

National Rural Livelihoods Mission Framework for Partnerships with Resource Organizations

A. Background

1. The Government of India has launched the National Rural Livelihoods Mission (NRLM) under the Ministry of Rural Development (MoRD). The mission 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. NRLM has been set out with an agenda to reach out and mobilize 7.0 Crore BPL households, across 600 districts, 6000 blocks, 2.5 lakh Gram Panchayats, 6.0 lakh villages in the country, into self-managed SHGs and federated 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 and that too in scale.

2. Ministry of Rural Development has set up National Mission Management Unit (NMMU) with multi-disciplinary experts in Institution Building, Financial Inclusion, livelihoods, HR, Finance, etc. to provide on-going technical assistance to the State Rural Livelihoods Missions (SRLMs) for rolling out NRLM activities.

B. Rationale for framework for partnerships

3. The objective of this framework is to strengthen implementation capacity of SRLMs and other implementing partners of NRLM by arranging technical assistance and implementation support of resource organizations (RO) which have significant expertise in managing livelihoods programs. The key principle behind this arrangement is to create an 'enabling environment' to increase the supply of high quality TA providers and facilitate mutual support and learning exchange between NRLM, SRLMs and other implementing agencies. The framework draws on the lessons from the World Bank financed rural livelihoods projects in Andhra Pradesh, Bihar and Tamil Nadu, and Kerala's Kudumbashree program which have implemented large scale anti-poverty and women empowerment initiatives by building strong institutional platforms of the poor and engaging them comprehensively in program implementation. While doing so, they have developed (i) successful implementation strategies in social mobilization, institution building, financial inclusion and livelihoods enhancement; (ii) several best practices locations and immersion sites; and (iii) social capital of good quality in large numbers.

C. Scope of framework for partnerships

This partnership framework will apply for peer learning and technical assistance between various SRLMs; SRLMs and other implementing partners of NRLM; and between community organizations formed by them. The broad areas along with illustrative list of activities that can be covered through the partnership arrangements are given below:

1. Training and developing staff, community professionals and other stake holders
 - a. Induction training and immersion
 - b. Learning and exposure visits
2. Developing knowledge management and learning systems
 - a. Training need assessment and formulating training plans

- b. Capacity building tool kits including training modules, case studies, training materials, audio video aids etc.
 - c. Training of trainers and other resource persons
3. Developing best practice sites and immersion locations
 - a. Resource blocks
 - b. Generating internal social capital like Community Resource Persons (CRPs)¹
4. Implementation support in specific activities/locations
 - a. Social mobilization through CRPs
 - b. Livelihood interventions, formation of livelihood collectives, etc.
 - c. Secondment of staff and Professional Resource Persons (PRPs)²
5. Technical assistance in thematic areas
 - a. Setting up program implementation structures like SRLMs, Employment Generation Missions (EGMs), etc.
 - b. Establishing program management systems like baselines, MIS, FM, PM, etc.
 - c. Designing context specific program strategies like social mobilisation, institution building, financial inclusion, livelihoods, jobs and skill development, etc.

It may be noted that this list is not exhaustive and could cover other activities meeting emerging needs of SRLMs and other implementing partners of NRLM. Therefore, each partnership will be based on comprehensive action plan prepared jointly by SRLM and the RO. Such plan will not be merely input (activities) oriented but will focus on context specific program outcomes.

D. Eligibility criteria for selecting Resource Organizations

The ROs providing technical assistance and implementation support shall fulfil the following criteria:

1. An autonomous registered agency setup by State or Central Government
2. Should have at least 3 years of experience in implementing World Bank supported rural livelihoods project or any other large scale community driven rural livelihoods program
3. Should have dedicated institutional mechanisms for TA support, comprising
 - a. A resource cell with 4-5 senior experts with relevant expertise in thematic areas
 - b. Well equipped training architecture including training resources like training modules, training materials, audio video aids, etc.
 - c. Sound procurement and financial management capacity followed in World Bank and other externally aided projects

Additional criteria for ROs (social mobilization, institution building and financial inclusion)

1. Should have organized at-least 1 lakh poor families into community institutions
2. Should have demonstrated scaling up of project implementation using CRP approaches.
3. Should have formal collaboration with at-least 5 accredited resource CBOs
4. Should have at-least cadre of 50 accredited Professionals Resource Persons (PRPs)
5. Should have at-least pool of 500 accredited Community Resource Persons (CRPs)

Additional criteria for ROs (livelihoods and market linkages)

1. Should have supported with livelihood initiatives for at-least 50,000 poor families
2. Should have demonstrated scaling up of project implementation using CRP approaches.

¹ Community Resource Persons (SHG members who have experienced abject poverty in their lives and come out of poverty through the support of SHGs over a period of time. After attaining a level of maturity, they will come forward to share their own experiences/practices by narrating their own life experiences to organize the poor into SHGs and strengthen them by providing handholding support.)

² Professional Resource Persons (A Person with at least 5 years of direct experience in Social mobilization and Institution building and working closely with institutions of poor. S/He has demonstrated experience in participatory training methodologies suitable for institutions of poor)

3. Should have at-least cadre of 10 accredited specialist PRPs
4. Should have at-least cadre of 50 accredited specialist CRPs

Additional criteria for ROs (skill development and jobs)

1. Should have trained and placed at-least 1 lakh youth in formal sector jobs
2. Should have ongoing collaborations with at least 5 training and placement agencies
3. Should have public-private sector partnerships in at least 5 industry/service sectors

E. Due diligence and capacity assessment of Resource Organizations

Based on the request received from the agencies showing interest to act as RO for NRLM, the NMMU will carry out the due diligence and capacity assessment process to review the following aspects:

1. Legal and statutory compliance
2. Track record and program performance
3. Composition and competency of resource cell
4. Quality of resource CBOs, PRPs and CRPs (not applicable for ROs for jobs)
5. Training infrastructure and materials
6. Financial and procurement management system
7. Track record in other previous engagements of similar nature

The due diligence process will be carried out by a team of external experts hired by NMMU and the list of qualifying ROs along with the due diligence report will be circulated among all SRLMs and other implementing agencies of NRLM.

F. Types of engagement under framework for partnerships

Two models of partnerships are envisaged under this framework. They are:

1. **Model I:** States where SRLMs have been set-up and are willing to enter into direct partnership with ROs with or without facilitation of NMMU.
2. **Model II:** Where the NMMU is taking the responsibility of direct intervention in specific instances, it will enter into a tripartite arrangement with the State Government and RO. However, the RO will be made fully responsible for entire field implementation.

Template for Memorandum of Understanding (MoUs) is given in the **Annexure 1**.

G. Financial arrangements under framework for partnerships

1. **Budgeting:** Activity based budgets will be worked out jointly by SRLMs and the RO as per the comprehensive action plan and agreed cost norms. These budgets will form part of the MoUs.
2. **Eligible costs:** The ROs will be reimbursed the actual costs incurred by them as per the agreed budgets. This will broadly include
 - i. Staff costs or remuneration paid to CBOs, PRPs and CRPs.
 - ii. Travel, lodging boarding expenses incurred as per the agreed budgets/norms
 - iii. Other expenses like trainings, immersion, exposure, material development, etc.
 - iv. Incentives based on a transparent performance review mechanism
 However, no payment will be made for consultancy charges or institutional overheads to ROs for the services rendered under this partnership framework.

3. **Payment Mechanism:** Payments will be made to the RO based on the invoices raised by them supported by detailed statements showing the resources (including HR, etc.) deployed and the actual expenses incurred by them. Where an advance is paid, the same will be adjusted against the actual expenditures. Before claiming the final instalment, the RO will ensure submission of all financial documents like Utilization Certificates (UCs), Audit Reports issued by the Chartered Accountant, etc.
4. **Accounts and Audit:** The RO will maintain a separate account for each MoU and keeping with it all relevant records including bills and receipts etc. It will provide an audit certificate by the Chartered Accountants each year and/or before the release of the final instalment confirming the actual expenditures charged under the MoU. The RO will permit the internal auditors of SRLMs/NRLM to review the MoU specific expenditures.

H. Procurement arrangements under framework for partnerships

The ROs will comply with all procurement guidelines prescribed by NRLM from time to time. They will permit the internal auditors of SRLMs/NRLM to review the procurement activities specific to MoU.

I. Monitoring arrangement under framework for partnerships

Monitoring of activities and related outcomes under the MoU shall be the responsibility of both SRLM/NRLM. For this purpose they will establish the following mechanisms:

1. Monthly desk review of Implementation Status Reports (ISRs)
2. Quarterly Joint Review Meetings (JRMs) by representatives of the SRLM/NRLM, RO and a couple of external experts monitoring the progress under MoU. For partnerships valued at more than Rs. 100 lakh, the Chief Executive Officers of both the SRLM and the RO will be represented in the JRMs
3. Review of procurement plans, expenditure statements and related audit reports submitted by the RO
4. End user evaluations, social audit mechanisms like community score cards, etc.
5. A part of the NRLM website would be devoted for this partnership to monitor the reports, performance and evaluation of the partnership in a transparent manner.

J. Implementation arrangements for framework for partnerships

The NMMU will be responsible for implementation of this framework. Accordingly, it will develop guidance notes for partnerships for each thematic cluster viz. {social mobilization, institution building and financial inclusion}, {jobs and skills development} and {livelihoods and market linkages} along with Terms of Reference (**model ToR for Social Mobilisation and Institution Building is in Annexure 2**). These will then allow the SRLMs to enter into partnership arrangements with any of the qualifying ROs following the steps outlines in the guidance notes.

The governance and oversight functions will be carried out in an inclusive, transparent and participatory manner. The various responsibilities of NMMU in this rubric will include the following:

1. **Technical assistance to eligible agencies:** NRLM will provide technical assistance to the eligible agencies to develop and strengthen their institutional capacities as TA providers. The support will be provided for a fixed period to meet the following expenditures:
 - a. Set-up costs for resource cell including staff costs for 4-5 senior experts, capacity building, furniture and equipment, lease rentals, etc.
 - b. Training and accreditation of resource CBOs, PRPs, CRPs, etc.
 - c. Knowledge and learning products like training modules, materials, etc.
2. **Ceiling on value of partnership per RO:** The ceiling of Rs. 50 crore has been fixed on the value of partnerships each RO can enter with SRLMs.
3. **Accreditation of TA providers:** The NMMU will stipulate accreditation norms for resource CBOs, PRPs, CRPs and other successful institutions (including Panchayats) who will be used by ROs for providing support services under this framework. These norms developed drawing upon the best practice and experiences from successful rural livelihood projects are given in **Annexure 3**. RO will ensure that accreditation process is diligently revisited at the end of each year.
4. **Cost norms:** Indicative costs norms for various support services are given in **Annexure 4**. These are again based on experience from similar partnership arrangements between existing World Bank assisted projects in Andhra Pradesh and Bihar. However, the SRLM and RO will have flexibility to arrive at mutually agreed rates reflecting local conditions.
5. **Annual review of framework for partnerships:** NMMU will conduct annual review of this framework with the ROs and select SRLMs to identify opportunities for improving quality of TA provision, revision of cost norms and remove implementation bottlenecks based on:
 - a. Third party process monitoring studies
 - b. Joint WB/MoRD Implementation Support and Supervision Missions
 - c. Any other review material available with NMMU/SRLMs

K. Applicability of the framework for partnerships

The institutions implementing rural livelihood projects or livelihood programs broadly fulfilling the above criteria include:

1. Society for Elimination of Rural Poverty (SERP), Andhra Pradesh
2. Employment Generation and Marketing Mission (EGMM), Andhra Pradesh
3. Bihar Rural Livelihoods Project Society (BRLPS), Bihar
4. Tamil Nadu Pudhu Vaazhvu Society (TNPVS), Tamil Nadu
5. Kerala State Poverty Eradication Mission (KSPEM), Kerala
6. Any designated Central Government promoted national level institution having formal collaboration with accredited CBOs with a network of PRPs and CRPs can also be considered as RO

However, this framework will not apply to other state agencies and service providers in NGO, public or private sectors providing similar services, for which separate set of guidelines will be developed.

Annexure 1

**National Rural Livelihoods Mission
Framework for Partnerships with Resource Organizations**

MoU Template

This MoU for *(please indicate the thematic area of support required)* is entered into and effective as of this ____ day of ____ year by *(indicate the name and full address of NRLM/SRLM)*

AND BY

Resource Organization *(indicate the name and full address of RO)* Herein after referred to as “Partners”

1. Scope of the Partnership

Broadly describe why the partnership is required and what the expected outcomes of partnership.

2. Expected outputs/outcomes

Detail out various outputs/outcomes envisaged under the partnership

3. Key activities/tasks of the partnership

List out various activities/tasks to be done by the Resource Organization. Agreed activity plan, time lines and agreed budgets will be given in Annexure to MoU.

4. Implementation arrangements

Detail the institutional arrangements including key personnel dedicated at the level of Resource Organization, in the field area of host SRLM, implementation arrangements

5. Role and responsibility of each partner agency

Detail the role and responsibilities of each of the party of the partnership

6. Duration of partnership

Total duration of assignment and the possible extension needs to be mentioned

7. Reporting and review mechanism

What reports are required to be submitted by RO at what frequency. Who will review the progress of partnership needs to be detailed out. Also include third party monitoring and social audit mechanisms if any

8. Payment conditions/norms

What are the eligible costs, payment procedure and how the advance will be settled etc to be mentioned. Ceilings for various commonly carried out expenditures (CRP, PRP honorarium, boarding and lodging, etc) to be mentioned.

9. Audit of expenditures

How the audit of funds will be carried out and what financial record keeping needs to be maintained by RO to be mentioned. Scope for third party verification/audit, social audit etc to be mentioned wherever applicable

10. Amendments

Provision for amendment of any terms and conditions in the partnership need to be mentioned along with procedure to be followed.

11. Resolution of conflicts

Procedure and the manner how the conflicts will be resolved need to be mentioned.

For the NRLM/SRLM

Signature:

Date:

For Resource Organization

Signature:

Date:

Annexure 2

Model Terms of reference to forge Partnership for creating Resource Block (Social Mobilisation and Institution Building)

Background

The Government of India has launched the National Rural Livelihoods Mission (NRLM) under the Ministry of Rural Development (MoRD). The mission 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. To implement NRLM, state of ____ has established _____ (SRLM) with an agenda to reach out and mobilize _____ Crore poor/BPL households, across ____ districts, ____ blocks, ____ lakh Gram Panchayats, ____ lakh villages in the state, into self-managed SHGs and federated 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. SRLM 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 and that too in scale.

As mentioned in the Partnership Framework, there are few organisations such as SERP in Andhra Pradesh, Kudubashree in Kerala, BRLPS in Bihar, VKP in Tamil Nadu etc have implemented large scale community driven anti-poverty and women empowerment projects by building strong institutional platform for the poor and involving the direct and full participation of these institutions of poor in program implementation. While doing this, these organizations have produced/developed the most appropriate strategies and methods for social mobilization, institution building and livelihoods enhancement in the rural areas. Now it is appropriate for SRLM to utilize the expertise of these organizations, thru a partnership, to create at least ____ resource blocks in the state of ____.

Objective of the assignment

The objectives of the assignment are to

1. Impart the required knowledge, attitudes and skills to the State team, District team and Block Team so as to empower them to work efficiently and perform effectively the roles and responsibilities entrusted to them;
2. To develop training module and build capacity of the State Training Cell, DPCU and Block team related to Social Mobilisation, Institution Building (including SHG, Village organization and Cluster/Block level Federation) and CIS management in accordance with the program rules and procedures as specified in the SPIP/Annual Action Plan/Operational Manual or other documents of SRLM.
3. To develop a prototype of training material supporting training in the field for Block field teams.
4. Creating a strong Resource Village Organizations in each cluster by External CRPs, through intensive training and immersion in best IB practices.
5. On the job training to the Block team to inculcate the best practices related to social mobilization, imparting training, conducting SHG and VO meeting etc.
6. Review and hand holding support to State/District and Block teams in implementing the capacity building action plans.
7. Based on the feedback and outcome of various capacity building activities, provide support in redesigning and implementing the revised Capacity Building strategy and implementation action plan. This includes mentoring, back up supporting and monitoring effectiveness of the project teams on a regular basis and revising and adapting capacity building plans to respond to the emerging capacity building needs and demands on the ground.

Key tasks

1. Review the project documents such as SPIP/AAP, Community Operational Manual, and other manuals and existing training materials for the project.
2. Design Training modules with the participation of SRLM staffs, depicting the design of the training, content of each module, pedagogy along with the methodology in detail. The manual should be user friendly and will be for Social Mobilisation, Formation and nurturing of SHGs,

formation and nurturing of Village/Cluster level primary federation and formation and nurturing of Cluster/block level secondary institutions, Micro Finance etc.

3. With the support of SRLM staff, developing prototype Training Kit for Cluster level team based on the right mix of content, language, illustrations and visuals along with IEC material, flip charts, reading material etc relevant to the module/training/COM. RO will provide one prototype material along with its relevance to the training/COM. This task will be executed in close coordination and consultation with SRLM.
4. Develop a Capacity building Implementation Action plan consisting of training calendar, resource persons, CRP visits, exposure visit schedule, Village immersions, Diagnostic study, etc for the district and Block Level teams
5. Conduct Initial Induction and Functional Training for the State, District and Block level Teams along with village immersion, batch wise depending on their recruitment schedule, on the following: **(The training should equip the District/Block level team along with the Resource persons with the methodologies so that they can replicate the same training with the SHGs and VOs in effective and efficient manner)**. During the training programme, agency will also provide reading material in the form of handouts etc which will help them in future.

Within Six months

1. Formation and strengthening of SHGs.
2. Formation and strengthening of Village organization
3. Formation and strengthening of Sub committees formed under VO
4. Book Keeping at SHG level including Micro credit and Community investment fund management)
5. Process of Micro Credit Plan preparation and its operationalization (Micro credit Plan, its appraisal, disbursement, utilization and monitoring)
6. Identification and development of community cadre like Bookkeeper, Internal CRPs, Community Mobiliser and other community Professionals

After Six months

7. Formation and strengthening of Village organization
8. Formation and strengthening of Sub committees formed under VO
9. Book Keeping at VO level including Micro credit and Community investment fund management)
10. Any other activity
6. Conducting need based Refresher Training (at least 2 training per year)
7. Handholding support at district level by providing one Professional Resource Persons (PRPs) for two years in ___ Blocks. The Broad role of the Resource Persons placed will be to;
 - Mentoring and backup support to block project teams on a regular basis on various SM, IB and MF related trainings.
 - Identifying issues and areas for further capacity building needs for each teams
8. Conducting Diagnostic study by joint team of SRLM and RO. Team will visit SRLM operational area twice in a year and evaluate the performance of the district/block teams and monitor the effectiveness of the capacity building activities and techniques. Based on the feedback and performance of the project teams, revisiting and updating capacity building plans and modules will be undertaken.
8. In order to create strong Resource Village Organizations in each cluster by External CRPs, through intensive training and immersion in best IB practices, external CRP would need to conduct the following activities;
 - a. Each round will be of 30 days and CRP team will not only focus on the horizontal growth of the SHGs but also on its vertical growth like formation and nurturing of Village Organisation. The details CRP visit plan would be worked out as per the need and readiness of SRLM and its team.
 - b. In External CRP rounds, SRLM will also identify their internal CRPs and tag with the team of External CRPs. This will be done basically to promote and nurture the internal CRPs.
 - c. The detail activities that external CRP team would perform is as underneath:
 - i. The team will meet the Mukhiya, village elders, opinion leaders and brief the purpose of visit.
 - ii. Conduct a meeting of all SHGs and leftover POP and Poor to have a diagnostic study of the status of SHGs and the poverty issues in the village.
 - iii. Form new groups with leftover poor and Poorest of the Poor.

- iv. As per the assumptions, 6 out of 10 SHGs in a VO/village will be trained by the CRP team. This will also include all of the new SHGs formed.
- v. Conduct group level members training to each SHG for 2/3 days.
- vi. Facilitate group meetings and develop group management norms and financial management norms in the SHGs.
- vii. Facilitate SHG members to identify /Community Mobiliser/Bookkeepers and potential internal CRPs.
- viii. Give Intensive training to Community Mobiliser/Bookkeepers on their roles and the requirements of the Bookkeeping.
- ix. Facilitate leadership rotation in the groups where some leaders continued for long years.

Tasks with regard to Village Organisations:

- i. Give training to all SHG members on how to constitute VO around members having common social economic interests.
- ii. Facilitate VO GB and EC meetings to develop clarity on VO seating arrangement, meeting process, agenda preparation, discussion and decision making, review of community mobiliser and SHG performance in the meeting through MAASIK SAMACHAR (Monthly MIS) and appraisal of MP/MCPs from SHGs in the VO meeting and develop terms of partnerships for the MP/MCPs
- iii. Facilitate VO members in formation of sub committees and imparting training to the members of subcommittee on their role and responsibilities and its execution.
- iv. Give training to the community mobiliser/bookkeeper on requirements of VO Bookkeeping and preparation of VO MAASIK SAMACHAR (Monthly MIS).

External Senior CRP team for Cluster/Block level secondary federation

- i. Give training to all BLF EC Members on how to constitute BLF and the meeting and management norms.
- ii. Facilitate BLF Representative General Body (RGB) meetings, EC meetings, and General Body meetings, to develop clarity on seating arrangement, meeting process, agenda preparation, discussion and decision making, review of BLF Staff ie CC, AC and BPM, and VLF performance in the meeting through MAASIK SAMACHAR (Monthly MIS) and appraisal of MP/MCPs from SHGs in the VO meeting and develop terms of partnerships for the MP/MCPs
- iii. Facilitate BLF EC members in formation of sub committees and imparting training to the members of sub-committee on their role and responsibilities and its execution.
- iv. Give training to the BLF staff on requirements of VO Bookkeeping and preparation of VO MAASIK SAMACHAR (Monthly MIS).

All External CRP teams

- i. CRP Team will prepare day wise work done report
- ii. On the last day CRP team will prepare follow up Action Plan for the village for the block team of SRLM to take up further.
- iii. Handover the reports to the District/block team head of the district/block
- iv. Debriefing session will be organised by SRLM after each visit to share the learning's of each external CRP teams and SRLM staffs during the visit.

Duration of Assignment

The duration of the partnership will be for two year after signing of contract/MOU and the task shall follow the scheduling/ phasing of project implementation process and cycle as per the action plan developed. Any possible extension of the assignment will be based on the field requirement and achievement of the expected outcomes. The extension and/or continuation will be based on mutually agreed terms.

Expected Outputs/Outcomes

- Training modules are developed mentioning the methodologies along with pedagogy.

- Training action plan at all levels developed and executed.
 - Prototype Training kit is developed to support the cluster level team in imparting trainings.
 - Imparted trainings and village immersions to the staff of state/District and block level staff in the areas of SM, IB and MF.
 - Training cells are made capable enough to identify, train and develop a cadre of local resource persons.
 - Provided services of Professional Resource Persons on a continuous basis for two years to SRLM.
 - Requisite no of quality SHGs and VOs are formed as described in the action plan.
 - The disbursement of CIF and its usage are implemented successfully by the VO/SHGs in accordance with agreed rules and procedures
 - SRLM/RO Teams evaluate the capacity building activities and develop a future strategy which incorporates lessons learnt.
 - Timely and quality bookkeeping at SHG and VO level
 - External CRP visit
 - Expected Major Outputs (Each round)
 - a. Average good quality SHG formation in target group by each team = 20
 - b. Average no. of SHGs to be trained on SHG concept, Meeting processes and importance of book keeping= 12
 - c. Average no. of VO formed by each team (VO CRP team) = 2
 - d. Average no. of SHGs trained on VO concept, roles of sub committees and an appraisal of Micro plan by each team (VO CRP team) = 5
 - For senior CRP team (Each round)
 - a. average no. of training to all Cluster/BLF EC Members (per Senior CRP team) = 2
 - b. no. of BLF having sub committees (per Senior CRP team) = 1
 - c. Average no of training to the members of subcommittee and an appraisal of Micro Plan (per Senior CRP team) = 1
- Expected Outcome
- a. Strong resource Village organization created in each Area Coordinator cluster.
 - b. All Area Coordinators and Community Coordinators are trained and inculcating the best practices in the SHGs and Village organizations.

Services to be provided by SRLM

1. All project related data and documentation required for carrying out the assignment like PIP, Community Operational Manual etc. and other manuals relating to the project will be made available.
2. Timely nomination and presence of participants for the various capacity building will be ensured.
3. SRLM will conduct workshop with Block team and other staff to finalize the CRP team Movement plan with timeline for 1 year, 30 days Village Action Plan, and operational procedure and logistics to be followed for each round in the selected blocks.
4. Give outline of the programme to External CRPs team on 30 days Village Action Plan, to provide CRP kits, to verify the documentation made by the External CRP team about the institutional processes and members case studies and make arrangements for deploying the teams in selected villages to work for 30 days in each round.
5. On completion of each round, a feedback/debriefing meeting will be held attended by 2 Community members, concern block level staff and other staff to take stock of the work done in 30 days and the outcomes achieved, (outcomes to be documented through a suitable MIS). Similar support has to be provided to External CRP teams in the remaining rounds. The feedback session has to be attended by the Resource Professionals of RO as well as one or two sr professionals of RO.

Payment Conditions

1. The first instalment (i.e. 30% of the Annual action plan/budget estimate) will be released to RO after signing the partnership agreement.
2. Thereafter, subsequent release will be on the basis of submission of Statement of Expenditure of at least 60 % of the fund release, submission of reports and Monitoring report submitted.
3. Before the release of last (full and final settlement) and final instalment, it will be open to NMMU-MoRD to have verification of the progress of the RO by a third party / independent agency. All financial documents (UC, Audit report etc.) and the project report submitted by RO should be scrutinized and authenticated by the SRLM/NMMU-MoRD before they are forwarded to SRLM/NMMU/MoRD for the release.

Annexure - 3

National Rural Livelihoods Mission Framework for Partnerships with Resource Organizations

Accreditation norms for CBOs, PRPs and CRPs

Resource CBOs

1. Community Based Organisation (CBO) should be a registered entity
2. CBO should be a primary/secondary federation of SHGs or a community owned and managed training institution with a track record of nurturing and managing SHGs for at least 3 years
3. CBO should have attained the following quality parameters:
 - i. At least 80 percent of the poor households are in SHG fold
 - ii. At least 80 percent of the affiliated SHGs practice 'Panchasutra'
 - iii. At least 80 percent of the affiliated SHGs have availed bank loans
 - iv. At least 90 percent recovery rate in loans extended by it (*as applicable*)
4. CBO should have at-least 20 members accredited as CRPs
5. CBO should have earned a surplus from operations during last year
6. CBO should have been satisfactorily audited by a qualified CA

Professional Resource Persons

1. Professional Resource Person (PRP) must have a graduate degree
2. PRP should be in an age group of 25-35 years
3. PRP should have at least 5 years experience in community development
4. PRP should have directly facilitated mobilization and capacity building of
 - i. At least 100 SHGs;
 - ii. At least 20 primary level SHG federations; and
 - iii. At least 5 block/cluster level federations
5. PRP should have managed a team of 9+ field workers during last 2 years
6. PRP should be a good trainer, particularly using participatory techniques
7. PRP should be language skills in regional language and Hindi

Community Resource Persons

1. Community Resource Person (CRP) should be a women SHG member
 - i. CRP should have good health
 - ii. CRP is generally from a poor household
 - iii. CRP is a member of good quality SHG for 5+ years
 - iv. CRP is a member of successful SHG federation for 2+ years
 - v. CRP has taken and fully repaid at least 5 SHGs loans
 - vi. CRP is herself a best practitioner in the chosen thematic area
2. CRP should have good articulation and motivational skills
3. CRP should have necessary skills in reading, writing and arithmetic (3 Rs)
4. CRP should be willing to travel across India and abroad for long periods
5. CRP should give written acceptance of her family for her role as CRP

Annexure - 4

National Rural Livelihoods Mission
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Indicative Cost Norms

Particulars	Unit Cost
Community Resource Persons (CRP) Round	
Local Conveyance	Rs. 1000 per person per trip/round or taxi
Travelling Expenses	Sleeper class, if travel time is more than 12 hrs then 3 Tier AC Fare In emergency travel by Air
Food Charges	Rs. 100 per person per day
Resource Fee	Rs. 600 per person per day
Miscellaneous Expenditure	Rs. 2500 as lump sum per round
Professional Resource Person	
Resource fee/Salary per PRPs per month	Rs. 20000 per month
Entitlement and benefits (like Telephone expenses, etc.)	Rs. 2000 per month
One time to and fro trip/visit to native place	Rs.2000 per annum
Fixed Local Travel Allowance	Rs. 2000 per month
Travelling outside station	2 nd AC train Fare or Taxi if travel duration is more than 24 hrs then by Air
Block Anchor for Resource Block	
Resource fee/Salary per Block Anchor per month	Rs. 25000 per month
Entitlement and benefits (like Telephone expenses, Internet charges etc.)	Rs. 3000 per month
One time to and fro trip/visit to native place	Rs.2000 per annum
Fixed Local Travel Allowance	Rs. 4000 per month
Travelling outside station	2 nd AC train Fare or Taxi if travel duration is more than 24 hrs then by Air
District Anchor for Resource District	
Resource fee/Salary per District Anchor per month	Rs. 30000 per month
Entitlement and benefits (like Telephone expenses, Internet charges etc.)	Rs. 4000 per month
One time to and fro trip/visit to native place	Rs.3000 per annum
Travel Allowance	Upto a maximum of Rs. 6000 per month (actual as per bills submitted)
Travelling outside station	2 nd AC train Fare or Taxi if travel duration is more than 24 hrs then by Air
State Anchor for overall coordination of Resource Block strategy	
Resource fee/Salary for State Anchor per month	Rs. 55000 per month

Entitlement and benefits (Telephone expenses, Internet charges etc.)	Rs. 5000 per month
One time to and fro trip/visit to native place	Rs.5000 per annum
Travel Allowance	Upto a maximum of Rs. 15000 per month (actuals as per bills submitted)
Travelling outside station	Air/2 nd AC train or Taxi
Professional Support from Resource Organization	
Resource fee per person per day	Pro rata basis of salary as per the RO HR Manual
Lodging for Sr SPMU level staff or District head	Rs. 3000 per person per day
Lodging for Jr. SPMU level staff or District staff other than district head and below	Rs. 2500 per person day
Boarding for Sr SPMU level staff or District heads	Rs. 1000 per person per day
Boarding for Jr. SPMU level staff or District staff other than district head and below	Rs. 750 per person per day
Travelling for Sr SPMU level staff or District heads	Economy class Air fare
Travelling for Jr. SPMU level staff or District staff other than district head	Economy class Air fare
Travelling of Block team	2 Tier AC fare or Taxi. In case of emergency Air fare
Travelling of Community member	Sleeper class, if travel time is more than 12 hrs then 3 Tier AC Fare In emergency travel by Air
Training/Exposure visit/ Village Immersion of SRLM officials	
Senior level Govt officials and SPMU team Exposure visit	Rs. 4000 per person per day
Project Directors/Bankers /other stakeholders	Rs. 4000 per person per day
SRLM staff Training and Village Immersion	Rs. 3500 per person per day
Training and Village Immersion of Community Professionals	Rs. 900 per person per day
Training and Village Immersion of Community Members	Rs. 900 per person per day
Travelling	As per SRLM norms and borne by SRLM