Rajasthan GrameenAjeevikaVikashParishad

(Rajasthan Rural Livelihood Project)
(3rd Floor, RFC-Block, UdyogBhawan, C-Scheme, Jaipur, Ph: 2227011, 2227416)

Terms of reference for the Process monitoring of Rajasthan Rural Livelihoods Project (RRLP)

1.Background

World Bank is assisting the Government of Rajasthan in reducing the incidence of poverty through a project; Rajasthan Rural Livelihoods Project (RRLP). The Project is being implemented by a government promoted society, "Rajasthan Grameen AjeevikaVikashParishad (RGAVP)". The Rajasthan Rural Livelihoods Project (RRLP), a rural livelihoods project under the aegis of RGAVP aims to improve the economic opportunities, living standards and social status of the poor and marginalized group which include PwDs in 18 targeted districts of Rajasthan. The mission of the project is mobilizing all poor families into self reliant institutions and promoting sustainable livelihood as well as strengthening services delivery mechanism. The Government of Rajasthan has identified 51 blocks of 18 districts for the implementation of RRLP. These districts include Banswara, Baran, Bhilwara, Bikaner, Bundi, Chittorgarh, Churu, Dausa, Dholpur, Dungarpur, Jhalawar, Karoli, Kota, Rajsamand, Sawaimadhopur, Tonk ,Pratapgarh and Udaipur.

Project Objectives

"To enhance the economic opportunities and empowerment of the rural poor, with a focus on women and marginalized groups, in the 18 target districts of Rajasthan."

Project Scale

In these 18 districts, the total BPL families are around 13 lakh. The Project aims to reach around 5,80,000 households out of which about 70 percent are expected to be in Project supported SHGs by the end of the Project period according to the availability of resources. Taking an average of 12 members per SHG, it is estimated that the Project will facilitate and nurture around 33,000 SHGs. The scale of the project is explained in the table below:

Table –Projected Scale of RRLP Operations

S.N.	Particulars	Assumption / Decision	Unit	Total
1	Districts	Selected by GoR	Nos.	18
2	Outreach	Determined by Project	Nos.	5,80,000
3	Households in Project supported SHGs	70 percent of outreach	Nos.	4,00,000
4	SHGs in the Fold of the Project	10-20 members per SHG	Nos.	33,000
5	Villages covered		Nos.	9,000
6	Cluster Development Organization promoted	15 SHGs per CDO	Nos.	2,200
7	Area Federation	50 percent of PFTs	Nos.	55
8	Producer Organization	1 POs per district	Nos.	17
9	SHGs Linked with Banks	70 percent of SHGs	Nos.	23,100

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 project has been effective from June, 2011 for a period of 5 years. The project has its three tier organizational structure corresponding to state, district and PFT levels. Specific positions at all levels have been identified for the execution of tasks. The details of the sub-components including objectives, activities, implementation arrangements etc. are elaborated in the Project Implementation Plan (PIP), available on RRLP website (www.rgavp.org). Till 30th November 2013, 6766 SHGs and 367 CDOs have been formed/co-opted under RRLP.

2. The need of consultancy

In a community driven project like RRLP 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 Process monitoring 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 provide to the project management team and other stakeholders to understand 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 process 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, PFT), 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 PFTs and the staffs of DPMU& SPMU. 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 following are suggested as critical areas and processes that need to be looked into as part of the process monitoring plan (these will be discussed by the SPMU with representatives from the PFTs and DPMUs before being operationalised). However, this is an indicative list; the final list will be prepared by consultant agency and will be mutually agreed upon as part of the inception report.

1. Targeting or the participatory identification of the poorest, organizing of community and promotion of SHGs and the federation of SHGs to CDOs etc. This also includes comparing the outputs obtained using different strategies –intensive/Resource block etc.

2. Institutional Arrangement at community level, such as internal lending, prioritization of loan and poor participation in inter-loaning and CIF disbursement, MCLP quality and prioritisation.

3. Performance of support teams including district/block teams.

4. Identification, training and performance of community cadres.

5. Business process for RRLP management, such as speed of fund disbursement etc.

3. The objective of consultancy assignment

The objective of the process monitoring assignment is to support all levels of management of RRLP in conduct of field-based process monitoring studies, identifying critical deviations in project implementation and factors responsible and facilitate project management in getting feedback from all levels to take appropriate decisions in course correction.

4. Steps in process monitoring

✓ The process monitoring is intended to be conducted on an ongoing basis in all the 18 districts of the project. The consultant shall be required to deploy a team of 9 members and the team members will visit the villages in each district every quarter (for each resource/intensive blocks and other blocks on a sample basis). In addition ,the consultant shall deploy a person at SPMU level who would instruct the field team in consultation with RGAVP and also coordinate between the consultant & RGAVP.It is expected that during this year 10 Resource Blocks and 7 intensive blocks in 13 districts will be taken under RRLP (However the blocks may increase or decrease).

✓ The focus of process monitoring would be implementation of project components and activities at the SHG and village level. Nonetheless, the agency would include the activities and processes of the DPMUs and PFT units under the scope of their work.

✓ While there will be no sampling for districts, sampling is envisaged only for PFT units and villages. A proposed sampling design is expected in the technical proposal by the consultant.Care has to be taken while designing sampling frame that a percentage of villages are covered repeatedly for measuring the changes over a period of time (i.e. a 'panel' of villages that will be continuously monitored, year on year). Some villages may be a fixed sample for a given period (e.g. one year). Other villages may be purposively selected on a more flexible basis (within the agreed total sample number), in response to identified field needs or management requests.

✓ A critical task is to identify the processes to be monitored. The staffs at different levels have to be consulted periodically for identifications of processes and issues. The processes identified should be in relation to the indicators mentioned in the Results framework (given in PIP) of the project and, critically, to the project principles and processes detailed in the Community Operational Manual (COM). MIS data analysis may also provide clue for issue identification. So it will be a

combination of various methods (PIP and COM documents of RRLP are given on the website www.rgavp.org under Documents >RRLP) .

✓ The consultant would be expected to share the key findings of process monitoring with the village organizations, PFT and DPMUs besides state level presentation with synthesized findings especially those which have implications to project level strategy and policy. The sharing of findings in the village organization would be in a participatory mode, giving immediate feedback/observations to help resolve village level problems wherein PFT staffs and DPMU representatives (if possible) should be present.

✓ Similarly, on a quarterly basis in a district, the consultant would be expected to compile a short report and share the emerging points of learning with the District team of RGAVP (which is essentially DPMU staffs with periodic participation from State level).This feedback should be done on quarterly basis at the state level. At the level of SPMU, a brief **district-wise Findings and Recommended Actions Report will be prepared.**

Field-Based Process Monitoring System

✓ Given the scale and coverage of RRLP, which is planning to work on a saturation approach, the contracted agency would send field team members to villages in each project district every quarter (for each resource/intensive blocks and other blocks on a sample basis). At the state level, the agency, would take up the overall responsibility for methodology development, coordination, guidance and supervision of process monitoring, while at the field level, teams, would undertake the actual conduct of process monitoring, reporting and dissemination of learning in each district . The exact model used is at the discretion of the agency, but it is expected that field teams would be under the guidance, supervision and direct control of the agency, with quality of staffs and deliverables assured.

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 quarterly basis a simple four-five page district wise Report shall be prepared in matrix form indicating the key learning emerged and actions recommended. On quarterly basis a detailed report incorporating all districts 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, therefore at each level (District and State), the findings should be presented to the respective learning groups in a workshop mode and to be facilitated by the trained facilitator.

5. 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.

6. 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 actual period will be 2 years and 8 weeks as the process monitoring field work will start from 8th week onwards for 8 quarters as given in the Time schedule in Section 7 below) . The performance evaluation criteria would be agreed with the consultants before signing of the contract.

7. Deliverables & Time Schedule:

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 (% of Total Assign. cost)
Develop a frame work of process monitoring as part of the Inception report.	4 weeks	
Finalize team for doing process monitoring in districts, tools, sampling and methodology as agreed by the project.	6 weeks	10%
Provide advance field work and movement of field workers. They should also use the already available data stored in MIS and try to build linkages between MIS and Process Monitoring. Development of participatory community monitoring systems such as social audits, community score card, citizen's report cards etc.	6 weeks	
Conduct process monitoring involving (Process monitoring) at all levels and facilitate dissemination and learning as discussed in the scope of consultancy	8th week onwards	
Participate in District and State Learning Groups, sharing findings and recommendations and strengthening it as platform for sharing of learning.	12th week onwards every quarter	
Compliance to the quarterly reporting requirements as decided with the project in line with the scope of work. Provide quarterly, and annual progress containing process monitoring results, problems identified, observations made, success/ failure stories and lessons learned and its implication to the project	Every quarter at district unit and SPMU from 8th week onwards.	10% every quarter

management of RGAVP to take corrective actions, necessary. Short (e.g. 5 minutes) audio-visual clips on different crucial community processes should be also included as an integral part of the quarterly report. Ensuring necessary staff /HR capacity, and putting in place a quality control mechanism of field performance Build understanding of project staffs on process monitoring (purpose, methodology, added value to management/implementation)	After PFT's entry In villages. Batch-wise workshop	
Present annual performance report after completion of 1 year		5% each year

8.0   Key Qualifications and Experience of the Consulting/Field Teams whose CVs will be evaluated

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. Specific experience in monitoring and evaluation of social development projects and process monitoring for at least 4-5 years is must.

♦ Co-team Leader with at least 10 years of experience in social development projects of which 4-5 years of field work experience. S/he should have at least 2-3 years of hands on experience in process monitoring.

♦ One Statistician/Sampling expert with experience in conducting field surveys in rural areas

♦ 2 Team members with specialization on community development and gender with at least 5-6 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 3-4 years is a must in Monitoring and evaluation of social/community development projects

♦ Team members should have experience in Process monitoring and participatory research (application of Participatory Learning and Action), including experience in a range of qualitative methodologies and have good writing skills.

♦ Team members should have knowledge of management of development projects and experience of facilitation.

9.0 Review Committee to Monitor Consultant's Work

The State Mission Director in association with the Head of Monitoring and Evaluation unit at SPMU 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.