

Terms of Reference (ToR) for Individual consultant for Social Mobilisation and Institution Building

1. Background

About UMED:

The Maharashtra State Rural Livelihoods Mission (MSRLM) has been launched in Maharashtra in July 2011 as a registered organization under the aegis of the National Rural Livelihoods Mission (NRLM) – Aajeevika - endeavors to impact rural poverty through a range of comprehensive and strategic livelihoods interventions in a time bound manner. The Mission aims at eradication of rural poverty by building sustainable institutions of poor and ultimately leading them to sustainable livelihoods. The conceptualization and design of the MSRLM goes beyond income generation activities and employment programs to include capacity building, financial inclusion, social mobilization and marketing services as equally important elements of livelihoods enhancement. The exponential growth in the livelihoods sector as a whole, both rural and urban, combined with experiences and learning from earlier programs such as the IRDP, SGSY, etc. has led to a shift in the envisioning of the mission from an agency-beneficiary equation/relationship to a more holistic and equal partnership with the poor/communities. Building and strengthening institutions of the poor, putting in place dedicated support structures for such institutions and drawing upon their skills, knowledge and desire to overcome poverty lie at the core of the mission.

According to the 2001 Census report Maharashtra has a rural population of 5.57 crores of which 2.05 crore people languish below the poverty line (approx. 45 lakh households) and the HDI of 19 districts in the state is lower than the national Index. To begin with ten districts have been identified on the basis of, ranking on the HDI index, IAP districts, geographical location etc. Presently MSRLM is implementing intensive strategies in 26 districts and 254 blocks in Maharashtra. The blocks have been identified based on criteria such as percentage of SC/ST, number of BPL families, number of SHGs formed in the block under various schemes and better financial management track record/better co operation from Banks, etc. The mission will engage poor and marginalized communities intensively in these ten districts, whereas the remaining 8 districts in the state will be covered under a non-intensive intervention strategy in a phased manner.

The Mission is implemented through a **three tier structure** comprising a State Mission Management Unit, District Mission Management Unit and Block Mission Management Unit. The mission envisions poverty elimination through social mobilization, institution building, financial inclusion and the creation of several models of sustainable livelihoods so that each poor family is able to secure incremental annual income. The key task under the mission is to reach out to 45 lakh rural poor households of Maharashtra and stay engaged with them till they come out of poverty. The mission will bring about a paradigm shift in the approach to rural livelihoods and rural poverty eradication in that it engages directly with institutions of poor and empowers them to find lasting solutions to poverty. It sees the poor as the engines of growth rather than mere receivers of aid or being dependent on 'trickle down'. The NRLM believes that poor have the innate capabilities to overcome poverty if

they are supported with sensitive, dedicated and responsive institutions at one level and by building strong and sustainable institutions of the poor themselves on the other.

2. Need of CLF Consultant:

UMED programme is being implemented intensively in 26 districts of Maharashtra across 254 blocks. In these districts 3 tier structure comprising of Self Help Groups (SHGs), Village Organizations (VOs) and Cluster Level Federations (CLF's). In future this structure will be added with another 2 tiers i.e. Block level federations and District level federations. These federations will also be legally registered under the appropriate law. Presently, in the present three tier system, the SHGs are monitored by the VOs and VOs are monitored by CLF on the principles of *Dashasutri*. In all the three institutions, the Government has given project funds in the form of Revolving Funds (RF), Community Livelihood Fund (CLF) and URF. Apart from that the financial institutions such as Banks have also made the investments.

UMED Project has the exit policy. According to the Exit Policy, the above mentioned three tier institutions, i.e. SHGs, VOs and CLF's must attain the financial viability within next five years. For this to happen the project has provided the funds. But apart from these funds the CLF's must find the other avenues such as forging convergence with the Line Departments, generating own revenues and building partnerships with the different stakeholders. Also the systems and processes need to be developed in terms of objective setting, defining outputs and targets along with the administrative and financial management of the CLF. In order to build the capacities of the staff both at the project level and at the CLF level, training modules also need to be developed. Therefore, the Project is willing to hire the services of an experienced Human Resource Professional to work for developing the sustainability plans of Cluster Level Federations.

3. Objectives of the Assignment

- (i) To develop 2 Model CLF's in each of the 14 districts of Maharashtra
- (ii) To develop the systems and processes for the office administration, parameters for quality check and other administrative procedures.
- (iii) To develop the system for Financial Management including financial accountability of the CLF's
- (iv) To develop the capacities of the project staff and CLF staff.

4. An Outline of the Tasks to be carried out:

- 1) Study the functions of the CLF and make a comprehensive strategy and Sustainability Plan.
- 2) Study the existing level of functioning of CLF and plan the measures to set the systems and procedures in place for administrative and financial management.
- 3) Development of training modules for the capacity building of the project staff and CLF staff.
- 4) Preparation of detailed action plan for implementation of various planned measures of revenue generation.
- 5) Carryout any other related task as per emerging needs assigned by State Mission Manager.

5. Final outputs that will be required from the Consultant:

1. Two model CLF's with Sustainability Plan in Place in 14 districts(28 CLFs in Total)
2. Manual on the functions, role & responsibilities of the human resources in the CLF.

3. Manual on the Financial Management of the CLF
4. Strategy and Implementation Plan for the HR and Financial Management Policies Functional
5. Training Manual on Capacity Building of the Project and CLF staff.

6. Reporting:

The Consultant will work under the guidance of Institution Building Unit of UMED Project and in coordination with the District IB Unit. She/ He will report to the State Mission Manager/ Mission Manager (IB) on monthly basis.

7. Data, Services and Facilities to be provided by UMED:

The Project will provide all the support to the consultant in carryout tasks:

- A. Access to all the records of the CLF and the Project, related to fulfillment of responsibilities as assigned above.
- B. Availability of office space equipped with Computer system, internet access, phone facility and secretarial staff.
- C. Access to visit District/Block unit visits and CBOs organizations meetings can arranged as and when required.

8. Schedule for completion of Tasks:

The assignment will for a period of one year from the date of signing of the contract and may be extended further up to one year depending upon the performance of individual consultant and requirement of MSRLM. Consultant should work at least 75% of the total working days in the field. The proposed assignment will be reviewed and monitored by a review committee on a Half Yearly/ quarterly basis at suitable place. Review committee will keep a watch on the deliverables, of the assignments, take actions for the speedy settlement of the issues raised by consultant and timely follow up. Committee is set up under Chief Executive officer with following members.

Members	Designation	Representation
Chief Executive officer	Chairperson	MSRLM
Additional Director	Member	MSRLM
Deputy Director – Convergence	Member Secretary	MSRLM
State Mission Manager-SI/IB	Member	MSRLM
State Mission Manager –Procurement	Member	MSRLM

9. Required qualification and experience:

Qualification, experience of a consultant required for the assignment:

Qualifications and experiences of the Consultant:

Qualification: MSW/MBA (2 Years)

Experience

Essential: Minimum 5 years' experience in Community Institutions development, documentation and training module development

Marathi/Hindi and English Knowledge essential

Desirable:

- Hands on experience of giving training and capacitating rural communities.
- Experience of working with Government with large projects on Health and Nutrition.
- Experience of working with Community Based Organizations

Documents to be submitted for evaluation:

- Application form in the format provided
- Supporting documents for education and work experience.

10. No of Consultant Required: 1 Nos

11. Terms of Payment

- Payment will be made on monthly basis Remuneration INR 60000.00 (Rs. Sixty thousand only) which will be inclusive of local taxes. The consultant should work all official working days in a month. If consultant worked less than working days in a month then remuneration will be paid on pro rata basis. If a consultant worked more than working days in a month maximum payment will be fixed to INR 60000.00 Tax will be deducted at source as per the statutory requirements. Fees to the Consultant shall be paid on a Monthly basis upon satisfactory delivery of work and a detailed invoice with breakup of expenses and number of workdays for the month.
- Applicable TDS will be deducted while making the payment as per the statutory requirements.
- Fees to the Consultant shall be paid upon satisfactory delivery of work and a detailed invoice with breakup of expenses and number of workdays for the month.
- In addition UMED will reimburse the cost of boarding, lodgings, food expenses and travel incurred during the assignment as per the benefits provided to District Managers.
- Travelling charges to the field for the purpose of the assignment will be calculated from consultant's home location (i.e. State Mission Management office or District Mission Management office.)

Sd-
R.Vimala IAS
Chief Executive Officer