

## **OPERATIONAL GUIDELINE FOR CITY LIVELIHOOD CENTRES (CLCs)**

### **Mission of CLC:**

Mission of City Livelihood Centre is to provide information and service to City dwellers in a structured and organized manner and provide a sustainable income to poor service.

### **Vision:**

Vision of City livelihood Centre is to become a leading agency working to ensure secure and dignified lives to communities dependent on labour. CLC seeks to provide a platform combining direct service delivery, advocacy, research and technical support in advancement of its work on issues of urban poor. CLC intends to provide a broad range of services directly benefiting the urban poor households. Typically, these services will include registration and issuance of Photo ID, skill training and placement, legal aid, collectivization, social security, financial services and family support. The centre will also seek to design new services and interventions for the urban poor.

### **Objective:**

CLC as one of the key sub-components of NULM will have the following objectives.

1. To find a viable market for different marketable goods and services produced by the urban poor;
2. To provide business information and business support services to the urban poor as and when needed by them;
3. To act as information dissemination centre in respect of skill training, bank credit, social security benefits etc available to the urban poor under different government & other programmes;
4. To provide space & other facilities necessary to the institute/organizations willing to conduct skill training programmes / seminars /meetings sensitization programmes at the ULB;
5. To extend all types of assistance to the urban poor required to access bank loans such as preparation of project proposals, registration of business units, obtention of trade license, other accounting and legal support wherever necessary;
6. To liaise with local banks & work in tandem with them for achieving the objective of financial inclusion;
7. To assist banks in recovery of loans wherever warranted.

### **Nature of CLC:-**

CLC shall be set up as a permanent service providing centre offering a gamut of fee based services to all residents of the area by engaging local urban poor for the ostensible reason of generating sustainable livelihoods. For financial sustainability of the CLC, the organization / Agency managing the centre shall focus on delivery of

services for which there are local needs and for which the local urban poor either possess necessary skill sets or likely to develop one such in the near future. It shall be the sole prerogative of Municipal Corporation / Municipality to take final decision on the spectrum of services that shall be rendered by CLC.

**Administration of CLC:-**

The activities of CLC shall be closely monitored and supervised by two committees.

1. The Executive Committee (EC) at the Municipal Corporation / Municipalities formed under NULM will review and supervise overall functioning of the CLC in participation with community representatives, civil society organizations, line departments and elected representatives etc. The Committee will review the functioning of CLC on a quarterly basis and take suitable policy decisions wherever & whenever warranted.

2. CLC Management Committee shall be constituted at each ULB for supervising day-to-day functioning of the CLC. The CLC Management Committee will comprise of the following members: CIC (NULM) / Councillor looking after NULM, Manager (Social Infrastructure) / Manager (SMID) of CMMU, one Community Organiser, full time manager looking after the CLC and few nominated service providers and current / prospective users of services.

Sl no	Designation	Membership
1	MMIC / CIC NULM	Chairperson
2	City Mission Manager ( SMID / Social Infrastructure)	Member Convenor
3	Asst. Project Officer (if any)	Member
4	One Community Organizer nominated by the Committee	Member
5	CLC Manager	Member
6.	One service provider	Member
7	One service user	Member
8.	Any other member committee likes to co-opt	Member

### **Activities of CLC:**

Services provided by CLC can be varied in nature depending on local needs, requirements, expectations and choice of the local residents. Broadly CLC may choose to deliver services in the following areas which are only indicative in nature.

1. Providing market linked information to prospective & existing microenterprise units;
2. Provide assistance to new microenterprise units of urban poor in the area of licensing & registration;
3. Marketing products produced by SHGs / SHG members / urban poor;
4. For providing support to the SHGs, an updated data base of information in respect of the following may be maintained at CLC such as,
  - ✓ SHG Product list
  - ✓ List of Agency list Raw Material
  - ✓ Buyer Agency list
  - ✓ SHG Product sample on display
  - ✓ SHG Product on sale
5. Providing information on Skill Training and Employment;
6. Organising Entrepreneurial Development Training Programmes for SHGs / urban poor/ Educated Unemployed Youth ;
7. Organise career counselling courses for local youth;
8. Conduct random survey of needs & requirements of services in demand and maintain a dossier of such services;
9. Supply of skilled man power to city dwellers as per demand;
10. CLCs may obtain direct work orders or bid for Annual Maintenance Contracts, municipality contracts/ housing Associations service needs viz., plumbing, electricity, carpentry, despatch of electricity bills, property bills etc. and service the contracts through the registered urban poor offering such services. However, care should be taken that CLC should take up activities relevant for urban poor only to avoid possibility of interest of urban poor pushed into background by other commercial interests;
11. CLCs may charge placement fee from industries/companies, industry associations, etc. for placing the urban poor as per their requirement (e.g. CLCs may tie up with malls or retail outlets for placing basic housekeeping staff or data-entry operators in companies, etc.);
12. The premises may be rented out as a training venue provided sufficient space and infrastructure is available with CLC;
13. CLC may explore the possibility of collaboration with UID for issuance of UID/ Aadhar card for citizens in the CLC area;
14. Provide access to various government departments, banks, insurance agencies and other organisations to communicate with the urban poor and promote programmes that are beneficial to the poor;

15. Information on market demand and market strategy- Urban Poor who run small businesses may be given support to gain a better understanding into market needs, demand of the products produced by them, prices, place of sale etc.
16. Counselling courses in the following areas may be organised by CLC on payment of fee.
  - Personality development
  - Self Awareness
  - Communication
  - Interpersonal Relationships
  - Health and Hygiene
  - Goal Setting
  - Gender
  - Our Constitution
  - Migration
  - Laws and Rights
  - Saving and Social Security

#### **Collaboration and Linkages:**

CLCs are expected to collaborate with a variety of government departments to provide needed services to its members such as, property tax collection, electricity bills distribution, birth certificates etc.,

#### **Steps for proper & effective delivery of services by CLC:**

In order to popularise the services of CLC, following steps may be taken.

1. Wide publicity through banners, posters, hand bills, wall writing, local TV channel or any other mode deemed suitable so as to make the local people sufficiently aware about the concept & utility of CLC ;
2. Publicity campaigns should be undertaken on a regular basis during the initial days and later on at regular intervals, so that the residents feel motivated for using the services of CLC;
3. Sensitisation programmes can also be arranged in the wards on a cluster basis with active participation of the local councillors for popularising the concept & function of CLC;
4. Use of ' **Toll-free Help Line**' services both for service providers and service seekers as soon as CLC becomes operational for which necessary assistance shall be provided from the State;
5. An application form with a provision for photograph and verification of credential by the local councillor may be introduced by CLC for registering / enrolling names of the service providers in areas which may include,
  - Carpenter

- Plumber
  - Washer man
  - Construction Laborer
  - Stitching/ Tailor
  - Wool-Knitting
  - Sweepers
  - Repair/ maintenance of different electrical appliances
  - Courier Services
  - Painters
  - Drivers
  - Tourist Guides
  - Motor Mechanic
  - Handicrafts
  - Beautician
  - Maid (Any)
  - Domestic Help etc. (as decided by ULB)
  - Cook
  - Nurse/skilled aya
  - Physiotherapist
6. CLC shall maintain a proper dossier of the service providers;
  7. Charges for registration shall be clearly displayed in the CLC Notice Board;
  8. Similarly, CLC should display in a prominent place the fees chargeable for different services detailing therein the nature of service to be provided by service provider;
  9. Fee structure should be fixed taking into account the aspects of affordability of the local residents, existing market rates, volume of market demand etc. ;
  10. A **feedback form** from users of services should be introduced as soon as CLC starts functioning;
  11. A 'Call Book' register should be maintained at CLC. Important details such as date & time call made, name of the client & his / her address, nature of service/s required & name of requested service provider if any, date & time when call attended etc.
  12. System of Pucca bills/vouchers/receipts should be introduced by CLC right from the beginning ;
  13. A certificate of job work done by service provider and a 'certificate of satisfaction' both should be obtained by CLC & kept on records

### **Manpower of CLC:-**

Staff consisting of 1-2 persons may be recruited to run the CLC. In case any Agency (ALF / CLF / CDS etc.) has been given responsibility of managing the CLC, the agency will need to hire the requisite staff.

- **One full time manager**
- **One multi task helper**

### **Process of manpower Selection:-**

If CLC is run by an Agency, the required manpower will be provided by them as per eligibility conditions laid down by ULB. If any ULB runs CLC by itself it will provide manpower from its resources or engaged as per existing norms.

### **Funding for Establishment of CLCs:-**

Each CLC will be provided with a non-recurring grant which shall be used as untied funds. The fund will need to be spent strictly as per project plan approved by SUDA. The fund will be released in 3 instalments. The milestones for release of instalments may be as follows:

**Release of first instalment** – The first instalment of 30% will be released by SMMU to ULB along with the proposal is approved and sanction order is sent.

**Release of second instalment** – The second instalment of 40% can be released after CLC become operational.

**Release of third instalment** – The third instalment of 30% can be released after one year of successful running of CLC.

### **Management and Functioning of City Livelihood Centres:-**

In order to manage the day-to-day operations at CLCs, staff should be engaged depending on the nature and type of the services provided by the CLCs.

In case of contracts/ bids, CLCs will assign tasks among the members and pay them as per the standard rates applicable. In case of individual service calls attended by members (e.g. plumbers, electricians, carpenters, etc), these will be noted, consolidated and accounted for no later than the end of every month.

### **Bank Account of CLC:**

A separate bank account shall be opened in the name of CLC operated jointly by City Project Officer (CPO) of the ULB and manager of the CLC. The a/c may be styled as “ - ----- Municipality a/c City Livelihood Centre”.

**Income Sharing :** As for first Five year all expenditure for running of CLC will be borne by programme fund . The income of CLC by providing services to be deposited to bank A/C of CLC. ULB may decide share a portion of the income with the agency for running the CLC .

### **Monitoring & Evaluation:**

The Executive Committee (EC) at the Municipal Corporation / Municipalities formed under NULM will review and supervise overall functioning of the CLC in participation with community representatives, civil society organizations, line departments and elected representatives etc. on a quarterly basis.

CLC Management Committee (CMC), constituted at each Municipal Corporation / Municipality shall be responsible for supervising day-to-day functioning of the CLC.

### **Immediate Action Items for Call Centre Toll Free Number :**

After discussion with BSNL, It appears that it is not possible to set up a call centre centrally at State level for all CLCs. So, each ULB need to set up a toll free number for CLC after set up a post paid BSNL mobile connection.

Immediate action item for ULB:

1. ULB need to apply for a post paid BSNL mobile connection for CLC.
2. Share registration number /details with SUDA.
3. Apply for Toll Free number at BSNL circle office.
4. Share application/number details with SUDA.

### **Model Code of Conduct:**

CMC shall frame a Code of Conduct both for CLC staff and for providers/user of services which shall subject to its approval by Executive Committee (EC) be binding for all.

### **Audit:**

Internal audit will be conducted under the Super vision of SUDA twice in a year. The yearly accounts of CLC shall be audited by a registered CA firm.

### **Books, records & registers at CLC:**

The following books / registrars shall be maintained by CLC.

- Asset Inventory Book
- Accounts Register / Cash Book to monitor day to day expenditure & receipts.
- Detailed profile of service providers.
- Service calls received register
- Personnel Register with Salary Payment Details
- Management Committee Meeting Register
- House Keeping & Maintenance Register
- Complaint and Suggestion Register

### **Sample Format for Collecting Information**

#### **SHG Information List**

SHG	Sl.No	Name of Groups	Name of Member	Ward no	Contact No

#### **Product List**

Sl.No	Product Name	SHG Name	Cost /Price	Contact No

#### **Raw Material Supplier List**

Sl.No	Raw Material Name	Supplier Name	Cost /Price	Contact No

#### **Buyer List**

Sl.No	Name of the company	Product	Cost /Price	Contact No

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SHG Business Name List- INDIVIDUAL

Sl.No	Name of Groups	Name of Member	Business name	Ward no	Contact No

A list of registered service providers shall be displayed by CLC in the notice board and shall be updated from time to time

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