# Term of Reference for hiring Individual Consultant to carry out Project Completion Report of TRIPTI, Odisha

1. **BACKGROUND**

In 2009, the Government of Odisha initiated the Odisha Rural Livelihoods Project (TRIPTI). It had been renamed as Odisha Livelihoods Mission in 2012.The main objective of this project is to improve the productive potential, and therefore the incomes and livelihoods of the rural poor in 10 selected districts of Odisha. TRIPTI aims to improve livelihoods of the poor by (a) creating and strengthening self help groups (SHGs) of the poor, (b) providing access to finance, and (c) linking them to markets and key value chains. The project is currently being implemented in 1010 Gram Panchayat drawn from 38 blocks in the 10 selected coastal districts.

The project completes five years of its implementation in March 2015 and during this period it has witnessed challenges in achieving the set results. Sometimes, there has been a shift in its planned process and approach to meet the local demand. However, project is taking adequate care to ensure quality outputs/outcomes, it has incorporated all the learning it had from its shortcomings into its future plan of action. Considering the progress in achieving the goals as against the project design, the project got a no cost extension till 30th June 2015.

Few of the concurrent evaluation had conducted by the third party to assess the viability of project. These are :

1. Process Assessment Study
2. CIF Study
3. Business Process Study

In a project cycle Programme Closure Report ( PCR) has got its own importance. It is an assessment of the outcomes as well as process at the end of the project. This will be a learning exercise for the all the stakeholders, implementer, supporting agencies as well as the target community. The Programme Closure Report will help to analyze the project design, implementation process and strategy, stakeholders’ involvement etc. and accordingly work out the future course of action as a proof of concept to replicate in NRLM. In general the PCR is excepted to answer to the following questions:

1. To what extent were the planned activities actually realized?
2. How well were projects implemented, and what were the constraints, if any?
3. What impacts/outcomes were observed, if any and what do they mean?
4. Do the programme made a difference in the life of the community?
5. To what extent the funds were transferred and utilized by the community institution and project’s role in firm linkages with commercial banks,
6. To what extent project achieved success in livelihoods interventions i.e. to include livestock like dairy, backyard poultry, non-farm sector etc.
7. Status of Pilots, PRI convergence etc
8. What is the plan for the community after TRIPTI exit.

**Back ground of ICR :** The proposed Implementation Completion and Results Report (ICR) mission of TRIPTI will be carried out by the

World Bank. An ICR is an exercise generally held just before the closure of the project. The Implementation Completion and Results Report (ICR) is an opportunity to learn and improve effectiveness. It is the official (public) report on the project, its achievements and lessons.

**Objective of the PCR Report**

The World Bank has proposed to undertake certain rapid process assessment studies that would allow for critical and honest assessment of the project design and progress for the purpose of the ICR. Hence the project has planned to carry out a Project Completion Report (PCR) prior to the ICR mission visit of the World Bank. The objective behind the PCR studies is to examine the following:

1. Project implementation process: Process assessment of what strategies are working on the ground and reasons for working or not working
2. Performance at the community level: Analysis of processes and progress of the project from the point of view of program recipients and community.
3. Design: Review of various components and sub-components of the project to achieve the project's development objectives.
4. System Issues: Rapid appraisal of efficiency in project delivery mechanism and identification of bottlenecks.
5. Community Infrastructure and status of building livelihoods assets and services.
6. Key factors affecting Implementation of project , its design and quality
7. Issues and challenges within the control of project and outside the control of project

The proposed study aims to examine the project implementation process and performance of the project from the community level.

1. **Scope of the PCR report**

The study undertaken by the consultant would focus on activities that reflect the core objective of the project which is to improve the socio-economic well being of the poor and most vulnerable sections of society. The study will specifically look at the reach and quality of the institutions and the processes implemented by the project in order to achieve the above objective. The study can be classified into few broad categories:

**Extent of Social Inclusion/ Exclusion:** The objective is to measure and analyze the extent to which the target group of the poor and most vulnerable are being mobilized and represented in the various project activities and reasons behind social exclusion . In order to do project would conduct different study like GPLF operational and sustainability/ viability study, CIF utilization and CIF monitoring study, Intervention, seed village intervention and Impact of Mo Badi etc to look into the followings:

* Situational Assessment (SA) process in identification of the target group
* Extent of mobilization of the target into self help groups (SHG) and other federations such as the cluster level federation (CLF) and the Gram Panchayat Level Federation (GPLF)
* Leadership and participation of the target group in the SHGs and other federations such as the CLF and the GPLF, and reasons for good or poor performance
* Quality of training and capacity building activities of the project
* Role of the cluster coordinator (CC) and the community resource person (CRP) in achieving social inclusion.
* Role of Master Book Keeper in maintaining GPLFs books of account and capacity building of the GPLFs/ Community Cadres.
* Bank Mitra in SHG Bank Linkage.
* Reasons behind Social Exclusion into SHGs

**Quality of Institutions and Processes:** The objective is to measure the quality of the community based institutions such as the SHG, CLF and GPLF and the processes put in place to strengthen their role in achieving the project outcomes.

a) SHG: The study should look into the various aspects involved in the efficiency and functionality of an SHG such as:

* Norms with regard to attendance, participation, leadership, frequency of meetings, place of meetings and issues discussed by the group
* Micro finance related activities like savings, inter-loaning practices, size and frequency, distribution of loans, terms and conditions of the loans, bank linkages, prioritization of loans for the poor and most vulnerable, use of loans and repayment practices.
* Quality of book keeping, support from CRP/CC, validating/audit of the books of accounts, member awareness of transactions.
* Quality of capacity building activities, support from the project in terms of training, funding and monitoring
* Sustainability of the SHG beyond the project

b) Role of federations such as CLF and GPLF: The study would analyze the role played by the CLF and GPLF in providing financial and non financial support to the SHGs

* Integration of SHGs into the federations, role of sub committees, perceived benefits of association of an SHG with the CLF and GPLF
* Role of CLF and GPLF in achieving the social inclusion objectives of the project, membership and leadership characteristics
* Selection of CRP, reach and quality of support provided to SHGs
* Financial support provided in MIP preparation, allocation of PPIF and CIF
* Monitoring distribution and use of funds

1. **Extent of Community Investment Fund** (Impact Evaluation Study on CIF will be carried out separately).

* CIF policy , its fund flow process, efficiency level of financial performance, impact on beneficiaries, best practices case study etc.
* Prioritization of SHG loans including the allocation of PPIF and CIF
* Distribution of loans in terms of loan amount, frequency, size and use
* Process adopted by the GPLFs for fund rotation
* Role of community cadre

1. **Livelihoods Intervention :**

* Livelihoods intervention made by the project. Sepra“Impact of SRI and Seed Village programme “will
* Challenges faced and development of mechanism to cope up with the situation
* Relation between CBOs and local banks for providing agri loan
* Impact of project’s intervention in dairy, goat rearing and poultry

1. **Project Management:**

* Human Resources: Role of employees ( from bottom to top ) in implementation of the policies in field.
* Monitoring and Evaluation Design
  + Impact evaluation and thematic studies
  + Use of communication and knowledge management in the project.
* Assessment of different elements of safeguard and fiduciary issues
* Financial Management.
* Procurement process and barriers
* Good Governance and Accountability practices of the project
* Organizational & Financial Sustainability of the community after TRIPTI Exit.

1. **Sampling and Coverage**

The sample for the studies will be determined by the World Bank team. The sample would be representative of the project's geographical coverage, extent of mobilization, status of institutions (GPLF) and their corresponding activities. The size of the sample will be finalized keeping in mind the availability of time and human resources for the purpose of the study. Any change in sampling such as picking substitute GPs or villages will be made in consultation of the World Bank team.

**Districts**: Will be finalized in consultation with the WB

**Blocks:** Will be finalized in consultation with the WB

**GPs:** Will be finalized in consultation with the WB

**Villages:**  Will be finalized in consultation with the WB

**SHGs:** Will be finalized in consultation with the WB

**The sample includes:**

No of \_\_\_\_Districts

No of \_\_\_\_Block per District

No of \_\_\_\_ GPs per Block,

No of \_\_\_\_ Villages per GP,

No of \_\_\_\_ SHGs per Village,

1. **Methodology**

**Key Design Features.** The PCR is qualitative in nature and will utilize a variety of tools to capture different data. It includes semi-structured interviews, focus group discussions (FGDs) with different community groups, PRA tools, and secondary data review. Semi-structured interview questionnaires will try to capture the outcomes of the process; FGDs will try to capture process issues which include among others: inclusion; prioritization process of PPIF and CIF and the outcome; leadership; decision-making process; and outcome of restructuring of old SHGs. To get background data such as the profile of SHG/CLF/GPLF members, secondary data such as MIS , baseline survey data and QPRs will be utilized.

**Tools.** As described above, a mix of tools will be utilized to capture different types of data.

1. **Semi-structured interviews:** XXXX questionnaires will be administered for GPLF ,CLF project staff etc (Consultant----
2. **FGDs:** FGDs will be held for different target groups:

* New SHGs
* Old SHGs
* CLFs & GPLFs
* MBKs & CRPs
* CCs
* Block Team and DPM
* SMMU team

1. **PRA tools:** Participatory wealth ranking/well-being methods will be used to assess the inclusiveness of the social mobilization process catalyzed by TRIPTI. The methods will be employed both at the village (< 50 households) and CBO level. The methods would involve categorization of households in the village on the basis of people’s criteria. The well-being categorization and ranking of households on the basis of people’s criteria would be compared with the SA results to identify the extent of variation between the two. The second part of the exercise would involve an assessment of the actual mobilization of the households identified as the poorest and vulnerable. A similar method would be adopted to assess the inclusiveness of the post-TRIPTI SHGs and non-TRIPTI SHGs as well as the executive bodies of CLF and GPLF. Similar participatory assessment tools will be employed to assess the inclusiveness of the MIP and CIF sanction and utilization processes. Study undertaken during Mid-term Review may be taken into consideration.
2. **Secondary data collection:** Available secondary data, primarily MIS data , QPR data and baseline data, will be used to the extent possible.
3. **Role of the Consultant.**

In order to carry out the PCR study ,a consultant will be hired on 3CVs method . **Specific Activities and Deliverables**

The consultant will be responsible for the overall design of the study, development of tools like development of structured questionnaire, FGD, data collection, analysis and writing of the final report. He may take help of the TRIPTI block staff during the survey /study of communities. Block project staff assigned for this study will work directly under the supervision of the consultant. The DPMs will be in charge for all logistics (during block and district visit) with regard to the data collection activity on the field. This includes (i) providing organization support on the field and (ii) taking care of the travel, stay and food expenditure of the consultant during the training and data collection activities.

**The consultant will be responsible for the following deliverables:**

* **Submission of Work Plan:**

The consultant shall submit a detailed work plan by citing day wise activities to be taken up towards the achievement of its end.

* **Study concept paper that elaborates the overall study framework:**

The consultant will develop the overall study framework which includes detailed study design, scope, methodology and timeframe of the study including the submission of deliverables in consultation with the World Bank and the TRIPTI team.

* **Development of tools and content of survey instruments**: The consultant will in consultation with the World Bank team and the TRIPTI team develops the tools and content for the study.

It may include semi-structured interviews, focus group discussions (FGDs) with different community groups, PRA tools, and secondary data review. Semi-structured interview questionnaires to capture the outcomes of the process; FGDs to capture process issues which include among others: inclusion; prioritization process of PPIF and CIF and the outcome; leadership; decision-making process; and outcome of restructuring of old SHGs. To get background data such as the profile of SHG/CLF/GPLF members, secondary data such as MIS, baseline survey data and QPRs may be utilized.

* He shall submit a draft report of his study State Mission Director-cum-CEO, Odisha Livelihoods Mission. The draft report will be shared with the World Bank for necessary feedback. Based upon the feedback the consultant shall submit his final report. He shall submit three hard copies of the final report along with raw data collected to the State Mission Director-cum-CEO, Odisha Livelihoods Mission and
* The work of the consultant will be reviewed from time to time by a committee comprising of Addl. CEO (Operation), Addl.CEO ( Finance) ,Dy. CEO ( CM,IB,CB), Project Manager (Monitoring & Evaluation), Project Manager ( Procurement) and Project Executive MIS of OLM on the basis of the deliverables and output of the consultant vis a vis objectives of the task. The committee will also review the draft report submitted by the consultant.

8. Payment Terms

* + 20 % of the contract value of the consultant will be given on Submission of work Plan concept paper that elaborates the overall study framework
  + Rest 80% of the contract value will be paid to the consultant after completion of all task assigned to the consultant and upon submission of Final Report.
* Payments will be done based on the feedback received from the committee formed to evaluate his work.
* Arrangements like vehicle for field visit, cost for organizing need based workshop at field level will be borne by OLM.

09. The Consultant will work closely with Monitoring and Evaluation Team ( M&E, MIS and YP ) at SMMU, OLM, for implementation of the work plan and submission of final report.