

**Ministry of Rural Development  
Department of Rural Livelihoods**

**Terms of Reference**

**Hiring the services of a Technical Support Agency for design of e-learning and certification modules for certification of trained Community Resource Persons - Enterprise Promotion (CRP-EPs) and rollout an E-LEARNING PLATFORM under "Start-up Village Entrepreneurship Programme"**

**Introduction**

1. The Ministry of Rural Development (MORD), Government of India (GOI) has been implementing National Rural Livelihoods Mission (NRLM) since June, 2011, after restructuring Swarnjayanti Gram Swarozgari Yojana (SGSY). The central objective of the Mission is to eliminate rural poverty through innovative implementation strategies involving mobilization and organization of the rural poor and building their financial and economic inclusion. The NRLM is implemented on a cost sharing basis between the Center and the States.

**Implementation Structure**

2. At the national level, the Mission is implemented by a National Mission Management Unit (NMMU) comprising several thematic groups and professional experts, under the MORD. As part of transition to NRLM, the state governments are required to establish an autonomous and empowered State Rural Livelihoods Mission (SRLM) at the state level. As part of rolling-out SRLM, the states are required to set-up dedicated Mission Implementation Units at the State (SMMU), District (DMMU) and Sub-Districts Units like Block (BMMU) or Project Facilitation Team at Cluster Level. As NRLM is designed to promote certain new strategies requiring intensive application of financial, social capital and human resources, a phased expansion approach has been adopted. The phased implementation implies following a two track approach i.e. Intensive and non-intensive strategies of NRLM. While NRLP is absolutely an intensive strategy, under NRLM there is a freedom for the state to follow either intensive or non-intensive strategies. Eventually, the Mission will be implemented in over six lakh villages, 2.5 lakh gram panchayats, 6,000 blocks and 600 districts across 29 States and 6 Union Territories, covering over 70 million poor households.

**Start-up Village Entrepreneurship Programme ( SVEP)**

3. During the Budget session of 2014-15, Honorable Finance Minister introduced "Start-up Village Entrepreneurship Programme" for encouraging rural youth to take up local entrepreneurship programs. "The Start-up Village Entrepreneurship Programme (SVEP) is being implemented as a sub-scheme under National Rural Livelihood Mission (NRLM), Ministry of Rural Development. Key objective of SVEP is to promote start-up enterprises in rural areas. Please see guidelines on the website <http://aajeevika.gov.in/content/start-village-entrepreneurship-program-svep-guidelines>.
4. State Rural Livelihoods Missions (SRLMs) are entrusted the task of implementing, providing technical and financial resources and monitoring of SVEP programme at

the State Level by strengthening existing mission structures and supported by a Field Implementation Agency (FIA).

### **Strategy, Objectives and Components of SEVP**

5. The Start-up Village Entrepreneurship Programme (SVEP) is being implemented as a sub-scheme under National Rural Livelihood Mission (NRLM) , Ministry of Rural Development, (MoRD) to promote start-up enterprises in rural areas.
6. Till Nov 2015, the MoRD has sanctioned proposals from 14 states covering 40 blocks. The target of the scheme is to train and support 1.82 lakhs entrepreneurs covering 125 blocks across the country over a period of four years.

### **The SVEP proposes to address following three major problems of rural start-ups**

7. Under SVEP, the rural entrepreneurs will get technical support in the following three broad areas so that the enterprises (both existing and newly promoted) in the rural will become profitable.
  - a) **A missing knowledge eco-system** - the potential entrepreneurs do not have the skills of choosing which enterprise to start and how to do a feasibility analysis of the proposed enterprise. Common mistakes like starting an enterprise in a “me-too” manner or on the basis of “herd mentality” - copying any enterprise that is moderately successful occur frequently. There is also lack of specific business domain skills and many a times they lack business numeracy skills as well.

This gap shall be met by creating adequate trained social capital to guide and provide necessary support services to rural entrepreneurs (both new and existing entrepreneurs). MoRD seeks to create a cadre of Community Resource Persons - enterprise promotion (CRP-EPs) in all the blocks where SEVP intervention is being implemented. Local youth with numeracy skills shall be selected and trained to become CRP-EP's. These CRP-EP's shall help trigger potential entrepreneurs to start their enterprises and shall help them in doing a business feasibility analysis before starting up.

- b) **A missing incubation eco-system** - Post starting the enterprise, the entrepreneurs do not have a mechanism of an advisor from whom they can seek help, specifically for business planning, risk assessment, working capital requirements, accounting, monitoring, costing and pricing, understanding seasonal demand etc. Also, there is no mechanism for peer to peer learning from similar entrepreneurs. Most enterprises fail due to not having this support eco-system in the critical first 6 months of operations.

This gap shall be met by the CRP-EPs, who'll handhold the entrepreneurs from start-up to at least six months post start-up. The CRP-EPs shall be supported by a software which shall help the CRP-EP make a usable P&L for the enterprise based on basic business data being fed into the same, shall create regional benchmarks for business

performance parameters and use the same for giving performance feedback to the entrepreneurs.

- c) **A missing financial eco-system** - The poor do not have access to bank finance and the existing mechanism of finance from moneylenders or MFIs or SHGs is not suited for businesses. Enterprises need working capital finance and startup finance, with some moratorium and flexible repayment schedules. The existing loans from MFIs or even the SHG's are of a fixed tenure with monthly EMIs which do not lend itself to enterprises with seasonal demand and supply cycles.

SVEP plans to address this gap by providing a loan to the entrepreneur for start-up, from a dedicated community investment fund, vested with a block level community based organization (CBO). Post start-up, the enterprise's business performance and loan repayment history to the CBO shall be captured in the software and can be provided to the banks while applying for a loan for scaling up the enterprise.

### **Creation of Trained Social Capital**

8. In order to provide proactive support to both existing and new enterprises promoted under SVEP, the Mission seeks to create a large pool of trained social capital and train the Community Resource Persons - Enterprise Promotion (CRP-EPs).
9. The FIA will undertake the responsibility of identification, training and do a baseline and market potential study for the block, based on the outcome of the market potential study, estimate the number of rural enterprises that can be viably supported in the block and based on this estimated number of enterprises make a Detailed Project Report for the implementation of the SVEP in the block and then implement the program covering all the three key aspects of support enumerated above.

### **Training Modules for development of CRP-EPs**

10. In order to create large pool of CRP-Eps, State Missions with the help of Field Implementation Agencies (FIA) shall be providing training to CRP-EPs .These CRP-EPs are expected to be competent in the following subjects:

### **Business opportunity Identification and Feasibility Analysis**

- 1) External Factors scanning
- 2) Business opportunity Identification
- 3) Basic Enterprise Management skills
- 4) Business opp. Identification
- 5) Business feasibility skills and be able to highlight sectors specific factors
- 6) Understand socio eco cultural factors/development in a geography
- 7) Help select a business for a person
- 8) Understand local economic opportunities
- 9) Knowing how existing business perform (specifically profits)
- 10) Risk assessments
- 11) Market survey / scanning
- 12) Marketing trends and technology knowledge
- 13) Value chains

**Business Planning and management**

- 1) Business plan preparation
- 2) Backward and forward linkages
- 3) Book keeping
- 4) Enterprise management
- 5) Production Planning
- 6) Inventory planning
- 7) Math/Quant. Skills
- 8) Business counseling skills
- 9) Financial Analysis

**Business Crisis/sustenance and growth**

- 1) Business Ethics
- 2) Knowledge of growth stages of businesses
- 3) Crisis Identification
- 4) New Business Choices

**Entrepreneurial Trait and capability assessment**

- 1) Assessment of entrepreneurial potential
- 2) Dynamics of entrepreneurship and Competencies
- 3) identifying entrepreneur traits in a person

**Negotiating and networking**

- 1) Negotiation skills
- 2) Influencing
- 3) Networking Skills
- 4) Liaising

**Problem Identification planning and Goal Setting**

- 1) Problem solving and Creativity
- 2) Diagnosis of Problems
- 3) Decision Making
- 4) Ability to Follow up

**Mentoring & counselling skills**

- 1) Communication Skills
- 2) Shoulder tapping
- 3) Team work skills / Ability to take everyone together
- 4) Mentoring and Facilitations skills
- 5) Counselling
- 6) Appreciative Enquiry skills
- 7) Great listening capacity
- 8) Time management
- 9) Persuasion Skills

11. SRLMs and FIAs will be identifying and providing one to one class room training to the identified CRP-EPs on the above topics.

### **Scope of Consultancy**

12. MORD seeks to commission creation of E-LEARNING PLATFORM for training and a platform for certification of CRP-EPs. In order to design and roll out the E-LEARNING PLATFORM, MORD seek to hire the services of an agency for providing the following support to the SEVP.
  1. To support the NRLM in defining a process of certification of the trained Community Resource Persons for Enterprise Promotion (CRP-EPs) and help create mechanisms for periodic retraining and re-certification, so that their skills remain relevant. This certification process shall be the first deliverable and shall start even before the training through E-LEARNING PLATFORM.(The CRP-EPs shall be trained off-line).
  2. To support the NRLM in creating relevant e-learning content and platform ( app based and web based application) which supports e-learning and facilitates testing the skills and certification of trained CRP-EPs across the country with lower cost, increasing reach, without reducing the quality of training.
13. All the trained CRP-EPs will be certified on these parameters so that only the services of certified CRP-EPs shall be used by the SRLMs to provide technical and support services to rural entrepreneurs and guide the potential entrepreneurs to start a business and recommend/ facilitate loan sought by the entrepreneur from the SHGs/banks. These certifications shall have to be conducted at block/district levels for a batch of 10-40 at approx. quarterly intervals in the 1<sup>st</sup> year and annually thereafter.
14. The services of the agency will be contracted as per the procurement guidelines of the NRLM. The contracted agency will undertake the assignment under the supervision of the Mission Director, NRLM or officers nominated by him.

### **Certification of CRP-EPs**

15. MORD propose that all the trained CRP-EPs should undergo a certification process so that only the certified CRP-EPs will provide technical support to rural entrepreneurs. All the trained CRP-EPs will be certified under the following categories:
  1. Basic Certificate in Enterprise Support (BCES)
  2. Advanced Certificate in Enterprise Support (ACES);
  3. Certified Trainer in Enterprise Support (CTES)
  4. Certified Mentor in Enterprise Support (CMES)

### **Outcomes expected from the Technical Support Agency**

16. The Technical Support Agency is required to undertake following key tasks to operationalize the certification process and to run an E-LEARNING PLATFORM.

- a) Create e-learning material on the topics/ modules that are identified to certify the skills of trained CRP-EPs.
- b) Design, develop/customize web based application for enrolment, access to e-learning material made available in the audio/visual form, conduct of online examination, evaluation and publication of results etc., e-learning material shall also made available through Android based mobile app so that the CRPs shall install the app and run the same in a tablet computer with basic specifications.
- c) Create a question bank /case bank which generates randomized questions /cases which can be used to test the competence of the examinees on the topics. These questions/cases should adhere to the weightage given to each topic for the process of the certification. In case of multiple candidates taking the same certification test, randomize the same set of questions in different sequences to dissuade cheating.
- d) Allow for the certification process and the weightage of the topics to be changed to allow for certification of specialists in certain topics.
- e) The certifications should be done in an online platform - so that the test results and the e-certificates with photograph and aadhaar number /id card data fed in, can be issued online with a minimum time lag.
- f) Check the feasibility of using an auto proctoring of the examinees using aadhaar card and facial recognition software - validations, to do away with physical invigilation.
- g) If auto proctoring is feasible, same should be incorporated into the certification process.
- h) Based on the requirement of skills required to be a successful CRP-EP, define the minimum pass marks to enable certification.
- i) In case the agency is not able to carry out the certification at block level by using its own resources, it may partner with other reliable organisations for the conduct of the certification, using the certification process and software developed.
- j) Based on the content /topics for the certification, create e-learning content and an E-LEARNING PLATFORM for the training of the CRP-EP's/ mentors and entrepreneurs and other stakeholders.
- k) The e-learning content should be a mix of exercises, videos etc. to be suitable for adult learners with limited formal education background.
- l) The e-learning content shall be structured and modules created, that are generic skill based (as per the topics defined above) and also around specific vocations/enterprises/sectors, which can be set up by the rural entrepreneurs.
- m) The e-content should also have a feature of FAQ's where the learner can ask a specific question or topic and get access to a the answer. In case the learner seeks more help/human intervention or two way communication for the answering of the question, then the question should be flagged and communicated to a pool of mentors, who can answer that question.
- n) Create a process /website etc. where the pool of volunteer mentors can be put up and can be put up the questions raised by the CRP-EP's/entrepreneurs to be answered.
- o) Issue certificate to the successful CRP-EPs who have completed the certification process.

List of sectors for which the content/videos are needed in the first phase of the engagement.

1	Tailoring business
2	Bakery
3	Bricks manufacturing- mud blocks/flyash
4	Handloom and other weaving
4	Namkeen manufacture
5	Papad/wari/pickle making
6	Sanitary pads making
7	Sugar boiled Sweets making
8	Stationery shop
9	Pan shop
10	Kirana shop
11	Medicine shop
12	Chinese fast food and other restaurants
13	Beauty parlour
14	Barber shop
15	Battery charging / repair shop
16	Solid waste collection/recycling /composting
17	Sale/Repair/rent of solar lamps
18	Setting up of rural tourism options
19	Setting up of rural BPOs

### **Propose Team Required**

17. The TSA is required to propose following key professionals for undertaking, supervising and operationalize the assignment.
- a. One team leader: An experienced academician with at least 15 years of experience teaching and experience in managing online courses offered by educational institution and well versed with the protocols required for design, development, management and rollout an E-LEARNING PLATFORM) and should have worked on at least one such assignment.
  - b. Co-Team Leader - Software development: Should have B.Tech/M.Tech degree with 10 years of experience in software development. Should have hands on experience in the design and development of the software platform to host an E-LEARNING PLATFORM with at around 100-200 concurrent users preferably on an open source platform and/or should have experience in creating an on-line certification program.
  - c. E-Learning Content writer: An experienced academician with at least 10 years of experience in teaching and experience managing online sources offered by educational institution and well versed with the protocols required for creation of content for e-learning.

- d. Course Coordinator: Should be a post graduate with 7 years of experience in coordinating various academic courses and providing logistics support, coordinator support to the end users.

The CVs of the key professionals proposed above will be evaluated at the Technical Evaluation Stage.

The agency shall propose non-key professionals required to design, development, rollout, help desk and to provide technical support to the users.

18. Preference shall be given to educational institutions of national importance or not for profit entities. However, commercial software and e-learning creation organisations can also apply.

### **Deliverables**

19. The agency whose services are finally contracted are expected to deliver the following outputs as per the timelines indicated in the table below.

- a. **Inception Report**

Inception report covering methodology of to be adopted to create e-learning material, design and development of E-LEARNING PLATFORM, roll out of E-LEARNING PLATFORM and completion of certification process., deployment team size, detailed work plan, etc.,

- b. **Preparation of content for E-learning**

Entire course material needs to be converted into e-learning material both audio/visual, model tests papers both objective and descriptive, reference documents in PDF form, and any such other material required to enable the trained CRP-EPs to learn and pass the certification process.

- c. **Design, develop and Roll out E-LEARNING PLATFORM**

Collect requirements of MORD, SRLMs and submit an SRS for developing the e-learning module. Design, develop, host and roll out the web based application to roll out E-LEARNING PLATFORM.

- d. **Provide user manual**

Provide a user manual with all the key feature of the E-LEARNING PLATFORM, including enrollment, access to course material, how to appear online examination, access to notice board/results etc., the user manual essentially cover all the key features of the E-LEARNING PLATFORM and certification process.

- e. **Enrollment and facilitation of CRP EPs in the certification process**



Support MORD, SRLMS, FIAs and trained CRP EPs in the enrollment process and completion of certification process.

**f. Conduct Certification examination**

Conduct quarterly examination in the first year and annual examination in the subsequent years of engagement for trained CRPs EPs thorough online platform for all the four modules and issue pass certificate to the successful candidates.

**Period of consultancy, Timeline for deliverables & Payments**

20. Scope of work can be broadly divided into two categories viz., (i) development & stabilization phase; (ii) maintenance face (including some improvement).
21. The client intends to enter into a two separate contracts viz (i) Lump Sum<sup>1</sup>; and (ii) Time based<sup>2</sup> contract. A Lump sum contract would be entered with the consultant for preparation of e-learning content, design, development and roll out of e-platform (both web based and mobile app based) within the first 12 months period. Further, to maintain the application, a time based contract would be entered for a period of 24 months. For operational purposes, both the contract would be signed at a time. But, the time based contract will become effective when the e-platform go live and signed off.
22. In all the duration of the assignment would initially be for 36 months from the date of contract. On the basis of satisfactory performance, the assignment can be extended further on mutually negotiated terms.
23. The agency is required to complete design, development and roll out of e-platform and mobile app for all the 4 modules as per the timelines indicated below i.e within the lump sum contract period.

24. List of deliverables for Lump Sum contract are provide below

Sl.No	Deliverable	Timeline (Months from the date of contract)	Payment ( % of total contract value)
1.	Inception Report	1	10%
2	<b>Submission of the documents viz.</b> - Business requirement Document, Software Requirement Specifications (SRS) , Draft Design documents and prototypes for e-learning lessons, conduct of assessment, instant declaration of assessment results, conduct of final online assessment, forms for data input on the	2	10%

<sup>1</sup> Lump Sum contract – payments shall be linked to deliverables. The client shall make the payment on receipt and acceptance of deliverables.

<sup>2</sup> Time Based contract – payments shall be made based on the actual time input provided by key and non-key professional.

	performance of the trainer in the class room sessions, and declaration of final results of certification. The SRS document should cover all the 4 module.		
3	<b>Preparation of content for E-learning for all the modules</b>		10%
3.1	Basic Certificate in Enterprise Support (BCES)	3-4	
3.2	Advanced Certificate in Enterprise Support (ACES);		
3.3	Certified Trainer in Enterprise Support (CTES)		
3.4	Certified Mentor in Enterprise Support (CMES)		
4	<b>Design, develop and Roll out E-LEARNING PLATFORM ( both web based and mobile app based learning tool and base based certification module) along with the user manual</b>	End of 6 <sup>th</sup> month	40% ( 10% per module)
5	<b>Enrollment and facilitation of CRP EPs in the certification process</b>	6-9 months	10%
6	<b>Conduct first batch of Certification examination in all the 4 modules and</b>	9-12	10%
7	<b>sign off of the e-platform for all the 4 modules</b>	12 <sup>th</sup> Month	10%

#### Review Committee to Monitor Consultant's Work

25. The Mission Director, NRLM is the competent authority to undertake monitoring and review of the work of market linkage creating agencies. 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, SRLMs, and other experts as appropriate.
26. Payments to the agency will be made upon submission and acceptance of the reports and such other deliverables by the MORD and as per the terms and conditions to be laid down for this purpose in the contract agreement to be executed between the selected consultant and the MoRD.

#### Services to be provided by the Client

27. The market linkage creation 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 MORD and the states. The states would also facilitate the conduct of process

monitoring. However, the agency would be required to seek prior appointment with each state/district in advance for accessing information and to discuss various issues.

### **Ownership**

28. All information collected by the market linkage creation agency will be used only for the purpose of supporting SVEP. No part of the information shall be used for any other purpose without the prior explicit consent of the MORD and the states. All material and data collected shall be the property of the MORD.