. On the contrary, 73rd and 74th amendment act promotes decentralization and advocates a "demand-driven" strategy as it has the advantage of considering the local resources and the specific demands of each place.

Core functions of Panchayat are Local Economic Development and Social Justice while the mandatory functions of the Panchayat include environmental protection, increasing local productivity to ensure livelihood activities and ensuring health and social security services. In the present set-up, they are not equipped to initiate integrated local economic development activities as envisaged in the Constitution. Panchayat need to establish a collaborative partnership with community organizations in developing local strategies, planning, allocating resources, implementing and monitoring/evaluating development activities.

There are multiple challenges at local level that hinder the effective collaboration of Panchayat with the community based organizations in rural development. These include lack of knowledge, experience and skill, internal conflicts, domination by vested interests, adverse policy environment, dependency, paternalism, and sense of inefficacy, financial interests and over-centralization of governance.

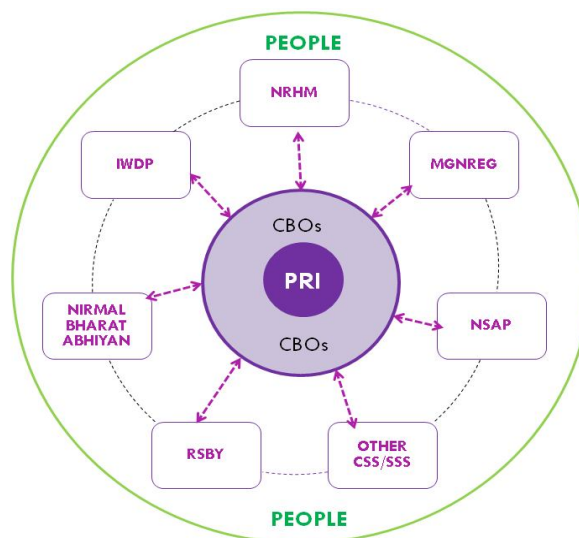
One of the objectives of NRLM is to improve the livelihood activities at grassroots level, but in general terms the livelihood activities addresses the individual need. However NRLM has adopted a diverse path by focusing at collective approach towards addressing the livelihood generation activity of the local community. The programme envisages the strengthening of PRIs and grass root level systems to ensure an integrated economic development process. A strong local institutional system developed through NRLM would also create a cordial environment for the implementation of other innovative projects like MGNREGS and Nirmal Bharat Abhiyan, RSBY, NSAP, NRHM etc. Complimentarily, all these programmes facilitate capability building of both PRIs and CBOs.

Therefore, to realize the full potential of NRLM through a conducive environment at the grassroots it is important to make the key players in NRLM - the States - aware about the essential need of an integrated approach towards local development by linking the PRIs and the CBOs for appropriate need assessment, effective planning, successful implementation and robust institutional building for review and monitoring.

In a nutshell, it is fundamental to improve the capability of local leadership, CBOs and improve their collaboration. Innovative approaches are required to build institutions at grassroots level to facilitate participation of different stakeholders, through convergence and integration of efforts/resources directed towards micro-level plans prepared with active involvement of all of them. Concerted efforts are essential for massive orientation and capacity building to improve the level of competency of human resources at local level to achieve the goal of rural prosperity.

* The above concept will be piloted intensively in one block each of Nalanda and Muzaffarpur. Useful insights from the pilot will then form the basis of the scaling up strategy.

Basic Convergence Framework between PRI and CBOs



MICRO FINANCE

The Financial year 2013-14 is the year of consolidation, scaling and quality improvement on the work done in the Micro-Finance thematic area. Attempts shall be made to put strategies in place to ensure quality improvement on aspects like inclusion of SHGs formed under other programs like SGSY, better micro planning, planning through the community cadre, larger participation of the community in the planning process, enhancing rotation of the available fund, better book keeping at all levels of community institutions, preparing community institutions for the audit, providing risk mitigation instrument of insurance, scaling of the integrated total financial inclusion models for the community members and institutions on alternative channels of Banking and similar others. At the same time, in the larger context an attempt shall be made to leverage timely financial supports from the mainstream banking institutions for the SHG's and minimize the gap between the loan sanctioning and disbursement. Due effort shall be made for leveraging of the higher amount of credit for SHGs from mainstream financial institutions as 2nd or 3rd dose of credit. One of the important action points for the MF section is to work as per the AAP of the project and lay emphasis in the areas which are lagging behind. To guide the implementation process and lay out the broader contours of action throughout the year across the project area, following strategies have been proposed

1. Ensuring processes for the timely and scaled up capitalization of the groups:

One of the most important aspects is the capitalization to the groups from both the internal and external sources. Effort shall be made to get timely capitalization from external sources by ensuring credit linkage for the groups which are six months old. At the same time in order to expedite the process of internal capitalization, it shall be ensured that savings accounts of the groups get opened within 3 months of its formation. Effort shall also be made to ensure timely capitalization of groups from the mainstream banks. It shall be ensured that a higher amount of credit is leveraged from the banks for SHGs in the form of 2nd or 3rd dose of credit. Elaborate planning shall be made for making achievement in the 1st quarter itself as regards 2nd or 3rd dose of credit from banks is concerned.

2. Ensuring Timely Micro-Planning and ICF release to groups:

There is a need to keep focus on the monthly progress of the MP preparation and the ICF flow thereof. There shall be an attempt to create a specialized community cadre to support the process of MP in the group. The module to work on facilitation of LCM in the VO shall be prepared and imparted to project staff. To facilitate the same training on COM related to MF operations at SHG and VO level shall be ensured across the project areas.

3. Identification and placing of Bank Mitras and MF Consultants:

The policy of Bank Mitras have been approved by the project and thus in the next financial year, the strategy shall be on identifying, training and placing of Bank Mitras in all the eligible branches. The exceptions shall be those banks where in the lesser number of accounts are available with banks. There shall be a need to strengthen the institution of Bank Mitras by ensuring refresher training to them and providing training on emerging needs of the Bank Mitra after assessment of their training needs. Besides the cadre of Bank Mitras, the services of MF (Consultants) shall be taken in all the districts by ensuring their placements. The services of MF consultants shall be utilized judiciously to facilitate timely capitalization to groups and shall be monitored very rigorously. At the same time, their services shall be utilized to bring dynamism at the community institutions by ensuring visit to those community institutions and making assessment about the areas of improvement.

4. Scaling Alternate Banking Channels for members and their institutions:

In order to ensure banking foot prints in the remote areas, different banks have started working through the model of Business Correspondents and Business Facilitators. In the financial year 2013-14, due efforts shall be made to explore the possibility of making VO's function as Business Correspondent /Business Facilitator/Customer Service Provider of BC. At the same time, it shall be ensured that more financial services are accessible to the poor person through alternate banking channels. An attempt shall be made for integration of different services including social entitlements through the alternate platforms. The learning of the Total Financial Inclusion pilot done in Rajgir shall be replicated in more number of blocks in different districts.

5. Rolling of the insurance services:

The team in the MF thematic area is committed to the idea of rolling out the life and non life component of the Insurance services for the risk mitigation of the members of the community institutions promoted by it. An attempt shall be made on finalization of Insurance manual and Bima Mitra manual in the first quarter itself. The process for life coverage for members shall be of primary concern and then only the non life component shall be paid attention to. The project has made all the preparation for the rolling of the "Jan Shree Bima Yojana" in the project areas. The result shall be evident by the end of the 1st quarter itself. Due effort shall be made for putting systems that are community managed through community institutions.

6. Rolling out the module related to Financial Literacy and Credit Counseling:

With the flow of capital to the community institutions and members, it is important that the funds are utilized in the most judicious manner and members respond to the norms of financial prudence. It is very important that members adhere to the norms of needful and responsible borrowing. Attempt shall be made to design a module related to responsible borrowing and roll it out at the level of community institutions. A cadre (Vitta Mitra) shall be developed to cater to the requirement of Financial Literacy and Credit Counseling.

7. Ensuring training on Books of Records:

Effective Book Keeping is a prerequisite to bringing transparency and faith at the level of the community institutions. The attempt shall be on ensuring training to all project staff and community cadre like Community Mobilizers and Book Keepers on SHG's and VO books of records respectively at the first stage. The role of Manager (Micro-Finance) and Manager (Finance) shall also be vital to support the process. The services of MF consultant (Community accounts) shall be taken to accomplish the task. There shall be a thrust on creation of Master Trainers and Master Book keepers at the block level to improve the quality of book keeping. Thereafter, the focus shall on imparting training to address the next generation of issues like financial analysis and preparation for audit at the VO level. There shall be an attempt to categorize the Community Mobilizers and Book Keepers in to different categories based on the state of book keeping done by them. Based on the categorization, training inputs shall be further given to make improvement and shall be monitored accordingly.

8. Rolling of the CLF Books of Records in an effective way:

The MF team has already placed the CLF books of records at different locations. Book keepers have been trained to write the books of records at the Cluster Level Federations. This year the emphasis shall be on developing some master trainers (at least 2/ BPIU) for each of the BPIU who can ensure the effective book

keeping at the CLF level. Book Keeping at the CLF level is a very crucial component and thus due effort shall be made to create resource persons around CLF book keeping and ensure the updating of books of records.

9. Ensuring continued healthy relations with Banks:

The project has reached a phase where in strengthened relations with banks shall be very instrumental in ensuring capitalizations of the community institutions. For the same, exposure visits shall be organized both inside and outside the state to sensitize the bankers on the strength of community institutions. There shall be an exposure visit in each quarter either with in state to the JEEVIKA locations or outside state (preferably in A.P/ kerala or Tamilnadu). At the same time, the advocacy role shall be played on continuous basis to meet the emerging requirements of the project. Effort shall be made to participate in the regional/state meeting of the bankers being held either at their regional centers or local head office level.

10. Quarterly Meeting with Bankers :

Already planned in the action plan of district and block, there shall be quarterly meeting at district level to apprise the banks about the development and source support required to leverage financial flow to the community institutions. SPMU shall also be a participant in such meetings and shall be providing support to ensure the implementation of the decision made in those meetings. At the same time, there shall be a quarterly meeting at the state level to apprise the senior management about the progress and policy intervention required.

11. Focus on rating and repayments of SHG's:

Continuing with the Bank linkage aspect, it shall be important that due attention is paid to ensure proper recovery to the banks in phased way. A dedicated attempt shall be made to follow on the recovery in a system oriented way. A system shall be worked out to ensure the authenticity of the status through the MIS tracking and certificate from the banks.

12. Ensuring proper stationery support to the BPIU's:

The MF team shall be ensuring the supply of the SHG, VO and BLF books of records on time. The MF team shall be working in close coordination with procurement and communication team to ensure its availability in right time. Besides this MP formats and that of loose sheets shall be planned to ensure training on all books of accounts. Printing of manuals on Micro Finance and Manual on Books of Records shall be also ensured. The project shall also be seeking the help of BIPARD in supporting the stock of stationery required internally. Besides this, the MF team shall also be ensuring the stationery required for the savings account opening and credit linkage from the banks.

13. VO to emerge as Business Correspondent or Business Facilitator:

As the year is dedicated more to the issues of consolidation of the processes for the village organizations, it shall be of paramount importance that these VO's emerge as the focal point for leveraging the banking facilities. Thus attempt shall be made to integrate the functioning of the VO's in sync with the process of Banking facilitator or the correspondent. It shall be tested in 3 to 6 immersion blocks of the project. Having studied the impact of it, the process shall be scaled to large numbers.

13. Leveraging the effort of SHG mapping for inclusion of SHGs formed under programs like SGSY and others:

The project has been instrumental in designing a format in consultation with district administration and their representatives to capture information about the status of the SHGs spread across the state. Based on the agreed format, SHGs have been mapped and digitized with relevant information related to their status. This shall stand in good stead for the teams at DPCU to facilitate their inclusion in to the fold of JEEViKA. Based on the category of quality, measures for capacity building and financial leveraging shall be undertaken in phased manner.

LIVELIHOODS

The experience of agriculture based livelihood interventions in JEEViKA has been encouraging. Nearly 200000 SHG households from 55 blocks of 9 districts have been engaged in various agriculture interventions. The introduction of Annual Integrated Livelihoods Micro-Plan, System of Root Intensification (SRI) in 21 crops (paddy, wheat, pulses, oilseed and vegetables), application of ingredients of Zero Budget Natural Farming (ZBNF) and vermi-compost has contributed to productivity enhancement, soil fertility / health improvement apart from cost reduction. Intensive trainings were organized for the JEEViKA team members, community cadres on System of Root Intensification (SRI), Zero Budget Natural Farming (ZBNF) and Package of Practices (PoP) of vegetable crops. More than 3000 Village Resource Persons (VRPs) and nearly 500 best practicing farmers have been identified for further expansion in the subsequent years. Four Women Farmers Producers Companies (WFPCs) have been formed.

Dairy intervention has been strengthened in 15 blocks of 3 districts. Under this intervention 15000 SHG households have been mobilized to form 311 Dairy Cooperative Societies (DCS). In order to further strengthen the dairy intervention; 140 Village Resource Persons – Dairy (Dairy Resource Persons) have been identified, trained and placed at village level to improve the extension system, enhance productivity of milk & generate better remuneration by selling milk through Dairy Cooperative Societies. Training and Exposure programs have been organized for the JEEViKA team members, Village Resource Persons – Dairy, Artificial Insemination (AI) workers, Secretary & Management Committee members of DCS. *Panchasutra* for DCS such as Regular Fat Testing, Updating & Maintenance of Books of Records, Timely Payment, regular MCM monthly meeting and backend support to all the DCS members are being followed rigorously.

Poultry intervention has been initiated in 5 blocks of 4 districts. Nearly 2500 SHG households have been engaged in this intervention. Five mother units have been established by village level entrepreneurs running the support services in the business model.

Beekeeping & honey selling is being promoted among 500 SHG households in 2 blocks of Muzaffarpur District. The SHG members have produced more than 10 tonnes of honey and have till now sold honey worth Rs. 5 Lakhs. In this intervention; two Beekeepers Co-operatives have been formed in 2 blocks.

In the non-farm sector; 720 SHG members engaged in incense stick making have been mobilized to form 18 Producers' Groups in 4 blocks of 2 districts. In Arts & Crafts; more than 150 SHG households have been engaged and mobilized to form 3 Producers' Cooperatives.

Livelihoods Program for the year 2013-14

Agriculture :

Intensification and diversification of agriculture intervention will be standardized for achieving scale. The package of practices for all the crops through System of Root Intensification (SRI), Zero Budget Natural Farming (ZBNF) & Vermi-compost will be developed. Training calendar, training module and flip-chart of all the crops will be developed for strengthening the agriculture training. The flip charts will be printed and circulated to all the Village Resource Persons (VRPs), Village Organizations (VOs) / Producers Groups (PGs) and Women Farmers Producers Companies (WFPCs). Village Resource Persons (VRPs) will be graduated to Skilled Extension Workers (SEWs) at cluster level. Block level, District level and State level resource persons will be developed, who will be engaged as Resource Persons for various cluster, block, district, state level training program. The State level resource persons will be developed, who can visit outside state to support other SRLMs and other civil society organizations for expanding the agriculture interventions.

Producers Groups will be formed at village / VO level and will be federated to Women Farmers Producers Companies (WFPCs) at the district level. The Integrated Livelihoods Micro-Plan (ILP) based livelihoods intervention will be improved to output based livelihoods micro-plan at the level of PG. This year; the ILP will comprise agriculture, dairy, goat rearing, poultry, beekeeping, non-farm sectors, etc. After the ILP is carried out at the VO level; PG will be developed at village level. In one village, more than one PG may be formed, based on activity / sector based livelihoods. Initially; the training, exposure and demonstration through Farmers Field School (FFS), etc. will be undertaken at the PG level and minimum documentation such as training register, meeting minute book, kisan diwas register, etc. will be maintained at PG level. Based on performance; the PGs will also open bank account and take on the operations and management function. In this regard; training programs will be organized for operations & management and maintenance of books of records by the PGs.

A comprehensive MIS will be developed to track the progress of all the livelihoods intervention. Experts will be hired to develop an access based MIS, which later will be linked to the main MIS. The required support for data base management such as desktop with accessories, data entry operator or data entry at Common Service Centre (CSC) / (DEC), data transportation cost will be provided at blocks / districts level.

Village level collection centre and cluster level procurement centers will be introduced and established. The role of the village level collection center will be to aggregate the produce, weighing, moisture control, sorting, grading, etc. The role of the cluster level procurement centre will be to undertake primary & secondary level processing of the agriculture produce. The required infrastructure will be given to the Producers Groups (PG) & cluster level procurement centers (CLPC). The PG and CLPC will be supported and regulated by Women Farmers Producers' Companies (WFPC). The marketing of agriculture produce will be done at all the three levels. However, primary emphasis will be on marketing of produce at CLPC level. The buyers meet at WFPC level will be organized on a regular basis. JEEVIKA store will also be established at district level to exhibit the products of SHG members at district and state level.

After the completion of ILP (Integrated Livelihoods Micro-Plan), which nearly comprises 50-80 SHG members per village, the members will be mobilized to Producers' Group (PG). After the ILP, training & exposure programs will be organized for the participating SHG members of the Producers' Group at the PG level, Cluster level, Block level, District level, State level and outside state as per the annual training calendar. It is expected that nearly 8000 Producers' Group will be promoted. Nearly 100 CLPC will be developed for marketing of agriculture & allied produce. Marketing infrastructure will also be developed at PG, CLPC and WFPC level.

Convergence with various Govt. Departments such as Agriculture, Horticulture, Mulberry-Silk, Animal Husbandry & Fishery, etc. will be done to bring more investment for SHG households to improve livelihoods under Mahila Kisan Sashaktikaran Pariyojana (MKSP), which is part of National Rural Livelihoods Mission (NRLM) under Ministry of Rural Development (MoRD). Liaison with agencies like NCDEX & NSEL will be done for training and marketing of agriculture & allied produce. Partnerships & collaboration will be made with Expert Agencies in technology, extension & marketing for capacity building and initiating marketing activities for the SHG households in agriculture & allied activities. Agriculture experts will be hired at District level for imparting training to VRPs, carrying out demonstration, establishing Farmers Field School (FFS), facilitating decision based on MIS & at Block level to implement the agriculture intervention, identify best practicing women farmers and develop them as agriculture CRPs through the Producers' Group. Students of Agriculture, Agriculture Engineering, Horticulture & Forestry, etc. from Agriculture Universities will be hired as interns in the program. During their internship, the interns will implement the ILP in the concerned blocks by visiting the villages and handholding the SHG members to adopt all the package of practices of System of Root Intensification (SRI). Private sector investment and corporate tie-ups are also expected in this year for buy back arrangements of raw or semi-processed or fully processed agriculture & allied produce. Organic produce will also be

promoted to fetch premium price for the producers. Participatory Guarantee System will also be piloted to assess effectiveness.

Extension system will be further strengthened by expediting the existing PICO projector based agriculture extension system. In this extension intervention; nearly a thousand videos are expected to be produced by video production VRPs, PICO projector based extension will be introduced in 2050 villages by 2050 VRPs and nearly 1 lakh video shows will be organized. The intervention is expected to positively affect that adoption rates for many agricultural as well as other project interventions. This extension mechanism will also be used in other livelihoods intervention such as Dairy, Goat Rearing, Poultry, Beekeeping & Non-Farm sectors apart from other program interventions such as Community Institution Development (CID), Micro-Finance, Social Development, Skill Enhancement etc. In this year; 1200 PICO projectors, 20 video cameras, 300 mobile phones & other required accessories will be procured to support this extension intervention.

Dairy :

A comprehensive dairy intervention will be undertaken in this year apart from small ruminant program. Backward and forward support systems will further be strengthened by bringing more agencies and experts apart from COMFED and dairy consultants. The experts will be hired at district and block level. The Veterinary Science & Animal Husbandry and Dairy Technology students will undertake internship in dairy intervention to strengthen the systems and processes. Village Resource Persons – Dairy will be identified from the villages where members are willing to form producer groups on dairying/DCS. These resource persons will be trained on promoting and ensuring productivity enhancement, community cattle shed, fodder cultivation, artificial insemination (AI), Cattle Health, Vaccination etc. A livestock center will be developed at the cluster level for providing artificial insemination, ear tagging and other veterinary services to the members of producer groups. The producer group members will aggregate their demand for different backend services and hence be able to bargain for price and quality with the suppliers. The producer group members will be supported for purchase of inputs for feeding of milch cattle, assets for procurement, processing of milk, artificial insemination and veterinary services. Apart from this, in order to promote the reduction of payment lag and remove the SHG households from the debt trap of the money lender, Gap financing through VOs has been planned. Gap financing may also attract higher milk procurement. Finance will also be provided to the SHG members to own the mortgaged / shared milch cattle, purchase milch cattle and get rid of the moneylenders debt currently being repaid through milk. More than 50000 SHG households (who may be milk producers) will be mobilized to form nearly 700 producer groups on dairy. Bulk Milk Chilling Units and automated milk collection centre will also be installed to increase the shelf life of the milk and also to enhance milk procurement capacity during the flush season. Training Calendar, training modules and flip charts will also be developed to support the extension & implementation support system.

Poultry :

Poultry intervention will be scaled up to more than 1 lakh interested SHG households. Based on the experience garnered from backyard poultry intervention, scaling up will be initiated. Other models such as small scale poultry farm model comprising 200 to 500 birds per poultry farm will also be developed. VRP-Poultry will be developed to facilitate the intervention at the ground level. Expert agencies will be hired to provide technical support in implementation. Training Calendar, training modules and flip charts will also be developed to support the extension & implementation support system.

Goat Rearing :

Goat rearing will be promoted among interested SHG households. Community Managed Goat Breeding Farm (CMGBF) will provide the backend support system to individual goat rearers. More than one goat rearing entrepreneur will be developed as Village Resource Persons – Goat Rearing, who will develop the CMGBF with support from the Cluster Level Federation (CLF). At the village / VO level; Producers Group (PG) will be formed and federated as a Women Goat Rearer Producers' Company (WGRPC). This WGRPC will market the goats from the CMGBF level. Nearly 92000 SHG households are expected to be engaged in this intervention. Micro-planning will be done at the SHG level and will be aggregated at the VO & CLF level. After the Micro-Plan; PGs will be formed at the VO level. The CLF will facilitate procurement of goats for the interested / enrolled SHG households. Expert agencies will be hired to provide technical support in implementation. Training Calendar, training modules and flip charts will also be developed to support the extension & implementation support system.

Bee keeping :

Beekeeping will be promoted with nearly 10000 SHG households this year. Beekeeping cooperatives will be developed at cluster level. Loans will be provided either from the program or from the bank and subsidy will also be leveraged from the Government schemes to reduce the loan burden on the SHG households. Requisite infrastructure will be developed for extraction and other activities at PG / VO level and cooperatives level to run the program. Expert agencies will be hired to provide technical support in implementation. Training Calendar, training modules and flip charts will also be developed to support the extension & implementation support system.

Rural Energy

In the context of current energy situation in Bihar, there has been increasing demand from the SHG households for providing solar lighting solution at household level. After the success of the initial Bihar Rural Livelihood Promotions Society (BRLPS) - The Energy Research Institute (TERI) LaBL program, which covered 500 households in village Dharhar Jamunia, Dhamdaha block of Purnia district, two MoUs have been signed with TERI and Selco Solar (Pvt) Ltd. In this year; 7000 households are expected to be installed with solar home lighting system. Individual Home Lighting systems are being promoted among the SHG households and over 600 systems have already been installed in Damdaha block of Purnia district. Demonstration with different technology partners like MINDA NexGen Tech, NURU Energy, Dawner Agency have been conducted across various blocks. In this year; it is expected that nearly 1 lakh SHG households will be covered by alternate and renewable energy interventions under the ambit of Green Business Opportunities.

For promoting clean energy cooking options to rural households, BRLPS is looking into various models of smokeless cookstoves, biomass based briquettes and biogas digesters. After conducting demonstration on cook stoves available from various agencies; the SHG households may choose from Greenway Grameen Infra, ARTI, Firenz Stove, Alpha Renewable Energy Private Limited, Pooja Horti.

Irrigation is another area, where the renewable energy solutions are being increasingly explored. Solar water pumps & treadle pump etc. will be introduced and based on learning, further scaling up will be undertaken. Claro Energy Private Limited, Jain Irrigation, XYLEM, IDE & many more agencies are being considered for the implementation. The SHG households have chosen Claro Energy Private Limited as technical partner for rolling out the solar water pump project in four districts i.e. Khagaria, Purnia, Madhubani and Muzaffarpur. Project site assessment along with Field / Village Organization / CLF identification is completed and demonstration of this system, rolling out and scaling up will be undertaken in this financial year.

Solar torch lights / lanterns of lower capacity will be promoted as a reward to the best practicing farmers through Kisan Days and Cluster Adhiveshans. The best practicing SHG members who have used clean rural energy services will be further trained and developed into Green Community Resource Person (CRP). Rural energy entrepreneurs (EE) will also be encouraged and also scaling up will be done through Green CRPs and EE. Nearly 10000 Bio Gas digesters will be installed for providing clean energy to cook food.

In the financial year 2012-13; training and exposure program was organized for the Young Professionals & community members at Barefoot college, SEWA, Gram Vikas, Gram Power, Minda NexGen, Husk Power System, Desi Power, SELCO Solar (Pvt) Ltd., NURU Energy, Claro Energy Private Ltd. In this financial year, the training & exposure program will also be organized for program team members & community members for scaling up rural energy components as well as for developing energy entrepreneurs at village / cluster / block level. Training Calendar, training modules and flip charts will also be developed to support the extension & implementation support system.

Bihar Innovation Forum

In 2007; 1st Bihar Innovation Forum was organized to identify, recognize & showcase innovations and replicate innovations which already existed in Bihar. The innovations which were complementing programs and objectives of JEEViKA were rewarded and partnered with in its project operational villages. These innovations like SRI by PRADAN or bee-keeping by EDA were scaled up through the institutional network of Jeevika and the results have been more than encouraging.

In 2013; 2nd Bihar Innovation Forum will be organized. This innovation forum will have two components viz. high impact innovations and grass root innovations. The high impact innovations will be identified from across the country whereas the grass root innovations will be identified from only inside Bihar. The objective of the high impact innovations is to identify, recognize & showcase innovations from eight thematic areas, which have been successfully tried out and achieved a certain scale and also impacted rural livelihoods. The eight themes are Agriculture, Livestock, Rural Energy, Financial Services, ICT based solutions, Non-farm sector / skill enhancement, Access to entitlements, Access to services. The objective of the grass root innovation is to identify & scout innovations from the rural areas of Bihar and show case these innovations in district innovation forum (DIF) at District level and Bihar Innovation Forum at State level. The grass root innovation may be a technology or machine or method or process which improves the efficiency in rural areas.

The selected high impact innovations will be scaled up through the financial assistance of JEEViKA in the program operational villages, whereas the grass-root innovations will be supported either through JEEViKA or incubators or industries or investors for incubation or process improvement for wider outreach for impacting efficiency or rural livelihoods.

The high impact innovations will be identified through a well defined process starting from inviting online applications, screening of applications, field validation, documentation and evaluation. Static and interactive media of various forms will be used for attracting potential applicants for the high impact innovations. The grass root innovations will be identified through publishing newspaper advertisement, scouting, validation, documentation and evaluation. At least 2 grass root innovations will be identified from each DIF and five best grass root innovations will be celebrated in the 2nd Bihar Innovation Forum. All the innovations will be screened and evaluated on 7 indicators viz. impact, scalability, innovation, sustainability, inclusion, replicability & growth potential.

In order to organize the 2nd Bihar Innovation Forum; 5 agencies will be required namely Technical Support Agency, Public Relation Agency, Video Production Agency, Printing Agency and Event Management Agency. Two agencies have already been selected and placed. Three other agencies will also be selected in due course. Apart from the agencies; a

large pool of experts of different levels (national and international repute) from eight themes will be engaged to develop rating tools for evaluating the innovations. Students from different colleges & Rural Management / Development institutes will also be engaged for scouting grass root innovations. It is expected that 35 high impact innovations and 18 grass root innovations will be selected through 2nd Bihar Innovation Forum.

SKILLS & PLACEMENT

Background

The demographic profile of Bihar, the livelihood pattern of its masses and the low skill baseline indeed point to a strong causal relationship. As per the 2011 Census, out of the total population of 104 million, 40 million were in the age group of 15 to 29 years further; about 60 percent of the rural population in Bihar is landless and depends on labour alone for its subsistence. Yet, the existing skill baseline that determines the livelihoods prospects of this youthful population remains quite dismal.¹ In the 15-29 years age group of, only 0.3 percent of the population in Bihar was reported to have any kind of formal vocational training and another 1-2 percent of population was found to have received non-formal vocational training. It clearly shows that in each category, the all-India average is 4 to 12 times the Bihar average.

Thus, Market linked skills development and placement is one of the key components of livelihoods generation. This envisages providing gainful employment opportunities, local or outside, as sustainable livelihoods generation option-majorly for the youths. It directly aims to address the issues of employment and livelihoods thus contributing not just to improving the lives of the direct beneficiaries but also ensuring sustained source of livelihood for their families. At the larger level it also contributes to the goal of poverty reduction.

In pursuance of the above mentioned objectives SRLM, Bihar has been entrusted with the responsibility of skilling and providing gainful employment opportunities to 1.5 million rural poor youth in Bihar in the next 7 years youths so that they have access to formal employment channel or self-employment channel.

To, achieve these ambitious target Bihar is one the four AAP states which has submitted its plan, readiness and strategy documents to NRLM for the year 2013-2014.

For the effective and holistic implementation of the Skills and placements project by SRLM Bihar, following activities have been initiated by SRLM, Bihar.

Intervention Methodology

1. Direct Placement

Under this mode of placement of rural youths, SRLM, Bihar performs Liaisoning activities directly with the various partner agencies. On the other hand SRLM, Bihar also organizes Job fairs in each operational block once in a year to bring potential employer and rural youths on a common platform to provide them gainful employment.

Apart from Job Fairs SRLM, Bihar has tie ups with different agencies for providing jobs in different sectors.

To effectively undertake above mentioned activities SRLM, Bihar has dedicated JRPs in each cluster that is entrusted with the responsibility for collecting youth data sheet and plays a pivotal role in knowledge dissemination about various job openings and mobilization, counseling and post placement tracking of candidates.

2. Indirect Placement

This is the most common and effective way of providing employment opportunity to potential candidates through training and capacity building in gamut of trades.

¹ [IIPA scoping study 2011](#)

To perform these, project Implementation agency having enough expertise in this domain is roped in which performs the mobilization, technical & life skill training, certification, placement and post placement tracking of candidates.

In pursuance of this, SRLM, Bihar has already signed an MoU with 9 agencies which are BASIX, SRNH, Premier shield, Aide-et-Action, IL&FS, Gras Academy, GIDF, NEED, Pipal Tree Ventures Pvt. Ltd for providing training and placement of 30,000 candidates in 7 trades as construction and building, Tourism & hospitality, Computer, Multi Skills, security services ,IT & Telecom and driving. At the same time SRLM, Bihar is also hiring more agencies for the above mentioned purpose

3. Self-Employment

Self-employment component plays a pivotal role in whole skilling sphere and SRM, Bihar is also working vigorously in this domain through

a) MEC-Micro enterprise Consultant

Under this model a locally rooted community cadre will be trained to provide services to budding micro and small entrepreneurs with all the financial and business assistance in establishing any kind of entrepreneurial activity. SRLM, Bihar has already started piloting of the MEC model in four blocks of two districts viz. Muzaffarpur and Bodhgaya.

b) RSETI-Rural Self-Employment Training Institutes

These centers are operated in all districts by the sponsored Bank of that particular district, SRLM Bihar having strong rural presence with dedicated community cadre like JRPs and MECs will help in mobilization of candidates. The annual target of all the RSETIs in Bihar is to provide self-employment training is twenty eight thousand five hundred.

Enabling Activities

MIS

The dedicated MIS for JOBs has helped us in following:

- Works as conduit between youths and employment.
- Capture the physical progress on a real-time basis, and generate detailed MIS reports for various stakeholders
- Get analytical viz. cross tab and query based reports for different trends, performances of districts and feed the learning's to improve program implementation
- Ensure quality and uniform information flow even in larger scale of operation for management level monitoring and decision taking

Upon the successful piloting of JOBs MIS in two districts, plan for the next stage is the universal rolling out across all districts of Bihar and linking it with the biometric attendance of the trainees.

Quality Cell

To ensure Quality delivery as per agreed parameters SRLM, Bihar has established a dedicated Cell known as Quality Cell, whose thrust area is to look after all the monitoring and support aspect of Partner agencies imparting skills and placements in Bihar. For effective and smooth functioning following activities are performed by Quality cell:

- Outlining system and procedural guidelines for the partner agencies
- Monthly state level review meeting to assess the development so far.
- Coordinating District Level Meeting.

- Performing Physical monitoring field visit.

JOBs Helpline (Youth Helpline)

The overall Goal of Counseling Cum Youth Helpline is to provide youth with appropriate knowledge, support change of mind set and develop their skill in order to get a good lifestyle and employed in organised sector.

Youth Helpline offers an effective way to provide youth and their families with accurate information, counseling to the placed youths. The anonymity of a youth Helpline is a key asset, especially with youths.

Main objective of the JOBs helpline are:

- Providing accurate and time bound information regarding training and placement.
- Regular Tracking of Placed Candidate.
- Counseling come guidance.
- Grievance/Complain

Model training Centres

SRLM Bihar intends to establish a model training centre in all the divisional headquarter, where preference would be given to IAP/LWE districts (domain/trade specific) so, that following objectives can be achieved:

- These training centers will act as benchmarks in different trades/sector
- To enhance employability of rural BPL youth.
- To enhance and impart the knowledge/skill of rural youth who have completed/completing their minimum secondary school exam.
- Make them competent for government & allied job.
- To explore the qualities in themselves and realize the potential within them.
- To make knowledge & information center regarding carrier counseling & guidance for the community.

Migration Resource Centre

Migration resource cell will be established at source and destination (places attracting maximum number of migrant workers) places, services which will be provided at MRC include crèches, facilitating linkages to hospitals, schools, RSBY, facilitating accommodation, employment opportunity, cashless treatment, remittance support, identity card support and companies ensuring minimum wages, and a dedicated help line for the migrant. MRC will also provide orientation towards basic understanding on labour welfare scheme and labour law.

Social Development

Objective

The social development thematic unit will focus on to scale up and deepening of its intervention related to food, health, Sanitation, nutrition, education, government entitlements. For this, 5800 community cadre will be developed to take up the interventions in the project. These community cadres will be provided regular capacity building training support to increase their knowledge and skills on respective themes so that quality information dissemination among SHG households may be done and expected demand of quality services may be generated. Simultaneously we envisage maximum level of coordination and convergence support will be done with the government departments and partnership with different level of stakeholders will be made to meet the demand generated. The thematic will also work on the reducing the domestic violence and trafficking.

Considering the above focus area, the detailed strategies have been spell over below:

1. Food Security Intervention:

Under the Food Security intervention the project envisages to provide opportunities to ensure the access to food requirement by 80% of poor households. The handhold support to the community will be provided in the field of availability & accessibility of the food grains at the minimum price.

- **Adding choices in food grains:** Till date the project focuses only on the rice and wheat but now the project has planned to provide complementary food requirement of the target households through 6000 VOs across the project. Moving forward to achieve nutrition indicators the team is planning to add pulses, sugar and oil in 2nd procurement of food grain.
- **Public Distribution System:** This year the project will facilitate Village Organizations to take up 500 new PDS license in BRLP and Kosi regions under the community run PDS intervention. Altogether 102 VOs are running PDS in all the six districts of BRLP.
- **Supplementary Nutrition Program of ICDS services :**
For the 1st time, the Project will take up Supplementary Nutrition Program intervention in 8350 Anganwadi Centres across 44 blocks of BRLP and Kosi districts. The Supplementary Nutrition Program will be run by respective Village Organization. For this, a detailed guideline will be developed.
- **Ensuring low cost Food and Nutrition through social enterprise - Pilot in 500 VOs :-**
Integrated approach will be made for 5000 SHG Households across 500 VOs by making a package of SRI, collective Procurement, PDS and Supplementary Nutrition through Anganwadi. Under this intervention, the project will facilitate the community to establish grain bank in 500 VOs.

2. Entitlement/Convergence

During the year the project will focus on to ensure the access of entitlement to more than 60% target households. This entitlement includes pension schemes (i.e. old age, widow and disability pension), RSBY and wage employment through MGNREGA. In partnership with "Save The Children" -270 CRP- Entitlements will be developed to educate and sensitize the CBOs. Among the 270 CRPs, 55 Master Entitlement Resource Persons (ERPs) will be developed in 55 blocks. The MIS for entitlement will be

in place for tracking and monitoring benefits of the schemes. Under the Entitlement initiative following three interventions will be undertaken.

i. MGNREGA:

Under the convergence agenda ,Partnership will be done with the RDD, Bihar -with a dual objective i) to increase man days generated and ii) to increase the participation of women, differently abled and elderly members in the MGNREGS works. Under the intervention, women friendly works and the works on private land will be promoted for which SHG members have submitted their work plans in the last Gram Sabha . To achieve the said objective, a cadre of 500 “Village Resource Person (VRP)” will be developed to work with the 70,000 SHG members of the Village Organizations. The team of VRPs will be adequately qualified SHG members, trained by expert agencies on MGNREGS processes. The VRP will identify labour groups interested to work under the scheme and register their demand with the PRIs/PO’s office. VRP will be equipped to work as mate on NREGS work site.

ii. RSBY:

In addition to Health Risk Fund, promotion of an insurance product for health related emergencies is essential for a poor household to avoid the high cost debt trap. Hence in collaboration with MoLE and State Nodal Agency, Govt of Bihar, Rashtriya Swasth Bima Yojana (RSBY) was taken up by JEEViKA. A team of JEEViKA Sahelis will be developed by the experts from SNA and Insurance Companies. This team will work at the village level to create awareness among the RSBY smart card holders about services available under the policy and to promote to how they can access the services from empanelled hospitals listed by government. IEC material will be provided to the team for information dissemination at the village level. Further the usage of smart cards will be tracked and strengthen grievance management channels. 3.40 lakhs households have been enrolled under RSBY scheme in the last year.

iii. Social Security Pension:

Under the social security pension schemes the project would target old age, widow and disabilities would be covered. Last year, the entitlement survey format was introduced in all SHGs. After the survey, the eligible members will fill up the forms related to their eligibility criteria. The project also facilitate for account opening all eligible so that pension schemes will be transferred in their individual bank accounts.

For the differently abled, a spearhead team were constituted to liaison with health department for disability certification camp and based on the certification pension schemes will be filled up and will be ensured for sanctioning of pension schemes.

3. Health, Nutrition and Sanitation Intervention:

The project envisages ensuring of health, Nutrition and sanitation services to 60% of total HHs through 3500 community health cadre of respective of VOs in the project. The health services include dissemination of quality health messages and information among SHG members, preventive & health

care, promotion of sanitation and hygiene through different community health cadres. Under this intervention following initiatives will be carry out during the financial year:

1. 500 Community Nutrition Care Centers (CNCC) will be established in all BRLP and Kosi project districts. All enrolled pregnant and lactating mothers will be provided nutritional food, health education and health services through VO run CNCCs. The project will also focus on to create income generation opportunities.
2. 2500 trained JEEViKA Saheli will provide health services to the 4.32 SHG members' households in project. The project envisages the partnership with "Project Concerned International (PCI)" & "Women Development Corporation" for creating awareness generation on Maternal and child health, Sanitation, Nutrition and other community health issues. The Health CRPs will be developed to scale up the capacity building activities in the project.
3. The Project will promote safe sanitation behaviors including construction of toilets and their uses in 50 marked Panchayats of the project of existing BRLP and Kosi districts. Sanitation CRP will be developed for sanitation awareness program in the respective villages.
4. Health saving and health risk intervention will be implemented with VOs across the project with 6 months old VOs through the active support of JEEViKA Saheli.

4. Special Social Development intervention:

i. Disability Intervention: Based on experience from three districts namely Madhubani, Gaya and Khagaria the project is planning to take up this initiative towards differently able person in 9 BRLP and Kosi district. During this year the Project will develop policy strategy on disability and prepared road map for rolling out intervention. The project will work on entitlement i.e. certification, pension scheme, aid & appliance, scholarship of disability and further capacitate the disability groups for empowering their collective voice equal opportunities and rights. The project will also enable them for the promotion of skilled based livelihoods activities and job opportunities. The project has formed a state level team consist of 6 members and a Young Professionals to work with differently able person in the project. The state level Resource Team for People with Disability (PwD) will be functional to roll out the disability intervention in the project. Initially 10 blocks will be piloted intensively for the intervention. The social mobilization will be conducted through the 10 CRPs-disability team and these CRPs will continue the capacity building support to the PwD groups. During this year total 500 exclusive disability groups will be formed by the team. The project would cover around 0.25 lakh members would the expected number of target members would be covered under disability intervention in this year.

ii. Support Mechanism to reduce Domestic Violence:

To reduce the domestic violence cases in our SHG households the project will take initiative through empowering the women and make cases resolving mechanism would be institutionalized. The partnership support will be taken from "MAHILA SAMAKHYA" as the agency has their experience and expertise on resolving domestic violence cases through their unique concept of NARI ADALAT. It has contributed significantly in reducing DOMESTIC VIOLENCE with the participation of the SHG women. This year as first phase intervention the project will take this intervention in Muzaffarpur, Gay and Purnia districts as the presence of Mahila Samakhya groups are already there in these districts.

iii. Functional Literacy:

The achievement of signature literacy is 64.62 % of the SHG members and further they require functional literacy. Functional literacy implies achieving self-reliance in Reading, Writing, and Arithmetic (Numeracy) in day to day activities. Educational inputs that enable women to critically engage with the society and are necessary for their empowerment. The project will ensure learning exercise of Functional Literacy for illiterate SHG Leaders and potential future leaders. The One Functional Literacy -CRP will teach to the members of three SHG which includes three office bearer and other three members. The Community Mobilisers (CMs) will assess the progress of the learning of Functional literacy status of concerned SHG members during their weekly meeting and progress status will be share by her/him to the concerned VO for further needful support. During the VO meeting the CMs will update the progress status of their ongoing learning progress. The functional literacy will be implemented across the project with 77000 SHG members.

iv. Gender Sensitization:

As part of women empowerment it is necessary to make intervention women friendly. All male female project staff are working together for the empowerment of women. The project is planning to organize gender sensitization workshop to make all staff women sensitive so that project may able to achieve better women empowerment outcomes. The project is planning to organize **30 trainings at district level and 4 trainings at state level**. Identify and analyze the issue of sexual harassment at workplace and its effect on individual, organization and society.

5. Bharat Nirman Volunteer under Lab To Land :

With the joint collaboration of MoRD (GoB), BIPARD and BRLPS the “Bharat Nirman Volunteer” program will be implemented across the project area with pace of VO formation continues. During this year the respective VOs will identify and select the **20,000** Volunteers and their profile will be uploaded in the website named www.ruraldiksha.nic.in. They will be given at-least one training in the year on any need based government programs. These Bharat Niraman Volunteers will carry forward the messages of rural development schemes like, MNREGA, Social security program, Drinking water and sanitation program, etc to the SHG members’ households with whom shall be attached them. They will provide voluntary services/assistant to the members to ensure proper delivery of public services to the households.

HUMAN RESOURCE DEVELOPMENT

The Financial Year 2013-14 would be the year of expansion of project with concrete plans intended to cover all 534 blocks in 38 districts of Bihar as per approved State Perspective and Implementation Plan (SPIP) of NRLM/SRLM assisted by Government of India and Project Implementation Plan (PIP) of Additional Financing assisted by World Bank including Kosi Flood Recovery and Rehabilitation Project for Kosi region. The expansion initiatives started during 2012-13 by strengthening and rationalizing existing support structure, staffing pattern, HR policies, systems and processes with introduction of innovative HR interventions which would respond to the requirements of state wide implementation of the programme. The objectives of HR Action Plan for 2012-13 have been achieved substantially in rationalizing support structure with innovative HR interventions and strengthening policies, systems and processes in the light of learning over the years.

However, the rationalization and strengthening activities would further be continued during 2013-14. As the scale up plan for 2013-14 is in place, accordingly new offices at all new districts and blocks would be established along with staffing more than 6000 various positions with quality staff during the period. Of the total 6000 positions, 3500 Community Coordinators (first front line field level position) would be selected through innovative Internship process - placing candidates in village for 45 days with structured activities followed by performance evaluation, which have been tested iteratively to refine the process. In view of the massive task of staffing, the prime focus of HR section would be on recruitment, staffing, and induction-cum- orientation of new staff during 2013-14 besides continuation of tasks facilitating retention and maintenance of staff.

The main HR objectives for the Year 2013-14 would be as under:

1. Enabling project to obtain timely manpower of required quality for state wide various positions at SPMU, DPCUs and BPIUs as well as retain them with effective integration with the Society.
2. Supporting HR Agency in planning, organizing and conducting internship selection process of Community Coordinator and facilitating certification of successful candidates.
3. Establishing State level Training Centre for organizing and conducting systematic and structured Induction-cum-orientation programme for newly joined staff and follow up capacity building programme including need based MDPs of staff in line with training requirements of project. Collaboration and/or partnership with suitable management institutes/agencies would be made for the purpose.
4. Rationalizing and strengthening HRD systems and processes with particular emphasis on probation confirmation system, performance management system, performance appraisal system, performance incentive/reward system and HR MIS. Collaboration and/or partnership with suitable management institutes/agencies would be made for the purpose.

The following Strategies have been envisaged to accomplish the set objectives:

1. Supporting HR Agency in selection of 3500 Community Coordinator through specified internship selection process by placing 7000 shortlisted candidates in project villages for 45 days.
2. Supporting HR Agency in selection of 1100 Area Coordinator through specified village immersion process by placing 3300 shortlisted candidates in project villages for 2 days.
3. Obtaining management/professional graduates from various management or professional institutes for position of Young Professional through campus recruitment.

4. Reviewing progress and performance of HR Agency on quarterly/half yearly basis in respect of recruitment and selection assignments.
5. Establishing State level Training Centre for organising and conducting position wise induction-cum-orientation programmes of different durations with specified course contents and structured field training for 6780 new staff in 227 batches with 30 persons in each batch.
6. Preparing and printing of training kits consisting of training materials, reference materials and handouts for induction programmes.
7. Arranging need based training, nomination to specialised training, exposure visits, seminar and workshop as well as organising such events for staff learning supported by management agency wherever required.
8. Net working with management institutes by providing opportunities to management students for project studies under summer internship.
9. Operationalising HR MIS with support from partner agency.
10. Rationalisation and strengthening HR systems and processes such as probation confirmation, performance appraisal, performance incentive and rewards/awards as well as their timely completion with support from partnership agency wherever required.
11. Hiring HR agency or consultants for HR studies, audit and evaluation studies for improving HR systems and processes.

Internship

This year nearly 300 interns will undertake internship assignments in JEEViKA. The students are from Indian Institute of Management Ahmedabad (IIMA), Institute of Rural Management Anand (IRMA), Xavier Institute of Management Bhubaneswar (XIMB), KiiT School of Rural Management (KSRM), Indian Institute of Rural Management (FMS-IRM), National Institute of Rural Development (NIRD), Indian Institute Forest Management (IIFM), Chandragupta Institute of Management Patna (CIMP), Tata Institute Social Science (TISS), TERI University, Rajendra Agriculture University (RAU) and Bihar Veterinary College (BVC), etc. These students will undergo their field work segment / RLLE component, Development Internship Component and Summer Internship or Management Traineeship Segment in the organization and will provide valuable experiences from the field which may serve in better policy making.

Institute of Rural Management Bihar (IRMB)

Considering the mammoth task for the rural development in Bihar; it is envisaged that a rural management institute is required in the state. This rural management institute should be in line with already existing institutes of prominence like Institute of Rural Management Anand (IRMA), Tata Institute of Social Sciences etc.

The Institute of Rural Management Bihar (IRMB) will offer the following courses;

1. Post Graduate Diploma in Rural Management (PGDRM) for young and dynamic students who want to pursue a course in 2 years Rural Management
2. Certificate in Rural Management (CRM) for working professionals working at block or district level who want to pursue a course in 1 year Rural Management
3. Management Development Programs (MDP) theme / sector based for working professionals engaged at any level (from 5 to 30 days)

4. Certificate in Rural Professionalism (CRP) for community cadre working at village / cluster / block / district level who want to pursue a course in a particular field (one month to three months)

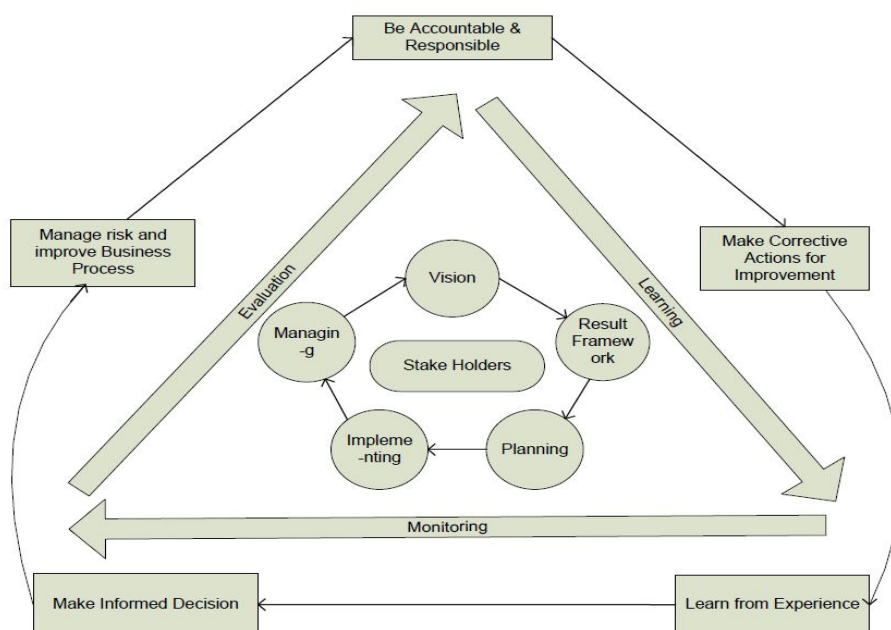
All the courses are to be residential in nature. Experts from the field of rural management will be invited to design a road map & action plan for the initiation of this institute. The academic design shall also allow for practitioners to offer their services apart from the academicians. Case studies will be developed from the operational villages of the JEEVIKA and elsewhere. As a national level premiere institute, students from across the country will be attracted to enroll in this institute.

Key Out Comes for the Year 2013-14

1. Accomplishing at least 90% of targeted activities of Annual Action Plan;
2. Positioning and retention of staff at SPMU, DPCUs and BPIUs are maintained at 85-90% of total position;
3. Systematic and structured Induction programme supported with training kits for newly joined staff are completed on time;
4. Confirmation of newly posted staff on completion of probation period;
5. HR-MIS is fully operational and in use for taking decision;
6. Performance appraisal is completed on time and performance incentive paid to staff;
7. Management agency in place and need based training and specific MDPs for staff would be started.
8. Sensitization programs on HR issues to be completed at all districts;
9. Staff to be sent to participate in relevant training, workshop and exposure visits within and outside state as and when opportunities arise;
10. Staff benefits and entitlements are to be paid to staff timely.
11. Complete Governance and Accountability Compliance, RTI compliance and Grievance redressal.

MONITORING EVALUATION & LEARNING (MEL)

Monitoring, Evaluation and Learning (MEL) as the name suggest involves tracking the performance of the project, evaluating its output and outcome & documenting the learning from experience. The prime objective of Monitoring and Evaluation (ME) is to provide timely & continuous feedback to the stakeholders on the progress and quality of the project implementation. This would facilitate the project management in taking timely and informed decision, and to assess the output, outcome and impact of the project. The Learning (L) system would institutionalize the learning process and will help in converting the field experiences and field actions into knowledge and knowledge products, which can be disseminated to internal and external audience for wider outreach and increasing the effectiveness and efficiency of the implementation process. The whole process can be diagrammatically represented as follows:



In this financial year the MEL plan is a comprehensive one which would help the project in proper planning, implementing and managing the vision of the project. During the year emphasis will be given to put Management Information System in place and develop an exhaustive ICT policy for the organization. This will help the project in informed decision making. Side by side Process monitoring, Qualitative studies, Behavioral study and Quantitative evaluation would be conducted helping the project to understand will better the progress of the project and the need of process improvement, if any. Also Small studies both internal and external will act as a platform for continuous learning and assessment of the project.

Decision Support System

An external agency would be hired to develop and establish real-time Management Information System (MIS). The MIS will facilitate user-friendly, cost-effective and high quality data collection and an appropriately designed platform for

data analysis which would help in day-to-day management of the project at all level. To implement it project staff/end-users at all level would be involved for better understanding of the requirements of the organization. As the project has expanded in the last few years, a considerably matured MIS has existed. Data would be migrated to the new system which will serve as the back-bone of the new MIS. Data from SGSY application will also be migrated as those SHGs will be A part of the project. Another primary objective would be to put in place HR, Finance, Procurement and Administration module in line with new MIS. Thus the new MIS would be made operational for BRLP, BKFRP as well as SRLM. The transition to new MIS will be planned in such a way that the normal activities are not disrupted and in the process adequately capacity building of the project staff to use the MIS with ease is done. Thus the new MIS will help the organization to have better communication with external stakeholders, improved internal communications within the project, fulfilling the information requirements to the Govt. of India, World Bank, Govt. of Bihar and other stakeholders.

During the year a robust ICT policy would be developed, trained & implemented. After the BIF II, two agencies will be hired to pilot new innovations which are scalable.

Management Information System - BRLP + BKFRP				
Action Plan				
Heads	Q1	Q2	Q3	Q4
Hiring of Consultant				
System Study				
Existing data Migration to the new Applications				
HR, Project Finance & Procurement Updated in Application				
Management Information System - BRLP + BKFRP				
Action Plan				
Heads	Q1	Q2	Q3	Q4
Training of Project Staff				
Roll out in all the Districts				
Data Migration from Older MIS to the new Application - BRLP+BKFRP				
Action Plan				
Heads	Q1	Q2	Q3	Q4
Data Migration from Older MIS to the new Application – Transactional				
VO Receipt and Payment Updating				
CLF Receipt and Payment Updating				
Livelihoods reports automation				

Development of ICT Policy & Pilot with at least 2 agencies – Selection through BIF				
Action Plan				
Heads	Q1	Q2	Q3	Q4
ICT Policy				
Result sharing of Algorithm				
Scaling up the model				
Hiring of Consultant - after BIF				
Piloting				

Plan for State Rural Livelihoods Mission

Decision Support System				
Data Migration from SGSY MIS to the new Application				
Action Plan				
Heads	Q1	Q2	Q3	Q4
Cut off template rolling out				
Data Migration from Older MIS to the new Application – Transactional				
Pilot of New Interventions in ICT				
<p>Agencies will be hired to explore innovative possibilities of taking development initiatives to the masses through appropriate technology platforms and applications. They will also explore how ICT can provide a choice to the user on how to best deliver and how they can monitor the performance and learn from the mistakes and best practices.</p>				
Pilot with at least 2 agencies				
Action Plan				
Heads	Q1	Q2	Q3	Q4
Hiring of Consultant - after BIF				
Piloting				

PROCESS MONITORING

In SRLM as part of the Process Monitoring (PM) effort, an External Consultant will be hired for the routine and thematic intervention wise process monitoring. The process monitoring Agency would support the project management team and other stakeholders in understanding on how and through what processes inputs get converted into outputs; what issues are critical in that conversion process, and what action is necessary to increase the effectiveness of project interventions. It seeks to assess whether the processes observed are close to the ideal or intended processes and it explains the factors responsible for the deviation, if any, and explains what needs to be done to achieve the ideal/intended process. It is a key management tool for staff at all levels (State, District, Block), especially for process driven projects, designed to help implementing organizations become more participatory and demand responsive. In BRLP & BKRFP, studies would be undertaken to understand and map the Business Process of the project with regard to Admin, Finance, Procurement and Project Management.

The Process Monitoring will place a system of feedback loops (both horizontal i.e. across blocks/districts/states and vertical i.e. from management to field and back). Feedback loops will also be instituted at the community level and will track social and political mobilization challenges; changes in levels of empowerment, civic engagement, and political participation in Gram Panchayat Institutions, and social audits; and changes in aspirations, mobility and successes, and challenges and the internal learning by doing. The will also document important stories of change and empowerment through digitized audio and video files.

Plan for BRLP & BKRFP

Process Monitoring -				
	Action Plan			
Heads	Q1	Q2	Q3	Q4
Q1 Report 1. process of induction 2. System flow : Business process of JEEViKA - Admin, finance , Procurement and Project management				
Q2 Report				
Q3 Report				
Q4 Report				

Plan for SRLM

Process Monitoring				
	Action Plan			
Heads	Q1	Q2	Q3	Q4
Hiring of Consultant				
Q2 Report				
Q3 Report				
Q4 Report				

IMPACT EVALUATION

In collaboration with external international and local scholars, a series of comprehensive studies are underway that will provide an in-depth understanding of the impact of the project, and the processes underlying this impact.

Qualitative Evaluation: In collaboration with external research sociologists and participatory analysts, the project is conducting an in-depth study of ten villages (6 treatments, 4 controls) that will be tracked with in-depth qualitative data analysis over a two year period to understand the process of economic, social and political change. The study will provide an in-depth look at the changes introduced by the project that will also permit a deeper understanding of the processes that led to the quantitative impacts observed in the randomized impact evaluation.

Plan for BRLP & BKRFP

Qualitative Study				
Action Plan for the 6 Treatment & 4 Control Villages				
Heads	Q1	Q2	Q3	Q4
Visit of the Villages by PRAXIS to understand the process of economic, social and political change.				

Behavioral Studies: In collaboration with external research scholars the project is conducting behavioral analysis of the outcome of the intervention comparing treatment and control villages. The purpose of this is to assess outcomes that are difficult to measure using quantitative surveys including women empowerment, caste-based exclusion, and changes in identity and ideology. A series of appropriate field-based games and experiments will be developed and implemented over two rounds to assess changes at different periods of time and in treatment and control villages.

Behavioral Study				
Action Plan for the Treatment and Control Panchayats (At least -120 villages)				
Heads	Q1	Q2	Q3	Q4
Ist round of studies				
IInd round of studies				

These collaborative and integrated research efforts will together allow the project to understand its overall impact on poverty, livelihoods and empowerment, and to understand the kinds of social and political changes initiated by it that might have led to these outcomes, and to also assess any limitations or challenges in design and implementation.

Quantitive Evaluation: In order to stream-line the quantitative evaluation of the project in the next financial year a group of enumerators will be trained in the process.

Plan for BRLP & BKRFP

Quantitive Evaluation				
Heads	Q1	Q2	Q3	Q4
Training of Enumerators				

CONTINUOUS ASSESSMENT/SMALL STUDIES OF PROJECT INTERVENTIONS

A team of Internal & External Consultant will be involved for designing and rolling out the impact assessment plan. The External / Internal Consultants will take up the responsibility along with the concerned Thematic Managers and do the necessary assessment for refining the strategies to meet the requirements of Targeted Communities. The Study will also suggest the business processes to be taken up through the initiative of the project. On the quarterly basis, following assessment will be done which may be seen as stock-taking exercises which will help in scaling up of the model and to analyze the process followed and impact of intervention.

Plan for BRLP

Themes	Q1	Q2	Q3	Q4
I. External Studies				
1. Impact Assessment - Food Security Intervention		End line	Reports	
2. Tracking of 5000 HHs for Incremental Income				
a) Development of ToR				
b) EoI				
Themes	Q1	Q2	Q3	Q4
c) Short listing of Agencies				
d) Hiring of Consultant for 3 years				
e) Tracking of 5000 HHs				Report
3. Productivity Assessment of System of root Intensification				
a) Development of ToR				
b) EoI				
c) Short listing of Agencies				
d) Hiring of Consultant for 2 years				
e) Field Study			Baseline	
f) Report				
II. Internal				
1. a. CBOs Functional and self managed at the end of 3years	30% of 449 VOs			
1.b. Performance of VO Quality Indicators				
2. Claim Settlement		100% Reports	-	
3. Alternative Banking	Pilkhi			
4. Income Enhancement - Poultry			50 HHs	
5. Village Saturation - CRP drive - certification validation				

Plan for BKRF

Themes	Q1	Q2	Q3	Q4
I. External Studies				
1. Tracking of 5000 HHs for Convergence - Access to Entitlements				
a) Development of ToR				
b) EoI				
c) Shortlisting of Agencies				
d) Hiring of Consultant for 3 years				
e) Tracking of 5000 HHs				Report
2. Assessment of 2 live stock Intervention - Individual Consultant				
a) ToR development				
b) Hiring of Consultant				
c) Field Study and Report Submission				
II. Internal				
1. Assessment of 2nd & 3rd cycle of Food Security 2. Assessment of Health Risk Intervention		30 VOs		
2. Assessment of CRP Selection as per the policy	25% of CRPs selected till Mar,13			
3. a. CBOs Functional and self managed at the end of 3years 3.b. Performance of VO Quality Indicators			60 VOs	

Plan for SRLM

Themes	Q1	Q2	Q3	Q4
I. External Studies				
1. Project Management				
a) Development of ToR				
b) EoI				
c) Short listing of Agencies				
d) Hiring of Consultant for 2 years				
e) Field Study				
f) Report				
2. Income Enhancement Panel Study				
a) Development of ToR				
b) EoI				
c) Short listing of Agencies				

d) Hiring of Consultant for 3years				
e) Field Study				
f) Report				
II. Internal				
1.Awareness & Access to Entitlements - 2000 HHS		Field visit & Report		
2. Micro Plan		10%	10%	10%
3. Assessment of Community Cadre			350	
4. Social Inclusion		500	500	500

The Participatory Review Workshops with partners / project Staff / Stakeholders / Community on the result of Assessment will also be organized at two levels. Firstly it will be held at the Concern District level where the Consultant/ Project Staff will present the learning & the share the results of the interventions. A day workshop will be designed in such a way that it will become a learning sharing forum for the Community Institution Members/ project Staffs & for the Partners. At the State level, a one day workshop will be held for the up gradation of business processes and new business processes will be set up so that a learning document could be furnished along with the Quarterly progress report.

KNOWLEDGE MANAGEMENT AND COMMUNICATION

Objective

The main objective of Communication in JEEVIKA is to develop and roll out mechanisms and processes for effective flow of information among the primary and secondary stakeholders with policy advocacy at wider platforms. In addition, it is also planned to create a channel for uniform knowledge management and communication (KM & C) system with integration to livelihoods options.

Outline and Perspective

JEEVIKA will now saturate six BRLP districts with creation of resource pockets in the 42 blocks. Apart from the Kosi areas, it has also scaled up its operations into other districts under NRLM with establishment of 12 DPCUs this year. The KM & C strategy for 2013-14 has been envisaged around deepening the livelihoods activities and also the geographical expansion plans. Introduction of new activities have been designed and incorporated keeping in mind that the mechanisms and processes created for effective dissemination of information can be smoothly replicated in all the new areas.

The strategies to be adopted for 2013-14 would result in the effective dissemination of information (print, AV and new media), effective use of operation and training modules, enhancement in creating effective mechanisms for using human communication (developing culture as livelihoods, use of folk art forms for creating awareness etc), communication skill development of staff and community cadres, enhanced usage of technical mediums, establishment of an effective Grievance Redressal mechanism, community score card & social audit and facilitation of sharing & learning at large through development of case studies and rolling out of newsletters.

Strategies

Following strategies would be adopted with new models based on learnings drawn from existing project experience.

- 1) Development and dissemination of IEC materials amongst the staff and community members.
- 2) Selection of effective activities for augmenting internal communication systems between staff, staff and community and between community and community.
- 3) Functional strategic links for various activities to be made more effective by conducting sensitization workshops at the district level and activating the district level coordination committee.
- 4) Development of Information Centers and Community Cadre on communication for effective information dissemination. Multiple strategies would also be integrated for transparency and credibility.
- 5) Learning and sharing of best practices to be augmented by establishing effective feedback systems and creating effective processes for proper documentation and collection of case studies and timely rolling out of community newsletters and its further integration into state tabloid and Interactive Web Forum.

In addition to the above, specific drives would be initiated in the following two areas:

Communication for Scaling up

The initial phase would require printed material for smooth facilitation aid. This would require proper training of the team on usage of the materials. Various components as mentioned ahead would be explored for guiding in development and usage of tools & package. Materials that will be developed are flip charts, posters, training manuals, AV material, newsletter, wall paintings, folk arts etc.

Knowledge Management

KM would involve the activities & processes within the project system that identify issues, innovations, and good practices; collect the information; synthesize & analyze it, and ultimately disseminate it;

- Creating good practice case studies, flagging implementation challenges,
- Streamlining the website into a Interactive Web Forum, and
- Institutionalizing a regular documentation process in the form of case studies, video films, etc.

Key Activities

The key areas are : Development of awareness materials (print/AV & new media), Community operation manuals & training modules, using human communication, Community managed helpline centers, Communication skill development for staff and community cadres, Connectivity enhancement in CBOs through technical media, Developing SRC - as knowledge resource center, Exposure and liaison between agencies, Sharing of materials & campaigns, Bihar Innovation Forum, Exposure visits, Display mechanisms at VO/CLF level, Grievance redressal mechanism, Community score card & social audit, Branding & publicity, Organizing solidarity events, Case study collection, presentation & feedback, Newsletters from community to state, and Interactive web forum.

Some of the activities outlined and incorporated below for 2013-14 have been carefully spaced out so that they can be easily and efficiently planned and replicated while entering into new blocks. Operational guidelines and specific outputs have also been created to measure the quantitative as well as qualitative effects of the activities that would be incorporated as per the action plan.

- 1) **Dissemination of Village entry kit in the new areas:** - Village entry kits would be developed and disseminated in 200 villages to have the better impact of the interventions.

- 2) **Ensuring practice of Key messages in the VOs:** - Key points of the important processes (like HRF and FSF) would be developed as circulars and will be disseminated to all VOs so that they can be shared and disseminated regularly through Soochna Patal and VO Signage.
- 3) **Systematic mechanism for dissemination of thematic films / audio:** - Efforts for the creation of systematic mechanisms for dissemination of thematic films/ audio would be established.
- 4) **Development district specific Films:** - District specific films would be developed with the help of external agencies and active participation and support of community members and cadre.
- 5) **Training Modules On Agriculture, Dairy, Non-farm etc. :-** Creation of relevant, effective and replicable training modules on CLF, Agriculture, dairy, small ruminants, non-farm, jobs, Food Security etc and creating effective audio- visual training aids in the form of audio- video shots for better understanding and clarity about processes and interventions of various thematic.
- 6) **Use of folk art forms for awareness:** - Effective processes have already been established for developing culture as livelihoods through which we are in the process of collectivizing folk artists who would be practicing and performing their respective folk activities for a sustainable livelihood, the skills of these artisans effectively utilized for generating awareness and dissemination of key information, especially while entering a new area / village.
- 7) **Creating Samwad Samuh:** - One of the key activities for the year would be development of Samwad Samuh by selecting community members with good vocal communication skills and creating functional groups, which will disseminate information and create awareness about various issues and processes.
- 8) **Establishing Helpline centers across districts:** - One of the most innovative activities of the year is development of Helpline centers across districts for creating a mechanism aimed at assisting community members with the diverse problems they face and simultaneously create a feedback mechanism which would enable us to understand and analyze the various issues of the community.
- 9) **Training on BCC to all Cadres and field staff:** - Training on BCC is a key activity for this year and processes are already in place to ensure that training on BCC is provided to all Cadres and field staff.
- 10) **Compendium of all guidelines at district level:** - Efforts are already in process to ensure that a district compendium, incorporating all important guidelines and processes, is developed at each district for immediate and future reference.
- 11) **Effective Integration amongst CBOs through technical media:-** Ensuring effective connectivity between CBOs through VPN MPLS and augmenting adequate hardware and software support with technical equipments, which would ensure uniformity of processes through a digital filing system.
- 12) **Sensitization Workshops: - Organizing** sensitization workshops and collective campaigns on project initiatives and related issues for raising awareness and disseminating key information effectively.
- 13) **Establishment of Effective Display Mechanisms at VO/ CLF level:** - Timely establishment of Soochna Patals and Signage boards to ensure accurate and adequate information dissemination and access to relevant and important phone numbers by their standardized display in CBOs.

- 14) **Required Action for GRS:** - Creation of an effective Grievance Redressal Mechanism is an important activity this year and efforts are underway for establishing key guidelines for the establishment of the same along with Community Score Card and Social Audit.
- 15) **Community Newsletters:-** Adequate case studies and information have already been collated and it's an earnest endeavor to roll out community newsletters this year for effective sharing, learning and disseminating best practices. A unique endeavor of reforming our website for creating a common platform for sharing of best practices and information at all levels through Interactive web forum.
- 16) **Strategic Branding and Publicity:** - Augmenting effective media relations through press tours, selective publicity drives, participation in relevant events and organizing state/ national level events would ensure strategic branding and publicity of our initiatives and efforts.

Similarly, State Resource Centre would be developed in close coordination with the Govt, agencies, TLCs, and other KM organizations. The activities of the SRC will cover, inter-alia, (i) knowledge management and documenting innovations, (ii) development of training modules, training aids, films, (iii) documenting best practice case studies, (iv) hiring and training of state and district resource persons, (v) handholding district units and TLCs in implementation of capacity building strategies, and (vi) monitoring and evaluation support for the training effort. The SRC will also host a Resource Cell to support livelihood projects implemented in other States.

BRLP + BKFRP				
Project Communication				
Heads	Q1	Q2	Q3	Q4
District Launch workshop		3	3	
Printing of Project Materials - Books of Record, Flip Charts , Masik Pratedan, Manuals , PIP,				
JEEVIKA Anjor Publication				
Registration of name				
Constitution of editorial team				
Selection of Printer				
News from District - edited				
JEEVIKA Anjor - circulation				
Block & District Office Environment mapping with Admin & procurement team				
Block & District Office Environment establishment as per the norms of the Office Establishment				
Hiring of Consultant - Translator -Empanelment				
Language editing -				
Translation in Hindi - Policies				
2 pager development of all the Community based				
Development Communication				
Integration of Social Audit with Institution				
Social Audit in 449 Vos				
Social Audit of MGNREGA - Pilot in 4 Blocks				
Cases Development				
100 Institutional cases Development				
Cases Integration with Training Modules				
100 Individual Best Practitioners Case				
Mapping of Best Practitioner in TLC - Integration with IB & CB				
Communication Panchayat Development				
Identification of 6 Panchayats across 9 Districts				
Tools development for Awarng the policies, processes manuals among the Community Members				
Tools development for Awarng the Govt				
Rolling out the Awareness tools				
Communication Panchayat Development				
Communication Tools development for				
Communication Tools developed	CM & BK	BM & JRP		
Refresher of CM & BKs		CM & BK	CM & BK	
Refresher of BM & JRPs			BM & JRP	

COMMUNICATION - SRLM				
Action Plan				
Heads	Q1	Q2	Q3	Q4
District Launch Workshop – 12	6	6		
District Launch Workshop – 17			8	9
District Profile Development				
Village Entry Kit rolling out				
Awareness Drive				
TOR development and Approval				
EOI				
Short listing of Agencies				
Hiring of Agencies				
Rolling out the Awareness drive in 200 villages				

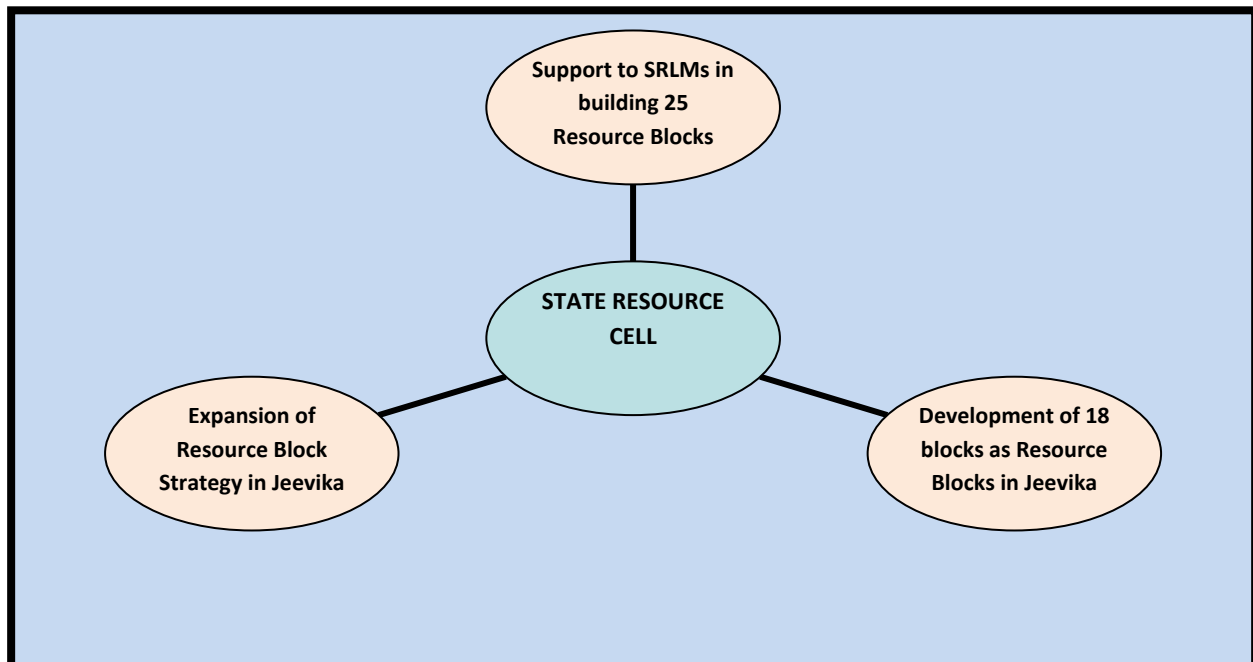
State Resource Cell (SRC) Strategy for FY2013-14

BRLPS has been identified as one of the Resource Organization to provide the initial support to upcoming SRLMs. BRLPS is committed to provide support to rollout the Resource block strategy and other related issues in the SRLMs and also within JEEViKA.

The broad objectives of the Resource Cell will be to provide all relevant support to the SRLMs to rollout the resource block strategy effectively and efficiently in their respective states. The intermediate objective will be underneath as-

- Assessment of training/ capacity needs of the staff & community, preparing the training strategy/ plan and execution of necessary trainings.
- Preparation of materials, modules, tool kits, case studies, etc. for capacity building/ training programs.
- Providing pool of resource persons consisting community level staff (CRPs) and project level staff (PRPs) to fulfill SRLM's requirement.
- Documenting best practices and developing resource blocks for immersion of staff and community level persons.
- Developing feedback mechanism to ensure quality of basic level institution and training input at the implementation unit.

State Resource Cell Framework



1. Support to SRLMs in building 25 Resource Blocks

Resource cell will roll out resource block strategy in both BRLPs blocks as well as blocks in other SRLM state.

Under the Resource Block Strategy, BRLPS will facilitate other SRLMs in the following-

1. Social mobilization and Institution Building.
2. Capacity Building of staffs and cadres through trainings, immersions and exposure visits.
3. Capacity Building to various stakeholders like Bankers, PRIs, etc.
4. Identification and capacity building of internal cadres in the Resource Blocks.
5. Implementation support as and when required based on the MoU signed on the mutually agreed points.

The resource block strategy will be rolled out by a specially selected pool which includes team of CRPs, PRP and Block Anchors. The pool will be selected on the basis of criteria mentioned under NRLM Framework for Resource Blocks. This team of PRPs and CRPs will be developed to the respective resource blocks to be served after being properly oriented on Resource Block strategy. Professional Resource Person (PRP), Block Anchors, District Anchors and State Anchors will also be deployed to SRLM to support the implementation at various points. They will be persons having deep knowledge of the project (JEEViKA) and its aspects, hold on the subject, relevant skills, competence and expertise to perform the task. The CRPs/PRPs will be deployed in other state for a certain period of time as defined in the MoU.

These BRLPS staffs and cadres will facilitate the implementation of resource block strategy and undertake various activities to build a few self-reliant and self-managed Resource Blocks in the SRLM state, for this the SRLM and BRLPS (Resource Organization) will enter into a MoU. All the activities will have a follow up process with a joint review of all progress of the field. The Resource Blocks so developed in their state will be used by them in their replication mode.

2. Development of 18 Blocks as Resource Blocks in Jeevika

Resource cell will organize orientation cum workshop for the staffs of 18 blocks and will share the resource block strategy with them. This orientation cum workshop will make them know and learn about the ideas and vision of resource cell as a Resource organisation for SRLMs as well as for Jeevika. Another component of this will be development and nurturing of training pool which will include both staffs and cadres. A pool of trained people will be made to assist Resource cell in conducting the trainings and exposure of people from and outside Jeevika. For the purpose of the same, need based trainings will be done for cadres and staffs. Also, in case of need they will be exposed to the other resource organizations. The pool thus made will be graded on timely basis and any kind of gap will be filled by the training required.

In coordination with the IB-CB team and other thematic teams, resource cell will work in developing the 1st phase 18 blocks of BRLPS. The institutions – SHG, VO & CLF of these blocks will be developed as quality institutions and will be made the immersion location for the Staffs of Jeevika, SRLMs and other organizations. All the blocks will be developed on the major project components – IB, CB, MF, LH, SD, etc.

For fulfilling all the needs, resource cell will develop Knowledge materials in the form of training modules, audio visuals aids, best practices book, case studies, etc. A pool of experts/consultants will be hired for assisting in development of these desired products. The purpose of these Knowledge products will be to reduce the learning curve in the project.

3. Expansion of Resource Block Strategy in Jeevika

Resource cell will pilot the Resource block strategy in its own field for higher success rate and flawless implementation. The RB strategy will be piloted in the 8 BRLPS blocks of Khagaria, Samastipur and Gopalganj. Under this, the CRP teams will be developed with the need based trainings. A database will be prepared containing the name of staffs, PRPs/CRPs and other cadres trained on RB strategy. These persons will be considered as the resource persons within Jeevika and they will be handling the expansion duty of the blocks in the mentioned districts. For smooth functioning of this, the CRPs/PRPs working in these blocks will share their progress report at a fixed interval of time with the concerned block, district and Resource cell. A feedback sharing system/process will be made to capture gaps in the progress. Gradually this will be scaled up to other blocks in JEEViKA.

Key Action Points for the State Resource Cell

A. Establishment of Resource Cell

1. The Resource Cell will develop itself as a unit to support. There will be requirement of manpower at every point to smoothen its functioning. Unit will have a pool of dedicated staffs – SPM, PM, Project Associate, Office Assistant, Accountant and a group of Young Professionals and Consultants.
2. District Resource Cell – A district resource cell also be established at district level to coordinate and support various activities.
3. Development of Resource Directory – A directory will be created at SPMU Level to capture all the resources – Man and Material within the project. The idea is to capture available resource.

B. Strengthening of Resource Cell

1. Exposure/Training of Resource Cell Team – The Team will be exposed to SERP Resource Cell and similar points to understand the process in a better way.
2. Strengthening Systems and Processes – The Resource Cell will be established at every level Processes and systems will be put in place.

C. Piloting of Resource Block Strategy

1. Identification of CRPs, PRPs and Block Anchors – Teams of CRPs, PRPs and Block Anchors will be identified, selected and trained for implementation of Resource block strategy.

D. Implementation Support to 25 Resource Blocks

1. Core Model Facilitation to the SRLMs – The SRLMs will be supported at all mutually agreed upon areas during the tenure of the MoU.
2. Orientation to District units– Resource districts in BRLPS will be oriented on the Resource cell, its core work, Resource block strategy and MoUs to further work on the lines.
3. Placing Review and Monitoring Mechanism – A proper mechanism will be placed to ensure timely and regularly monitoring and supporting the implementation.

E. Learning Platform Development

1. Development of Immersion Locations – The 1st Phase blocks will be developed into immersion locations to support various team seeking BRLPS for such immersion.
2. Ensuring preparations at the level of institutions keeping in line with the business processes to be followed.
3. Exposure/ Training Packages – Depending upon the various requirements standard packages will be prepared to serve needs at different levels of staff and cadres.

F. Capturing of Best Practices

1. Development of Cases /Success stories/Best Practices – The consultants or organizations will be hired/ empanelled for development of IEC Material (Print media and AV Media).

“CAPACITY BUILDING OF STATE/DISTRICT/BLOCK/COMMUNITY (VO/CLF) ON PROCUREMENT ISSUES”

It has been decided to impart training to the State/District and Block level staff on fundamentals of Procurement. Preparation of Community Procurement Manual along with training workshop for community organization at Block level will also be done. In addition to these activities, a Training Workshop will also be organized at State Level wherein representatives from NMMU and World Bank will impart training.

Annual Action Plan of Procurement under SRLM for the Year-2013-14

Sl. No.	Procurement Activity	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total
1	Training Program on Fundamentals of Procurement for Staff at the District/Block level	10 districts	10 districts	9 districts	9 districts	38
2	Training Program on Procurement Fundamentals to State Program Staff	-	1	-	1	2
3	Recruitment of Procurement staff at District/Block level	1	38	-	-	39
4	Preparation of State's Community Manual	-	In 2 nd quarter.	-	-	-
5	Procurement Training Workshop –Representatives from NMMU and World Bank	-	1	-	1	2
6.	Community Procurement	On regular basis at block level as per Training Calendar developed by IB & CB Team	On regular basis at block level as per Training Calendar developed by IB & CB Team	On regular basis at block level as per Training Calendar developed by IB & CB Team	On regular basis at block level as per Training Calendar developed by IB & CB Team	

Annual Action Plan For Year 2013-2014

S.No.	Particulars	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
1	Training on RTI to DPMs/HR-Ms/OAs at BIPARD												three days training 38*3
2	Training on Office management/ File management to DPMs/ BPMs/HR-Ms OA/Accts/PAs at BIPARD												one batch per month consisting of 30 members
3	Renovation of BRLPS 1st& 2nd Floor office												
	Listing of works to be done												
	Hiring of Architect												
	Hiring of contractor												
	Completion of Renovation work												Lumpsum 15 lakhs
	Building of new extension office at BISCOAUN												procurement
4	Biometrics System at SPMU												
	Procurement of Biometric System												lumpsum one lakh
	Rgistration of employee/installation of Biometric System												
5	Biometrics System at DPCUs/BPIUs												lumpsum 50lakhs
6	Empanelment of Hotel/Guest House												
7	Empanelment of Launch provider												
8	EC Meeting												
	EC Meeting												
	Proceeding of EC Meeting												
	Compliance of proceeding of EC Meeting												

14	Motorbike advance loan													
	Scrutinise relevent documents													
	Approval and issu of office order													
15	Self learning													
	Scrutinise relevent documents													
	Approval of Administrative Officer													
16	Payment of Data Card/Telephone Bill													
	Reliance Data Card bill (9304397060)													
	Airtel Mobile bill (9934014191)													
	Airtel 07 nos.Data Cards bill													
	BSNL Fibro-20 Internet bill (PT 2970021)													
	BSNL 16 nos. Data Cards file													
	BSNL Telephone bill (2285256)													
	BSNL Telephone bill (2504980)													
	BSNL Telephone bill (2504981)													
	BSNL Telephone bill (2504960)													
	Tata Indicom Phone bill (6452349)													
	Tata Indicom 08 nos. Data Card bill													
	Tata Indicom Data Card bill (9204756561)													
	Reimbursement of Mobile & Data cards expenses bill													
17	Office Rent (SPMU) Bill													
18	Office Electricity Bill													
19	Bills of Tour & Travels													
	M/s. Vandana Tour & Travels on demand vehicles bill													
	M/s. Sai Travels on demand bill													
	M/s. Super Travels Air Tickets bill													
	M/s Mamta Travels Air Tickets bill													
20	Meeting expenses i.e. Lunch bill													
21	M/s Sampark Advertisement bill													
22	News Papers and periodicals bill													
23	Adjustment of Postal Expenses bill													
24	Preparation of Postal Expenses Register													
25	Adjustment of Train/Bus tickes bill													



JEEVIKA

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