

Terms of Reference for Hiring of Agency for Process Monitoring of BRLPS under NRLM

1. Background

Bihar Rural Livelihoods Promotion Society, popularly known as JEEVIKA, is a registered society under the aegis of the Rural Development Department, Government of Bihar. From its advent as a small-scale project in 2006, JEEViKA has transformed into a statewide movement touching the lives of more than 1.30 crore families across Bihar. JEEViKA aims to empower rural poor households, both socially and economically. It aims at improving the livelihoods of rural poor households through developing institutions of women, like Self-Help Groups (SHGs) and their federations to enable them to access better services and obtain credit for creating self-employment opportunities. In the year 2011, the Government of India initiated National Rural Livelihoods Mission. JEEViKA was notified as a nodal agency for the implementation of the National Rural Livelihood Mission (NRLM) and National Rural Livelihood Project (NRLP) in the year 2013. In the year 2019, the Government of India initiated National Rural Economic Transformation Project (NRETP). Currently, in the state, the NRLM project is being implemented in 445 blocks and the NRETP in 89 blocks. NRLM project will be implemented till March 2026.

In addition to this, JEEVIKA is also implementing Lohiya Swachh Bihar Abhiyan (LSBA), Integrated Goat and Sheep Development Scheme (IGSDS), Integrated Poultry Development Scheme (IPDS), Deen Dayal Upadhyaya Grameen Kaushal Yojana (DDUGKY), Satat Jeevikoparjan Yojana(SJY), Solar Urja through Localization for Sustainability (SoUL), etc.

2. The need of consultancy

In a community driven project like BRLPS there is a need for responsive and adaptive monitoring systems as community-level development processes do not necessarily conform to pre-set rules, deadlines, targets or blueprint approaches. As part of the Process Monitoring (PM) effort, the exercise would ensure that project facilitation activities are properly undertaken and fiduciary aspects of the project are properly handled. In this regard, the process monitoring would support the project management team and other stakeholders in developing an understanding of how and through what processes inputs get converted into outputs; what issues are critical in that conversion process and what action is necessary to increase the effectiveness of the project interventions. It seeks to assess whether the processes observed are close to the ideal or intended process and it explains the factors responsible for the deviation, if any, and tells what needs to be done to achieve the ideal/intended process. It is a key management tool for staff at all levels (State, District, Block), especially for process-driven projects, designed to help implementing organizations become more participatory and demand-responsive.

The process monitoring agency is intended as a partner to the project, who will be additional 'eyes and ears' on the ground, feeding key observations and information to project staff and management. The process monitoring team will work in close association with the State Project Management Unit. Their findings will be systematically observed, documented and communicated in order to inform management decision-making.

Rather than tracking events and numerical targets, process monitoring should identify any areas for adaptation or modification, thereby enabling the project management to learn how to better shape and implement the project activities and processes. The agency would suggest what should be changed in the process or intervention to improve the functioning.

2. The objective of the Assignment

The objective of the assignment is to identify critical deviations in the Project Implementation, factors responsible and facilitate project management in getting feedback from all levels to take appropriate decisions in course correction. In addition to it, the process monitoring team will also assist the Project in documenting the non-economic changes that Community Institutions bring about - in gender equality, caste and religious boundary-bridging, social accountability, respect and empowerment.

More specifically, the objectives of process monitoring are:

- (i) The Agency should work as the third eye and ear of the project which could also capture some problematic facts and truths that regular monitoring might not be able to capture.
- (ii) Captures the qualitative changes and processes taking place in the community throughout the project process.
- (iii) Serves as a feedback mechanism for the communities on how to do things better.
- (iv) Captures assessment of hard-to-measure shifts in community attitudes, behavior and practice.
- (v) Cross-check whether the processes and procedures of JEEViKA are adhered.
- (vi) Suggest changes in processes or implementation strategies to improve the functioning of CBOs/interventions.
- (vii) Develop a feedback and compliance mechanism to inform CBOs, BPIUs, DPCUs and SPMU about the key deviations and ensure redressal of the same by sharing key findings at all levels for corrective measures. Sharing of documents and presentations could separately be done for the same.

3. Scope and detailed tasks:

As a large amount of investment has gone to the Community Institutions and an equally high amount of investment would be made during the financial year of the assignment, it is important to keep an eye over the process of building these community institutions, making investments in them and understanding what kind of processes lead to better performance, and what does not. The process monitoring assignment should provide support to project management at all three levels of the project; **i) SHG and its federations and Block Level (BPIU), ii) District level or DPCU, and iii) State level or SPMU.**

SHG and its federations and Block Level (BPIU)

SHGs and its federations

The project would be initiating Financial Inclusion, livelihood interventions and interventions related to vulnerability reductions through different Community Institutions – Producer Companies, Producer Groups, Enterprises, Cluster level federations, Village Organizations and SHGs. Therefore, monitoring the processes undertaken by these Community Institutions would be the assignment of process monitoring. Monitoring, grading and quality of the upper-level federations and their constituent members i.e. SHGs. Continuous feedback on their functioning and performance should be reported as part of the process monitoring.

In addition to monitoring the management of the project and changes in economic well-being, specific attention should be paid to social and political changes at the household and village levels. SHGs have the potential to transform gender relations within families and at the village level. They have the potential to inculcate a sense of respect and dignity among women, and improve the capacity for collective action. In particular collective action by women can improve the delivery of public services such as schools, clinics, PDS, reduce the level of public nuisance, and combat domestic violence. These changes, if they occur, should be observable at the household, SHG and VO level, and such social, political and culture changes should also be tracked. It would be important to know how SHG members deal with issues of caste and religious differences at the SHG, VO and village level. Whether they are able to build new social networks with time, and become more independent of traditional social restrictions.

Furthermore, SHGs may face challenges from their own households and outside as they move towards greater empowerment. These challenges, and how SHGs deal with such challenges, should also be monitored – with both successes and failures reported.

In addition to the Community Level Process Monitoring, the Agency should capture the deviations in the business process set by the Project for the various interventions, such as, time lag between credit appraisal and actual disbursement, time lag in TA and DA disbursement, Balance sheet, profit and loss of businesses, etc.

4. Steps in Process Monitoring:

The process monitoring is intended to be conducted on an ongoing basis.

- The focus of process monitoring would be to track the processes of project components and activities at the SHG and its federations, Producer Companies, Producer Groups, Enterprises, Farm interventions, non-farm interventions, livestock interventions, HNS interventions and Training and Learning Centres. The special focus will be to analyze the functioning of enterprises, business entities, audits, profit and loss, balance sheet preparation, and business analysis for understanding the functioning of business entities. The agency would also suggest corrective measures to make the enterprises a profit-making entity.
- The sampling is envisaged only for villages. It means that the process monitoring agency will focus on villages on blocks or district sampling. It is expected that there will be 4 sets of villages:
1st set: Continuous tracking of overall project parameters on a randomly chosen sample villages selected by the Project, till contract end.
 - Conduct Quarterly rounds with 60 Model Cluster Level federations/Cluster level federations/Clusters, 240 Village Organizations, 450 SHGs, 60 PGs and 2-3 Producer Organizations.
 - Conduct quarterly rounds/business analysis of 120 enterprises like DKR, RRM, Bag Cluster, Help Desk, Agri Entrepreneurs, CHCs, BC points, didi ki nursery, solar company and other livelihood and social development interventions. Business analysis, profit and loss of the enterprises/ business entities, balance sheet preparation, financial audit will be part of the process monitoring of profit making entities.
 - 1/3rd of the above sample would be kept for the panel survey.

2nd set: Conduct Quarterly rounds of 4-5 Interventions selected by the project.

- Conduct Quarterly Panel rounds/ thematic study of 2-3 Pilots / Interventions which needs assessment of detailed processes laid down in the implementation of the Interventions. The sampling will be proposed by the Agency which will be accepted at the beginning of each quarter.
- Process Monitoring of HNS intervention, livelihood interventions like paddy, wheat, pulses, kitchen garden, vegetable cultivation, neera counters, goat rearing, poultry, etc be done to find the adoption of practices and gain the members are receiving from these interventions. 400 farmers/ beneficiaries per quarter.
- Conduct Monthly rounds in the Satat Jeevikoparjan Yojana villages under Social Inclusion – Atleast 40 villages per month. Atleast 25 villages per month and atleast 10 HHs per village to be covered.

3rd set: Some villages, on a rotated sample basis, to track issues coming out of field. The selection of the villages will be done randomly and after one year 50% of the 1st year sample and the new set of 50% of the villages will be taken

- By the end of the project, 2000 selected Villages / Village Organizations and 2 SHGs from each Village Organizations with the support from Community Process Monitors to be covered. 1/3rd of the total sample will be a follow up survey in the same villages of which the agency has completed the process monitoring 6 months back.
- The selection of the villages will be done randomly based on the years of intervention mentioned below:
 - 04 years old – 1000 VOs &
 - 07 year old and above – 1000 VOs

4th Set:

- A document on 15 years of JEEVIKA would be prepared.
- The Project Completion Report will be prepared twice, ie after 1 year of assignment and again before the completion of the project in 2026.
- A feedback and compliance mechanism will be developed to share key findings/deviations with project functionaries to correct the processes/functioning of enterprises/CBOs, interventions etc.
- CBO/Enterprise health card format or mobile application as a ready reckoner for assessing the functioning of enterprise and CBOs.

- A proposed sampling design is expected in the technical proposal by the consultant.

A critical task is to identify the processes to be monitored. The processes to be monitored should be identified upfront at the inception stage and additional processes can be added as the work progresses. The processes identified should be in relation to the indicators mentioned in the key outcomes and activities laid in NRLM project and, critically, to the project principles and processes detailed in the Community Operational Manual (COM).

The Process Monitoring activities would cover components of NRLM project ie.

Component 1: Community Institution Development (Social Inclusion)

Component 2: Financial Inclusion / Community Investment Fund and Bank Financing

Component 3: Vulnerability Reduction Outcomes under NRLM

Component 4: Livelihood Enhancement

Component 5: Environmental and Social Safeguard

- The consultant would be expected to share the key findings of process monitoring at the state level with synthesized findings especially those which have implications to project level strategy and policy.
- The consultant agency is to examine the synchronization of the organization structure with the overall project strategy and approach. This is especially relevant given the fact that future scaling up of the project requires a flexible and dynamic organizational structure.
- A synthesized report would be submitted to the SPMU on a monthly basis with a presentation.

5. Checklist of activities to be covered under process monitoring:

| Overall sample- A summary of process monitoring activities in 19 NRLM Districts | | |
|---|---------------------------|------------------------|
| Particulars | Quarterly Coverage | Yearly Coverage |
| Sample for Set-1 | | |
| Model CLF and CLF @ 1 per month | 60 | 240 |
| VOs @ 4 per block per month | 240 | 960 |
| SHGs @ 2 per selected VO per month | 450 | 1800 |
| DKR/RRM/Bag Cluster/Help Desk/ Agri- entrepreneur/CHC/BC Points/Enterprise/ @ 2 per block per month | 120 | 480 |
| Producer Organization/ Producer Company @ 1 per month (Farm/non-farm/Livestock) | 2 | 8 |
| Individual or institutional Case Study/ Best practicing CLFs | 25 | 100 |
| Sample for Set-2 | | |
| 15 years of NRLM | 1 | 1 |
| Thematic study or Panel Rounds of 2 Pilots/Interventions | 2 | 8 |
| Project Completion Report | 1 | 1 |
| Feedback and compliance system | 1 | 1 |
| CBO/enterprise health card app. /format | 1 | 4 |
| Sample for Set – 3 | | |
| HNS interventions, livelihood interventions productivity enhancement, kitchen garden, neera, cattle rearers, beekeepers, craftsmen, RRM members stores, etc | 400 | 1600 |
| Satat Jeevikoparjan Yojana Villages @ 25 per month | 75 | 300 |
| Households @ 10 per village | 750 | 3000 |
| Sample for Set-4 | | |
| Community Process Monitoring at Village Organizations | 350 | 1050 |
| Community Process Monitoring at SHGs @2 per VO | 700 | 2100 |

6. Reporting requirements

The agency would be required to conform to the reporting standards, style, format, size and such other specifications as required by the project, and undertake revisions, downsizing and such other changes as required. It is anticipated that on a monthly basis, a simple 15-25 page process report shall be prepared in matrix form indicating the key learning emerged and actions recommended for the District and State to take action. On a quarterly basis a detailed report incorporating all monitored processes is expected highlighting the key findings and key actions recommended to the State unit. The executive summary of the report should be in a matrix form to improve readability. Mere submission of the report in physical form may not lead to a discussion and intended decisions, the findings should be presented to the respective learning groups in a workshop mode and to be facilitated by the trained facilitator, to be conducted at State level. Additionally, raw data in the form of interview transcripts and notes, focus group and PRA reports, audio and video interviews etc. should be provided to state unit along with the quarterly reports. These raw data should be carefully filled so that they can easily be identified by village and date of data collection. All the final reports, data, and questionnaires should also be shared through a drive.

7. Role of consultant:

As it is clear from the scope of study that the consultant is an independent agency, but will be integral to project implementation processes and work as partners with the project. Their role is to carry out the process monitoring, documenting findings, distilling recommendations, and then facilitating review and discussion of the learning among all the levels of project management, including communities. The agency would also develop a feedback compliance system for highlighting the key findings/recommendations/deviation for taking corrective measures by the project at different levels.

8. Period of consultancy:

In the beginning, the services will be hired for a period of two Years (02), however, there is a possibility of extension of the contract upon satisfactory performance. The performance evaluation of the assignment would be done annually.

9. Deliverables:

Based on the above, the consultant will deliver the following in various stages of the work:

| Deliverable Submission and Payment Schedule Hiring of Agency for Process Monitoring of BRLPS under NRLM | | | | |
|--|---------------------|--|-------------------------|---|
| SN. | Deliverables | Report Submissi on period for payment | Payment schedule | Penalty due to delay in deliverables |

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| 1 | <p>(i) Inception Report: (Month – 1) The inception report should provide:</p> <ul style="list-style-type: none"> a) Develop a framework of process monitoring. b) Identify key processes for monitoring c) Identify key thematic areas for process monitoring at various levels based on an inception workshop d) Final sampling plan and coverage e) Methodology for the assignment <p>(ii) Development of process monitoring tools, and participatory community monitoring systems.</p> <p>(iii) Identification of the topics of community process monitoring.</p> <p>(iv) Deployment of the trained team.</p> | 2nd week of month - 2 | 1 st Installment [05% of the contract value plus applicable GST] 2 th week of month -2 | 0.5% per week. [up to maximum of 20% against the Installment] |
| 2 | <p>Ist QTR report only for one month (Month 1 - 3)</p> <ul style="list-style-type: none"> ▪ One-month process monitoring report to SPMU. ▪ Synthesize process monitoring monthly reports to Districts and State unit of JEEVIKA ▪ Presentation at District and State level. ▪ Development of process monitoring tools, ToT for community process monitoring, piloting of questionnaire/tools. Process Monitoring Schedule preparation. ▪ Development of feedback and compliance system to state based on key deviations. <p>IInd QTR (Month 4 - 6)</p> <ul style="list-style-type: none"> ▪ Quarterly process monitoring report to SPMU. ▪ Synthesize process monitoring monthly reports to Districts and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. ▪ 25 institutional case studies | 4 th week of the month – 4 4 th week of the month -7 | 2 nd Installment [20 % of the contract value plus applicable GST] 4 th week of the month – 7 | 0.5% per week. [up to maximum of 20% against the Installment] |

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| 4 | <p>12 months from date of contract (Month 1-12)</p> <ul style="list-style-type: none"> ▪ Annual reports and presentation of key Annual Findings with 2 learning notes ▪ Mid-term Project Completion Report – NRLM ▪ 600 Community Process Monitor trained and 12 rounds completed. | 4 th week of month - 13 | 4 th Installment [5% of the contract value plus applicable GST] | 0.5% per week. [up to maximum of 20% against the Installment] |
| 5 | <p>Vth QTR (Month 13-15)</p> <ul style="list-style-type: none"> ▪ Quarterly process monitoring report to SPMU. ▪ 25 Institutional case studies related to best practices in each quarter in well designed and printed form. ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. ▪ 200 CRP trained, 4 Community Process Monitoring rounds and report submission. ▪ Development and rollout of Health card of two interventions. ▪ Feedback and compliance data to state based on key deviations. <p>Vith QTR (Month 16-18)</p> <ul style="list-style-type: none"> ▪ Quarterly process monitoring report to SPMU. ▪ 25 Institutional case studies related to best practices in each quarter in well-designed and printed form. ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. ▪ 200 CRP trained, 4 Community Process Monitoring rounds and report submission. ▪ Development and rollout of Health card of two interventions. ▪ Feedback and compliance data to state based on key deviations. | 4 th week of the month - 16 | 5 th Installment [20% of the contract value plus applicable GST] 4 th week of the month – 19 | 0.5% per week. [up to maximum of 20% against the Installment] |

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|---|--|--|--|---|
| 6 | <p>VIth QTR (Month 19-21)</p> <ul style="list-style-type: none"> ▪ Quarterly process monitoring report to SPMU. ▪ 25 Institutional case studies related to best practices in each quarter in well-designed and printed form. Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. ▪ 200 CRP trained, 4 Community Process Monitoring rounds and report submission. ▪ Development and rollout of Health card of two interventions. ▪ Feedback and compliance data to state based on key deviations. <p>VIIIth QTR (Month 22-24)</p> <ul style="list-style-type: none"> ▪ Quarterly process monitoring report to SPMU. ▪ 25 Institutional case studies related to best practices in each quarter in well-designed and printed form. ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. ▪ 200 CRP trained, 4 Community Process Monitoring rounds and report submission. ▪ Development and rollout of Health card of two interventions. ▪ Feedback and compliance data to state based on key deviations. | 4 th week of the month - 22 | <p>6th Installment [20% of the contract value plus applicable GST]</p> <p>4th week of the month – 25</p> | 0.5% per week. [up to maximum of 20% against the Installment] |
| 7 | <p>24 months from the contract date (Months 13-24)</p> <ul style="list-style-type: none"> ▪ Annual reports and presentation of key Annual Findings with 2 learning notes. ▪ Additional 600 Community Process Monitors Selected, Trained and 16 rounds completed. 1000 CPMs engaged in process monitoring. | 4 th week of month - 25 | <p>7th Installment [10% of the contract value plus applicable GST]</p> <p>4th week of</p> | 0.5% per week. [up to maximum of 20% against the Installment] |

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|--|---|--|----------------|--|
| | <ul style="list-style-type: none"> ▪ Separate report of community process monitoring with automated raw data. ▪ Final Project Completion Report – NRLM State unit of JEEViKA with whypart and recommendations. ▪ Presentation at District and State level. <p>Within One month from closure of the contract.</p> <ul style="list-style-type: none"> ▪ Summary of contract period report on the findings & Recommendation. ▪ Raw data submission ▪ 175 Institutional/ Process Cases Submitted | | the month - 25 | |
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10. Key Qualifications and Experience of the Consulting/Field Teams whose CVs will be evaluated

The Organization has to establish their own office at the state level .The key members of the process monitoring team for the Lead Agency would include:

- **Team leader (01)** with proven track record in anchoring/conducting process monitoring activities. S/he should have at least 15-20 years of experience in rural development of which at least 05 years of field work experience. S/he should have an advance degree in operational research/ statistics/ rural development/social work. Specific experience in monitoring and evaluation of social development projects and process monitoring for at least 04 - 05 years is must.

At the State Level, following Members Team will be deployed:

- **Project Head (01)** with at least 10 years of experience in social development projects of which 05 years of field work experience in process/concurrent monitoring is a must. S/he should have an advance degree in operational research/ statistics/ rural development/social work.
- **Co-Project Head (01)** with at least 07 years of experience in social development projects of which 5 years of field work experience in process/concurrent monitoring is a must. S/he should have an advance degree in operational research/ statistics/ rural development/social work. Good training skills, designing process monitoring tools, assisting the process monitoring drives, participation in training, and debriefing meetings. Manage the feedback and compliance system.
- **Data Analyst (01)** with atleast 05 years of experience in data analytics. S/he should be well versed in STATA/ SPSS packages or any other statistical package. S/he should have an advance degree in IT/operational research/ statistics/ rural development/social work.
- **District level Process Monitors (19)** with at least 03 years of relevant experience. They should be well conversant with the methodology of community development and participatory research with good analytical skills. Field work experience for at least 2 years is a must in monitoring and evaluation of social/ community development projects. S/he should have an advance degree in

operational research/ statistics/ rural development/social work or graduate with 05 years of working experience.

❖ **Man Month Required**

| Process Monitoring Team | Responsibilities | Man Month Required |
|--------------------------------|---|---------------------------|
| Team Leader (01) | <ul style="list-style-type: none"> ▪ Inception Report ▪ Document Finalization and Presentation on the Quarterly basis | 3 month |
| Project Head (01) | <ul style="list-style-type: none"> ▪ Conduct Quarterly 2-3 Thematic / Pilot/ New Intervention Studies ▪ Consolidation of Reports & Presentation of Reports ▪ Team Handling | 24 months |
| Co-Project Head (01) | <ul style="list-style-type: none"> ▪ Support the Process Monitors in monitoring and conduct quarterly 2-3 Thematic / Pilot/ New Intervention Studies/ HNS intervention, farmers. Community Process Monitors training and rounds, feedback and compliance system, Health card of CBOs/intervention. | 24 months |
| Data Analytics (01) | <ul style="list-style-type: none"> ▪ Analyze the Data and Prepare reports Generated from the process monitors and CRPs. | 24 months |
| Process Monitors (19) | <ul style="list-style-type: none"> ▪ Conduct process Monitoring | 456 months |

11. Review Committee to Monitor Consultant's Work

The Chief Executive Officer in association with the State Project Manager-Monitoring and Evaluation shall be responsible for reviewing and monitoring the work of consultants. S/he may constitute a review/steering committee to monitor the progress and interact with the consultant. The committee may also seek comments and inputs on the consultant's work from the Bank staffs and other experts as appropriate. Payment to the agency will be made upon submission and acceptance of satisfactory reports by the project and as per conditions laid down in the contract.