



Request for Proposal

for

Selection of Implementation Support Agency for

"Shakti Varta Plus" Programme

- Empowering Women to address malnutrition

A joint initiative by:

Directorate of Mission Shakti, Department of Women & Child Development and
Mission Shakti, Government of Odisha

&

Azim Premji Philanthropic Initiatives

Activity	Date
Release of the Request for Proposal (RfP)	16 th December 2019
Date of Pre-proposal meeting @ Mission Shakti Bhavan, Bhubaneswar.	23 rd December 2019 Time 2.00 pm
Last date for submission of queries for clarifications by email	24 th December 2019
Release of response to bidder queries	27 th December 2019
Last date and time of submission of complete proposal	7 th January 2020

Azim Premji Philanthropic Initiatives

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Section -1 Call for Proposal

Date of issue: 16th December 2019;

Last Date of Submission: 7th January 2020

Assignment Title: Selection of Implementation Support Agency for "Shakti Varta Plus" Programme a joint initiative of Govt of Odisha and Azim Premji Philanthropic Initiatives.

Dear Madam/ Sir,

Azim Premji Philanthropic Initiatives (Philanthropic Initiatives) intends to engage/partner with an Implementation Support Agency to support Directorate of Mission Shakti. Department of Women and Child Development & Mission Shakti, Govt of Odisha in the implementation of Sakti Varta Plus (SVP), an initiative to empower women to address malnutrition. The SVP programme will be implemented in all the 30 districts of Odisha covering both the rural and urban areas. For more details about the programme design, intended objectives and outcomes and the scope of work for the Implementation Support Agency (ISA), please see section -3 Programme Design and Section -4 Scope of work of ISA provided in the RFP.

Pre-qualification criteria are provided at Section - 2; information to bidders and detailed evaluation criteria in provided at Section - 5. Bid form are provided in Section-6.

Now, the Philanthropic Initiatives seeks proposals from the eligible and interested partners to submit the proposals in the prescribed format. Proposal not meeting the pre-qualification criteria and not qualified in the technical evaluation shall not be considered. Interested agencies (both for-profit and not-for-profit) are encouraged to bid. If the selected agency is a not-for-profit with necessary pre-requisites to enter into a grant agreement, may be considered to enter into a grant agreement. In case the successful bidder is a for profit entity, the Philanthropic Initiatives is open to enter into a consultancy contract. Depending on the quality of bids/ capacity of the agencies who have submitted the bids, the Philanthropic Initiatives may decide to split the contract and more than one agency as ISA and assign the responsibility for a specific geography.

To augment the capacity, the agencies may choose to associate with other agencies and submit the bid. In case of association, the lead agency should meet the pre-qualification criteria.

Interested agencies are required to submit both the technical and financial proposal on or before the deadline indicated in the RFP. The proposal, work plan etc., shall be proposed for the entire duration of 33 months.

Any questions regarding the RFP must be received by email, by 24th December 2019, as mentioned in this document.

Any proposals received after the stipulated date and time shall not be considered.

Yours sincerely,

For Azim Premji Philanthropic Initiatives

Name: Hari Krishna P

Designation: General Manager, Contracts

Email ID: tenders@azimpremjiphilanthropicinitiatives.org

Section – 2

Pre-qualification Criteria

1. The agencies meeting the following criteria shall be considered for selection.

Mandatory:

- i. Legal entity: an agency must be registered either as not-for-profit or for-profit entity. Should not be backlisted/debarred by any Govt or philanthropies or bilateral and multilateral agencies. Provide copy of Certificate of Incorporation, list of beneficial owners, list of board members, registered office address and contact details.
 - ii. Turnover: Should have at least Rs. 7.00 crores of average turnover in the last three financial years i.e. FY 2018-19; FY 2017-18; FY 2016-17. Provide a certificate from the Chartered Accountant giving year wise turnover details.
 - iii. Should have experience in implementation of large size Govt project, preferably, in the area of health and nutrition; Should have experience in implementing the projects covering more than 5 districts in a state; Experience in working on a multi-state projects will be an advantage. Provide copy of contract signed with any client/ partner.
 - iv. The agency should have a at least 4-5 multi-disciplinary team members with experience in participatory methods, community mobilization, functional expertise in health and nutrition, HR recruitment etc., working experience with Women Self Help Groups is mandatory;
 - v. The agency should have the expertise to hire large team of field level functionaries at various levels i.e. Block, District, and State and should have managed more than 50 project specific personnel on its rolls. – provide the details of the projects.
2. To augment the capacity, the agencies may choose to associate with other agencies and submit the bid. In case of association, the lead agency should meet the pre-qualification criteria.
3. Details of the pre-qualification criteria may be submitted in the Pre-Q Form -1 provided at Section -6 Bid Forms.
4. Agencies meeting all the 5 mandatory criteria listed above will be considered. However, the management may consider to relax the mandatory criteria on its discretion. Philanthropic Initiatives decision is final and binding on all the agencies who have participated in the bidding process. Canvassing in any form is strictly prohibited. Any such attempts shall liable for disqualification of the bid. In case of joint venture, the lead partner should meet the pre-qualification criteria.

Desirable

- i. Work experience in the state of Odisha;
- ii. Experience in content development and monitoring and evaluation of field implementation will be an added advantage.

Section –3

Shakti Varta Plus - Programme Design

1. Background

The Azim Premji Philanthropic Initiatives (Philanthropic Initiatives), is a part of a group of organisations and institutions founded by Mr Azim Premji, we aspire to facilitate a just, equitable, humane and sustainable society.

We aim to do this by providing grants (and other support where appropriate) to organisations whose work has significant potential to contribute to social change in a synergistic manner. Our grants will support efforts that create tangible and sustainable improvements in the lives of deeply disadvantaged, impoverished, under served and marginalized sections of people and pay special attention to those who are likely to be excluded from the development process. The grants will also support efforts that contribute in other ways to a broader strengthening of institutions and promoting our aim of facilitating a just, equitable and sustainable society.

We recognize that social change is multidimensional and will be the outcome of several different kinds of initiatives and interventions working synergistically. We will work collaboratively with the Government as well as other actors.

We support identified partner organisations and institutions (not individuals) through grants and help build their capacity and strategy (wherever appropriate). We work across several domains, some of which are Vulnerable Groups, Governance & Nutrition.

2. Nutrition Programme in Odisha:

Philanthropic Initiatives has entered into an MOU with the Government of Odisha (Goo) to work towards reducing malnutrition in the state. We recognise a multi-sectoral approach is essential to improve the nutrition status in any geography. We have identified the nutrition specific, nutrition sensitive and governance related intervention areas that will form part of our strategy. We will work with the various relevant departments of Government of Odisha, Civil Society Organisations, Technical Agencies and Research Institutes to implement our strategy.

Philanthropic Initiatives supported the Goo in developing a Common Results Framework (CRF) and the Odisha Nutrition Action Plan (ONAP). CRF aligns development objectives of the different stakeholders and provides a framework for monitoring and evaluating results at the various levels of implementation.

ONAP is a major step forward in implementing a multi-sectoral and multi-departmental response to the challenge of malnutrition. Eight key departments have committed to fulfilling the state's nutrition agenda through their sectoral action plan provided in the ONAP. Goo will setup a nutrition secretariat under the Development Commissioner and other key department heads to track and monitor the progress made by the various departments against the goals set in ONAP. The

below figure reflects the goals, result areas and strategic interventions under the CRF Framework.



3. Towards Women's Empowerment for Nutrition

Nutrition Interventions can be classified into Nutrition Specific (high impact direct interventions), Nutrition Sensitive (target underlying causes of malnutrition) and Governance Related (systems and service provisions). It is estimated that a 90 percent coverage of nutrition specific interventions in 34 of the high burden countries will only be able to address 20% of their stunting deficits. Nutrition-sensitive programmes are therefore required to accelerate progress in improving nutrition by enhancing the household and community environment in which children develop and grow, and by increasing the effectiveness, coverage, and scale of nutrition-specific interventions. Important Nutrition Sensitive interventions include Agriculture & Food Security; Social Safety Programmes; Women's Empowerment; and Access to Water, Sanitation and Hygiene Practices Promotion (WASH); Women's ability to control their own lives and participation in individual and household decision making processes leads to improved child nutrition. Women's Education level, Age of Marriage, Age of First Pregnancy, Economic Participation and other aspects of gender equality correlate with improved child survival and development outcomes.

There is growing evidence to show that women's empowerment and improved agency of women in a country will lead to better human development indicators. Increase in women's education level reduces maternal mortality, fertility and improves child nutrition. India's per capita income is twice that of Bangladesh but Bangladesh scores better than India in gender related indicators like sex ratio, labour force participation, female literacy rate, female v/s male life expectancy, women's share of seats in the parliament and fertility rate. Bangladesh also does much better than India in child health and nutrition indicators showing a clear correlation between improved gender indicators and improved health and nutrition status.

How exactly do improved gender indicators impact on improved health and nutrition? Women's bargaining power decides the extent of their influence on how household resources are channelled towards Maternal and Child Health and Nutrition (MCHN) needs like feeding practices, prenatal, birthing and ante-natal care, treatment for child illness, immunisation, maternal nutrition, etc. Women's multiple and unshared responsibilities (encompassing domestic tasks, child care and paid labour) present a heavy burden on women which has potentially negative impacts for child health and nutrition outcomes. Higher bargaining power and influence of women will lead to greater allocation of household resources towards MCHN needs. This will also lead to more equitable sharing of household responsibilities and chores.

Numerous studies have clearly established the link between women's empowerment and improved nutrition status:

- Randomised Control Trials in Odisha, Jharkhand, Nepal and other South Asian Countries have conclusively established that community mobilisation through women's groups can reduce neonatal mortality and improve maternal health.
- A study in Brazil showed that income accruing to women had a larger positive impact on child nutrition status than income accruing to men.
- In Indian urban poor areas, immunisation levels were significantly associated with mother's financial autonomy and education levels.
- SHOUHARDO II programme in Bangladesh is credited with reducing stunting prevalence among children under-5 from 62 percent to 49 percent in four years, a total reduction of 12.9 percentage points.
- Existing efforts towards women's empowerment in Odisha include Mission Shakti's Shakti Varta Programme; Livelihood and SHG Promotion programmes by Odisha Livelihood Mission; and numerous efforts from prominent Civil Society Organisations.

However, the existing women's empowerment initiatives have not been brought together to bear on the same geography. We aim to bring together the OLM, Shakti Varta and CSO efforts and create pockets of excellence. Interventions that show high impact, especially in nutrition terms, need to be scaled to cover other geographies.

Philanthropic Initiatives has designed the 'Towards Women's Empowerment for Nutrition' programme with these learnings on linkages between women's empowerment and nutrition in the background and in the context of existing initiatives in Odisha. Women's Empowerment is a wide area. Philanthropic Initiatives will focus on areas of Women's Empowerment directly linked to improving Nutrition Outcomes and encompass the following programmes:

- Shakti Varta Plus programme

- Livelihood programmes
- Promoting Women's participation in local governance.

4. Shakti Varta Plus Programme

As a first step towards Women's empowerment, Government of Odisha has already implemented the Shakti Varta programme (Phase 1) in 15 high burden districts. Shakti Varta used a participatory learning approach wherein through the cycle of 20 meetings women identify and priorities their health and nutrition problems, develop local strategies for action and review their achievements. It covered Maternal and Child Health and Nutrition + WASH related issues. Evaluations of Shakti Varta have shown increase in better behavioural practices for pregnant & lactating mothers; Improved Sanitation and Hygiene Practices; Better Care giving and care seeking behaviour; improved usage of bed nets; facilitators transformed to social leaders; and improvements in other nutrition and health practices and behaviours. There is a strong case for a successful programme like this to be expanded (to all 30 districts) and deepened (to include women's empowerment modules).

Subsequently, efforts are being undertaken to empower women for better nutritional outcomes for the State. Thus, Government of Odisha (GoO) in partnership with Philanthropic Initiatives has proposed to launch the Shakti Varta Plus programme under the Mukhya Mantri Mahila Sashaktikaran Yojana (MMMSY) announced in the 2017-18 Odisha state budget. Shakti Varta Plus will build on the Shakti Varta model, strengths and resources. The Programme will be launched at the same time across 30 districts covering every village and urban local body in the state.

4.1 Programme Objectives

The main objective of the Shakti Varta Plus Programme is to steer the process of empowering women in taking informed decisions and timely actions in various spheres of life concerning their, their family's and community's wellbeing that would lead to improved nutrition especially amongst women and children. More specifically

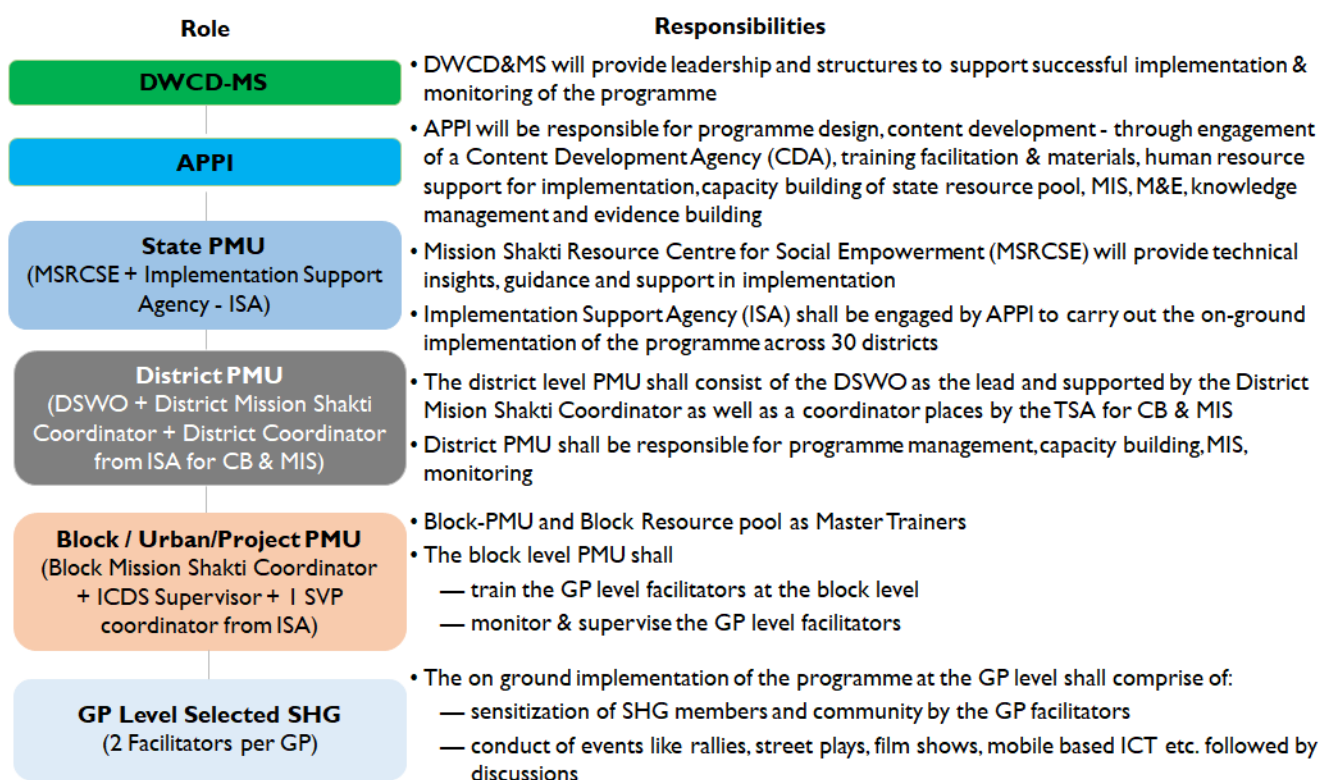
- I. To provide quick, useful and actionable information on MCHN+WASH to women and motivate them to change behaviour by practicing the learnings in their daily lives.
- II. To provide information on key social security entitlements (especially nutrition related); on how to access these entitlements; and on grievance redressal mechanisms for the different entitlements. Some of the schemes which will be transacted upon are Beti Padhao Beti Bachao, Biju Kanya Ratna Yojana, Community Management of ICDS and related services etc.
- III. To motivate women and men to understand and improve the household dietary diversity with available means and resources; and to enable them to achieve the same by providing them with relevant knowledge and skills.
- IV. To facilitate linkages to women with various livelihood programmes in the state. By increasing awareness among women on Odisha Livelihood Mission

and other livelihood programmes and facilitating their access to these programmes.

- V. To make community (men and women) understand the patriarchal norms that govern the decision making and control over resources at the household level; and to motivate women to subversively / gradually challenge the same while encouraging men to appreciate women's contribution to the family and community at large. And to women have greater say and control on household decisions and resources.
- VI. To impress upon community, the importance of women participation in local governance; motivating actions towards this end; providing information to facilitate their participation in local governance; and to ensure that all women are aware of local governance structures, processes and issues.

4.2 Programme Design

The programme shall be led by Department of Women & Child Development and Mission Shakti (DWCD - MS) with support from Philanthropic Initiatives. While the DWCD-MS will be lending its leadership and structures to support the implementation, SRCW will provide technical insights, guidance and support in implementation and Philanthropic Initiatives will be responsible for designing the Programme, content framework and design, development of various training and facilitation materials to be used while interacting with community, human resource support from the State up to the block level, capacity building of State Resource Pool (SRP), MIS, monitoring and evaluation and knowledge management including dissemination workshops. Philanthropic Initiatives will engage a Content Development Agency (CDA) & an Implementation Support Agency (ISA) to support the government in the implementation of the programme in all the 30



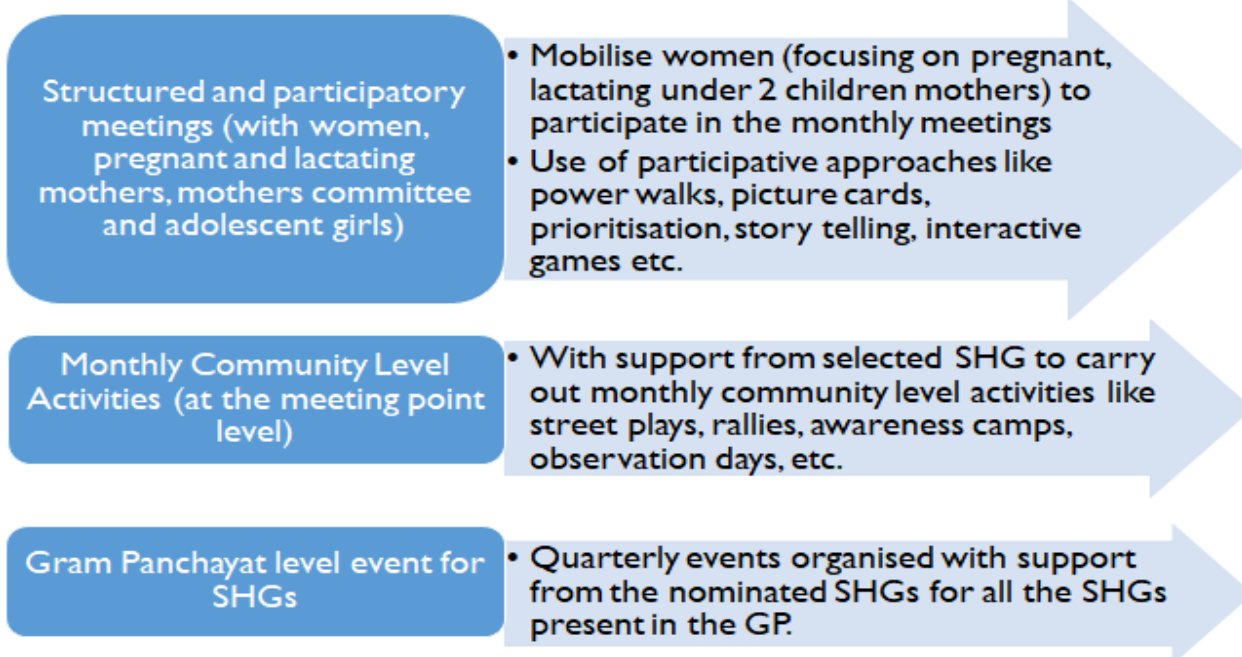
districts. Below graphic depicts the programme implementation structure across 30 districts. The roles and responsibilities of the partners across various levels has also been highlighted in the figure below.

There are programme managing units right from the state up to the block level while at Panchayat level there are Gram Panchayat (GP) women facilitators. At village meeting point level these facilitators interact with selected SHGs for intensified activities aligning to the topics of five modules and community in general for in-depth and focused discussions using various participatory approaches. These SHGs acting as community action groups (CAGs) will develop community activity charters in alignment with the modules that are being transacted with the community, in consultation with the Facilitator for follow up action and SMART results. The activity charters will be self-monitored by the SHGs using common CAG monitoring framework.

The programme will consist of structured series of meetings in a participatory learning method involving women from SHGs and other community institutions, adolescent girls and Front Line Workers. It will also include community events like rallies, observation days, etc. in order to involve the larger community. Over 13734 local women identified from SHGs will be trained as GP facilitators and the programme will be delivered in over 6867 Gram Panchayats & Urban Local Bodies across the state. Trained facilitators on community mobilization activities from the first phase of the Shakti Varta Programme shall be given priority during the selection of facilitators for the implementation of Shakti Varta Plus Programme. Activity points shall be in every revenue village and ULBs in the State and shall be decided based on the location identified by the community suitable for the programme activities. In each of the activity point, community members from SHGs will be mobilised to support the Facilitator in mobilising the community to attend meetings and participate in the activities.

The programme will comprise two major activities, one at the GP/ULB level where SHG members will be sensitised on the various themes. Another activity will be at the activity point level with women and girls in the form of mobilising and learning activities. Activities at GP/ULB level could include events like rallies, observation days, street play, film shows, exhibitions etc., followed by discussion to prompt action amongst SHG members for carrying forward the messages to their villages and communities. At the activity points, women and girls along with the larger community will be oriented towards various important messages that will trigger certain desired actions by the community members. These activities could be of activity based learning methods such as storytelling, role plays, games, mobile based ICT etc. *(Please refer to Annexure I for the content framework & plan with the indicative delivery modes and for type of audience).*

How the activities shall be delivered



4.3 Scale and duration of the Programme

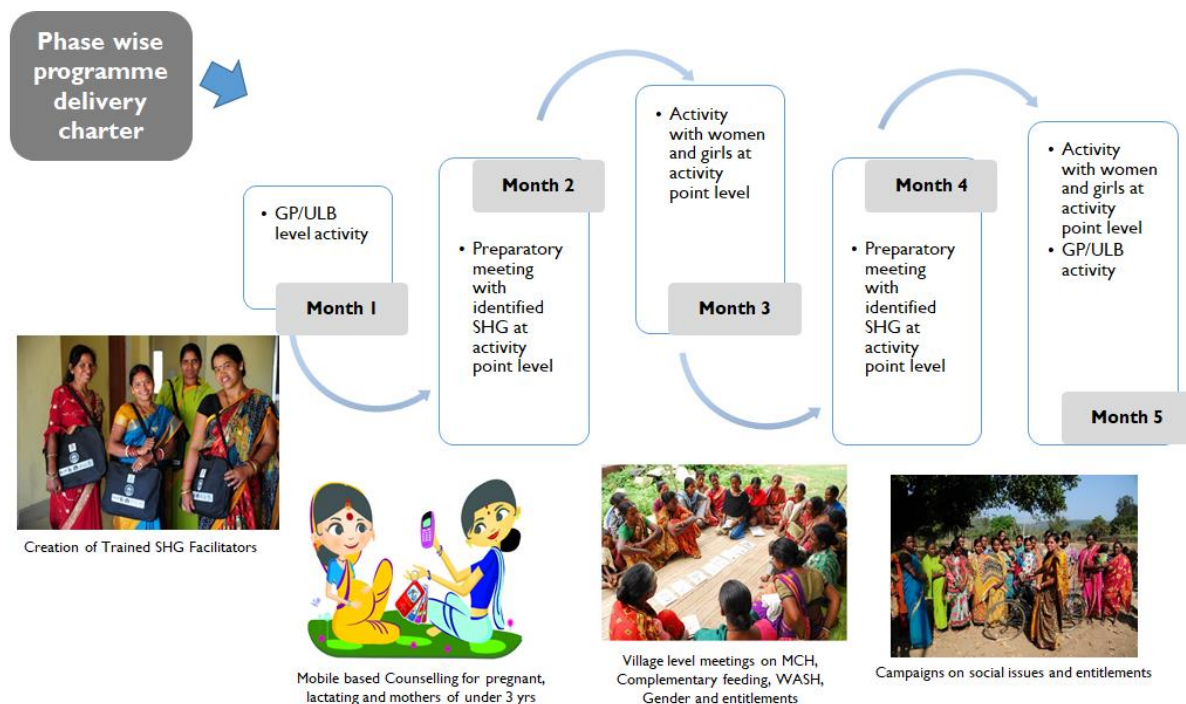
The Shakti Varta Plus programme will reach out to all the 6867 Gram Panchayats & Urban Local Bodies across 314 blocks covering all the 30 districts in Odisha, covering around 20 lakhs women.

This programme is planned for a period of 33 Months starting from 2019-2020 to 2022-2023. And this will be implemented across 30 districts simultaneously.

Programme Delivery:

At the state, district and block level planning for programme implementation, monitoring of activities are taken up by the PMUs. At the GP level, facilitators are responsible for the implementation of the programme. Facilitators' primary role is to organise high voltage mobilisation activities at GP/ULB level and learning activities using different communication tools and aids, at the activity point level. The programme will cover five modules, which will be transacted in 30 months (2.5 Years) in all the 30 districts.

Each module shall be implemented within 6 months, during the said period from 2019-20 to 2022-23. In these six months, aligning to the themes to be transacted, the two Facilitators will prepare module-wise action charter for all the activity points under their GP/ULB. The module wise activity charter at GP/ULB level will look like:



For each module, at each of the GP level, Facilitators will organize one GP/ULB activity with SHGs present in the GP/ULB and four monthly activities with women and girls at the activity point level.

In month one, the two Facilitators will plan and organise an activity at the GP level with the representatives from SHGs present in the entire GP. And from month two onwards till the fifth month, each Facilitator in their allocated activity points will conduct learning activities using participatory methods. The sixth month is kept as a buffer period in order to ensure completion of all the activities of the module, throughout the state and to efficiently plan for the roll out of the subsequent modules.

In the first module as the Programme is being introduced to the community, two GP level activities are planned, one in the first month and another in the fifth month. In the other four modules, only one GP/ULB level activity will be organised in the first month of each module.

4.4 Modules under the programme:

The programme will cover following themes, which will be transacted in a period of 30 months in all the 30 districts. The themes and topics will be looked at holistically and though will be delivered in a phased manner, will be interconnected and linked to women empowerment.

Broad themes identified are (please refer Annexure I for content details for each of the topic):

- 1) Maternal Health & Nutrition & WASH
- 2) Child Health Nutrition & WASH
- 3) Access to Social Security Entitlements, services & linkage to livelihoods for dietary diversity and household income
- 4) Gender Relations - Decision Making & Control over Resources

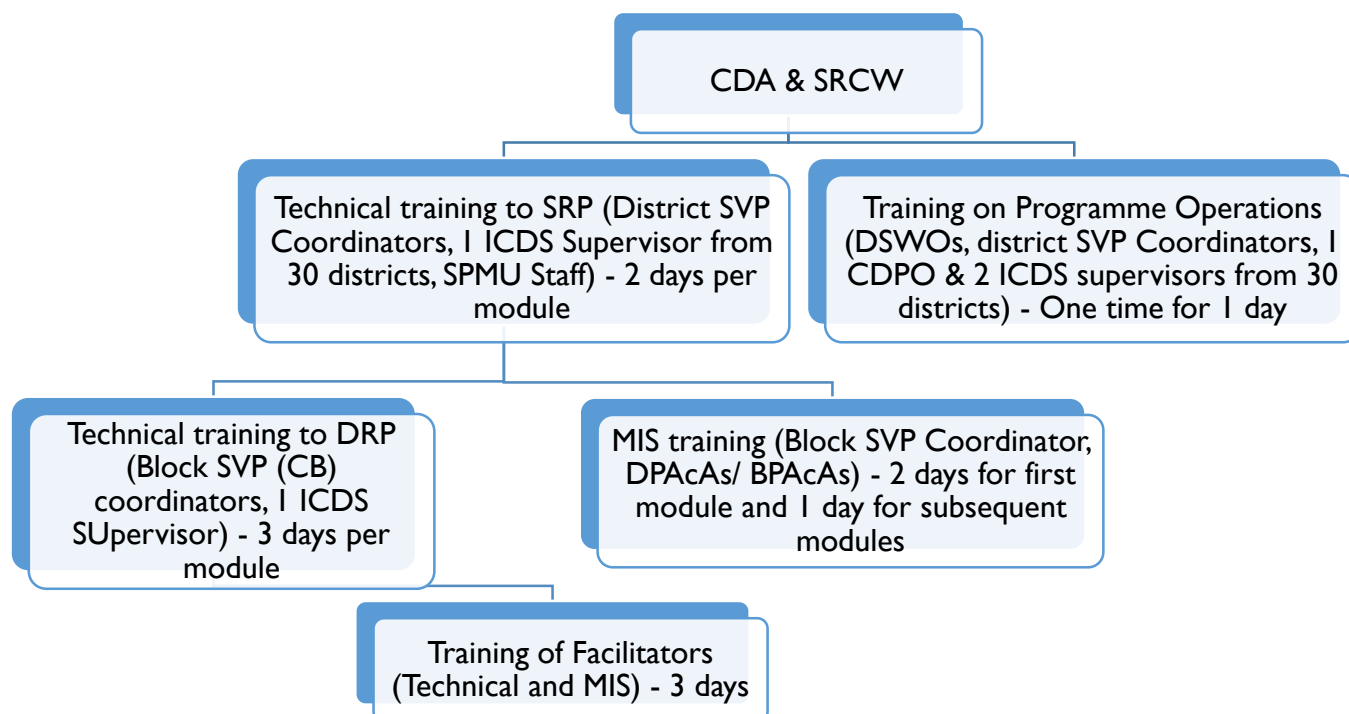
5) Engagement with PRIs

Each theme will be deliberated upon with the community to its entirety at a given point in time. But as all these themes are interconnected and play an influential role on one another, some key messages from one module will be reiterated or introduced while other theme is being transacted at the community level. Delivery of themes might appear linear but the relevant messages from other themes will be supplemented enabling community to see the larger picture of women empowerment. The content delivery is divided into five modules and each module will be dealing with one theme.

4.5 Training and Capacity Building:

Capacity building forms a critical segment of this programme considering 100 percent coverage across state, with four tier structure of delivery – state, district, block PMU and GP Facilitator, and five modules to be sensitized upon and bringing the desired behaviour changes. Capacity building will include both physical and virtual (online) training and orientation. All the five modules will be delivered in five phases and the physical training is a two-tier process i.e., building the state resource pool (including the state PMU as well as the 30 district coordinators) to mentor the district resource pool (the block level coordinators) at the district level, who in turn would train the GP facilitators at the block level. The CDA will be responsible for developing all the related content, material and also building the State Resource Pool.

Below graphic presents the two-tier mode of training with details on participants (trainees), number and type of training at each level of training:



While the SRP's knowledge will be built by the Content Development Agency, the technical training of the block coordinators at the district level will be conducted

by District SVP coordinator and trained ICDS Supervisor. Further, the block coordinators shall act as master trainers to train the GP level facilitators at the block level.

Virtual capacity building will be managed by creating the State Resource Center (SRC). The concept and design of SVP SRC will adapt the SRC set up during Shakti Varta programme. This SRC will be stationed and managed from and by SPMU. SRC will serve as sharing and learning platform where all the programme material including training and implementation, will be uploaded. Also guidelines of various related government schemes and services will be made available along with frequently asked questions (FAQs) raised during various training programmes and GP level interactions with the community.

4.6 Curriculum Design:

Training curriculum is designed in such a way that all these will be delivered at the GP level in 30 months of implementation.

Year	Phase No.	Themes to be Covered
I & II	I	Maternal Health & Nutrition + WASH
II	II	Child Health Nutrition & WASH
II & III	III	Access to Social Security Entitlements, services & linkage to livelihoods for dietary diversity and household income
III	IV	Gender Relations - Decision Making & Control over Resources
III	V	Engagement with PRIs

4.7 Quality Assurance:

To assure the quality while developing the content framework, topics under each of the theme, while developing content and materials and during the training, proper and stringent mechanisms will be put in place. Quality assurance mechanisms such as:

- Regular and planned consultations with various stakeholders to ensure holistic coverage of topics while maintaining the relevance and cross linkages between various topics,
- Standard templates, processes and contextualisation mechanisms (to Odisha scenario) will be followed while developing the content and materials for each module,
- Some important materials will be pretested in the field before they go for CB and facilitation,
- Pre- and post-training assessment templates will be developed and used to assess the retention of information, training methodologies will be largely participatory, daily debriefing sessions with the trainers will be held during the training to minimise the transmission loss,
- Monthly review meetings will be conducted amongst the Programme staff to review the programme and undertake any course corrections, if needed.
- Online State Resource Center (SRC) will provide necessary information and updates in the form of documents, PPTs, audio visuals, demonstration

videos, interactive games and quizzes, FAQs to both the trainers and trainees on various themes, training methodologies, government schemes and entitlements etc.

4.8 Programme Logistics:

The programme will be implemented across all 30 districts covering the entire state for thirty months and in five phases. This being a large-scale programme a detailed logistics plan will be developed by the respective districts that includes printing and distribution of training kit and the programme delivery kit. While the content development agency selected by Philanthropic Initiatives will design and produce prototypes of both the training and Programme kit for all the five phases, printing of required number of kits and distribution will be undertaken by the respective districts. District administration should ensure both the kits are printed and distributed as per the block requirements, during the district resource pool training. And the respective block administration to ensure that both the kits are distributed during the Facilitator training. Training without the kits not to be encouraged as they form an integral part of the training.

Training kit for each phase may comprise (but not limited to) a training manual and Facilitator's Handbook wherein Programme kit will comprise (but not limited to) Job Aids such as scripts, posters, interactive games, storytelling formats and comic strips, quiz books, puzzles, songs catalogue, mobile based ICT tools, etc. and Picture Cards, MIS registers. Facilitator Guideline, Diary, Programme Banner, Bags and Caps to the Facilitators will be given once to each Facilitator.

4.9 MIS, Monitoring and Evaluation, and Knowledge Management:

It is a large scale programme covering the entire state (both rural and urban areas) that would need robust and systematic programme monitoring and evaluation system. Towards this end, various monitoring components such as monthly review meetings at the State, block and GP level have been put in place, along with structured programme MIS (both offline and online), calendar of monitoring visits and reporting, and programme evaluation. All these will contribute in providing regular alerts to the implementation team on issues to be addressed for smooth implementation and quality assurance.

Services of an agency will be hired for the development of the MIS (including mobile application & dashboards) for monitoring the outputs from the programme (*provided in Annexure III*). The mobile applications should be robust, user friendly and should also capture the profile of the villages (one time), the activity wise outputs (that shall be finalised in consultation with Philanthropic Initiatives & Goo) using both data & pictures.

Also there will be a dedicated team to undertake specific documentation requirements of the programme to bring out various products for larger dissemination and advocacy, such as significant change stories, case studies booklets, process documents etc. Alongside two advocacy workshops will be organised during the programme period with various stakeholders at the state level for larger buy-in and publicity of the workshop. Also a website will be developed and maintained to reach out to wider audience.

5. Philanthropic Initiatives Support

Philanthropic Initiatives would like to provide active support to the Programme being implemented under the leadership of State Resource Centre for Women, DWCD&MS.

Before the programme rollout, Philanthropic Initiatives will support the one-day ideation workshop to be held, for seeking inputs to the content plan, with relevant departments and other stakeholders. Philanthropic Initiatives will take the responsibility for the following tasks under the programme:

1. Development of the content, material and tools through a Content Development Agency hired by Philanthropic Initiatives
2. Printing of prototype of all the material through the hired Content Development Agency and providing them to the participants of State level technical training and programme operations training. In addition, one set will be provided to all the districts to enable them to begin the tendering process.
3. Provide necessary financial assistance for deployment of Human Resources at the
 - a. SPMU (10 positions)
 - b. District SVP Coordinator (30 districts)
 - c. Block SVP Coordinator (314 blocks)
4. Undertake 5 phases of technical training to the state resource pool (30 SVP district coordinators and 1 Supervisor from each district) and the SPMU staff.
5. Undertake one state level training on programme operations (including scheme objectives, guidelines, MIS, etc.) for DSWOs, 1 CDPO and 1 Supervisor from all 30 districts at the beginning of the programme.
6. Hire the services of an agency for design and development of MIS and provision of one-time training to the State resource pool and block level SVP coordinators, along with troubleshooting support.
7. Development of Programme MIS, State Resource Centre (Online and physical) and programme knowledge management with the help of the Content Development Agency.
8. Quality Assurance, Monitoring and Evaluation of the programme.

Section –4

Scope of work of Implementation Support Agency

1. Introduction

This Request for Proposal is being called to invite proposal from experienced and interested agencies to engage as an Implementation Support Agency (ISA) to plan, implement and monitor the Programme as per the programme design provided at Section-3 of the RFP. The ISA should carry out the below mentioned tasks but not limited to the following:

2. Deployment of Human Resources

The ISA is required to recruit, provide necessary induction/ orientation to the team at all levels (State, District and Block), deploy the resources, issue contracts, manage their pay rolls and performance management and ensure effective implementation of SVP as per the agreed work plan.

The Philanthropic Initiatives will enter into a contract/ grant agreement with the Implementation Support Agency (ISA) to provide necessary support to WCD-MS Department in the recruitment and deployment of project implementation staff at Block, District and State Level, who will be responsible for implementation of Shakti Varta Plus programme across the state of Odisha. After entering to the agreement, the ISA is required to take necessary steps such as recruitment, re-deployment of ISAs staff from other projects, and take up various activities listed out in the TOR. The profiles of individual staff to be placed for implementation of SVP are provided at Annexure-4. The ISA will also inform the Philanthropic Initiatives regarding the selection of resources. If deemed necessary, the Philanthropic Initiatives may nominate its staff and may also request WCD & MS Department to nominate its representative in the selection process. The ISA is required to issue the contract to the selected professionals and to pay the remuneration as proposed in the budget, without any cut or modification.

The ISA should follow a fair, transparent and open procedure in the selection process. The staff deployed by the ISA will be dedicated full time for the implementation of SVP. To ensure quality, the agency shall follow an exclusive HR policy, describing standards and guidelines for managing the manpower deployed for the purpose. The selected agency will provide services through deployment of suitable manpower, having results orientation, potential to lead and ability to extend quality support in the SVP implementation and achievement of stated objectives of SVP.

The ISA should manage the contract of engagement of the individual in the selected positions, manage pay roll, travel and office support and related services. The human resource deployed by the ISA will be on the payrolls of the Agency with no direct contracting obligations with Philanthropic Initiatives but for all operational purposes the human resource deployed by the agency will be available on fulltime basis to State Resource Cell for Women (SRCW).

For the purpose of administration and coordination, professionals deployed under the assignment will be under the control and superintendence of the SRCW.

The ISA need to put in place a full time Management Staff team to manage the affairs of recruitment, training, pay roll management, capacity building, performance evaluation etc., The ISA shall be responsible for compliance of all statutory provisions, social security, maternity/ paternity benefits related provisions as per law, in respect of the staff deployed for SVP implementation

The ISA shall not transfer, assign, pledge or sub-contract its rights and liabilities under this TOR to any other agency. Summary of the Implementation Team to be deployed are indicated below,

Table – 1
Summary of Implementation Team

Category	No of positions	Remuneration per month	Estimated cost for 33 months (Only indicative) Rs.	Brief job description of team
State Level	5	Ranging from Rs.60,000 to 1,00,000	1,18,80,000	Support Commissioner-cum Director Mission Shakti in the implementation of Shakti Varta Plus programme. Responsible for planning, monitoring, implementation, providing the handholding support to the District and block units and CBOs. Documentation of case studies, stories of change , implementation of MIS, coordination with Content development agency and delivery of content etc.,
District Level	30	Rs.35,000	3,46,50,000	Responsible of planning and implementation of the programme at

				the district level. Work closely with the Mission Shakti team at the District and Block level. Responsible for content delivery, tracking of progress through MIS etc.,
Block Level	314	Rs. 12,000	12,43,44,000	Responsible for implementation of Shakti Varta Plus at the Block level. Provide facilitation support to Block Federations in the selection of GP level facilitators, planning of activities, coordination and help the Block Level Federation in the supervision of GP level facilitators work and timely completion of 5 modules. Responsible for MIS.
	353		17,08,74,000	

Staff deployment should be completed in a time bound manner, say by mid-April 2020, at least 80% of the positions should be on board and working on the project. One of the key considerations of the fitment of the team members is proficiency in Odia. It is expected that the field staff should be proficient in Odia; It is desirable that the Core team members of the agency may have basic Odia language skills

3. Setting up the State Programme Management Unit (SPMU):

It is proposed to set up a State Programme Management Unit (SPMU), which will be operating within the premises of Mission Shakti Directorate, Bhubaneswar. The SPMU will be in-charge for the overall implementation, monitoring, capacity building and quality assurance of the Programme at the state level. ISA will have to set up the SPMU and ensure its smooth functioning and discharge of its duties by deputing following resources (i) Technical Experts Team; (ii) Management Team on full time basis. Details of the Team are provided below.

1. Technical Experts Team

- i. State Programme Manager-Cum Team Leader
- ii. Manager- Training & Capacity Building;

- iii. Manager-Monitoring & MIS;
- iv. Manager-Knowledge documentation Manager; and
- v. Manager- Community Process-cum-State Resource Centre Coordinator.

The Philanthropic Initiatives will decide the remuneration and selection of the candidates Technical Experts Team. ISA has to issue the contract and pay the remuneration fixed by Philanthropic Initiatives.

2. Programme **Management** Team of ISA

- vi. Programme Associates -1
- vii. Programme Associate -2
- viii. HR executive – Part time
- ix. Accounts executive – Full time
- x. Admin Executive – Full time

As part of the Financial proposal, the agency has to quote the remuneration rates for the Programme Management Team.

The SPMU will also include team members from State Resource Centre for Women. The ISA should deploy the team of professionals for management, implementation of entire scope of work as provided in Annexure 4. All the staff recruited for the SPMU shall be full time based out of Bhubaneswar, except the Human Resource manager., who shall be stationed at the organisation's headquarters but shall devote adequate time for the programme

4. Deploy one Technical Resources at District Programme Management Units (DPMU):

Mission Shakti has set up a District Project Management Unit in all the 30 districts. In each of the 30 districts, ISA will have to deploy one District SVP Coordinator cum Master Trainer. In all ISA has to deploy 30 SVP District Coordinators.

5. Deploy One Technical Resource at Block Programme Management Unit (BPMU):

The BPMUs will include ICDS Supervisor, 1 member from ISA and 1 member from block level Mission Shakti Federation. In each of 314 blocks one SVP block coordinator will have to positioned by ISA, so in total 314 block SVP coordinators have to be deputed.

The SPMU, DPMU and BPMU will meet monthly for planning, coordination and review of all programme deliverables. It is the ISA's responsibility to coordinate and drive these meetings purposively.

6. Developing Implementation framework and guidelines:

ISA is responsible for developing detailed implementation log frame with clear outputs and outcomes, roles and responsibilities of various team members at different levels, various guidelines and protocols of implementation including

orientation to districts and blocks, templates and formats for documentation of execution of various tasks and share with SRCW and Philanthropic Initiatives for inputs/approval. Based on the log frame approved in consultation with Philanthropic Initiatives & DW&CD-MS, the ISA will start the roll out in close coordination with SRCW and Philanthropic Initiatives.

7. Conducting Capacity Building Programmes:

The ISA will be responsible to facilitate all the training sessions under the Programme at the district and block level. At the State level, ISA will have to provide two lead trainers to support the content development agency in conducting the training. SPMU and DPMUs will together form the State Resource Pool for Shakti Varta Plus. The State Resource Pool members at the district level will train the block coordination teams who will in turn train the Gram Panchayat level facilitators. ISA will be responsible for ensuring quality of training at the district and block level.

8. Meetings and Activities at the GP level:

ISA will have to prepare calendar of meetings and events up to the GP and meeting point level by collecting and consolidating information from the respective GPs/Blocks/Districts. And as per the prepared calendar, ISA has to ensure the execution of meetings and activities at the meeting point and GP level. The planning has to be done in close coordination with Philanthropic Initiatives & DW&CD-MS.

9. Monitoring & Quality Assurance:

ISA will work with Philanthropic Initiatives Nutrition team to develop monitoring framework. Following the framework, ISA will be responsible for regular monitoring of the Programme. This will include tasks such as (not limiting to):

- Developing robust monitoring framework and indicators based on the Theory of Change that will be developed for the Programme.
- Providing critical feedbacks while development of the MIS by the CDA to ensure a time-bound roll-out of the monitoring mechanism
- Managing Programme MIS and State Resource Center (SRC) – both online and physical at the State and Block level.
- Conduct training and refresher on Programme MIS to the Block SVP coordinators and ensure regular and on time data entry of data collected at the GP level.
- Based on the formats and templates developed by the CDA for quality assurance of training programmes and meetings and activities at the GP level, ensure the quality of delivery and document the same including the red flags that need attention and course corrections.
- Monitoring of district and block level training in all the five phases and take appropriate and timely actions to ensure quality of delivery during training sessions.

10. Knowledge Management (KM) including documentation:

KM framework shall be developed by the ISA and periodic documentation and KM exercises shall be undertaken to capture and produce various knowledge products. This will include tasks such as (not limiting to):

- Prepare monthly/quarterly/annual progress reports highlighting the progress of the Programme in all the 30 districts including training and meetings up to the GP level, constraints and possible solutions, course corrections needed, emerging from the monitoring visits of PMU staff at various levels, for smooth and effective implementation etc.
- Develop innovative tools and create of a knowledge database which shall be in the form of a digital resource centre that shall include success stories from fields, innovative ways to capture good quality pictures from the field, publications etc.
- Shall create linkages with other schemes/ programmes of other key departments and facilitate sharing and dissemination of the knowledge amongst the key stakeholders
- Based on the KM framework developed, undertake necessary activities and produce advocacy and knowledge products for larger dissemination, cross-site learning and publications.
- Organise 2-3 national/state level seminars or workshops on community based approaches/best practices in Odisha or any other suitable technical areas within the period of the project.

11. Effective coordination with DW&CD-MS:

The ISA shall be responsible for effectively communication with the Directorate of Mission Shakti as well as the Department of Women & Child Development – Mission Shakti in order to ensure timely submission of the utilisation certificates, timely release of funds and timely roll out of modules and its implementation on the field along with the capacity building activities, to ensure smooth and hassle free implementation on ground.

12. Support to MIS design agency:

The ISA should work closely with the MIS Agency in the finalisation of requirements, design and development of MIS and its roll out in all the 30 districts at all levels.

13. Close coordination with the content development agency (CDA):

ISA will be responsible to undertake the role and responsibilities aligning with the support Philanthropic Initiatives has committed to the Government in implementing the SVP programme. As CDA will be responsible for developing and designing the content and respective modules and training kit, programme delivery kit; pre-test them in sample locations and print prototypes and conduct SRP training for all the five phases; developing quality assurance templates and formats and training SRP on the same; design and develop prototypes and e

platform for physical SRC and online SRC respectively and train SRP and ISA in managing and maintenance of SRC; develop programme MIS, conduct SRP and training on MIS, and orient ISA in managing and maintenance of MIS (both offline and online). For all these activities of CDA will be working closely with ISA for better coordination with regard to timelines, quality of products and SRP training, pretesting and finalisation of various material and tools etc. (Please refer to Annexure II for more information on CDA's roles and responsibilities).

14. Supporting the Evaluation agency:

During the Programme period, ISA will have to work with the expert agencies engaged to evaluate the Programme especially while developing M&E indicators.

15. Main Cost items of the agreement

Under the agreement, there will be two main cost items viz., (i) Overheads of ISA including cost of Management Staff and management charges if any; and (ii) Reimbursable cost of SVP implementation staff (including remuneration/wages, travel and other related expenditure) etc., approved through annual plan.

As part of the Financial Proposal, the agencies are required to propose rates for item (i) above in prescribed FIN forms provided in the RFP. Whereas the selected consultant will prepare budget for cost item (ii) above in consultation with Philanthropic Initiatives. For the purpose of fixing the contract sealing, amount quoted by the agency in their proposal and the annual budget approved by Philanthropic Initiatives for year one shall be taken.

Depending on the nature of the ISA finally selected (Not-for-Profit or for-profit), the Philanthropic Initiatives may decide to enter into a Grant or a Consultancy agreement. Irrespective of the type of agreement, the Philanthropic Initiatives will reimburse or agree to charge the actual expenditure incurred by the ISA on the reimbursable cost.

16. Annual Plan of Operation of ISA

The selected Agency shall develop annual operation plan and quarterly plans to meet the cost of SVP implementation and submit the same for the consideration of Philanthropic Initiatives.

17. Review and Monitoring of the Assignment

The performance of the agency will be closely assessed on the basis of work done against the agreed work plan. The agency will prepare quarterly activity plans and share it with SRCW/ Philanthropic Initiatives for consideration. A joint monthly review mechanism will be put in place for review of activities. The review of the progress and plan for future action will be decided therein. In case, Philanthropic Initiatives/SRCW has any objections related to assignment deliverables, it will inform the agency in writing. The agency will comply with the recommendation made and accordingly complete the assignment.

18. Disbursement of funds

Disbursement shall vary based on the type/ nature of the agency that is finally selected. If a NGO has been finally selected, the Philanthropic Initiatives may provide half yearly Grant and follow the Grant Management Protocols to manage the grant and outcomes. In the event of a for-profit company is considered as a successful partner, the contract will be managed as per the commercial practices and the payment shall be released on a monthly/ quarterly basis. More details of the terms and conditions of the payment shall be discussed with the successful agency.

19. Service Level Agreement (SLA)

Agency is expected to meet the service levels & time lines in the normal course of carrying out the activities as per the detailed Scope of Work

20. Duration of the Contract:

The Programme is planned for 33 months starting from FY 2019-20. The initial contract with the ISA will be for a period of one year. Based on the performance, the contract will be extended on an annual basis. Total duration of contract will be for a period of 33 months, with a possibility of extension for 3-6 months.

21. Reporting

The final reporting will be to Devjit Mittra, Vice-President, Programmes– Philanthropic Initiatives & functional reporting to Jyoti Ranjan Rout, Programme Manager- Philanthropic Initiatives.

Annexures

1. Content Framework and Plan along with details of the topics from each module
2. Roles and Responsibility of CDA & ISA
3. Outputs from the programme
4. Deployment of resources at the State level (Designation, desired qualifications, experience/skills and brief job description)

Annexure I –**Content Framework & Plan**

(This document provides content framework, objectives, brief description of and expectations from the different modules and topics under the programme. This is only illustrative and not exhaustive. The content plan will be finalized in consultation with Government of Odisha and the Content Agency selected. Other key issues / principles to be kept in mind while preparing the content have also been provided in the document.)

(Below matrix presents suggested themes and topics to be covered under each of the themes and probable bouquet of delivery modes or channels (please refer annexure for content details for each of the topic):

#	Year No.	Theme of module	Objective	Topics	Delivery Mode (with GPFs)	For Whom	Community Activities through SHGs
1.	One & Two	Maternal Health & Nutrition and WASH	To provide quick, useful and actionable information on Maternal Health & Nutrition +WASH to women attending the meetings and to motivate all women to change behaviour to inculcate these learnings in their daily lives.	<ul style="list-style-type: none"> • Age at first pregnancy • Registration of pregnancy • Consumption of IFA (180 and more) • Ante Natal Check-ups of pregnant women • Low Birth Weight • Handwashing at critical moments • Water quality check at households • Maternal Dietary diversity • Institutional Delivery • Attending VHND • Sleeping under ITN bed nets 	Participatory approaches such as prioritization, story telling; Using ICT such as Mobile messaging; Sensitization workshops with men and boys	Women and adolescent girls.	Demonstrations; A/V shows; Rallies and road shows; Observation of VHND and other days; Village cleaning drives.

#	Year No.	Theme module of	Objective	Topics	Delivery Mode (with GPFs)	For Whom	Community Activities through SHGs
2.	Two	Child Health Nutrition & WASH	To provide useful and actionable information on Child Nutrition & Health +WASH to women attending the meetings and to motivate all women to change behaviour to inculcate these learnings in their daily lives in order to ensure better nutritional outcomes for their children.	<ul style="list-style-type: none"> • Early initiation of breast feeding • Exclusive breastfeeding • Routine immunization • Timely initiation of complementary feeding • IYCF knowledge & practices • Safe disposal of child faeces • Vitamin A & Deworming • Handling & storage of drinking water • Zinc & ORS during diarrhoea • Pediatric IFA • Sleeping under ITN bed nets 	<p>Participatory approaches such as prioritization, story telling;</p> <p>Using ICT such as Mobile messaging;</p> <p>Sensitization workshops with men and boys</p>	Women & adolescent girls.	<p>Demonstrations;</p> <p>A/V shows;</p> <p>Rallies and road shows;</p> <p>Observation of VHND and other days;</p> <p>Village cleaning drives.</p>
3.	Two & Three	Access to Social Security Entitlements, services & linkage to livelihoods for dietary diversity and	To provide information on key social security entitlements (especially nutrition related); provide information on how to access these entitlements; and to	<ul style="list-style-type: none"> • Social Security Entitlements: Importance to citizenry and Duty of the State • Key Social Security Entitlements and How to access them by SHGs as pressure groups • Grievance Redressal Mechanisms 	<p>Orientation meetings with frontline workers;</p> <p>Participatory meetings such as story telling, role plays;</p>	Women & Adolescent Girls	<p>Rallies and skits; Demonstration of quality control mechanisms;</p> <p>Organising Linkages Day with Support from all the</p>

#	Year No.	Theme module of	Objective	Topics	Delivery Mode (with GPFs)	For Whom	Community Activities through SHGs
		household income	provide information on grievance redressal mechanisms for the different entitlements. To also motivate women and girls to understand and improve the household dietary diversity with available means and resources; and to enable them to achieve the same by providing them with relevant knowledge and skills.	<ul style="list-style-type: none"> • Community Participation and Management of ICDS • Dietary Diversity - mapping Locally Available Food & accessing them through Nutri-gardens, Backyard Poultry, Goat rearing, Pisciculture etc. • Recipe education • Linkage and Access to Livelihood Programmes for SHGs 	Sensitisation workshop with men and adolescent boys.		<p>Concerned government departments</p> <p>Farmers Mela with Support from Agriculture Department;</p> <p>Distribution of seedlings and plants;</p> <p>Organising food bazaar with locally available and grown food crops.</p>
4.	Three	Gender Relations - Decision Making & Control over Resources	To make community (men and women) understand the patriarchal norms that govern the	<ul style="list-style-type: none"> • Problematizing Normalised Societal Gender Norms • Gender and Power Relations at Household Level 	Common meetings with women and men using participatory approaches;	Men and women, adolescent girls.	<p>Film shows;</p> <p>Campaign against domestic violence;</p>

#	Year No.	Theme of module	Objective	Topics	Delivery Mode (with GPFs)	For Whom	Community Activities through SHGs
			decision making and control over resources at the household level; and to motivate women to subversively/ gradually challenge the same while encouraging men to appreciate women's contribution to the family and community at large. And to women have greater say and control on household decisions and resources.	<ul style="list-style-type: none"> • Control over Resources and Decision Making • Domestic Violence • Sensitive Action Assignments and Reviewing Reactions in Subsequent Meetings 	Prioritisation of action points using interactive games.		Talks by trained Violence Against Women (VAW) groups and officials.
5.	Three	Engagement with PRIs	To impress upon community the importance of women participation in local governance; motivating actions towards this end;	<ul style="list-style-type: none"> • Importance & modes of participation & accountability (e.g., Gram sabha, Jaanch Committee, Gaon Kalyan Samiti, etc.) 	Participatory meetings; ICT based Messaging using mobile phones.	Men and women, adolescent girls.	Talks by NREGA mates and officials; A/V shows.

#	Year No.	Theme module of	Objective	Topics	Delivery Mode (with GPFs)	For Whom	Community Activities through SHGs
			providing information to facilitate their participation in local governance; and to ensure that all women are aware of local governance structures, processes and issues.	<ul style="list-style-type: none"> • Panchayat decision making process and Gram Sabhas • Panchayat Finances • Participation in Village Development Plans- "Pushti Panchayat" • Participatory Planning of NREGA works • Social Audit provisions • Grievance Redressal Mechanisms 			

Key Issues to be remembered while Preparing the Content

1. Facilitation and Not Prescription: Effort should be made to ensure that the sessions are designed in a facilitative way and not in a prescriptive way as far as possible.
2. Keeping Gram Panchayat Facilitators Skills in Mind – The sessions will be delivered by local women who will be selected as facilitators and by expert trainers. The module should hence be simple enough for the local gram panchayat facilitators to understand effectively deliver.
3. Conscious of Cultural Differences – Gender norms and attitudes are different in Adivasi communities compared to other communities. The content should be conscious of the same.
4. Linkages with Government Schemes – A no. of topics in the modules are related to accessing government schemes. Along with providing detailed information of the same, the sessions should provide scope for facilitating linkages at the village meeting points. One way of achieving the same could be ensuring that the local village / cluster resource persons of different departments attend sessions relevant to them. For example: OLM cluster resource persons should be present in the sessions on economic empowerment.

5. Focus on Action - The design should provide adequate scope and focus on suitable 'actions' that women can undertake under the different modules or topics provided. The sessions should include suggested assignments / activities and there should be time given in subsequent sessions to evaluate the actions in terms of successes, challenges faced and a group discussion on methods of achieving these actions.
6. Establishing inter linkages between topics – As all the topics chosen are inter connected and lead towards women empowerment, content of different modules should be inter-linked and refer to topics discussed in earlier interactions with community.

Modules under Shakti Varta Plus: The following modules and topics for Shakti Varta Plus have been identified based on review of SHOUHARDO experience, consultation with DWCD-Goo, CSOs and the Working Group setup by Goo on Nutrition.

- 1) Maternal Health & Nutrition + WASH Refresher: The objective of this module is to ensure that women can recall the important lessons learnt during the Shakti Varta Phase I programme; to provide quick, useful and actionable information on MHN+WASH to women attending the Shakti Varta Programme for the first time; and to motivate all women to change behaviour to inculcate these learnings in their daily lives. The first module should be a refresher course that will cover all the MHN+WASH topics in a quick capsule format.
- 2) Child Health Nutrition + WASH Refresher: The objective of this module is to reiterate all the messages (those have been learnt during the Shakti Varta Phase 1 Programme) related to Child Health Nutrition along with the WASH practices and its impacts on the key nutritional outcomes for children. The reiteration is aimed to make the women understand the importance of topics e.g., early initiation of breastfeeding, exclusive breastfeeding, routine immunisation, timely initiation of complementary feeding, safe disposal of child faeces, handling and storing safe drinking water, deworming, diarrhoea/ malaria prevention & management etc., which shall motivate them to change behaviour to inculcate the learnings in their daily lives. The module shall, apart from providing them with information on key aspects of CHN+WASH, also provide quick and useful points to be remembered for action.
- 3) Access to Social Security Entitlements, services & linkage to livelihoods for dietary diversity and household income: The objectives of this module is to be aware of their key social entitlements, especially the ones related to nutrition, as well as the means to access these entitlements along with the various grievance redressal mechanisms for different entitlements. The module also aims to facilitate linkages of women to various livelihood programmes in the state to increase awareness among women to Odisha Livelihood Mission and other livelihood programmes and facilitating their access to these programmes to motivate them for improvement in the household dietary diversity with available means

and resources; and to enable them to achieve the same by providing them with relevant knowledge and skills and to also. The delivery of this module will require close coordination with Cluster Resource Persons (Pashu Mitra; Krishi Mitra; etc.) under OLM. The module should cover the following topics:

- *Social Security Entitlements*: Importance to citizenry and Duty of the State – Explain that social security schemes are ‘rights’ of citizens, duty of the state and not a largesse.
- *Key Social Security Entitlements and How to access them* – Key social security entitlements relating to health, nutrition, adolescent girls and women’s empowerment; Mechanisms and tools for accessing the same;
- *Motivating SHGs to act as pressure groups in access and implementation* – Promoting a proactive role for SHG groups and GP level SHG Federations as pressure groups in ensuring proper implementation of social security schemes;
- *Grievance Redressal Mechanisms* – Using Grievance Redressal Mechanisms to ensure proper implementation of social security schemes;
- *Action Assignments to Access Social Security Entitlements and tracking progress* – Motivating the groups to ensure universal coverage of schemes identified by the groups themselves (Example: Widow/Disability/Old age pension schemes); Reviewing the process and results;
- *Community Participation and Management of ICDS* – Importance of community participation and management in the functioning of Anganwadi centers in distribution of THR, conducting VHND, pre-school education, cleaning and maintenance of the centre. This topic should also include different platforms such as Mothers committee, Jaanch committee through which women can actively participate and the roles and responsibilities of such committees;
- *Meaning and Importance of Dietary Diversity* – Explain the different food groups using locally available food and local context; the importance of increasing household dietary diversity; its positive impact on household health and nutrition status;
- *Complimentary Feeding Practices* – Importance of feeding children from six months onwards different food groups, hot home cooked food separately for children and include some local and traditional food recipes for that age group;
- *Mapping Locally Available Food & Accessing them* – Conduct an exercise to map locally available food in the community in different seasons including from forests, ponds, social forests, kitchen gardens, farms and also from the public system like MDMS, ICDS, PDS, etc. Encouraging the community to make the best use of available resources; encourage groups to develop, promote and safeguard local commons that add to the food resources and widen the food basket in the community;
- *Backyard Kitchen Gardens* – The smallest backyard spaces could be creatively used to grow local vegetables, greens and fruits that are easy to grow and require comparatively lesser efforts and resources; providing useful advice and knowledge to women on developing backyard kitchen gardens.

- This module will require linkages to existing government schemes from the agriculture / horticulture department. A mechanism to involve local government functionaries in this sessions should be evolved.
 - Introducing Backyard Poultry, Goatery, Piggery, Wadi and Pisciculture: Introducing these programmes which can have an impact on both household income and nutrition in coordination with OLM CRPs.
 - Linkage and Access to Livelihood Programmes for SHGs: Session covering the different livelihood options available to SHGs and to women individually through the various government departments; Information on how to access the same; Best practices to be followed;
 - Case Studies of Successful SHG Enterprise Models: Inspiring livelihood action from women's groups using case studies of successful SHG livelihood activities and SHG enterprise models.
 - Land Rights for Women: Looking at women as farmers and land holders; importance of land rights; 'micro-plots' model and the large impact they can have;
 - Action Assignments to enhance dietary diversity and tracking progress – Women to come up with individual / group exercises that will improve their dietary diversity; example: accessing previously untapped resources; growing a particular vegetables / greens in the backyard; bringing more land under food crop cultivation, community dining, recipe demonstrations etc. The actions should be decided by the women and not imposed by the facilitators.
- 4) Gender Relations - Decision Making & Control over Resources: The objective of this module is to make community (men and women) understand the patriarchal norms that govern the decision making and control over resources at the household level; and to motivate women to subversively / gradually challenge the same while encouraging men to appreciate women's contribution to the family and community at large. And to women have greater say and control on household decisions and resources. It goes without saying that the sessions should not be too theoretical / academic but these concepts should be introduced to them in a locally understandable context using simple tools and concepts. The sessions design should be conscious and be sensitive to the differences in gender relations in different societies within Odisha state. For example: Adivasi communities are known to have better gender relations than non-Adivasi communities. The design should be conscious to not introduce alien thoughts into the Adivasi communities. The session could be facilitated in such a way that the women's groups themselves identify issues rather than being prescriptive. The topics in this module are 'heavy' and 'intense' and it is foolhardy to expect that these single sessions will significantly challenge patriarchy and bring about big changes. Having said that, the module can help women at least realise these issues, understand them better and hopefully some of them will devise their own individual / collective strategies to improve their situations. This module will include the following topics:
- Problematising Normalised Societal Gender Norms – Gender roles and norms (what women should or should not do vis-à-vis men) in our society are deeply entrenched and are followed unconsciously and unquestioningly. This topic should help women and men identify these norms and enable them to see its problems and negative

manifestations. The sessions will initiate gender consciousness and make them question the same (in whatever little way possible).

- Gender and Power Relations at Household Level – How do the gender norms manifest themselves at the household level and the bearings they have on the power relations within the household. How these lead to differential treatment of boys and girls within the household, negotiation and communication skills;
- Control over Resources and Decision Making – This session will discuss the importance of control over resources and decision making at the household level for women's empowerment and promote the same.
- Domestic Violence – This session will sensitively handle the issue of domestic violence and its impact on women's and familial well-being. The sessions will provide women and men information on legal recourse one could take against DV. The sessions should also encourage Self Help Groups to think about their role, responsibilities and positioning in the issue.
- Sensitive Action Assignments and Reviewing Reactions in Subsequent Meetings – For each of the difficult issue above, the modules should contain some action assignments (of course voluntary) for women to undertake and report on in the subsequent sessions. It cannot be stressed enough that these should be planned in a very sensitive way, with full cognisance that there can be backlash and preparing women for the same.

5) Engagement with PRIs: The objectives of this module is to impress upon community the importance of women participation in local governance; motivating actions towards this end; providing information to facilitate their participation in local governance; and to ensure that all women are aware of local governance structures, processes and issues; Philanthropic Initiatives believes that an important aspect of women's empowerment is to ensure participation of women in local governance structures and in the decision making process. This module should provide information on key local governance concepts, policies and practices and promote their involvement in the same. Topics covered should include:

- Importance & modes of participation & accountability (Eg: Jaanch Committee, Gaon Kalyan Samithi, etc.) – Explain the concept of decentralisation, local governance, participation in decision making and ensuring accountability; their importance for a healthy democratic system and welfare of citizens; and provisions and avenues to participate in the same
- Panchayat decision making process and Gram Sabhas – Role of elected members, panchayat officials, various sub-committees and citizens (Gram Sabhas) in the panchayat decision making process; Encourage and enable women to participate actively in the gram sabhas and influence decisions taken there;
- Panchayat Finances – The various allocations that panchayats receive including tied funds, from different department, untied funds under 14th Finance Commission recommendations and provisions for locally raising revenues; Enabling women to have a say in the way panchayat finances should be spent;

- Participation in Village Development Plans – Explain concept of Village Development Plans; process and platforms for preparing the same; Providing tools and knowledge to women for influencing the VDPs in aspects such as increasing food crops cultivation, improving health and nutrition facilities at village level, prioritise support to women headed households and single women.
- Participatory Planning of NREGA works – Provisions of NREGA w.r.t employment and creation of community assets; powers of the Gram Sabhas to decide on the community assets to be created; Special NREGA Gram Sabha on October 2nd; Mock NREGA Participatory Planning session with the group; Encouraging and empowering women, especially landless agriculture workers, to access work under NREGA;
- Social Audit provisions – Meaning of Social Audit; Process of Social Audit for important health and nutrition schemes; providing tools and knowledge to effectively participate in Social Audits.
- Grievance Redressal Mechanisms – The huge gaps and challenges in the implementation of welfare schemes; Tools and Knowledge for Using Grievance Redress Mechanisms;

Annexure II

<u>Sl. No.</u>	<u>Tasks</u>	<u>Role of CDA</u>	<u>Role of ISA</u>
1.	CONTENT DEVELOPMENT	<ul style="list-style-type: none"> • Designing the delivery model at GP level • Initial meeting with Philanthropic Initiatives to finalise the delivery design and structure of the Modules (complete package for all the 5 phases) • Desk review of existing modules relevant to thematic areas in the 5 phases • Developing and designing the modules (including trainer manual, facilitator handbook, picture cards, training aids, job aids, ICT animatics, activities) in Odiya. • Pretesting the modules and some important tools • Printing 200 copies of prototype for the training <p>NOTE:</p> <ul style="list-style-type: none"> ➤ It's assumed that partner agencies of Philanthropic Initiatives providing content support if any would do it from their existing budget. No fee has budgeted for support from Philanthropic Initiatives partner agencies. ➤ Mass printing/production of manuals and aids not included. 	NOT APPLICABLE
2.	CAPACITY BUILDING	<ul style="list-style-type: none"> • Training of SRPs in all five phases – 2 days per module/ phase • Conducting 1-day training on the operations and financial guidelines for all the dept. 	<ul style="list-style-type: none"> • Provide two Lead Trainers for all the batches of SRP trainings • Conduct District and Block level trainings • Responsible for quality assurance of district & block level trainings

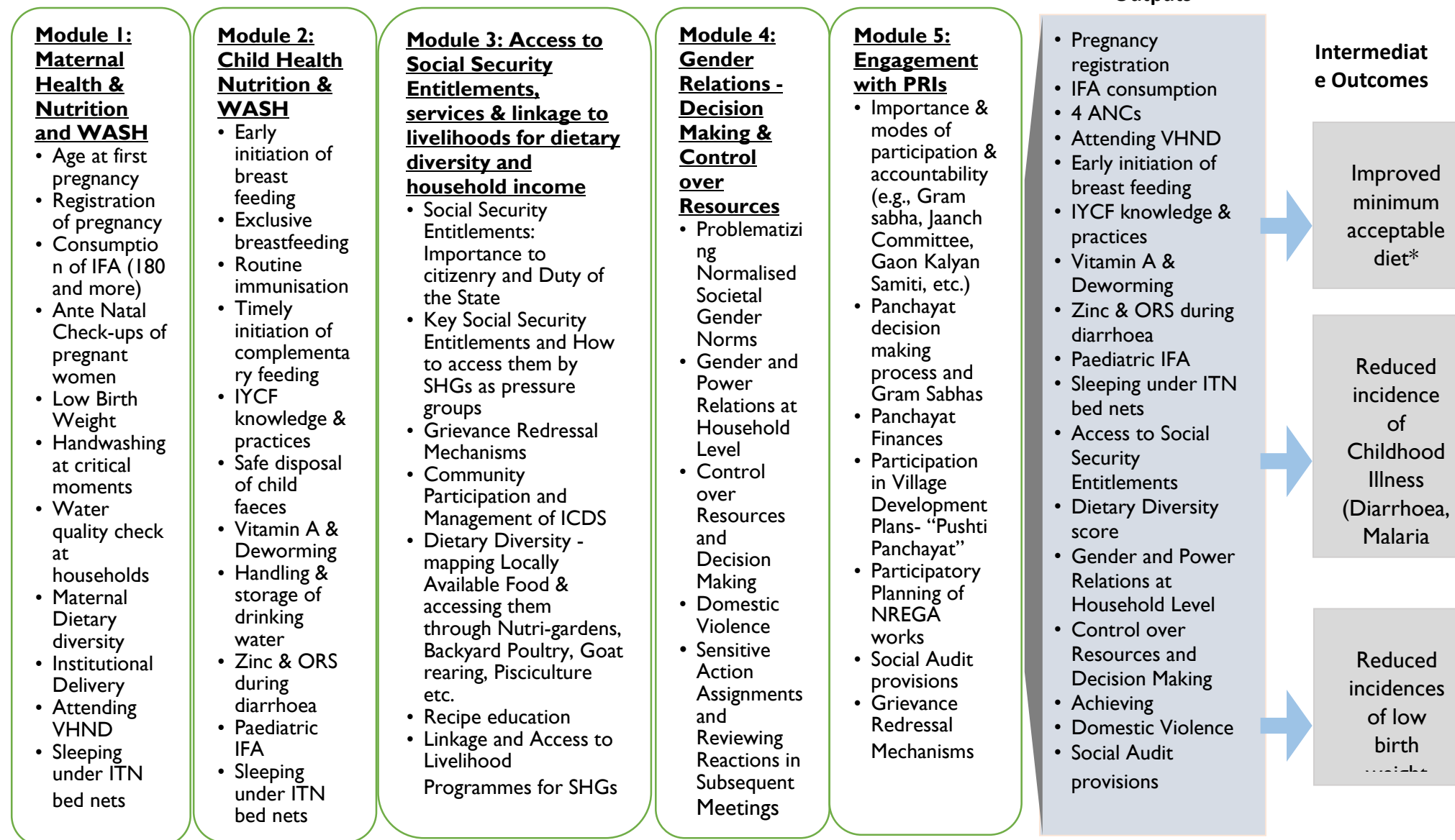
Sl. No.	Tasks	Role of CDA	Role of ISA
		<p>staff including State Officials, DSWOs, CDPOs</p> <ul style="list-style-type: none"> • Ensure quality of SRP training • Prepare and submit SRP training reports for all the phases • Quality monitoring of few select District/block trainings will be done by Project Manager for 12-15 days in a month, in coordination with the ISA • Review of monitoring visit reports of the project manager and ISA, undertake necessary course corrections while developing content, modules and aids for the subsequent phases. <p><i>NOTE:</i> In case of an Philanthropic Initiatives partner agency providing support in the content development of a particular thematic area, a resource person from that agency may assist in one of the technical sessions of its expertise.</p>	<ul style="list-style-type: none"> • Responsible for village level meetings and activities around the meeting • Responsible for quality assurance of the village meetings
3.	STATE RESOURCE CENTRE	<ul style="list-style-type: none"> • Initial meeting with Philanthropic Initiatives, SRCW and ISA to finalise structure and functionalities of SRC, and timeframe • Design and implementation of an online PC and mobile-based bilingual SRC with features such as Resource Material, Resource Directory, Q&A, FAQs, News updates, and others • Uploading content for Phase 1 in English and Odiya including infographics 	<ul style="list-style-type: none"> • Provide one resource person at state level to get trained as SRC administrator and take over management of SRC from CDA once SRC has been designed and implemented • Update SRC on a regular basis, generate analytics and provide a monthly report • Provide one resource person per district to get trained on accessing SRC, and updating SRC on district-level activities

Sl. No.	Tasks	Role of CDA	Role of ISA
		<ul style="list-style-type: none"> • Training resource person/s from ISA in administering SRC • Training selected resource person/s on updating SRC and generating analytics in English and Odiya by 2 resource persons from NCIS– 1 day in Ph-1 and 1 refresher in Ph-2 (batch size 30 – one resource person from ISA for each district) • Creating refresher e-modules for each phase and making them available in SRC for registered users • Provide Lead Trainer support for answering Q&As for Phase I • Hire VPS server for 1st year and provide server troubleshooting support and thereafter hand over to ISA 	<ul style="list-style-type: none"> • Provide Lead Trainer support to answer Q&A for the implementation period after 1st year • Hire VPS server after 1st year for remaining period of implementation and take care of troubleshooting issues
4.	MIS	<ul style="list-style-type: none"> • Initial meeting with Philanthropic Initiatives, SRCW and ISA to finalise MIS functionalities, input and output formats, timeframe (this visit may be combined with SRC visit) • Design of an online MIS which will be accessible from both PC and Android mobiles. Will be designed so that initial masters can be created from PC, and field activity data can be entered through mobiles, to avoid paper-based formats and data entry delays • Testing MIS with test data • Training of SRP along with the Block SVP Coordinator, District & block level Programme PAcAs/ BPACAs, with Beta 	<ul style="list-style-type: none"> • Provide one resource person at state level to get trained as MIS administrator and take over management of MIS from CDA once MIS has been designed and implemented in Phase 1 • Provide an MIS coordinator at state level to ensure that MIS is updated on a regular basis, check data quality, generate monthly MIS reports • Provide one resource person per district to get trained on entering data into MIS, and generating MIS reports at district/block/GP levels • Hire VPS server after 12 months for remaining period of implementation and take care of troubleshooting issues

Sl. No.	Tasks	Role of CDA	Role of ISA
		<p>version of MIS – both PC and mobile versions by 2 resource persons for 2 days in Ph-1 and 1 day refresher in the remaining 4 phases). This training may be combined with SRC training.</p> <ul style="list-style-type: none"> Hire VPS server for the first year and provide server troubleshooting support (both SRC and MIS will be housed in same server) Troubleshooting & handholding support for the period CDA is involved 	
5.	QUALITY ASSURANCE	<ul style="list-style-type: none"> Provide QA formats for observing training sessions at district & block levels, village meetings and other activities Train ISA staff on use of these formats and generating QA reports Provide travel budget for the Project Manager to undertake field visits for about 12-15 days per month for 12 months to observe trainings at district and block levels, village meetings and activities (same has been mentioned in point no. 2 covering Capacity Building) 	<ul style="list-style-type: none"> Provide one QA manager per district and train them on QA formats and generating QA reports Ensure training quality at the district and block level Ensure quality of transactions of village meetings and activities Ensure data quality and regular update of MIS Submit regular implementation & quality reports to state/district authorities and Philanthropic Initiatives
6.	Coordination with ISA and SRCW	<ul style="list-style-type: none"> CDA will coordinate closely with ISA team at the state level to plan for SRP training, orienting lead trainers for SRP, preparing training calendar that includes SRP training and monitoring visits of the project manager. CDA will closely coordinate with SRCW while developing content, modules and aids for the five phases, seek inputs/approvals 	

Sl. No.	Tasks	Role of CDA	Role of ISA
		<p>on the same, QA framework and templates or formats and while undertaking course corrections.</p> <ul style="list-style-type: none"> • Prepare monthly/quarterly deliverable-based action plans for CDA and share with SRCW and Philanthropic Initiatives for inputs/approval. Also prepare quarterly progress reports that highlight the progress, bottlenecks, quality related red flags that need attention based on CDA's own experience. 	
7.	<p>Other Considerations</p> <ul style="list-style-type: none"> • All coordination with ISA will be related to CDA's deliverables with respect to content development, capacity building, SRC and MIS. • While CDA will conduct limited QA visits to district-level trainings and flag issues for future trainings, it will not be responsible for overall quality of trainings and GP/village-level activities of ISA across districts • The CDA will be taking up a small project office in Bhubaneswar which will be sufficient only for CDA team. Meetings with Philanthropic Initiatives and ISA will need to be held in Mission Shakti premises. 		

Annexure - III



Annexure IV**Experience and Qualification of the Team to be deployed**

S.No	Position	Effort required	Base location	Skill Set Required & Job responsibility
I	State Project Management Unit			
1.1	Technical Experts Team			
1	State Programme manager-cum-Team Leader	Full time	Bhubaneswar – SPMU	<p>Post Graduate in Rural Management, MBA, MSW with 10-12 years of experience, preferably in development sector and working with Govt. Experience in managing implementation of a large (with more than 5 district a state, experience in managing multi state projects is added advantage) Govt programme. Good communication skills;</p> <p><i>Brief Job Description:</i> Ensuring quality of deliverables including timely deployment of resources, trainings and programme implementation; client/ vendor management, advocacy and coordination with Govt. officials; overall administration and monitoring of the programme any other task as required from time to time</p>
2	Manager – Training & Capacity Building	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 6-8 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Managing and coordinating trainings, development of content modules, training methodologies & tools, preparation of training plan and calendars; any other task as required from time to time</p>

S.No	Position	Effort required	Base location	Skill Set Required & Job responsibility
3	Manager - Monitoring & MIS	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 6-8 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Monitoring and evaluation of programmes, study design, data mining & data analysis (using statistical tools) MIS architecture design, and large scale MIS implementation; any other task as required from time to time</p>
4	Manager-Knowledge and documentation cum State Resource Centre Coordinator	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 6-8 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Preparation of reports/ programme documents, collection and compilation of case studies and photographs, knowledge dissemination across different platforms including social media; any other task as required from time to time</p>
5	Manager-Community Processes	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 6-8 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Provide technical support to field functionaries on community process and SHG PLA implementation and related activities; coordinate and facilitate evidence based impact studies, operation research; provide troubleshooting support and facilitate resolution of issues on ground during implementation; any other task as required from time to time</p>
1.2	Programme Management Team			

S.No	Position	Effort required	Base location	Skill Set Required & Job responsibility
6	Programme Associate -1	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 3-4 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Provide need based support to the internal teams, as required from time to time, in consultation with the team leader</p>
7	Programme Associate -2	Full time	Bhubaneswar-SPMU	<p>Post Graduate with 3-4 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i> Provide need based support to the internal teams, as required from time to time, in consultation with the team leader</p>
8	HR Executive	Part time	Home location of the selected agency	<p>Post Graduate with at least 8 years of experience in HR functions. Experience in recruitment of professionals for development projects is essential. Should have handled recruitment of around 100 professionals for any one development project.</p> <p><i>Brief Job Description:</i> Responsible for recruitment of staff, issuance of contracts, managing attrition through replacement of staffs on field, ensuring timely processing & disbursement of payments to the SPMU as well as the field functionaries etc.</p>
9	Accounts executive	Full time	Bhubaneswar – SPMU	<p>M. Com/ICWA inter/ CA inter - with at least 5 years of experience in core accounting and legal compliances.</p> <p><i>Brief Job Description:</i></p>

S.No	Position	Effort required	Base location	Skill Set Required & Job responsibility
				Responsible for managing the finance and accounts of the programme, including maintenance of books of accounts, payroll processing, payment to vendors, any other statutory compliances etc.
10	Admin Executive	Full time	Bhubaneswar – SPMU	Post-graduation with 5 years of experience. <i>Brief Job Description:</i> Support the team in the logistics, travel, leave management, venue booking, coordinating day-to-day office requirements etc.
II	Team to be deployed at District Project Management Unit			
1	District SVP Coordinator (30 Numbers)	Full time	District Head Quarter	Post Graduate with 3-4 years of experience, preferably in development sector and working with Govt. <i>Brief Job Description:</i> <ul style="list-style-type: none"> • Be a part of the state resource pool to get trained on the content, phase wise and in turn train the block SVP coordinators at the district level • Co-ordinate with District administrative functionaries for supervision of the community processes • Coordinate with the state team for organizing orientations, meetings, training, etc. • Provide timely reports to the state team, as required from time to time • Monitor the use of MIS by the field functionaries Undertake such other assignments, which may be assigned from time to time
III	Team to be deployed at Block Project Management Unit			

S.No	Position	Effort required	Base location	Skill Set Required & Job responsibility
1	Block SVP Coordinator (314 Numbers)	Full Time	Block Head Quarter	<p>Graduate with 2-3 years of experience, preferably in development sector and working with Govt.</p> <p><i>Brief Job Description:</i></p> <ul style="list-style-type: none"> • Be a part of the district resource pool to get trained by the State resource pool, on the phase wise content and in turn train the GP facilitators at the block level • Co-ordinate with block administrative functionaries for supervision of the community processes at the GP/ ULB level • Ensure the timely implementation of the GP/ ULB level meetings at the community level by the GP facilitators • Ensure that the requisite data is filled into the mobile based application of the MIS, for monitoring at the district as well as the state level <p>Undertake such other assignments, which may be assigned from time to time</p>

Section -5

Information to Bidders and Detailed Evaluation Criteria

This section provides the general details to the bidders for preparing the proposal

1. Expression of Interest

Organizations that are going to respond to the RFP may express their interest to participate by sending an email by the time as specified in the schedule given below to: tenders@azimpremjiphilanthropicinitiatives.org

Organization to mention **"EOI for** Selection of Implementation Support Agency for "Shakti Varta Plus" Programme a joint initiative of Govt of Odisha and Azim Premji Philanthropic Initiatives" in the subject line and indicate their full legal name and the name, email address & phone number of key contact person in the body of the email. The EOI may be submitted the Pre-Q Form 1 provided in the Bid forms. Along with the EOI, the agencies are required to send supporting documents. Organizations may also send in their queries pertaining to the RFP by the time as specified in the schedule given below.

In case the agency proposes to augment its capacities through association with other agencies, the details of such association arrangements need to be communicated to Philanthropic Initiatives along with the details of the associate firms/sub-contracts. Request for association/sub-contracting arrangements will be dealt as per the provisions of para 8 below.

2. Preproposal meeting

A preproposal meeting is scheduled on 23rd December 2019 @ 2.00 pm , at 2nd Floor, Azim Premji Philanthropic Initiatives, Mission Shakti Bhavan, near Satya Sai Women's College, Ganda Munda, Bhubaneswar – 751030; Ph No 9437849512.

Interest agencies may make it convenient to participate in the meeting personally. Those who may not be in a position to join physically, may join the pre-proposal meeting through zoom call. Such agencies may have to write an email to tenders@azimpremjiphilanthropicinitiatives.org for details of zoom call link. Those who are not able to participate in the pre-proposal meeting, may send an email to tenders@azimpremjiphilanthropicinitiatives.org for the copy of the queries and clarifications discussed during the pre-proposal meeting.

3. Format for Submission of Proposal

The technical and financial proposals should be submitted in the format provided at Section 6- Bid forms. Submission of proposals in the wrong format or incomplete proposal will result in invalidation of such proposals. Changes to the proposals shall not be permitted once they have been submitted to Philanthropic Initiatives.

4. Proposal Submission Guidelines

The bidder should submit the Technical and Financial Proposal in two separate pdf documents. The Financial Proposal should be password protected. After completion of the technical evaluation, Philanthropic Initiatives will seek the password from the agencies.

Each proposal (Technical and Financial) should be saved in a separate pdf file marked as <bidding Agency name>_<proposal type>_SVP ISA e.g. the technical proposal of Philanthropic Initiatives will be saved as XYZ_Technical Proposal_SVP ISA.pdf

Both the proposals to be zipped together in one folder named <bidding Agency name>_SVP ISA and should be emailed to tenders@azimpremjiphilanthropicinitiatives.org

The email containing the proposal should quote <bidding agency name>_Proposal for selection of ISA for Shakti Varta Plus in the subject line

5. Schedule for the Bidding Process

Activity	Date
Release of the Request for Proposal (RfP)	16 th December 2019
Submission of Expression of Interest/ intent to participate in the bidding process by the Bidders – Non submission of Expression of Interest on or before the deadline shall not be disqualification criteria. However,	23 rd December 2019

the Agency has to make sure to submit the EOI on or before the proposal deadline.	
Date of Pre-proposal meeting	23rd December 2019
Last date for submission of queries for clarifications by email	24 th December 2019
Release of response to bidder queries	27 th December 2019
Last date and time of submission of complete proposal	7 th January 2020
Negotiation and finalization meeting with selected bidder	First week of February 2020
Award of contract	2 nd week of February 2020

6. Cost of preparing the proposal

The bidders are expected to bear all cost pertaining to preparation of the proposal including the costs incurred while presenting the proposal to Philanthropic Initiatives or for participating in the negotiation meetings.

7. Right to Termination/ Revision/ Amendment

Notwithstanding anything contained in this RfP, Philanthropic Initiatives reserves the right to terminate the proposal process without assigning any reason whatsoever, at any time prior to signing the contract and Philanthropic Initiatives shall have no liability for above-mentioned actions. Philanthropic Initiatives can also decide not to go ahead with the proposal before the signing of the contract at the sole discretion of Philanthropic Initiatives.

Further, Philanthropic Initiatives reserves its right to revise or amend this RfP any time for any reason in which case an addendum will be shared with all bidders who have expressed interest to participate.

8. Queries/ Inquiries

All queries must be sent in the below mentioned format to tenders@azimpremjiphilanthropicinitiatives.org quoting "Queries in respect of Selection of ISA for Shakti Varta Plus" in the subject line.

Query Submission Format

Organization Name:			
Contact Person and Contact Details:			
Query No.	RfP Reference Page No.	RfP Reference Section No./ Clause	Query

In addition to the queries bidders are also encouraged to send their suggestions; Philanthropic Initiatives will also evaluate these suggestions and incorporate them in case it deems that fit. All Queries/ inquiries must be submitted via e-mail by 24th December **2019**.

9. Joint Ventures/ Sub-contracting

Bidders are allowed to form Joint Ventures and have associates, but sub-contracting is not allowed. However, the lead firm should ensure the quality of deliverables.

In case of a consortium the leader in the consortium should be identified and mentioned in the proposal. Further, an affidavit detailing out the roles and responsibilities of each partner need to be submitted. The affidavit should be duly signed by the authorised representatives of both the parties i.e lead partner and associate.

All associations/ joint venture arrangements should be brought to the notice of Philanthropic Initiatives at the time of Expression of Interest/ Intension to participate in the Bidding process. Philanthropic Initiatives reserve the right to allow joint venture or may ask the lead partner to take the responsibility solely. If the associate partner proposed by the shortlisted agency is not acceptable to Philanthropic Initiatives, the same will be communicated to the agency.

10. Evaluation of Proposals

In the first stage, pre-qualification of the agencies will be looked into. The Technical proposals of the agencies who are qualifying in the pre-qualification criteria shall be considered for evaluation.

The proposals will be shortlisted by the evaluation committee based on the technical and financial proposals submitted by the bidder. An agency will be selected based on the Quality and Cost.

However, only those agencies that score 70 marks or above (out of 100) on the technical proposal will be eligible for the shortlisting process.

11. Evaluation Criteria

The technical proposal received will be evaluation based on the following criteria.

Evaluation Criteria (Technical)		Max. Score
1. Experience of the firm		30
1.1	Experience of implementation of large Govt projects covering not less than 5 district in the state, including the deploying the field staff, managing the pay rolls, preparation of programme implementation plan, undertaking regular monitoring and of programme activities in the development domain, particularly in the areas of Livelihoods, health, nutrition, WASH etc., in India in the last 5 years. Projects of value only above Rs. 2.00 crores will be considered (only 4 projects will be evaluated)	16
1.2	Experience of undertaking recruitment and training of filed staff for Govt Projects Only projects with recruitment of more than 50 positions shall be considered. Projects completed in last 5 years will be considered (only 4 projects will be evaluated)	8
1.3	Experience of pay roll management of staff for a Govt projects/ Government schemes (central or state Govt, bilateral and multilateral agencies) in India. Only projects undertaken in the last 5 years will be considered	6

	(only 3 projects will be evaluated)	
2. Approach, Methodology and Work-Plan		45
2.1	Understanding of the Scope of Work of the assignment: The extent to which the bidder’s approach, methodology and work plan respond to the Terms of Reference. The comprehensiveness, feasibility, efficiency of the approach and methodology proposed. Readiness and preparedness of the team to undertake the scope of work	25
2.2	Action orientation of the plan: Timelines for sourcing of application, completion of recruitment, training and orientation, the feasibility, efficacy and detailing of the work plan and timelines proposed. Mapping of the efforts and activities to the team members proposed	10
2.3	Strategy for HR recruitment, nature of contracting proposed for the staff, HR policy, Travel guidelines, guiding principles for HR hygiene etc.,	10
3	Core Team	25
3. Team Leader Each profile will be evaluated on the following criteria · Experience relevant to the position proposed (40%) · Educational Qualification relevant to the role (20%) · Fitment for the position proposed (40%)		10
3.1	HR Executive	5
3.4	Accounts Executive	5
3.5	Admin Executive	5
	Total	100

12. Score Calculation

Only those agencies the score 70 marks or above (out of 100) on the technical proposal will be eligible for the selection process

Quality and cost based selection process will be adopted to select the agency.

Proposals will be ranked according to their combined technical and financial scores; the top bidders will be invited negotiations. If required, Philanthropic Initiatives may ask the top ranked consultants to provide best and final offer for consideration.

13. Key Evaluation Considerations

In each of sub section of the first evaluation criteria (Experience of the firm) only the specified number of projects will be evaluated. In case more projects are submitted the first 3, 4 or 5 projects (as applicable) will be evaluated. The projects submitted as experience for criteria 1.1 and 1.3 need not be exclusive.

While evaluating the Methodology and work plan (point 2 in the table) focus will also be on the readiness and preparedness to undertake the implementation of Shakti Varta Plus programme following participatory approaches and the understanding and approach to work with Women SHG members. Bidders are encouraged to provide details of how they will undertake the HR recruitment, their induction, deployment in a time-bound manner and also explain management of staff at all levels, systems for planning and implementation of activities and regular reporting mechanism etc.,

One of the key considerations of the fitment of the team members is proficiency in Odia. it is expected that the field staff should be proficient in Odia; It is desirable that the Core team members of the agency may have basic Odia language skills.

14. Negotiation Phase

The top ranked bidder post the proposal presentation will be invited for face-to-face meeting to discuss the proposal. Philanthropic Initiatives may share questions, clarifications and suggestions prior to the meeting; the bidder will be expected to be prepared with suitable responses to the same.

In case of changes made to the technical proposal during the negotiation phase, the organizations (Philanthropic Initiatives and bidder) may mutually review and revise the financial proposal.

15. Award of Contract

The legal contract will be signed between the selected agency and Azim Premji Philanthropic Initiatives. The draft contract will be shared by Philanthropic Initiatives for review and comments of the agency at an appropriate time.

16. Replacement of Team Members

Philanthropic Initiatives reserves the right for approving or disapproving the replacement of any Team member or Expert proposed for the project. In case a replacement is proposed, the agency will have to propose at least 2 alternatives, equivalent (qualification and experience) to the person being replaced.

17. Other Terms and Conditions

The proposal documents submitted and all its components will be the exclusive Intellectual Property of Philanthropic Initiatives

Philanthropic Initiatives reserves the right to modify/ alter the terms of reference anytime during the selection process. Relevant information in case of change will be shared with the bidders in the process at the particular point in time.

Intellectual Property Rights: All work performed by the Provider shall be “work for hire” and the Provider shall obtain no rights there from. All rights belong to the Philanthropic Initiatives.

This RFP is not an agreement or an offer. The purpose of this RFP is to provide interested bidders with information that may be useful to them in the formulation of their Proposals pursuant to this RFP. This RFP includes statements, which reflect various assumptions and assessments arrived in relation to the Work. The assumptions, assessments etc. contained in this RFP, may not be complete, accurate, adequate or correct. Each Bidder should, therefore, conduct its own investigations and analysis and should check their accuracy, adequacy, correctness, reliability and completeness. Philanthropic Initiatives, its employees and advisers make no representation or warranty and shall have no liability to any person including any bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy,

correctness, reliability or completeness of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way in this Selection Process.

Section -6

Bid forms

1. Introduction

Bidders are required to use the bid form provided in the RFP. Modifications/ deviations of the formats is not allowed.

2. Pre-Qualification Form

The agencies are required to submit the following form to establish that they are fulfilling the pre-qualification criteria.

Form – Pre-Qualification

Name of the Assignment:

Date of advertisement:

(Note: Agencies submitting the EOI as a joint venture or intended to form a joint venture should provide the details of all the partners along with a letter of intent)

A – Agencies' Profile (Maximum 2 pages)		
1.	Name of the Organization	
2.	Postal Address	
3.	Telephone: Mobile / Fax/ E-mail Website;	
4.	Contact Person name and designation with contract details	
II	Pre-Qualification Criteria	
i	Registration Details: Registered on (Date) Legal status (for profit company; not for profit company;	Provide copy of the registration certificate, PAN, GST Registration, TAN, EPF and ESI Registration No , Board of Directors, Executive Committee Members, General Body members, brief profile of the organisation and latest annual report

	registered trust; registered society; others (specify)				
	No. of completed years				
I a	Details of Branch Offices (provide details of branch offices if any). In case of Joint Venture/Association, clearly indicate the details of the members who hold the branch offices.	State/Location of Branch office	No of Staff working		
ii.	Financial Capacity: Average Annual Turnover of lead consultant must be more than Rs.7.00 crores during the last three financial years. EOIs with less than Rs.6.00 crore average turnover will not be considered. (Enclose Audited financial reports).	Provide the turnover of organization (on the basis of the audited accounts) in the last three financial years in Indian Rupees.			
		2018-19	2017-18	2016-17	Total
iii.	Should have experience in implementation of large size Govt project, preferably, in the area of health and nutrition; Should have experience in implementing the projects covering more than 5 districts in a state; Experience in working on a multi-state projects will be an advantage. Provide copy of contract signed with any client/ partner. <u>Please provide details of at least 3 such projects completed/ ongoing projects in the last 3 years. (you may add more rows). Provide the copy of the contract</u>				

	Name of Project/ Area of operation (name of the state, No of Districts , Blocks covered etc.,)	Client	Services Provided	Profile of the Professionals deployed to Government agency		Duration of Assignment and status as of November 2019		Value of Contract (in INR)
				No. of Professionals deployed	Profile (i.e senior staff, Staff with more than 5 years of experience, filed level functionaries at block and sub block level)	Effective date of original contract and Duration	Date of actual completion	
iv	Key staff profile of the organization/s. Please provide details of the key staff with experience in participatory methods, community mobilization, functional expertise in health and nutrition, HR recruitment etc., working experience with Women Self Help Groups is mandatory							

	Detailed CVs are not required. among other information, the brief CVs should include the following information in the following format:																															
	Name of the staff with education qualification																															
	Is he/she currently associated with the consultant? (Yes/No) if yes, provide nature of engagement (fulltime staff, part time staff, consultant etc)																															
	Designation																															
	Years of experience in the organization																															
	Areas of expertise																															
	Particulars of assignments handled																															
	Particulars of service provided																															
v	The agency should have the expertise to hire large team of field level functionaries at various levels i.e. Block, District, and State and should have managed more than 50 project specific personnel on its rolls. – provide the details of the projects. Provide the copy of the contract.																															
	<table border="1"> <thead> <tr> <th rowspan="2">Name of the Project, Client and area of operation</th> <th rowspan="2">Year</th> <th colspan="3">No of Staff recruited and managed (salary range)</th> </tr> <tr> <th>State</th> <th>District</th> <th>Block/ Sub-Block</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Name of the Project, Client and area of operation	Year	No of Staff recruited and managed (salary range)			State	District	Block/ Sub-Block																				
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		State	District	Block/ Sub-Block																												

--	--

Signature of the authorised representative.

Annexure -1

Declaration

Date:.....

To whom so ever it may be concern

I/We hereby solemnly take oath that I/We am/are authorized signatory in the firm/ Agency/ Institute/ Company and hereby declare that "Our firm/ Agency/ Institute/ Company do not face any sanction or any pending disciplinary action from any authority against our firms/ Agency/ Institute/ Company or partners." Further, it is also certified that our firm has not been blacklisted by any government or any other donor/partner organization in past.

In case of any further changes which affect of this declaration at a later date; we would inform the mission accordingly.

Authorized Signatory

(with seal)

3. Technical Proposal Forms

The Technical Proposal should include details mentioned in all 8 forms. Bidders are requested to strictly adhere to the page limit mentioned. Only part of the response that is within the specified page limit will be evaluated.

3.1 Technical Proposal Submission Form

{Location, Date}

To:

*Ms. Liril Gupta,
Chief Finance Officer,
Azim Premji Philanthropic Initiatives
#134, Doddakannelli, Next to Wipro Corporate Office,
Sarjapur Road, Bengaluru - 560035*

Dear

We, the undersigned, offer to provide the consulting services for {indicate name of the assignment} in accordance with your Request for Proposals dated [Insert Date] and our Proposal.

"We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal".

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

We hereby declare that:

(a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by Philanthropic Initiatives.

(b) Our Proposal shall be valid and remain binding upon us for the period of 90 days from the closing data of the RFP.

(c) We have no conflict of interest.

(d) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by our clients.

(e) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in *India and Philanthropic Initiatives' policy regarding fraud and corruption*.

(g) We undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts requires approval of Philanthropic Initiatives.

(h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Request for Proposal or agreed as part of the negotiations.

We understand that the Philanthropic Initiatives is not bound to accept any Proposal that Philanthropic Initiatives receives.

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or JV's name): _____

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

3.2 Form 2: Experience Organization Detail

Provide the details past experience in the following areas.

<p>1. Experience of implementation of large Govt projects covering not less than 5 district in the state, including the deploying the field staff, managing the pay rolls, preparation of programme implementation plan, undertaking regular monitoring and of programme activities in the development domain, particularly in the areas of Livelihoods, health, nutrition, WASH etc., in India in the last 5 years. Projects of value only above Rs. 2.00 crores will be considered</p> <p>(only 4 projects will be evaluated)</p>
<p>2. Experience of undertaking recruitment and training of field staff for Govt Projects</p> <p>Only projects with recruitment of more than 50 positions shall be considered. Projects completed in last 5 years will be considered</p> <p>(only 4 projects will be evaluated)</p>
<p>3. Experience of pay roll management of staff for a Govt projects/ Government schemes (central or state Govt, bilateral and multilateral agencies) in India. Only projects undertaken in the last 5 years will be considered</p> <p>(only 3 projects will be evaluated)</p>

Project Details Format for points 1 to 3 above (maximum 1 page per project)

S. No.	Item	Details
	Project Title	
	Location	
	Approx. Value of the contract (in INR lakhs)	
	Client Name	

	Consortium / JV/ Sub-contractors (if any)	
	Start date (MM/ YY)	
	Completion Date (MM/ YY)	
	Total Staff months of the project	
	Names of Senior Staff Members	
	Description of the project	
	Description of the actual services provided including deliverables and Outcomes	
	Relevance to the current project	

3.3 Form 3: Summary of similar project experience

1. Summary of Experience

S. No.	Project Title	Client Name	Project Value (INR Crore)	Relevance to the current project	Reference Page no. of proposal
				(mapping to appr. section 1.1, 1.2, 1.3 of evaluation criteria)	

Project Details in the format mentioned subsequently as per the mentioned sub-criteria in the Evaluation Criteria. Project Details Format (maximum 1 page) - as given under section 3.2 above

Bidders are requested to provide details of as many projects as mentioned in the evaluation criteria. Additional projects and projects not aligning with the sub-criteria will not be evaluated

3.4 Form 4: Approach and Methodology

The following points are only to guide the bidders to prepare the Approach and Methodology:

- ☐ Understanding the context of the project and the requirements
- ☐ Detailed approach to address the scope of work mentioned in the ToR including the planned activities.
- ☐ A cogent methodology explaining how the tasks will be implemented (bidders are expected to explain their understanding of the programme design, outcomes and propose the methodology to ensure timely implementation of entire scope of the programme, including the HR hiring strategy, nature of contracting, guiding principles for HR hygiene, planning, implementation, review and reporting etc.,
- ☐ Tools and software planned to be used to undertake the assignment, if any
- ☐ Plan and readiness to undertake the field implementation across all the 30 districts covering both rural and urban areas.

Note: The Form 4 should not exceed 12 pages

3.5 Form 5: Work Plan including Timelines and Deliverables

An objective Work Plan (preferably in Gantt chart / tabular format) clearly defining the work plan, the associated timelines and linked deliverables. The comprehensiveness of the Work Plan, with respect to the Scope of Work

mentioned in the ToR and the alignment to the Approach and Methodology proposed will be evaluated.

Note: The Form 5 should not exceed 3 pages

3.6 Form 6: Comments on ToR

The following points are only to guide the bidders to prepare the Comments on ToR:

- ☐ Comments and Suggestions on the Terms of Reference
- ☐ Identification of data and services required from Philanthropic Initiatives / Directorate of Mission Shakti, Govt of Odisha.
- ☐ Identification of potential challenges/ impediments

Note: The Form 6 should not exceed 2 pages

3.7 Form 7: Proposed Resources – Core Team

The detailed CVs in the format mentioned subsequently to be provided of the following team members

Format for CVs (maximum 4 pages)

Proposed Position			
Name			
Date of Birth			
Association with bidder:		Choose from: full-time employee/ part-time employee/ contractor	
Geography of work experience			
Education:			
•			
Language Skills			
Language	Speaking	Reading	Writing
Employment Record (in reverse order, starting from latest; stating employer, date of employment, positions held):			
•			
Relevant Project Experience (indicating details of the assignment, name of client, role played, timelines, position held, location, etc.)			
•			
Rationale for proposing the resource for this position (explain the fitment for the position)			
•			

3.8 Form 8 :Resource Mapping

The bidders are expected to provide an objective resource mapping plan (preferably in tabular format) clearly identifying the roles and responsibilities of team members, mapping of deliverables with the team members, and overall time commitment to the project in coherence with Form 2 and Form 3 of the Technical Proposal

Along with the resource mapping plan the bidders are expected to propose the team structure clearly identifying the team hierarchy, and stating the alignment of team members with the scope of work and geographical coverage (during survey phase)

The Team Leader will be responsible for the design, implementation of the project and guide the team in the effective implementation of the SVP programme and complete dissemination of all the 5 modules.

In addition the agency is also requested to submit an effort estimate estimating the time spent by the team members on every activity and deliverable proposed.

Suggested Format

Resource	Location	Activity/ Deliverable 1	Activity/ Deliverable 2	Activity/ Deliverable n	Total Time input Months
Resource 1	Home				
	Field				
Resource 2					

Note: The Form 8 should not exceed 5 pages. The resource mapping table should provide the details of all the team members proposed, including the field team for data collection.

4. : Financial Proposal

The bidder should submit their proposals in INR only. Bidder are requested to use following formats for submission of financial proposals.

4.1 **Form 1: Financial Submission form**

FORM FIN-1

FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

*Ms. Liril Gupta,
Chief Finance Officer,
Azim Premji Philanthropic Initiatives
#134, Doddakannelli, Next to Wipro Corporate Office,
Sarjapur Road, Bengaluru - 560035*

Dear

We, the undersigned, offer to provide the consulting services for { insert name of the assignment} in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of INR {Insert amount(s) in words and figures}, "excluding" of all indirect local taxes. The taxes on applicable items will be claimed at the prevailing rate.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to 90 days from the closing date of the RFP.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

4.2 FORM FIN – 2 Summary of Financial Proposal

Item	Amount INR
Cost of Financial proposal	
1. Remuneration for Programme Management Team of ISA – FIN 3	
2. Cost of Recruitment of Shakti Varta Plus Team of professionals – FIN 4 Reimbursable on actual basis	
3. Cost of Reimbursable Expenditure of Programme Management Team of ISA – FIN 5	
4. Management Charges/ Overheads, if any ----- -% on the estimated cost of salary of professionals deployed (See the TOR for details). Will be paid on the basis of actual salary expenditure.	
5. Cost of Proposal	
6. Local Taxes	

Note: for the purpose of evaluation, the amount stated in point 5 above will be considered.

4.3 FORM FIN -3 Resource wise costing – Programme Management Tam of the Agency

The applicants to provide in a tabular format the day/month wise costing of each team member, the number of days of deployment and the total professional fees per resource. The total professional fees should match the fees mentioned in point 1 of Form 2 of Financial Proposal.

No	Name	Position	Unit (Day/ month)	Unit Rate	Total Cost INR
		Programme Associate - 1			
		Programme Associate - 2			

		HR Executive			
		Accounts Executive			
		Admin Executive			

Note: As part of the negotiations, Philanthropic Initiatives may ask the details/ basis for the rates proposed.

4.4 **FORM FIN -4 Break-up of Reimbursable Cost of Recruitment of Shakti Varta Plus Team (SPMU, District and Block)**

The Agencies are required to provide in a tabular format the cost break-up for recruitment of staff at all levels say cost of advertising, screening of applications, conducting the interview and final selection etc.,

No	Type of expenditure	Unit	No of units	Unit Rate	Total Cost INR

4.5 **FORM FIN -5 Break-up of Reimbursable Expenses - Programme Management Team of ISA**

The applicants to provide in a tabular format the break-up of reimbursable expenses of the Core Team say, mobile, internet, etc., Travel of the Core team will be reimbursed on actual subject to approved travel policy for Shaktivarta Plus Programme.

No	Type of expenditure	Unit	No of units	Unit Rate	Total Cost INR