

(Draft)

Terms of Reference

For

Title : (i) Preparation of Training Module for the CBOs and
(ii) Training and Capacity Building (ToT) of Project Staff and Community Mobilizers

Organization: North East Livelihood Promotion Society.

Credit Number 5035-IN

Section A:

Introduction/Background

The North East Rural Livelihoods Project (NERLP) is a Project under Ministry of DoNER and funded by the World Bank. The Project is being implemented by the North East Livelihood Promotion Society (NELPS) – an autonomous regional level Society based at Guwahati, Assam. The objective of the Project is to enhance the livelihoods of the rural poor, especially women, unemployed youth and the most disadvantaged in 4(four) North Eastern States namely Mizoram, Nagaland, Sikkim & Tripura.

The project would focus on improving livelihoods of the most disadvantaged people in the project area. The project components are designed in a manner that they complement and supplement each other. The core of the model is building strong grassroots institutions of the poor i.e. SHGs, SHG Village Federations, Youth Groups, Community Development Groups and Producer Organizations. Funds will be made available for empowering the poor. Similarly investments will be made for increasing the capacity of the SHGs, project staff and other stakeholders. It would also develop the skill base of young people to increase their employability in various sectors. The following are the four components designed to cover every aspect of the project to achieve the objectives:

- **Social Empowerment:** The objective of this component is to empower the rural communities, create their sustainable institutions so that they manage common activities around microfinance, livelihoods and natural resource management.
- **Economic Empowerment** - The objective of this component is to develop the capacity of the above groups to plan and provide funds to them to undertake various economic initiatives and common public-good activities. The component will have five subcomponents, each aligned along a specific function and community group.
- **Partnership Development** -The Project would partner with various service providers, resource institutions and public and private sector organizations to bring various resources in finance, knowledge and markets in the project so that the community groups and organizations are able to take advantage and improve their livelihoods.
- **Project Management-** The component will facilitate various governance, implementation, coordination, learning and quality enhancement efforts in the project and will consist of the

sub-components: (i) Project Management; (ii) Monitoring and Evaluation and (iii) Technical Assistance.

The project will be executed through an implementation architecture consisting of:

- (a) Regional Project Management Unit (RPMU) at Regional level (Guwahati).
- (b) District Project Management Unit (DPMU) at district level of two selected districts from the States of Mizoram, Nagaland, Sikkim & Tripura.
- (c) Project Facilitation Teams (PFTs) at block level in project districts.

Section B:

Background of Assignment

NERLP strives to aggregate the community demand by focusing beyond formation of SHGs and develop higher support structure. Over a long period of time, the poor from marginalized and vulnerable population have been suppressed and unable to voice their demands and needs let alone satisfied. Although SHGs movement has made a tremendous contribution on this front by providing the poor and marginalized segment of population a concrete platform to develop community institutional structure. However, there is a need to further consolidate this movement by developing higher support structure and strong grass-root institutions at various levels. In order to smoothen the process of forming institutions, making them sustainable and building their capacity, requires a committed support structure from state level to village level. This support structure will consist of committed and dedicated team of officials and functionaries from Regional project Management Unit (RPMU) to District Project Management Unit (DPMU) and Project Facilitation Teams (PFTs) and a rigorous capacity building process is required for the support structure in terms of implementation strategies in social mobilization, institution building, financial inclusion and livelihoods enhancement.

Keeping that in view, development of a knowledge management and learning systems for NERLP is envisaged through capacity building tool kits including training modules, training materials, audio video aids etc and training of trainers and other resource persons.

Objective of the Assignment:

The general objective of this assignment is to develop suitable Training Module, preparation of Training Kit and to provide continuous quality training; capacity building and field level hand-

holding support to the newly recruited project staff of NERLP and Community Mobilizers so that they are successfully able to implement the program at the ground.

The specific objectives of the assignment are –

- Design and development of suitable Training Module by adapting the Community Operational Manual (COM) and Project Implement Plan (PIP)
- To develop a prototype of training material, readers/reading material, flip charts , handouts, for supporting training to the members of PFTs and community mobiliser and liaison with different resource organizations to provide immersion platform for the trainees.
- Build capacity of the project staff and Community Mobilizer in the areas of Community Mobilization & Institution Building (including Group Dynamics, CDGs, Area Federation, Producer Groups/companies), preparation of SHG livelihoods Plan and Community Development plan, in accordance with the project rules and procedures specified in the Project Implementation Plan and Community Operational Manual;
- Impart the required knowledge, attitudes and skills to the staff of Regional Project Management Unit (RPMU), District Project Management Unit (DPMU) and the members of Project Facilitation Teams (PFTs). The training and capacity programs should be designed around their job profiles so that it enables them to deliver the expected results in the field and the members of team perform their roles and responsibilities effectively.
- Supporting the DPMUs in providing hand holding support to PFTs in preparation of capacity building action plans and implementation of the same.
- Based on the feedback and outcome of various capacity building activities, redesign and implement the revised Capacity Building strategy and capacity building action plan. This includes mentoring, back up supporting and monitoring effectiveness of the project teams on a regular basis and revising and adapting capacity building plans to respond to the emerging capacity building needs and demands on the ground.

Section C: Scope of Work

It is expected that the Capacity Building Agency will be able to ensure quality results in terms of assisting the RPMU/DPMU/PFTs in imbibing the right values, principles and spirit of a

community driven development projects and translate this into their actions and behaviours. Some of the areas of capacity building will be:

- Community mobilization, Community Based Mapping
- Community Institutions Building
- Community Development planning process
- NRM, Resource mobilization
- SHG- livelihood planning process,
- Agri-business and rural marketing, value chain analysis
- Financial Literacy, micro finance
- Convergence, networking and linkages

Above are the indicative theme areas, and the same will be finalized with mutual consent.

In addition of standard modules designed to cater the needs of each category of project staff, refresher modules around emerging demands, identified knowledge or skill gaps should also have to be designed and delivered.

Section D: Approach and Methodology:

NERLP is a Community Driven Development Project in which, element of capacity building requires innovative strategies that are able to provide balance between supply driven standard training program at the early stage of the project followed by demand driven, personalized and tailor made trainings. Therefore, the approach to the project needs to be unique and in accord with the project specific requirements. The approach to the assignment should be as follows

- The design of the training modules should be easily understandable and followed and should have pictorial presentation wherever required.
- On the basis of the training modules –pictorial flip charts, handouts and reading materials will also be designed for easy communication.

- The methodology followed for the capacity building inputs are mainly of Adult learning, which revolves around participatory training methodologies, experiential sharing etc. Therefore, it is expected that agency would use wide range of capacity building tools and techniques to ensure effective learning.
- These training programs would work in a cascading model i.e. the training agency will organise TOTs and create a cadre of trainers, who in turn provide training to other project staff/community institutions. Therefore, the training should equip particularly the DPMU staff and members of PFTs with the required methodologies so that in long run they could able to impart trainings to PFT members and PFT members to community institutions like SHGs and CDGs in an effective manner.
- In addition to knowledge and skill up-gradation, the agency needs to demonstrate the achievement of positive behavioural changes in the attitudes, styles of functioning of project staff, outlook towards ability of poor HHs etc.
- The project is implemented through an evolutionary process under which the role of the project staff and community institutions changes continuously. New learning and best practices are well documented and are built into future capacity building programs.
- The methodology to be used by the agency will follow a modular approach of delivering modules in tune with the PIP and COM provided by NERLP. The agency needs to provide adequate reading materials, handouts to all participants in advance.
- There will be 5 sessions held per day. Each session would be of one and half hour duration. There would be lunch break of one hour.

Section E: Refresher Training:

After six months of delivering of training programs, a 2nd round of training need assessment (TNA) would be carried out. Based on the training need assessment of the trained project staff of RPMU/DPMU/PFTs and their performance in the field, emerging needs and issues, demand of training by project staff- the agency may require to deliver maximum one week long refresher

training on topics identified jointly by consultant and the client. The content of the refresher training and its duration would be also worked out jointly.

After undertaking refresher training program, a Final training report with additional results from evaluations following handholding support to PFT members, major problems encountered, list of probable resident trainer (Trained RPMU/DPMU/PFT members, who has potential to become trainer), and lessons learned and recommendations for training improvement, within two weeks of delivery of refresher package will be submitted to NERLP.

Section F: Evaluation of Training Programs and Reporting:

Evaluation should be an integral part of the training program, and it will be carried out by the agency itself after delivery of each module of the training program, where provisions for session wise evaluation will be there. A **training** report should be submitted within seven days of delivery of each package of training module. The report should consists of topics and sub-topics addressed and its objective; methods used, time-table, session plan along with details of resource persons, attendance and quality of participation; results of pre-and post-evaluation survey; compilation of, final recommendation and conclusion. An analytical report of the evaluation sheets, training feedbacks of each training program along with photographs, lessons learnt and follow up action plan will have to submitted to the NERLP.

Finally, timely planning, management and delivery of quality-assured capacity building activities in synchronization with the overall project cycle is highly critical for the attainment of the project development objectives. Only a dedicated and capable agency having past experience of executing such tasks will be able to assess needs and deliver required services. It is also important that all the capacity building inputs are designed and delivered taking into account the Community Institution Building cycle and project implementation cycle.

Section G: Key Tasks and Responsibilities:

The scope of work for the sector support service agencies (training and capacity building) will be to provide induction, orientation and training, and handholding to the project staff. They need to provide required knowledge and practical advice to the project in building a team of experts in

the areas of social/community mobilization, institution building, resource management, rural livelihood promotion, rural marketing, training methods and methodologies and all supporting documents associated with these programs. The specific areas of work and tasks categories are:

Task 1: Design & Develop training module, methodologies and training materials for the CBOs (SHG, SHG Federation CDG & POs):

The selected agency should review the project documents such as Project Implementation Plan, Community Operational Manual of the NERLP, and other manuals and existing training materials available with different projects of similar nature and scale, NGOs working on similar programs, and based on these documents:

- Develop training modules as defined in Community Operation Manual in consultation with RPMU, depicting the design of the training programs, content of each module, pedagogy/methodologies in detail, etc. The manual should be user friendly and should be suitable to the context of rural areas of North East India.
- Develop a prototype of training Kit for Community Mobilizers , PFTs and DPMUs level team based on the right mix of content, language, illustrations and visuals along with IEC material-flip chart, reading material etc relevant to the module/training/COM. Agency will provide one prototype material along with its relevance to the training/COM. This task will be executed in close coordination and consultation with NERLP.
- Develop a Capacity Building Implementation Action Plan consisting of training calendar, resource persons, exposure visit schedule, feedback reporting format etc. in close coordination and consultation with NERLP.

Deliverables:

Task 1: Preparation of training modules of the CBOs

Training modules for project staff and all supporting materials like training kits, handouts, flip charts, are prepared. (Indicative list of training manuals for the CBOs is enclosed as annexure 1.)

- A Capacity building implementation plan is prepared and submitted to RPMU.

Task 2: Capacity Building of Project staff of NERLP and Community Mobilizer:

- Conducting training programmes based on the training modules for the RPMU, District and block level (PFTs) team1: Identified community mobilizers will also be part of these training programmes.
- Training of Trainers- to build a cadre of trainers in PFT for capacity building of SHGs and SHG Federation leaders/ members.

Foundation Course for SHG facilitators and PFT staff- It is 15 days program and includes complete package of training on issues like SHG formation, facilitation of SHG meeting, SHG record writing, opening bank accounts, SHG-Bank linkage for credit, credit planning of SHGs, livelihoods context, issues, livelihood planning etc. **Deliverables:**

- All of the project staff are trained in different training modules and if required refresher trainings are organised for them. The training will be organised batch wise.
- A pool of good trainers (6 in each PFT and 4in each DPMU) is built among project staff and empanelment of resource persons for different training programs is done.

Section H: Eligibility Criteria

The general selection of agency would be guided by the following criteria:

- As a part of legal requirements, the agency should be a registered body under the relevant state law and is active and operational continuously for the last 3 years on the date of application. It should maintain its accounting records and have them properly audited. Annual statements of income and expenditure should have been prepared.
- The agency should have at least 3 years of relevant experience carrying out training programmes in concerned areas.
- The Agency should have average annual turnover/budget of over 50 lakh in the past three years.

¹ All logistics for the training programs will be organized separately and its terms and conditions are outside the scope of this assignment.

- The Agency should not be blacklisted by any government (Union and/or State), Ministry/Department/ Organization/NABARD/CAPART/Multinational donor agency/etc. or any other donor/partner organization in the past.
- The Agency should be non-political and secular in nature.
- The Agency should be in conformity with mission, vision and the values of Project and ready to work for the key goals.
- The Agency should have experience of having conducted at least 30 to 50 training programmes of similar nature in last 3 years.
- The Agency should have adequate experience in imparting well developed training programmes on similar subject for similar target group.
- The Agency should have experiences of developing Training Manual/Module in the similar subjects.
- *Key Persons, Qualification, Experience required for the Assignment:*

S. N.	Name of Position	Key qualification and experience
1.	Team Leader	Post graduate in social sciences – A community development practitioner of 7 - 10 years experience . Extensive experiences of documenting best practices in the field of institution building and rural livelihoods promotion,
3.	Expert (Social Mobilization and Participatory Techniques)	Post graduate in social sciences, Rural development, Agriculture and other allied field having 5 years field level experience in community development projects especially in training in participatory techniques and social mobilization.
4.	Expert (Institution Development)	Post graduate in social sciences, Rural development, Agriculture and other allied field with at least 5 years experience in institutional development of CBOs, PRIs, Co-operatives etc.

		Experience in training and capacity building related activities should be essential.
5.	Expert (Micro Finance)	Post graduate in social sciences, Agriculture, Rural development, Economics and allied field having 4 years field level experience in mobilizing and developing self Help Groups and their Federations and ensuring bank credit linkages with the commercial banks.
6.	Expert (Rural Livelihoods)	Post graduate in social sciences, Agriculture, Rural development, Business Administration and other allied fields having 5 years field level experience in rural livelihoods promotion, diversification and ensuring livelihoods security. Experience in training and capacity building of rural livelihoods related activities must be there.
7.	Expert (Monitoring and Learning)	Post graduate in social science, computer science with at least 5 years experience in participatory monitoring/evaluating capacity building and training programs in rural areas. Experience in documenting best practices, learning from field implementation etc should be there.
8	Expert (NRM)	Post graduate in Agricultural science, Environment science , botany, forestry science or related field with at least 5 years experience in capacity building and training programs in rural areas.

Section I: Support to be provided by NERLP:

- All project related data and documents required for carrying out the assignment like Project Implementation Plan (PIP), Community Operational Manual (COM) etc. and other available manuals relating to the project will be made available.
- Timely nomination and presence of participants for the various capacity building events will be ensured.

- NERLP will be providing the infrastructure support that includes training venue, audio/video equipments, and Stationery for the candidates, boarding and lodging for candidates and travel costs for candidates etc.
- NERLP reserves the right to assess the number of capacity building events that need to be conducted and the date of the event will be indicated at least 3 weeks in advance.

Section J: Period of Assignment:

The duration of the assignment of preparation of the training module will be of two months, while the duration for the capacity building of the DPMU, PFT and community mobilizes will be of two year with possibilities of being extended for another year, upon satisfactory performance and mutual agreement. The tasks shall follow the scheduling/ phasing of project implementation process and project cycle as mentioned in the PIP or as it would be mutually agreed by both parties in the inception report.

Section K: Reporting Requirements and Documentation:

The Agency shall submit the achievement report of each deliverables along with the outputs within 30 days of the completion of the assignment. On a quarterly basis the agency should submit the quarterly work plan, based on the capacity building implementation plan prepared by the agency along with detailed calendar of activities and implementation arrangements. At the end of each quarter, a completion report should be submitted.

Section L: Review and Monitoring of Work:

The Project Director or any other official of the NERLP will be responsible for the review and monitoring of the progress of the assignment. He or she may constitute a review committee at various levels to monitor the progress and interact with the Agency. The committee may also seek comments and inputs on the consulting agency work from other experts as found appropriate. The effectiveness of capacity building activities will also be evaluated by the review committee within 6 months of the completion of the program. Any reports/ research reports/ process documents produced as a part of this assignment shall be deemed to be the property of NERLP and the consultant will not have any claims and will not use or reproduce the contents of the above documents without the permission of NERLP.

Guidelines of the modules for the CBOS

Module for social mobilization

Module I:

- Concept of social mobilization-Village entry and rapport building
- Participatory Rural appraisal-concept and various tools
- How to incorporate the PRA findings in to village planning.

Module for Community Development Group:

Module I

- Concept, importance and organizational management
- Vision Building
- Gender Sensitization

Module II:

- Community Development Plan –concept
- Concept of Natural Resource management (Soil & water conservation, Biodiversity Conservation, CPR management, IPM & INM, climate change) and EMF
- Concept of Concept of rural livelihood assets (social, physical, financial, human),
- Community Development Plan – approach, strategy and methodology

Module III :

- Convergence , networking and linkages .
- Record keeping

Module for SHG Federation

Module I.

- Overview, concept and relevance of SHG Federation
- Organizational management of SHG Federations
- Vision Building

Module II:

- Concept of Micro Credit and Micro Finance
- Books of Records , Accounting , Saving
- Loan and repayment
- Bank linkages
- Credit absorption Capacity.

Module III:

- Concept of Natural Resource management and EMF
- Livelihood Development plan strategy, methodology and process of development of livelihood plan)

Module IV:

- Conflict management
- Leadership & Communication
- Gender sensitization
- Process documentation
- Monitoring
- Social Audit

Module V:

1. Agri Business and Rural Marketing (Concept of value chain, identification and analysis of gaps in value chain, drawing out new opportunities – value addition, concept of cluster approach and rural marketing, power of collectives, group marketing).

Module for SHG

Module I:

- Concept of poverty,
- Overview, concept and relevance of SHGs
- Gender Sensitization

Module II:

- Tools and techniques of community mobilisation
- Organising people into SHGs, stepwise procedures
- Functions, Roles and responsibilities, Rules and regulations of SHG (Conducting meetings, recording minutes, responsibilities of SHG office bearers etc)
- Opening and operating Bank accounts
- Group dynamics, conflict management & team building

Module III:

- Record Keeping & management.
- Savings and interloaning in SHGs, calculation of interest,
- Grading of SHGs
- Bank linkages

Module IV:

- Concept of natural resource management and Environmental Management Framework
- SHG Livelihood plan-concept, strategy and methodology for development of livelihood plan
- Rural Marketing – Factors involved, power of collective, collective procurement and group marketing

Module V:

- SHG Federation concept, its relevance, structure and functions.
- Reporting/filling up M&E FormatConcept of microcredit and microfinance

Module for Producer Groups/Organizations

Module I: Organizational Training – Formation, management of organization, leadership

Module II: Financial management and Accounting Procedure – Financial management, Book keeping, accounting procedure, Audit procedures as per relevant law

Module III: Legal aspects as per applicable Act/law: Legal matters applicable to the organization, Legal requirement to run business

Module IV: Resource Audit and agricultural Marketing: Resource Audit, Market, Agricultural Marketing, Group Marketing, Different methods of sales in rural areas, participatory market chain analysis

Module V: Pre-requisites for Agricultural Marketing/Business Plan: Market Demand, Cluster Approach, Market intelligence, market information, marketing plan vis-à-vis business plan, post harvest technology

Module VI: Entrepreneurship Development –concept and scope, Agrobased enterprise - scope

Module VII: Value chain analysis – concept, applicability, gaps in value chain and investment opportunities, value chain analysis of key commodities

Module VIII: Public private partnership – concept, applicability in NERLP

ANNEXURE: II

Format for Expression of Interest (EoI)

1.	Name of the organization	
2.	Address of registered office	
3.	Address of local/district office	
4.	Contact details	
5.	Name of Contact person	
6.	Designation	
7.	Telephone	
8.	Fax	
9.	Email	
10.	Website	
11.	Registration details (number and date)	
12.	Income tax registration and PAN no. details	
13.	Number of years of experience in the District	
14.	Number of offices	
15.	Number of employees	
16.	Full time, Professional cadre	Men ----- ; Women -----
17.	Full time, Non- professional cadre	Men ----- ; Women -----
18.	Name and contact details of the Statutory Auditor	
19.	Please provide the following:	

- i. Copy of Registration Certificate
- ii. Copy of MoA and By-Laws
- iii. List of board/governing body members with contact details, date of association, qualification and occupation/experience
- iv. Furnish few details about Governing Board meetings with meeting number, dates and number of members who attended
- v. Narrative Annual Reports including audited financial statements for the past three years
- vi. Copies of certifications/testimonies, if any, of past work done by the Agency
- vii. List of three eminent persons in the development sector, District /State administration, banking sector/academia who can vouch for the credentials of the Agency
- viii. Impact Studies or evaluation of the Agency's work in the recent past by an external agency, if any
- ix. Newspaper reports of the work of the Agency in the recent past, if any

20.

- (a) List and brief summary of similar training programmes carried out by the Agency in the past three years, including in the region (in the District and nearby districts)
- 1. Geographic location of projects (districts/talukas)
 - 2. Project awarded by
 - 3. Total funding received/utilized for each project
 - 4. Key objectives of the projects
 - 5. Duration of the project and key activities undertaken
 - 6. Key outcome achieved

	<p>7. Focus groups (rural/tribal/women etc.)</p> <p>(b) List of Training Manuals/ Training Modules developed mentioning client name, focus groups, geographical area and sectoral area for which the manuals had developed.</p> <p>(c) Mention in brief about experience of working in SGSY/DPIP/MPOWER/etc. projects.</p>
21.	Is the Agency or any of its Directors a member/affiliate/supporter of any political or religious organization/group? If yes, provide details.
22.	Is any/few of the Governing Board members related in any way to any of the full/part time staff members? If so please give details
23.	Has the Agency has been blacklisted by any government (Union and/or state) Ministry/Department/Organization/NABARD/CAPART/Multinational donor agency/etc. or any other donor/partner organization in the past? If yes, provide details.
24.	Is the Agency a member of any Agency network/alliance? If yes, provide details.
25.	Submit a write up in about 1500 - 2000 words on the Agency, its evolution, founding philosophy, values, beliefs, vision, mission, approaches and strategies, activities, major achievements and plans for future.
26.	A short note of about 500 words on why the Agency thinks it is suitable for the preparation of the module and capacity building programme of NERLP
27.	Describe in brief about the experience of working
