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Government of India  
Ministry of rural Development  
Department of rural Development  
(RL Division)

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Jai Singh Road, New Delhi - 110001  
Date: 21<sup>st</sup> June, 2021

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

**Subject: Operational Manual on functioning of Community Managed Training Centre (CMTC) under Model Cluster Level Federation (CLF)**

Sir/Madam,

As a part of implementation of Model CLF strategy, Community Managed Training Centres (CMTC) are supposed to be established which would be managed by the Model CLF itself. At least one CMTC is to be established and function at every district which will cater the capacity building needs of all the CBOs at respective districts. All the expenses for functioning of the CMTC would be borne by the Nodal CLF itself. Apart from fulfilling the need of capacity building of community institutions, these CMTCs may also provide services to SRLM and other organizations on payment basis.

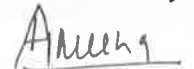
On the request of States, to guide Model CLFs in managing CMTCs, an Operational Manual on functioning of CMTCs under Model CLF has been prepared. The operational manual includes points related to Introduction to CMTC, Criteria for Selection of CMTC, Objectives, Functions and Services to be provided by CMTC, Infrastructure & Management of CMTC including Business Plan, Review & Plan Mechanism at CMTC.

An online workshop on finalizing the Operational Manual of CMTC was held on 3<sup>rd</sup> June 2021 with SPMs anchoring Model CLF strategy at the State where States have given their inputs which were incorporated in the document accordingly.

The advisory is attached here for your information and necessary action.

You are requested to share the Advisory and orient all staff and CBOs for implementation of the same.

Yours faithfully



(H.R. Meena)

Deputy Secretary to the Govt. of India

Copy to:

1. All SPMs - IBCB of all States/ UTs.

Annexures:

1. Operational Manual of functioning of CMTC under Model CLF.

# **Operational Manual**

## **Community Managed Training & Resource Centres (CMTCs)**

**(A centre of learning owned, managed and run by the women of SHG's Federations  
under DAY-NRLM)**

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## ***1. Background***

The Ministry of Rural Development (MoRD), Government of India (GOI) has been implementing Deendayal Antyodaya Yojana- National Rural Livelihoods Mission (DAY-NRLM) since June 2011. The main objective of the DAY-NRLM is to eliminate rural poverty through social mobilization, building organizations of the rural poor, enabling them and their institutions to have improved access to financial and development services.

Thus the poor are mobilised into Self-help Groups (SHGs) and federated into Village organisations, cluster, block/sub-district and district levels. These organizations ‘of the poor’, partner with local self-governments, public service providers, banks, private sector and other players in order to facilitate delivery of social and economic services to the poor. DAY-NRLM also promotes livelihoods collectives such as Producer Companies/ Producer Enterprises that help poor to enhance their livelihoods through backward and forward linkages and improved access to information, credit, technology, markets etc. All these community institutions are member owned, member managed and member controlled and hence the SHG members and their representatives in higher level federations are expected to perform the governance and strategic functions. On the other hand the operational management functions of these institutions are performed by their staff and cadres. Hence, building the capacity of community cadres and leaders is vital for the entire architecture of NRLM Community Organisations. Besides the leaders and cadres, the members of these institutions need to be trained on a continuous basis on various aspects. Moreover, sustainability of these community organizations depends on their ability to adapt to the changes happening in the society. In this background NRLM recognizes the need for communitization of capacity building efforts and hence, proposes to establish Community Managed Training Centers (CMTCs) at selected Model CLFs.

## ***2. Introduction to Community Managed Training Centers (CMTCs)***

DAY-NRLM has initiated implementation of Model CLF strategy across the country to create “Proof of concept on promotion of member owned, member managed, member controlled and financially sustainable SHG federations” and develop social capital for replication of the strategy in the remaining blocks. Thus, these MCLFs are expected to be resource institutions and demonstration sites for other CLFs to emulate. In order to achieve this goal, the Mission envisages establishing at least one CMTC per district managed by one of the Model CLFs in the district, so that it would cater to the capacity building needs of all the CLFs in the district.

## ***3. Criteria for selection of MCLFs to establish CMTC***

In order to be eligible to house CMTCs, the MCLFs need to fulfill the following criteria:

- Strong and functioning CLF with willingness to establish and manage the CMTCs
- Must have completed at least one year and should have a bank account;
- Should have own/ rented building with good transportation facility; preferably a central location with good accessibility
- Should have minimum infrastructure – 2 classrooms to house 50-60 participants, with IEC facilities, sufficient toilet rooms, water and electricity supply, good security and dedicated space/room for cooking and dining
- Should have updated and externally audited Books of accounts
- Experience of Successful implementation of at least any of the two themes from among Institutional Building/Financial Inclusion/Livelihood / Social Development / Convergence initiatives
- Availability of experienced community resource persons/Master Trainers/Community Trainers on at least two themes as mentioned above. Ability to mobilize resource persons from other institutions.

#### ***4. Objectives of CMTCs***

CMTCs function with following objectives:

- Build knowledge, skills and attitude of the cadres for effective performance of the CBOs
- Capacity building and grooming of CBO leaders and members on various thematic areas and on going development programmes.
- Provide handholding and nurturing support to CBOs
- Generating income for host MCLF
- Conducting orientations/ workshops / training programs / exposures / field visits/ demonstrations etc. for CBOs and Other Line departments
- Provide training venue / resource persons to other stakeholders on fee for service basis

#### ***5. Functions & services of CMTCs***

- Identification, training and deployment of resource persons/ community trainers
- Training need assessment
- Designing the training programmes & calendar
- Preparing of training modules, aids & reference material
- Offer capacity building Programmes- On Campus as well as off- campus trainings
- Demonstration of multiple thematic interventions
- Organizing field visits & exposure visits
- Provide need based handholding and nurturing support to CBOs

- Conducting training impact evaluation
- Managing Library with all necessary books and training materials on development themes
- Provide training venue facilities to other stakeholders on fee for service

## ***6. Basic Infrastructure at CMTCs***

CMTCs can be established with the following minimum infrastructure facilities. The existing government buildings such as community halls, government training facilities, etc could be utilized after due discussion and agreement with the respective government body/ agency.

- a. **Training & residential space** -The CMTC must have its independent building either fully owned, leased or rented. The location should be safe and easily accessible. The SRLMs are advised to identify the unused government buildings that are in usable condition and initiate necessary action for allocating them to CLFs. Training centre should also have open space where group activities such as games may also be conducted outside training halls.
- b. **The training centre needs to have at least two big halls with a capacity of 50 to 60 persons, for classroom cum dormitory for the trainees.** The centre must have sufficient toilets with covered bathing space within its premises. Also, it needs to have sufficient water supply (drinking and other usage) and electricity with power back up.
- c. **One exclusive room with table, chairs and electronics such as computer, printers etc. for the staff of the CMTC/CLF and CMTC Management Committee members**
- d. **Name Board:** Every CMTC needs to have a name board. The logo of the mission and the nodal CLF can be displayed in the board.
- e. **Furniture& fixtures** - The office shall have basic furnitures like office tables, chairs, Almirahs, file Racks, steel box, dharies, fans, mattress set, mosquito nets, and first aid kits, etc.
- f. **Office Electronic equipment** –The CMTC must have office equipments such as desktop with UPS connection/ laptop computer, Printer, Photocopy machine, Scanner, Landline Telephone and Internet connection.
- g. **IEC equipment** - The training centre shall have facility of white board & markers, provision for placing charts, white screen to display, LCD projector, television with CD player and speakers to play training related films and videos.
- h. **Library:** Every CMTC will have a library which will contain various resource materials and training modules in regional languages.

- i. Training centre should have all adequate accessories for maintaining cleanliness at the training centre along with accessories for toilets and washrooms.
- j. **Kitchen utensils** – The training centre should have its own kitchen with a capacity to cater 50-60 trainees. Stove, cooking and serving utensils, water dispensing system, Gas supply are a must.
- k. **Security** - The premise should have safety facilities such as fencing, proper gate, a full time night watchman, and sufficient light in rooms and outside especially the passage, toilets and the compound.
- l. **Demonstration Site:** If sufficient space and water is available, it is advised to use it for demonstrating various sanitation, farm and non-farm livelihood models like nutri-garden, soak pits, 36/36, Nadap compost, backyard poultry, dairy, farmer field school and nurseries etc. These interventions will help CLF in disseminating messages effectively and will help in reducing the cost of training programmes.

## ***7. CMTC Management***

The DMMU and SMMU need to provide intensive handholding support to the nodal CLFs in management of CMTC for at least one year. Later, need based support may be provided.

### **7.1. HR Management**

CMTC would have minimum of two staff - CMTC Coordinator and accountant cum MIS Coordinator and at least 4 trainers.

#### ***7.1.1. CMTC Coordinator***

##### ***7.1.1.1. Eligibility Criteria***

- Education: Minimum Bachelors Degree
- Work Experience: Preferably with 5 to 7 years of experience in community mobilization, working with community institutions such as SHGs and their federations, training, coordination of Community development projects
- Preference would be given to female candidates, and members from SHG ecosystem
- Preference would be given to women from vulnerable sections
- Willing to stay in the headquarters (CMTC location)

##### ***7.1.1.2. Selection Process***

- The vacancy need to be announced in the local news papers
- A panel has to be constituted for the selection of Candidates for CMTC. The panel should comprise of the two Office bearers, EC members of CLF, CLF manager and the Block Manager

- Selection process should involve, scrutiny of written application form, written test, Group discussion and personal interview

#### *7.1.1.3. Roles*

(Can be performed by the CLF Coordinator initially and later an exclusive person may be appointed as the role requires a full time person)

1. Training needs assessment
2. Identification, training, deployment, assessment, grading and payment of resource fee to trainers
3. Equip the CMTC with necessary training materials & tool kits and management of library
4. Ensure that the center is fully utilised for at least 20 days per month
5. Preparing Annual calendar of events for the CMTC with monthly refinement and submitting to EC/Board of the MCLF and the Block/District Mission office.
6. Preparing Annual and monthly budget and presenting to EC/Board of MCLF and also to Block/District Mission office.
7. Mobilise financial resources from various capacity building programmes and other services (renting out of the facility only when there are no training programmes) to ensure financial viability of the CMTC.
8. Plan and review of programmes of CMTC once a month.
9. Preparing the management report of CMTC and submitting to CLF Board/EC and sharing a copy to Block/District Mission office. Refer Annexure 5.
10. Participate in the review meeting conducted at CLF, block or district level
11. Any other tasks assigned by the nodal CLF/ CMTC from time to time

#### *7.1.1.4. Capacity Building*

The CMTC Coordinators of all the CMTCs in the state need to be given training by respective SRLMs. After placement, they need to undergo basic orientation on CMTC management and Trainers Training Programme. In addition, they should also participate in all the thematic training programmes meant for CLF managers.

#### *7.1.1.5. Performance Review*

The CMTC Coordinator should submit monthly report on CMTC management to the CLF CMTC Management Committee and CLF EC. S/he must participate in all the review meetings of CMTC and the CMTC related meetings of the respective CLF. The CLF CMTC



Management Committee will be primarily reviewing the performance of the CMTC and its staff including CLF Coordinator. In addition to the monthly review, CMTC Coordinator should also participate in an annual appraisal process.

#### *7.1.1.6. Honorarium and Travel Expenses*

After reviewing the performance, CMTC Coordinator can be given honorarium on a monthly basis as decided by the nodal CLF. Actual travel expenditures incurred for providing on site support to CBOs will be reimbursed by CMTC.

#### *7.1.1.7. Leaves and Holidays*

The leaves and holidays can be given as per Model CLF CBO-HR Policy.

#### *7.1.1.8. Termination*

Exit can happen on two month notice from either side. If CLF CMTC Management Committee finds the performance of the CMTC Coordinator inappropriate, inadequate, they would initiate corrective action by suggesting for explanation, counselling, training or termination. Based on their recommendations CLF EC would take final action and can terminate from services with two months notice. In case of termination due to fraudulent behaviour, services can be terminated immediately after recovering the money. In case of resignation of the CMTC Coordinator, s/he should give two months notice.

### ***7.1.2. Accountant cum MIS Coordinator***

***(Can be performed by the CLF Accountant initially and later an exclusive person may be appointed as the role requires a full time person)***

#### *7.1.2.1. Eligibility Criteria*

- Education: Bachelor's degree in Commerce
- Work Experience: Minimum of 3 years of experience working with SHG Federations, managing accounting and finances.
- Preference would be given to female candidates, and members from SHG ecosystem
- Preference would be given to women from vulnerable sections
- Willing to stay in the headquarters (CMTC location)

#### *7.1.2.2. Selection Process*

Same as CMTC Manager

#### *7.1.2.3. Roles*

- Report to CMTC Coordinator
- Collection of fees from CBOs / other institutions and ensuring depositing in bank.

- Maintaining the files, registers, books of accounts and MIS
- Printing of training certificates and making them available
- Arrange for audit of CMTC
- Prepare and make available financial report on CMTC operations regularly to CMTC Coordinator.
- Handling visitors
- Housekeeping and maintenance of campus.
- Logistical arrangements for different programmes of CMTC (Food, transport, venue training materials, photo copying, etc.)
- Any other tasks assigned by the nodal CLF/ CMTC from time to time

#### *7.1.2.4. Capacity Building*

All the CMTC Accountants in the state need to be given training by respective SRLMs. After placement, the CMTC Accountants need to undergo basic orientation on CMTC management and a training on Accounting and finance management of CMTCs. In addition, they should also participate in the training programmes organised by SRLMs from time to time.

#### *7.1.2.5. Performance Review*

The CMTC Accountant should submit monthly report on CMTC Financial management to the CMTC Coordinator. S/he must participate in all the review meetings of CMTC and the CMTC related meetings of the respective CLFs. The CLF CMTC Management Committee will be primarily reviewing the performance of the CMTC and its staff including CMTC Accountant. In addition to the monthly review, CMTC Accountant should also participate in an annual appraisal process.

#### *7.1.2.6. Honorarium and Travel Expenses*

After reviewing the performance, CMTC Accountant can be given honorarium on a monthly basis as decided by the nodal CLF. Actual travel expenditures incurred for providing on site support to CBOs will be reimbursed by CMTC.

#### *7.1.2.7. Leaves and Holidays*

The leaves and holidays can be given as per Model CLF CBO-HR Policy.

#### *7.1.2.8. Termination*

Exit can happen on two month notice from either side. If CLF CMTC Management Committee finds the performance of the CMTC Accountant inappropriate, inadequate, they would initiate corrective action by suggesting for explanation, counselling, training or termination. Based on their recommendations CLF EC would take final action and can terminate from services with two months notice. In case of termination due to fraudulent

behaviour, services can be terminated immediately after recovering the money. In case of resignation of the CMTC Accountant, s/he should give two months notice.

### **7.1.3. Trainers / Resource Persons**

#### *7.1.3.1. Eligibility Criteria*

- Education: At least 10th Passed
- Work Experience: Minimum of 5 years of experience in community mobilization, working with SHGs and federations, training experience in any one of the thematic (IBCB, Model CLFs, FNHW, Gender, Social Inclusion, PRI-CBO Convergence, Financial Inclusion, Farm and Non Farm Livelihoods), coordinating development programmes, etc.
- Prior experience as CRPs is preferable.
- Preference would be given to women from vulnerable sections
- Preference would be given to the candidates from the same district

#### *7.1.3.2. Selection Process*

- The message about vacancy has to be informed in all the villages under the CLFs in the district through SHG meetings.
- A panel has to be constituted in all the CLFs of the district which comprises of the Office Bearers, CLF Manager, one representative from each CLF Management Committee of the respective CLF.
- Preliminary scrutiny of the applications and first round of interviews will be done by the respective CLFs. The shortlisted along with their applications would be sent to the CMTC for further processes.
- A panel has to be constituted for the final selection of Trainers for CMTC. The panel should comprise of the EC members, CLF Manager and CMTC Coordinator of the nodal CLF.
- Selection process should involve, scrutiny of written application form, written test, Group discussion and personal interview.
- The Block Mission Managers and District IB Anchor person should facilitate the selection process and ensure that suitable trainers are selected.

Note: Trainers of CMTC are not full time staff of CMTC/CLF. They will be engaged based on the requirement. However, the CMTC business plan must be prepared in such a way that the trainers could be engaged for significant number of days in a year so that they stick to the CMTC for a long time.

#### *7.1.3.3. Roles*

The CMTC needs to have identified at least two resource persons per theme (IBCB, Model CLF, Financial Inclusion, Social Inclusion, Gender, FNHW, Convergence, Farm and Non Farm). Trainers have to be engaged based on the tasks.

1. Supporting CMTC Coordinator in training need assessment
2. Prepare the training design, session plan and materials and get approval of CMTC Coordinator. Refer Annex 2.
3. Coordinating the assigned programme. (training, research, workshop, resource materials, development as per plan)
4. Preparing training report (Refer Annex3 &4), monthly progress report/work report and submitting to the coordinator of CMTC.
5. Providing on site handholding and guidance support to the assigned CBOs.
6. Follow up of CBOs for ensuring adoption of messages/best practices given in the trainings.
7. Any other tasks assigned by the nodal CLF/ CMTC from time to time

#### *7.1.3.4. Capacity Building*

All the trainers of CMTCs in the state need to be given training by respective SRLMs through DMMUs. After empanelling, the CMTC Trainers need to undergo basic orientation on CMTC Functions, Trainers Training Programme (includes Training needs assessment, participatory training methodology, preparation of session plan and training calendar, training documentation and impact assessment) and thematic trainings. In addition, they should also participate in the training programmes organised by SRLMs from time to time.

#### *7.1.3.5. Performance Review*

The CMTC Trainers should submit training report after completion of every training programme. Also they should submit their monthly performance report to the CMTC Coordinator. S/he must participate in all the review meetings of CMTC conducted by CLF CMTC Management Committee and the Coordinator. Upon the instruction of CMTC Coordinator, s/he needs to participate in other CMTC related meetings of the respective nodal CLFs. The CLF CMTC Management Committee and the CMTC Coordinator conducts annual appraisal of all the trainers and award grades based on their performance.

#### *7.1.3.6. Training Resource Fee, Travel and Food*

After completing the training programme, CMTC trainers can be given resource fee on the basis of number of days engaged as decided by the nodal CLF. Actual travel expenditures

incurred by the trainers to perform their roles can be reimbursed by the CMTC. Food can be provided in the training center when they conduct the training programmes. Food expenses during on site support to CBOs can be given as decided by the CMTC.

#### *7.1.3.7. Disengagement*

If CLF CMTC Management Committee finds the performance of the CMTC Trainer inappropriate, in adequate, they would initiate corrective action by suggesting for explanation, counselling, training or termination. Based on their recommendations CLF EC would take final action and can disengagement from services. In case of disengagement due to fraudulent behaviour, they can be disengaged from the services of CMTC immediately after recovering the money.

#### **7.1.4. CMTC Management Committee**

An exclusive Management Committee needs to be established at the CLF level in order to oversee the functions of CMTC. It could be a seven-member team including two from Office Bearers and one from each of the other five Sub Committees of the CLF. The term of office of the Management Committee should be in alignment with the other subcommittees of the nodal CLF.

##### *7.1.4.1. Roles*

This committee would perform following roles:

- Suggest changes required in the CMTC operational policies to the EC of MCLF
- Monitor the performance of the CMTC, offer guidance to the team to manage it and report to EC of MCLF on these matters.
- Whenever trainings happen, the CMTC Management Committee members would visit the CMTC daily on a rotational basis at the rate of one person per day/week. During their visit they will observe and get feedback from trainees on the quality of training sessions, food, cleanliness of classrooms, staying rooms, wash rooms, kitchen, dining hall and services of staff, etc.
- Will hold regular monthly meeting with the staff and trainers of the CMTC.

##### *7.1.4.2. Capacity Building*

CLF CMTC Management Committee need to be given orientation by BRPs/ Block Manager/ SRPs on

- Importance, objectives and functions of CMTC
- Accounting and financial management of CMTC
- Training management
- Enhancing the income and funds for CMTC

#### 7.1.4.3. *Travel and Food Expenses*

Actual travel expenditures incurred by the CLF Management Committee to perform their roles can be reimbursed by the CMTC. Food can be provided in the training center when inspect training programmes.

### **7.2. Management of Capacity Building Programmes**

CMTC would conduct various **forms** of capacity building programmes. CMTC would conduct different training courses which will include classroom trainings, exposure visits, workshops as elaborated below:

#### **7.2.1. Training Programmes**

CMTCs are required to conduct on campus and off campus training programmes depending upon the needs of the demanding organisation. The following are the key steps involved in the coordination of training programmes at CMTC.

##### **7.2.1.1. Training needs Assessment & Preparation of Calendar**

- i. CMTC coordinator with the support of the trainers and mission staff shall do the training need assessment for all the SHGs, VOs and CLFs (members, leaders and their staff) in every block and the same shall be consolidated at the district level.
- ii. Month wise annual calendar of CMTC needs to be prepared with events like on-campus and off campus trainings, exposure visits, workshops, orientation programmes, demonstration etc. Both annual and monthly plans are to be approved by the EC of the concerned CLF. The annual plan must be revisited every month and necessary changes need to be done in order to accommodate emerging needs.
- iii. Demand for trainings may also come from mission offices and other CLFs from time to time and such needs must be accommodated by the CMTC. Such training requirements from the demanding organisations should be communicated to the CMTC Coordinator.
- iv. CMTC Annual calendar should be communicated to all the CLFs and mission staff in the district for information and necessary action. It must be displayed in the notice board of the CMTC also.
- v. If there is demand for trainings from SRLM ecosystem and from outside agencies at the same time, priority would be given for SRLM programmes only.
- vi. The centre will not make any change in the dates of its programs due to any external program. External programs can be conducted only when the centre is not having any activity of its own.

### **7.2.1.2. Training Programme Design and Approval**

- i. Based on the training needs, CMTC Coordinator prepares the training programme design and budget estimates.
- ii. The programme design is shared with the respective CLFs, BMMU, DMMU who requested for the training programme.
- iii. After approval of the training design and budget, it has to be included in the training calendar of the CMTC and the training programme should be conducted as planned.
- iv. The CMTC Coordinator assigns the responsibility of training coordination among the CMTC trainer resource pool after taking due approval of CLF CMTC Management Committee. Ideally there shall be two facilitators for every batch of 25 to 30 participants.

### **7.2.1.3. Training material, aids and tools Preparation**

- i. The trainer/ Training team takes the responsibility of preparing the training material.
- ii. In case, the training material is already provided by SRLM/NRLM, the same can be used/ adapted with customization.
- iii. Training aids and tools must be prepared/ made available by the resource team. They include, PPTs, flipcharts, case studies, videos, etc.
- iv. In addition to this, session wise reference materials need to be compiled and kept organized.
- v. The resource team should finalise feed back format and questionnaire for pre and post test. Generic feedback format is given in annexure which could be modified based on the objectives of the training programme. As far as pre and post test is concerned, the questions need to be prepared to test the level of understanding of the participants on the key concepts covered by the training programme. Based on the responses of the participants, the session plan need to be customized. Also this will help to identify the participants who are reasonably familiar with the topics at the beginning of the training itself whom can be used as resource persons for facilitating exercises such as sub group discussions, etc.

### **7.2.1.4. Conducting Training**

- i. CMTC coordinator with the support of CMTC Management Committee and other staff should ensure the arrival of participants to the venue in time. If needed, appropriate transport facilities need to be made in tune with the budget provisions.
- ii. Sessions need to be conducted as per session plan

- iii. The trainers need to involve the participants by giving them specific responsibilities related to training such as documentation, logistical support, facilitation of sub group discussions, etc.
- iv. Check the progress of understanding by the participants and make necessary changes in the content and methodology.
- v. Get feedback from the participants –oral and written (Wherever possible)
- vi. After completing the day’s training, the trainers’ team and CMTC Coordinator should review the quality of the sessions conducted and make necessary changes if required.
- vii. Execute pre test before start of the training programme and post test after completion of the training programme. Assess the level of understanding of the participants from the pre test and also identify the resourceful persons among the participants and engage them wisely (as facilitators of sub group discussion, experience sharing, handle some sessions, etc). Analyse the post test responses to understand the level of change in the understanding of the participants and use this inference to plan post training follow up as well as for improvising the training programme in future.

#### **7.2.1.5. Post Training**

- i. After completion of the training, the trainers’ team who conducted the training shall prepare a report and submit to the CMTC Coordinator within 2 days. The report should contain the registration form, training purpose and content, training schedule, a copy of training materials, consolidation of feedback from the participants, consolidation of pre and post test, and trainers’ comments on the participants/overall training programme.
- ii. The accountant cum MIS coordinator shall prepare the analysis of budget estimates and actual expenses and submit to the CMTC coordinator.
- iii. CMTC accountant verifies the expenditure bills with supportive documents which would then be approved by the CMTC Coordinator.
- iv. All the necessary documents regarding programs conducted at the training centre have to be kept ready in the prescribed forms. Eg- details of participants, meals, accounts, staff, purchasing etc.

#### **7.2.1.6. Impact Assessment**

The impact of various training programmes on the functioning of CBOs need to be assessed periodically at least once in three years. Such impact assessment can be part of a larger study and can be carried out by block/ district level Federations or Mission offices. The result of the impact assessment could be used for improving the effectiveness of the training programmes in future.



### 7.2.2. Exposure Visits

CMTC will organize exposure visits on various topics like management of SHGs, VOs, CLFs, Livelihoods, Financial management, financial inclusion, Social inclusion, FNHW, Gender and other works related to mission as per the training requirement. Exposure visits can be conducted as a standalone CB programme or as part of a training programme. Exposure visits makes the participants aware of the situation on the ground, challenges faced and solutions adopted, and understand the reason behind success or failures. They come to know about new alternatives and new ways and methods. It boosts them with encouragement, motivation and confidence to do something new because the people like them are doing it successfully.

Exclusive exposure visits can also be planned to different places/models in the district as well to other districts, departments, states and organizations from the point of view of capacity building. So the CMTC should have an inventory along with brief information about good/successful models and initiatives. This information can be obtained from district/block office of the mission and exposure visits can be planned accordingly.

- Exposure visit can be residential/ non-residential for a day or more.
- The training centre can arrange to give service charges to the CBOs as suggested below:
  - SHG - Rs 2000/ day
  - VO - Rs 3000/ day
  - CLF - Rs 5000/ day
  - Motivator beneficiary – Rs 500/ day (The beneficiary who will demonstrate his / her livelihood activity).
- The charges given above **are only suggestive**. The nodal CLF and CMTC need to decide the charges in consultation with the host CBO.
- The CMTC will Charge the above amount from the visiting team and will pay to the concerned organization (SHG, VO, CLF) and will keep a proper record, voucher etc.
- After completing the exposure visit, the trainers team need to conduct debriefing session with the participants to clarify their doubts and ensure that participants are learning intended messages and not carrying unwanted messages.

### 7.2.3. Workshops/Seminars

CMTCs may arrange for workshops/seminars on important themes. The purpose of such workshops is to facilitate exchange of ideas from experiences – for defining a problem as well as to find solutions. Just like exposure visit, Workshops can be conducted as a standalone event or as part of a training programme.

In case of standalone event, the speakers and participants have to be decided well in advance and the Coordinator of the workshop has to make all arrangements for the participants and panelists to be present for the workshop, with topics to be discussed, etc.

#### **7.2.4. Training Methodologies**

CMTC serves to cater the training needs of community organizations and their leaders and staff. Hence, care must be given to adopt the adult learning principles and make it more practice oriented. A combination of suitable training methodologies needs to be used to make the programmes participatory. A brief description on the training methodologies is given below:

- **Lecture:** Suitable for introduction of a concept or topic and when factual information has to be shared to the participants. Frequent use of it should be minimized and it should be used in combination with other methods.
- **Small Group Discussion:** During a session especially when the participant size is large, the trainer can break them into small groups and ask to discuss a particular topic in depth – finding a solution to a problem, creating a plan, etc. It can also be used to discuss several aspects of a topic. For example, during the training on role of community leaders, all presidents of CLFs can be grouped together to discuss about their roles and challenges in performing them while all secretaries can be grouped into another group, and so on.
- **Dialogues:** After introduction of a concept by the expert/resource person, the participants can be invited to dialogue with her/him and raise specific questions and seek more clarifications. Experience sharing can be designed in the form of a dialogue session.
- **Group Exercises:** Group exercises can be widely used in skill oriented training programmes. They can also be used for programmes that involve team building, leadership development and other Organisation Development concepts.
- **Games:** Just like group exercises, training games are methods that help in understanding the behavior of the participants with regard to motivation, orientation towards working in teams, leadership, etc. They can also be used as ice breakers and teasers to increase the participation of the participants in the training programmes.
- **Case Study method:** This method is primarily used to make the participants think about a situation and to find solutions. This is also used to understand a success story or a problem story in which case it will act as an alternative to experience sharing.
- **Role play:** This method is used to recreate real life situations in the learning environment. The participants are made to enact certain roles and the behavior of such

participants is analysed in the larger group. This method is used in problem solving and in trainings related to team building, leadership and organization development.

### 7.2.5. Training Tools

The effectiveness of the training methods can be enhanced by using proper use of training tools such as Black/white boards, hand outs, Flash cards, Posters, Power point presentations, Video films, songs, models, etc.

### 7.2.6. Training Programmes for different Roles of CLFs (Suggestive)

Designation	Training Module
<b>CLF Office Bearers</b> <b>CLF EC Members</b>	<ol style="list-style-type: none"> <li>1. Structure, Functions and institutional policies (governance, HR, FM, etc) of SHG, VO and CLF</li> <li>2. Role of CLF OB, EC, CLF Sub Committee members, staff and cadres</li> <li>3. Visioning and Business Plan Preparation</li> <li>4. Grading of SHGs, VOs, CLF</li> <li>5. Financial Management</li> <li>6. Programme Specific (WASH, FNHW, Gender, Convergence, Livelihood interventions, etc)</li> <li>7. Team Building</li> <li>8. Leadership Development</li> <li>9. Appraisal of Staff</li> </ol>
<b>CLF Sub Committee</b>	In addition to the first three, Specific Role performance of Sub committee
<b>CLF Manager</b>	In addition to the above, <ol style="list-style-type: none"> <li>1. Accounting and Financial Management</li> <li>2. Management Information System</li> <li>3. Internal Audit and other internal Control measures</li> <li>4. Legal Compliances</li> <li>5. SHG Bank Linkage</li> </ol>
<b>CLF Accountant</b>	In addition to the above, specific training on <ol style="list-style-type: none"> <li>1. Accounting and book keeping</li> <li>2. Financial Management</li> <li>3. Management Information System</li> <li>4. Internal and External Audit</li> <li>5. Legal Compliances</li> </ol>
<b>CLF Cadre</b>	<ol style="list-style-type: none"> <li>1. Structure, Functions and institutional policies (governance, HR, FM,</li> </ol>

	etc) of SHG, VO and CLF 2. Role of CLF OB, EC, CLF Sub Committee members, staff and cadres 3. Role Specific training
--	--

Please refer to the Training modules and SOPs of respective SRLMs for designing specific training programmes.

### **7.3. Campus and Utilities Management**

#### **a) Library Management**

The CMTC needs to have a library with collection of books on development themes in regional languages. Procurement of books could be done in consultation with BMMU and DMMU. The CMTC annual budget can have a provision for purchase of books / developing training materials. The books should be catalogued with office seal and kept in safe custody under lock and key. A system of lending the books needs to be established so that it can be used by the participants and the trainers effectively. In no case, books could be lent to be taken outside the CMTC premises. The CMTC Coordinator could be given responsibility of managing the library as well.

#### **b) Canteen Management**

CMTC need to be equipped with infrastructure facilities for running a canteen. The canteen needs to function as a sub cost center within CMTC. SHGs should be engaged for cooking, serving and cleaning the canteen.

1. CLF CMTC Management Committee would monitor the management of the canteen on a rotational basis.
2. The canteen must have a standard menu with some choices considering the nutritional requirement. The BMMU and DMMU can provide support in contacting the home science college and finalise the menu.
3. Provision of simple and healthy food must be the norm; seasonal vegetables and locally available food materials need to be used.
4. Utmost care should be given to maintain hygiene in the preparation of food as well as in keeping the premises clean.
5. Messages must be displayed about maintaining hygiene as well avoiding wastage of food

#### **c) General Management of Campus**

The following are key considerations for the management of the CMTC campus:

- i. The campus must be guarded by engaging a night watchman.
- ii. The campus must be kept green and clean with provisions for waste disposal system.
- iii. For all the residential programmes, necessary bedding materials must be provided for the participants. Toilets must be cleaned regularly.
- iv. Sign boards must be kept in important places to remind the participants about keeping the campus clean and usage of water judiciously.
- v. Repairs and maintenance works need to be attended immediately with the approval of CMTC Management Committee.
- vi. Name boards of office room, classrooms, kitchen, dining room, hostel, toilet must be displayed in appropriate places in local languages.
- vii. A system of recording the details of visitors (other than training participants) and their purpose of visit and their feedback need to be in place.

#### **7.4. Financial Management**

CMTC Coordinator is responsible for overall financial management with the support of the accountant cum MIS Coordinator.

- i. The financial planning would be done every month and the budget would be prepared by the accountant after the approval of monthly training calendar.
- ii. Changes would be done as and when changes happen in the training calendar.
- iii. The CMTC need to open an exclusive bank account for managing its finances. The account should be operated by the Office bearers of CLF .
- iv. Cash transactions must be minimised and can be done only during unavoidable circumstances.
- v. The accountant must maintain the books of accounts of the CMTC separately. CMTC Accounts must go into the overall accounting of nodal CLF in the form of Sub ledgers.
- vi. There will be monthly physical verification of CMTC center and accounts by CLF staff and BMMU staff. Along with the internal audit of CLF, CMTC shall be internally audited on a quarterly basis and should undergo annual external audit as part of the CLF audit. Separate financial statements of CMTC shall be prepared to understand its sustainability. Audit reports will be submitted in the AGM of the CLF along with the Annual Action plan and financial plan for the next year.
- vii. Each CMTC is self-managed, so it has to take the responsibility of its expenditure. It has to earn profit, arrange new resources and pay to the staff engaged in operation of the centre. The centre has to work regularly for better services and provisions. So it has to be kept in mind to take the payments on time and 60-70% of the amount of any

program should be taken in advance. On demand of extra facilities, additional amount should be charged. Approval for any program should be given only after contemplating seriously on a written application.

viii. The remuneration / allowances of the staff/office bearer who work during the training–capacity building programs will also be charged from the concerned organization as 10% of the fee which would also include other admin expenses such as maintenance and repairs.

ix. **Procurement:** For the purchase of stationeries, cleaning material and other equipments like fan, computers, printers, table, chairs, cabinets, etc, the nodal CLF has to take three quotations and designate vendors based on the least quoted price. This process can be done once in a year. CMTCs can follow the community procurement manual suggested by respective SRLMs. The CMTC Coordinator can purchase the recurring items on a monthly basis from the designated vendors. The payment has to be done only through cheques.

**x. Budget and Sources of fund**

For initial setup of CMTC, support from SRLM may be provided in the form of startup cost. CLFs shall prepare financial projections for the CMTC prior to initiating the centers. Also CLF needs to revise the financial plans every year.

Thus for setup of CMTC and running CMTC fund may be arranged from different sources as follows:

Sources of Fund	Purpose
SRLM	For initial setup of CMTC; For procurement of initial assets for running a training centre, initial operational cost for 3 months.
Training charges paid by SRLMs/ CLFs/other govt and Non govt	Includes food, stationery, accommodation, trainers’ resource fee and administration costs; The cost norms of SRLMs/NRLM related to engaging resource person fee while engaging NRPs/
Any other Govt. / Non-Govt. Organization: As per the cost norms set by CMTC for particular type of training	Payment for utilizing the CMTC venue for conducting training or any other programme by other agencies.
Resource fees from any Organization	Payment against providing time to any organization for explaining functioning of CMTC.
Grants from Government or any other sources	Development of corpus, infrastructure or operational expenses

## ***8. CMTC as a cost center of Host CLF***

The CMTCs are sub units of the host CLFs. For the initial establishment of the CMTC, the host CLFs may be provided with Infrastructure Fund assistance from the Mission. However, for all the operational expenses, the center need to meet its cost from day one. Shortly, the CMTCs need to function as cost centers of the host CLF. The following systems need to be in place:

- The CMTC need to have all the basic books of accounts separately but in the name of CLF mentioning CMTC in brackets – Receipt and Payment Voucher, General Ledger, Stock and Asset register, etc.
- The financial statements of the CMTCs need to be prepared separately at regular intervals – monthly, quarterly and annual.
- As far as the host CLF is concerned, CMTC finances would be recorded as sub ledger items and integrated into CLF's financial statements prepared monthly, quarterly and annually. The model ledgers and financial statements are given in the anneures.

## ***9. Legal Compliances***

CMTCs are embedded within the CLFs. They function as separate cost centers of the CLF. Hence, the host CLF has to integrate the finances of CMTC and comply with income tax and other laws. In order to be compliant with the laws, the following need to be done by the host CLF:

- The Board should have passed a resolution in their meeting to establish a CMTC
- The finances of CMTC need to be integrated into the overall finances of the host CLF
- The accounting and book keeping of CMTC need to be audited by the statutory auditor along with the audit of host CLF
- Appropriate taxes needs to be filed by the host CLF
- In addition to the income tax, the host CLF has to register itself for GST.
- As the CMTC needs to raise bills and invoices, the services charged need to be compliant with GST laws.
- The host CMTC need to pay the GST regularly and by the end of Financial Year need to claim the refund based on its GST limits.

## ***10. Review and plan Mechanism at CMTC***

### ***10.1. CMTC level***

#### **a. Monthly review and plan meeting**

All the meeting will be convened by the CMTC Management Committee with the support of CMTC Coordinator. The agenda item will be

1. Review and plan of overall programmes of CMTC

2. Work review and plan of CMTC staff and trainers
3. Review of Budget
4. Others

This meeting could be conducted for half a day before the monthly meeting of the CLF. The outcome of this meeting could be shared in the meeting of the host CLF.

**b. Annual Business Plan Preparation**

The CMTC has to prepare its business plan once a year and has to be approved by the nodal CLF. Suggestive business plan template is given in the annexure 17. While preparing the business plan care should be taken that the CMTC will be in a position to meet all of its operational costs and will be sustainable on a longer term.

***10.2. Participating in Block/District level Meetings***

The CMTC Coordinator should prepare a monthly progress report including physical and financial achievements and plan for the next month based on the monthly review meeting of CMTC and share it with the CLF as well as to the Block/District mission office once in a month. The CMTC coordinator refines the plan incorporating the feedback from the CLF and the Mission offices.



## ***List of Annexure***

1. Key Performance Indicators of CMTC
2. CMTC Training Design Template
3. Model of Training Report (Narrative)
4. Monthly Training Reporting Sheet
5. Report on Support given to Trainings conducted by CLFs, VOs, SHGs
6. Report on External Training Programmes (Only Venue was offered for rental service)
7. Report on Training Material Development
8. Report on CMTC Trainers' Participation in ToT
9. Report on Receipts and Payments
10. Capacity Mapping of Trainers
11. Files to be maintained at CMTC
12. Dining Register
13. Invoice Register for Conducting External programmes
14. Training Registration Register
15. Food Bill
16. Invoice Issued by CMTC
17. Asset Register
18. Stock Register
19. Stock Issue Slip
20. Cash Register
21. General Ledger
22. Business Plan Templates

## **Annexure 1: Key Performance Indicators of CMTC**

**Name of the CMTC:**

**Month:**

1. No. of Training programmes conducted – Residential
2. No. of Training programmes conducted – Residential
3. No. of Training programmes conducted – Off Campus
4. No. of participants from all training programmes
5. No. of person days trained – On Campus Programmes
6. No. of person days trained – Off Campus Programmes
7. No. of Trainers engaged
8. No. of Trainer days engaged
9. No. of CMTC staff/ trainers attended training programme
10. No. of Training programmes/events conducted by outside agencies
11. No. of days used by external agencies
12. No. of participant days of the external programmes
13. Income from external training programmes
14. Total Income of the CMTC
15. Total expenditure of the CMTC

## **Annexure 2: CMTC Training Design Template**

- 1. Title of the Training Programme**
- 2. Participants**
- 3. No. of Participants**
- 4. Training Objectives**
- 5. Expected outcome from the training programme**
- 6. Training modules and content (Syllabus)**
- 7. Session Plan**
- 8. Programme Schedule**
- 9. Training materials- Training aids, tools, hand outs, books**
- 10. Budget**

### **Annexure 3: Model of Training Report (Narrative)**

This report should be submitted by the training coordinator to CMTC Coordinator immediately (within 2 days) after completing the training programme

- 1. Title of training programme:**
- 2. Participants:**
- 3. No. of Participants:**
- 4. Date:**
- 5. Training Coordinator:**
- 6. Training Venue:**
- 7. Objective of training programme**
- 8. Process**

(Explain what happened in the training session. Record any modifications done in the original plan - content, cases discussed, examples given, methodologies, unique responses from the participants; summary of feedback, assessment of training from pre and post test results)

#### **9. Important points**

Mention those things that are to be given special attention in the future trainings and also in the field.

#### **10. Budget (expenses and income)**

#### Annexure 4: Monthly Training Reporting Sheet

Name of the CMTC :

Month:

Address of the CMTC :

S.No	Title of Training Programme	Name and Address of the Organisation / Agency	Contact Person from the Organisation		On Campus/ Off Campus	Type of Participants *	Participant No	Duration (No.of Days)	Period (Date)		Total Expenditure incurred for the Training (in Rs)	Training Team Members	
			Name	Mobile No.					From	To		Names	Mobile No.
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													

\* Write the type of participants - SHG members, cadres, VO/CLF EC members, etc.

**Date:**

**Place:**

**Signature of CMTC Coordinator**

**Office Seal**

**Signature of President of CMTC Management Committee/ MCLF**

**Annexure 5: Report on Support given to Trainings conducted by CLFs, VOs, SHGs**

**Name of the CMTC:**

**Address of CMTC:**

**From (Date):**

**To (Date) :**

	Title of Training Programme	Type of Participants *	Participant No	Duration	Period		Names of Training Team	Nature of Support from CMTC
					From	To		
1								
2								
3								
4								
5								

\*Write the type of participants - SHG members, cadres, VO/CLF EC members, etc.

**Date:**

**Place:**

**Signature of CMTC Coordinator**

**Office Seal**

**Signature of President of CMTC Management Committee/ MCLF**

**Annexure 6: Report on External Training Programmes (Only Venue was offered for rental service)**

**Name of the CMTC:**

**Address of CMTC:**

**From (Date):**

**To (Date)**

**:**

	Title of Training Programme	Name of the organization	Type of Participants *	Participant No	Duration	Period		Fee paid by the organisation	Name and mobile no. of the Training Team
						From	To		
1									
2									
3									
4									
5									

\*Write the type of participants - SHG members, cadres, VO/CLF EC members, etc.

**Date:**

**Place:**

**Signature of CMTC Coordinator**

**Office Seal**

**Signature of President of CMTC Management Committee/ MCLF**

**Annexure 7: Report on Training Material Development**

**Name of the CMTC:**

**Address of CMTC:**

**From (Date):**

**To (Date):**

	<b>Title of the training material</b>	<b>Status</b>	<b>No. of CMTC Staff involved</b>	<b>Human hours spent by CMTC staff</b>	<b>No. of CMTC Trainers involved</b>	<b>Human hours spent by CMTC Trainers</b>
1						
2						
3						
4						
5						

**Date:**

**Place:**

**Signature of CMTC Coordinator**

**Office Seal**

**Signature of President of CMTC Management Committee/ MCLF**



**Annexure 8: Report on CMTC Trainers' Participation in ToT**

**Name of the CMTC:**

**Address of CMTC:**

**From (Date):**

**To (Date):**

<b>S.No</b>	<b>Name of the CMTC trainer</b>	<b>Training Programme participated</b>	<b>Conducted at</b>	<b>Duration</b>
1				
2				
3				
4				
5				

**Date:**

**Place:**

**Signature of CMTC Coordinator**

**Office Seal**

**Signature of President of CMTC Management Committee/ MCLF**

**Annex 9: Receipts and Payments Report**

Month:

<b>Receipts and Payments</b>	<b>Plan for the month</b>	<b>Actual</b>	<b>Plan for next Month</b>
<b>Receipts</b>			
<b>Opening Balance</b>			
<b>Cash in Hand</b>			
<b>Cash at Bank</b>			
<b>A- Sub Total Opening Balance</b>			
<b>Inflow of capital</b>			
Capital grant from TRLM			
CLF own capital			
<b>B - SUBTOTAL Capital Receipts</b>			
<b>Cash from income</b>			
Training hall charge			
Projector charge			
Accommodation charge			
Food charge			
Training materials for trainees			
other training materials			
<b>C - SUBTOTAL Income Receipts</b>			
<b>Total Receipts from all sources (D=A+B+C)</b>			
<b>Payments</b>			
<b>Fixed cost</b>			
Total personnel cost			
Maintenance cost			
Admin cost			
<b>E - SUBTOTAL Direct Costs</b>			

<b>Variable Business related payments</b>			
Food expenses			
Training materials for trainees			
other training materials			
Generator/diesel cost			
<b>F - SUBTOTAL Variable Business related payments</b>			
<b>G - Total Projected Fixed and variable payments (G=E+F)</b>			
<b>Fixed Asset purchased</b>			
Training aids			
Trainees/trainer sitting arrangement			
Computer and printer & electrical			
Kitchen, dining, Other Assets and Accommodation			
<b>H - SUBTOTAL Capital Purchased</b>			
<b>I - Total Expenses from all sources (I=G+H)</b>			
<b>Closing Balance</b>			
	<b>Closing Cash in hand</b>		
	<b>Closing cash at bank</b>		
<b>J- Sub Total Closing Balance</b>			
<b>K- Total Payments (K=I-J)</b>			

**Annexure 10: Capacity Mapping of Trainers**

**Name of the CMTC:**

**Address of CMTC:**

S.No	Name of the Staff	Address	Mobile No.	SHG, VO, CLF Promotion & Strengthening	Accounting and auditing	Financial management	Registration of CLFs	MIS	FI	FNHW	Gender	Social Inclusion	PRI-CBO Convergence	Farm Livelihoods	Non Farm Livelihoods	Model CLFs	Others - Specify (support to PwD, Female Sex Workers, Trafficking victims development, etc)
<b>I</b>	<b>Core staff</b>																
1	CMTC Coordinator																
2	CMTC Accountant																
3																	
4																	
<b>II</b>	<b>Trainers</b>																
1																	
2																	
3																	
4																	
5																	

## **Annex 11: Files to be maintained at CMTC**

1. Letters
2. Staff details
3. Leave Letters
4. CMTC Training report
5. CMTC Plan and review (report , Minutes)
6. Training Report
7. CMTC inception Document and proposals
8. Training designs
9. Model formats
10. Reading materials used for trainings









**Annexure 15: Food Bill**

**Name of CMTC** :  
**Name of Nodal CLF** :  
**Regd. Office** :

**To (Client)**

Date	Head	No. of Persons	Rate	Amount (₹)
	Breakfast			
	Lunch			
	Dinner			
	Tea			
	Snacks			
	Breakfast			
	Lunch			
	Dinner			
	Tea			
	Snacks			
	Breakfast			
	Lunch			
	Dinner			
	Tea			
	Snacks			
<b>Total</b>				
<b>In words</b> .....				

**Annexure 16: Invoice Issued by CMTC**

\_\_\_\_\_ **Training Centre**

(Managed by Name of the CLF \_\_\_\_\_)

**Address:**

<b>To</b>	Invoice No: .....
	Invoice date: .....
Name of the program .....	
Duration : From..... to ....., 20.....	

Sl. No	Head	Description				Amount (₹ )
		From	To	Unit	Rate	
1	Hall charge					
2	Projector					
3	Accommodation					
4	Training materials for participants					
5	Other Training materials					
6	Admin Cost					
7	Food bill					
<b>Total</b>						
In words.....						

**Payment instruction:** Make all cheques payable to '**Name of CLF**'

Account Name:        Name of the account of the CLF/ CMTC

Account Number    :

Bank Name         :

Branch             :

IFSC Code:

Signature and seal

Signature and seal

**Annexure 17: Asset Register**

**List of Asset**

<b>Sl.No</b>	<b>Name of Asset</b>	<b>Page Nos.</b>

**Name of Asset.....**

Date of purchase	Bill No	Description	Number of item purchased	Unit price	Total Price	Asset Code	Signature

**Annexure 18: Stock Register**

**STOCK**

<b>Sl.No</b>	<b>Name of Item</b>	<b>Page Nos.</b>

**Name of the Stock Item .....**

Date of purchase	Bill No	Supplier	Number of item purchased	Unit price	Total Price	Date of issue/sale	Receipt No	Description of item	No of item	Rate	Value of sold/issued items	Closing stock	Signature





**Annexure 20: Cash Register**

Date	From whom Recd & Purpose / chq. No	Recei pt No.	LF/GL	Head of Account	Cash (INR)	Bank (INR)	Date	To whom paid & Purpose /Chq No.	Voucher . No.	LF/ GL	Head of Account	Cash (INR)	Bank (INR)	
Total Receipts							Total Payments							
Grand Total							Closing Balance							
Grand Total							Grand Total							

Signature of Accountant.....

Signature of treasurer.....



**Annexure 22: Business Plan Templates****1. Fixed capital requirement**

Item	Description	Unit	Unit cost	Total cost
Training aids	LCD Screen roof mounted	2	15000	30000
	LCD projector	2	30000	60000
	White board	2	3000	6000
	White board stand	2	2000	4000
	Audio systems	2	5000	10000
	Wall fixed chart paper display board	1	10000	10000
	Wall mounted clock	3	500	1500
	Ring bell	2	500	1000
<b>Sub-Total</b>				<b>122500</b>
Trainees/trainer sitting arrangement	Dari/Mat etc	5	2000	10000
	Desk	30	2000	60000
	Chair	60	500	30000
	Head table	2	2500	5000
<b>Sub-Total</b>				<b>105000</b>
Computer and printer \$ electrical	Photocopy machine	1	50000	50000
	Laptop for training hall	1	40000	40000
	Printer for Training centre	1	20000	20000
	Geyser	2	10000	20000
	extension cord	3	300	900
<b>Sub-Total</b>				<b>130900</b>
Accommodation	Bed including all materials	40	5000	200000
	Bucket and mug, dustbin etc, foot mat	10	500	5000
<b>Sub-Total</b>				<b>205000</b>
Kitchen and dinning	Plate and cup	40	250	10000
	Table	10	2000	20000
	chairs	40	500	20000
	Utensil			15000
	Gas oven and connection	1	5000	5000
	refrigerator	1	15000	15000
<b>Sub-Total</b>				<b>85000</b>
Other Assets	Notice board	1	5000	5000
	Display board	2	5000	10000
	Store room and other (refurbishment)			100000
	Almirah	2	15000	30000
	Generator set	1	50000	50000
	Water filter	2	5000	10000
<b>Sub-total</b>				<b>205000</b>
<b>Grant total</b>				<b>853400</b>

## 2. Working capital requirement

Purpose	Amount
Stationary item for atleast 3months	30000
Training centre operational cost for 6 months	50000
Personnel cost for 6 months	70000
<b>Total</b>	<b>150000</b>

## 3. Total Capital requirement

Total capital requirement                      10,03,400

Source of capital                                      SRLM

## 4. Training Program Forecast

Details	Year-1	Year-2
No of training batches	42	50
Avg. no of days in a batch	3	3
Average number of participants in each batch	25	25
Total number of training days	126	150
Total no of participants trained	1,050	1,250
Total number of trainee days	3,150	3,750
Residential program	70% of the training	

## 5. Monthly Projection- Year 1

Training details	Year-1												Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
No of training batches	2	4	4	4	4	4	4	4	4	3	3	2	<b>42</b>
Avg. no of days in a batch	3	3	3	3	3	3	3	3	3	3	3	3	<b>3</b>
Average number of participants in each batch	25	25	25	25	25	25	25	25	25	25	25	25	<b>25</b>
Total number of training days	6	12	12	12	12	12	12	12	12	9	9	6	<b>126</b>
Total no of participants trained	50	100	100	100	100	100	100	100	100	75	75	50	<b>1,050</b>
Total number of trainee days	150	300	300	300	300	300	300	300	300	225	225	150	<b>3,150</b>

## 6. Fees & Charges

Details	Fees, charges (Rs.)
Training hall charges per day	2000
LCD projector charges per day	500
Training materials per trainee – pen, spiral pad and plastic folder	55
Training materials – chart paper, marker, cello tape, pin etc – per batch (3 days prog)	500
Food charges per trainee per day – residential	290
Food charges per trainee per day – Non-residential	150
Accommodation per trainee per day	100

## 7. Details of Food Charges Per day

The training centre will charge as per the requirement of the client. The lunch and dinner charges will be Rs.90 for veg menu.

Analysis of fees/ charges per trainee per day (inclusive all charges)

Details	Residential	Non residential	Remarks
Training hall charges	67	67	Assuming batch size of 30
LCD projector charges per day	17	17	
Training materials per trainee – pen, spiral pad and plastic folder	55	55	
Training materials – chart paper, marker, cello tape, pin etc – per batch (3 days prog)	5	5	
Food charges	290	150	For residential training the last day of the training would be non-residential and the rate would be less and the effective rate for 3 days prog would be around 450 per trainee per day

## 8. Income Projection

Details	Year-1	Year-2
Training hall charge	189000	225000
Projector charge	63000	75000
Accommodation charge	157500	187500
Food charge	641625	799312.5
Training materials for trainees	57750	68750
Admin Charges		
Other training materials	21000	25000
<b>Total</b>	<b>11,29,875</b>	<b>13,80,563</b>

## 9. Operational Expenses

<b>Fixed cost</b>		
<b>Personnel Cost</b>	<b>Year-1</b>	<b>Year-2</b>
Centre in-charge Salary Per Month @ Rs. 6000	66,000	72,600
CLF's Accountant - Part cost (25%)	18,000	19,800
Night guard (Salary Per Month @ Rs. 3000)	27,500	30,250
Sweeper (Salary Per Month @ Rs. 3000)	36,000	39,600
<b>Total personnel cost</b>	<b>1,47,500</b>	<b>1,62,250</b>
<b>Maintenance cost</b>		
Cleaning of training centre per month	12000	13200
Training centre –maintenance	12000	13200
Bed cover, pillow cover cleaning	18000	19800
<b>Total maintenance cost</b>	<b>42,000</b>	<b>46200</b>
<b>Other Administrative fixed Expenses</b>		
Electricity per month	24000	26400
Office maintenance	12000	13200
Printing and Stationary	6000	6600
other administrative expenses	6000	6600
<b>Total Admin. Cost (fixed)</b>	<b>48,000</b>	<b>52800</b>
<b>Variable cost</b>		
Food expenses per trainee/day	5,95,350	6,25,117.5
Training materials per trainee	51,975	57,172.5
other training materials	18,900	20,790.0
Diesel/generator cost per day	31,500	34,650.0
<b>Total Variable Cost</b>	<b>6,97,725</b>	<b>7,37,730</b>
<b>Total cost</b>	<b>9,35,225</b>	<b>9,98,980</b>

## 10. Cash flow

<b>CASH IN-FLOW</b>	<b>Year-1</b>	<b>Year-2</b>
<b>Inflow of capital</b>		
Capital grant from TRLM	10,03,400	-
CLF own capital		
<b>A - SUBTOTAL Capital inflow</b>	<b>10,03,400</b>	<b>-</b>
<b>Cash from income</b>		
Training hall charge	189000	225000
Projector charge	63000	75000
Accommodation charge	157500	187500
Food charge	641625	799312.5
Training materials for trainees	57750	68750
other training materials	21000	25000
<b>B - SUBTOTAL Cash from income</b>	<b>11,29,875</b>	<b>13,80,563</b>
<b>Total Projected cash IN from all sources (C=A+B)</b>	<b>21,33,275</b>	<b>13,80,563</b>

<b>CASH OUT-FLOW</b>		
<b>Fixed cost</b>		
Total personnel cost	147500	162250
Maintenance cost	42,000	46,200
Admin cost	48,000	52,800
<b>D - SUBTOTAL Projected Direct Costs</b>	<b>2,37,500</b>	<b>2,61,250</b>
<b>Variable Business related payments - PROJECTED</b>		
Food expenses	595350	625117.5
Training materials for trainees	51975	57172.5
other training materials	18900	20790
Generator/diesel cost	31,500	34,650
<b>E - SUBTOTAL Proj Variable Business related payments</b>	<b>6,97,725</b>	<b>7,37,730</b>
<b>F - Total Projected Fixed and variable payments (F=D+E)</b>	<b>9,35,225</b>	<b>9,98,980</b>
<b>Fixed Asset purchase PROJECTED</b>		
Training aids	1,22,500	-
Trainees/trainer sitting arrangement	1,05,000	-
Computer and printer & electrical	1,30,900	-
Kitchen, dining, Other Assets and Accommodation	4,95,000	-
<b>G - SUBTOTAL Projected Capital Activity</b>	<b>8,53,400</b>	<b>-</b>
Total Projected Expenses from all sources (H=F+G)	<b>17,88,625</b>	<b>9,98,980</b>
<b>Opening Cash Balance (X)</b>	<b>0</b>	<b>3,44,650</b>
<b>TOTAL Cash In (C)</b>	<b>21,33,275</b>	<b>13,80,563</b>
<b>TOTAL Cash Out (G)</b>	<b>17,88,625</b>	<b>9,98,980</b>
<b>Surplus (Deficit) (Y=C-G)</b>	<b>3,44,650</b>	<b>3,81,583</b>
<b>Closing Cash Balance (Z=X+Y)</b>	<b>3,44,650</b>	<b>7,26,233</b>

## 11. Profit and Loss

Year	Year-1	year-2
<b>INCOME</b>		
Training hall charge	189000	225000
Projector charge	63000	75000
Accommodation charge	157500	187500
Food charge	641625	799312.5
Training materials per trainee	57750	68750
other training materials	21000	25000
<b>TOTAL INCOME(A)</b>	<b>1129875</b>	<b>1380563</b>
<b>FIXED COST</b>		
Personnel Cost	147500	162250
Maintenance Cost	42000	46200
Administrative Cost	48000	52800
Depreciation	176297	144957
<b>TOTAL FIXED COSTS (B)</b>	<b>413797</b>	<b>406207</b>
<b>VARIABLE COST</b>		
Food expenses	595350	625118
Training materials for trainee	51975	57173

other training materials	18900	20790
Generator/diesel cost	31500	34650
<b>TOTAL VARIABLE COST</b>	<b>697725.0</b>	<b>737730</b>
<b>Net Surplus</b>	<b>18353.00</b>	<b>236626</b>
<b>Transfer to :-</b>		
<b>General Reserve</b>	<b>18353.00</b>	<b>254979</b>

## 12. Balance Sheet

<b>LIABILITIES</b>	<b>Year-1</b>	<b>FY-18-19</b>
Grant from SRLM	1003400	1003400
CLF own capital		0
Reserve fund	18353	254978
<b>Total</b>	<b>1021753</b>	<b>1258378</b>
<b>ASSETS</b>		
Gross fixed assets	853400	677103
Less Depreciation	176297	144956
<b>Net fixed assets</b>	<b>677103</b>	<b>532146</b>
<b>Cash balance</b>	<b>344650</b>	<b>726232</b>
<b>Total</b>	<b>1021753</b>	<b>1258378</b>