

## **TERMS OF REFERENCE FOR THE PROCESS MONITORING OF BIHAR TRANSFORMATIVE DEVELOPMENT PROJECT**

### **1. Background**

The Government of Bihar has initiated a project on rural livelihoods promotion with support from the World Bank. This initiative is implemented through a Society registered with Government of Bihar by the name of Bihar Rural Livelihoods Promotion Society (BRLPS). BRLPS through the Bihar Transformative Development Project (BTDP) aims to improve rural livelihood options and works towards social and economic empowerment of the rural poor and women by promoting self managed community institutions and further strengthening their livelihoods. The BTDP intervenes with the community through the following four themes or programmes: institution and capacity building, social development, microfinance and livelihoods. The BTDP project will be implemented for the period of 6 years. It is expected to cover around 60 lakh poor families spread over 300 blocks across 32 districts of Bihar.

### **2. The need of consultancy**

In a community driven project like BRLPS there is a need of responsive and adaptive monitoring systems as community level development processes do not necessarily conform to pre-set rules, deadlines, targets or blue print 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 to the project management team and other stakeholders in developing understanding on 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 is 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 the process driven projects, designed to help implementing organizations become more participatory and demand responsive.

The process monitoring agency is intended as *partners* 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.

### **3. 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:

- to understand how project inputs result in project outputs and identify issues critical to such conversion;
- to provide information necessary to the management to increase the effectiveness of the project;
  - inclusiveness;
  - internal and external functioning of the Community Institutions;
  - identification, financing and implementation of livelihood activities;
  - Convergence efforts made and succeeded etc.
- to verify the process related assumptions of the project;
- Conduct ToT of the selected community process monitors , administer the rounds and consolidate the data with their rounds.
- Process followed to bring the change due to the intervention
- to assess whether activities are carried out as planned;
- To generate a learning and feedback mechanism
- To track the pilot interventions
- To track the processes followed for nurturing of the CBOs
- To provide handhold support to VO/CLF/BPIU in process monitoring/ social audit /participatory monitoring of the interventions
- Generate Report Card of the Interventions/ Business process.
- Test & suggest the Guidelines /Policies developed by the Project. Suggest the thematic Heads for the implementation.
- Develop Video Films of the processes / best practices.
- Develop per Quarter 25 cases of best practices/processes and the changes occurred at the HH level.

#### **4. Scope and detailed tasks:**

As large amount of investment has gone to the Community Institutions and equally high amount of investment would be made during the financial year of the assignment, therefore it is important to keep an eye over the process of building these community institutions, making investment 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.

#### **Village Level:**

The village organization is the key institutions at the village level that the JEEVIKA is promoting. Moreover, the project would be scaling & deepening up several livelihood interventions and interventions related to vulnerability reductions. Therefore, monitoring of the processes undertaken by village organizations e.g. credit appraisal, managing community professionals, working on convergence with government programs etc would be the assignment of process monitoring. Monitoring, grading and quality of village organization and its constituent members i.e. SHGs. Continuous feedback over 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 level. 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. With these changes women can be significantly empowered to act in their individual and collective interests by confronting money lenders, Mukhiya government officials, and other authority figures. 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.

**Block level:**

The process monitoring at BPIU level should monitor all crucial processes related to the project implementation and identify critical deviations that needs the attention and action of project team at block level. The process monitoring agency should prepare a check list of all key processes and identify quality standard / levels at the inception stage and use the checklist to rate the processes in sample villages and identify issues that needs attention of block level project staff. The quality standard or benchmark for each process and project activity would be decided and agreed at the beginning of the assignment by the State project team. The monthly report (concerned BPIU / DPCU) should identify all villages where the process deviation was observed or assessed and identify corrective measures. The monthly report would summarize the findings and actions required succinctly in 10-15 pages. The process monitoring for BPIU level would be more operational in nature and identify operational bottlenecks and process level issues.

**District level:**

The process monitoring for DPCU or district level should present the overall picture of all key project processes (based on the process checklist in sample villages) to identify overall strategic changes in planning and implementation necessary in the district. Additionally the process monitoring should focus on:

- a) Business Process at DPCU or BPIU: One thematic area based on specific DPCU needs would be identified to be focused in each quarter.
- b) Internal Process at Community Level Institutions: One thematic area based on SPMU suggestion would be identified to be focused in each quarter.

## **State Level:**

The process monitoring assignment would identify strategic issues that need attention of the state project managers or SPMU based on the process monitoring field studies for village / BPIU and DPCU level. In addition, two to three thematic areas would be identified for specific studies in each quarter which the SPMU feels are of critical importance and needs strategic decisions. The process monitoring consultant may suggest few areas that need development of new tools such as self-assessment or rating tools, community score card and other participatory approaches that need to be piloted and tested during the project. Such tools should focus on improving learning and capacity of community institutions, particularly the Village Organization. Continuous feedback over the functioning and performance should be reported as part of the process monitoring.

## **5. Steps in Process Monitoring:**

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

- The focus of process monitoring would be implementation of project components and activities at the SHG and village level, specially working closely with the village organisation and their committees.
- While there will be no sampling for districts and block units, 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 3 sets of villages:

1st set: Continuous tracking on overall project parameters on a randomly chosen sample, till contract end.

- ✓ Conduct Quarterly Panel rounds with 300 Cluster level federations/Clusters, 900 Village Organizations, 2700 SHGs and 150 PGs.

2nd set: Some villages on a fixed and expanding sample from pilot areas, to track interaction of pilots with main interventions

- ✓ Conduct Quarterly Panel rounds 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 in the beginning of each quarter.
- ✓ Conduct Monthly rounds in Swach Bharat Mission villages – Atleast 25 villages

3rd set: Some villages, on a rotated sample basis, to track issues coming out of field and MIS reports. 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

- ✓ Conduct monthly rounds in 150 randomly selected Villages / Village Organizations and 2 SHGs from each Village Organizations on the

monthly basis with the support from Community Process Monitors. The selection of the villages will be done randomly based on the year of intervention mentioned below:

- 2 years old – 50 VOs &
  - 1 year old – 50 VOs
  - 50 villages in which more than 50% SC/ST HHs is as per census.
- 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 Results framework (Logical Framework Analysis) of the project and, critically, to the project principles and processes detailed in the Community Operational Manual (COM).
  - 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.

## **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 monthly basis a simple Eight- Ten page process report shall be prepared in matrix form indicating the key learning emerged and actions recommended. On 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 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. 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 filed by so that they can easily be identified by village and date of data collection.

## 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 to facilitate review and discussion of the learning among all the levels of project management, including communities.

## 8. Period of consultancy:

In the beginning the services will be hired for a period of Two Years (2), however, there is a possibility of extension of contract upon satisfactory performance. The performance evaluation criteria would be agreed with the consultants before signing of the contract.

## 9. Deliverables:

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

| <b>Deliverables</b>  | <b>Period from the date of contract</b> | <b>Payment Schedule</b> |
|--|---|-------------------------|
| <p>1. Inception Report:<br/>The inception report should provide</p> <ul style="list-style-type: none"><li>a) Develop a frame work of process monitoring.</li><li>b) Identify key processes for monitoring</li><li>c) Identify key thematic areas for process monitoring at various level based on an inception workshop</li><li>d) Final sampling plan and coverage</li><li>e) Methodology for the assignment</li></ul> <p>2. Development of process monitoring tools, participatory community monitoring systems such as social audits, community score card, citizen's report cards, field interview and focus group formats, etc.</p> | 4 weeks                                 | 5%                      |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter.</p> <p>Monthly process monitoring report to SPMU.</p> <p>Participate in State monthly meeting and share the findings and recommendations.</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of presentation</p> <p>Raw data from individual and group interviews, PRA reports, score cards, surveys, etc,</p>   | 1st QTR Report                          | 10%                     |

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| <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p> <p>25 Institutional case studies related to the practices</p>   |                  |            |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p> <p>25 Institutional case studies related to best practices.</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p> | <p>IIInd QTR</p> | <p>10%</p> |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p> <p>25 Institutional case studies related to best practices</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p>  | <p>IIIrd QTR</p> | <p>10%</p> |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU .</p> <p>130 Community Process Monitors identified and trained</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p>  | <p>IVth QTR</p>  | <p>10%</p> |

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| <p>25 Institutional case studies related to best practices. Annual report and Compendium of 100 case Studies to be submitted by the Agency.</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA.</p>  |            |     |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter.</p> <p>Monthly process monitoring report to SPMU which will include the community driven process monitoring report.</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p> <p>25 Institutional case studies related to best practices</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA.</p> | Vth QTR    | 10% |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU which will include the community driven process monitoring report.</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p> <p>25 Institutional case studies related to best practices</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p>   | VIth QTR   | 10% |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU which will include the community driven process monitoring report.</p> <p>Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of</p>  | VII th QTR | 10% |



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| <p>quarterly report.</p> <p>25 Institutional case studies related to best practices</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p>  |                     |     |
| <p>A concept note detailing the whole framework and the work plan for the respective quarter – Beginning of Each Quarter</p> <p>Monthly process monitoring report to SPMU which will include the community driven process monitoring report. Audio-visual clips (short e.g. 5 minutes) on different crucial community processes should be included as part of quarterly report.</p> <p>25 Institutional case studies related to best practices</p> <p>Synthesize process monitoring monthly reports to State unit of JEEVIKA</p> | VIIIth QTR          | 10% |
| <p>Annual Report &amp; Summary of two year report on the findings &amp; Recommendation.</p> <p>200 Institutional/Process Cases Submitted</p>   | End of the Contract | 15% |

**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** with proven track record in anchoring/conducting process monitoring activities. S/he should have at least 12-15 years of experience in rural development of which at least 5 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 4-5 years is must.

**At the State Level, 19 Member Team will be deployed:**

- **Project Head** with at least 10 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.
- **Co-Project Head** with at least 7 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.

- **Data Analyst** with atleast 5 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 operational research/ statistics/ rural development/social work.
- **13 Process Monitors** with at least 3 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 5 years of relevant experience.

#### Man Month Required

| Process Monitoring Team | Responsibilities  | Man Month Required |
|-------------------------|---|--------------------|
| Team Leader             | Inception Report<br>Document Finalization and Presentation on the Quarterly basis   | 1 .5 month         |
| Project Head            | Conduct Quarterly 2-3 Thematic / Pilot/ New Intervention Studies<br>Consolidation of Reports & Presentation of Reports<br>Team Handling | 24 months          |
| Co- Project Head        | Support the Process Monitors in monitoring and conduct quarterly 2-3 Thematic / Pilot/ New Intervention Studies                         | 24 months          |
| Data Analytics          | Analyze the Data and Prepare reports Generated from the process monitors and CRPs.  | 24 months          |

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| Process Monitors | Conduct Quarterly Panel rounds with 300 Cluster level federations/Clusters, 900 Village Organizations, 2700 SHGs and 150 PGs. | 312 months |
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### **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.