

JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

**Bihar Rural Livelihoods Promotion Society
State Rural Livelihoods Mission, Bihar**



1st Floor, Vidyut Bhawan - II, Bailey Road, Patna- 800 021; Ph.:+91-612-250 4980; Fax: +91-612-250 4960, Website:www.brllp.in

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Office Order

CLF Office Management Guideline

Location of Office Premises

CLF will identify the office premises at the centre location within cluster area, which is also nearby to block office, major bank branches and market. The office should also be easily accessible to VO members and it is about equal distance from VOs. There is also a well connectivity to reach the CLF office.

Office Structure

There should be 3-4 rooms in a CLF office, including a meeting hall with capacity of seating of about 30-40 persons and proper toilet and water facilities. Carpet area of CLF office should be about (800-1000) Sq. feet. One room will be used by CLF Coordinator. One room will be used by CLF office bearers and the other room will be used by accountant/ CLF bookkeeper.

Agreement for Office premises

The CLF will make 1-3 years (as per mutual agreement of CLF and landlord) agreement for office premises on mutually agreed terms and conditions, which will be renewed after 11/35 months. Revision/ renewal of rent agreement will be taken up one month prior to expiry of the said period indicated as above. CLF President will sign on the agreement paper while OB members will be the witness.

CLF will pay monthly rent along with other charges (electricity) payable to 'Lesser' will on regular basis within 15 days after expiry of the said month. This Lease Agreement can be terminated at any time by giving one month notice in writing of his intention to do so, from either 'Lessors' side or 'Lessee' side subject to mutual consent of both the parties.

Any dispute or difference arises out of anything between Lessee and lessor arising out of this Lease agreement, shall be referred to the Gram Panchayat and the decision of Gram Panchayat shall be conclusive and binding upon the parties. All disputes will be subject to jurisdiction of court at the district only.

Mode of Payment

CLF will pay monthly rent of office through account payee cheque.

CLF Name and Notice board

CLF will install the name board in front of CLF office. CLF will ensure transparency by displaying all activities in CLF Notice board. CLF may display following items in notice board-

- CLF registration Copy.
- CLF Annual Action plan.
- All details of CLF activities.
- Details of CLF EC members (name and contact number).
- Details of CLF Staffs.
- Details of CLF Subcommittee.
- Monthly progress report of CLF.
- Monthly financial status of CLF.

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Engagement in CLF Office and OB Members

Meetings at CLF level

Preparation of CLF RGB meeting (1-day)

CLF OBs, CLF Coordinator and Bookkeeper should devote one day for the preparation for the CLF RGB meeting. Collating all the information related to reviews, repayments and action taken report on the last RGB meetings. These preparations will support the RGB in quick decision making and hence will save time.

RGB Meeting (1-day)

2 OB members from each VO will participate in the CLF RGB meeting. The minimum agenda for RGB meeting should be as follows.

- Prayer
- Member introduction
- Attendance
- ICF repayment by VO
- Review on ICF repayment from member VO
- Review of member VO as per *Masik Prativedan* submitted
- Grading of VO
- Review of subcommittee
- Preparation of plan for subcommittee visit to the villages
- Convergence with govt. schemes and programs
- Social issues

Loan Committee meeting (1-2 day)

CLF will form loan committee meeting consisting of 4-5 BoD members. After receiving loan application demand / micro planning from member, the committee will conduct meeting. In the loan committee meeting, the committee will appraise the micro Plan/ loan application based on set criteria and report to BoD with necessary comments for final approval.

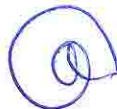
Preparation for BoD meeting (By OB members and CLF staffs), (1-day)

The CLF OB members with the support of the CLF coordinator and bookkeeper should prepare a monthly performance report of the VOs on the basis of *Masik Prativedan*. They should also grade all the VOs on the pre-decided parameters on the basis of *Masik Prativedan*. The performance review of the VOs and the grading sheet should be displayed on the CLF RGB meeting day.

BoD meeting (1-day)

CLF BOD should meet at least once in a month. The suggestive agenda for BoD meeting is as-

- Prayer
- Member introduction
- Attendance
- Follow up action on the decisions of the previous RGB meeting
 - Preparation of plan for subcommittee visit to the villages
 - Convergence issue follow up
 - Social issues follow up plan
 - ICF/general loan repayment
- Approval of ICF/general loan to VO
- Review of CLF cadre/staff performance
- Preparation of action plan for cadre (next month)
- Review of CRP performance and plan of internal & external drive
- Preparation of monthly training plan and facilitation plan for VO
- Review of cadre payment
- Reviewing and approval of monthly receipt-payment and income- expenditure report.
- Others



Training to SHG and VO (3-4 days)

As per the grading of SHGs by the VOs and grading of VOs by the CLF, OB members should take the decision in the BoD meeting to identify the weak SHGs and VOs, and their training needs. In the same meeting, they should prepare the monthly training calendar and name the person responsible for imparting trainings. The trainer could be the project staff, CRPs, CLF staffs.

Training to various Community Cadre (4-5 days)

As per the review of the Community Cadre, the weak CLF staff/cadre could be identified and training needs could be done by the Office Bearer. OB members should take the decision regarding conducting training of these community cadres and incorporate it in the monthly training calendar. In the same meeting, they should prepare the monthly training calendar and name the person responsible for imparting trainings. The trainer could be project staffs, CRPs, CLF staffs.

Orientation to RGB and BOD members (2-3 days)

The RGB and BoD members should compulsorily be oriented on the following-

- CLF By-laws
- Different policies (CBO and cadre)
- Subcommittee and their roles and responsibility
- CLF structure and governance
- Leadership
- VO and CLF performance indicators
- Administrative and financial system
- Community procurement
- Sustainability (Institutional and financial)

CLF Coordinator with the assistance of Bookkeeper, CRP, Resource Pool and Block/district office may organize the training event.

Desk Review of CLF Sub-committee (1 day)

On the basis of the report submitted by the various sub committees, CLF office bearer with the support of the CLF Coordinator and book keeper will do the review of the performance of the sub committees and task accomplishment. This review report will be presented in the CLF RGB meeting and decision will be taken for next course of action.

As there is functional involvement of sub- committee members, CLF will make provision for their actual travel expenses and support of Rs. 100/- per day per member.

Desk Review of CLF staffs/ Cadre (1-day)

On the basis of report submitted by the CLF staffs/ cadre, CLF office bearer will do the review of the performance of the CLF staffs/ cadre and their task accomplishment. This review report will be presented in the CLF BoD meeting and decision will be taken for payment and next course of action.

CLF Staff/Cadre Review

As per the CLF action plan, staff will submit their monthly progress report. As per the report submitted by staff, the CLF EC will review the staff performance. During review the CLF will focus on the following points-

- Monthly action plan of the staff.
- Monthly achievement of the staffs.
- Major challenges faced during the month.
- How the problems have been sorted out.
- If, problems are not solved, what were the reasons.
- What is the plan for next month.

Meeting on Livelihood (1 day)

Office bearer along with CLF Coordinator and the related community cadre will take a stock of the last month's performance and plan for the subsequent month livelihood intervention activities. The related project staff from the district should be present to give technical assistance and facilitate in improving the performance.

Meeting on Social Development like CHNCC, Review of HRF etc. (1 day)

The issue based community cadre along with the Office bearer and CLF Coordinator will take a stock of the last month's performance on CHNCC, HRF, other social development initiative etc. and plan for the forthcoming month on respective intervention and activities. The related project staff from the district should be present to give technical assistance and facilitate in improving the performance.

Meeting on Bank Linkages and Insurance (1 day)

The related community cadre, CLF Coordinator and the Office bearer will again review the last month's performance on bank linkage, insurance etc. and plan for subsequent month related interventions and activities. The related project staff from the district should be present to give technical assistance and facilitate in improving the performance.

MIS preparation for Project (2-3 days)

Office bearer should ensure that the respective community cadre should prepare the MIS report and submit it to the CLF. CLF OB members with the help of CLF coordinator and Bookkeeper will finalize, compile and submit the report to BPIU for their review and support

Other Tasks

- Preparation of AAP and Annual Budget.
- Preparation for statutory audit and conduction of Audit
- Conduction of Annual General Meeting
- Annual Return Filing

Engagement of Office Bearers, BoD and RGB Members

As mentioned, there is a functional role of OB members particularly President, Secretary and Treasurer in most of the activities and functioning of CLF. They have to coordinate and ensure all the above mentioned activities completed successfully. These 2-3 leaders have to make coordination with member VOs, PGs, CHNCC, BPIU and DPCU and to participate in the meeting at various institutions, BPIU and DPCU level.

Further, they have to liaison with banks, block offices and other line department for convergence with banks and govt. schemes and programs. They also have to represent their CLF at various platform i.e. panchayat, block, district etc. For the purpose they have to be present at CLF office over the month. Hence, OBs members have a functional role over the month. CLF will make provision for the travel support to their members as per the table mentioned below. President and Secretary needs to submit their monthly engagement and travel plan each month for availing this support.

Particulars	Travel Support (In Rs.)
President	3000 (fixed per month for 25-30 days in the office)
Secretary	2500 (fixed per month for 25-30 days in the office)
Other OBs (as per the need, max. 7-8 days in a month)	Rs. 200/- per day
BoD members (other than their scheduled meeting)	Rs. 150/- per day
RGB members (other than their scheduled meeting)	Rs. 150/- per day

Procurement

CLF will form a procurement committee of 3 members. The member who is having a working experience of procurement at VO may be given priority. The CLF procurement committee members shall be imparted training on Community Procurement norms. The furniture and fixtures (one time expenditure) and other materials required for CLF will be procured by procurement committee as per the community procurement guidelines. Procurement committee will report to CLF Executive Committee.

Procurement of Fixed Assets

Before purchasing of fixed asset its approval has to be taken from CLF EC. Further Procurement committee of the CLF will purchase the fixed assets following the community procurement norms. As per quotation received, the procurement committee will review the nature of items, its value and recommends from which supplier the item is to be purchased.

Annual Audit

There shall be Annual Audit of CLF by empanelled Charter Accountants by Cooperative Department, GoB. In the same time project/ CLF will conduct an internal audit in the regular intervals.

Annual General Meeting

CLF will conduct AGM at least once in a year, just after completion of the financial year i.e. till 31st July. All the CLF members will participate in the AGM. During the AGM, following activities will be conducted-

- Approval of previous meeting agenda.
- Review of the activities in the year and approval.
- Review of annual expenditure and approval.
- Approval of next year action plan/ activities.
- Amendment in Bye-laws.
- Review of Livelihood activities.
- Review of VO audit and approval for selection of empanelled auditor.
- Any other.

Selection Process of CLF staffs

- CLF EC will discuss about the selection of CLF staffs in their meeting and take decision regarding the same. The concerned Area Coordinator will facilitate CLF EC meeting and discuss eligibility criteria, roles and responsible for staff.
- Further, CLF will constitute a committee of 5 members including 2 OB member and 3 RGB members under the leadership of Secretary. The committee will be responsible for completion of selection process of CLF staff.
- CLF will call for the application from eligible candidates through advertising at public places or informing concerned CBOs working in the area. The concerned Area Coordinator should facilitate the selection process.

The schedule for selection process is as-

- a) The candidates will submit the application form at the CLF office through hand drop or postal.
 - b) The candidates may submit the application form within 15- days of date of publication of advertisement.
 - c) The CLF will display the name of shortlisted candidates within a week of last date of receipt of application form.
 - d) Within 7- days of publication of name of shortlisted candidates, CLF will conduct written test and interview.
 - e) Within a week of date of interview, CLF will publish the list of finally selected candidate.
- Applications received will be sorted and shortlisted as per the eligible criteria mentioned for further screening. Based on the number of shortlisted candidates, venue and date for conducting exam will be decided and informed to the candidates through letter or telephone. Further, written examination will be conducted for the shortlisted candidates.
 - As per performance on the written test the committee will shortlist 5-6 candidates for final interview. Further, the committee will conduct final interview and finalize staffs based on experience and performance and keep 1-2 as wait list. Area Coordinator will assist the selection committee and facilitate the selection process.
 - The committee will submit the final selection list to CLF-EC for its approval. The selected staff will be under probation for 3-months. The CLF Executive Committee will take the decision for final selection of staff. A resolution for taking the services of particular staff with 3-months probation period should be recorded in the CLF EC meeting minute's book.
 - The CLF will closely monitor the timely attendance of staff at CLF office.

Financial and Administrative system

CLF will maintain principal as well as subsidiary books of accounts in regular basis. Cash Book, Bank Book and Ledger posting will be on daily basis. The Accountant/ Bookkeeper of the CLF will ensure regular maintenance of Books of Accounts.

Principal Books of Account

Cash Book: It contains every cash transaction (receipt or payment) date wise.

Bank Book: It contains every bank transaction (receipt or payment) date wise.

General Ledger: The general ledger contains control accounts of all personal ledgers, the profit and loss account and different asset and liability accounts.

Cash Management

The CLF has to ensure proper cash management within and outside the office.

Cash Payment

CLF cash payment will be practiced through 'Cash Payment Voucher'.

During cash payment following necessary precaution has to be taken-

- i) Bookkeeper will scrutinize the supporting documents, followed by proper accounting in books of accounts and budget head.
- ii) Bookkeeper will present all the expenses bills to CLF EC for approval.
- iii) Bookkeeper will prepare cash payment voucher (manually).
- iv) After cash closing no cash payment will be done in the CLF. In case of emergency if any cash payment after prior approval of concerned authority, it will be compulsorily taken in books of account in next day.
- v) It is the responsibility of CLF Bookkeeper to count the cash at the time of opening and closing of the day.

Cash Receipts

At CLF, any type of cash receipts will be accounted through the 'cash receipts Voucher'. During cash receiving, Bookkeeper has to ensure the following-

- i. For proper accounting, supporting receipts has to be properly scrutinized. It has to be necessarily approved by the CLF EC before entering in Books of Accounts.

After receiving the cash, it has to be deposited in the bank in the same day. In case of closing of bank/ end of banking hours, it has to be deposited in next working day. But, receipts have to be entered in the Cash book.

Cash Balance

- i. Bookkeeper will reconcile the cash at the end of each day and books of accounts have to be countersigned by the President.
- ii. The CLF president/ EC can do surprise checking of the cash balance and will make a note of it.
- iii. Rs. 5000/- will be the maximum cash balance at the end of day.
- iv. In case, the Bookkeeper goes on leave or out of station, the cash has to be handed over to OBs/ Treasurer. Both the person will do countersignature in the presence of CLF President.

Bank Transaction

Maintenance of bank accounts

CLF OB members, duly approved by EC, will operate the bank accounts. If there is any change in bank operation the changes has to be informed to the concerned bank.

If any new bank account is to be opened or the existing bank account is to be closed, there should be approval of CLF EC.

CLF has to collect the bank account statements for each bank account on monthly basis and the same has to be maintained in file.



The CLF Bookkeeper has to make Bank reconciliation statements on monthly basis (depends on frequency of transactions) for each bank account and copy of same to be sent to DPCU/ BPIU every month with the SOE & UC.

Maintenance of Records

At CLF level following books of records has to be maintained

- i) Fixed Asset Register (FAR)
- ii) After purchasing of assets, accession number has to be allotted for all the assets.
- iii) Further, the assets should be issued to the concerned CLF staffs/ EC representatives for security and maintenance. Maintenance of issuing register is very important.
- iv) CLF office assets have to be insured by reputed insurance company.

Verification of Assets

- i) CLF Fixed assets have to be physically verified twice in a year i.e. on September 30 and on March 31 by the Bookkeeper and CLF OB members. After verification the team will produce the certificate along with audit file.
- ii) If there is any loss of any asset, it should be immediately enquired into and claim should be sent to the insurance office immediately, if is not traced.
- iii) In case of write-off of fixed assets, approval of CLF EC is must.

Maintenance of Reports in the CLF

The CLF will maintain following reports/ books at the CLF office. Relevant documents, vouchers, account registers has to be kept in safe and secure place.

- a) Bye-laws and registration certificate of CLF under Bihar Self Supporting Cooperative society ltd., 1996 along with the copy of amendments.
- b) Meeting registers of GB, RGB and EC/ BoD.
- c) Monthly receipt and payment report.
- d) Monthly income and expenditure report.
- e) Record of the items purchased by the CLF.
- f) Records of assets and liabilities at CLF.
- g) Procurement meeting register.
- h) Name and address of members, membership register and details of share purchased by members.
- i) Yearly update of the members who have got voting rights, within 30 days of completion of financial year.
- j) Annual progress report, Annual audit report, Annual Action Plan and annual budget.
- k) Monthly MIS and progress report.
- l) Staffing details with Bio-data
- m) Other relevant documents.

By the order of CEO,

(Braj Kishore Pathak)

Officer on Special Duty

Copy to:

1. All DPMs/FMs/Managers-IB&CB/TOs
2. Director/CFO/AO/FO/PS/PO/AFM
3. All PCs/SPMs/PMS/SFMs
4. IT Section