



Anandadhara-State Office

West Bengal State Rural Livelihoods Mission (WBSRLM)

(A Society under the Panchayats & Rural Devmt Dept, Govt of West Bengal)

Jessop Building, 63, Netaji Subhash Road, Kolkata – 700 001

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REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

INDIA

WEST BENGAL STATE RURAL LIVELIHOODS MISSION (WBSRLM)

NATIONAL RURAL LIVELIHOODS PROJECT (NRLP)

Loan No./Credit No./Grant No.: 4978 IN

Assignment title: Consultancy Services for Establishment of a Project Management Unit for WBSRLM

Reference No.796-WBSRLM/Estt./4E-3/2012

1. The Government of India launched the National Rural Livelihoods Mission (NRLM) under the Ministry of Rural Development on 3rd June 2011. The Mission aims at creating efficient and effective institutional platforms of the rural poor enabling them to increase their household income through sustainable livelihood enhancements and improved access to financial and public services.
2. The Government of India has availed a credit from International Development Association (IDA) towards the national rural Livelihoods Project which aims to support the National Rural Livelihoods Mission under the Ministry of Rural Development, Government of India, and intends to apply part of the loan proceeds to make payments under the contract for the following services:

The consulting Services (“Consultancy Services for Establishment of a Project Management Unit”) include the following:

3. A State Mission Management Unit under the West Bengal State Rural Livelihoods Mission (WBSRLM) has been constituted as a dedicated support structure to deliver the mission, known as ‘Anandadhara’ in the State. The WBSRLM aims to build a team of high quality dedicated professionals for providing technical assistance to the districts in various thematic areas such as human resource management, rural livelihoods, social inclusion, financial inclusion etc.
4. The WBSRLM intends to set up a Project Management Unit for getting the professional services for effective implementation of the Anandadhara in the state by qualified Agency / Service Provider. The Agency / Service Provider would be responsible for providing services for human resource support to WBSRLM for the period of 1 year, extendable annually subject to mutual agreement.
5. Draft Terms of Reference (TOR) is attached and can be downloaded from the website.

6. Invitation

The West Bengal State Rural Livelihoods Mission (WBSRLM) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

Eligibility: Only firms fulfilling the following conditions may apply:-

- a) At least 5 yrs experience in providing services to organizations by implementing large scale Placements/ Recruitments.
- b) A prior experience of establishing a Project/ Program Management Unit (PMU) for the Govt. or its entities.

- c) A minimum turnover of Rs.15 Crores averaged over each of the last 3 financial years.
 - d) A minimum networth of Rs.10 Crores averaged over each of the last 3 financial years.
 - e) Experience in handling Govt project of a total minimum value of Rs.1 Crore over any of the past 5 financial years.
 - f) Experience in working in West Bengal would be preferred.
 - g) Consortiums are allowable provided the Lead Partner fulfils each of the eligibility criteria.
 - h) Bidder must submit a declaration of not having defaulted the Govt or its entities through any corrupt or fraudulent practices. A self-declaration Certificate vide an affidavit on a Non-Judicial Stamp paper attesting the same should be submitted in General bid.
 - i) The Bidder must also attest in this affidavit that he/she/it has never been blacklisted or de-barred by the Govt (Centre or by any other State Govt or it's entities) at any point of time, has no previous history of arbitration, litigation, casting aspersions or causing accusations against the Govt. or its organizations and that it adheres and abides by each and every clause and has no contention with this EOI either in whole or in any of its part.
7. The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants (under IBRD Loans and IDA Credits & Grants) by World Bank Borrowers "Consultants Selection Guidelines of the world Bank dated January 2011" ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest. The Guidelines are available at www.worldbank.org/procure.
8. Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications.
9. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Consultant Guidelines.
10. Further information can be obtained at the address below during office hours i.e. 10.00 to 17.30 hours.
11. Expressions of Interest must be delivered in a written form to the address below by -----
----- before 17-30 hours.

sd/-

ABHINAV CHANDRA, IAS

State Mission Director & Chief Executive Officer

Address:

State Mission Director & Chief Executive Officer
Anandadhara, WBSRLM
Jessop Building. Mezzanine Floor
63, NetajiSubhas Road, Kolkata-700001



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Date: 28/02/2014

Terms of Reference

(DRAFT)

Hiring an Agency for providing Management Support Services vide a Program Management Unit to Anandadhara State Office (WBSRLM), Government of West Bengal

I) Background:

- a) The Government of India has launched the National Rural Livelihoods Mission (NRLM) under the Ministry of Rural Development (MoRD) that has been initiated in West Bengal as ANANDADHARA since 2012.
- b) The NRLM aims at creating efficient and effective institutional platforms of the rural poor enabling them to increase household income through sustainable livelihood enhancements and improved access to financial and selected public services.
- c) NRLM has set out with an agenda to reach out, and mobilize 7 crore BPL households, across 600 districts, 6000 blocks, 2.5 lakhs Gram Panchayats, 6 lakhs villages in the country, into self-managed SHGs and federal institutions and support them for livelihoods collectives. In addition, the poor would be facilitated to achieve increased access to their rights, entitlements and public services, diversified risk and better social indicators of empowerment. NRLM also aims at harnessing the innate capabilities of the poor and complements them with capacities (information, knowledge, skills, tools, finance and collectivization) to deal with the rapidly changing external world.
- d) For the purpose, NRLM lays emphasis on promotion of '**professionally competent and dedicated implementation structures**' at the state, district, and sub-district level for managing and supporting all Mission activities. At the national level NRLM is mandated to provide technical assistance for implementation and develop management systems for smooth implementation and monitoring of the program activities and key milestones of NRLM.
- e) For ensuring that technical assistance and required implementation support is available to States, the Government of India has availed a Credit from the World Bank for the National Rural Livelihoods Project (NRLP) which aims to support the National Rural Livelihoods Mission (NRLM).
- f) One of the key activities of this technical assistance fund is to hire a consultancy service, which will provide suitable manpower and efficient management support services to make the NRLM operational in the country.

- g) In its preparedness towards such an endeavour, the Government of West Bengal constituted the West Bengal State Rural Livelihoods Mission, registered under the Societies Act 1961. A State Mission Management Unit has been constituted as a dedicated support structure to deliver the mission in the State. The WBSRLM aims to build a team of high quality professionals for providing technical assistance to the districts in various thematic areas such as human resource management, rural livelihoods, social inclusion, environment management, financial inclusion etc.
- h) The Anandadhara State Office (SMMU) of the WBSRLM has completed about 70% of staffing at various levels. This partially supported World Bank project has a few positions which have not yet been filled up as per the World Bank/ Govt of India's structure.

II) State Initiatives

- a) For this purpose it has been decided that the **WBSRLM will hire services of a Management Agency that will provide thematic support services** for ideas incubation, policy framing and formulating implementation strategies for core programme implementation at both national and state level on key thematic areas such as social inclusion and community mobilization; institution building; financial inclusion; agriculture, livestock and non-farm livelihoods; jobs placement and market linked skill development; self-employment and micro-enterprise development; etc. through a Program Management Unit (PMU).
- b) Description of services is given in **Annexure-1**.

III) Objective of the Assignment

To provide certain defined services to WBSRLM for carrying out program implementation and technical assistance for implementation:

- a) The Management Agency will be responsible for providing certain services which would make WBSRLM functional in all aspects for rolling out NRLM. For carrying out this, the management agency will be responsible for providing requisite services by deploying suitable qualified manpower.
- b) The manpower deployed by the Management Agency will be dedicated full time for this service and shall be retained with that exclusive requirement for the term of contract of WBSRLM with the Manpower Agency.
- c) To ensure quality, the agency shall develop and follow the HR policy, describing standards and guidelines for managing the manpower deployed as per the WBSRLM norms and requirements. The selected agency will provide services through deployment of suitable manpower, having results orientation, potential to lead a thematic unit and ability to extend quality support to states. The manpower deployed should be in accordance with the service requirements of WBSRLM and to be assured of quality of service.
- d) The composition of manpower to be deployed by the Management Agency will be based on the following requirement, however this number may vary depending on the requirements of WBSRLM from time to time:

Sl. No	Position	Prin. Cons. (having more than 20 Yrs)	Sr. Cons. (10 Yrs)	Cons. (5 Yrs)	YPs (0 to 2 yrs)
1.	SHG Bank/ Micro-Finance cum Financial Inclusion	Banking Expert	1	1	0
2.	MIS & ME	0	1	0	1
3.	Procurement, Admin & HR	0	Procurement Expert	1	1
4.	Financial Management	0	1	0	0
6.	IEC	0	IEC Expert	0	1
7.	ASDP	COO	0	0	1
8.	Livelihoods & Rural Marketing	0	1	0	1

{ME – Monitoring & Evaluation; SPM – State Project Manager; Cons – Consultants; ASDP – Aajeevika Skill Devmt Project; COO – Chief Operating Officer}

- e) The specific service requirement may be changed based on the roll out of the programme in the districts and based on periodic reviews of the programme. This should be matched by changes in the manpower deployed. Thus the requirement of the personnel to be deployed will not be static. It will vary in response to the additional requirements of services.
- f) The Management Agency will ensure the highest degree of transparency whilst selecting the manpower to be deployed. The Management Agency will ensure selection of only those candidates who fulfil the eligibility criteria prescribed for the task to be performed. The search and selection process should continue till suitable manpower is found and recruited. Under no circumstance will the selection and recruitment requirements be diluted, since that will affect adversely the quality of the services to be rendered. All information related to recruitment of manpower will be provided to WBSRLM regularly. The CEO, WBSRLM would have the final decision in such a selection.
- g) To ensure quality, the selected Management Agency will put in place a full time high caliber team for management support in the areas of HR administration for manpower deployed by them, office management, logistics management, financial management and procurement management. The desired profile of team members for this purpose is at **Annexure-2**.
- h) Periodic assessment of incremental requirements in services to be rendered will be communicated by the WBSRLM based on the emerging work program and the Management Agency will deploy additional manpower to match additional service requirements

- i) All governance, monitoring and reporting aspect of this assignment will be under the control and superintendence of the Mission Director & Chief Executive Officer – WBSRLM. The management agency will need approval for its activity plan, including deployment of manpower from the CEO WBSRLM, on a quarterly basis.

IV) Key Tasks and Responsibilities:

- a) **Providing quality services by deploying adequate and qualified manpower for NRLM** - The Management Agency will be responsible for providing high quality services to NRLM by deploying qualified manpower. (Refer **Annex I** for description of services in the first year). The manpower will be deployed in a phased manner in response to changing service requirements. This dedicated manpower would be recruited from both the open market on contract basis or on loan from other organizations. The M.A will deploy the right kind and right number of manpower at all times.
 - **Outputs:**
 - (i) Inception report submitted with detailed work plan, approach to the assignment and proposed manpower deployment plan.
 - (ii) Deploying requisite manpower for the tasks entrusted and making necessary changes in deployment as per changes in the services requirements.
- b) **Travel and logistics:** As part of delivering the expected services, it is envisaged that manpower deployed will be undertaking considerable amount of official travel outside their headquarters (Kolkata Municipal Area). To provide services, the deployed manpower would be required to travel extensively. The norms for reimbursement of the travel cost would be decided by WBSRLM based on the submission of norms by the Agency. The Management Agency will therefore have to propose suitable norms based on best practices available in the country/ sector in similar large World Bank (or other donor) funded programmes. This has to be part of the Technical Bid. The travel undertaken by the deployed manpower would be based on the requirements of the WBSRLM.
 - **Output:**
 - (i) The Management Agency will have to provide all the support required for the travels but the travel cost will not be part of the Financial Bid as the same is reimbursable.
 - (ii) Travel, Subsistence and Accommodation etc norms/ guidelines would be apropos the WBSRLM norms.

V) Annual Plan of Operation of Management Agency and Fund Management:

- a) The Management Agency will develop its annual operation plan and quarterly plans, with the budget, in accordance with the Annual Action Plan.
- b) Funds equivalent to one month's expenses of the Management Agency will be advanced as mobilisation fund, after approval of the Mission Director & CEO- WBSRLM. The Management Agency will follow all financial due diligence expected under WBSRLM implementation framework for incurring expenditure out of the advanced fund. This fund

will be available to the Agency for all the expenditure incurred in accordance with the terms of the agreement and includes:

- The costs of manpower deployed for WBSRLM;
- Procurement of goods and service for office operations of the Management Agency for this project;
- equipment as necessary for the manpower deployed and office functions and other necessary items as per requirements;
- Communication including release of advertisement, press release etc.;
- Various miscellaneous activities as may arise based on situation and demand.

c) **Outputs:**

- The Agency creates the support team for WBSRLM ;
- The Agency's annual operation plan with quarterly activity and cost estimates prepared jointly with WBSRLM and approved by the Mission Director& CEO WBSRLM; and
- The Management Agency will prepare quarterly progress report of the expenditure along with cost estimates analysis (variance analysis, etc.)

VI) Selection of Management Agency and Contents of Proposal

- a) WBSRLM would be procuring services of the PMU through the Managing Agency.
- b) The remuneration as indicated by the World Bank/ Govt of India would be followed; however the WBSRLM norms would be the limiting factor.
- c) The selection will follow Quality and Cost Based Selection (QCBS) as per NRLM Procurement Manual, which is according to World Bank Consultant Selection Guidelines, version January 2011. As part of the proposal Consultants will be required to submit Full Technical Proposals that meet the evaluation criteria to be detailed in the RFP and Price proposals for Consultant's Core Team for providing the management services and priced offer for the initial services, which is estimated to require **deployment of around 15 persons.**
- d) this would be as follows :

Sl.No	Position	Salary Range	No. of personnel
1.	Prin. Consultants	75,000-90,000	2
2.	Sr Consultants	60,000-75,000	6
3.	Consultants	35,000-50,000	2
4.	Young Professionals	22,000-25,000	5

All remuneration would be on per month basis and in INR.

- e) Subsequent additions to the manpower deployed based on additional services, will be made at a rate determined on pro-rata basis. This covers all broad areas and levels of expertise required for WBSRLM.

- f) The fee rates proposed in the bid, plus cost escalation @ 5% annually, will be used as the base rates for future additions to the manpower under similar categories and levels as per requirement for WBSRLM implementation.
- g) Overall costs which include the costs of the Management Agency for providing the management services and the offered total fees for 12 months for the WBSRLM manpower will compromise the Bid Unit and would be considered for selection purposes.
- h) The Bidder must submit his/her total fee structure describing the above positions and their salaries and other costs thereafter separately. The sum of these would form the Financial Bidding Unit.
- i) The bids must be in Indian Rupees only and inclusive of all costs, taxes & other charges.
- j) The reimbursable component would include the costs for travel, laptop/ hardware, portable connectivity, TA etc for the said personnel. This reimbursable component would be on actuals and would have to be claimed by the Management Agency on a periodic basis from the WBSRLM.

VII) Review and Monitoring of the Assignment

- a) The performance of the agency will be judged on the basis of work done against the agreed work plan.
- b) The agency will prepare quarterly activity plans and share it with WBSRLM.
- c) A joint monthly review mechanism will be put in place and represented by WBSRLM and the Management Agency. The review of the progress and plan for future action will be decided therein. However, the decision of the Mission Director & CEO WBSRLM would be final in the review.
- d) In case, WBSRLM has any objections related to assignment deliverables, it will inform the agency in writing. The Management Agency will comply with the recommendation and accordingly complete the assignment at no additional cost.

VIII) Reporting

- a) For all purposes the Management Agency will be reporting to the Mission Director & CEO WBSRLM or his/her designee(s).
- b) Management Agency will generate Quarterly Progress Reports highlighting the accomplishment against the agreed operational plan.
- a) The PMU would report to the CEO and/or any officer of the WBSRLM so decided by the CEO.
- b) The agency that would establish this PMU would ensure continuity in tenure and services to the WBSRLM for the entire term.

IX) Term of the assignment:

- a) This selection process will result in a contract for 12 months, though the total duration of the management support assignment is envisaged for THREE years.
- b) Depending on the annual performance review of the selected agency and available budget the contract can be extended further on a 12 monthly basis, with mutual agreement.

X) Eligibility Criteria:

a) Mandatory for the bidder to be

1. A Regd entity – Regstd under the Companies Act 1956 in existence since the last 10 years; In case of a consortium limited to a maximum of 2 entities, both the members must be registered companies under the Companies Act 1956. A certificate of Incorporation must be enclosed.
2. Should have an average annual turnover of at least Rs.15 crores of the last 3 financial years. A certificate from the registered Chartered Accountant must be enclosed clearly specifying the same.
3. Should have an avg annual net worth of at least Rs.10crores over the last 3 financial years. A certificate from a regd Chartered Accountant/ Company Secretary must be enclosed clearly specifying the same.
4. at least 5 years' experience in strategic recruitment of professionals at leadership and operational levels, both at the national and state level.
5. have helped set up program management systems including fiduciary assurance mechanisms to at least 3 large scale projects in the past five years for National/ State level government projects of a work order of not less than Rs.1 Crore at least. All necessary evidence in this regard must be enclosed.
6. Professionals from existing payrolls of the bidding entities would be preferred. A certificate from the Company Secretary must be enclosed.
7. Entities having experience of working in West Bengal would be preferred. Adequate and unambiguous evidence towards the same must be enclosed.
8. The selection of the suitable candidates in the various posts so mentioned in the Annexure 1 would be done in consultation with the Mission Director and Chief Executive Officer, WBSRLM. A declaration of the same on the bidder's letter head must be submitted.
9. International/ National accreditation and certification would be preferred. A copy of the certificate must be enclosed.
10. Not have a past record of having any arbitration/ litigation with any Govt entity in West Bengal. An affidavit on a non-judicial stamp paper must be submitted.

All copies must be attested. Final decision on the acceptance of any part or the whole of the bid rests with the Mission Director & CEO, WBSRLM.

Annex 1:

Description of Services for Supporting Implementation of NRLM

The manpower to be provided by the Management Agency would be expected to provide the following services within a Program Management Unit (PMU) for supporting implementation of NRLM:

- Thematic Support;
- Technical Assistance;
- Program Management;

The *Program Management* unit would look after the operational dimensions of the NRLM such as fiduciary functions of finance and procurement, administration, state funding appraisal process, monitoring and evaluation and human resource development. There will be an exclusive Social Observatory team under project management division looking after Monitoring, Evaluation and Learning and MIS. Further, an exclusive IT team will be responsible for rolling out e-NRLM activities.

More details regarding the services required can be referred to in the NRLM mission document available online at www.rural.nic.in

II) ENGAGEMENT FRAMEWORK:

- a) The WBSRLM would choose a Management Agency that would indulge in various methods of providing personnel apropos the table in Clause III (d) above.
- b) In this manner, for establishing this PMU, certain non-conventional modes of engagement could be adopted by such a Management Agency like:
 - Head Hunting of Experts who have more than 20 years of experience and domain knowledge (The WBSRLM Society's bylaws permit head hunting),
 - Campus Placements for the Young Professionals YPs who would mostly be the fresh pass outs from leading institutes of the Country,
 - Interview and Discussion based recruitment of the Consultants & SPMs
- c) The Agency/ Service Provider must ensure that all the positions mentioned are filled up for the term as per Clause IX above. In case any position falls vacant (due to termination or attrition) then the Management Agency would fill such a position within 15 days from the vacancy of that post.
- d) The Management Agency would come up with a sizable number of options against each position from whom the WBSRLM would select the best. The selection by the Mission Director & CEO, WBSRLM would be final and binding on the Service Provider thereafter.

Annex – 2: Key Staff Profile of Management Agency for providing Program Management Unit Support

Qualifications & Responsibilities:

Knowledge & comfort in using the Computer and being adept at handling MS Office is mandatory for all the positions and is a non negotiable pre-requisite.

Sl. No	Area	Position	Min. Desired Qualifications	Min Work Exp	Other Requirements
1.	BANKING & MICRO FINANCE	Prin Cons (Banking Expert)	PG in Banking/ Commerce/ Finance or in Business Admin or in any discipline (in reducing order of preference)	20 yrs	<ul style="list-style-type: none"> • Experience of working at a senior position in Bank, •Vast Knowledge and experience in FI, MF & SHG-Bank linkage •Must have had a substantial exp of interfacing and working with the Govt or its entities •Exp in Rural Dev
2.		Sr. Cons (SPM)	PG in Science/Rural Dev/ Mgmt/ Agri/ Social Works	10 yrs	<ul style="list-style-type: none"> •Adequate Knowledge and experience in FI, MF & SHG-Bank linkage •Exp in Rural Dev
3.		Cons.	PG in Banking, Commerce, Finance or Science/Rural Dev/ Mgmt/ Agri/ Social Works	5 yrs	<ul style="list-style-type: none"> •Knowledge and experience in FI, MF & SHG-Bank linkage •Exp in Rural Dev
4.	MIS & M-E	Prin. Cons	BE/ BTech / MCA with MTech /ME / MBA desirable	15 years	<ul style="list-style-type: none"> •Knowledge and experience in IT, eGov, Computer Networking and ITES •Exp of having worked with Govt or its entities in senior position/s with multi-sectoral environment •Certification in Program/ PrjtMgmt •Exp in having worked in Rural Devmt is desirable
5.		YP	BE/ BTech in IT/ Comp. or MCA	0	<ul style="list-style-type: none"> •Knowledge of IT, ITES, Comp Networking or e-Gov or Systems
6.	PROCUREMENT, ADMIN. & HR	Sr. Cons. (Expert)	MBA/PG in Mgmt/related	10 yrs	<ul style="list-style-type: none"> •Exp of Admin., Facility Management, Client Relationship, Procurements, HRM •Exp of having worked in Large Org/ Govt. Entities would be preferred. •Certification in Program/ PrjtMgmt •Addl. Certification in HR or related fields
7.		Cons.	MBA/PG in Mgmt/related	5 yrs	<ul style="list-style-type: none"> •Exp of Admin., Facility Management, Client Relationship, Procurements, HRM
8.		YP	MBA/PG in Mgmt	0	Knowledge in HR
9	FINANCIAL MGMT.	Cons.	PG in Commerce, Finance or in Business Admin or CA or CFA	5 yrs	<ul style="list-style-type: none"> •Exp in FM/ Accounting. •Exp in handling Accounts of an Office or Org.

Sl. No	Area	Position	Min. Desired Qualifications	Min Work Exp	Other Requirements
10	IEC	Prin. Cons. (Expert)	PG in any stream	15 yrs	<ul style="list-style-type: none"> • Exp in managing IEC for large PSU/External Funding Organizations/ Pvt Sector/ Large Projects of Govt or it's entities/ NGOs etc. • Addl. Work and accreditation would be preferred.
11		YP	PG in Mass Comm/ MBA	0	Knowledge of Communication, Customer Relationship etc.
12	ASDP	COO	B.Tech or BE with PG/ MBA/ B.Com with CA	20 yrs	<ul style="list-style-type: none"> • Exp in managing HR issues with certain exposure at training & placements. • Exp of having worked for large PSU/External Funding Organizations/ Pvt Sector/ Large Projects of Govt or it's entities/ NGOs etc. • Should have a strong relation with the Business Houses or Associations • Project/PgmMgmt accreditation would be preferred. • Having experience of Rural Development/Marketing/Related
13		YP	MBA/PG in Business Mgmt/Admin	0	Knowledge in Rural Marketing & Corporate relationship
14	Livelihoods	Sr Cons	MBA/PG in Rural Marketing/ Social Welfare/ Rural Devmt/ Agri-Marketing	10 yrs	<ul style="list-style-type: none"> • Exp in managing Rural Development/ Agri Marketing/ Rural Marketing. • Exp of having worked for large PSU/External Funding Organizations/ Pvt Sector/ Large Projects of Govt or it's entities/ NGOs etc. • AddlExp of having been a part of creation of a Livelihood Chain would be preferred.
15		YP	MBA/ PG in Rural Marketing/ Agri-Marketing	0	• Knowledge of Rural Development/ Agri Marketing/ Rural Marketing.

PG- Post Graduate Course (degree/ diploma); other abbreviations are as per common usage

KEY ROLES & RESPONSIBILITIES:

a) Prin Cons. Banking & Micro Finance Expert:

- Provide policy inputs and guidance to the WBSRLM team on the entire portfolio related with financial services to achieve the objectives of NRLM in West Bengal
- Within this overarching role, the resource's specific inputs in the following areas is desirable:
 - (i) development / delineation of Log-frame / Result Framework / Annual Action Plan / SPIP / TOR of the project at state and different sub-project levels
 - (ii) WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring financial services
 - (iii) financial literacy to SHG members;

- (iv) effective linkage with banks, insurance providers and other financial service providers and access of financial services by SHG members;
- (v) capacity building of poor women members and their institutions on access and utilization of financial services
- (vi) development of partnerships and collaborations with different Technical Agencies (TA) / NGOs / CBOs, engagement with all relevant stakeholders including Banks, RBI, NABARD, government departments at various levels (district, state and national), etc. for creating an conducive atmosphere and also strengthening effective collaboration through capacity strategies, where ever necessary.
- (vii) to assist the CEO in providing strategic inputs in interactions with NMMU and World Bank and also take part in the same as and when required

b) Sr. Cons. (Banking & Micro Finance):

- to provide technical and managerial inputs to the Prin Consultant /WBSRLM at strategic and operational level in running the project.
- Within the above overarching role in strategic and operational level for managing the financial service vertical within WBSRLM, the specific role would be to steer WBSRLM in the following areas:
 - (i) development / delineation of Log-frame / Result Framework / Annual Action Plan / SPIP / TOR of the project at state and different sub-project levels
 - (ii) development, operationalisation and up gradation of WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring financial services
 - (iii) financial literacy to SHG members;
 - (iv) effective linkage with banks, insurance providers and other financial service providers and access of financial services by SHG members;
 - (v) capacity building of poor women members and their institutions on access and utilization of financial services
 - (vi) engagement with all relevant stakeholders including Banks, RBI, NABARD, government departments at various levels (district, state and national), etc. for creating an conducive atmosphere and also strengthening effective collaboration through capacity strategies, where ever necessary.
 - (vii) development of partnerships and collaborations with different Technical Agencies (TA) / NGOs / CBOs
 - (viii) to help WBSRLM in providing strategic and operational inputs in interactions with NMMU and World Bank
 - (ix) to represent or be part of West Bengal state in different fora especially on financial services related themes

c) Consultant (Banking & Micro Finance):

- To be part of West Bengal SRLM team and be operationally responsible on portfolio related with financial services to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to the Sr Cons. /WBSRLM at strategic and operational level in running the project.

- Within the above overarching role in strategic and operational level as a part of the financial service vertical in WBSRLM, the specific role would be to steer WBSRLM in the following areas:
 - (i) development / delineation of Log-frame / Result Framework / Annual Action Plan / SPIP / TOR of the project at state and different sub-project levels
 - (ii) development, operationalisation and up gradation of WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring financial services & financial literacy to SHG members;
 - (iii) effective linkage with banks, insurance providers and other financial service providers and access of financial services by SHG members;
 - (iv) capacity building of poor women members and their institutions on access and utilization of financial services
 - (v) engagement with all relevant stakeholders including Banks, RBI, NABARD, government departments at various levels (district, state and national), etc. for creating an conducive atmosphere and also strengthening effective collaboration through capacity strategies, where ever necessary.
 - (vi) development of partnerships and collaborations with different Technical Agencies (TA) / NGOs / CBOs
 - (vii) to help WBSRLM / SPM in providing strategic and operational inputs in interactions with NMMU and World Bank
 - (viii) to represent or be part of West Bengal state in different fora especially on financial services related themes

d) Sr. Cons. (MIS and M&E)

- The Monitoring, Evaluation and Learning Framework (MEL) for WBSRLM will be based within the overall plan of National Mission's Monitoring, Evaluation and Learning system (MEL) for reinforcing the culture of result-based management and providing the basis for evidence-based decision-making processes, of both strategic and operational nature, at all levels including community institutions, based on different tools and components including **specially** developed ICT platform (*eNRLMs*), self-monitoring and learning by CBOs, Internal reviews and learning, mid term and impact evaluation, baseline survey, follow-up surveyes, longitudinal studies, Social/development audit., etc.
- **To design and develop an end to end IT platform for WBSRLM and the project.**
- To be part of West Bengal SRLM team and be responsible on entire portfolio related with Monitoring, Evaluation and Learning (MEL) of WBSRLM to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to CEO/WBSRLM at strategic and operational level in running the project.
- Within the above overarching role in strategic and operational level for managing the ME & MIS vertical within WBSRLM, the specific role would be to steer WBSRLM in the following areas:
 - (i) development / delineation of Log-frame / Result Framework / Annual Action Plan / SPIP / TOR of the project at state and different sub-project levels

- (ii) development, operationalisation and up gradation of WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring effective end to end IT based transactions under this project.
- (iii) development and operationalisation of end to end IT solutions in running and managing the project
- (iv) organize / provide training / supports in implementation of MEL framework in SMMU, DMMU, BMMU, SHGs and their institutions
- (v) to help CEO in providing strategic and operational inputs in interactions with NMMU and World Bank
- (vi) to represent or be part of West Bengal state in different fora especially on MEL related themes

e) YP (MIS and M&E)

- To be part of West Bengal SRLM team and perform supportive roles on portfolio related with MEL to achieve the objectives of NRLM in West Bengal. The incumbent needs to provide technical and managerial inputs to Sr. Cons./WBSRLM in running the project.
- Within the above overarching role as a part of the MIS vertical in WBSRLM, the specific role of YP would be to support SPM in the areas like MIS, e-NRLM, training and capacity building of various stakeholders, documentation, etc.

f) Sr. Cons. (Procurement, Admin & HR)

- To be part of West Bengal SRLM team and be responsible on entire portfolio related with procurement, Admin & HR to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to CEO/WBSRLM at strategic and operational level in running the project. This would include day to day requirement assessment and pre-empting the requirements that would reduce the time.
- Within the above overarching role in strategic and operational level for managing the procurement, Admin & HR vertical within WBSRLM, the specific role would be to steer WBSRLM in the following areas:
 - (i) development, operationalisation and up gradation of WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring effective procurement.
 - (ii) Plan for the procurement needs for services, goods and equipments and works;
 - (iii) Check justification of such procurement as per NRLM guidelines;
 - (iv) Following up of financial norms prescribe by World Bank, NMMU and WBSRLM in the matter of all procurements;
 - (v) Preparation of all relevant papers / documents for any procurement, whether services, goods and equipments and works, keeping in view the prescribed norms;
 - (vi) Arrangement and preparation of EOI, RFP, etc. in accordance with rules, framed in this regard;
 - (vii) Initiation for submission of documents before WBSRLM, WB & NMMU for sanction.

- (viii) Organize / provide training / supports in implementation of Procurement Rules in SMMU, DMMU, BMMU, SHGs and their institutions
- (ix) Management of personnel deployed in different position at SMMU as also to provide support to DMMUs and BMMUs in this respect;
- (x) Overseeing recruitments and deployment of Human Resources in different positions;
- (xi) Upgradation of the skill and efficiency of the deployed personnel and accordingly arranging required trainings, exposure, practical demonstration etc;
- (xii) Day to day management and examine / supervise issues relating to estt, salaries, payrolls, all other facets of HRM etc.
- (xiii) Strict adherence to all HR norms prescribe by World Bank, NMMU and WBSRLM;
- (xiv) Preparation of all relevant papers / documents for any HR related matters keeping in view the prescribed norms;

g) Cons (Procurement, Admin & HR)

- Within the above overarching role in strategic and operational level for managing the procurement, Admin & HR vertical within WBSRLM, the specific role would be to steer WBSRLM in the following areas:
 - (i) Development, operationalisation and up gradation of WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring effective procurement.
 - (ii) Plan for the procurement needs for services, goods and equipments and works;
 - (iii) Check justification of such procurement as per NRLM guidelines;
 - (iv) Following up of financial norms prescribe by World Bank, NMMU and WBSRLM in the matter of all procurements;
 - (v) Preparation of all relevant papers / documents for any procurement, whether services, goods and equipments and works, keeping in view the prescribed norms;
 - (vi) Arrangement and preparation of EOI, RFP, etc. in accordance with rules, framed in this regard;
 - (vii) Initiation for submission of documents before WBSRLM, WB & NMMU for sanction.
 - (viii) Organize / provide training / supports in implementation of Procurement Rules in SMMU, DMMU, BMMU, SHGs and their institutions
 - (ix) Management of personnel deployed in different position at SMMU as also to provide support to DMMUs and BMMUs in this respect;
 - (x) Overseeing recruitments and deployment of Human Resources in different positions;
 - (xi) Upgradation of the skill and efficiency of the deployed personnel and accordingly arranging required trainings, exposure, practical demonstration etc;
 - (xii) Day to day management and examine / supervise issues relating to estt, salaries, payrolls, all other facets of HRM etc.
 - (xiii) Strict adherence to all HR norms prescribe by World Bank, NMMU and WBSRLM;
 - (xiv) Preparation of all relevant papers / documents for any HR related matters keeping in view the prescribed norms;

h) YP (Procurement, Admin & HR)

- To be part of West Bengal SRLM team and be responsible on entire portfolio related with procurement, Admin & HR to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to Prin Cons Procurement/WBSRLM at strategic and operational level in running the project. This would include day to day requirement assessment and pre-empting the requirements that would reduce the time.

i) Sr. Cons. (Financial Management)

- responsible on entire portfolio related with Financial Management to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to Controller of Finance/WBSRLM at strategic and operational level in running the project.
- the specific role would be to steer WBSRLM in the following areas:
 - (i) Development, operationalisation and up gradation of WBSRLM team's Financial Systems, Procedures and capacities for achieving the WBSRLM's goal and objectives on ensuring effective procurement.
 - (ii) Maintenance of comprehensive and proper fund flow & Financial management in the office of SMMU
 - (iii) Overseeing and examine the procedure be maintained by the respective DMMU and BMMUs in respect of Financial Management and to ensure that financial discipline is being maintained as per financial norms
 - (iv) Prepare budget and expenditure Plan for WBSRLM;
 - (v) Strict adherence to all financial norms prescribe by World Bank, NMMU and WBSRLM with a firm view on the State's Rules and Acts in the matter of all financial transactions;
 - (vi) Preparation of all relevant papers / documents for any financial related matters keeping in view the prescribed norms;
 - (vii) Preparation of all documents / monthly and quarterly reports related with finance in WBSRLM and also for subsequent submission to NMMU, World Bank and others as per requirement.
 - (viii) Organize / provide training / supports in implementation of Financial management rules in SMMU, DMMU, BMMU, SHGs and their institutions

j) IEC Expert

- To be part of West Bengal SRLM team and provide policy inputs and guidance to the WBSRLM team on entire portfolio related with information, extension & communication to achieve the objectives of NRLM in West Bengal
- Within the above overarching role in policy and guidance role for IEC within WBSRLM, the primary role would be to develop IEC strategy for WBSRLM to brand & position WBSRLM in development context of state and also promote WBSRLM (ANANDHARA) in such a manner to create a enthusing vibe at the national and state level, more particularly among the major stakeholders.

- Within this framework, the other specific inputs would be to help WBSRLM in at least the following areas:
 - (i) Development of materials in different media for positioning WBSRLM in appropriate manner
 - (ii) Development campaigns on issues relevant to WBSRLM activities and manage these campaign of WBSRLM
 - (iii) Facilitate other verticals especially programme ones, to develop and disseminate CB materials
 - (iv) Organization of events and also develop strategic collaboration for promoting WBSRLM and eliciting supports for SHGs

k) YP (IEC & Communication)

- To be part of West Bengal SRLM team and to provide technical and managerial inputs to Prin Cons IEC/WBSRLM at strategic and operational level in issues relating to information, extension & communication etc. to achieve the objectives of NRLM in West Bengal.
- Within the above overarching role in policy and guidance role for IEC within WBSRLM, the primary role would be to develop IEC strategy for WBSRLM to brand & position WBSRLM in development context of state and also promote WBSRLM (ANANDHARA) in such a manner to create a enthusing vibe at the national and state level, more particularly among the major stakeholders.

l) Chief Operating Officer (ASDP):

- To be part of West Bengal SRLM team and be responsible through strategic and operational role to the WBSRLM team on entire portfolio related ASDP to achieve the objectives of NRLM in West Bengal.
- COO will be responsible for Aajeevika Skill Development Project in West Bengal in terms of planning, implementing and monitoring and also to take it to develop it as separate mission within the overall objectives of WBSRLM under the guidance of CEO, WBSRLM.
- The specific roles would include:
 - (i) Development / delineation of Log-frame / Result Framework / Annual Action Plan / SPIP / TOR of the project at state and different sub-project levels
 - (ii) WBSRLM team's systems and capacity for achieving the WBSRLM's goal and objectives on ensuring ASDP interventions
 - (iii) To invite and examine the projects relating to placement linked training programme and to take necessary actions for evaluation of the same followed by submission to NMMU;
 - (iv) To find out different training options having placement potential and in this respect to keep constant liaison with business houses and business organizations;
 - (v) To take initiative for linking up this initiative with different training institutions so that poor youths of the rural area get opportunity for attaining skills in different domains and finally be placed in job market;

- (vi) To develop a good mechanism in this regard at the state level by taking necessary supports and assistance from the sister programme / organizations including government departments, business associations, research / management institutions, etc.;
- (vii) To monitor all such training programmes and placement;
- (viii) To develop projects to be run by WBSRLM
- (ix) To organise reports and documents for submission to NMMU, World Bank and other agencies
- (x) Engagement with all relevant stakeholders including Banks, RBI, NABARD, government departments at various levels (district, state and national), etc. for creating an conducive atmosphere and also strengthening effective collaboration through capacity strategies, where ever necessary.
- (xi) Development of partnerships and collaborations with different Technical Agencies (TA) / NGOs / CBOs
- (xii) To help CEO / SPM in providing strategic and operational inputs in interactions with NMMU and World Bank
- (xiii) To represent or be part of West Bengal state in different for especially on ASDP related themes

m) YP (ASDP)

- To be part of West Bengal SRLM team and perform supportive roles on portfolio related with ASDP to achieve the objectives of NRLM in West Bengal.
- The incumbent needs to provide technical and managerial inputs to COO/ SPM/ WBSRLM in implementing the project.
- Within the above overarching role as a part of the ASDP interventions in WBSRLM, the specific role of YP would be to support SPM and COO in the areas like annual plan, Partnership management, MIS, capacity building of SHG members and their household members, engagement with stakeholders, documentation, etc.

Note: In addition to the above, the Agency will also be required to provide a pool of around 10 support staff from time to time for office support in the areas of IT, Secretarial services, Reception and messenger services, etc. compensations for these would be on pro-rata basis.

D. Proposed Organogram

