



JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

Bihar Rural Livelihoods Promotion Society State Rural Livelihoods Mission, Bihar



बिहार सहकार

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OFFICE ORDER

The Project has up scaled its intervention in 534 blocks across 38 Districts and the model has to be replicated in each block and District. There is need to maintain uniformity in the approach as well as a minimum standard / benchmark across the interventions and project units. The greater challenge for the Project is not only to upscale the interventions but also to review of the project strategies, time lag in standard service delivery and quality aspects. The internal support team have been constituted to support the districts in the implementation of key interventions in SHGs, VOs, PGs and CLFs. They will also support the districts in Project Management and team building.

The Districts will initially present the status of the project vis-a-vis the Annual Action Plan of the project and outputs envisaged in the CBOs life cycle. Subsequently the team will undertake field visits. The priority areas to be focused during the field visit would be as follows:

A. Project Management

- 1. Office upkeep and Equipment at the District and Block levels:** The team will discuss the progress made in setting up dedicated offices at the district & block levels along with the procurement of office equipment particularly computing devices and seating arrangements for staff.
- 2. Human Resource (Project Staff and Community Professionals):** The team will review the status of FLTA, TA and DA, Advance Settlement and Salary of the Project Staff, community professional honorarium and incentives. This will include the advances to VOs and its settlement along with the requisition related to Community Professionals including incentives and CRP payments.
- 3. Financial Practices in Project Units:** The team will review the maintenance of cash books, tally entries and advance settlement along with the processing time lines.
- 4. Grievance Redressal mechanism:** The team will review the role of the committee members, procedures adopted by the districts to handle grievances and decisions taken within the timeline.

5. **Partners Performance:** The team will also review the partner's performance in the districts and submit report to the concerned authority.

B. Programme Management

1. **Extent of mobilization & institution building:** The team will review the extent and quality of mobilization in terms of formation of new SHGs/VOs and CLFs supporting / strengthening existing SHGs. The team will also interact with SHG members to know about the social and economic changes in the HHs. During the SHG meetings, the team will grade the SHGs as per the grading sheet. The team will also assess the performance of community mobilisers.
2. **Training of SHGs and Community Mobilisers:** The team will assess and review the training status of SHGs and Community Mobilisers.
3. **Capitalization:** The team will take stock of the RF and CIF transfer status to CBOs and discuss ways / means to accelerate the same. The team will also assess the time taken between Micro Plan / RF requisition and actual fund disbursement along with the processes adopted by the district. Use of the fund disbursed to CBOs should also be reviewed.
4. **SHG Credit Linkage & credit disbursement:** The team will review the status of document availability, submission and due date for credit linkage. The team will reinforce the disbursement agenda.
5. **Repayment:** The team will review the VO Quality Indicators at the SHG, VO and CLF levels, discuss and call upon the BPIU staff and CBOs community professionals to improve and maintain the repayment as per the standard.
6. **Insurance and Alternate Banking:** The team will review the status of Insurance and visit BC points (if any) to understand the profitability part of the enterprise.
7. **Livelihoods (Farm):** The team will review the field intermediaries understanding on the policies and guidelines related to farm intervention and review VRPs performance and VRP register updation status. The Team will also interact with the farmers on their understanding about the intervention, especially in respect to Kitchen Gardening and Organic farming.



8. **Livelihoods (Livestock):** The team will interact with Goatery House Holds and discuss about the services availed by the HHs and will also interact with the Poultry HHs and discuss about the sustainability, profitability and mortality aspects of the intervention.
9. **Livelihoods (Non-Farm):** The team will interact with the HHs linked with Non-Farm PGs to get a sense on the income part of the HHs.
10. **Skills:** The team will visit training centers established under DDUGKY and standard of facilities available at centers.
11. **Sanitation:** The team will review the status of CM training and modules roll out along with the plan of making SHGs ODF.
12. **Fiduciary Risk:** The team will assess the BPIUs, CLFs, VOs and SHGs risk related to financial discipline.
13. **CBOs Digitization:** The team will review the status of CBOs profile and transaction entry, AADHAR entry and use of MIS in review meeting and for other purposes.

C. CBOs Meeting Agenda

1. **SHGs Meeting:** The team will discuss about PANCHSUTRA, livelihoods and social initiatives. During the SHG meeting, the team will grade the SHGs as per the grading sheet and will also assess the performance of community mobilisers along with the capacity building aspect of SHGs and Community Mobilisers. The visit should be conformity with the CBOs scheduled meetings.
2. **Village Organisation Meeting:** The team will review the subcommittee functionality, establishment and standard business protocols – SHG leaders participation in last 6 months, Staff participation in last 6 months meeting, SHGs to VOs repayment, VOs to CLF repayment, VOs Financial Status (Project fund received and payment), BoRs availability and updation, Audit Compliance, Masik Prativedan, VO Registration and its compliance, Grading & Book Keepers training. During the VOs meeting, the team will review and draw an action plan for VOs in livelihoods and ODF VOs. The team will also grade the VOs as per the grading sheet and measure the VOs quality parameters. The visit should conform to the CBOs schedule meetings.



3. **Producer Group Meeting:** The team will review the functionality & establishment of PGs along with the financial practices and assets created in the PGs. The team will also discuss the future plans of PGs and Individuals.
4. **CLF Meeting:** The team will review the subcommittee functionality, establishment and standard business protocols – VO leaders' participation in last the 6 months, Staff participation in meeting in the last 6 months, VOs to CLFs repayment, VOs Financial Status (Project fund received and payment), BoRs availability and updatation, Masik Prativedan, Grading & Master Book Keepers training. During the CLFs meeting, the team will review and draw an action plan for CLFs in livelihoods and BCC modules rolling out. The team will also grade the CLFs as per the grading sheet and measure the CLFs quality parameters. The team will also review the action plan developed by CLFs.
5. **Block Review Meeting:** The BPM will present the status relating to achievement against the AAP and CBOs life cycle along with the month wise-plan. The team will review the Block on the indicators mentioned above and grade the Block accordingly. During the review, the focus will be on the MIS updatation of every application developed by the Project. The team should listen and try to resolve the issues highlighted by the BPMs (if any). Such issues, if not resolved in the block, should be taken up with DPCUs/SPMUs as required.
6. **District Review Meeting:** The DPM will present the status of achievement against the AAP and CBOs life cycle along with the month wise plan. The presentation should also mention the grading of Blocks. The DPCU should also discuss on the quality aspect of CBOs. The team during its presentation to district will focus upon MIS updatation of every application developed by the Project, CBOs Quality and field visit.

The team will summarize all the findings and draw an agreed action plan with timeline for the district in consultation with DPCU. The copy of the same to be submitted along with the report within 7 working days of the field visit. The report will be directly submitted to CEO, BRLPS and a presentation (3-4 slides) on key issues and recommendation will be made in the state review meeting.



In addition to the above points, following direction to be also adhere:-

1. The BPIUs and DPCUs officers including DPM to be in field with the internal support team.
2. The Internal support team will cover 1 district per round and ensure multi-disciplinary support to district.
3. If there is a need to change the policies and guidelines, the team has to strongly recommend with justification of the same.
4. The team field visit is not limited to the internal support mission only. The SPMU and DPCU to plan their field visit regularly.
5. The team leader to assign particular officer within his/her team as a point person for the district.
6. In addition to the above allocation, vertical head may allocate any officer within their theme to any district.

After two rounds of field visit, the internal support team will recommend further changes, if any, in the model. The team will also work on the delegation and make further recommendation to the concern authority.



(Balamurugan D.)

Chief Executive Officer cum State Mission Director

Enclosure: Annexure-A (Internal Support team)

Annexure –B (Reporting format)

Copy To:

1. All concerned
2. All DPMs/In-charge DPMs
3. IT Section

Regions	Districts	Team Members					
		Team leader	SPM	PM/AFM/PO		HR / Admin / Finance/ Proc	Young Professionals (To be allotted by the concern themes)
Patna (4)	Patna, Nawada Nalanda & Jehanabad	Mukesh Chandra Sharan (PC-FI) & Dr. Santosh (PS)	Manoj Kumar (SPM-Farm)	Nidhi Singh (PM- R&D)	Pawan Kr. Priyadarshi (PM-Comm)		FI HNS HRD
Bhojpur (4)	Bhojpur, Buxar, Kaimur & Rohtas	Mahua Roy Chaudhary (PC-GKM)	Prem Prakash (SPM-MIS)	Ranjan Kumar (PM- FLCC)	Sumit Kapoor (PM-Livestock)	Suryakant Sharma (SFM)	HNS SD KMC
Khagaria (2)	Begusarai & Khagaria	Ranjit Kumar (CFO)	Manish Kumar (SPM-MF)	Amrita Singh (PM-TLC)	Anil Kr. Yadav (PM-Farm)	Ritesh Kumar (PM-HRD)	SD RC
Gaya (3)	Gaya, Arwal & Aurangabad	Archana Tiwari (SPM-SD)		Gyanesh Singh (PM-JOBS)	Anthony Raj (PM-RC)	Girish Kumar (AFM)	FI ME
Purnia (4)	Purnia, Katihar, Araria & Kishanganj	Prashant Krishna (SPM-ICB)		Udai Kumar (PM-BL)	Manav Saurav (PM-MIS)	Santosh Kumar (SFM-DDUGKY)	Livestock Farm RC
Samastipur (4)	Samastipur, Muzaffarpur, Darbhanga & Madhubani	Ajit Ranjan (SPM-ME) & Vishwa Vijay (SPM-RC)		Samir Kumar (PM-NF)	Rajeev Kumar (PM-CF)	Sikendra Kumar (AFM)	FI
Munger (4)	Munger, Lakhisarai, Jamui & Sheikhpura	Jitendra Kumar (SPM-JOBS)		Ritesh Kumar (PM-IB)	Satish Kumar (PM-CI)	Anumeha Swarup (PM- SLPM)	FI MIS
Bhagalpur (2)	Bhagalpur & Banka	Sanjay Kr. Mishra (SPM-CF) & Apollo Purty (SPM-HNS)		Niraj Kumar Singh (PM- Entitlements)		Asha Kumari (PM-Personnel & Admin)	IBCB NF
Saran (4)	Vaishali, Saran, Siwan and Gopalganj	Jiban Kr. Jha (SPM- Insurance & Alternate Banking)		Siddharth Kesari (PM-SD)		Kaustubh Pratik (PO)	IBCB NF
Saharsa (3)	Saharsa, Supaul & Madhepura	Dr. Rakesh Kumar Singh (SPM-Livestock) & Anand Shankar (SPM-HRD)		Somya (PM-HNS)		Sanjay Kumar (SFM)	IBCB, FI MIS
East Champaran (4)	East Champaran West Champaran Sitamarhi & Sheohar	Pushpendra Singh Tiwari (SPM-BL)		Pankaj Kr. Singh (PM-ME)	Manoj Kumar (PM-CB)	Rashid- (PA-Proc)	NF, HRD SD

Annexure B

District covered:

Date of field visit.....

1. Observations

Sl. No	Institutions	No of Institutions visited	General Observation	Serious observation	Fiduciary Risk (if any)	Grievance (if any)
1	SHGs					
2	VOs					
3	CLFs					
4	PGs					
5	PCs					
6	DDUGKY- Training Institute					
7	Training and Learning Centers					
8	Farmer Training Institute					

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2. Agreed Action Points

Sl. No	Issues /Challenges	Agreed Points	Timeline	Responsibility

3. Performance of CBOs

a) Grading of SHGs , VOs and CLFs as per the approved guideline

Sl. No	Institutions	No of visits	Grade (A, B, C)			
1	SHGs					
2	VOs					
3	CLFs					

b) Performance of the Training Institutes

Sl. No	Training Institutions	Establishment date	Performance of the Training Institute (as applicable)					Remarks
			HR placed as per norms	Training conducted since inception	Training conducted in last qtr	Ongoing training status	Next month/qtr plan if any	
1	TLCs							
2	FTIC							
3	Training Institute (DDUGKY)							

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c) Performance on the service delivery

Sl. No	Heads	Findings	Action plan for the CBOs
1.	Velocity of Money (Saving : Inter loaning ratio at SHGs)		
2.	Idle fund rotation status at VOs		
3.	Idle fund rotation status at CLFs level		
4.	Livelihoods coverage		
5.	Collective Action status		
6.	HHs access to toilet and its usage status		
7.	Targeted HHs inclusion in SHGs		

4. Capacity Building Performance

Sl. No	Heads	Achieve.	Recommendations
1	% SHGs trained on all basic modules		
2	% VOs trained on all basic modules		
3	% CLFs trained on all basic modules		
4	% PGs trained on all basic modules		
5	% SHGs trained on all the BCC modules		
6	% of CMs trained on BoRs		
7	% of BKs trained on BoRs		
8	% of MBKs trained on BoRs		
9	% of CMs undergone refresher training on BoRs		
10	% of BKs undergone refresher training on BoRs		
11	% of MBKs undergone refresher training on BoRs		
12	% of VRPs trained on VRP register (All livelihoods – far, Non-farm, Livestock & JOBS RPs)		
13	% of Bank Mitra trained on banking norms, roles and responsibilities		
14	% of CBOs exposure visit conducted in last 3 months		

5. BPIUs performance

Sl. No	Indicators	Achieve.	Recommendation
1.	% of left out HHs to be mobilized into SHGs		
2	% of 2 months old SHGs having formal books of record.	Different set of BOR availability	
3	% of 3 month old SHGs having Bank A/c		
4	% of SHGs recd. RF		
5	% of Members insured		
6	% of SHGs credit linked with Banks		
7	% SHGs recd. credit amount from banks		
8	% of VOs having formal books of record	Different set of BOR availability	
9	% of VOs having bank A/c		
10	% of VOs in which all the SHGs recd. CIF		
11	% of SHGs , VOs and CLFs profile updated in MIS		
12.	Gap SHGs Bank A/c (manual) : SHGs Bank A/c (MIS)		
13.	Gap SHGs credit linkage (manual) : SHGs credit linkage (MIS)		
14.	% of AADHAR seeded of HHs		
15.	% of HHs linked with Livelihoods intervention		
15 a.		Farm	
15 b.		Non- farm	
15 c.		Livestock	
15 d.		Enterprise	
16	% of CLFs having establishment material		
17	% of VOs having establishment material		
18	% of VOs in which Staffs participated in the VO meeting in the last 6 months		
19	% of CLFs in which Staffs participated in the VO meeting in the last 6 months		
Community Professionals			
1	% of Community cadres recd. honorarium till last qtr.		
2.	% of Community cadre recd. incentive as per the policy		
3.	% of CRPs recd. honorarium till last round		

A/V



6. District : CBOs performance

Sl. No	Heads	Status	Recommendation
1	% of VOs in which Masik Prativedan rolled out		
2	Repayment Status		
	Member to SHGs		
	SHGs to VOs		
	SHGs to Banks		
	VOs to CLFs		
3	% of VOs initiated Community Contribution in Cadre Payment		
4	% of CBOs comply with Audit Observations		

7. District performance

Sl. No	Heads	Status	Recommendation
1	% of SHGs recd. RF		
2	% of SHGs credit linked with Banks		
3	% of VOs in which all the SHGs recd. CIF		
4	% of AADHAR seeded of SHG Members		
5	% of HHs linked with Livelihoods intervention		
	Farm		
	Non- farm		
	Livestock		
	Enterprise		
6	% VOs transactional entry updated till last month		
7	% CLFs transactional entry updated till last month		
8	% of Community cadres recd. honorarium till last qtr.		
9	% of Community cadres recd. incentive as per the policy		
10	% of CRPs recd. honorarium till last round		
11	% PGs recd. fund within 3 months		
12	% 6 months old advance settled (Programme Advance		
13	% BPIUs office established as per norms		
14	% Staffs TA ,DA and FLTA settled till last months		

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