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Government of India
Ministry of Rural Development
Department of Rural Development
(Rural Livelihoods)

7th Floor, NDCC Building-II
Jai Singh Road, New Delhi-01
Dated: 12th April'24

To,
The State Mission Directors/Chief Executive Officers,
State Rural Livelihoods Mission
All States/ UTs

Subject: Advisory on Human Resources for Cluster Level Federation.

Sir/Madam,

As you are aware, writeshop of Model CLF was conducted at Delhi during 18th to 21st Dec 23. During the writeshop, participants from different States/ UTs along with the NRPs have provided inputs to finalize different advisories and training materials. Out of those, one advisory on Human Resources for Cluster Level Federation is finalized and attached herewith.

As CLFs are to be self managed community institutions, there should be least interference of the other stakeholders, including Mission staff in recruitment & management of the CLF HR. The points mentioned in the advisory are indicative and may be further detailed out, based on context, if required.

States/ UTs are requested to ensure all the Mission staff are oriented on the advisory and if required, support of services of the NRPs/ RPs supporting for Model CLF are taken for implementing the same on field. Mission staff should be oriented to strengthen the capacity of the CLF EC in recruitment & management of their HR.

It is also to be noted that all the advisories regarding Governance, Financial management, systems should be applicable to all the CLFs and not only limited to Model CLFs.

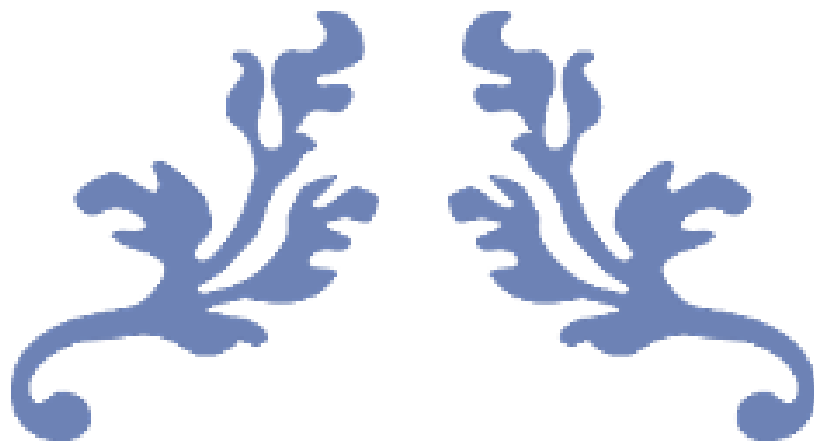
Enclo: Advisory on Human Resources for Cluster Level Federation.

Your faithfully,


(Nivedita Prasad)

Deputy Secretary to the Govt. of India

Copy to: SPM (IBCB)/ Nodal Person for Model CLF, All States/ UTs



ADVISORY ON CLUSTER LEVEL FEDERATIONS

HUMAN RESOURCES



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Background

Deendayal Antodaya Yojana-National Rural Livelihood Mission (DAY-NRLM) is one of the largest flagship programmes of the Ministry of Rural development that works towards the holistic development of women and rural poor by forming community institutions like SHGs and their federations. As on date, the Mission is being implemented in 7141 blocks across all 30 States and 4 UTs. Cumulatively, 10 crore women have been mobilized into around 90.40 lakh SHGs. Further, the SHGs have been federated into 5.02 lakh Village Organizations and around 32,205 Cluster Level Federations (CLFs). Among the list of various community institutions, CLFs are critical community institutions, which play a vital role in not only scaling up of various development interventions but could also potentially become partners of SRLMs and development agencies in providing the required services to its members. Positioning of skilled and efficient CLF staff, community service providers and CRPs critical to enable CLFs in emerging as effective grass-root level sustainable member owned, member managed and member-controlled organizations. This document provides an overview of the HR management system to be installed in CLFs to strengthen its performance and meet the objective of improving the lives and livelihoods of its members.

Types of Social Capital/Human Resources in Community Based Institutions: The social capital in CBOs is divided into three broad categories:

- i. CBO Staff: CBO staff are the persons employed by the CBO i.e., SHG/VO/CLF to provide long term continuous critical operational support to the CBO such as overall management support to the governance, maintaining accounts and relevant data to sustain the CBO. The staff shall be identified, recruited, and paid by the CBO from its own income. This comprises of CLF manager/Facilitator, CLF Accountant, CLF MIS Assistant, VO Accountant, SHG bookkeeper and other roles as decided by the concerned CBO.
- ii. Community Service Providers (CSPs): CBOs provide various services to its SHGs and their individual members such as financial services, livelihoods, and social development activities –like gender, education, Food, Nutrition, Health, and WASH (FNHW) and convergence to achieve the objectives of the CBO through a cadre of service providers.

These service providers e.g., community auditors, Swasthya Sakhis, Pashu Sakhis, Bank Sakhis, Bank Mitras, Bima Mitras, Udyog Mitras, Krishi Sakhis, MCP trainers, Master trainers etc., get their payment either partially or fully from individuals /SHGs /CBOs /promoting agencies depending on the nature and purpose of the activity. The Service fee to the service provider can be decided by the EC of the CBO.

- iii. Community Resource Persons (CRPs)- The services of CRPs are hired by the stakeholders or partners (including State Mission, govt. departments, NGOs, or other agencies) for the purpose of social mobilization, formation, and nurturing of federations, conducting trainings, providing coaching and mentoring services etc. The cost of the CRPs shall be borne by the engaging organization (mission or any other department or organisations).

The services of 2nd and 3rd categories may or may not be regularly required during the life of the CBO. The general HR policy components like code of conduct, performance appraisal, disciplinary actions etc., shall be applicable to all persons directly or indirectly working with the CBOs, whether paid directly or indirectly by the CBOs.

CLF staff: Rationale

The CLF will have a larger scale of operations in terms of outreach, functions, and accountability and therefore it requires a greater number of staff. The CLF needs to recruit CLF Manger, CLF Accountant, CLF MIS Assistant, 2-3 Community Facilitators and other staff as and when required.

From time to time, the Executive Committee shall determine the staff strength based on the workload and the CLFs financial position. The CLF general body is competent to create new posts/new designations, new levels and abolish the existing ones or rename them. However, it is advised that the CBO should not go for staffs over 10 as it may attract critical legal compliances linked to labor laws.

In case of staff hired for specific programme or purpose, CLF general body needs to decide separately regarding their TA, DA, Remuneration and other Personnel and HR related norms.

CLF Manager

CLF Manager: CLFs are engaged in various programs for example Livelihood, FNHW, Gender Interventions etc. It will be required to oversee and manage all these programs to serve the needs of its members. A CLF manager is required to manage all the operations of the CLF and should act as a CEO. S/he will be recruited through an open selection process by respective CLFs meeting required eligibility.

No. of Positions:1

Minimum eligibility criteria:

- Preferably a woman candidate.
- Preference will be given to Graduates but in case of unavailability of any suitable candidate in backward regions, 12th pass candidates may be considered.
- Having more than 22 years of age with maximum age limit of 40 years.
- Minimum 2-years' work experience with SHGs and its federations
- Preferably the candidates should be from the local area or SHG member or their family member.
- Proficient in the local language
- Able to read and write in the local language and English.
- Have basic knowledge of Computers.
- Should have good inter-personal communication skills.
- Should not be from the family of the EC or OB members of that CLF.
- Should not be PRI members.
- The candidate must not continue to render services as an ICDS worker or an ASHA worker or as a full-time worker of any government organization/NGO/PRI members/PRI Office bearer.
- Should be willing to travel extensively.

Desirable Criteria:

- Graduate in any discipline. Preference will be given to B.com graduates.
- Preferably be a member of a SHG having good performance track record.
- Having a two-wheeler with a valid driving license.
- Preference can be given to those candidates who have undergone training on the concept of SHG/VO/CLF, bookkeeping, MCP, PIP, etc.
- Sincere towards their work and should have a good reputation within the community; and
- Should be sensitive towards women and rural poor.

Roles and Responsibilities:

The major roles and responsibilities of a CLF manager is as follows:

- Responsible for achieving targets as per the plan, budgetary spending, managing data, preparing reports, liaisoning and reporting to BMMU, Govt departments, managing staff and overall administrative management for smooth functioning of the CLF.
- Timely and accurate reporting and documentation of success stories
- Support Office Bearers and EC in carrying out the functions.
- Provide relevant information to CLF and its members on various thematic areas of the programme and other schemes.
- Support CLF in identification, training, and development of community cadres
- Monitor the performance of CLF accountant, MIS Assistant, CFs, and other CLF staff.
- Roll out of all activities and programmes of DAY-NRLM and programmes undertaken by CLFs.
- Any other tasks as entrusted by CLF.
- Manager will verify all bills before payment and his/her signature is mandatory for the bills.

Key Deliverables:

- Setting strategies and direction for strengthening of the CLF
- Support EC in developing Perspective Plan for the CLF and in Vision building, Annual Action Plan, Budget, and Business Development plan of the CLF.
- Preparation of documents of CLF for Registration under suitable Act and follow up the process

- Preparing Annual Report and ensuring Statutory Audit and putting it before EC/BoD for approval in the AGM & timely submission of returns.
- Establishment of robust systems and processes, financial management and HR systems (as per CLF Policy Document)
- Development of a Capacity Building plan and conducting trainings to SHG, VO and CLF leaders, Sub-committees, CBO staffs and Community cadres as per requirement
- Conducting, Facilitating, Supporting, Setting agenda for EC/GB/RGB/BoD/AGM/Spl. AG Meetings
- Support CLF in conducting timely grading and internal & external audit of its member institutions.
- Ensure effective rollout of community procurement process.
- Support CLF in rolling out “Community Grievance Redressal” mechanism.

CLF Accountant

CLF Accountant: One of the major function of CLF is Financial Intermediation. A robust accounting system is required to be maintained at CLF level to perform the FI function efficiently and effectively. Apart from the financial intermediation function there are various programmatic and administrative transactions that happens from the books of CLF. CLFs are also envisaged to implement various development programs which includes grants from government, etc. In such context it is of utmost necessity that CLF should have an Accountant. S/he will be recruited through an open selection process by respective CLFs meeting required eligibility.

No of positions:1

Minimum eligibility criteria:

- Preferably a woman candidate.
- Should be atleast 12th pass with commerce or mathematics.
- Should be more than 22 years of age.
- Should have at least 2 years of work experience in accounting related work.
- Should be able to read and write in local language and English.
- Should have basic knowledge in operating Computers.
- Should have good inter-personal communication skills.
- Willing to travel to State/District/Block/Villages.
- Should not be from the family of an EC or OB member of that CLF.
- Should not be PRI members.
- The candidate must not continue to render services as an ICDS worker or an ASHA worker or as a full-time worker of any government organization/NGO/PRI members/PRI Office bearers.
- Preferably the candidate should be from the local area or SHG member or family member of an SHG member.

Desirable Criteria:

- Preferably be a member of SHG or family member of a SHG having good performance track record.
- Should be preferably from commerce educational background.
- Should preferably have experience of bookkeeping work in CSOs/CBOs
- Should preferably have undergone training on SHG/VO/CLF bookkeeping.
- Should be sensitive towards women and rural poor.
- Should be sincere towards the work and should have good reputation in the community.
- Should be preferably efficient in working on MSOffice, Internet, and accounting software.
- Should be able to travel to banks and other villages and be willing to go for exposure visits and trainings within and outside the State.

Roles and Responsibilities:

The major roles and responsibilities of a CLF Accountant are as follows:

- Real time transaction recording and accurate maintenance of books of record both in physical books and digital accounting applications.
- Preparation of Monthly Progress Report /Maasik Prativedan, DCB and other reports for the CLF meeting.

- CLF accountants should ensure timely and accurate updating of VO Books of record.
- CLF Accountant is responsible for providing trainings and capacity building to VO accountants.
- Support SHG/VO in banking related operations.
- Preparation of financial statements.
- Support and cooperate with both internal and statutory auditors while conducting CLF/VO audits.
- Any other work as entrusted by CLF

Key Deliverables:

- Supporting preparation of Annual Budget and put it before EC for approval.
- Preparation of different monthly/quarterly/half-yearly and annual financial reports i.e., receipt and payment, income and expenditure statement, Bank Reconciliation, Utilization Certificate, Internal Audit reports, balance sheet, PAR etc. and put them in front of EC members for review and approval.
- Providing trainings and handholding support to VO bookkeepers and review regular entry of VO books.
- Verification of books of accounts and records of member VOs
- Support EC members in ensuring half yearly internal audit and statutory annual audit of the CLF.
- Supporting CLF Managers in preparing audit compliance report and put it in front of CLF EC for verification and approval respectively.
- Support and review Community Auditors in periodic internal audit of member VOs and SHGs and verification and compilation of audit reports at CLF level.
- Ensure Annual Return filing with the support of CLF EC with the support of CLF Managers
- Maintaining different stock and asset related registers, safekeeping of bills, vouchers, and other accounts related documents.
- Maintaining cash, bank and other finance related norms as described in the financial manual of the CLF.
- Ensuring Bank Reconciliation Statement, other bank related works on a regular basis.
- Any other task as maybe assigned by the CLF EC from time to time.

CLF MIS Assistant:

No. of Positions: 1

CLF MIS Assistant: CLFs are engaged in various programs for example Livelihood, FNHW, Gender Interventions etc. It will be required to maintain robust MIS to serve the needs of its members. An MIS Assistant is required to maintain MIS around all the thematic programs that the CLF is engaged in. For day-to-day entry and maintenance of data which includes both one-time entry (which includes profile and master data entries for several thematic applications) and regular entries (which includes entries which are expected to emerge as the program expands), generate relevant reports, develop formats, keeping track of the programs by maintaining MIS as required at CLF level, the CLFs need to have a CLF MIS Assistant. S/he will be recruited through an open selection process by respective CLFs meeting required eligibility.

Minimum eligibility criteria:

- Preferably a woman candidate
- Should be at least 12th pass.
- Should be more than 20 years of age.
- Should be able to read and write in the local language and English.
- Should have proficiency in computer operations.
- Undergone minimum 1-year certificate course/diploma/degree in Computer Application, or 1 year of work experience in MIS/Computer Application related work.
- Willing to travel to State/District/Block/Villages.
- Should not be from the family of an EC or OB member of that CLF.
- Should not be PRI members.
- The candidate must not continue to render service as an ICDS worker or an ASHA worker or as a full-time worker of any government organization/NGO/PRI members/PRI Office-bearer.
- Preferably the candidate should be of that local area or SHG member or family member of SHG.

Desirable Criteria:

- Preferably be a member of SHG having good performance track record.
- Should be good in the local language and English typing.
- Preference will be given to the candidate from the same district.
- Should preferably have experience of working with CSOs/CBOs.
- Should be sincere towards the work and should have a good reputation in the community.
- Should have knowledge of typing in vernacular language

Roles and Responsibilities:

- Responsible for collecting required data, compiling, preparing, updating, and managing all MIS related information.
- Timely reporting to CLF.
- Prepare internal reports for CLF meetings.
- Support EC/OB's and manager as and when required to organize and run CBO smoothly.
- Provide training, handholding support and assist in supervision and monitoring of MIS and book-keeping related cadres/staffs.
- Any other tasks as entrusted by CLF.

Key deliverables:

- Rolling out of MIS related initiatives in CLF
- Responsible for updating of all MIS applications on a timely basis.
- Monitor and support SHG and VO mobile bookkeepers.
- Consolidation and sharing of reports of CLF.
- The MIS assistant will provide required data to the CLF OB/EC, mission units, govt. departments and any other stakeholders
- Resolving queries and issues related to data errors in MIS, ensuring timely updating.
- Reports bugs/errors in the software to concerned person at block/district/state level.
- Report progress of MIS and other activities to CLF.
- Validation and analysis of data entered in MIS.
- Maintenance of different MIS related files, registers, reports at CLF level.
- Regular training and review of community cadres on data entry, data collection and data validation.
- Any other tasks as entrusted by the CLF.

CLF Community Facilitators:

Community Facilitators: To facilitate various programs in the ground, competent HR are required for implementing various activities as decided by the CLF. Such resources are required to provide handholding support to pool of social capital (CRPs, CSPs) developed by NRLM over the years. S/he will be recruited through an open selection process by respective CLFs meeting required eligibility.

No of Positions:2 or as decided by the CLF**Minimum eligibility criteria:**

- Preferably a woman candidate.
- Should be at least 10th pass.
- Should be more than 20 years of age.
- Should have at least 1 year experience of working with CBOs (SHG-VO-CLF).
- Should be able to read, write and speak the local language.
- Should have good inter-personal communication skills.
- Willing to travel to Block/Villages.
- Should not be from the family of the EC or OB members of that CLF.

- Should not be PRI members.

Desirable Criteria:

- Should have expertise and knowledge around the themes s/he will be recruited for.
- Should be able to drive a two-wheeler and should possess a valid driving license.
- Should have knowledge to operate Mobile Applications of NRLM.
- The person should preferably have good inter-personal communication skills.
- The person should be sincere towards the work.
- The person should preferably have undergone training on concepts of SHG/VO/CLF and have a good track record of working as a Master Trainer/PRP/CRP/CSP under NRLM.

Roles and Responsibilities:

The major roles and responsibilities of Community Facilitators are as follows:

- S/he will be responsible to execute the key deliverables of programs. S/he will be engaged in by the CLF.
- S/he will be responsible for providing the monthly progress report to the CLF on the program s/he is engaged in
- S/he will be responsible to provide technical training to SHG/VO members and their sub-committees around specific themes
- S/he will be responsible for providing technical trainings to community cadres/active women/community service providers around specific themes.
- S/he will be responsible to prepare and plan with cadres/volunteers/community service providers/active women to deliver program outputs which will be assigned to her/him.
- S/he will be responsible for providing handholding support to community cadres, SHG and VO members/Sub-committees on a specific theme.
- S/he may be given responsibility of more than one theme by the CLF based on spread of activities under the CLF jurisdiction.
- List with some examples is given below. The list is not exhaustive and only depicts few examples of handholding work that Community Facilitators may engage in.

Themes	Types of hand holding support (indicative list)
Financial Intermediation & Financial Inclusion	Ensuring CBRM (Community Based Monitoring Mechanism of Bank Loans to SHGs). Support SHG/VO/CLF in Bank Linkage and other bank related work. Ensuring coverage on life/health insurance and other pension schemes of SHG members. Facilitating VOs-SHG for timely loan repayment, educating them around the financial intermediation & financial inclusion function. Ensuring financial literacy and digital transactions through Fintech services (e.g., Sakhi, Digi pay model)
Gender	Coordinate Gender Resource/Justice Center Act as a paralegal Support SHG/VO/CLF to write applications, lodge complaints, interface with police administration, etc.
Livelihood	Hand holding support including on field demonstration of agriculture, livestock, and other non-farm interventions. Support SHG/VO/CLF to interface with different line departments, GP for bringing in livelihood investments, agriculture extension services, etc. Building capacities of institutions & members in planning and implementation of various livelihood activities Prepare MCP of SHG

Social Inclusion and Convergence	Writing applications and filling up different entitlement/scheme forms and formats for individuals, SHGs/VOs/CLF Support CLF/VOs/SHGs in PRICBO convergence activities including VPRP
FNHW	Training and awareness campaign on BCC Importance of Kitchen Garden, its adoption Importance of IHHL and its use Support individuals to apply for different schemes like Matri Vandana Yojna, attend VHND, access provisions from ICDS. Demonstrate different hygiene practices. Liaisoning with stakeholders
Institution Strengthening	Conduct Audit of SHGs and VOs Conduct Grading of SHG, VO

- S/he will be responsible for maintaining all relevant data of the activities/he is engaged in.
- S/he will assist in the performance review of the cadres related to the specific theme s/he is engaged in.

***The above-mentioned points can be mentioned in the contract letter of the CLF Community Facilitators*

Apart from the above-mentioned regular staff of the CLF there are other cadres and resource persons who are engaged with the SHGs, VOs and the CLF on a day-to-day basis. They are called Community Service Providers and Community Resource Persons.

Community Service Providers (CSPs) and Community Resource Persons (CRPs)

1. Community Service Providers (CSPs): CLF provides various services to its SHGs and their individual members such as financial services, livelihoods, and social development activities – like gender, education, FNHW and convergence to achieve the objectives of the CLF through a cadre of service providers. These service providers e.g., community auditors, Swasthya Sakhis, Pashu Sakhis Bank Sakhis, Bank Mitras, Bima Mitras, Udyog Mitras, Krishi Sakhis, MCP trainers, Master trainers etc., get their payment either partly or fully from individuals/ SHGs/CBO/ promoting agency depending on the nature and purpose of the activity. Service fee to the service providers can be decided by the Board of the CLF.
2. Community Resource Persons (CRPs): The services of CRPs shall be hired by the stakeholders or partners (including State mission, govt. departments, NGOs, or other agencies) for the purpose like social mobilization, formation, and nurturing of federations. The cost of the CRPs shall be borne by the engaging organization (mission or any other department or organization).

Salary/Honorarium, TA, DA, and other Allowances:

- EC shall decide the Salary/Honorarium for all the positions. They may consult DMMU/BMMU for fixing the salary/Honorarium, TA & DA, and other allowances. This should be decided based on qualifications, work responsibilities, experience and availability of funds and should be at par with the existing market rate.
- After the annual appraisal EC may in consultation with DMMU/BMMU shall decide the period and percentage of increment /revision of honorarium and other perks and allowances (Mobile Allowance, Insurance) for the staff based on inflation and profitability of the institution.
- In case the staff are asked to perform short duration specific tasks in other CLFs, the EC will decide on the Honorarium/TA/DA based on the task performed.

Indicative Salary Structure:

Name of Staff	Multi-Panchayat Level Cluster Level Federation	GP Level Federation
	Indicative Tentative Salary	Indicative Tentative Salary
Manager	Rs.10000/-to Rs.15000/-Per month	Rs.6000/-to Rs.8000/-Per month
Accountant	Rs.6000/-to Rs.8000/-Per month	Rs.3000/-to Rs.6000/-Per month
MIS Assistant	Rs.6000/-to Rs.8000/-Per month	Rs.3000/-to Rs.6000/-Per month
CLF Facilitator	Rs.4000/-to Rs.6000/-Per month	Rs.3000/-to Rs.5000/-Per month

Note: The salary of the staff should be decided based on the revenue earned by the CLF and keeping it consideration that it should not be below the minimum wage declared at specific State.

Working Hours:

The requirements of community-based work and because of the varied nature of engagement and roles across different positions, it is difficult to prescribe standardized timings for all the CLFs. But to integrate the internal functioning of the

CLFs with the mission office timings, it is recommended that all CLF staff should adhere to the normal office timings as followed by the mission offices and other govt offices in the area, will attend to field work and or office duties for 8 hours a day usually from 10 am to 6pm/48 hours in a week.

Attendance:

All CLF staff shall sign the attendance register maintained in the CLF office. In case a staff is in tour or on leave the attendance register will be marked 'T' and 'L' respectively. Being present in the office or in the field the staff will mark 'P' or 'F' respectively and for half day leave the staff will mark '1/2L'. The OB should check the attendance register once a month and sign it after checking.

Leave and Holidays:

CLFs can design their own leave policies in addition to the national/state holidays. The leave policy may include provisions for casual leave, medical leave, maternity leave etc. and get the policies approved as per their incorporation in the by-laws.

CLF office will observe 12 holidays in a calendar year. At the beginning of each calendar year, a list of official holidays needs to be prepared and approved by the CLF board keeping in view local festivals/conditions

Note: Refer to Annexure 6 for a sample leave policy

Note: In case the Central/State government declares a day as holiday during elections, the same will be observed by the employees of the CLF

Recruitment of the staff of the CLF: Process

Objective:

To ensure transparent recruitment process of CLF staff.

- Recruitment of CLF Staff should not be outsourced.

- If there are existing staff placed by other organizations, they should report to the CLF Board apart from their own organization. The roles, responsibilities & key deliverables should remain the same as mentioned in section 2. Any other role assigned to professionals placed from other organizations should have prior approval from CLF Board.

Advertisement and Applications:

- CLF EC will pass resolution in the monthly meeting for conducting the recruitment process of the CLF staff.
- CLF will publish advertisement for recruitment of staff in at least two local daily newspapers (Optional)
- The notification/advertisement shall be published in the notice board of CLF office, VO offices, district and block Mission offices, GP Office, and in other public places in the block.
- Hard copies of newspaper cutting of the advertisement, application forms and job-profile of each post shall be kept at the CLF office as well as district and block office of NRLM.
- Minimum 15 days should be given for receipt of application, from the date of advertisement.

Note: Refer to Annexure 1-5 for Recruitment related formats

The following important points are to be mentioned in the advertisement mandatorily:

1. Documents in support of identity, qualifications, experience, etc. must be produced in 'originals' during the Time of the selection.
2. Only the shortlisted candidates will be invited for the recruitment process. The candidates not shortlisted will not be allowed to attend the selection process.
3. The selection process will consist of shortlisting of candidates based on academic qualifications, experience and skills followed by a written examination and Personal Interview.
4. The prescribed eligibility conditions viz. age, qualification, and experience etc. should have been acquired as on application closing date. Education Qualifications should be from approved and recognized institutions.
5. In case of false or insufficient information/ lack of proof to ascertain the eligibility of the applicant, their candidature will be rejected at any stage of the selection process.
6. The eligibility criteria for selection may be changed based on the number of applications received, without assigning any reason thereof.
7. The last date of receipt of applications is _____

Formation of Selection Committee:

A selection committee should be constituted at CLF level for screening of applications, shortlisting of candidates and for conducting the selection process. The committee shall consist of three EC members among which at least one member should be OB member; and one external person from any other organization (E.g., members from other CLF, members from partner organizations, officials from line departments, others as decided by the CLF) to maintain transparency in the selection process.

The role of mission staffs and other organization will be of support function. CLF EC may invite mission staff and people from other organizations to support them in the selection process. The final decision regarding selection of the candidates will be taken by the CLF EC members.

Training on the recruitment process: Recruitment is a complex process and should be done by trained people. SRLMs should ensure that proper training and orientation should be conducted with the selection committees before the recruitment takes place.

Single Point of Contact regarding the recruitment process: CLF President should be made the Single Point of Contact for raising any issues or concern that may come up before, in between or after the recruitment process. CLF President in consultation with the selection committee and other EC members will be responsible to deal and resolve the issue.

Registration of Applicants:

The application for all the positions will be received either by post or manually in a drop box at the CLF level. There should be a last date for submission of the applications and post that date no applications should be entertained. The selection committee should maintain records of all the applications received in a format and should also safely keep the applications through proper filing for future reference.

Shortlisting of candidates:

The applicants will be shortlisted based on the eligibility criteria as mentioned against each position. The list of shortlisted candidates should be maintained in a format properly after the signature of the selection committee, for future reference and compliance.

Invitation for Selection process:

The shortlisted candidates should be informed by the recruitment committee over email and phone. The list of the shortlisted candidate for the recruitment process should be displayed in the notice board of the CLF. The shortlisted candidates should be informed at least 5 days before the date of the recruitment.

Selection process:

The recruitment process should be carried out in two phases:

1. Written Test
2. Personal Interview

Written Test: The CLF members will take support from the BPM to prepare a questionnaire for the written test. The BPM should be responsible for maintaining the confidentiality and transparency of the process. CLF members will ensure that the written test takes place by all fair means. The BPM should prepare a questionnaire of 75-100 marks with a combination of objective and subjective questions to understand the skill of the candidates around quantitative aptitude, writing skill, basic mathematical skills, general knowledge, thematic knowledge, etc. Written examination should be of 1 hour to 1hour.15 minutes based on the questionnaire and the position for which the test is being conducted. Tentatively following weightage can be maintained while preparing the questionnaire for positions:

Areas	Positions (Marks)			
	CLF Manager	CLF Accountant	CLF MIS Assistant	Community Facilitator
Quantitative aptitude (Objective)	30	30	20	20
Writing skills	30	5	5	5
Thematic knowledge	10	30	30	50
Computer knowledge	25	20	30	5
Practical knowledge	5	15	15	20
Total	100	100	100	100

Scores should be given to the candidates and maintained in a format. All the answer sheets are to be kept properly for future reference and compliance. Selection committee should decide on a cut-off mark to select the candidates for the next round of the selection process. It should be ensured that all candidates who have secured the cut-off marks should be allowed to attend the Interview. The names of the shortlisted candidates for Interview should be displayed before the next round of the selection process.

Personal Interview: EC members need to play a crucial role in conducting the personal interview. The BPM should ensure that most of the questions asked during the personal interview should be posed by the EC members. The BPM should orient the EC members prior to the selection process about the areas of exploration while conducting the Personal Interview.

Personal Interview is to be conducted with the eligible candidates after the written test. The areas which need to be explored while conducting a personal interview are: Personal background, thematic knowledge, prior understanding about the nature/profile of work, mobility, general attitude, knowledge about NRLM, communication skills, aspiration, and motivation of the person to join the CLF as a staff, confidence, body language, etc. After the personal interview selection, the committee should internally discuss and suggest a list of potential candidates to be produced in front of EC for final selection.

Final Selection: At least two candidates need to be there in the waitlist for each of the positions so that in case the finalized candidate denies or defer to join, they can be offered the position instead. The final name of the candidate can be displayed in the CLF office and mission offices within a day or two and the candidate should be informed through letter, email, and phone. The list of the selected candidates should be maintained in a format duly signed by the selection committee for future reference and compliance

Contract letter

- An offer letter (for initial contract of one year) in a standard format on letter Pad of the CLF duly signed by the president should be given to the successful candidate.
- It should clearly mention the tenure of contract, reporting person, job responsibilities, salary/honorarium, other allowances, leave and important norms of the CLF.
- A signed copy of the acceptance by the candidate along with her/his/ profile should be stored in office.

Staff development:

Staff Development is a very important responsibility of the CLF to help their staff to growth in their skills personally, socially, and technically. The CLF can provide opportunities for them to develop knowledge, skills, abilities, tools, resources, and opportunities to be successfully deal with the community. Although the primary responsibility for an individual's development rests with the individual, the CLF has an important role in:

- Encouraging
- Supporting
- Resolving problems
- Providing resources for their development
- Meet with them to discuss their plan
- Provide feedback on irregular economic and human development activities.
- Provide suggestions for development activities
- Help them set realistic time frames

- Help them trouble shoot potential obstacles.
- Provide essential residential trainings on soft skills and on project activities
- Conduct review meetings and workshops
- Strengthening the Monitoring systems
- Provide Handholding support
- Plan for Exposure visits to the staff by taking support from the organization
- Provide technical support.
- Provide timely Honorarium/Salary/TA/DA/Allowance

Capacity Building Plan

Planning Capacity Building activities is an essential part to be undertaken for the development of CLF staff. This will help in putting CLF staff on the right track from the time of their joining.

Capacity building of each staff may be planned in phases i.e., inputs to be provided during different phases i.e., induction period (within 3 months of joining), probation period (within 6 months of joining), during rest of the first contract period (within 1year/11months of joining) and then from time to time based on the requirements. Brief of phase wise inputs to staff is given below:

Phase	Period	Inputs			
		Manager	Accountant	MIS Assistant	Community Facilitator
Induction	up to 3 months Of joining	Introduction and Induction kit, Basic inputs on NRLM, CBOs, all Functions for operations, roles & responsibilities	Introduction and Induction kit, Basic inputs on NRLM, CBOs, all functions For operations, Roles & responsibilities, Inputs related to Special area of engagement, field immersion	Introduction and Induction kit, Basic inputs on NRLM, CBOs, all functions For operations, Roles & responsibilities, Specific inputs Based on responsibilities, Field immersion	Introduction and Induction kit, Basic inputs on NRLM CBOs, all functions for operations, Roles & responsibilities, specific inputs based on Responsibilities and areas of engagement, field immersion
Probation	Up to 6 months of joining	specific Inputs based on responsibilities	Inputs related to Integration of different themes	Refresher & need based inputs	Refresher & need based inputs
1 st Contract	up to 1 Year of joining	Refresher and need Based inputs	Refresher & need Based inputs		

A) Induction modules will include the following (0-3 months):

- Introduction of the staff with CLF OB & EC members, BMMU, MCLF anchor person at District and State Unit, Bankers of the banks under the jurisdiction of CLF, BDO & other line department officials, Pradhan/Chairperson of all the GP /VC under the jurisdiction of the CLF, community cadres under the CLF. Concerned BPM and Cluster Coordinator / Area Coordinator will be introducing the concerned CLF staff to all the stakeholders immediately after joining of the staff. Induction kit would be handed over to the CLF staff by the MCLF nodal person (at State/District/Block level)/CLF President/Secretary on the day of joining.

Induction Kit will include the following:

- Detailed ToR of the staff

- HR policy of CLF
- TA/ DA/ Leave norms of the staff
- Profile of the CLF including information regarding VOs and SHGs
- NRLM documents related to different thematic areas
- Operation Manual of the CLF
- Byelaws of CLF
- SOP on Governance and Financial Management of CLF
- Other staff and cadre details of CLF
- Vision document of CLF (if already prepared)
- Business Development Plan and Annual Action Plan for the present year of the CLF
- Checklist of books/registers/files to be maintained by each staff
- Checklist of reports to be regularly maintained by the concerned staff along with the timeline/frequency.

Training inputs as well as field exposure on basics concepts, various thematic areas, job responsibilities, administrative, financial, operations & management functions etc. Will be provided to each staff based on their roles & responsibilities.

During induction phase, concerned CLF staff will be attached with CLF Nodal person (mission staff/PRP/BRP) during the induction period to understand each document, modules and processes and clear the doubts as and when required. The responsibility of the CLF Nodal person is to ensure that the concerned staff has a clear understanding of all the processes & training modules, reason behind each process, outcome of each process & training modules. The CLF Nodal will also mentor the concerned staff to learn all important processes by carrying it on field and providing them feedback accordingly. (In case the staff is not able to learn all the things within the period of 3 months, his/her attachment with CLF Nodal person will continue during the probation period)

Training inputs to CLF staff

List of indicative training inputs for each staff are given below:

1. CLF Manager: Inputs to be provided to CLF Manager during the induction period of 3 months (total 21 days training and 30 days field exposure) is given below:

Sl. No.	Training	Broad contents	Duration(day s)	Timeline	Level	Trainer
1	Induction (Residential training)	Poverty Dimension & DAY-NRLM Overview, Structure of CBOs, their linkages, Existing functions the CLF is performing, their vision, concept, importance and usage of Business plan and present year Business Plan, Annual Action Plan prepared and status as on date, Role of CLF manager, Various stakeholders, and their roles, dealing with various resource organizations, Various systems in office management, data management (MIS overview).	5	7 days of joining	District /State (10-25 participants in a batch)	SRPs for MCLFs (for initial batches support of NRP may be taken)

Sl. No.	Training	Broad content	Duration(days)	Timeline	Level	Trainer
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2	Accounting	Books of Record of SHG, VO, CLF	4	14 days of joining	District /Block level	SRPs for MCLFs
3	MIS and reporting	SHG, VO and CLF MIS	3	20 days of joining	District /State (10 participants in a batch)	PM(MIS) along with District/Block level MIS Assistant
4	Facilitation skills	Facilitation skills - importance and process	3	30 days of joining	District /State (10-25 participants in a batch)	SRP for MCLFs (for initial batches support of NRP may be taken)
5	Field Exposure	Understanding different processes in field, meeting processes of SHG/VO/CLF, group dynamics, group strength and weaknesses, norms followed by CBOs, leadership status in groups, aspects on which CBOs are working, inputs on assessing quality of various activities being implemented (including assessing cadres). In case s/he is not a SHG member or from the family of a SHG member, the assignment is to be done while in the village. Assignment would include the following: Week1: - Attend SHG meetings of at least 4 SHGs – newly formed SHG, 3months old SHG, 6 months old SHG and 1 year old SHG @ 1 each. - Attend VO meeting – concept seeding meeting (in case such possibility is there) / newly formed VO, VO yet to come under CLF fold, VO already under the fold of CLF, VO having functional sub-committees aligned with CLF@ 1each. - Attend SHG basic / membership training.	30	2 nd month	Village	During the field immersion, s/he will be in constant touch with the concerned Cluster Coordinator for clarifying doubts. At least once weekly s/he will share her/his learnings with concerned Cluster Coordinator and at the end assignment sharing will be done in the presence of the CLF EC.

Sl. No.	Training	Broad contents	Duration (days)	Timeline	Level	Trainer
		d. Attend SHG training on BoRs (for all the BoRs for SHGs, if it is provided in phases, then should attend all the phases) Week 2: - Attend VO training on BoRs - Attend Grading of SHGs and VOs - Attend MCP preparation for SHGs. - Conduct grading of SHGs and VOs (at least 2 each) - Attend VO basic / concept & management training Week3: - Facilitating at least 2 SHGs for preparation of MCP - Attend specific ongoing CLF level activities such as: - Visioning - Livelihood Planning - Financial Literacy camps and Trainings - Cadre Selection Process - Gender Forum Meetings /VHND - Health camps - Attend review meetings of community cadres under different themes - Attend VPRP preparation for a VO Week4: - Facilitate SHG basic training - Facilitate VO concept & management training - Support CLF / VO EC members in Cadre Selection Process, review & planning All the activities mentioned in different weeks may be arranged as per activities being conducted on field through which the CLF Manager Will get ample scope to learn as well				

Sl. No.	Training	Broad content	Duration (days)	Timeline	Level	Trainer
		As practice hands-on on field during assignment.				
6	Debriefing	Debriefing on field exposure and action plan preparation	2	Within 7 days of field exposure	State /District	SRP/MCLF Nodal at State /District & Block along with concerned CC
7	Financial Management	All contents as per SOP on FM of CLF	5	3 rd month	District /State (10-25 participants in a batch)	SRP for MCLFs (for initial batches support of NRP may be taken)

Parallel ongoing engagement:

On field, understanding the ongoing activities as assigned by the CLF/Mission Staff such as attending any specific meetings, assigned tasks, quality of training inputs being provided by the cadres etc.

Office work on managing files, registers, generating reports; supporting CLF EC to conduct their meetings and manage administrative work, supporting CLF Sub-committees in preparing various reports, organizing planning and review meetings of cadres and other CBO staff, presenting progress report in EC meetings.

2. CLF Accountant: Inputs to be provided to the CLF Accountant during the induction period of 3 months (total 33 days training and 15 days field exposure) is given below:

Sl. No.	Training	Broad contents	Duration (days)	Timeline	Level	Trainer
1	Induction (Residential training)	Poverty Dimension & DAY-NRLM Overview, Structure of CBOs, their linkages, existing function the CLF is performing, their vision, concept, importance and usage of Business plan and present year Business Plan, Annual Action Plan prepared and status as on date, Role of CLF Accountant, Various Stake holders and their roles, dealing with Various resource organizations,	4	7 days of joining	District /State (10 - 25 participant in a batch)	SRP for MCLFs (for initial batches support of NRP may be taken)

Sl. No.	Training	Broad content	Duration (days)	Timeline	Level	Trainer
		Various systems in office management, data management (MIS overview).				
2	Accounting	Books of Record of SHG, VO, CLF	7	14 days of joining	District /State (10-25 participants in a batch)	SRP for MCLFs
3	MIS	SHG, VO and CLF MIS	2	30 days of joining	District /State (10 participants in a batch)	PM(MIS) along with District/Block level MIS Assistant
4	Reporting	Introducing different reporting formats, preparation, and use of such reports	3	30 days of joining	District /State (10-25 participants in a batch)	SRP along with State /District level MCLF Nodal Person with FM / FI Nodal
5	Financial Management	All contents as per SOP on FM of CLF	6	2 nd month	District /State (10-25 participants in a batch)	SRP along with State/District level MCLF Nodal Person with FM / FI Nodal
6	Field Exposure	Understanding different processes in field, inputs on assessing quality of various activities being implemented (including assessing cadres) In case the accountant is not an SHG member or from the family of an SHG member then Village stay to be added. Assignment would include the following: Week1: a. Attend SHG meetings of at least 2 SHGs – 6 months or lesser aged and 1 year old or older SHG @ 1 each.	15	2 nd month		

Sl. No.	Training	Broad contents	Duration(days)	Timeline	Level	Trainer
		b. Attend VO meetings – VO yet to come under CLF fold, VO already under the fold of CLF, VO having functional sub-committees aligned with CLF @ 1each. c. Attend SHG / VO basic training on concept & management. d. Attend SHG training on BoRs (for all the BoRs for SHGs, if it is provided in phases, then must attend all the phases) e. Attend review meeting with MBK Week2: a. Attend VO training on BoRs b. Attend Grading of SHGs and VOs c. Conduct grading of SHG s and VOs (at least 2 each) d. Conduct BoRs training of SHGs & VOs All the activities mentioned in different weeks may be arranged as per activities being conducted on field through which the CLF Accountant will get ample scope to learn as well as practice hands-on on the field during the assignment.				
7	Debriefing	Debriefing on field exposure and action plan preparation	2	within 7 days of field exposure		

8	Auditing	Internal audit and external audit, its importance and process, reporting required - At SHG, VO and CLF level	9(2+1+2 +3+1 in phases) (concept and process of audit, different report, and its utility + SHG audit practice + VO audit practice + CLF audit practice +report preparation and analysis)	3 rd month	District /State (10-25 participant in a batch)	SRP for MCLFs
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Parallel assignment:

On field, understanding the ongoing activities as assigned by CLF/Mission Staff such as attending any specific meetings, assigned tasks, quality of booking training inputs being provided by the cadres, SHG and VO audits being done by the cadres etc.

After receiving inputs on auditing, within a period of next 1 month, the CLF Accountant had to conduct 6 half yearly/yearly audit and grading of at least 5 VOs under the CLF.

Office work on maintaining records & registers, files, generating reports; preparing loan files & supporting OB members in assessment of loan applications, supporting CLF Asset management and loan Sub-committees in preparing various reports. Writing BoRs during EC meetings.

3. MIS Assistant: Inputs to be provided to CLF MIS Assistant during induction period of 2months (total 25days of training & field exposure) is given below:

Sl. No.	Training	Broad content	Duration (days)	Timeline	Level	Trainer
1	Induction	Poverty Dimension & DAY-NRLM Overview, Structure of CBOs, their linkages, Existing function the CLF is performing, their vision, concept, importance and usage of Business plan and present year Business Plan, Annual Action Plan prepared and status as on date, Role of CLF MIS Assistant, Various stakeholders, and their roles, dealing with various resource organizations, Various systems in office management, data management (MIS overview).	4	7 days of joining	District /State (10-25 participants in a batch)	SRP for MCLFs (for initial batches support of NRP maybe taken)
2	Accounting	Books of Record of SHG, VO, CLF	4	14 days of joining	District /State (10-25 participants in a batch)	SRP for MCLFs
3	MIS overview-SHG, VO & CLF	SHG, VO&CLF MIS	3	30 days of joining	District /State (10 participants in a batch)	PM(MIS) along with District/Block level MIS Assistant

Sl. No.	Training	Broad content	Duration (days)	Timeline	Level	Trainer
4	Field Exposure	Understanding different processes in field, inputs on assessing quality of various activities being implemented (including assessing cadres) In case the MIS Assistant is not a SHG member or from the family of a SHG member then Village stay to be added. Assignment would include the following: Week1: - Attend SHG meetings of at least 2 SHGs – 6 month or lesser aged and 1 year old or older SHG @ 1each. - Attend VO meeting – VO yet to come under CLF fold, VO having functional sub-committees aligned with CLF @ 1 each. - Attend SHG / VO membership training. - Attend Grading of SHGs and VOs Attend review meetings of MIS community cadres	7	30 days of joining		
5	Debriefing	Debriefing on field exposure	1	within 3 days of field exposure		
6	MIS-CLF	CLF MIS and reporting and inputs on State specific MIS and other State specific system in practice. Presentation of Action Plan	6	45 days of joining	District /State (10 participants in a batch)	PM(MIS) along with District/Block level MIS Assistant

Parallel assignment:

Office work on maintaining data and generating reports. Identifying the gaps (i.e., presently the reports not being generated but are required to be monitored by CLF) and developing required system for maintaining such reports. Submitting reports to Manager and CLF EC members for EC meeting.

On field, supporting VO- Book keeper to prepare Monthly Progress Report and consolidate all the VO-MPR at CLF level. Supporting MIS cadres wherever required.

4. CLF Community Facilitators: Different CLF might engage Community Facilitators for different thematic areas, thus inputs for Community coordinators would be based on the thematic area & their assignment for which they are engaged. Common inputs to be provided to CLF Community Facilitators during induction period of 3 months is given below:

Sl. No.	Training	Broad content	Duration (days)	Timeline	Level	Trainer
1	Induction - Generic training	Poverty Dimension & DAY-NRLM Overview, Structure of CBOs, their linkages, Existing function the CLF is performing, their vision, concept, importance and usage of Business plan and present year Business Plan, Annual Action Plan prepared and status as on date, Role of CLF Community Coordinator, Various stakeholders and their roles, inputs of SHG/ VO/ CLF BoRs, SHG/ VO/CLF MIS.	5	7 days of joining	District /Block (10-25 participants in a batch)	SRP for MCLFs, Sr. Managers of MCLFs
2	Induction - Thematic training	Inputs on different themes based on engagement of the staff in specific themes (Gender/FNHW/PRI-CBO Convergence/SI /LH-F/LH-NF)	Based on requirement	30 days of joining	District /State (10-25 participants in a batch)	SRP for specific theme
3	SOP of MCLF	Inputs on SOPs of MCLF	5	2 nd month	District /State (10-25 participants in a batch)	SRP-MCLF
4	Facilitation skills	Facilitation skill -importance and process	3	3 rd month	District /State (10-25 participants in a batch)	SRP for MCLFs (for initial batches support of NRP may be taken)
5	Field Exposure	Assignment to be given based on role of Community Facilitators				

Other than trainings, Community Facilitators will be involved in various activities assigned by the CLF Manager or CLF EC

Topics to be covered under thematic trainings to Community facilitators:

Sl. No	Themes	Topics
1	Gender	Refreshers on all thematic training modules, specific roles expected from them. Any other training as and when designed & developed.
2	FNHW	
3	SI	
4	Farm Livelihood	
5	Non-Farm Livelihood	

6	PRI-CBO convergence	
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B) Probation module will include (i.e., 4 to 6 months of joining) the following:

1. CLF Manager: Training inputs to be provided during 4th month to 6th month (training and exposure visit for 21 days):

Sl. No.	Training	Broad content	Duration(day s)	Timeline	Level	Trainer
1	Livelihoods Basics	Basics of Livelihoods- Farm and Non-farm, role of CLF, Cadres; assessment of on field activities, reports to be maintained, different projects, fund flow & fund management	5	4 th month	District /State (10-25 Participant s in a batch)	SRP for MCLF & SRP for LH, MCLF Nodal person at State/District
2	Orientation of FNHW	Understanding Concept, processes on FNHW, activities undertaken, role of CBOs, community cadres (CRP/CSP), their assessment and various reporting.	2	4 th month	District /State (10-25 Participant s in a batch)	SRP for MCLF & SRP for FNHW, MCLF Nodal person at State /District
3	Orientation of Gender	Understanding Concept, processes on Gender, Social Inclusion, VRF and other activities undertaken, role of CBOs, community cadres (CRP/CSP), their assessment and various reporting.	2	4 th month	District /State (10-25 Participant s in a batch)	SRP for MCLF & S RP for Gender, MCLF Nodal person at State /District
4	Orientation on PRI-CBO convergence	Understanding Concept, processes on Gender, activities undertaken, role of CBOs, community cadres (CRP/CSP), their assessment and various reporting.	2	4 th month	District /State (10-25 Participant s in a batch)	SRP for MCLF & SRP for Convergence, MCLF Nodal person at State /District
5	Auditing	Internal audit and external audit, its importance and process, reporting required - At SHG, VO and CLF level.	9(2+1+2 +3+1 in phases) (concept and process of audit, different report, and its utility+SHG audit practice+VO audit Practice+ CLF audit	5 th month	District /State (10 participant s in a batch)	SRP on MCLF, State/District level Mission staff from Finance / FI Theme

Sl. No.	Training	Broad content	Duration(days)	Timeline	Level	Trainer
			practice+ report preparation and analysis)			
6	Reporting and Analysis	Reports related to HR, CB, LH, FM, Annual Report etc.	2	Within 7 days of completion of various trainings on different themes	Block/ district	SRPs on MCLFs, State/ district mission staff/BPM
7	Exposure visits to well-functioning CLFs within State /Outside State	Understanding different systems	3	5 th month		

After induction period i.e., after 3 months of joining, based on requirement refresher training and training for other inputs will be provided to the CLF Accountant, CLF MIS Assistant and Community Facilitators accordingly.

Other than training, on field activities and office work will continue in usual form as per the role and as assigned by the CLF EC.

c) Inputs to be provided to CLF staff during the period of 7th month to 1 year of joining:

1. CLF Manager:

Sl. No.	Training	Broad contents	Duration (days)	Timeline	Level	Trainer
1	Refresher training	Various aspects of office management, financial management, cadre management, audit etc.	Based on requirement (3-5 days)	8 th month – 11 th month or as and when required	State/District /Block level	SRP on MCLFs
2	Registration and legal compliances	Registration of CBOs, required legal & statutory compliances, filing returns, AGM etc.	5	10 th month	District /State (10-25 participant in a batch)	SRP on MCLF/ Nodal person on MCLF from State/District

2. CLF Accountant:

Sl. No.	Training	Broad contents	Duration (days)	Timeline	Level	Trainer
1	Refresher training	Financial management, any other need-based training	Based on requirement (3-5 days)	7 th month onwards	State/District /Block level	SRP on MCLFs
2	Registration and legal compliances	Registration of CBOs, required legal & statutory compliances, filing return, AGM.	5	10 th month	District /State (10-25 Participants in a batch)	SRP on MCLF/ Nodal person on MCLF from State/District

All the staff of CLF (CLF Manager, CLF Accountant, CLF MIS Assistant and CLF Community Facilitators) will be participating in preparation of Annual Action Plan & Business plan, review of plan, Annual General Meeting conducted during the year of joining and subsequent years.

Some of the major points on capacity building of staff are given below:

- The selected candidate should be provided a comprehensive training & exposure based on the roles and responsibilities.
- Induction training to be conducted to orient staff on the CLF structure and how they are linked, present situation of concerned CLF, role of each staff and role of other stakeholders and basic inputs required for the staff to delivery her/his role effectively.
- Overall training inputs may be on overall program, context of the CLF, its structure, various aspects of accounts & Finance, MIS, Reports, Norms, Plan & Budget and other systems covering content of SOPs on MCLFs etc.
- The content of the training may vary vis a vis roles and responsibilities of the CLF staff. Standardized training modules to be used by all CLFs. Common training modules for staff to be adopted as per the guidelines of NMMU. The modules to be prepared and shared by the States with NMMU for further inputs (if required) and it can be used for creating a repository of resources at the National level which may be referred by to other states. Training modules should consist of assessment tools for post training evaluation. It should also consist of a checklist of materials required for each training. SRLM to facilitate in making changes in training modules for specific CLFs, based on local context.
- In case the CLF Manager/ Accountant/ MIS Assistant is not a SHG member or is not from the family of any SHG member, s/he will be sent for a village stay.
- At the end of every training, evaluation needs to be carried out based on the inputs given to the staff.
- CLF staff will be assigned field exposure within the area of the concerned CLF to learn the process of social mobilization, SHG formation, training, VO formation, etc. After field exposure, they will be sharing their learnings with the District/ Block anchor on MCLF, concerned Cluster Facilitators, SRPs on MCLF will be present and will provide feedback on her/his learning.
- Need based training required for integration of various activities within the CLF and other refresher trainings will be provided on a time-to-time basis.
- CLF staff will be sent for exposure-cum-immersion visit to Resource Organization to see the functioning of SHG and its federation.
- National Resource Person (NRP)/State Resource Person (SRP)/ Master Trainer/ BMMU/ DMMU officials should provide the training.
- Trainings should be provided in groups after consulting other CLF BMMU/DMMU.
- Handholding of CLF staff on cadre management, office management, financial management and data management etc. Will also be done by the concerned Cluster Facilitator/Area Coordinator/BPM/SRPs/YPs

Appraisal and performance management

Staff Appraisal

The purpose of an appraisal is to increase the staff performance and efficiency. They are also intended to increase motivation, knowledge and ensure that they are kept updated with the latest developments and inform them of the skills they will need to develop to address change positively.

- The EC shall decide to conduct appraisals on a periodic basis – monthly/quarterly by forming a sub-committee constituting Office Bearers, EC member and BMMU staff as members.
- It will be compulsory for the CLF staff to submit a monthly report. This report shall contain simple indicators for monitoring the performance of the staff. The indicators may include coverage of left over poor by forming new SHGs or including them in existing SHGs, it may also include the financial strength (i.e., savings, internal lending, repayments, external borrowings etc.) of SHG and Village Organizations.
- It is important to establish a rapport and encouragement of the staff in a frank and open discussion. The CLF shall prepare open-ended questions which will encourage and help them talk freely, listening and sharing their ideas and views.
- The CLF shall keep the facts, evidence, reports, and performance indicators of each staff. This information will be useful for discussions with respective staff. Focus on the actual results that have been achieved specifically and quantifiable and not on general or emotional issues.
- Seek practical, cost-effective solutions that will increase the performance and motivation of staff. CLF should not offer or promise something that it cannot fulfil. During the appraisal Cluster Level Federations shall not raise any issues that it cannot solve.

Staff needs to be motivated after their appraisals:

The cluster level Federation shall congratulate each staff irrespective of their levels. Appreciate everyone for being consistent and most importantly accountable towards the CLF. Make sure no one feels left out. The board of CLF shall sit with them, give them new realistic targets, and guide them as to how can they work with the team and come out with more innovative ideas to show better performances in the years to come. The follow up tasks need to be taken by CLF after appraisal of staff:

- CLF shall focus on improving the performance of the staff.
- Conduct and co-ordinate need based training to the staff
- Conduct review and workshops regularly with the staff
- The CLF shall take support of Mission and Resource Persons to improve their staff knowledge and skills (both soft & Technical skills)

Staff Performance Management

Performance management provides an excellent and efficient mechanism for improving productivity, improving skills of the staff to reach goals and objectives. Performance improvement can increase revenues by improving service delivery, reducing costs, and increasing profits continuously for the CLF.

Process:

- After completion of 6 months of probation period the first appraisal of the staff would be conducted. Based on the performance, the staff will be asked to continue or discontinue in the existing position.
- After that the next performance appraisal would be conducted at the end of the financial year.
- Once in a year performance appraisal shall be conducted preferably for the period from April to March.
- The CLF shall maintain personal files for each of their staff. It shall contain particulars of appointment, emoluments, increments, leave, disciplinary proceedings, and allied matters.
- The EC shall fix the performance indicators to the staff yearly, keeping in view the priorities of activities of the CLF and after due consultation with the Project.
- Before initiation of writing the performance appraisal of the Staff, the EC shall seek the feedback of VOs.
- The Performance appraisal report contains grading- A, B, C, D indicates “Excellent”, “Good”, “Needs improvement”, “Needs immediate attention”.

- Grading A, B, C, & D should be supported by specific instances or justification along with recorded proof as above-mentioned performance indicators.
- The EC shall decide and take proper steps for rewards & recognition as well as penalties and continuously four to five months poor performance of the staff would qualify for removal.

Code of Conduct and Discipline

- Each staff of the CLF shall be devoted to her/his duty and shall maintain absolute integrity, discipline, impartiality, and sense of ownership.
- Each staff of the CLF shall have strong faith in the capacities of poorest of the poor, commitment to work, honesty, sincerity, truthfulness, integrity, transparency and committed to the development of poor communities especially deprived communities. He/She shall have empathy towards the poor, specially towards women's issues.
- Each staff shall treat his fellow employees, CLF members, and community courteously and respectfully.
- No staff shall behave in a manner which is derogatory to the reputation of the CLF or place her/his official position under any kind of embarrassment.
- She/He shall obey the orders of her/his supervisor and CLF Board members given in writing.
- Every employee holding a superior post shall take all possible steps to ensure the integrity and devotion of duty of all employees under her/his control and authority.
- Explanation: An employee who habitually fails to perform the task assigned to her /him within the time set for the purpose and with the quality of performance expected from her/him shall be deemed to be lacking in devotion to duty.
- No employee shall in performance of her/his official duties act in a discourteous and discriminatory manner

Misconduct:

The following acts of omission and/or commission may be treated as 'misconduct' on the part of the employee:

- Furnishing false/wrong information regarding name, age, qualification, previous experience /employment, etc., at the time of recruitment or during employment in the CLF
- Theft, fraud, or dishonesty in connection with the business or property of the CLF
- Willful damage to any property of CLF, or misusing CLF's property/assets
- Riotous or disorderly behavior
- Unauthorized absence from place of work OR absence from duty without information/ permission/ sufficient cause
- Taking up any other employment without approval of the CLF Board
- Refusal to comply with reasonable instructions of the supervisor
- Non-observance of confidentiality in respect of transactions/ activities of the CLF
- Doubtful integrity
- Commission of any act which amounts to a criminal offence devaluing moral integrity.
- Carrying of firearms/ weapons, drugs, or any prohibited substance inside the premise of the CLF office

The above instances are illustrative and not exhaustive.

Resignation/ Termination of Employment

Employees have all sorts of different reasons for resigning from their jobs. Some relate to starting a family, continuing their education, financial instability, insecurity, lack of subject knowledge, depression etc. These reasons may lead staff resignations.

- The staff may resign to his/ her post by submitting a formal letter citing reasons to the OB members of the CLF.
- The service of a staff can be discontinued by providing at least one months' prior notice by either side. In case of short fall of notice period salary for the nos. of days short fall needs to be paid by either side.
- OB members shall organize a face-to-face meeting with individual and inform EC for acceptance/rejection.
- The EC shall provide advice, suggestions, guide to concern person before acceptance of resignation.

- After acceptance of such resignation letter, the staff have to serve at least one month of notice period.

Handing Over Procedure

- CLF OB members shall advise the staff to handover his/her charge/duties to the assigned/ nominated staff. The takeover report will be prepared by nominated staff and submitted to the office
- The staff shall handover the keys of the drawer/ cupboards if any, files, reports, make a list of her/his personal belongings which are to be verified by CLF and allowed to be taken out by the concerned staff on the date of resignation.
- It should be ensured that before releasing the staff, the amounts due from the individual to the CLF are fully recovered

Termination/ Removal of Employment

In the following conditions staffs shall be removed:

- 1) The staff might misbehave.
- 2) Corruption
- 3) Misconduct
- 4) Poor performance
- 5) Medical inability after proper consideration
- 6) No loyalty and values towards the CLF

EC shall remove staff on the recommendation received from Manager and OB members during her/his employment for sufficient and reasonable cause by giving such a person a show cause notice and to provide an opportunity to offer her/his explanation.

The proceedings of the meeting and decision taken should be minuted in the CLF Minutes Book with the signature of the EC members and staff.

Sexual Harassment

Every employee who is in charge of a workplace shall take appropriate steps to prevent sexual harassment.

‘Sexual Harassment’ includes such unwelcome sexually determined behavior either directly or by implications such as

- Physical contact and advances
- A demand or request for sexual favours
- Making Sexually coloured remarks
- Showing pornography
- Any other unwelcome physical, verbal, or non-verbal conduct of sexual nature.

Taking serious note of increasing incidents of crime against women at workplace, the Government of India, vide “Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, have made it mandatory for all the establishments, companies, organizations employing 10 or more employees (whether permanent, temporary, ad-hoc, volunteers, paid-unpaid, consultants, interns, or contract workers irrespective of their gender) to create policies and systems which would help to provide a safe, secure, non-discriminatory and enabling environment, free from sexual harassment to every woman at work. CLF as a registered or unregistered entity needs to abide by the Act and design an appropriate policy accordingly.

The following circumstances, among other circumstances, if it occurs, or is present in relation to or connected with any act or behavior of sexual harassment may amount to sexual harassment: —

- a. Implied or explicit promise of preferential treatment in her employment
- b. Implied or explicit threat of detrimental treatment in her employment
- c. Implied or explicit threat about her present or future employment status
- d. Interference with her work or creating an intimidating or offensive or hostile work environment for her

- e. Humiliating treatment likely to affect her health or safety.

Internal Complaint Committee:

CLF's Office Bearers by an order in writing, constitute a committee to be known as the "Internal Complaints Committee" in the CLF as well as in its every Village Organization (VO) member.

The Internal Complaints Committees shall consist of the following members to be nominated by the Office Bearers of the CLF and respective VO on recommendation of its EC members in the EC meeting, namely: -

- a. Presiding Officer who shall be a woman employed by the CLF/VO at a senior level (CLF/VOs staff, cadre, etc.)
- b. Not less than two Members from amongst employees preferably committed to the cause of women or who have had experience in social work or have legal knowledge (such as Gender-CRP, etc.)
- c. One member from amongst non-governmental organisations or associations committed to the cause of women or a person familiar with the issues related to sexual harassment:
- d. At least one-half of the total Members nominated shall be women.
- e. The Presiding Officer and every Member of the ICC shall hold office for such period, not exceeding three years, from the date of their nomination as maybe specified by the CLF-EC/VO-EC
- f. The Member appointed from amongst the non-governmental organisations or associations shall be paid such fees or allowances for holding the proceedings of the ICC, by the CLF/VO, as maybe prescribed

Disqualification of the ICC members: -

The Presiding officer or any of the Members of ICC maybe, shall be removed from the ICC incase S/he: -

- a. Any breach of the obligation of maintaining confidentiality of the inquiry process pertaining to sexual harassment against the aggrieved woman.
- b. Has been convicted for an offence, or an inquiry into an offence under any law for the time being in force is pending against him/her
- c. S/he has been found guilty in any disciplinary proceedings or a disciplinary proceeding is pending against him/her
- d. Has so abused his/her position as to render his/her continuance in office prejudicial to the public interest,
- e. Such Presiding Officer or Member, as the case maybe, shall be removed from the Committee and the vacancy so created or any casual vacancy shall be filled by fresh nomination by the CLF/VO in accordance with the provisions

Complaint of sexual harassment: -

Any aggrieved woman may make, in writing, a complaint of sexual harassment at workplace to the ICC if so constituted, or the Local Committee, in case it is not so constituted, within a period of three months from the date of incident and in case of a series of incidents, within a period of three months from the date of last incident:

Provided that where such complaint cannot be made in writing, the Presiding Officer or any Member of the Internal Committee or the Office bearers of the CLF/VO, in case the ICC is not formed,

In case, ICC is not formed in the CLF/VO, the office bearers/ Gender CRPs/SAC members, may and shall facilitate the aggrieved women in filing the complaint either at the ICC constituted in the Block Mission Management Unit of the SRLM or to the Local Complaint Committee through the nodal person of the concerned block/ taluka/ Mandal/ municipality nominated so by the district officer under the POSH Act 2013.

Provided further that the ICC or, as the case may be, the Local Complaints Committee (LCC) may, for the reasons to be recorded in writing, extend the time limit not exceeding three months, if it is satisfied that the circumstances were such which prevented the woman from filing a complaint within the said period.

Where the aggrieved woman is unable to make a complaint on account of her physical or mental incapacity or death or otherwise, her legal heir or such other person as may be prescribed may make a complaint under this section.

Action during the pendency of the inquiry

During the pendency of an inquiry on a written request made by the aggrieved woman, the ICC may recommend to the CLF/VO to—

- (a) Transfer the aggrieved woman or the respondent to any other workplace; or
- (b) Grant leave to the aggrieved woman up to a period of three months; or
- (c) Grant such other relief to the aggrieved woman as may be prescribed.

The leave granted to the aggrieved woman under this section shall be in addition to the leaves he would be otherwise entitled.

Inquiry report: -

On the completion of an inquiry under the POSH Act, the

ICC shall provide a report of its findings to the CLF/VO within a period of ten days from the date of completion of the inquiry and such report be made available to the concerned parties.

Recommendations for taking actions may be made as per the service rules of the CLF/VO, in case service rules of the CLF/VO is not available or is silent, service rules of the concerned SRLM may be applied, in case the service rules of the SRLM also does not exist or is silent, as maybe prescribed.

Similarly, punishment for the false or malicious complaint and false evidence/ witness may also be recommended by the ICC as per the service rules of the CLF/VO or that of the concerned SRLM or as may be prescribed.

Appeal: Any person aggrieved from the recommendations of the ICC or non-implementation of such recommendations may prefer an appeal to the court or tribunal

Duty of the CLF/VO under the POSH-Act 2013

The CLF/VO shall: -

- (a) Provide a safe working environment at the workplace which shall include safety from the persons coming into contact at the workplace.
- (b) Display at any conspicuous place in the workplace, the penal consequences of sexual harassments; and the order reconstituting, the ICC.
- (c) Organize workshops and awareness programmes at regular intervals for sensitizing the employees with the provisions of the Act and orientation programmes for the members of the Internal Committee in the manner as may be prescribed.
- (d) Provide necessary facilities to the ICC or the LCC, as the case maybe, for dealing with the complaint and conducting an inquiry.
- (e) Assist in securing the attendance of respondents and witnesses before the ICC or the LCC, as the case maybe.
- (f) Make available such information to the ICC or the LCC, as the case be, as it may require having regard to the complaints made under sub-section (1) of section 9.
- (g) Provide assistance to the woman if she so chooses to file a complaint in relation to the offence under the Indian Penal Code (45 of 1860) or any other law for the time being in force.
- (h) Cause to initiate action, under the Indian Penal Code (45 of 1860) or any other law for the time being in force, against the perpetrator, or if the aggrieved woman so desires, where the perpetrator is not an employee, in the workplace at which the incident of sexual harassment took place.

CLFs and VOs should adhere to the advisory issued on implementation of Sexual harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act 2013 in DAY-NRLM

Grievance Redressal

It is necessary to handle and dispose any staff related grievances systematically and on time. CLF shall nominate representatives from among member/EC/Board member for handling grievances. They may appoint single or multiple

committees w.r.t the nature of grievance—administrative, financial etc.

- Name of the committee and contact person should be clearly displayed on the notice board.
- Process of addressing and approx. timeline too should be displayed
- All grievances should be accepted in writing with clear mention of the name of the person, type of grievance etc.
- The nearest EC meeting should take up the matter in agenda and address it.
- The committee members should meet in person to understand and clarify.
- Decision to be informed in writing and duly scripted in minute books.
- In case of judicial matter, the case should be taken to the nearest court with the help of a legal expert

Notice Board

CLF office will have a notice board for the purpose of communicating information to the employees regarding CLF's activities and change in rules, policies, notices from mission offices, govt departments, etc. Employees are expected to look up the notice boards to keep themselves informed of latest developments pertaining to the CLF

Annexures

Annexures:

Annexure1: Sample Advertisement for Recruitment

Date:						
Name of the CLF with full address invites applications from candidates for contractual offer of one-year for the following positions. The contract may extend beyond one year based on the performance of the candidate.						
Positions	No. of Position	Minimum Qualification	Minimum age limit	Experience	Salary	Recruitment Process date
CLF Manager	1	Graduate / 12 th Pass	22	2 years	xxxxx	Xx/xx/xx
CLF Accountant	1	12 th Pass	20	2 years	xxxx	Xx/xx/xx
CLF MIS Assistant	1	12 th Pass	20	1 year	xxxx	Xx/xx/xx
CLF Community Facilitator	2	8 th Pass	20	1 year or have undergone minimum 1-year Course/ Diploma/ Degree in Computer Applications	xxxx	Xx/xx/xx
General Terms and Conditions - Details of role, responsibilities, qualifications, and other eligibility criteria for each position - Application forms are available at the CLF office and at the district and block office of..... Livelihoods Mission. - The candidates must apply for different positions separately in the prescribed format available at the CLF office and Mission offices. - Documents in support of identity, qualification and experience must be produced in original during the time of the recruitment process. - The selection process will include shortlisting of candidates based on minimum eligibility criteria; written test followed by personal interview. - The prescribed eligibility criteria should have been acquired as on application closing date and in case of any false or insufficient information/ lack of proof the candidate will be rejected at any stage of the selection. - Only shortlisted candidates will be informed about the further selection process through text message, phone call and email. - The eligibility criteria for selection may be changed based on the number of applications received, without assigning any reason thereof. - The last date of receipt of application for all the positions is.....						
Signature and date with stamp						
CLF President						

Annexure 2: Format for shortlisting of candidates based on eligibility criteria for recruitment

Sl. No	Name	Position Applied For	Address	Age	Last qualification with subject	Marks obtained in last degree	Experience

Annexure 3: Score sheet for capturing scores obtained by candidates in written test

Sl. No	Name	Address	Quantitative Aptitude score	Writing skill score	Thematic knowledge score	Computer knowledge score	Practical knowledge score	Total score

Annexure 4: Assessment sheet for Personal Interview

Separate assessment sheet to be used for each interviewee

Characteristics	Poor	Average	Good	Excellent
Achievement oriented				
Motivation				
Previous experience				
Communication skill				
Attitude and Behavior				
Mobility				
Any other (Remarks)				

Annexure 5: Format for shortlisting final candidates to be placed before EC for final selection

Sl. No	Name	Address	Education	Experience	Position selected for	Written score	Personal Interview score	Remarks by recruitment committee
1					CLF Manager			
2					CLF Manager			
3					CLF Manager			
4					CLF Accountant			
5					CLF Accountant			
6					CLF MIS			
7					CLF MIS			
8					CLF Comm Facilitator			
9					CLF Comm Facilitator			
10					CLF Comm Facilitator			

Annexure 6: Sample of Leave policy:

Leave from work should be taken after seeking prior approval from the CLF EC in case of leave for more than 3 days at a stretch in a month and from CLF OB members in case of leave of less than 3 days/leave in case of exigencies. Leave cannot be claimed as a right. Those vested with the responsibility of sanctioning leave have the discretion to refuse or revoke leave at any time according to the exigencies of the CLF's work.

For Example: A staff can avail a total of 88 leave in a year which includes 52 Sundays, 12 calendar holidays and 24 days earned leave in a year.

Every staff of a CLF will be entitled to Earned leave of 24 days in a year to be credited to the Leave Account of the concerned employee in advance in two half-yearly installments of 12 days on the 1st of April and the 1st of October every year.

CLF can decide 12 calendar holidays at the beginning of every financial year which should include 3 mandatory calendar holidays which are 26 January 15th August and 2nd October. Rest 9 calendar holidays will be decided based on the local context.

Usually, a staff will be allowed to take 2 leaves per month. The leave will be on pro-rata basis. Leave may be taken in terms of half day, for the first or second half day, the first half ending with the conclusion of the lunch interval and the second half commencing after the lunch interval.

An employee will be given Maternity Leave as per Central Govt Act.

CLF can design leave polices which are gender responsive for example exigency leaves for female colleagues during menstrual period, etc.

Annexure 7: Appraisal Parameters for CLF Staff

Indicative Appraisal Parameters for CLF Manager					
Sl.No	Appraisal Parameters	Very Satisfactory (Score : 3)	Satisfactory (Score: 2)	Not so satisfactory (Score: 1)	Unsatisfactory (Score: 0)
1	Supported EC members in preparing Annual Action Plan and BDP				
2	Supported EC members in conducting monthly meeting, setting agendas and preparing action plan				
3	Supported EC members in conducting quarterly review meeting of AAP and BDP				
4	Supported Sub-Committees in conducting monthly meeting, setting agendas and preparing action plan				
5	Presenting and explaining various financial reports to the EC on monthly basis (OTR, PAR, Income Expenditure, OSS, OER, etc)				
6	Presenting various program related reports to EC members and Sub Committees (Saturation, Livelihood outreach, Bank Linkage status, Bank linkage repayment status, RF-CIF disbursement status, Training details, Convergence data, etc.)				
7	Supporting Sub Committees and EC in reviewing of cadres				
8	Support EC in Preparing Annual Report, Ensuring statutory audit, ensuring compliance and conducting AGM				
9	Timely update to EC about various schemes, programs, information relevant to the CLF and complying to various requirements of NRLM, other line departments and govt. agencies in consultation with				

	the EC members				
10	Support CLF members for developing functional linkages and networking with mission units, line departments, technical agencies and institutions, FPO, PEs, CSOs and other relevant stakeholders				
11	Monthly meeting and review with other CLF staff, preparing plan with them for successful implementation of CLF AAP, administrative issues, office management and overall CLF functioning				
12	Adherence of financial and accounting policy of the CLF				
13	Adherence of the CBO HR policy of the CLF				
14	Overall Office management				
15	Interpersonal relationship with community members, CLF EC and OB members, other CLF staff				

Score	Performance
40-45	Very satisfactory
30-39	Satisfactory
15-29	Not so satisfactory
<15	Unsatisfactory

Indicative Appraisal Parameters for CLF Accountant					
Sl.No	Appraisal Parameters	Very Satisfactory (3)	Satisfactory (2)	Not so satisfactory (1)	Unsatisfactory (0)
1	Support EC in preparing annual budget as per AAP				
2	Monthly accurate update CLF Accounts in LokOS				
3	Monthly accurate update of physical books of records till LokOS is fully operational and accurate				
4	Monthly accurate update of physical books of records and registers which are not available in LokOS (stock, asset, etc)				
5	Monthly update of DCB, digitizing the DCB and monthly preparation of various financial reports and statements from DCB (OTR, PAR, etc)				
6	Quarterly Trial Balance, Balance sheet preparation and sharing with Manager and CLF EC and highlighting concern areas				
7	Filing of vouchers, bills, etc				
8	Regular update of cash book				
9	Regular update of asset register, stock register, purchasing committee register and other important registers as mentioned in the CLF financial policy				
10	Timely deposit and submission of cheque, other bank related works, maintaining BRS				
11	Support internal auditors and external auditors to perform audit of CLF				
12	Timely compliance of audit				

	reports				
13	Monthly checking of VO books of Accounts				
14	Training and handholding support and training to VO Accountants				
15	Organizing regular trainings for VO and SHG book keepers in a regular interval				
16	Overall adherence of the CLF Financial Policy				
17	Adherence of the CLF HR policy				
18	Contribution in overall CLF office management				
19	Timely preparation of various reports for mission units, line departments and other govt. agencies				
20	Interpersonal relationship with CLF EC and OB members, community members, other CLF staff				

Score	Performance
50-60	Very satisfactory
40-49	Satisfactory
20-39	Not so satisfactory
<20	Unsatisfactory

Indicative Appraisal Parameters for CLF MIS					
Sl.No	Appraisal Parameters	Very Satisfactory (3)	Satisfactory (2)	Not so satisfactory (1)	Unsatisfactory (0)
1	Maintaining soft copy and hard copy of CLF Vision document, AAP, BDP				
2	Display of important pointers of CLF Vision, CLF AAP and CLF BDP in CLF office				
3	Monthly update of MIS related applications developed by state and national mission unit related to CLF financial and non-financial data				
4	Preparing and monthly update of MIS data and preparing analysis of various programs and functions (FI, Livelihood, SD) run by CLF every month and share with Manager for presenting the same to the EC				
5	Preparing and maintaining quarterly progress report as per CLF AAP				
6	Preparing and maintaining MPR/Masik Prativedan and share with CLF Manager for presenting in front of EC every month				
7	Proper filing and maintenance of important documents, letters, registers, etc				
8	Maintaining hardcopy of profiles of SHGs, VOs, cadres, CLF staff and time update of the same				
9	Overall adherence to CLF financial policy				
10	Overall adherence to CLF HR policy				

11	Timely preparation of various data required by CLF, mission units, line departments and other govt agencies and sharing the same to CLF EC and CLF manager				
12	Contribution in overall office management				
13	Training and handholding support to cadres for fetching various data (data collection, data entry and data validation) related to CLF programs from the field				
14	Documenting success stories, writing narrative reports, half yearly and annual report about CLF work and programs				
15	Interpersonal relationship with community members, CLF EC and OB members, other CLF staff				

Score	Performance
40-45	Very satisfactory
30-39	Satisfactory
15-29	Not so satisfactory
<15	Unsatisfactory

Indicative Appraisal Parameters for CLF MIS					
Sl.No	Appraisal Parameters	Very Satisfactory (3)	Satisfactory (2)	Not so satisfactory (1)	Unsatisfactory (0)
1	Technical knowledge about the function/program/theme the person is engaged in				
2	Prepares and submit monthly engagement plan and progress to CLF Manager				
3	Able to and conducts training to community members on a regular basis on the subject s/he is engaged in				
4	Organised and conducted exposure of community members and subcommittees in best practices areas				
5	Training to CLF and VO subcommittee on the respective theme				
6	Support CLF and VO subcommittee to prepare action plan, support them in organizing camps, rallies, awareness programs around the theme				
7	Monthly presentation of plan and progress around the functions/programs/themes as per CLF AAP to respective CLF subcommittee				
8	Preparing and maintaining quarterly progress report on the function/program/theme as per CLF AAP and present it during quarterly review meeting of CLF AAP				
9	Capacity building plan of related cadres in the field				
10	Conducts fortnightly meetings with cadres of the related functions/programs/themes				
11	Prepares monthly plan of the cadres and review progress				

12	Provide handholding support to the related cadres in the field and demonstrate training				
13	Have developed linkages with related stakeholders, block and district administration, related line department and have leveraged resources, funds, convergence programs related to the functions/programs/themes from stakeholders/block and district administration/related line departments				
14	Overall adherence to CLF financial policy				
15	Overall adherence to CLF HR policy				
16	Timely preparation of various data required by CLF, mission units, line departments and other govt agencies and sharing the same to CLF EC and CLF manager on the related functions/programs/themes				
17	Contribution in overall office management				
18	Maintains MIS and other important documents, letters, registers, etc related to the functions/programs/themes s/he is engaged in and providing training and handholding support to cadres for fetching various data (data collection, data entry and data validation) related to the functions/programs/themes from the field				
19	Documenting success stories, writing narrative reports, half yearly and annual report about the functions/programs/themes person is engaged in				

20	Interpersonal relationship with community members, CLF EC and OB members, other CLF staff				
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Score	Performance
50-60	Very satisfactory
40-49	Satisfactory
20-39	Not so satisfactory
<20	Unsatisfactory

.....XX.....

