



Odisha Livelihoods Mission
Panchayati Raj & Drinking Water Department
Government of Odisha

No 1198 / 19
OLM/IBCB/CoE/07/2016

Date 18-06-2019

From

**Smruti Ranjan Pradhan, IAS
State Mission Director-cum-CEO**

To

All Collector-cum-District Mission Directors

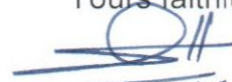
Sub: Guidelines on Centre Of Excellence (CoE) for implementation in selected GPs

Madam / Sir,

With reference to the subject cited above, I am to inform you that, as a part of the DAY-NRLM Action Plan, Model GPLFs/ Centre Of Excellence (CoE) would be developed for demonstrating package of practices under different interventions with dedicated human resources.

In this regard the CoE Guidelines for implementing of the scheme "Centre Of Excellence" is enclosed herewith for your ready reference.

Yours faithfully,


18/06/2019

State Mission Director-cum-CEO

Encl: CoE Guidelines

Copy to:

1. OSD to Principal Secretary, Panchayati Raj & Drinking Water Department for kind information of Principal Secretary.
2. PD, DRDAs, all 30 Districts for information and necessary action.
3. DPMs, OLM, all 30 Districts for information and necessary action
4. BDOs and BPMs all Intensive Blocks for information and necessary action
5. All Additional CEOs, JD (MIS), All Dy. CEOs, all SMMU staff for information and necessary action.

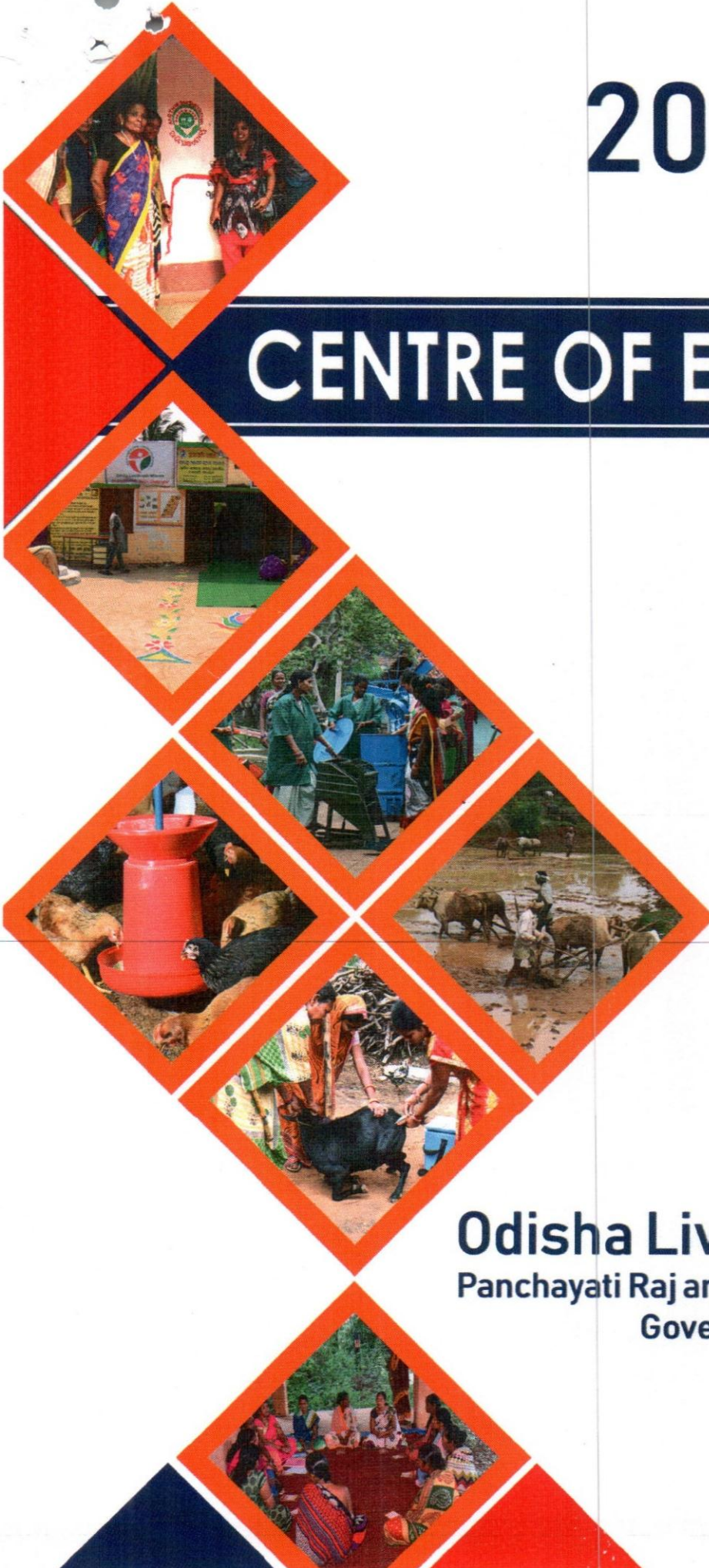
2019

CENTRE OF EXCELLENCE

Guidelines



Odisha Livelihoods Mission
Panchayati Raj and Drinking Water Department
Government of Odisha



Contents

- 1.0 Rationale 3
- 2.0 Objectives: 3
- 3.0 Where to Establish the CoE..... 4
- 4.0 Selection Criteria 4
 - 4.1 Common Indicators 4
 - 4.2 Specific Indicators..... 4
- 5.0 Components of CoE 5
- 6.0 Process of Roll-out of CoE Strategy 6
 - 6.1 Programme Manager (PM) : 6
 - 6.2 Accountant 7
 - 6.3 MIS assistant 8
 - 6.4 Master Trainer:..... 8
 - 6.4.1 Eligibility of Master Trainer 9
 - 6.4.2 Role and Responsibility of Master Trainers..... 9
 - 6.5 Spearhead Team..... 9
 - 6.5.1 Role and responsibilities of Spearhead Team..... 10
- 7.0 Service Charges 11
- 8.0 Financial Requirement 12
 - 8.1 Infrastructure..... 12
 - 8.2 Estimated Budget..... 12
 - 8.3 Budget Abstract 13
- 9.0 Monitoring of the CoE Development Initiative 13
- 10.0 Expected Outcome..... 14
- 11.0 Operational Arrangement 15
- ANNEXURE-I: Indicators to Select CoE i
- ANNEXURE-II: Estimated Budget..... i

1.0 Rationale

National Rural Livelihoods Mission (NRLM), the centrally sponsored scheme of Government of India is being implemented in Odisha by the Odisha Livelihoods Mission (OLM) since 2012. Prior to NRLM, OLM was implementing the World Bank assisted project 'Targeted Rural Initiatives for Poverty Termination and Infrastructure' (TRIPTI) from 2009 to 2015. The continuous efforts of the Mission have resulted in vibrant self-managed institutions along with substantial pool of social capital. However, to sustain this effort, there must be a mechanism to address the diversified capacity building needs of the community, CBOs and social capital created at different levels. In this regard, a *Centre of Excellence (CoE)* has been conceptualized by OLM, which not only will be a solution to bridge the capacity gaps of the stakeholders of the same locality, rather it will become a training-cum-immersion ground for new areas and people, basically for areas where OLM is implementing NRLM. It may also serve similar projects and people both within and outside the states.

The idea is to develop one or two successful GPLFs in each block as CoE. These GPLFs are to be selected on the basis of certain objective criteria as well as in consultation with the block team and the GPLF itself. All these GPLFs must have exhibited certain trends of maturity as well as performed in certain thematic areas. The plan is to strengthen all the activities in the GPLF, retrain and rejuvenate all the sub committees in the GPLF as well as in the CLF, strengthen all the constituent member institutions in the GPLF over a period of time. After one to two years, it is expected that all the selected GPLFs will be performing as model GPLFs and will be the learning and immersing ground for other GPLFs in the nearby area and for other stakeholders.

2.0 Objectives:

- The CoE to become a demonstration model in social inclusion, financial inclusion, economic inclusion etc. in convergence with government schemes and programs.
- To act as an immersion centre for other community institutions, community resource persons, project staff and other stakeholders for learning and sharing.
- To act as a training centre to provide training to community institutions and community staff on themes on which it has already proved its credibility.
- To create scope for Community Learning as it is already proved that community to community learning is one of the best ways of ensuring learning, sharing and internalizing the purpose or objective.
- To provide handholding supports to organizations, weak in certain areas of management and implementation through its expert pool of community professionals.
- To make the CoE a self sustainable and financially viable community owned and community managed institution.
- To be a model with regard to observance of 'Das Sutras' by all member SHGs including convergence with PRI.

3.0 Where to Establish the CoE

The best performing Gram Panchayat Level Federation (GPLF) will be selected and entrusted with the responsibility of establishing CoE. The well performing GPLFs to be given the status of CoE so that they can support the nearby GPLFs for strengthening and can also cater to the capacity building needs of GPLFs outside their block/ district. In each block one to two such CoEs will be established.

4.0 Selection Criteria

To qualify for a CoE the GPLF must meet a set of eligibility triggers. In addition, to offer specialized services, the GPLF has to be a master/ proficient in one or two of the specific thematic areas, relevant to the project's requirement. Following are the two sets of indicators developed for selection of CoE (Detail at Annexure-I):

4.1 Common Indicators

- Inclusion: inclusion of the targeted poor and EPVG households, either through their inclusion in Self Help Groups (SHGs) or by ensuring individual support to such households.
- Institution Building: strong and inclusive institutions of the poor.
- Governance: The GPLF has demonstrated good governance practices by promoting inclusiveness at all levels, regular meeting of EC and other sub committees, timely rotation of leaders as per byelaws, abided by the norms set for the cause of the organization etc.
- Financial Management: Has the practice of maintaining standard books of accounts by a regular bookkeeper (MBK), transparency in all financial matters/ transactions made by the GPLF. Established system of auditing Books of accounts of GPLF.
- Fund Mobilization and Utilization: The GPLF has good track record of mobilizing funds from external sources including the CIF support from OLM and its utilization for the purpose it is given to.
- Financial Inclusion: Access to institutional finance from external sources like banks.
- Infrastructure: The GPLF operating from its own/rented/ BNRGSK building. The GPLF has procured a computer and other items as specified in its IB plan.
- Livelihoods Promotion: The GPLF has at least one sub-sector identified and supported under livelihood intervention.
- Accessibility: In general the CoE should be geographically accessible throughout the year. However, in certain cut-off or inaccessible pockets a CoE will be very effective for the cluster institutions and community around.

4.2 Specific Indicators

The GPLF has already established its credibility in one or more of the following areas:

- Excellent quality of community institutions (practicing 'Das Sutras', representation and participation of poor and EPVG in the governance, dynamic and functional sub-committee at CLF and GPLF level)

- Well established Financial Management and Book Keeping Practices (at SHG and GPLF level)
- Best practices in Community managed Procurement
- Regular rotation of CIF and proper management of CIF. Effective utilization of CIF by the members and also monitored by the leaders.
- Strong linkage with local bank branches and excellent performance with regard to credit linkage of SHGs with banks.
- Model livelihood promotion in the areas of Improved agricultural Practices through SRI, SCI, Line transplanting; Mo-Badi, Backyard Poultry etc.
- Community led intervention in the areas of community procurement, community marketing, etc.
- Strong PG/ Farmers Cooperative/ Producers' Association
- Community Learning Academy such as CFC, Farmers' Field School, Front Line demonstration etc.
- Special intervention on PWD, elderly, PVTG etc.

During assessment, the team could mention any other area in which the GPLF is specialized

5.0 Components of CoE

1. It is envisaged that in a Centre of Excellence the following components will be included:
 - a. **Immersion Centre:** A CoE will be an Immersion centre for exposure to best model of SHG, CLF and GPLF which are vibrant, strong and can serve as an example in self managed community institutions. They shall have strong governance systems, best fund management systems as well as a strong self monitoring mechanism. Immersion centre may also include livelihood intervention sites practiced by the Producers' Group on SRI & Seed Village in agriculture interventions, livestock intervention or any off farm and non-farm clusters, within the ambit of the GPLF.
 - b. **Training Centre:** A CoE will also act as a training centre where the community members themselves will impart training to members from other GPLFs as well as to other stakeholders on various thematic issues pertaining to different best practices developed by the CoE. The resource persons of the training can be members from best practicing SHGs, Producers' groups, CLFs and GPLFs. It may also include experienced CRP-CMs, MBKs, Livelihoods CRP and Master CRPs.
 - c. **Demonstration Plot:** The CoE will also demonstrate certain best practices basically in the livelihood sector. It will have demonstration plot for different farm, off-farm and nonfarm based interventions in agriculture, livestock, NTFP etc. In the non-farm sector it can have production-cum-processing centre so that the community can have a direct exposure to the same.
 - d. **Documentation of Best Practices and Developing IEC material:** The CoE will capture best practices from the field and document its process and outcome. Besides, it will develop knowledge and learning materials for dissemination with its primary stakeholders which can be in the forms of training manuals, case studies, audio- visuals etc.

6.0 Process of Roll-out of CoE Strategy

To manage a CoE, it will have the following structural arrangements:

6.1 Programme Manager (PM) :

For day to day administration and management, the CoE will have one Programme Manager. S/he will be recruited through an open selection process by the respective GPLF, meeting required eligibility. Preferably, during the first year of the CoE one YP having good track record of programme management and opting to take responsibility of the CoE may play the role of the PM and gradually, it may be taken over by the Programme Manager.

a. Eligibility Criteria

- Post Graduate or MBA in any discipline
- At least 5 years of experience in Development sector
- Proficiency in Local Language.
- Age limit: 40 Years

b. Desired Criteria

- Exposure of working with enterprise promotion will be an added advantage
- Working experience on different community level institutions
- Basic Knowledge in Computer
- Possess strong inter-personal communication skill
- Preference will be given to candidates previously associated with NRLM

c. Role and Responsibilities

- Setting strategy and directions of strengthening the CoE
- Vision building of CoE
- Preparation of Perspective Plans
- Preparation of Detail Project Report
- Preparation of Annual Action Plan
- Preparation of Business Development Plan
- Capacity Building Plan for Staff of CoE ,Community Cadres and Leaders
- Convergence with Line Departments and Partners
- Grievance redressal
- Identification of resources in the GP, Skill building of SHG members
- Planning and execution for Revenue Generation
- Report returns as and when required
- Developing implementation strategy to meet all the criteria of CoE within pre defined time period.

- Monitoring and Evaluation of all activities related to CoE
- Overall management of day to day CoE activities
- Proper coordination with all the stakeholders for effective implementation
- Timely disbursement of remunerations to staff and cadres
- Coordination with BMMU and Partners
- Any other task assigned by EC, GPLF (CoE)

d. Whom to Report:

Reporting and Reviewing Authority is EC of GPLF.

6.2 Accountant

a. Eligibility Criteria

- Graduate in Commerce
- Knowledge & operational efficiency in MS Office & accounting software
- At least 3 years of experience in Accounting (Work experience with Community Based Organizations will be an added advantages)
- Proficiency in Local language
- Age limit : 30 Years

b. Desired Criteria

- Work experience in NGOs & management of different Community Based Organizations like SHGs, CLF, GPLF, PG & PC etc.
- Having good knowledge in accounts & finance
- Possess strong inter-personal communication skill
- Preference will be given to candidates previously associated with NRLM or any other livelihoods related project/scheme

c. Role and Responsibilities

- Preparation of Annual Budget
- Process for any disbursement/payment
- Maintenance of books of records like Cash book, Ledger, Vouchers, Stock book etc
- Procurement of Goods ,Works & Services if any by following community procurement guidelines
- Preparation of Monthly/Quarterly/Annual financial report
- Responsible for initiating & conducting Financial Audits
- Any other task as assigned by Executive committee members/Programme Manager

d. Whom to report

S/he will report to the Programme Manager

6.3 MIS assistant

a. Eligibility Criteria

- Graduation in any discipline with PGDCA/DCA
- At least 2 years of working experience in Data entry, uploading, collection & validation.
- Should have good knowledge of Ms. Word, Excel, PPT & Email
- Age limit : 30 Years

b. Desired Criteria

- Working experience in development projects and community level institutions
- Possess data interpretation skill
- Preference will be given to the candidates previously associated with NRLM

c. Role and Responsibilities:

- a. Data entry and uploading in various portals,
- b. Implementation of transaction based MIS,
- c. Data collection and validation
- d. Preparation of weekly and monthly reports
- e. Analysis of Data
- f. Data management and Data entry training to SHGs ,Cadres and Leaders
- g. Monitoring and Evaluation aspect of CoE
- h. Giving assistance in preparation of Annual Action Plan and Detail Project Report
- i. Any other task assigned by EC/Programme Manager

d. Whom to report

S/he will report directly to the Programme Manager

6.4 Master Trainer:

At least 2 Master trainers will be developed for each of the following thematic areas in each Centre of Excellence.

- Social mobilization and Institution building
- Book keeping and auditing
- Micro Investment Plan (MIP)
- Financial Inclusion & Financial Management
- Livelihoods Promotion
- FNHW (Food, Nutrition, Health and Sanitation) and Gender

In addition to this Master Trainers will be created in other specialized area of the CoE. Services of the block level empanelled trainers of OLM and Master Trainers created for the CRP and Senior CRP training may also be utilized at times.

6.4.1 Eligibility of Master Trainer

- Must be tenth pass
- Must be well versed in reading and writing Odia
- Must have excellent communication skills
- Must have been a member of SHGs for a minimum period of 2 years
- Must be 18 years old or above
- Must be willing to be a Master Trainer
- Has fair understanding on the community institution structure of OLM and on the GP level project cycle
- Must have delivered training to the community institutions
- Should have no mobility constraints in delivering the role and responsibilities of the Master Trainer

6.4.2 Role and Responsibility of Master Trainers

- Initially all the Master Trainers will be engaged in strengthening and establishing the CoE. They will play the dual role of trainee and support trainer. Once the cycle is completed in a GPLF, only then they will be considered as Master Trainer.
- Each one of them has to be involved in the process of institution building and strengthening at least for a period of six months in the beginning.
- They will provide training to members of different community institutions, the functional committee/ sub-committee members, CRPs, Master CRPs, MBKs etc. on specific modules developed/recommended by the project.
- The Master Trainers will provide handholding support to different community institutions based on demand or as per the need identified by the project.
- Gradually the Master Trainers may specialize in their own thematic areas.

6.5 Spearhead Team

A Spearhead team will be constituted at the block level to provide critical managerial and thematic inputs and support to CoEs coming under that block. The Spearhead team will consist of one BLC/ BLC-II, two MBKs and 2 CRP-CMs. The team will be selected in a way that each member is having expertise in one of the core thematic areas in order to provide need based support to the CoE. A resolution will be passed in the respective GPLF regarding the engagement of the CRP-CM, MBK for Centre of Excellence.

6.5.1 Role and responsibilities of Spearhead Team

1. Will facilitate in conducting a visioning exercise for the CoE. The EC members of the facilitating GPLF as well as few representatives from the member GPLFs will be present for the visioning exercise. The outcome of the visioning exercise will be:
 - a. GPLF discuss and realize advantages of being developed as Centre of Excellence.
 - b. All the EC members agree and modify any changes in the concept of Centre of Excellence.
 - c. Identify areas which needs to be strengthened and ways to do that
 - d. CoE will develop its annual action plan considering the capacity needs of cluster GPLFs.
 - e. Discuss the role and responsibilities of Master Trainers
 - f. Discuss and finalize the Identification process and payment modalities of the Master Trainers
 - g. Pass a resolution accordingly
2. Will facilitate in conducting a visioning exercise for the Nodal GPLF where CoE is constituted. The EC members of the respective GPLF will be present for the visioning exercise. The outcome of the visioning exercise will be:
 - a. Need for Sustainability realized by the members.
 - b. Minimum 2 services decided by the GPLF which will help them in Sustainability.
 - c. Develop Resource Mobilization Plan
 - d. GPLF discuss and realize support and services it will require from the CoE.
 - e. Identify areas which need to be strengthened and ways to do that
 - f. GPLF will develop its annual action plan. If already developed, make additions to it.
 - g. Pass a resolution accordingly
3. The Spearhead Team along with the GPLF- EC will prepare a plan for organizing visioning exercise for the CLF EC coming under the Nodal GPLF. The outcome of this visioning exercise at the CLF EC level:
 - a. Develop a social inclusion plan for the left-out and non-reachable poor and EPVG households
 - b. Identification of areas that require special intervention and develop Social Development plan for the same
 - c. Clarity over the role and responsibilities of the Sub Committees
 - d. Annual Action Plan for the CLF
 - e. Training to be conducted for SHGs, Sub-Committees, CRP-CMs
 - f. Revalidation of the PIP (Participatory Identification of Poor)/SA data
4. Strengthening Functional/ Sub-Committees of GPLF: The Spearhead Team will continue providing handholding support to the functional committees of the Nodal GPLF till they perform satisfactorily. Along with the Master Trainers, the Spearhead team members will also be engaged in providing training to these committees on their specific roles and responsibilities.

The Spearhead Team will also facilitate with the GPLFs and ensure that one CRP-CM is attached to each of the 6 Functional Committees of the GPLF. She will have the following roles and responsibilities:

- Will act as an agent of the GPLF Functional committees in their respective CLF.
 - Will regularize the meeting of all the respective functional committees
 - Will ensure maintaining specific register by the Functional Committee to record their activity and transaction and update the same. Agenda of the committee will be reflected in the register.
 - Will ensure that the Committees do periodic field monitoring and bring required changes in the system.
5. Strengthening Sub Committees of CLF: The Spearhead Team will provide handholding support to CLFs and conduct their training together with the Master Trainers in areas which require attention.
 6. Revalidation of the SA/PIP Process: The Spearhead team will facilitate in revalidation of the PIP/SA process which was conducted in most of the GPLFs, 4 to 5 years back. To review the impact of the GPLF and the SHG movement, it is important that the SA data is revalidated adhering to the revised guideline referring to SECC, 2011 data. GPLF will ensure that the CLF takes the lead in revalidation of the SA data. EC members of the GPLF will ensure that the revalidation process takes place in their respective CLFs. After the revalidation process is completed in all the CLFs, the GPLF will do comparison with the earlier SA data. The comparison will be put up in the GPLF for the benefit of others.
 7. Strengthening of the Sub Committees of the GPLF: The Spearhead team will go for regular field visits along with the functional committee members to monitor the performance as well as process of different activities.

The above functions will be carried out by the mission for the Nodal GPLF in order to establish and prove this as a Centre of Excellence.

7.0 Service Charges

a. Master Trainers

The Master Trainers will be paid service charges/ Resource Fee as per the cost norm of OLM decided for the Block Level Trainers. Besides, they will be paid TA and other reimbursement against their tours/ travel/ accommodation as per the cost norm applicable to Block level Trainers. The respective GPLF will facilitate the CoE to develop monthly work plan and accordingly the services of Master Trainers will be decided for that month. Payment will be made based on the services provided.

b. Spearhead Team

The members of the Spearhead Team other than the project staff will receive service charge/ fee towards support to the CoE as per the cost norm of OLM decided for the Block Level Trainers. Besides,

all the members of the Spearhead team will claim their TA, accommodation etc. against their tours/ travel as per Block Level Trainers.

Initially, the CoE will pay service charge and TA/DA as per the cost norms of the Mission. Later on the CoE will develop its own cost norm as per its suitability and viability.

All these cost will be borne by the Nodal GPLF who will facilitate establishment of CoE, out of the fund provided for creating and nurturing the CoE.

8.0 Financial Requirement

8.1 Infrastructure

The CoE will be supported for the following infrastructure facilities

1. GPLF Office (with kitchen and toilet facility)
2. Well equipped training hall with a capacity of 50 persons
3. Rented building with lodging and boarding facility for 30 participants
4. Developing one Demonstration Site
5. Computer with accessories
6. LCD (Liquid Crystal Display) and screen
7. Video and Still camera
8. Furniture and Fixture (tables, chairs, display board, water filter, wall clock, TV, steel almirah etc.)
9. All relevant training material
10. Pico projector

8.2 Estimated Budget

Sl. No.	Budget Head	Estimated Budget (Rs. In lakh)					
		Year-1	Year-2	Year-3	Year-4	Year-5	Total
1.	Capacity Building (Training, Exposure)	2.40	1.15	1.05	0.70	0.60	5.90
2.	Infrastructure	5.7	6.7	1.2	1.2	1.2	16
3.	Administrative Cost	6.5	6.5	6.5	6.5	6.5	32.5
Total		14.60	14.35	8.75	8.40	8.30	54.40

With 5% contingency fund the total estimated budget is Rs. 57.11 lakh. Detail budget placed at Annexure-II.

8.3 Budget Abstract

Total Estimated Budget	Rs. 57,11,500
A. Funds to be supported by OLM	45,19,000
B. Funds to be generated by Concerned CoE	6,70,500
C. Funds to be mobilized through convergence	2,50,000
D. Contingency fund @ 5%	2,72,000
E. Funds expected to be generated by CoE towards immersion, training and exposure of outsiders (from NRLM and other projects)	2,00,000

9.0 Monitoring of the CoE Development Initiative

At the state level, a growth plan for CoE with timeline will be developed along with a CoE maturity index gradation format. The project staff at the state, district and block level including the spearhead team members will be trained on the above mentioned topic.

The growth plan as well as the index of maturity will be shared with the CoE community leaders who as a part of the community participatory monitoring will be assessing the growth of each CoE. Assessment of one CoE will be done by another CoE in the same block/district. The participatory monitoring will be supported by the spearhead team members as well as the master trainers.

Every three months, the work of the spearhead team will be monitored by the steering committee comprising of relevant state level staff, concerned DPM and the BMMU staff. The work will be assessed as per the pre decided action plan of the spearhead team. The detail role and responsibility of steering committee is mentioned below.

9.1 Formation of State , District & Block level steering Committee

- State Level Steering Committee: Dy. CEOs of all verticals, PM-CB and PM-Nutrition, APPI
- District level Steering Committee –PD, DRDA-Chairman, DPM-Member Convener, APD-Livelihoods, APD-Skill, DSWO
- Block level Steering committee – BDO-Chairman, BPM-Member Convener, CDPO, BLF President/ Secretary.

9.2 Role of Steering Committee at SMMU level

- The state steering committee will sit together in every month
- They will analyze the progress of CoE from monthly report received from DMMU like target vs. achievement

- c. They will prepare the next month's plan
- d. The Committee will monitor the activities of DMMU, BMMU & CoE like timely payment to staff of CoE, timely procurement etc.
- e. All verticals will ensure that the best practices are happening regarding their own thematic area.

9.3 Role of Steering Committee at DMMU level

- a. The District steering committee will sit together in every month
- b. They will analyze the progress of CoE from monthly report received from BMMU like target vs. achievement
- c. They will prepare the next month's plan
- d. The Committee will ensure that the best practices are happening in CoE.
- e. The committee will ensure on time payment, procurement, Proper Record Keeping, Maintenance of Hygienic in training centre, Drinking water facilities, safety & security of training centre.
- f. The team must visit the CoE at least once in a month to review the activities of EC, OB & CoE staff.
- g.

9.4 Role of Steering Committee at BMMU level

- a. The Block steering committee will sit together in every month
- b. They will analyze the progress of CoE from monthly report received from CoE like target vs. achievement
- c. They will prepare the next month's plan
- d. The Committee will ensure that the best practices are happening in CoE.
- e. The committee will ensure on time payment, procurement, Proper Record Keeping, Maintenance of Hygienic in training centre, Drinking water facilities, Safety & security of training centre.
- f. The committee must visit the CoE once in a month to ensure the matters mentioned above.

10.0 Expected Outcome

Over a period of one year time the CoE should achieve the following:

- At least 90% of poor and vulnerable households of the CoE are brought into the project fold either through institutional platform or through individual support.
- All the eligible SHGs of the CoE have received RF.
- At least 80% SHGs in the CoE qualify the maturity indicators and are graded A or B.
- At least 80% SHGs in the CoE have received and utilized funds from CIF or bank loan
- Loan repayment rate by member SHGs to GPLF should not be less than 90% at any point of time (exception to shocks, natural disaster etc.)
- Each CoE is implementing value-chain based livelihood intervention at least in 2 sub-sectors.
- All member SHGs in the CoE have received training on the five specific modules.
- All members SHGs are observing 'Das Sutras'

- All the Functional Committees of the CoE-GPLF and sub-committees of CoE- GPLF-CLFs are trained in the desired modules and are successfully delivering their services to the respective community institutions.
- In all member SHGs, CLFs and GPLF (of the CoE) books of accounts are regularly updated by trained bookkeepers.
- All member CLFs of the CoE are involved in addressing at least one social issue of their area.
- The CoE proves to be a cost centre and able to generate at least 10% of the total expenditure by providing need based services to both member GPLFs and outsiders (those not directly a part of the CoE, for example community institutions and community cadres of other NRLM districts)

The above outcomes will be expected to be achieved by member GPLFs (cluster GPLFs to whom CoE provides services) in next two years time.

11.0 Operational Arrangement

For the purpose of CoE, project will sign a separate MoU with the Nodal GPLF. On behalf of the Project, concerned BPM will sign the MoU with the GPLF. Funds will be transferred in two tranches. The first tranche will be 40% of the total allocation towards CoE from the project. Rest 60% funds will be transferred after six months of signing the MoU based on satisfactory performance of the CoE which will be assessed against the planned activities as well as expected deliverables.

ANNEXURE-I: Indicators to Select CoE

Sl. No.	Particulars	Features	Minimum Criteria to be Met
A. Common Indicators			
1.	Inclusion	Inclusion of target households (poor & EPVG) into SHGs and supported through other means	<ul style="list-style-type: none"> At least 70% of the poor and EPVG households identified through SA/PIP are included into SHGs. At least 10% EPVGs other than the one included into SHGs are supported by the project through individual MIP, access to entitlement, DRI, JLG etc.
2.	Institution Building	Health of members institutions specifically SHGs	<ul style="list-style-type: none"> At least 90% SHGs are NRLM compliant At least 70% member SHGs are 'A' or 'B' graded 'Das Sutras' as an agenda has been adopted by all member CLFs All CLFs are formed and linked to the GPLF At least 80% CLFs are having two functional and active sub-committees
3.	Governance	GPLF exhibiting good governance practices	<ul style="list-style-type: none"> *GPLF is 'A' graded. In difficult areas like LWE affected/ cut-off places it may be 'B' grade. <p>(* Grading includes all parameters like system, structure, leadership, management etc.)</p>
4.	Financial Management	Prudent FM and Systems and Practices	<ul style="list-style-type: none"> Trained Book Keeper (MBK) and standard Book keeping practices exist All books of records are updated Books of accounts are audited (internal/external) at least once in a year
5.	Fund Mobilization & Utilization	Access to outside funding and utilization of funds	<ul style="list-style-type: none"> GPLF has leveraged funds from at least one external source (including CIF from OLM) At least 100% rotation of the funds received from CIF In at least 60% of the fund released to members towards CIF is utilized for livelihoods promotion Repayment from member SHGs to GPLF is at least 90% in a normal period (other than disaster like drought, flood, cyclone, fire etc.)
6.	Financial Inclusion	Access to different financial products and services	<ul style="list-style-type: none"> At least 70% SHGs have received credit from Bank At least 50% SHG members have individual savings account in bank/Post Office At least 50% SHGs who have accessed bank loan are eligible for interest subvention At least 70% SHG households are enrolled under AABY
7.	Infrastructure	Well furnished office building, training infrastructure	<ul style="list-style-type: none"> GPLF must be operating from its own/rented/BRNGSK building Has procured furniture, fixtures as supported by OLM Having possible training infrastructures like training

Sl. No.	Particulars	Features	Minimum Criteria to be Met
			hall, accommodation for trainees etc. own/private/govt./Panchayats
8.	Livelihoods Promotion	Focused livelihoods intervention	<ul style="list-style-type: none"> • GPLF has mentored livelihoods promotion in the area of farm/off-farm/non-farm livelihoods. • GPLF has all frontline livelihoods cadre like Krushi Mitra, Prani Mitra, Udyog Mitra.
9.	Accessibility	Physically accessible	<ul style="list-style-type: none"> • The GPLF must be geographically accessible throughout the year with good transportation and communication facility • In special case to cater to the need of a specific section for example in geographically cut-off area a CoE can be very useful.
B. Specific Indicators			
10.	Institution Building	Quality of community institutions	<ul style="list-style-type: none"> • At least 90% SHGs are members in SHGs. • At least 90% SHGs are 'A' or 'B' grade. • All CLFs are formed and linked to the GPLF • All CLFs are having two functional and active sub-committees. • All CLFs are represented by at least 50% poor and/or EPVG members
11.	Well Established financial management	Prudent financial management and book keeping practices in the GPLF.	<ul style="list-style-type: none"> • Trained book keeper (MBK) and standard Book keeping practices exist • All books of records are updated • Books of accounts are audited (internal/external) at least once in a year • Established system of SHG auditing through community auditors.
12.	Community Procurement System	Best practices in community procurement	<ul style="list-style-type: none"> • Community Procurement Manual in Place • Trained and active Purchase & Procurement sub-committee • All procurements are done following due procurement process. • All major procurements are displayed in the GPLF office
13.	Excellent management of CIF	Regular rotation and effective utilization of CIF	<ul style="list-style-type: none"> • More than 100% rotation of the CIF • Over and above the CIF, the GPLF has generated funds which is at least 20% of the CIF given • More than 90% repayment of bank loan as well as CIF. • More than 50% poor and EPVG in that GP has accessed CIF at least once. • In 80% cases CIF is utilized for the purposed mentioned in the MIP
14.	Excellent financial	Providing specialized	<ul style="list-style-type: none"> • At least 90% SHGs have received credit from Bank • At least 80% SHG members have individual savings

Sl. No.	Particulars	Features	Minimum Criteria to be Met
	inclusion	financial products and services	<p>account in bank/Post Office</p> <ul style="list-style-type: none"> • At least 70% SHGs who have accessed bank loan and are prompt in repayment. • At least 90% SHG households are enrolled under AABY • Bank Mitra in place • At least 50% Aadhaar seeding of individual SB accounts.
15.	Model livelihoods promotion	Established model of livelihoods promotion	<ul style="list-style-type: none"> • At least one strong business venture, be it in agriculture, livestock, horticulture, handloom or artifacts.
16.	Community led interventions	Community led extension, marketing, procurement etc.	<ul style="list-style-type: none"> • Has developed a pool of social capital like mobilization CRPs, Sr. CRPs, livelihood CRPs (Krushi Mitra, Prani Mitra, Udyog Mitra etc.) to provide specialized services • GPLF is effectively managing community procurement • Well established community led marketing mechanism, Ex. Seed Village Programme.
17.	Strong Livelihood Collectives like Producers' collectives, company, Cooperatives, etc.	Holistic livelihoods promotion	<ul style="list-style-type: none"> • GPLF has mentored livelihoods promotion in the area of farm/off-farm/non-farm livelihoods. • GPLF has all frontline livelihoods cadre like Krushi Mitra, Prani Mitra, Udyog Mitra. • Most of the households are engaged in sector intervention programmes of OLM like agriculture, livestock, aggregation and value addition of farm, non-farm and off-farm products. • GPLF has functional Producers' Groups with healthy business operation (business plan and revenue)
18.	Community Learning Academy	Peer Learning Platform	<ul style="list-style-type: none"> • For facilitating peer learning, the GPLF has established Community Facilitation centre/ Farmers' Field School / Frontline Demonstration centre etc. • Specialized community cadres like mobilization CRPs, Sr. CRPs, Krushi Mitra, Prani Mitra, Udyog Mitra etc. to facilitate the agenda
19.	Special project	Special intervention on the most vulnerable sections.	<ul style="list-style-type: none"> • GPLF has taken up special programs on PwD/ elderly/ bonded labour/ PVTG/Ultra Poor etc.

ANNEXURE-II: Estimated Budget

Sl. No.	Item	Units	Unit Cost (in Lakh Rs)	Total Cost (in Lakh Rs)						Funding Source
				Yr-1	Yr2	Yr-3	Yr-4	Yr-5	Total	
i Capacity Building (Training, Exposure)										
1	Vision building of Nodal GPLF	1	0.035	0.035	0	0	0	0	0.035	OLM
2	Vision building for CLF EC (at GP level)	1	0.08	0.08	0	0	0	0	0.08	OLM
3	Training to Functional Committees	6	0.01	0.06	0	0	0	0	0.06	OLM
4	Training to Sub-committees of CLFs	2	0.01	0.02	0	0	0	0	0.02	OLM
5	Training to Master trainers in six thematic areas	6	0.05	0.3	0	0	0	0	0.3	OLM
6	Livelihoods training	LS	0.5	0.1	0.2	0.2	0	0	0.5	OLM
7	Demand Based Training/Exposure visits	LS	0.5	0	0.25	0.25	0	0	0.5	OLM
8	Resource Fee for Spearhead Team members, CRP, Master trainer etc. @ Rs. 5000 LS p/m)	60 months	0.05	0.6	0.6	0.6	0.6	0.6	3	OLM
9	Refresher training for all Functional Committees and Sub-committees	LS		0	0.1	0	0.1	0	0.2	OLM
10	Training Materials (Audio-Visual-LCD, Video documentation, Charts, Posters)	LS		1.2	0	0	0	0	1.2	OLM
Sub-Total				2.40	1.15	1.05	0.70	0.60	5.90	
ii Infrastructure										
11	Rent towards CoE Building	60 months	0.1	1.2	1.2	1.2	1.2	1.2	6	OLM
12	Setting up of training hall	1	1	1	0	0	0	0	1	OLM
13	Lodging & Boarding facility	1	1	1	0	0	0	0	1	OLM

Sl. No.	Item	Units	Unit Cost (in Lakh Rs)	Total Cost (in Lakh Rs)						Funding Source
				Yr-1	Yr2	Yr-3	Yr-4	Yr-5	Total	
14	Demonstration site	1	5	0	5	0	0	0	5	50% by OLM and rest through convergence with Govt./ corporate etc.
15	Audio-visuals aid (TV, LCD, Video and audio camera)	LS	2	1.5	0.5	0	0	0	2	OLM
16	Furniture & Fixture	LS	1	1	0	0	0	0	1	OLM
	Sub-Total			5.7	6.7	1.2	1.2	1.2	16	
iii	Administrative Cost									
17	Honorarium to Programme Manager @ 20000/month	60 months	0.2	2.4	2.4	2.4	2.4	2.4	12	OLM
18	Honorarium to Accountant @ 12000/month	60 months	0.12	1.44	1.44	1.44	1.44	1.44	7.2	OLM
19	Honorarium to MIS @ 10000/month	60 months	0.1	1.2	1.2	1.2	1.2	1.2	6	OLM
20	TA/DA etc. for staff O, Spearhead Team members, Master Trainer etc.	LS	0.5	0.5	0.5	0.5	0.5	0.5	2.5	OLM
21	Stationary	60 months	0.05	0.6	0.6	0.6	0.6	0.6	3	OLM
22	Communication (telephone. Internet, postage etc.)	60 months	0.03	0.36	0.36	0.36	0.36	0.36	1.8	OLM
	Sub-Total			6.5	6.5	6.5	6.5	6.5	32.5	
A.	Total			14.60	14.35	8.75	8.40	8.30	54.40	
23	Contingency Fund @5% of the total fund			0.73	0.718	0.438	0.42	0.42	2.72	OLM
B.	Grand Total			15.33	15.07	9.19	8.82	8.72	57.12	