Introduction

1. The Ministry of Rural Development (MORD), Government of India (GOI) has been implementing Deendayal Antyodaya Yojana- National Rural Livelihoods Mission (DAY-NRLM) since June 2011. The central objective of the DAY-NRLM is to eliminate rural poverty through innovative implementation strategies involving mobilization and organization of the rural poor and promotion of their financial and economic inclusion as well as promotion of convergence with other livelihood programmes.

2. The Mission aims at creating efficient and effective institutional platforms of the poor as mediating institutions. The four key inter-related components of the Mission are: (i) social inclusion; (ii) financial inclusion; (iii) livelihood promotion and (iv) convergence. The DAY-NRLM aims at mobilizing all the rural poor households into Self Help Groups (SHGs) and their federation viz., Village Organizations, Cluster/Block Level Federations and use these institutional platforms to promote the livelihoods of the poor. The Mission seeks to promote access of the CBOs of the poor to financial and technical services as well as economic support services and enable them to diversify and improve their livelihoods. The Mission provides Revolving Fund (RF) and Community Investment Fund (CIF) support to the eligible SHGs and VOs which are expected to enable them to leverage funds from the formal banking institutions for undertaking sustainable livelihoods. The Mission also provides technical and convergent support for the member households to diversify their livelihood assets.

Mission Implementation Architecture

3. The mission lays emphasis on promotion of ‘professionally competent and dedicated implementation structures’ at the national, state, district, and sub-district level. At the national level, the Mission is implemented by a specially created National Mission Management Unit (NMMU) comprising several thematic groups and professional experts, under the Rural Livelihoods (RL) Division of the MoRD. As part of transiting to DAY-NRLM, the state
governments have established State Rural Livelihoods Mission (SRLM) in the form of autonomous Societies/Companies, etc. at the state level. The SRLMs are in turn required to:

(a) establish dedicated Mission implementation units at the State (SMMU), District (DMMU), Block (BMMU) and Sub-Block Units (Cluster Level);
(b) recruit, induct, train and position multidisciplinary professionals at all levels; and
(c) establish adequate management, finance, procurement, MIS and M&E systems.

A template for SRLM structure is attached as annexure “A”. The exact positioning and staff requirement will be finalised by the SRLM as per need.

Phased Implementation

4. Broadly, DAY-NRLM is following Intensive and Non-Intensive block strategies for effective implementation of the Mission Activities. Under this strategies each year a certain number of blocks are selected for intensive implementation based on approved Annual Action Plan (AAP). Positioning of dedicated trained human resources is pre-requisite for rolling-out intensive block strategy.

Status of DAY-NRLM

5. As of December 2017, all the 29 States transited to DAY-NRLM and a state level autonomous society has been established and designated as SRLMs in these states whereas Union Territories (UTs) through registered society or District Rural Development Agency (DRDA). The state governments have approved establishment of Mission architecture at SMMU, DMMU and BMMU levels. The governments have also permitted recruitment of professional staff at all levels. Management, finance, procurement and other systems have been established as per the guidelines of DAY-NRLM. The State Missions have been implementing DAY-NRLM Annual Action Plans (AAPs) approved by MoRD. Currently, a total of 25000+ professionals are providing support in rolling-out and strengthening of Mission activities.

National Rural Livelihoods Project (NRLP)

6. To ensure that technical assistance and required implementation support is available under NRLM, the Government of India has availed a credit from the World Bank for the National Rural Livelihoods Project (NRLP) which aims to provide support the Deendayal Antyodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM). The World Bank has provided a credit of USD 500
Subject to change at the RFP Stage

million to NRLP project. The Bank funding to NRLP project was ended in June 2018.

7. The MORD, GOI is in the process of singing a loan agreement with World Bank for an additional financing for NRLP project to implement National Rural Economic Transformation Project (NRETP) for promotion of higher level livelihoods interventions in select districts of the country with an outlay of USD 500 million (USD 250 credit from World Bank and USD 250 from GOI).

National Rural Livelihoods Promotion Society

8. National Rural Livelihoods Promotion Society is an autonomous institution under the Ministry of Rural Development, Government of India providing technical and professional support to State Missions in implementation of NRLM activities. NRLPS is registered under the Societies Registration Act, 1860.

9. One of the core objectives of NRLPS is to provide technical assistance to State Missions through professionally managed State Rural Livelihoods Missions (SRLMs) in all states and UTs in the country. NRLPS also assists SRLMs to develop implementation architecture, setting up systems and also provide support to hire human resource and its management for the state missions.

State Rural Livelihoods Missions

10. To implement DAY-NRLM, all the 29 participating States had set up the State Rural Livelihoods Missions (SRLMs) and the SRLMs had set up dedicated Mission implementation units at State, District, Block levels and hiring the services of professionals for implementation of the Mission and to facilitate the Community Based Organisations.

11. As of June 2018, around _______ professionals at different levels are associated with DAY-NRLM. Further, the Mission is expanding and MORD has approved expansion plans submitted by SRLM for FY 2018-19. As per the Annual Action Plans, the SRLMs are required to recruit around _______ number of professionals during FY 2018-19. The Mission aims to reach out all the blocks by FY 2022-2023.

12. Since the State Missions are expected to undertake recruitment of a large number of professionals, the State Mission require the services of a consulting firm to support the Mission in the human resources recruitment. The State Missions have been requesting the National Mission to consider empanelment of technically qualified consulting firms. So that the State Missions can quickly hire the services of one of the empanelled HR Recruitment Agency and undertake recruitment of professionals.
Human Resource Practices in SRLMs

13. A ‘Model Human Resource Management Manual for SRLMs’ covering broad aspects of human resource practices (Organogram, Staffing structure, recruitment process, remuneration, induction cum immersion, capacity building, model code of conduct, performance management system, exist policy etc. ) is approved by MoRD to streamline the human resource practices in SRLMs. It is advised to SRLMs to customise and adopt the HR Manual. Majority of the State Missions had adopted the HR Manual.

Existing arrangements for Recruitment of Human Resource

14. SRLMs are following the practices of Recruitment of Human Resources either through internal recruitment (through constituted committee) or through Human Resource Agency (HR Agency). Mainly services of HR Agency is being taken for bulk recruitment.

15. It is envisaged that SRLMs may hire the services of one of the HR Recruitment Agencies empanelled by MORD for their HR recruitment needs. The possible menu of HR services that a state will typically require from an HR Recruitment agency is as follows.

- Conducting Recruitment for different levels of SRLM
- Designing and rolling out of performance appraisal system
- Any other HR services mutually agreed between HR agency and the SRLM.

States may seek all services as listed above or specific service based on their requirement. It is anticipated that majority of states requires services of HR agency on a long term basis say for a period of three years. Some states may like to hire services on assignment basis also.

Objective of the assignment

NRLPS/MORD seeks to empanel technically qualified consulting firms for provision of HR Recruitment related services to State Rural Livelihoods Missions. After completion of the empanelment process, MORD will notify the list of empanelled agencies and the State Missions will quickly hire the services of the one of the HR Recruitment agency following Least Cost Selection method. The SRLMs will enter into the contract with the selected consultant and manage on other own.

Scope of Work
16. NRLPS intends to initiate the selection process of competent HR agencies to extend HR services to SRLM units. A long-list of technically qualified HR agencies will be maintained at NRLPS out of proposals submitted by those to whom RFP is issued. The technical evaluation will take care of proven track record and will be based on competency of agency in quality recruitment services. The agency shortlisted for technical evaluation will submit a letter (along with RFP) confirming its consent to work with any of the states requesting recruitment services. Once the technical selection is completed, all SRLM units will be informed of the outcome by NRLPS.

17. The HR agency will sufficiently address the request submitted by state and be ready for timely delivery of services and furnishing any other information as needed. The format for commercial proposal will be provided by the SRLM unit as per the scope of work to be undertaken, following the procurement manual of NRLM. The submitted commercial proposals will be evaluated by SRLM. The agency offering the least cost will be selected for award of contract.

18. The HR agency will be hired against the specific scope of work which may be for one off service or for a longer duration. The request, issued by the state to the empaneled agencies, will clearly mention the scope of work. The length of contract between HR agency and state will be decided based on HR strategy proposed by the state. However, performance of the HR agency will be reviewed periodically by SRLM. The continuity or termination of contract will solely depend upon client’s (SRLM) satisfaction.

19. The final agreement will be furnished between SRLM and the selected HR agency. The agreed tasks are expected to be completed within the prescribed time. Any extension or change in deadline will be subject to the consent of SRLM.

20. The HR agency will follow the guidelines as prescribed by SRLM unit. Accordingly, the agency will design its approach and methodology to the assigned tasks and get it finally approved by the SRLM unit.

21. It is important to note that State would follow state reservation norms in recruitment task being conducted by the HR agency. The staff selection through “field immersion” is also expected as it has been successfully experimented in some of the states. NRLM is all about working with the poor. Therefore staff to be recruited in SRLM is expected to undergo a selection process which involves test for “right attitude” and “pro poor value” apart from test related to relevant skills and knowledge.

22. It is expected that the HR agency will put in place, high caliber team consisting of a dedicated Senior HR and recruitment experts and interview specialist. It is
Subject to change at the RFP Stage

desirable that key members, including the specialists proposed for the assignment are full time staff of the Agency. This team is expected to carry out the assignment with high degree of accountability and manage all necessary documentation for any obligations arising in future. The expected individual profiles of team members are annexed as Annexure “B”.

**Key Tasks and Outputs expected from the shortlisted HR agencies**

23. The technically selected HR agencies will be contracted by SRLM. The SRLM, based on its requirements, will assign key tasks and accordingly request for specific outputs. A range of key outputs from the contracted HR agency is as follows.

<table>
<thead>
<tr>
<th>Key activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducting Recruitment for SRLM</td>
<td>The HR agency will be responsible for</td>
</tr>
<tr>
<td></td>
<td>• Developing specific selection methodologies for each level of positions within SRLM</td>
</tr>
<tr>
<td></td>
<td>• Developing media plan and outreach strategy for targeting right kind of universe for the recruitment</td>
</tr>
<tr>
<td></td>
<td>• Conducting recruitment as per agreed work plan and ensuring placement of candidates within framework of HR policy of SRLM.</td>
</tr>
<tr>
<td></td>
<td>• Maintenance of recruitment records.</td>
</tr>
<tr>
<td>Designing and rolling out of performance appraisal system</td>
<td>The HR agency will be responsible for conducting/piloting performance appraisal system as proposed and agreed in HR manual. The HR agency will provide handhold support to SRLMs in case performance appraisal is conducted by them.</td>
</tr>
<tr>
<td>Other HR services</td>
<td>As mutually agreed between HR Agency and SRLM.</td>
</tr>
</tbody>
</table>

24. **Desirable**

Preference will be given to the agencies that have proven experience of HR recruitment of development professionals in programs supported or implemented by Government of India, State Governments, State Rural Livelihoods Mission (SRLM), World Bank, United Nations or other International Organizations of repute.

**Review and Monitoring of the Assignment**
25. Once the HR agency is contracted by SRLM, the agency will prepare a detailed time-bound implementation work plan for implementation of the agreed tasks. Overall, progress on implementation of the agreed work plan will be on the basis of the performance of the HR Agency. In addition, the HR Agency will prepare monthly/quarterly activity plans and share with SRLM. In case, SRLM has any objections related to assignment deliverables, it will inform the HR Agency in writing. The HR Agency will comply with the recommendation made by SRLM and accordingly complete the assignment at no additional cost. The agency will report to CEO/State Mission Director, State Rural Livelihoods Mission or designated officer.

Contracts the services of empaneled Agencies by SRLMs:

1. NRLPS will circulate the list of empaneled agencies to all the State missions. Respective State Mission will seek (i) commercial proposals (ii) letter confirming the availability of services and (iii) letter confirming engagement of team proposed by the shortlisted agencies at the time of RFP. Agency offering Least Cost will be contracted by the State Mission. A shortlisted consulting firm will be considered for hiring for maximum of 3 State mission, provided key professionals to place full time basis. The empanelment carried out by NRLPS shall be valid for 3 years, unless terminated earlier.

Annex A: Indicative SRLM Staff Structure (The actual structure may vary from state to state)

Table: Qualifications and Experience
<table>
<thead>
<tr>
<th>Level</th>
<th>Qualifications</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer/State Mission Director on Deputation from Government</td>
<td>Post-Graduate degree or Diploma in rural Management/ Social Science/ Rural Development</td>
<td>10+ years post qualification relevant experience</td>
</tr>
<tr>
<td>COO (Program Functions) (from open market)</td>
<td>Post-Graduate degree or Diploma, Graduation for deputation personnel</td>
<td>10+ years post qualification relevant experience for persons from open market. Govt. servant of appropriate rank may be deputed as Addl. CEO from Govt. having 15+ or more years of experience</td>
</tr>
<tr>
<td>Jt. MD/Addl. CEO (System Functions) deputation of government personnel/ COO (from open market)</td>
<td>Post-Graduate degree or Diploma, Graduation for deputation personnel</td>
<td></td>
</tr>
<tr>
<td>State Mission Managers/State Programme Manager (from open market)</td>
<td>Post-Graduate degree or Diploma</td>
<td>7+ years post qualification relevant experience</td>
</tr>
<tr>
<td>Mission Managers/ Project Manager/Asst. State Mission Managers/ District Mission Manager (from open market)</td>
<td>Post-Graduate degree or Diploma</td>
<td>5+ years post qualification relevant experience</td>
</tr>
<tr>
<td>Mission Executive/ Programme Executive/ District Functional Manager (from open market)</td>
<td>Post-Graduate degree or Diploma</td>
<td>3+ years post qualification relevant experience</td>
</tr>
<tr>
<td>NRLM Fellows/Young Professionals (from open market)</td>
<td>Post Graduate degree/diploma from select institutes</td>
<td>0-2 years post qualification experience</td>
</tr>
<tr>
<td>Block Mission Manager (from open market)</td>
<td>Minimum Graduate; Post Graduate degree or Diploma preferable</td>
<td>2+ years for Post Graduate and 3+ years for Graduate post qualification relevant experience</td>
</tr>
<tr>
<td>Cluster Coordinator</td>
<td>Graduate; +2 (from within Community)</td>
<td>≤ 1 year; 2+ years (from within Community)</td>
</tr>
<tr>
<td>Senior Assistant [MIS]/ Senior Accountant</td>
<td>Graduate, proficiency in data entry, computer</td>
<td>3+ years</td>
</tr>
<tr>
<td>Level</td>
<td>Qualifications</td>
<td>Experience</td>
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</tr>
<tr>
<td>Data Entry Operators/ MIS Assistant/ Accountant/ Office assistant [State/District level]</td>
<td>MS-Office work and/or knowledge of tally, accounting and other accounting software.</td>
<td>2+ years</td>
</tr>
<tr>
<td>Junior Data Entry Operators/ MIS Assistant cum Accountant [Block level]</td>
<td></td>
<td>1+ year</td>
</tr>
<tr>
<td>Retainer Consultants (Category/Level Wise)</td>
<td>Graduate (Minimum)</td>
<td>5+ years post qualification relevant experience</td>
</tr>
<tr>
<td>Other support staff (Office assistant, receptionist, Data Entry Operator etc. at State/District/Block level)</td>
<td>As decided by SRLM.</td>
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</tr>
</tbody>
</table>
## Annexure B: Key Staff Profile of HR Agency for providing services

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Key Member</th>
<th>Profile Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sr. Organizational Development/HR Expert (2)</td>
<td>S/he should be a qualified Organizational Development expert/HR with at-least 10 years of experience in carrying out assignments or jobs related to OD in any sector. The person should have proven experience in carrying out OD exercise in at-least two organizations with verifiable reference. S/he should have a PG-HR, MBA or equivalent from an institute of repute in India or abroad.</td>
</tr>
<tr>
<td>2</td>
<td>Recruitment and Placement Coordinators (2)</td>
<td>S/he should be PG – HR or a related discipline with at-least 5-7 years’ experience in HR selection, managing legal compliances related to HR administration, office management and logistic coordination.</td>
</tr>
<tr>
<td>3</td>
<td>Office Assistance and Data Administrator (3)</td>
<td>S/he should have a Bachelor/ Masters degree in management, Information Technology or related field with minimum of 3 years of experience in front or back office, specifically in IT network administration &amp; troubleshooting, and in providing logistic support.</td>
</tr>
</tbody>
</table>