



JEEVIKA
An Initiative of Government of Bihar for Poverty Alleviation
Bihar Rural Livelihoods Promotion Society
State Rural Livelihoods Mission, Bihar



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Office Order towards working with APMAS

APMAS has been assigned to continue its support to 14 CLFs (5 CLFs of Saran district and 9 CLFs of districts namely Nawada, East Champaran, and Munger). Additionally, APMAS will extend its support to another 15 Model CLFs (Vaishali - 5 CLFs, Nawada – 3 CLFs, Samastipur – 3 CLFs, Patna - 4 CLFs) of BTDP locations to provide technical support.

The duration of the partnership is for the next three years (from 1st August 2022 to 30th July 2025).

The broad areas where APMAS will support BRLPS are:

- 1. Strengthening of Governance, Management, and Financial Performance of CLFs:**
 - a. Introduction of Self-Regulation elements in CLFs
 - b. Establishment of strong Bookkeeping, MIS, and auditing system at SHG, VO, and CLF levels.
- 2. Capacity Building Support:**
 - a. Developing Resource Pool on self-regulation aspects
 - b. Conducting training cum exposure to Telangana on SOC to Staff and selected Community Professionals
 - c. Refresher training to project staff and CLF staff on CLF Concept and management
 - d. Building Resource pool among staff and community professionals
- 3. Training Material Development:**
 - a. Developing digitalized training materials/manuals for model CLFs, community HR, governance, financial and legal compliances.

Reporting and Review Mechanism:

DPMs of concerned districts (Saran, Nawada, Vaishali, Samastipur, Patna, East Champaran and Munger) of BRLPS will review and monitor the progress of the partnership at the district level. The concerned thematic officials from ICB, FI & Livelihood will assist DPM in reviewing of the assignment. There will be joint review meetings by DPM and the nominee of APMAS on monthly basis. Any deviations in the partnership implementation will be identified in the joint review meetings and suitable action may be taken up by each partner to rectify the deviations.

The support to be provided by the themes is summarized below:

S. No	Theme	Activities	Responsible Officials
1	IB&CB	ToTs/training to staff, community professionals and CLF RGB and BoD members on governance and management of CLFs, training to sub-committees of VOs and CLFs, support in AGMs of CLFs	APMAS Capacity Building Officer and Project Manager DPCU and BPIU DPMs, BPMs, Concerned Thematic Managers
2	FI	Strengthening and improvement in financial performance of CLF, training to CLF MBK	

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		and VO BKs on bookkeeping, accounting, and MIS of VOs and CLFs, internal audit of CLFs	SPMU SPM supported by PMs and YPs. Role of SPMU Staff:
3	Livelihoods	Implementation of the farm, livestock, and non-farm-based livelihoods, livelihoods cadre pool creation, training to CLF – BoD members/sub-committees/VRP orientation on agriculture best practices	<ul style="list-style-type: none"> • Monthly Review Meeting • Looking after any deviations from the mutually agreed timeline • Orientation to blocks and districts

The concerned DPM/In charge will review the progress of the assignment on periodic basis for its effective implementation on the ground.

Signed by Rahul Kumar

Date: 12-08-2022 16:25:22

(Rahul Kumar) Reason: Approved

Chief Executive Officer - cum - State Mission Director

Enclosure:

- Annexure A – List of CLFs supported by APMAS
- Annexure B – Proposed Activities for supporting 29 CLFs in 8 Districts for the year 2022 - 23
- Annexure C – Annual Action Plan for supporting 29 CLFs in 8 Districts for the year 2022 - 23

Copy to:

1. OSD/Director/CFO/PS/AO
2. All PCs/SPMs/SFMs/PMs/AFMs
3. DPMs/Concerned thematic Managers/FM/Manager IBCB/TOs/BPMs
4. IT Section
5. Concerned file.

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Annexure A

List CLFs to be supported by APMAS

Sr. NO.	Name of District	Name of Block	Model CLF Name
1	Vaishali	SahdaiBujurg	Vishwash
2	Vaishali	Cherakalan	NariAstha
3	Vaishali	Lalganj	AnandJayoti
4	Vaishali	Deshri	Amar Jayoti
5	Vaishali	Goraul	Udaan
6	Nawada	Nardiganj	Suhagan
7	Nawada	Roh	Rashtriya
8	Nawada	Kashichak	Mahak
9	Patna	Khusrupur	Pahchan
10	Patna	Fatwah	Aajad
11	Patna	Dulhin Bazaar	Kranti
12	Patna	Bakhtiyarpur	Mahan
13	Samastipur	Patori	Adhikar
14	Samastipur	Tajpur	Jeevan Sahara
15	Samastipur	Warisnagar	Khushal
16	Saran	Dihwara	Sanskar
17	Saran	Dihwara	Sanjeevni
18	Saran	Garkha	Khusi
19	Saran	Garkha	Annpurna
20	Saran	Garkha	Tiranga
21	Nawada	Rajauli	Dharohar
22	Nawada	Rajauli	Panchang
23	Nawada	Rajauli	Aagman
24	Munger	Dharhara	Adhikar
25	Munger	Dharhara	Sacham
26	Munger	Dharhara	Pahal
27	East Champaran	Dhaka	Ekta
28	East Champaran	Dhaka	Tiranga
29	East Champaran	Dhaka	Tarang

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Annexure B

KEY ACTIVITIES FOR SUPPORTING 29 CLFS IN 8 DISTRICTS OF BIHAR STATE FOR THE YEAR 2022-23					
Sl.No	Areas	Objectives	Proposed Activities	Deliverables/ Outputs	Outcomes
1	Support to 5 CLFs in Garkha & Digwara blocks				
	Strong community-owned grassroots Institutions	Promoting good governance practices and establishing systems for better management of the SHGs, VOs and CLFs In the pre-existing areas of saran	Training CLF-EC members & Staff training on Governance & Management of CLFs	<ul style="list-style-type: none"> CLFs will have at least three active sub-committees each and play an effective role CLFs have quality bookkeeping and accounting system with updated books and records CLFs generate Demand Collection Balance reports and Income & Expenditure statements on monthly basis. CLFs Review of VOs performance through MIS will be done on monthly basis and review performance of SHGs on a quarterly basis At least one round of internal audit and statutory (in case of registered CLF) will be completed Annual report will be available Conducted in time General Body meeting with at least 60% of General Body members 	All CLFs conduct 100% Board meetings with 90% attendance
			Sub-committees training (3 committees X 3 members each)		All CLFs will have established systems like accounting, MIS, and review of reports
			Training CLF accountants along with 15 active VO bookkeepers on Bookkeeping & Accounting and MIS of VOs & CLF		
			Internal audit of CLFs		
			Support in Annual General Body Meetings of CLFs		
			Regular monitoring & support of activities		
			CLF-EC / sub-committee orientation on Agriculture best practices		
2	Providing continued support to 9 CLFs in Munger, Nawada and East Champaran districts				
	Strong community owned grassroots Institutions	Intensifying self-regulation activities and evolving them as model CLF in 9 CLFs in Munger, Nawada and East Champaran Districts	Develop resource pool (from among CLF / VO accountants)/ existing persons on Bookkeeping & Accounting and MIS	<ul style="list-style-type: none"> More than 40% of SHGs & 80% of VOs will have up to date bookkeeping system in place More than 60% of SHGs & 80% of VOs will prepare and submit monthly reports to VOs/CLFs At least 30% of SHGs, 75% of VOs undergone one-time internal audit Consolidated audit report with analysis and with recommended policies at SHGs and VO level available CLFs will have policies related to governance, membership, and financial management policies 77% CLFs maintain more than 	At least 30% of SHGs, 75% of VOs are in A/B grade
			Facilitate plans to train VO accountants & SHG bookkeepers		77% CLFs will maintain good governance and management practices
			CLFs accountants training on Financial Management & Internal audit		At least 55% of CLFs adopted agriculture practices & trained sub-committees and staff will
			Facilitate CLFs & VOs internal audit of VOs & SHGs		

				<p>90% of loan recovery rate</p> <ul style="list-style-type: none"> • CLFs will be able to generate regular reports and submit to the Board for review • 100% CLFs complete on time legal compliances • 88% of CLFs will have necessary linkages with technical agencies, especially on agriculture interventions 	<p>be available for the same</p>
			Developing resource pool on Governance & Management of VOs & CLFs (3 batches of ToTs)		
			CLFs - EC training on Governance & Management		
			Sub-committees training (Themes: Monitoring, LH, Bank linkage ,etc)		
			VRPs training on Agriculture best practices & review		
			Regular monitoring & support of activities		
			Support CLFs in legal compliances		
3	Strengthening 15 CLFs				
	Strong community-owned grassroots Institutions	Governance, Management and Business of the organization by adopting Self-Regulation system to become models in additional 15 CLFs from 5 districts of BRLPS	Organize Coordination meetings at CLF level along with BRLPS	<p>At SHG level:• 30% of SHGs increase their savings & have their own bookkeeper & 70% of the groups avail external loans :</p> <ul style="list-style-type: none"> • Repayment of bank loans is 90% • 30% SHGs will start collecting internal loans in monthly installments <p>VO Level:</p> <ul style="list-style-type: none"> • Repayment rate (internal and external)>=90% • 50% of VOs will initiate plans to meet their costs. • 80% of the VOs conduct regular Board and GB meetings with 75% at least attendance; • 70% of VOs have up-to-date books of accounts and audited once) <p>CLF level:</p> <ul style="list-style-type: none"> • Repayment rate (internal)>=90% • 100% of CLFs will adopt half yearly audit • 50% CLFs Review the 	2/3rd of the SHGs are rated as "A/B" grade
Situational analysis of CLFs					
Facilitating CB strategy for individual CLFs with EC & Staff					
Develop resource pool (from among CLF / VO accountants) on Bookkeeping & Accounting and MIS					At least 1/3rd VOs rated as "well performing"
Facilitate plans to train VO accountants & SHG bookkeepers					100% of CLFs conduct regular Board, Sub-committee and GB meetings with 75% at least attendance
CLFs accountants training on Financial Management & Internal audit					
Facilitate CLFs & VOs internal audit					
Developing resource pool on Governance & Management of VOs & CLFs					

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			CLFs - EC training on Governance & Management	performance of member institutions	
			Sub-committees trainings Themes: Monitoring, LH, Bank linkage etc		
			VRPs training on Agriculture best practices & review		
			Regular monitoring & support of activities		
4	State-level support to BRLPs				
	Developing State Level Resource Pool to meet the capacity-building requirements of the SHGs, VOs & CLFs	Support BRLPS in building the capacities of staff and other need-based support	Developing resource pools on 2 themes (Governance and Financial Management)	<ul style="list-style-type: none"> • ToT manuals will be available for wider use • Training reports will be available • 20 member ToTs at the state level will be available on proposed topics and able to deliver services • At least two advocacy events are organized 	At least 20 member Resource Pool Available in 2 these
			Support ToTs in Conducting training for BRLPS staff on 3 themes (Governance, Financial Management & Legal compliances)		
			Developing training materials/manuals		
			Organizing two state-level events (Vision 2030 SHG federations & Sharing and learning workshop)		

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Annexure C

ANNUAL ACTION PLAN FOR SUPPORTING 29 CLFS IN 8 DISTRICTS OF BIHAR STATE FOR THE YEAR 2022-23							
S.No	Activities	Measuring unit	No of units	Apr-June, 2022	July - Sept, 2022	Oct - Dec, 2022	Jan - Feb2023
				Q1	Q2	Q3	Q4
1	Support to 5 CLFs in Garkha & Digwara blocks						
	Training CLF-EC members & Staff trainings on Governance & Mangement of CLFs (5 batches X 2 trainings X 20 members X 3 days each)	Trainings	10		5	5	
	Sub-committees trainings (3 committees X 3 members each) - 3 themes	Trainings	3		3		
	Training CLF accountents along with 15 active VO bookkeepers on Bookkeeping & Accounting and MIS of VOs & CLF (5 days X 1 batches)	Trainings	5		1		
	Internal audit of CLFs						
	Support in Annual General Body Meetings of CLFs	AGMs	5				
	Regular monitoring & support of activities (including implementation of agriculture practices)	Field visit, attending planing & review meetings					
	CLF-EC / sub-committee orinetaion on Agriculutre best practices	Demonstrations	5				
2	Providing continued support to 9 CLFs in Munger, Nawada and East Champaran districts						
	Develop resource pool (from among CLF / VO accountants/ existing persons on Bookkeeping & Accounting and MIS (9 batcbe X 20 members each)	ToT development	9	3	6		
	Facilitate plans to train VO accountants & SHG bookkeepers	Planining	9 CLFs				
	CLFs accountants training on Financial Management & Internal audit	Training	1				1
	Facilitate CLFs & VOs internal audit of VOs & SHGs	Planining	9 CLFs				
	Developing resource pool on Governance & Management of VOs & CLFs (3 batches of ToTs)	Training of Trainers program	3		3		
	CLFs - EC training on Governance & Management (9 batches at CLF level & continue at VOs level)	Training	9		9		VOs-EC trgs
	Sub-committees trainings (3 committees X 3 members each X 2 trg) Themes: Monitoring, LH, Bank linkage etc	Training	9			6	3
	VRPs training on Agriculture best practices & review	Training	9		9	review	review
	Regular monitoring & support of activities	Field visit, attending planing & review meetings					
	Support CLFs in legal compliances	Annual planing, Auditing, conducting AGMs &					
3	Strengthening 15 CLFs						
	Organise Coordination meetings at CLF level along with BRLPS	Meetings	15	15 CLFs			
	Situational analysis of CLFs	study	15	9 CLFs	6 CLFs		
	Facilitating CB strategy for individual CLFs with EC & Staff	workshop	15		15 CLFs		
	Develop resource pool (from among CLF / VO accountants) on Bookkeeping & Accounting and MIS (15 batcbe X 20 members each)	ToT development	15	6	9		
	Facilitate plans to train VO accountants & SHG bookkeepers	Planining					
	CLFs accountants training on Financial Management & Internal audit (1 batch)	Training	15				1 Review
	Facilitate CLFs & VOs internal audit	Planining	15				
	Developing resource pool on Governance & Management of VOs & CLFs	Training	1		1		
	CLFs - EC training on Governance & Management (15 batches at CLF level & continue at VOs level)	Training	15		15		VOs-EC trgs
	Sub-committees trainings (3 committees X 3 members each X 2 trg) Themes: Monitoring, LH, Bank linkage etc	Training			15	15	
	VRPs training on Agriculture best practices & review	Training			15	review	review
	Regular monitoring & support of activities	Field visit, attending planing & review meetings					
4	State level support to BRLPs						
	Developing resource pools on 2 themes (Governance and Financial Management) - (25 members X 4 days X 3 trainings)	ToT development	2		1	1	
	Support ToTs in Conducting trainings to BRLPS staff on 3 themes (Governance, Financial Managemnt & Legal compliances)	Trainings					
	Developing training materials / manuals	Material development					
	Organising two state level events (Vision 2030 SHG federations & Sharing and learning workshop)	Workshops	2	1		1	
5	Project Management						
	New staff recruitment (advertising, shortlist applications, interviews, final selection etc)						
	Staff orientation & placemet (10 days on different themes of SHG Feds - Governance, Management & Accounting, Financial Mgt etc)	Training	1				
	Staff planning and review meetings	Monthly	10	1	3	3	3
	Printing of posters, pamphlets & modules	Printing					