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West Bengal State RURAL LIVELIHOODS Mission (WBSRLM)
(A Society under Registration of Societies Act
under Panchayet and Rural Development)
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Selection of Consultants for undertaking Process Monitoring of WBSRLM

Memo No. 1785/WBSRLM/Proc./11 Pr.-13/2016

Kolkata
22nd February 2016

India
West Bengal State Rural Livelihoods Project
Loan No. 4978 IN

Letter for Expression of Interest (EOI)

Dear Sir/Madam,

1. Letters for Expression of Interest (EOI) are invited from qualified and experienced consulting Agencies who wish to undertake Consultancy services for undertaking "Process Monitoring of West State Rural Livelihoods Mission (WBSRLM), a registered Society, under Panchayat and Rural Development Department, Govt. of West Bengal
2. Background: The West Bengal State Rural Livelihoods Mission (WBSRLM) - Anandadhara was launched in 2012 under the aegis of the National Rural Livelihoods Mission (NRLM) - Aajeevika. The objective of the Mission is to reduce rural poverty in West Bengal by creating and strengthening community based institutions which would function as pathways to sustainable livelihoods of the poor. The Mission is being implemented in a phased but intensive manner in the state. The Mission is being implemented in 32 Intensive Blocks (NRLP) in 9 Intensive Districts and 309 Non-Intensive Blocks (including 11 Home Grown Model Blocks) and a Project Monitoring Unit for Mayel Lyang Lepcha Development Board (MLLDB) for Lepcha Community in Kalimpong in Darjeeling district.
3. Need for Consultancy Services: NRLM is a process intensive and the final outcomes depend on the quality of processes adopted at all levels. The Mission has determined certain key processes to be adopted by the implementation Agency. Any deviation from the normative process could affect the Mission outcomes. However, if deviations are identified and corrected early, the Mission could achieve its objective. Identifying the process deviations through internal reviews and monitoring is not always effective. Therefore, NRLM has emphasized to have a third party Process Monitoring in WBSRLM. Thus, WBSRLM has decided to commission a third-party Process Monitoring to track the process deviations and provide early signals to the Mission management to undertake corrective action. Further, Process Monitoring would also help the Mission to learn from its own experience and improve upon its effectiveness over time. Thus, a well designed Process Monitoring would identify key process deviations,



facilitate mid-course corrections and improve upon the quality and effectiveness of Mission implementation, particularly, in the early stages.

4. The objective of the Consultancy Services:

WBSRLM seeks to commission Concurrent Process Monitoring for two years by external Agency. It is proposed to procure the services of one Agency experienced in conducting similar studies to undertake Process Monitoring in the Mission area comprising of one intensive Block (NRLP) in each intensive Districts and one model Block in each non intensive District and in MLLDB in Kalimpong only as shown s in the Terms of Reference (ToR). The services of the Agency will be contracted as per the procurement guidelines of NRLM.

The contracted Agency will undertake the assignment under the overall supervision of the State Mission Director & Chief Executive Officer (SMD & CEO) of WBSRLM or his/her nominee officers. The thematic staff earmarked for area responsibility for respective District under State mission Management Unit (SMMU) and Dy. Additional District Mission Director (DPD- Monitoring) of each District Management Unit (DMMU) under WBSRLM will also act as liaison Officers/ Staff for Process Monitoring of the respective District.

5. Invitation:

West Bengal State Rural Livelihoods Mission (WBSRLM) now invites EOIs from eligible consulting Agencies like Firms, Universities, reputed educational Institutions ("Consultants") to indicate their interest in providing the Services. Interested Agency/Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. Agencies i.e., Firms, Universities, Educational Institutions fulfilling following conditions may apply:-

- a. The Agency should have prior experience and expertise in Process Monitoring/ Monitoring and Evaluation of poverty alleviation/rural development/ livelihood enhancement projects funded by the Government of India/State Governments/the World Bank/the UN or other externally aided Agencies;
- b. The Agency must have a minimum of 5 years of experience in the design and conduct of process monitoring/monitoring and evaluation of large poverty alleviation/livelihoods projects funded by Gol /State Governments/ the World Bank/Multilateral agencies ;
- c. Availability of competent professional resources exclusively for the assignment. Consultant is required to deploy dedicated full time teams to the assignment well acquainted with Process Monitoring and monitoring and evaluation studies with prior experience of working in Eastern States of India may be given priority;
- d. Should have undertaken at least 2 completed Process Monitoring studies with a sample size covering at least 4 districts per round/monitoring and evaluation assignments of poverty alleviation/ rural livelihoods



projects¹ funded by Government of India/state governments/the World Bank/ other multilateral/ bilateral agencies and involving large² samples size. Full details of such projects should be provided. The consultant may note that the consultants who have substantially delayed the completion of tasks for NRLM states/other West Bengal Government departments or have delivered poor quality output in the past will not be considered. Agencies black-listed by Government of India and World Bank will not be considered;

- e. The lead Agency should have had an Average Annual Turnover of Rs.1.00 crore or more in the last three completed financial years. Audited financial statements of the last three years should be attached with EOI;

Consultants may note the EOIs received will be evaluated based on the broad criteria:

1. Having credible and proven record of undertaking Process Monitoring and Monitoring and Evaluation studies of nation-wide/inter-state rural development projects funded by GOI/State Governments or their agencies in the last 5 years- 20% weight
2. Availability of suitable manpower, infrastructure and presence in West Bengal - 20% weight
3. Completion of 2 Process Monitoring studies with a sample size covering at least 4 Districts per round/ large Monitoring and Evaluation studies covering more than 2000 household - 40% weight
4. Turnover of lead consultant - 20% weight

Depending on the number of responses received, WBSRLM may work out a sub criteria within the broad criteria indicated above.

6. Consultants may associate with other Firms/ Agencies/ Organizations in the form of a joint venture or a partnership or association to enhance their qualifications. Consultants or associations of consultants, who are interested in being considered for the assignment, should submit information related to all the parties in the format indicated in the attachment to this letter for Expression of Interest.

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 (January 2011)] ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

8. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Consultant Guidelines. Further information can be obtained at the above address during office hours [10:00 to 17:30 hours].


10. The EOI must be delivered in written form in the prescribed form (see Annexure-1 & 2) along with a soft copy in a CD/DVD addressed to The State Mission Director and Chief Executive Officer (SMD & CEO), WBSRLM on the address given above. The EOI is to be submitted with details and evidence related to the selection criteria listed above in a sealed envelope clearly indicating "EOI submission for Process Monitoring of WBSRLM". EOI should be submitted to the undersigned by 11th March, 2016 till 5.30 pm. Consultants are required to submit the EOI along with a cover letter, duly filled Annexure-1 & 2 provided along with

¹ Excluding Project Management Assignments

² Large means: Monitoring and Evaluation studies with a sample of more than 2000 households.

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the EOI and necessary supporting documents. Incomplete EOIs and EOI responses received after the specific date and time will not be considered.


The State Mission Director and Chief Executive Officer
West Bengal State Rural Livelihoods Mission (WBSRLM)

Please note that no proposals are required now. On the basis of information provided by interested consultants, the Mission will prepare a shortlist of up to 6 consultants who will be invited to submit proposal.

Annex-1
Format for Organizational Profile of the Agency

Name of the Assignment :

Date of advertisement :

(Note: Consultants submitting the EOI as a joint venture or intended to form a joint venture should provide the details of all the partners)

| A -Consultant's Profile(Maximum 2pages) | | | | | |
|---|--|---|---------------------|---------|-------|
| 1 | Name of the Organization/ Agency | | | | |
| 2 | Postal Address | | | | |
| 3 | Telephone:Mobile / Fax/ E-mail/Website; | | | | |
| 4 | Contact Person name and designation with contract details | | | | |
| 5 | Registration Details: Registered on (Date) Legal status {(for profit making Organisation/ Institution;not forprofit Organisation/ Institution/ registered trust; others (specify)} | Provide copy of the registration certificate,PAN,Board of Directors,Executive Committee Members,General Body members,brief profile and latest annual report | | | |
| 6 | No.of completed years | | | | |
| 7 | Details of Branch Offices | State/Location of Branch office | No of Staff working | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 8 | Financial Capacity Average Annual Turnover of lead consultant should be at least Rs.1.00 crore during the last three financial years. EOIs with less than Rs.1.00crore of annual average turnover shall not be considered. (Enclose Audited financial reports). | Provide the turnover of organization (on the basis of the audited accounts)in the last three financial years in Indian Rupees. | | | |
| | | 2014-15 | 2013-14 | 2012-13 | Total |
| | | | | | |



B-Consultant's Experience (Maximum 10 pages)

1 Experience of working in Process Monitoring/Impact evaluation of Livelihoods/ rural development initiatives implemented/funded by GOI/World Bank/state governments undertaking in the past. Agencies which do not have completed 2 Process Monitoring Studies or 2 large Monitoring and Evaluation studies shall not be considered. Agencies with Process Monitoring Experiences shall be given priority and agencies who have completed the assignments within the timelines will be preferred). Please attach a copy of letter issued by the concerned client certifying completion of the assignment.

Please provide details of at least 3 such completed assignments (you may add more rows) in the last three years.

| Name of Project | Client | Services Provided | Sample (Provide detail of sample size such as HH, SHGs, Villages, VO- Up Sanghas, GP- Sanghas, Blocks, Districts and States covered) | Duration of Assignment and status as of Dec., 2015 & effective date of Contract and duration | Value of Contract (in INR) and Date of acceptance of final deliverables by the client |
|-----------------|--------|-------------------|--|--|---|
| | | | | | |
| | | | | | |
| | | | | | |

2 Details of Key staff available (excluding office Admin. staff) and Presence in Eastern States in India.

| Category (provide each branch and partner wise details) | No. | No. of Senior Professionals | No. of field staff | No. of Associates / Consultants |
|---|-----|-----------------------------|--------------------|---------------------------------|
| Head office | | | | |
| Branch office | | | | |
| Total | | | | |

3 Key staff profile of the organization/s. Please provide details of the key staff with experience in Process Monitoring/ Monitoring and Evaluation studies Detailed CVs are not required at EoI stage. Among other information, the brief CVs should include the following information in the following format:

| | |
|---|--|
| Name of the staff with education qualification | |
| Is he/she currently associated with the consultant? (Yes/No) if yes, provide nature of engagement (fulltime staff, part time staff, consultant etc) | |
| Designation | |
| Year of experience in the organization | |
| Areas of expertise | |
| Particulars of assignments handled | |
| Particulars of service provided | |

Signature of the authorized representative
Authorized Signatory (with seal)

Annexure -2

Declaration

To whom so ever it may be concern

Date:

I/We hereby solemnly take oath that I/We am/are authorized signatory in the firms/ Agency/ Institute/ Company and hereby declare that "Our Firms/ Agency/ Institute/ Company do not face any sanction or any pending disciplinary action from any authority against our Firms/ Agency/ Institute/ Company or partners." Further, it is also certified that our Firms/ Agency/ Institute/ Company or partners has not been blacklisted by any Government or any other donor/partner organization in past.

In case of any further changes which affect this declaration at a later date, we would inform WBSRLM accordingly.

We also confirm that the details provided in our response to EOI are true. If the client finds at any time that the information provided is not correct, we shall be bound by any action that the client deems fit and appropriate including termination of contract.

Signature of the authorities person
Seal



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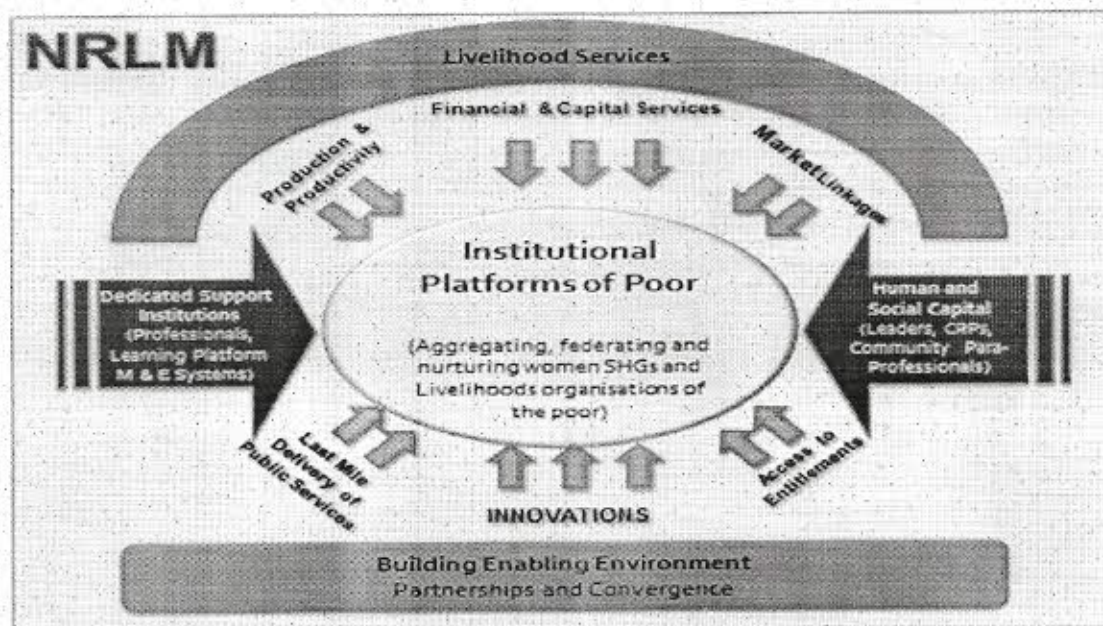
*** Terms of Reference ***

(To be finalized at the time of RFP)

Consultancy Services for Process Monitoring for the West Bengal State Rural Livelihoods Mission under National Rural Livelihoods Project (NRLP)

I. BACKGROUND

The West Bengal State Rural Livelihoods Mission (WBSRLM) - *Anandadhara* was launched in 2012 under the aegis of the National Rural Livelihoods Mission (NRLM) – a centrally sponsored programme of the Ministry of Rural Development. The objective of the Mission is to reduce rural poverty in West Bengal by creating and strengthening community based institutions which would function as pathways to sustainable livelihoods of the poor. The Mission is being implemented in a phased but intensive manner in the state. The NRLM also aims at harnessing the innate capabilities of the poor and seeks to complement them with their capacities (information, knowledge, skills, tools, finance and Collectivization) to deal with rapidly changing external world. Further, the Mission is designed to facilitate shift of the states from the allocation based strategy to a demand- driven strategy, enabling the states in the process to formulate their own poverty reduction plans. Thus, the Mission aims at bringing about fundamental structural changes and reforms in the manner in which rural poverty alleviation programs are implemented. The NRLM framework is depicted as follows:



- 1.1 The Mission in west Bengal is being implemented intensively in 32 Blocks (NRLP) in 9 Districts while a non-intensive strategy has been adopted for 309 Non-Intensive Blocks (including 11 Home Grown Model Blocks) and a special project for Mayel Lyang Lepcha Development Board (MLLDB) for Lepcha Community in Kalimpong region of Darjeeling.
- 1.2 NRLM is a process intensive programme and the culmination outcomes depend on the quality of processes adopted at all levels. The Mission has determined certain key processes to be adopted by the implementation agency. Any deviation from the


normative process could affect the Mission outcomes. However, if deviations are identified and corrected early, the Mission could achieve its objective. Identifying the process deviations through internal reviews and monitoring are not always effective. Therefore, WBSRLM has decided to commission a third party Process Monitoring. A third-party Process Monitoring is expected to track the process deviations and provide early signals to the Mission management to undertake corrective action. Further, Process Monitoring would also help the Mission to learn from its own experience and improve upon its effectiveness over time.

- 1.3 WBSRLM seeks to procure the services of a consulting agency experienced in conducting similar studies to undertake Process Monitoring in sample districts and blocks as indicated below-

Table 1
Sample Districts and Blocks for Process Monitoring

| Sl. No. | District | Name of Block | Type of Block | Team |
|---------|---------------------------------|---------------|---------------|----------------------|
| 1 | South 24 Parganas | Patharpratima | IB-RB | 1 st Team |
| 2 | North 24 Parganas | Habra-II | MB | |
| 3 | Howrah | Amta-II | MB | |
| 4 | Hooghly | Pursura | MB | |
| 5 | Nadia | Ranaghat -I | MB | |
| 6 | Purba Medinipur | Nandigram-I | IB-RB | |
| 7 | Paschim Medinipur | Binpur-II | MB | |
| 8 | Bankura | Simlipal | IB-RB | |
| 9 | Burdwan | Purbastali-II | MB | |
| 10 | Purulia | Para | IB-RB | |
| 11 | Birbhum | Dubrajpur | IB-RB | |
| 12 | Murshidabad | Nabagram | MB | 2 nd Team |
| 13 | Malda | Manikchak | IB-RB | |
| 14 | Dakshin Dinajpur | Harirampur | MB | |
| 15 | Uttar Dinajpur | Hemtabad | MB | |
| 16 | Siliguri Mahukma Parishad (SMP) | Kharibari | MB | |
| 17 | GTA- Darjeeling | Mirick | MB | |
| 18 | Darjeeling | MLLDB | MB | |
| 19 | Jalpaiguri | Matiali | IB | |
| 20 | Alipurduar | Alipurduar-I | IB-RB | |
| 21 | Coochbehar | Dinhata-I | IB | |

The services of the agency will be contracted as per the procurement guidelines of NRLM. The contracted agency will undertake the assignment under the overall supervision of the Chief Executive Officer (CEO) of WBSRLM or his/her nominee officers. The State thematic staff earmarked for area responsibility for respective District under WBSRLM and MIS/ M&E staff as well as DPD(Monitoring) of DMMU will also act as liaison Staff/officer for Process Monitoring.



II. Objectives of assignment

2.1 The objectives of the Process Monitoring assignment are

- a) To identify the deviations in implementation against the actual plan of implementation (Theory of change/ Logical framework to be used whenever designed) at community and programme management levels (SMMU, DMMU and BMMU).
- b) To identify and document best practices from all four strategies for replication;
- c) To draw relevant learning for WBSRLM from the various approaches and methods used for implementation of rural livelihood enhancement programmes in India and South Asia. The recommendations in each round should indicate the reference of similar instances.
- d) To support in transitioning from external organization-led process monitoring to community-led Process Monitoring

More specifically, Process Monitoring is expected to enable the WBSRLM to understand:

- How and through what processes the four strategy has actually been rolled out including the key processes initiated at SMMU, DMMU, BMMU and the community levels?
- What issues are critical to the roll out of the strategies?
- Which part of each strategy worked well, and where, which did not work and Why?
- What types of obstacles were faced and how were they resolved?
- What are the strategic changes required to improve effectiveness of the Strategies?
- What are the best practices emerging from the strategies?
- What are the early outcomes of the strategies?

III. Sample Design

While there will be no sampling for State and District levels, sampling is envisaged for villages from 9 NRLP Blocks and 11 Model Blocks and MLLDB. A proposed sampling design is expected to be included in the technical proposal by the bidding Agency.

Thus, the agency would be expected to undertake process monitoring in sample blocks as per the following plan in each month by two parallel teams coordinated by one team leader-

| Sample units per month | Team 1 | Team 2 |
|---|---|---|
| District-DMMU | 1 | 1 |
| Block- BMMU | 1 | 1 |
| Gram Panchayats/ Sanghas | 2 | 2 |
| Villages | 4 | 4 |
| SHGs | 50% in each village subject to a maximum of 5 | 50% in each village subject to a maximum of 5 |
| Village Organisations/ Federations in the sample GPs/ Sanghas | | |
| Select social capital in the sample block, GPs and villages | | |
| Select Households to assess perceived benefits from the Mission | 5HHs in each village | 5HHs in each village |

Thus, in each month, the two teams of the agency would be required to conduct process monitoring in 2 districts, 2 blocks, 4 GPs/ Sanghas and 8 villages. The agency would be required to re-visit 25% of the sample blocks, GPs and villages from the 3rd quarter to assess institutional maturity, financial inclusion and livelihoods promotion in the sample areas covered in the previous rounds. The WBSRLM will indicate the names of blocks to be revisited. In each sample district and block, the process monitoring agency is expected to undertake the following activities-

1. District

- a. Visit DMMU and hold detailed discussions with the District Mission Manager and key staff to understand the progress made in the district under different components of the Mission; implementation processes adopted; constraints experienced and other implementation issues; identify key areas for process monitoring in consultation with the district Mission
- b. Collect secondary information on the sample block;

2. Block

- a. Visit the sample BMMU and hold detailed discussions on the progress made in the block, implementation strategies and processes adopted, constraints faced and other issues affecting implementation
- b. Identify sample GPs/ Sanghas and villages and key issues for process monitoring in consultation with Block Mission such that they are representative of the progress of the Mission in the block

3. Sanghas/ GPs/ Villages

- a. Interact with Sangha office-bearers and EC members to assess the progress of the Mission in the Sangha area and select sample villages
- b. Visit sample villages to assess the implementation of the Mission activities in all areas- social mobilization, inclusion of vulnerable HHs, promotion of new SHGs, strengthening of pre-existing SHGs, institution of norms and capacity building, financial inclusion activities including SHG-bank linkage, provision of RF and CIF, promotion of livelihoods activities etc.
- c. Interact with sample SHGs to study their functioning in different areas in general and the key processes adopted for building their strategies, instituting norms, providing community funds, enabling credit linkage with banks, supporting livelihoods etc. The agency would be required to examine all key processes of implementation adopted at all levels in general and at the community level in particular. The agency would be expected to get a list of processes relevant for each quarter approved by the Mission before undertaking monitoring in the sample districts.

4. De-briefing: The agency is required to de-brief the SHGs, VOs, Sanghas, BMMUs and DMMU after each round of process monitoring. As part of de-briefing, key observations and process issues need to be disseminated. However, a one or two page report should be submitted to BMMUs and DMMUs as part of de-briefing. But, de-briefing reports are not a substitute for regular quarterly process monitoring reports.



5. **Quarterly reports:** The agency would be required to submit quarterly process monitoring reports covering all the blocks and districts covered during the quarter (3 months), following the template described by WBSRLM. Apart from a summary report covering key process observations and issues across all sample districts covered in a quarter, the report should include a brief district-wise report. The report should include all the district covered by both the teams in a given quarter. A presentation on the key findings and recommendations should be made by the agency to the SMMU, before commencing the subsequent round of process monitoring. The SMMU would be expected to provide key issues for monitoring in different sample districts before the commencement of each round.
6. **Annual report:** The agency would also be required to submit an annual report covering 4 quarters of process monitoring, identifying key processes adopted, process deviations observed, internal and external constraints that affected implementation, strategies adopted by Mission management to overcome the constraints, and changes observed in the empaneled blocks (25%) overtime.
7. **Best practices:** As part of process monitoring, the agency would be required to identify and document select best practices which can be replicated. At least one best practice would be expected from each block. A separate template would be provided to document best practices.
8. **Internal community process monitors:** The process monitoring agency would be expected to train at least 3 internal community process monitors per block in process monitoring per year. The District/ Block Mission Management Units will identify experienced CRPs to be trained in community process monitoring. The training should be informal in the form of attachment with the external process monitoring teams when they visit the blocks. In addition, a short class-room training may be organized to the community process monitors at an appropriate time for 2-3 days. For the benefit of the community process monitors, the agency would be required to develop a short manual in Bengali. The manual may include brief sections on purpose of monitoring / process monitoring, short user friendly tools and reporting templates.

IV. Qualification and Experience of the Process Monitoring Teams

The agency is required to deploy a 7-member team with the following qualifications and experience as follows:

| S. No. | Key Positions | Profile Required | Expected Competencies |
|--------|---|---|---|
| 1. | Full time - Team leader (1 person) | S/he should be a Post Graduate in Rural Management/ Economics/ Social Work/ Social Sciences with a minimum of 10 years of experience in Monitoring and Evaluation/Research studies in the areas of Rural Development/ Livelihoods promotion and poverty alleviation. S/he should be well conversant with the methodology of community development and participatory research/resource analysis and livelihood issues with good analytical skills. | <ul style="list-style-type: none"> • Sound contextual understanding of West Bengal and working knowledge of Bengali • Verbal and written fluency in English language is necessary. Experience in designing and conducting large scale Monitoring and Evaluation studies including process monitoring/ community monitoring studies • Experience in analyzing and reporting qualitative data • Sound understanding of community development processes • Experience in leading multi-disciplinary and multi-location teams • Experience in documenting best practices |
| 2. | Full time - Analyst (1 person) | S/he should have PG in Statistics/ Economics/ Rural Management with 5 years of experience and possessing good analytical skills and experience in using SPSS/ ATLAS-ti etc. | <ul style="list-style-type: none"> • Sound understanding of data management software and programmes • Data collection-entry-collation-analysis and presentation skills • Documentation support skills |
| 3. | Full time fTeam Members- 6 (Two teams with three Members each) | Post Graduates in Rural Management/ Economics/ Social Sciences/ Social work with 5-7 years of experience in Monitoring and Evaluation, Field research, Community development etc. | <ul style="list-style-type: none"> • Sound contextual understanding of West Bengal • Fluent in Bengali • Sound understanding of monitoring and evaluation techniques especially Process Monitoring / Community Monitoring of Rural Development/ Rural Livelihoods projects • Sound understanding of community development processes • Data collection-entry-collation-analysis and presentation skills • Skills in documentation of best practices |

The consultant may also suggest a team of different size and composition along with justification for the same.

V. Timeline, schedule of deliverables and payments

The Agency will be expected to successfully implement each of these selected theme activity, based on the following specific deliverables during the 2 years:

- a. Inception report: One month of contract- 10% of contract amount
- b. On acceptance of each quarterly report: 8.75% of contract amount
- c. On acceptance of each annual synthesized report: 10% of contract amount

VI. Estimated work period

The total work period for the assignment is scheduled for a period of two years, and financials Bids are also invited for the period of 2 years. The performance of the Consulting Agency will be reviewed on half yearly basis.

The organization will be paid contract price upon timely submission of deliverables, as indicated above.

VII. Use of data

The organization shall not use the data for their own research purposes, nor license the data to be used by others, without the written consent of WBSRLM.

VIII. Review Committee to Monitor Consultant's Work

The SMD &CEO, WBSRLM is the competent authority to undertake monitoring and review of the work of process monitoring agencies. She/He may constitute a review/steering committee to monitor the progress of the agencies from time to time and provide necessary advice. The review/steering committee may also seek comments and inputs on the consultant's work from the MORD, NRLM, the World Bank staff and other experts as appropriate.

IX. Services to be Provided by the WBSRLM

The Agency would be provided access to MIS data, internal project communications, correspondence, study reports, manuals, handbooks, policy note and such other material which are not in the nature of classified documents of the Central and the state Govt. The WBSRLM would also facilitate the conduct of Process Monitoring.

X. Ownership

All information collected by the Process Monitoring Agency will be used only for the purpose of preparing and presenting Process Monitoring reports. No part of the information shall be used for any other purpose without the prior explicit consent of WBSRLM. All material and data collected shall be the property of the WBSRLM.