

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

1. Background

Government of Bihar is implementing multiple projects funded by the World Bank & Govt of India through Bihar Rural Livelihoods Promotion Society (BRLPS). BRLPS has been set up by the GoB as part of its strategy to address rural poverty through enhancing the livelihoods of the poor.

The objective of the project known as “JEEViKA”, is to improve livelihoods of the rural poor through social and economic mobilization and enable them to access credit, assets and services such as social safety nets from public and private sector agencies, including commercial banks. In order to work intensively with the target population and to demonstrate an effective and efficient model of project implementation for livelihoods development, the GoB has assigned the “Bihar Rural Livelihoods Promotion Society” (BRLPS) for implementing the Programme. Presently the project is operational in 534 blocks across all 38 Districts.

The project has certain key features, which includes-

- Focusing on the poor and vulnerable members of the community, particularly women.
- Building and empowering pro-poor institutions and organizations
- Emphasis on stimulating productivity growth in key livelihood sectors and employment generation in the project area
- Positioning project investments to be catalytic in nature to spur public and private investment in the livelihood areas/sector of poor households.
- Identification of existing innovations in various areas and help in developing processes, systems and institutions for scaling up of these innovations.

The BRLPS intervenes with the community through the following four themes or programmes: Social Mobilisation and Inclusion, Financial Inclusion, Vulnerability Reduction and Promotion of Livelihoods.

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:

- (i) The Agency should work as third eye and ear of the project which could also capture some inconvenient facts and truth which regular monitoring might not be able to capture.

- (ii) Captures the qualitative changes and processes taking place at community throughout the project process.
- (iii) Serves as feedback mechanism from 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 processes and procedures of JEEViKA is adhered.

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, 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.**

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 of the processes undertaken by these Community Institutions would be the assignment of process monitoring. Monitoring, grading and quality of the upper level federations 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. 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. Under new project, there are new interventions, such as SHAN, nutrition; financial linkages, job, non farm and etc... should be captured.

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 etc...

5. Steps in Process Monitoring:

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

- The focus of process monitoring would be track the processes of project components and activities at the SHG and its federations, Producer Companies, Producer Groups and Training and Learning Centres.
- 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 3 sets of villages:

1st set: Continuous tracking on overall project parameters on a randomly chosen sample villages selected by the Project, till contract end.

- Conduct Quarterly rounds with 60 Cluster level federations/Clusters, 240 Village Organizations, 450 SHGs, 60 PGs, 120 Enterprises/BC point and 2-3 Producer Organizations.
- 1/3rd of the above sample to be kept in panel survey.

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

- Conduct Quarterly Panel rounds of 2 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 quarterly rounds in the sample of intensive villages under treatment villages covering 20 blocks– Atleast 60 villages per month and atleast 10 HHs per village to be covered.
- Conduct Monthly rounds in the Satat Jeevikoparjan Yojana villages under Social Inclusion – 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:
 - 2 years old – 1000 VOs &
 - 1 year old – 1000 VOs
- 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 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 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, 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 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 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:

Deliverables	Period from the date of contract	Payment Schedule
(i) Inception Report: The inception report should provide a) Develop a frame work of process monitoring. b) Identify key processes for monitoring c) Identify key thematic areas for process monitoring at various level based on an inception workshop d) Final sampling plan and coverage e) Methodology for the assignment (ii) Development of process monitoring tools, participatory community monitoring systems. (iii) Deployment of trained team	4 weeks	05%
Process Monitoring Reports		
<ul style="list-style-type: none"> ▪ One month process monitoring report to SPMU. ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA ▪ Presentation at District and State level. 	Ist QTR Report Only for 1 months	05%
<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. (25 copies) ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. 	IIInd QTR IIIrd QTR IVth QTR	30% (10%) in each qtr
<ul style="list-style-type: none"> ▪ Annual reports with 2 learning notes ▪ 600 Community Process Monitor Selected, Trained and 3 rounds completed. ▪ Separate report of community process monitoring with automated raw data. 	12 months from the contract date	10%
<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. (25 copies) ▪ Synthesize process monitoring monthly reports to District and State unit of JEEVIKA with why part and recommendations. ▪ Presentation at District and State level. 	Vth QTR VIth QTR VIIth QTR VIIIth QTR	40% (10% each in every qtr)
<ul style="list-style-type: none"> ▪ Annual reports with 2 learning notes ▪ Additional 600 Community Process Monitor Selected, Trained and 3 rounds completed. 600 CPMs engaged in process monitoring. ▪ Separate report of community process monitoring with automated raw data. 	12 months from the contract date	05%
<ul style="list-style-type: none"> ▪ Summary of contract period report on the findings & Recommendation. ▪ Raw data submission ▪ 200 Institutional/Process Cases Submitted 	Within One month of the closure of the contract	05%

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 4-5 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 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.
- **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 (01)** 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 02 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 Days Required
Team Leader (01)	<ul style="list-style-type: none"> ▪ Inception Report ▪ Document Finalization and Presentation on the Quarterly basis 	60
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 	720
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 	720
Data Analytics (01)	<ul style="list-style-type: none"> ▪ Analyze the Data and Prepare reports Generated from the process monitors and CRPs. 	720
Process Monitors (19)	<ul style="list-style-type: none"> ▪ Conduct process Monitoring 	13680

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.

