**Terms of Reference**

**For Human Resource Management in Odisha Livelihoods Mission**

1. **Background:**

National Rural Livelihoods Mission (NRLM) aims at eradication of rural poverty by building sustainable institutions of poor and ultimately leading them to sustainable livelihoods. The basic purpose of National Rural Livelihoods Mission is to put in place a dedicated and sensitive support structure from the national level to the sub-district level which will focus on the poor, build and sustain their organizations at different levels. This will provide the poor a platform for collective action based on self help and mutual cooperation, build linkages with mainstream institutions, including banks, and government departments to address the various dimensions of poverty. Odisha Livelihoods Mission (OLM), a society formed by the Panchayati Raj Department and registered under the Societies Registration Act 1860 will implement NRLM in the State of Odisha. The society has a two tier structure, Governing Body and Executive Committee. To strengthen the administrative set up, the State Mission Management Unit (SMMU) has provision for a full time CEO, Additional CEO, Deputy CEO and a core team comprising Project Managers & Project Executives from various thematic areas. OLM will have implementation support structure at district and block level as well.

In addition to the existing staff strength of the Mission, OLM has recently recruited and placed staff at state, district and block level following a competitive selection process.

1. **Objective:**

The objective of the assignment is to:

1. Implement and coordinate performance appraisal of around 500 staff for the financial year 2015-16.
2. Undertake periodic contract management of existing staff
3. Coordinate staff capacity building programs
4. Provide backup support for HR systems management

**3) Scope of the Assignment:**

OLM proposes to engage a HR agency hereinafter referred as agency to work closely with the OLM HR cell under the guidance and supervision of CEO and/or Additional CEO (Programme Support) to perform the tasks derived from the objective of the above said assignment. Apart from the above tasks, the agency will be asked to deliver other tasks as agreed upon in the Annual Work Plan.

It is expected that the selected HR agency will put in place a support team consisting of professional and support staff as laid down in ***Annexure- 1*** to complete the listed deliverables derived from the objective of the assignment. The agency will suggest improvement in the existing performance appraisal system suitable for the rural development project so that appraisal system will be objective, measurable and linked to actual performance. Performance appraisal system (PAS) should be designed in such a manner that core competencies of each role vis a vis performance gap must be identified, which will be addressed through training and development initiative.

Apart from implementation of PAS, staff capacity building is also critical from the Mission’s perspective. Based on the need identification through performance appraisal of staff and other feedbacks received from time to time, the agency will help the Mission to design the staff capacity building strategy. It is also essential to do timely contract execution and renewal to avoid legal complicacy. Staff contract management will be linked to the satisfactory performance appraisal. The agency will provide full time project assistant for staff record management, leave management, statutory compliances, execution and renewal of contract.

**4.) Key Tasks:**

The selected HR agency will be responsible to deliver the following tasks:

1. ***Annual Work Plan:*** The hired agency will develop an Annual Work Plan jointly with HR Cell of OLM and submit to the management of OLM for approval. The Annual Work Plan will clearly list out the activities, outputs, delivery timeline and reimbursable costs in the below mentioned deliverables.
2. ***Performance Appraisal System (PAS):*** The HR agency will be responsible for improving upon the existing system in consultation with HR Cell of OLM and implement performance appraisal system as proposed and agreed by the OLM. The agency/firm will provide all necessary hand-holding and training support to OLM for rolling out the PAS. The exact process steps and timeline to roll out PAS will be agreed with the OLM. In addition to this, the agency will also generate performance appraisal report (PAR) after its compilation.
3. **Periodic contract management of entire staff:** The agency will facilitate the contract execution process for the newly joined staff in the Mission. There will be two performance reviews to decide further continuance of the staff in the Mission. There will be a performance review after end of six months probation to retain the staff for a period of one year and based on annual performance review, decision will be taken on renewal of contract. The agency will facilitate renewal of contract in terms of PAR and issuing letters of renewal to the staff concerned.
4. **Staff capacity building programs:** The agency will coordinate the staff capacity building programs in terms of organizing logistic and preparing training calendar and monitor all staff training program within /outside the State as per the Annual Action Plan. In addition to this, the agency will prepare the data base of staff receiving mandatory training along with non receipt of any kind of training due to any reason whatsoever.
5. ***Provide Back Office Support for Staff Management:*** The agency/firm will be responsible for providing all back office support related to staff management which includes staff record management, maintaining and updating personal file of staff, staff contract management, leave records management, training records, letter drafting and issue and statutory compliance related to EPF**.**
6. ***Duration of the assignment:***The accomplishmentof task and other deliverables will result in a contract for 12 months. Contract may be extended for another one year subject to exigencies of work and satisfactory performance based on timely completion of deliverables and quality of outputs as per agreed work plan.
7. **Reporting:** For all purposes, the agency will be reporting to the SMD-cum-CEO, OLM, or his/her designee. It will submit the Quarterly Progress Report to SMD-cum-CEO highlighting the accomplishment against the agreed work plan.
8. **Ownership:** This assignment is funded by OLM and therefore ownership of this assignment will remain with the OLM. The agency will have no right of claim to the assignment once it is completed. Document/material or any part of it will never be used or reproduced by the agency without written permission of OLM.
9. **Support from the Client:** The agency will be given access to all relevant documents and correspondence for completion of the agreed deliverables. In addition to this, OLM will provide necessary office space to full time staff at SMMU-OLM as mentioned in the Annexure-1. Remaining staff will operate from the hired agency’s office for a period of one year for which OLM will reimburse the necessary costs. Staff remuneration will be paid to the agency as per the list defined in the ***Annexure-I*** and other expenses as a part of completion of deliverables will be reimbursed to the agency*.*
10. **Criteria for short-listing: *Mandatory***

* The HR Agency must have a proven track record of at least five years of experience in managing HR systems including staff capacity building and establishment function preferably in a rural development project.
* Out of these 5 years, the agency must have at least two years of experience in developing or rolling out performance appraisal system.
* Should have minimum average annual turnover of Rs. 30 lakhs for last three years as on 31.03.14.

***Desirable***

A lead agency/firm that could form a consortium of agencies to bring together diverse experiences in Human Resource management with demonstrable knowledge and experience in HR systems development and putting in place implementable performance appraisal system.

**Annexure – 1: Key Staff & non-Key Staff Profile of the agency for providing services**

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| **S. No.** | **Key Member** | **Profile Required** |
| 1. | Task Manager (1) | S/he should be a PG-HR/MBA (HR) or equivalent from an Institute of repute with at-least 5 years of post qualification experience in developing systems related to human resource management, staff training and development and performance appraisal system. |
| 2 | HRD Executive (1) | S/he should have a PG-HR/MBA (HR) or equivalent with at-least 2 years of post qualification experience in performance management, training and development and HR compliance functions including establishment. |
| 3 | Program Assistant (2) | S/he should have a Bachelor degree with PGDCA and with minimum of 3 years of experience in record keeping, leave management, drafting letters, filing and logistic arrangement. Candidate must have typing proficiency in both Odia and English. |

NB: Presently the agency is requested not to provide the detials of above staff. The above required Staff shall be evaluated during the RFP stage.