



**TAMIL NADU RURAL
TRANSFORMATION PROJECT
PROJECT IMPLEMENTATION PLAN**

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ANNEXURE-1: DISTRICT WISE -HDI/GDI/SEX RATIO

Districts	HDI (Ranking)	GDI (Ranking)	Sex Ratio	Female Literacy as Percentage of Male Literacy
Districts with High HDI/GDI				
Coimbatore	699 (5)	697 (5)	959	83.27
Erode	658 (10)	656 (10)	971	73.2
Kancheepuram	712 (2)	710 (2)	961	82.78
Madurai	661 (8)	661 (8)	978	80.16
Nilgiris	685 (6)	686 (6)	1015	81.88
Tiruchirappalli	671 (7)	671 (7)	1000	81.65
Tirunelveli	658 (9)	656 (9)	1042	79.75
Vellore	658 (11)	655 (11)	997	76.85
Total/Average	657	654	985	
India	571	553		
Districts with Medium HDI/GDI				
Cuddalore	644 (16)	643 (15)	985	73.54
Dindigul	641 (17)	638 (17)	986	73.86
Karur	647 (15)	641 (16)	1010	71.25
Nagapattinam	654 (13)	652 (12)	1014	79.84
Namakkal	636 (20)	631 (20)	967	73.11
Pudukottai	618 (25)	615 (25)	1015	73.23
Ramanathapura m	629 (22)	626 (23)	1033	76.6

Salem	626 (24)	625 (24)	929	73.9
Sivagangai	640 (18)	635 (18)	1035	74.22
Theni	628 (23)	628 (22)	979	74.44
Tiruvallur	654 (12)	651 (13)	970	80.63
Tiruvanamalai	612 (26)	608 (26)	996	70.26
Tiruvarur	637 (19)	633 (19)	1013	79.87
Villupuram	587 (28)	582 (28)	983	69.93
Virudhunagar	651 (14)	649 (14)	1011	75.79
Total/Average	657	654	985	
India	571	553		

Source: State Planning Commission, 2001-.Human Development Report (Government of Tamil Nadu, Social Science Press 2003)

ANNEXURE-2: AGRO CLIMATIC ZONES IN TAMIL NADU

Agro climatic zones	Districts covered	Soil type	Mean annual rainfall (mm)
North eastern zone	Kancheepuram, Tiruvallur, Cuddalore, Vellore, Villupuram and Tiruvannamalai	Red sandy loam, clay loam, saline coastal-alluvium	1,105
North Western Zone	Dharmapuri, Krishnagiri, Salem and Namakkal (Part)	Non-calcareous red, non-calcareous brown, calcareous black	875
Western Zone	Erode, Coimbatore, Tirupur, Theni, Karur (Part), Namakkal (Part), Dindigul, Perambalur and Ariyalur (Part)	Red loam, black	715
Cauvery Delta Zone	Thanjavur, Nagapattinam, Tiruvarur, Tiruchirapalli and parts of Karur, Ariyalur, Pudukkottai and Cuddalore	Red loam (new delta), alluvium (old delta)	984
Southern Zone	Madurai, Pudukkottai, Sivagangai, Ramanathapuram, Virudhunagar, Tirunelveli and Thoothukudi	Coastal alluvium, black, red sandy soil, deep red soil	857
High Rainfall Zone	Kanyakumari	Saline coastal alluvium, deep red loam	1,420
Hilly Zone	The Nilgiris and Dindigul (Kodaikanal)	Laterite	2,124

ANNEXURE-3: DETAILS OF TNRTP BLOCKS AND VILLAGE PANCHAYATS

TNRTP BLOCKS & VILLAGE PANCHAYATS					
Sl.No	District	Phase (TNSRLM)	Name of the Block	No. of. Blocks	No.of.VPs
1	Coimbatore	II	Karamadai	4	54
			S.S.Kulam		
			Annur		
			P.N.Palayam		
2	Cuddalore	I	Annagramam	6	280
			Banrotti		
		II	Komaratchi		
			Parangipettai		
			Buvanagiri		
			Kurinjipadi		
3	Dindigul	I	Athoor	7	148
			Oddanchatram		
		II	Kodaikanal		
			Batlakundu		
			Palani		
			Vedasandur		
			Guzliamparai		
4	Erode	II	Thalavadi	5	77
			Bhavanisagar		
			Sathyamangalam		
			Bhavani		
			Chennimalai		
5	Kancheepuram	II	Thiruporur	5	220
			St.Thomas Mount		
			Thirukalukundram		
			Walajabad		
			Kanchipuram		
6	Karur	II	Kulithalai	2	27
			Karur		
7	Krishnagiri	II	Bargur	3	102
			Kaveripattinam		
			Krishnagiri		
8	Madurai	II	Madurai east	4	137
			Melur		
			Kottampatti		
			Thirupparankundram		

Sl.No	District	Phase (TNSRLM)	Name of the Block	No.of.Blocks	No.of.VPs
9	Nagapattinam	I	Sirkali	4	147
			Sembanarkovil		
		II	Nagapattinam		
			Thalainayar		
10	Namakkal	II	Pallipalayam	4	87
			Puduchatram		
			Mohanur		
			Tiruchengode		
11	Pudukkottai	II	Aranthangi	4	172
			Pudukkottai		
			Thiruvarankulam		
			Viralimalai		
12	Ramnad	I	Thiruvadana	4	143
			Thirupulani		
		II	Mandapam		
			RS Mangalam		
13	Salem	II	Omalur	7	154
			Mecheri		
			Sankari		
			Panamarathupatti		
			Tharamangalam		
			Attur		
			Veerapandi		
14	Sivagangai	II	Devakkottai	3	124
			Manamathurai		
			Kalayarkovil		
15	Theni	II	Periyakulam	2	30
			Uthamapalayam		
16	Tirunelveli	II	Keelapavoor	6	146
			Kadayam		
			Valliyoor		
			Radhapuram		
			Palayankottai		
			Naguneri		

Sl.No	District	Phase (TNSRLM)	Name of the Block	No. of Blocks	No.of.VPs
17	Tiruppur	II	Thiruppur	5	122
			Pongalur		
			Kundadam		
			Avinashi		
			Udumalpet		
18	Tiruvallur	II	Sholavaram	4	198
			Minjur		
			Kummidipoondi		
			Kadambathur		
19	Tiruvannamalai	I	Kalsapakkam	6	308
			Thurinjapuram		
		II	Vanthavasi		
			Kilpennathur		
			Thellar		
Chetpet					
20	Tiruvarur	I	Needamangalam	4	174
			Valangaiman		
		II	Mannarkudi		
			Muthupettai		
21	Thoothukudi	II	Sathankulam	4	105
			Alwarthirunagari		
			Thoothukudi		
			Karunkulam		
22	Trichy	II	Andanallur	5	135
			Manikandam		
			Mosoori		
			Manapparai		
			Thuraiyur		
23	Vellore	I	Nemlli	6	266
			Kaveeripakkam		
		II	K.V.Kuppam		
			Sholingur		
			Arcot		
			Walajah		

Sl.No	District	Phase (TNSRLM)	Name of the Block	No.of.Blocks	No.of.VPs
24	Villupuram	I	Mugaiyur	8	419
			Kanai		
		II	TV Nallur		
			Koliyanur		
			Sankarapuram		
			Vikrapandi		
			Rshivandiam		
			Vallam		
25	Virudhunagar	II	Sivakasi	4	184
			Rajapalayam		
			Virudhunagar		
			Kariapatti		
26	Nilgiris	NRLP	Gudalur	4	35
			Kothagiri		
			Coonoor		
			Ooty		
Total				120	3994

**ANNEXURE-4: METHODOLOGY AND PROCESS FOR CONDUCTING
DISTRICT DIAGNOSTIC STUDY**

Sl. No	Process to be followed	Inputs	Outputs
1.	Socio Demography profile		
	<p>A. Collection of data on socio demographic profile for the district</p> <p>B. Data sourcing from website and review of census India 2001 and 2011.</p> <p>C. Reports from district statistics department,</p>	<p>i) Checklist prepared for data collection</p> <p>ii) Template</p> <p>iii) Review and analysis of secondary data.</p>	<p>i) Socio demographic profile of district.</p> <p>ii) % of growth in Urban population.</p> <p>iii) % of SC, ST population in the district and blocks.</p> <p>iv) % of workers, women workers, laborers in district.</p>
2.	CBOs Status		
	<p>A) Collection of data on CBOs (SHGs, VPRCs, PLFs/Federation, Farmers Producers Organizations) in the district</p> <p>B) Meeting with NABARD-DDM.</p> <p>C) Field visit to blocks and interaction with CLGs, PLF.</p> <p>D) Review of SHGs data from the district potential linked plan.</p>	<p>i) Checklist prepared for data collection.</p> <p>ii) Template</p> <p>iii) Review and analysis of secondary data.</p> <p>iv) Checklist for discussion with NABARD, DDM.</p>	<p>i) Status of CBOs-analysis chart for block wise and district wise.</p>
3.	Farm		
	<p>A) Collection of Secondary data related with economy, land use, area of cultivation, production and productivity, market.</p>	<p>I) Checklist prepared for data collection.</p> <p>II) Template</p> <p>III) Review and analysis of secondary data.</p>	<p>I) Outcome on economy of the district, topography, land holdings, crop wise production trend etc.</p>

	<p>B) Crop wise number of growers from websites, from agriculture department.</p> <p>C) Review of agriculture plan, irrigation plan, investors meet document.</p> <p>D) Interaction with farmers, buyers and private traders.</p> <p>E) Consultative meeting with head of the departments- agriculture, horticulture, animal husbandry, sericulture, DD marketing, KVK, NABARD.</p> <p>F) Visit to local market, regulated market.</p> <p>G)Review of district potential linked plan</p>		
4.	Non-Farm		
	<p>Secondary data collection</p> <p>A) Meeting with district industries centre officials- general manager, engineers.</p> <p>B) Secondary data/ interaction with lead bank manager. director RSETI</p> <p>C) Secondary data. Potential linked plan – DDM NABARD</p> <p>D)Industrial association/ entrepreneurs/ private players</p>	<ol style="list-style-type: none"> 1. Data on registered MSME in five years sector wise, scheme details at district. 2. New investments. Industrial clusters/ estates in the districts 3. Data on five years financial linkages. 4. Sectors of priority in MSME. 5.Mudra loans performance 6. Repayments in MSME loan. 7. EDI trainings by RSETI. 8. Conversion of enterprises – success rates date. 	<ol style="list-style-type: none"> i. Sector wise growth, Industrial Growth and registrations. ii. Investments made and Sectors wise opportunities. iii. EDI trainings. iv. New enterprises-areas of growth in the district. v. List of entrepreneurs as resource persons. vi. List of training institutions. vii. Details of mining sector. viii. Opportunity for green enterprises. ix. Identification of growing sectors in food processing/ horticulture and floriculture.

		<p>9. Data on growth sectors, agriculture and horticulture sectors.</p> <p>11. Markets private investments. Producer companies.</p> <p>12. Data and status on tiny micro and small industries.</p> <p>13. Growth and gaps in the industry.</p> <p>14. Employment/ skill / training institute details.</p> <p>15. Scope of business.</p>	<p>x. Conversion and establishment of micro and small business.</p> <p>xi. Loans to industrialists.</p> <p>xii. Access to markets, rural godowns.</p> <p>xiii. Investment made in processing centres, storages and cold chains.</p> <p>xvi. Details of private players and members who can support the project.</p> <p>xv. Details of special economic zones. Agri economic zone. Industrial corridors</p> <p>xvi. Tran's boundary orders for small enterprises from Bangalore, Ranipet and emerging industrial estates.</p> <p>Xvii. Opportunities in new industrial estates.</p> <p>xviii. Support from banks and district administration</p>
Job opportunities			
	<p>Websites, review of reports and Publications</p> <p>Meeting with officials</p>	<p>1. Secondary data collected from GIM, NSDC, DTE, DIC, MSME and THADCO, JD Agriculture & Horticulture</p>	<p>I. Last five years analysis</p> <p>II. Skill gap study to assess the gap</p> <p>III. Existing schemes and future plans</p> <p>IV. Existing potential in skilling in growth sectors</p> <p>V. Convergence & partnership options</p> <p>Public private partnership initiatives in skilling and employment</p> <p>VI. Creating an bionetwork</p>

B Banking and Finance			
A.	B. Secondary data/ interaction with district team C. Secondary data/ interaction with lead bank manager D. Secondary data/ interaction with SIDBI DGM E. Secondary data/interaction with district team	1. Banking penetration 2. Sector wise credit take off 3. Different credit products to rural producers other microcredit players	i. Inference on the bank branch presence and indirectly the financial inclusion indicator. ii. Inference on sector wise credit disbursement and plan iii. Inference on flow of credit products to different sectors and different microcredit players

ANNEXURE-5: GUIDELINES FOR DISTRICT DIAGNOSTICS STUDY

The study must be carried out over a period of one month by the district team consisting of thematic anchor persons who will be supported by the state Team

The key steps and processes to be followed for district diagnostics;

1. The check list should be kept ready for the diagnostic study
2. The secondary data available at State and District level, related to
 - a. Socio-economic
 - b. Agriculture and allied
 - c. Non-Farm sector
 - d. Industries investment
 - e. TN vision 2023
 - f. Banking and Finance
 - g. Global Investors Meet
 - h. Industrial survey
 - i. Reports and data from government departments
3. Templates for collection of secondary data
4. Scouting of secondary data for the respective sector/ domain from websites
5. Field visits should be undertaken to observe, commodity arrivals in market places and functioning of enterprise units
6. Listing out schemes /programs for supporting enterprises and economic activities, in discussion with district offices institutes and industries.
7. Meeting to be conducted with relevant department officials, industries association, entrepreneurs and practitioners.
8. Meeting with lead bank, NABARD, RSETIs
9. Concurrent monitoring of data collection process
10. The state A.COO and Dy.COO will participate in the DDS exercise in the district

ANNEXURE-6: LIST OF REFERENCE DOCUMENTS TO BE REFERRED FOR DATA COLLECTION AND REVIEW.

S. No	Sector	Details of Data / Document	Source	Reference/ Website- Department
1	Demography	District level- (Year 2001 and 2011) Population, Urban Population, Rural Population SC,ST Population, Literacy, Sex Ratio, Workers Classification-Main Workers, Women Main Workers, Agriculture Laborers, Women Agriculture Laborers, Women Enterprise	Census India 2001 and 2011. Sixth economic census All India Report 2016.	www.Census India 2011 and 2001. Sixth economic Census All India Report 2016.
		Block level Population, Urban Population, Rural Population SC,ST Population, Literacy, Workers Classification	District, Block Level Statistical Handbook Year 2014- 2015, Statistic Department	District Statistic office
		Differently abled Population	DDRO/TNSRLM	
		Women Headed Households	Baseline survey from TNSRLM/TNPVP projects	
2	CBOs	District and block wise SHGs, VPRCs, PLFs, CLGS, and FPOs promoted and functioning under NGOs, TN PVP and TN SRLM.	TNSRLM, /TNPVP District office, NGOs.	
3	District Economy			
		District Economy-: District Infrastructure-major sectors in the district	District hand book of statistics, GIM website	
		Topography	District irrigation plan	
		Agro-climatic	District agricultural plan	
		Rainfall	Regional meteorological center,	

		Ground Water	Asst director statistics, district irrigation plan	
		Soil and natural resource situation	District irrigation plan, asst. Director of statistics	
		Major infrastructural strength	District website/nic	
		Land holding pattern District and block wise	District and block wise – deputy director of and asst. Director of economics and statistics-	
		Crops district and block wise (Area, Production, Productivity)	Director of economics and statistics, Season and crop report, Agri tech TNAU portal	
		Productivity	Agricultural statistics 2014	
		Pre and post production	Director of economics and statistics, PLP(NABARD)	
3.	FARM	District Statistical Handbook and Block details	Agri statistics report, DD statistics and economics office	1. http://agritech.tnau.ac.in/ 2. http://eands.dacnet.nic.in/PDF/Agricultural_Statistics_At_Glance-2015.pdf
		Details of APMC and other markets	DD marketing	
		Marketing arrivals	1.APMC	agrimarket.nic.in
4.	Non-Farm and Service Sectors			
	MSME /small business. Large industries. Employment .	Industrial Clusters Industrial corridors. Special economic zone. Mining/ quarries. Green enterprises. New opportunities.	MSME website. District industries center report. GIM website. SIPCOT/SIDCO websites. TAMIN website. Investing in Tamil Nadu. Block Statistical handbook, District 2014-2015.	
	Food processing/ allied industries	Investments in growth sectors/ horti enterprises/ agri enterprises/ floriculture. Details from horticulture	Potential linked plan. District PLP. Data-NABARD. JD horticulture, agriculture. private entrepreneurs	

		department/ on nurseries poly houses. Packers/ logistics/ agri economic zones. Markets private players.	small business owners /common livelihood groups	
	Industrial association	Data on MSME industries. Employment status, Gaps in the industry. Opportunities for growth. Clusters/ industrial estates.	Small and tiny industries association.	
	Financing to MSME	Investments / growth oriented subsectors. MSME finance/ Mudra/ SHG linkages, trainings/ enterprises take offs. Loans and repayments. Loans to scheduled caste and scheduled tribes under THADCO. Women led enterprises- Identification of opportunities for MSE development. UYEGP,PMEGP.NEEDS ,THADCO	Lead bank data. DIC data./ NABARD Lead Bank data RSETI. THADCO data TNSRLM TNPVP	
		Women led enterprises. SHG households in MSE business Financial linkages Gaps	TNSRLM, TNPVP SHG meeting CLG meetings Individual entrepreneurs meetings.	
5.	Banking and Finance			
		Banking Penetration	SLBC Site District PLP Data-NABARD	
		Sector wise Credit take off	District PLP Data-NABARD	
	MSME	Different Credit products to rural producers	DIC District PLP Data	
	Banking and Finance	Different other microcredit players	MFIN Data NABFINS	

ANNEXURE-7: CHECKLIST FOR CONSULTATION WITH STAKEHOLDERS

1. Fixing appointment with the department officials.
2. Listing out the industrial association and entrepreneurs.
3. Listing out schemes, investments and intervention in the sector.
4. Identifying issues, challenges and opportunities in the sector.
5. Validating the secondary data.
6. State priority in that sectors.
7. Opportunities for convergence and partnership.
8. Listing out the outcome of meeting(Minutes)

ANNEXURE-8: CRITERION FOR COMMODITY PRIORITIZATION

Criteria for Commodity prioritization – Farm				
	Water Efficient crop	Water inefficient crops not to be considered, considering the poor ground water level of the state	Yes/No	
S.No	Criteria	Description	Source of Data	Type of Data
1	Trend in number of producers involved in the commodity	For commodities which has large number of producers.	District Statistical Hand book and Season and Crop Report	Quantitative
2	Community Interest	Economic viability, Staple food, Knowledge and technology availability, Extension services, Awareness about Market availability	Focus Group Discussion with Key informants,(Primary data, Sample ex-15% of VPRC)	Qualitative (To be quantified on a scale of 5)
3	State/National Priority (Thrust from government)	State/National Government Schemes and Investments	Vision 2023	Qualitative (To be quantified on a scale of 5)
4	Comparative advantage	Production, favorable climatic conditions, GI type characteristics, Uniqueness emerging out of Ethnicity and culture, A prevalent cluster.	Season and Crop Report, District Irrigation report	Quantitative
5	Access to Market	Ability to sell the produce at a remunerative price- Local, National & International markets.	Focus group Discussion with Key informants & Experts, agmarknet.nic.in, Agri marketing department	Qualitative (To be quantified on a scale of 5)
6	Opportunity for Value Chain Interventions	Productivity	Primary Information from District visit. Available Secondary Data	Qualitative

Criteria for Commodity Prioritization- Non Farm				
S. No	Criteria	Description	Source of Data	Type Of Data
1	State/National Priority	Established Industries/ New Industries / clusters / Estates set up and MOU signed	Vision 2023 document ,GIM	Quantitative
2	Number of people involved	Number of people in Prominent sectors(Entrepreneurs), Women led Enterprises involved in the industry.(Market demand)	Primary Information from District visit. Available Secondary Data(MSME, DIC)	Quantitative
3	Potential for job creation	Employment (existing)/ Youth /SHG women/	NSDC, Skill gap study, GIM, Training and Employment Department	Quantitative
4	Comparative advantage	Uniqueness emerging out of Ethnicity and culture, A prevalent cluster, favorable Eco-system	Primary Information from District visit. Available Secondary Data	Quantitative
5	Trend in private investment	Flow of credit.	LDM,NABARD	Quantitative
6	Opportunity for Value Chain Interventions	Productivity	Primary Information from District visit. Available Secondary Data	Qualitative

ANNEXURE-9: DISTRICT DIAGNOSTIC REPORT- KRISHNAGIRI.

Summary:

Tamil Nadu Rural Transformation Project (TNRTP) envisage to leverage the strategies and investments made in the projects Pudhu Vaazhvu Project to harness the institutional and knowledge capital for promoting inclusive economic development and growth for a transformative agenda in rural Tamil Nadu. This is envisaged through business promotion, value chain development, and skilling for youth for employment generation in the proposed 120 blocks from 26 districts of Tamil Nadu. Further it has been decided to do Pilot on four districts namely **Cuddalore, Krishnagiri, Thirunelveli, Nammakal** and **Virudunagar** out of the selected 26 districts for TNRTP.

District diagnostic study was conducted in Krishnagiri one district among the selected five pilot districts. DDS and District Diagnostic report has been prepared and based on that all the available secondary information and details collected and validations were made through field visits. The following report explains the observations made during the visit to Krishnagiri district and about the commodity prioritization process.

The study majorly focused on farm, off farm and non-farm sectors and their potentiality in Krishnagiri District. Further to the collected secondary data some criteria like number of farmers involved, comparative advantage state priority, trends etc. were set to finalize the commodity under farm and non-farm sector. Based on these criteria the commodities were prioritized further.

Objectives of the District Diagnostic Study

- (1) To identify and prioritize major sectors, subsectors and commodities for enterprise promotion*
- (2) To identify and prioritize current and potential value chains.*

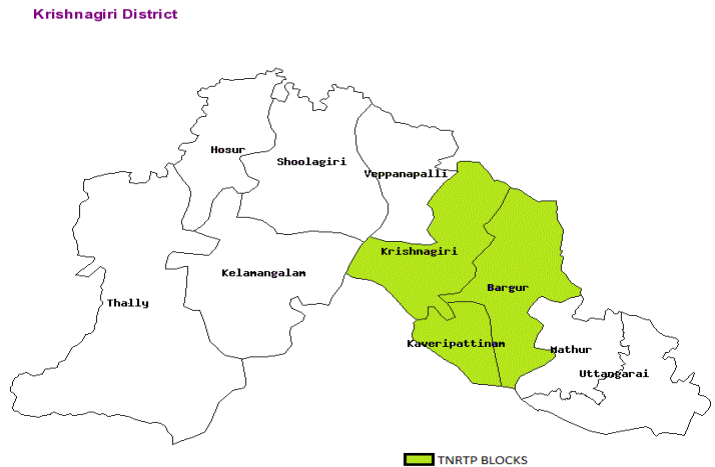
The study broadly analyses the indicators, such as social profile, rural profile, urbanization trends and labor mobility and the economic indicators. Analysis was done on various sectors – agriculture, allied, non-farm including manufacturing and service sectors. Analytics was done on the current status of existing industries and the growth trends the potential for economic growth centers within Krishnagiri District. The study was done on gaps, challenges, opportunities in the existing ecosystem for promoting and nurturing sustainable MSEs.

Detailing of sector-wise and block-wise presence and growth trends of MSE; existing and potential value chains in the sectors, the key private/public sector players currently operating in the district. The study analyzed the factors contributing to rural

economy through employment generation and high value economic activities leading to enterprise development in the District.

Krishnagiri-An Introduction:

'Krishna' refers to 'black' and 'giri' refers to 'hill'. This district is gifted with black granite hillocks and named as "krishnagiri". Krishnagiri district is bounded by Vellore and Thiruvannamalai districts in the East, Karnataka state in the west, State of Andhra Pradesh in the North and Dharmapuri District in the south. Eastern part of the district experiences hot climate and Western part has a contrasting cold climate.



Krishnagiri District has 2

Municipalities, 10 Panchayat Unions, and 10 blocks, 7 Town Panchayats, 352 Village

S.no	Name of the Blocks	Number of Villages
1	Krishnagiri	27
2	Kaveripattinam	32
3	Veppanapalli	68
4	Bargur	38
5	Mathur	58
6	Uthangarai	136
7	Hosur	77
8	Shoolagiri	90
9	Kelamangalam	33
10	Thally	58
	Not under CD blocks (villages)	38
	Total	655

Panchayats and 636 Revenue Villages. Tribal Like 'Irular' live in the forest of Denkanikottai.

This district is very well connected by Roads. The district has a network of National Highways converging as follows

NH-7 (Kanyakumari-Kashmir)

NH-46 (Chennai-Bangalore)

NH-66 (Pondicherry-Bangalore)

NH-207 (Sarjapur-Bagalur-Hosur)

NH-219 (Krishnagiri-Kuppam)

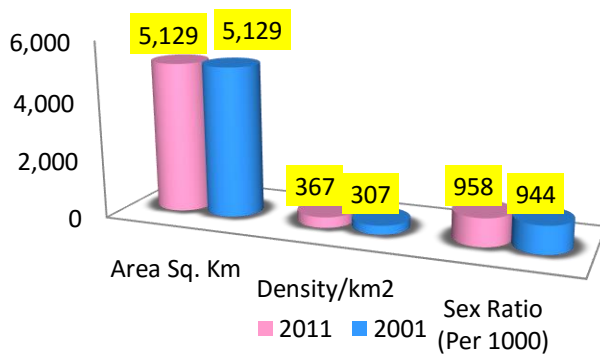
Socio Demographic Profile of the District

Krishnagiri district was bifurcated from the erstwhile Dharmapuri district and came into existence from 2004. Its area is 5143 Sq. Kms. This District is elevated from 300m to 1400m above the mean sea level.

There are five Taluks-Hosur, Krishnagiri, Denkanikottai, Pochampalli, and Uthangarai. Hosur is known for manufacturing base in general engineering and oems to automobile sector.

The district has 10 Rural Blocks consisting of 333 Village Panchayats *Annexure-I-Table-1*. The District has a population of 18, 79,809 persons with 367 people per sq.km which is comparatively low with respect to state ie; 555 people per Sq.km given in *Annexure-II-Figure-1*.

Figure 1: Krishnagiri District: Population Density



The district population constituted 2.61 percent of total Tamil Nadu state population and in 2001 Census this was at 2.50 percent of state population. The **district rural population is 14, 51,446 (77.21%)** and the urban population is 4,

28,363 (22.79 %) stated in *Annexure-II-Figure-2*. It shows the increase in % of decadal growth of urban population (62%). Decadal growth of total population is 20.41 percent which is higher than the state decadal population growth 15.60 percent stated in *Annexure-I-Table-2*. The growth of urban population is due to the access and opportunities available to the nearest metropolitan and SIPCOT, SIDCO Clusters for employment.

Table-1 Krishnagiri District Decade of Changes/Growth in demographic profile

S.No	Description	2011	In %	2001	In %
1.	Total Population	1,879,809	100	1,561,118	100
2.	Rural Population	1,451,446	77.21	1,297,129	83.09

3.	Urban Population	428,363	22.79	263,989	16.91
4.	Male	960,232	51.08	803,077	51.44
5.	Female	919,577	48.92	758,041	48.56
6.	Area Sq. Km	5,129		5,129	
7.	Density/km ²	367		307	
8.	Proportion to Tamil Nadu Population	2.61%		2.50%	
9.	Sex Ratio (Per 1000)	958		944	
10.	Average Literacy	71.46		62.29	
11.	Female Literacy	63.91		51.62	

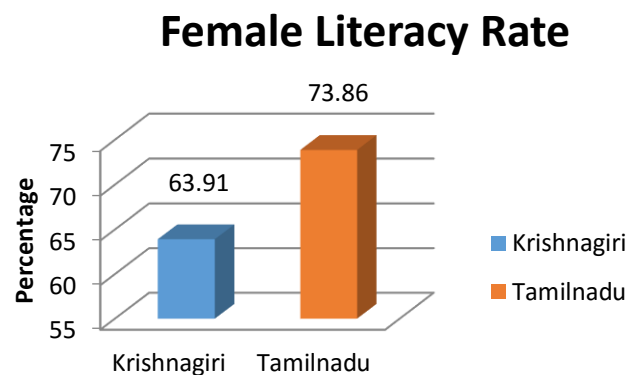
Source: Census 2001, 2011

Sex Ratio

Sex Ratio in Krishnagiri district is 958 per 1000 male compared to 2001 census figure of 944; it stands the 3rd lowest among the district in the State (State sex ratio is 995) given in *Annexure-I-Table-3*. The Scheduled Caste sex ratio is 974, which is the 2nd least among the districts. It indicates the gap in gender and development and inclusion.

Literacy

The average literacy rate of the district is 72.41 %, which is the 3rd lowest among the districts and the female literacy is 63.91% in 2011. (*Annexure-II-Figure-3*)



Source: Census India 2011

Figure 3: Female Literacy Rate

SC, ST Population

Scheduled Castes and Scheduled Tribes accounted for 14.22% and 1.19% of the population respectively in which the ST percentage is higher than the state ST percentage 1.1. Refer Annexure-II-Table-4.

The SC and ST population is higher than the district percentage in the blocks like Uthangarai 24 % and 1.73 %, Kelamangalam 13 % and 3.80 %,Thalli 15% and 3.53%, Shoolagiri 14% and 1.29% and Bargur 14% and 1.16% respectively mentioned in Annexure-II-Figure-5&6.

Community Based Organizations With the external assistance from Government of India and World Bank, the Tamil Nadu Pudhu Vaazhvu Project and Tamil Nadu State Rural Livelihood Mission are implemented in 5 blocks each from the year 2005, 2010 respectively.

Community Based Organizations (CBOs) such as Village Poverty Reduction Committees

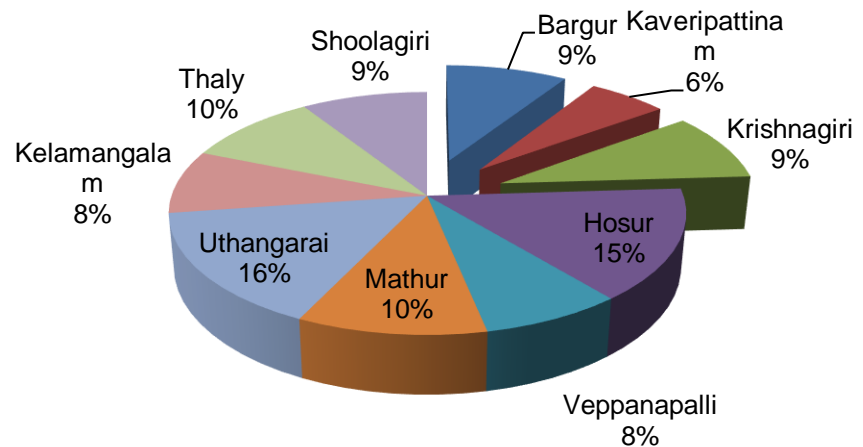
(VPRCs) and Panchayat Level Federations (PLFs) were promoted to provide services to poor. These CBOs leverages financial support from banks and provide support to the members for the livelihood activities. There is a significant number of NGOs promoted SHGs federation is functioning in the district and they does support functions and monitor the SHGs financial performance. The statuses of CBOs in the district are

- 25884 SHGs
- 346 VPRCs
- 403 PLFs/CLFs and
- 238 CLGs/Commodity groups

A majority of the community based organizations in Krishnagiri district focuses on poverty reduction and development and a few Farmer Producer Organizations (FPOs) and commodity groups have been formed with the focus on enterprise development. Private players have engaged in promotion of food enterprises and associations for more than five years. There are 6 FPOs in Krishnagiri district. 5 FPOs are formed by Vegetable Growers a one be Red gram and Finger millets growers.

All 6 has got Fund support from NABARD

% of SC population in Blocks



Occupation Profile

The district has a total of 448,053 households. There are a total of 877,779 workers(46.7%), comprising 218,600 cultivators(26.89%), 197,369 (30%) agricultural laborers, 15,237(2.5%) in house hold industries, 310,795 (40.61%) other workers, 135,778 (7.22%) marginal workers, 17,438 marginal cultivators, 65,959 marginal agricultural laborers, 6,681 marginal workers in household industries and 45,700 other marginal workers (*Annexure-I Table-5*).Percentage of female workers is 34.38% (3,16,145 persons) and the percentage of male workers is 58.49% (5,61,634persons) . The percentage of main female workers is low (26.92%) when compared to male main workers (51.49%). But the percentage of female cultivators is slightly high (26.95%) when compared to the male cultivators (26.86%). With regards to agriculture laborers, the percentage of female agricultural laborers is high 1,32,902 persons (43.04%) when compared to the male agriculture laborers 1,30,426 (23.22%).

Name of the Block	Total Workers	Female Workers	% of Female workers	% of Cultivators to total workers	Agri Labourers	% of Agri labourers	Women Agriculture labourers	% of Women Agri. Labourers
Bargur	91,432	34,843	38.11	18	28,202	30.84	13,430	47.62
Kaveripattinam	83,328	33,423	40.11	26	21,425	25.71	10,364	48.37
Krishnagiri	66,077	23,509	35.58	15	14,249	21.56	7,152	50.19
Hosur	94,183	25,481	27.05	19	12,744	13.53	5,662	44.43
Veppanapalli	47,334	18,896	39.92	28	14,254	30.11	6,609	46.37
Mathur	55,644	22,909	41.17	19	14,607	26.25	7,548	51.67
Uthangarai	76,885	33,569	43.66	23	27,230	35.42	14,015	51.47
Kelamangalam	67,832	27,866	41.08	31	17,051	25.14	8,104	47.53
Thaly	94,936	36,767	38.73	55	17,758	18.71	8,857	49.88

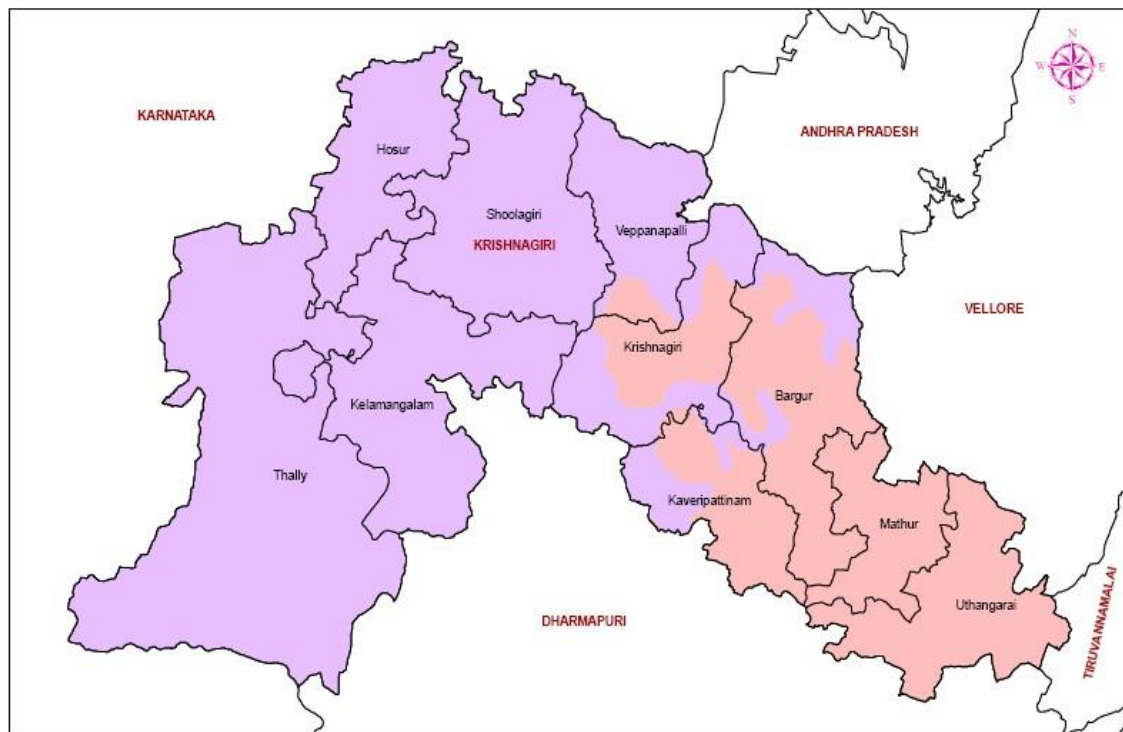
Shoolagiri	84,796	31,121	36.70	16	24,878	29.34	11,531	46.35
Krishnagiri District	8,77,779	3,16,145	34.38	26.89	2,63,328	30.00	1,32,902	42.04

It is reported that the district has 1.53 percentage of differently abled population. The SC and ST population is higher than the district percentage in the blocks like Uthangarai 24 % and 1.73 %, Kelamangalam 13 % and 3.80 %,Thalli 15% and 3.53%, Shoolagiri 14% and 1.29% and Bargur 14% and 1.16% respectively. Tribal like 'Irular' live in the forest of Denkanikottai around, Thalli and Kelamangalam blocks (*Annexure-I table-6*). They have their identity and individuality in nature based livelihoods.

Geographical Features Topography

Krishnagiri is a border district of Tamil Nadu having a large number of small hills and is generally a dry district. Tamil Nadu has been divided into seven Agro climatic zones based on different Climatic Conditions (*Annexure-I, Figure-7*). Krishnagiri occupies the Fourth Zone called as **“North Western Zone”** Krishnagiri district forms part of the upland plateau region with many hill ranges and undulating

AGROCLIMATIC ZONES OF KRISHNAGIRI DISTRICT



Generated at
Remote Sensing and GIS Centre, Tamil Nadu Agricultural University, Coimbatore - 641003.

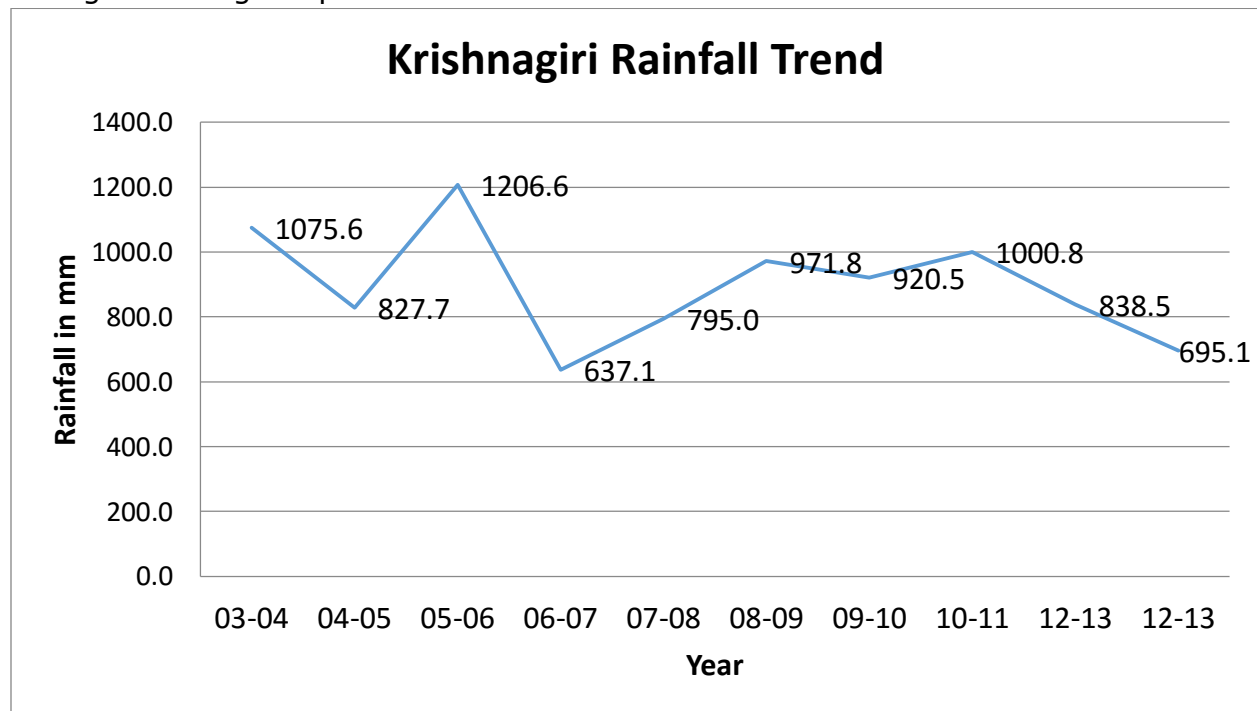
Legend
 High Altitude and Hilly Zone
 North Western Zone

plains. The western part of the district has hill ranges of Mysore plateau with a chain of undulating hills and deep valleys extending in NNE-SSW direction. The plains of the district have an average elevation of 488 m msl. The plateau region along the western boundary and the northwestern part of the district has an average elevation of 914 m msl. The Guthrayan Durg with an elevation of 1395 m msl is the highest peak in the district.

More than 75 percent of the area cultivated is under rain fed conditions. Also the rain received is not evenly distributed throughout the crop period. As a result of erratic distribution of rainfall, crop production often fails causing economic loss besides unemployment problem.

Climate and Rainfall

Drought is a regular phenomenon in this district.



The Climate of Krishnagiri district is normally considered as pleasant. The max temp at peak during summer rise to 37°C and minimum temperature in high elevation areas falls to 2-3°C in the winter season.

The district gets a normal rainfall of about 850mm and North east monsoon accounts for nearly 40% of the rain, where southwest monsoon is unpredictable and ranges from 30-50% of the total rainfall.

The average rainfall calculated from 2001 to 2012 is 976 mm per annum for the district. The rain received is not evenly distributed throughout the crop period. As a result of erratic distribution of rainfall, crop production often fails causing economic loss besides unemployment problem. During the failure of the crop the farmers skip the crop. Drought is a regular phenomenon in this district.

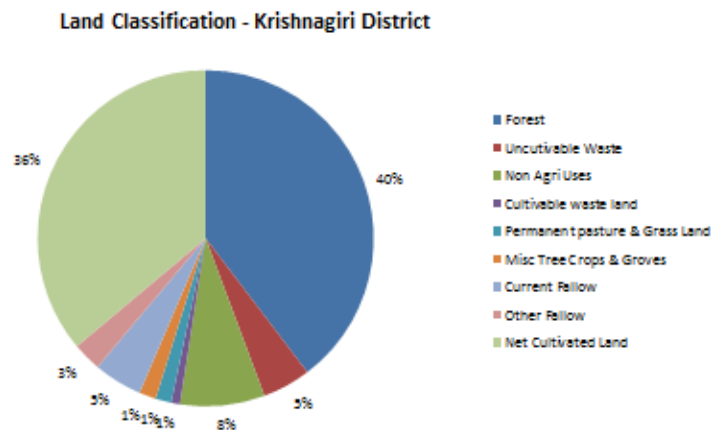
The rainfall trend has been on an above normal rainfall for most of the years (*Annexure-II Figure-10*). Land Use Pattern of the District

The land use pattern of the district shows that forest area occupied a maximum percentage, nearly 40 percent, while the **net cropped area followed with 37 percent**. The other types of land uses occupied a minimum percentage of less than 10 percent for each category.

Krishnagiri district is fast becoming an industrial hub and so the land put to non-agricultural uses is around 41,922 hectares. There is no major shift in the land use pattern for the past few years. The analysis of land use information for the year 2013-14 reveals that among the blocks in Krishnagiri district,

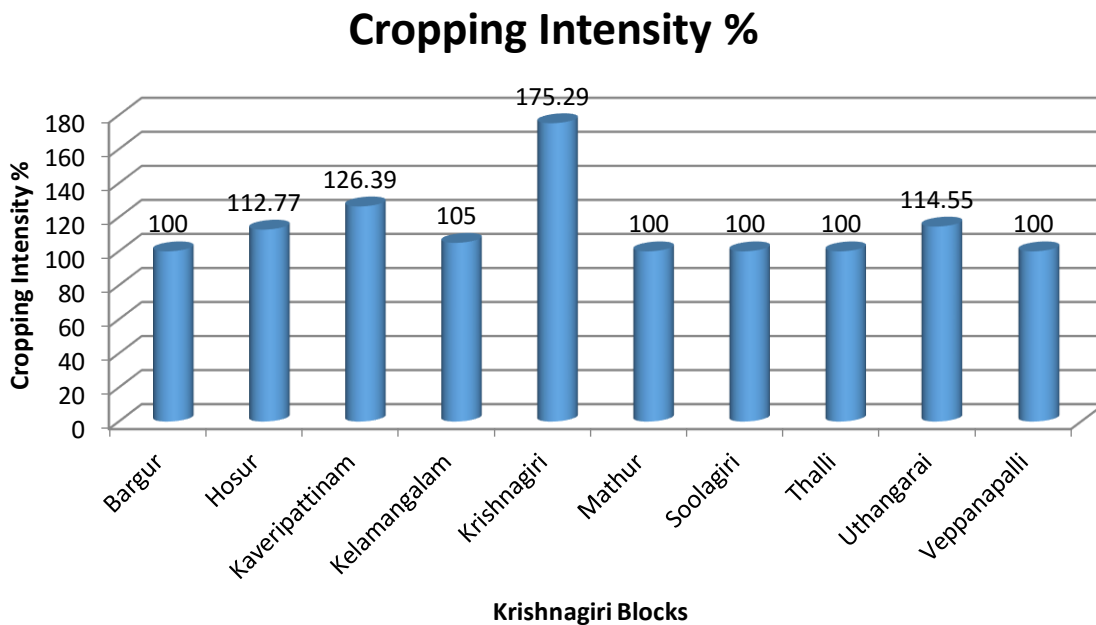
Thalli occupies the largest geographical area (138,195 ha). 60% of its geography is covered by forests. **50% of Krishnagiri is also covered by forests**. The average net cultivated area for each block is about 18000 ha. **20% of Hosur block is put to non-agricultural uses revealing the industrial development in the block. 50% of the total area is put under cultivation in Kaveripattinam and Bargur blocks, whereas 31% is only cultivated in Krishnagiri.** (*Annexure-II-Figure-8*)

Land use pattern



Cropping Intensity

The total geographical area of Krishnagiri district is 5, 14,326 hectares. The net area sown is 1, 85,683 hectares (2013-14) which accounts to 36% of the total



geographical area. The area sown more than one ranges from 34,500 hectares to 69,000 hectares which shows the potentials of a second crop dictated by the behavior of the monsoon and corresponding availability of water in surface / sub surface storages.

The permanent pastures and other grazing lands and the land under miscellaneous tree crops and grass area accounts for an average of 16,000 hectares. The net area sown in this district constituted 96 percent in the total cultivated area and the area sown more than once was very less due to low irrigation potential.

The above graph (Graph number) depicts the percentage of cropping intensity. Krishnagiri block shows the highest cropping intensity 175.29%. The other blocks which have cropping intensity higher than 100% are **Kaveripattinam (126.39%)**, **Uthangarai (114.55%)** and **Hosur(113%)**. Cropping intensity of above 100% infers that more than one crop is raised in a year. (Annexure-II Figure-9)

Soil

In general, the soil in the district is quite loose and fresh with its color from red to dark brown. **The soil has low nitrogen and phosphate content** with marked variation between different taluks.

Coarse textured red sandy loam (TypicUstorhent) 80 percent

Laterite 10 percent

Black and other soil types 10 percent

Sl. No	Type of Soil	Place in District (Taluks)	Area in Ha.	% in total Geographical area
1	Red soil	Denkanikottai, Hosur, Krishnagiri, Uthangarai, Pochampalli	234623	45.6
2	Clay soil	Krishnagiri, Uthangarai	50068	9.7
3	Kava soil	-	-	-
4	Vandal soil	All Taluks	550	0.1
5	Barren	-	23957	4.7
6	Other soil	All Taluks	2719	0.5
7	Forrest & Barren	All Taluks	202409	39.4
Total Geographical Area			514326	100

Red soil is predominantly found in Hosur, Shoolagiri, Kelamangalam & Thalli taluks and accounted for 45.6 percent area of the total geographical area. Krishnagiri and Uthangarai taluk comprised of clay soil which occupied eight percent of area and **nearly 40 percent of area in all the taluks was under forest and barren soil.** (Annexure-I Table-8)

Water Resources

Rivers

The main rivers that flow across the district are Cauvery and South Pennar.. It forms a waterfall at Hokenakkal and joins Mettur Dam.

Reservoirs

Krishnagiri Reservoir Project, Shoolagiri-Chinnar Reservoir, Thangarai Reservoir, Pambar Reservoir, Kelevarapalli Reservoir Project and Bargur Tank are the sources of irrigation for Krishnagiri district. By all these water reservoirs **18,965 ha** of land are irrigated.

Status of groundwater

The stage of ground water development ranges from 34 to 159%.as per the District Ground Water Brochure of Krishnagiri District Published during the year 2009. Categorization of blocks based on the assessment of dynamic groundwater resources (31 March 2011) is as follows:

Categorizati	Utilization	No. of	Names of the Blocks
Safe	Upto 70%	2	Hosur, Thally
Semi Critical	between 70 &	4	Kaveripattinam,
Critical	between 90 &	1	Shoolagiri
Over exploited	beyond 100%	5	Veppanapalli, Bargur, Uthangarai, Madur, Krishnagiri

The water requirements of rural and urban areas in the district are met with either through surface water sources or through various mini water supply schemes or integrated water supply schemes utilizing the available ground water resources.

Ground water resources

In the absence of any major water intensive industry, the industrial water requirements of the district are met with from either surface water or ground water resources available locally.

Krishnagiri is a water starved district. The erratic and deficit rainfall over the last few years have brought down the water table.

District Infrastructure

Power Supply Position

Generally power supply position in Krishnagiri District is normal. But in some areas, low voltage problem is felt, especially in the hamlets in Ghat section. To minimize the current consumption charges in the Panchayat, efforts were taken to utilize solar power lights as an alternate and renewable source in Krishnagiri District

Rural Electrification

Overall, 100 per cent of the hamlets are covered under rural electrification.

Railways

Salem-Bangalore Broad gauge line runs through Hosur. A railway line between Jolarpet and Hosur (Via) Krishnagiri will pave way for further improvement of industrial growth in Hosur. This will link Chennai city and its port facilities with the

growing town of Hosur, which is also a hub for horticultural crops. However, this will take time for realization.

Farm Sector

Land Holding Pattern of the farmers –

The distribution of land size holdings as shown in (*Annexure-I, Table-9*), indicates the fact that 1,96,131 farmers were marginal i.e holding less than 0.5 hectare and this scenario continues as the number of farmers gradually decrease with the operational holdings from marginal to small (0.5 to 2.0 hectares) and thereafter drastically reduced to very small number of farmers holding large area (10 & 20 hectares) and seven percent of the land holders belong to SC/ST community.

Table-2 Land Holding Pattern

Blocks	No. of farmers	Below 2 ha
Krishnagiri	20247	95
Kaveripattinam	23728	90
Bargur	13969	90
District	285619	93

The block wise analysis of the landholding pattern revealed that Veppanapalli block had the highest number of marginal farmers (89%) and Bargur had the least (35%). The number of farmers holding less than 2 ha of land were 20,247 in Krishnagiri (95%), 23,728 Kaveripattinam (90%) and 13,969 Bargur (90%) of the farmers owned less than 2 ha of land.

Size Class of holdings (Hectares)	Land Holders			Area (Hec.)		
	S.C.	S.T.	Others	S.C.	S.T.	Others
Marginal	16565	201	196131	7275	85	77751
Small	2216	53	43624	3095	73	60764
Semi small	479	15	17566	1230	39	47068
Medium	36	1	4190	182	7	22944
Large	1	0	314	14	0	4882
All sizes	19297	270	261825	11797	204	213409

Irrigation

The irrigation sources of the district indicate that **wells were the major source** of irrigation supplemented by **tanks and canals**. The tube wells formed an important source of irrigation for the Hosur and Denkanikottai taluks. Tube wells formed the major source of irrigation (66 percent) followed by tanks (16 per cent), wells (16 per cent), canal (2 per cent) and other sources in that order.

The wells dug under private sector with pump sets were seen in most places and private tube wells were the next source in utilizing the ground water potential.

The Public Works Department and Panchayat union maintained tanks, ponds and supply channels also play an important role in the irrigation of Krishnagiri district.

The major irrigated crops in the district are **paddy, ragi, turmeric, sugarcane, banana, tomato, groundnut, cotton, coconut and flowers**. The irrigated area under vegetables, fruit and flowers. Farmers have adopted to cultivation methods through judicious use of water with modern water management techniques and technology. The yield of those crops are can be increased as there is market proximity and connectivity to Cities.

The productivity of food crops like paddy, ragi and pulses can also be increased by proper water management practices.

Major Crops in the District

Owing to the climate and soil conditions Krishnagiri district suits to diverse type of cultivation. There are about 26 type of crops grown in the district including medicinal plants. Important crops grown in the district are Paddy, Ragi, Cholam, Red gram, Black gram, Mango, Coconut, Cabbage, Banana, Tomato etc., and the major cash crops are groundnut, flowers and cotton.

Area, Production and Productivity

The major crops in the district considering the area of cultivation are Ragi, Horse gram, Paddy, Groundnut, Red gram and Sorghum.

Table-3 Major Crops in Area (ha.) to State

Crop	State	Krishnagiri	Percentage
Ragi	118699	56649	47.72

Mango	143177	36889	25.76
Red gram	59643	8453	14.17
Horse gram	88733	30358	34.21
Tomato	24633	9479	38.48

The district contributes significantly to the state's area of production in Ragi, Mango, Red gram, Horse gram and Tomato. The area of cultivation of Ragi to the state is very high (47.72%). This may be owing to the climate and consumption pattern of Krishnagiri which borders of Karnataka.

Table-4 Contribution of Major crops to State Production (MT)

Crop	State	Krishnagiri	Percentage
Ragi	362343	153811	42.44
Mango	830291	141619	17.05
Red gram	57666	8520	14.77
Horse gram	56869	17755	31.22
Tomato	303914	142494	46.88
Potato	122737	46012	37.48

In terms of production of Ragi, Krishnagiri leads the State in production of Ragi, for Horse gram it ranks second after Dharmapuri, in Fruits and Vegetables it is first in the production of Potato and second in the production of Mango next to Vellore.

Krishnagiri district significantly contributes to the production of **Ragi (42.44%), Tomato (46.89), Horse gram (31.22%), Mango (17.65), Redgram(14.77%) in Tamil Nadu State.**

Ragi, Paddy and Pulses are widely cultivated in Krishnagiri district in terms of area and production. Ragi is predominantly cultivated in Anjatti area of Thalli and Bargur blocks, Paddy is widely cultivated in Kaveripattinam block, Pulses is the predominant crop especially Red gram and Horse gram in Bargur and Kaveripattinam.

Krishnagiri district is most suitable for cultivation of Horticulture crops especially in Thalli, Kelamangalam and Shoolagiri blocks where they are predominantly cultivated. Under horticultural crops the district leads in the production of Fruits, vegetables and floriculture, medicinal plants, are also grown. In perennial fruits cultivation, Mango is being cultivated as a major crop. About 40000 ha come under Mango cultivation. Tomato and Coconut are also lead crops in the in the district. The major vegetables cultivated in the district are Tomato, Potato, Cauliflower, and Cabbage. Krishnagiri also leads in Tomato production in the state. Annuals Banana is another major crop in the district. Krishnagiri also leads in the production of flowers in Tamil Nadu State next only to Dindigul.

The type of flowers cultivated are classified as,

Cut Flowers: In this district, the major cultivated flower crops Rose, Gerbera, Carnation, Golden rod, Bop, etc.

Loose Flowers: Jasmine, chrysanthemum, hybrid marigold, aster, etc. are being grown in this district.

Bulbous Flowers: Tube rose and Gladiolus are being cultivated

Table -5 Average Agricultural Productivity of Major Crops (Kg/ha)

S.No	Crops	State	District
1.	Paddy	4123	4828
2.	Ragi	3053	2715
3.	Red gram	967	1008
4.	Horse gram	641	585
5.	Tomato	12338	15033
6.	Mango	5799	3839

The average productivity of Paddy, red gram and Tomato at district level is higher than the state level average productivity which could be inferred from the above shown table. There is a substantial potential to increase the productivity of Ragi, horse gram and Mango. Low productivity of Mango fruits was seen in large traits in different parts of district. Under the National Horticulture Mission, it's proposed to take up productivity improvement through replantation with fresh stock supported with appropriate and integrated combination of inputs, pruning and grafting techniques.

Special Projects / Ongoing programmes in the District

At present in Krishnagiri district, Horticulture development programmes are implemented through no. of schemes viz. Integrated Horticulture Development Scheme, National Horticulture Mission and Micro Irrigation.

Integrated Horticulture Development Scheme

In Integrated Horticulture Development Scheme **50 percent subsidy** is given to the farmers, by distribution of fruit plants, hybrid vegetable seeds, spices, flowers etc,

Micro Irrigation

All categories of farmers are covered under this scheme. Assistance to farmers will be given for covering a maximum area of five ha per beneficiary. The scheme will facilitate to increase the coverage of area under drip irrigation and sprinkler irrigation for enhancing crop productivity.

National Horticulture Mission

National Horticulture Mission scheme is being implemented with the aim to increase the Production of Planting Material, Establishment of New Garden, Rejuvenation / Replacement of Sterile Plantation

Protected Cultivation

Green House (Hi-Tech) SF/MF- This programme is implemented in Hosur, Thalli, Kelamangalam & Denkanikottai since suitable conditions are available for protected cultivation. Moreover, in this area, the farmers are most interested in construction of Greenhouse. Promotion of INM/IPM

Emphasis will be on nutrition management and bio-fertilizer distribution to the farmers to balance the mal nutrition status in the soil.

Marketing

Marketing of agriculture is done through various regulated markets, co-operative marketing societies, Uzhavarsandhai (Fruits and Vegetables), Wholesale markets and Local Shandies. Apart from these Weekly markets and daily markets also exists in the district. The details of markets are as described as under. Rayakottah one of the biggest tomato markets in the state is in Krishnagiri district.

Table-6 Marketing Infrastructure Available

S.No.	Type	Total nos	Place
1.	Regulated market(APMC)	9	Krishnagiri , Hosur, D.Kottai, Keelamangalam, Rayakottai, Kaveripattinam, Bargur , Pochampalli, Uthangarai
2	Wholesale markets(Traders)	157	All blocks
3	Co-op marketing societies	97	All blocks
4	Local Shandies	23	All blocks
5	Uzhavar sandais	2	Krishnagiri and Hosur
6	Cold storage God owns	4	Krishnagiri and Rayakottah

APMCs

Eighteen agricultural produce commodities have been traded in Krishnagiri district both inside and outside the regulated market. Majority of the trade by volume of the commodities has been outside the regulated markets (85%) in the year 2015-16. The major commodities by volume among food grains is Paddy (10026 MT), Ragi (7797.7MT) and Horse gram (537.5 MT). A quantity of 5563.35MT of Cotton a fiber

crop has been traded, among plantation crops the trade of about 52,868.36 MT was seen in coconut. The trade of tamarind which is about 9084.8 MT in the district is not significant in terms of production in the district. The commodity arrives from Northern states of India and is distributed to rest of the Tamil Nadu after being processed in Krishnagiri. The processing has been done traditionally.

Uzhavar Santhais

The Uzhavar Santhais have been set up Krishnagiri and Hosur in this district. The salient features of these Santhais are the fruits & vegetables produced by the farmers are directly sold to the consumers. No involvement of middlemen Fair and just price for the farmers produce and reasonable price to the consumers. Hosur Uzhavar Santhais is functioning very well as it is located in an urban set up.

Tomato Market at Rayakottah

Rayakottah is one of the biggest vegetable markets in the state especially for tomatoes. It receives tomatoes produced Thalli, Denkanikottai and Rayakottah. From here it is transported to Hosur, Chennai, Rest of Tamil Nadu and Bangalore.

Cold storages

Out of the four cold storages three are owned by private players and the major commodity through these private cold storage godowns is **Tamarind**. One of the cold storage is in regulated market godown at Krishnagiri.

Transport

As stated earlier Krishnagiri has a well-connected network of roads and railways. The nearby airport is Bangalore through which exports of fruits and Vegetables is done.

Processing Facilities

There are numerous small rice processing and flour mills in Krishnagiri district. Uthangarai, Shoolagiri and Thalli have the highest number of mills. Kaveripattinam has the highest number of rice mills.

Mango Pulping Industries

There are about 74 mango pulping processing industries in Krishnagiri. The majority use manual cutting procedures about 54 mango pulping factories are in a stage of shut down in Krishnagiri. The 20 new mango manufacturing companies have new technology. During off season other fruits like guava are also processed.

Agribusiness Opportunities

This district has a great potential agribusiness and export of agricultural products. The establishment of special economic zones and investments made

through government departments and private players will further accelerate the agribusiness and value chain interventions.

Resource Institution

Regional Agricultural Research Center of Tamil Nadu Agricultural University is functioning at Paiyur in Kaveripattinam since 1973. This center is functioning in 18.5 ha of land. It helps the peasants to develop and adopt the modern techniques of cultivation. Tan flora an AEZ setup under public private partnership supports the floriculture enterprises of the region

Off Farm Sectors

The livestock and poultry sector provides ample opportunity and have to be developed in this district as the agricultural laborers population can earn income from this sector during the off season or non-cropping periods. There are 878 milk cooperatives 2 chilling centers and one dairy units. Milk value added products are produced in Kaveripattinam in large way through cottage industries.

Sericulture Development

The details of area under mulberry and production of cocoons in Krishnagiri district are furnished in *Annexure-I-Table-10*. The area under mulberry cultivation is the highest in Thali block and the lowest in Kelamangalam. The production of cocoon is high in Shoolagiri block followed by Hosur, Veppanapalli and Krishnagiri.

Cocoon Production in Krishnagiri District

Mulberry cultivation is predominant in Thalli, Shoolagiri, Hosur and Veppanapalli blocks. In terms of cocoons production in Shoolagiri, Hosur and Veppanapalli blocks. Though Krishnagiri is a major player in sericulture in Tamil Nadu the potential for taking up the cultivation in TNRTP select block ie Krishnagiri, Bargur and Kaveripattinam is very low.

(Krishnagiri rank among the 29 districts of Tamil Nadu varied from 15 to 25 during the 1990-91 to 2005-06 according to a NADP report compiled by TNAU,)

SWOT of the District-Farm

STRENGTHS	ISSUES&CONSTRAINTS
PROXIMITY TO MARKETS CONNECTIVITY HUB OF FOOD PROCESSING CLIMATE, SOIL SUITABLE TO PRODUCE HORTICULTURAL CROPS PREVAILING BUSINESS ECOSYSTEM SUPPORT	RELEVANT INFRASTRUCTURES- COLD CHAIN, WAREHOUSES AND LOGISTICS, PACKHOUSE FACILITIES NOT AVAILABLE FARMERS PARTICIPATION LIMITED TO PRODUCTION AND SUPPLY THEIR ROLE IN MARKETING VERY LESS 90% MARGINAL FARMERS TECHNOLOGICAL ADOPTION FARMER VERY LESS
OPPORTUNITIES	THREATS
FRUITS AND VEGETABLES CULTIVATION AND IMPROVED MARKETING PACKING GRADING OF VEGETABLES AND FRUITS EXPORTS OF FRUITS AND VEGETABLES	IMPROVED PACKAGE OF PRACTICES PRIMARY PROCESSING- PACKING GRADING TECHNOLOGIES EXPORT GUIDELINES HYGENIC WAY OF HANDLING

Industrial Scenario

Krishnagiri district is an emerging industrial hub in the state which provides economic development and generating employment in various sectors from general engineering, mining, printing, horticulture and floriculture, food processing and allied activities related to these sectors.

Krishnagiri district lies in the Industrial corridor of **Ranipet-Hosur industrial corridor**. The types of industries are heavy vehicle manufacturing, batteries, textiles, fibers, match boxes, food processing, coco fiber, foods, Pulp woods, and components from pins, needles, and components.

The Geography of the district with varied climates, soil, natural resources and connectivity form a different nature to industrial development. The horticulture, floriculture, poly houses, nurseries, agri economic zones, training centers are confined to Hosur, Thalli, Shoolagiri, and Madur blocks. (Annexure-I Table-11)

Agri and value addition of milk products are in blocks of Kaveripattinam, Krishnagiri, Bargur, Madur, Shoolagiri. There are 878 milk cooperatives, 2 chilling units and 1 Dairy unit.

Manufacturing, General engineering are presently limited to Hosur where there are many ancillary units which cater to the large and medium enterprises in the automobile sectors in Hosur, Ranipet and Bangalore. There are about 2000 Micro, Small and Nano enterprises that cater to the large industries manufacturing from needles to assembly of Aircrafts. To cater to the expanding industries SIDCO industrial estate has been established in Shoolagiri and SIPCOT in Barqur. Taking advantage of the industrial climate MOU for investments by car manufacturer like Audi and automobile manufacturers are setting up their shops which will help in expansion of ancillary industries. The Nodal agency for MSME has assisted new industrial units providing training, financial and technical assistance through its various programmes like UYEGP, PMEGP and NEEDS

The major sectors in District are: Floriculture, Horticulture, food processing granite processing and general engineering.

The coconut farming being important activity in eastern part of the district coir based enterprises can be developed in the district. Rearing of silk worms and cocooning serve to be an opportunity for growth in the district.

Table-7 Industrial background of the Krishnagiri district

S.No.	Industries	Units
1.	Large scale industry	150
2.	Mining quarries	265
3.	Tailoring & Garment	2303
4.	Food Processing Mango pulp	47
5.	Agro, horticulture, floriculture processing	3651
6.	Printing Off-set printers, Screen printers	465 1000
7.	Fruit based	40
8.	Poultry processing	15
9.	Oil crushing	19
10.	Food & Agro based	57
11.	Nurseries	2500

12.	Poly houses	700
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Industrial Estates

SIPCOT has promoted 4 Industrial estates in the district and SIDCO has two estates. There is one AEZ Agri Economic zone in Krishnagiri district. There are many large industries in district namely

1. TITAN,
2. TVS motors,
3. Ashok Leyland,
4. EXIDE,
5. ITC,
6. Carborandum Universal and many others.

There are more than 8500 MSME registered in the district. They are vendors and OEM suppliers to the large scale industries housed in Hosur, Bangalore, Ranipet and other parts of the country. Hosur is an industrial town in Krishnagiri housing more than 2000 general engineering enterprises. In short, Hosur town produces from "Pins to Aircrafts".

New Investments

The Government is setting up an

1. IT Special Economic zone in the District in Hosur-Bagalur National highway.
2. A bio-pharmaceutical (SEZ) is being set up in Hosur- Denkanikottai taluks and electronic manufacturing cluster is initiated by GMR group in Hosur.
3. The Government has announced setting up a Horticultural College in the District.

Clusters: There are five Clusters in the district which have been developed base on the opportunity for growth of industries in the micro and small enterprise sector. Four clusters of the total five clusters are in the blocks identified for implementation of TNRTP.

a. Manufacturing Cluster- Auto Component Cluster- Hosur

The automobile hub on account of large scale Industries like Ashok Leyland, Sundaram Fasteners, TVS motors, Exide, Bimetal Bearings, fabricated metal industries, Non-metallic products, machinery and equipments have set up in Hosur providing direct employment to nearly 1 lakh employees and indirect employment to more than 50000 people.

b. Printing Cluster –Krishnagiri

Krishnagiri district has announced developing a printing cluster and there are **465 offset printing press and 1000 screen printing units.** A printing cluster is to be set up in the industrial estate in Krishnagiri. The cluster, an initiative of the Krishnagiri District Master Printers Association (KRIPA), to safeguard the interests of 1,500 single offset and screen printers in the district. The project was developed by Krishnagiri Printers Association to support the development of micro enterprises and

10000 odd employees in the sector. The printing cluster will facilitate growth in the Industry through latest technology competing with the printing Industry in Sivakasi and Bangalore. The printing cluster is in the block identified for implementation of TNRTP.

c. Agro Processing Cluster- Krishnagiri

Mango being the major horticultural crop and second in mango pulping in the country next to Chittoor considering the growth opportunities Krishnagiri has been declared as the cluster. The district has 47 major pulpers. The have Public Private Partnerships with major beverage industries. The district has also 40 fruit based units, 15 poultry processing units, 19 oil crushing, 57 other food and agro processing units, amounting to 3651 agro processing units in the district.

d. Granite Polishing Cluster-Krishnagiri

Krishnagiri district has vast natural resources in the form of granites the most popular among them in Paradise. Black granite is available in Hosur and Denkanikottai. There are many granite processing units, which make slabs of granite, finished and decorated beautifully catering to the Domestic market and export Market. There are 265 quarries in the district which provides direct employment opportunity to nearly 28500 and indirect employment to more than 5000 members.

e. Cut flowers-Bargur

Floriculture is a major crop in the district where cut flowers are exported to various countries and district has an agricultural export zone Tanflora in the district for floriculture and horticulture. The expanding floriculture activities and business has led to the formation of cut flower cluster in Bargur.

Large and Medium Industry

There are 150 large and medium Industries in the District which provides employment to nearly 30,000 employees. Products from pins to planes are manufactured in Hosur. The connectivity and proximity to the capital city of Karnataka has helped in the growth of industry. These industries have led to the springing up many micro and small units who act as ancillary and vendor units to the LMI. The large industry sources majority of its components from the ancillaries and OEM suppliers in Hosur. The spurt of industrial growth in Ranipet, Bangalore has led to the Inflow of migrant labourers in to the district.

Micro Small and Nano Industries

There are 2243 Non-food manufacturing Micro and Small Industries in the District which are one among the major source of employment in the District. The categories of the Industries are listed below (totally to 2143 industries).

Industries

Krishnagiri district has vast natural resources in the form of granites the most popular among them are Paradise and Black granite. The granite is available in Hosur and Denkanikottai. There are many granite processing units, which make slabs of granite, finished and decorated beautifully catering to the Domestic market and export Market. The multi colored paradise slabs are being exported to America, England, Australia and some other European countries in large quantities. This industry is flourishing with the uninterrupted supply of electricity and availability of raw material and land at cheaper rates. The granite industry offers large chunk of employment in mining, extraction, processing, slabs, and logistics in this sector. There are growing opportunities for enterprise development in tailings business of Wealth from Waste creating eco-friendly paver slabs from the tailings of the granites. There are about 265 quarries and 20000 people employed in the industry in various activities in the supply chain.

Opportunity

The tailings in the granite quarries have become hazardous and are polluting the environment. No dumping yards and heavy cost involved into it has left the tailing in the open. There is a vast opportunity for reuse of tailings for making paver blocks wealth from waste. Which can be developed in to micro enterprises and creation of jobs in the district.(Green enterprises).

Garment industries

There are nearly 2303 tailoring units employing around 7000 Members in the district. The proximity to textile hubs in Bangalore, Salem and Erode has led to growth in smaller garment units in Krishnagiri Districts. The Major Garment Productions are in Medical textiles and woven readymade garments.

Food Processing Centers in Krishnagiri District;

Mangos and Guavas are the major horticultural crop grown in Krishnagiri leading to the establishment of pulping industry catering to public Private partnership. There are 47 major Pulpers in the District and nearly a dozen food processing industries in the District.

The major work force in the pulping industry is women. There are two main Mango Pulp clusters in the country Chittoor district in Andhra Pradesh and the second cluster is Krishnagiri district in Tamil Nadu. The pulped mangoes are consumed in domestic markets for production of value added products in global markets like Saudi Arabia, Netherland, Yemen Republic, Kuwait and United Arab Emirates. Government of India has proposed to setup a centre of excellence in Krishnagiri for Mango.

Fisheries

4700 and 22 families are involved in inland fishing in the district. There are 2369 hectares water spread areas for inland fishing. There are five reservoirs and four rivers are flowing in the district. The total Inland fish catch was 900.227 tons worth of 539.476 lakhs.

Service Sectors

In the district there are no of authorized repair and service station catering to the automobile sector due to high number of penetration of automobiles in the district. There are 431 automobile service centers, 819 electrical and electronics service centers. There are 190 Restaurants, 206 bakeries and 2302 (eateries, cool drinks, tea shops and mess). The growing industries, residential colonies, schools and investments in tourism sector within the district and the nearby district support the promotion of service sectors.

Table 14: District Skill GAP in 000s (in thousands)

District Skill GAP (in 000s)	2012-2017				2017-2022			
	Un Skilled	Semi-Skilled	Skilled	Total	Un Skilled	Semi-Skilled	Skilled	Total
Incremental Human Resource Requirement	43	25	32	103	90	43	47	180
Incremental Human Resource Availability	80	3	23	107	90	3	27	120
Skill GAP	-37	22	9	-4	0	40	20	60

The Employability Crusade

Internationally - It Is a Crisis

The diagnostic study analyses the secondary data to infer the scope of skills and employment in Krishnagiri District of Tamil Nadu.

Nationally -It Is a Demand

The skill development training for youths can be provided based on the Industrial requirement, enterprise development opportunity and the institutional availability in the district. (*Annexure-I, Table-12*)

District Urban Infrastructure

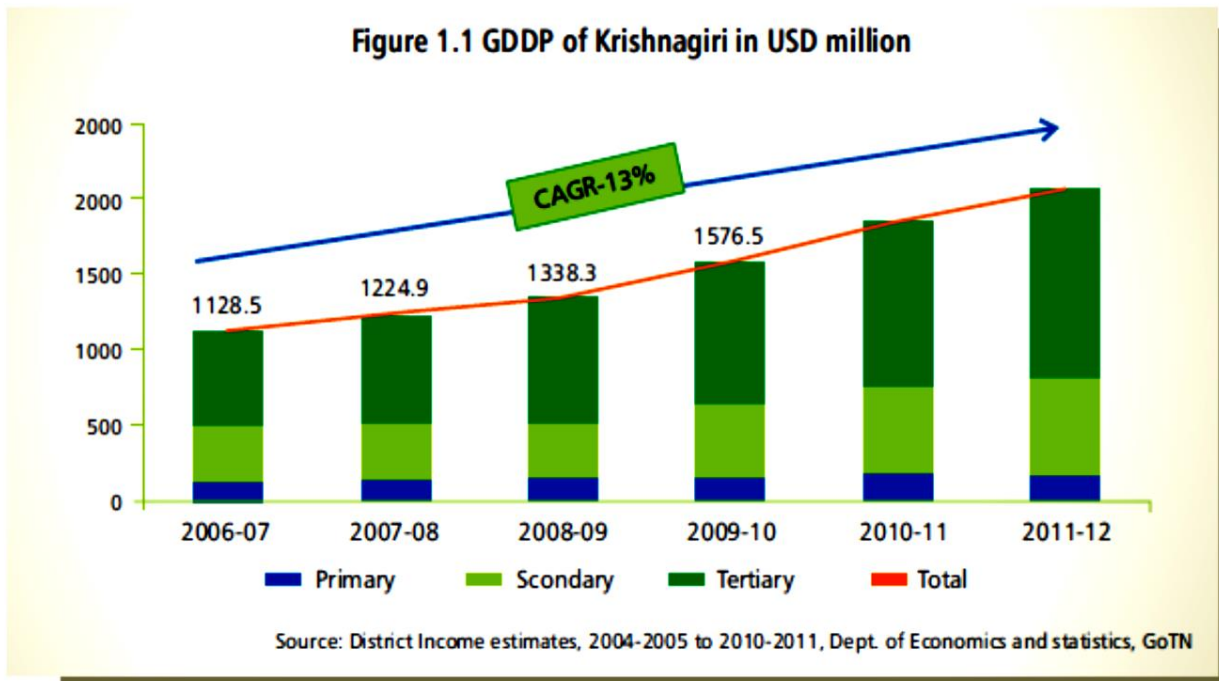
Krishnagiri Special Investment Region

GMR Group, with an objective of building world class industrial infrastructure in India, is setting up a SIR at Hosur, Tamil Nadu just 45 km from Electronic City, Bengaluru. The location provides unique advantage of multi-modal connectivity with National and State Highways and a railway line running alongside Krishnagiri. The Group is developing a 3,000 acre multi-product Special Investment Region (SIR) at Krishnagiri, near Hosur in Tamil Nadu and 10,000 acre Port-based multi-product SIR at Kakinada, Andhra Pradesh. SIR is planned to be developed as an integrated city spread across 3,000 acres in the influence area of proposed Chennai-Bengaluru Industrial Corridor. Krishnagiri SIR is being planned to house the following manufacturing clusters:

- Automotive & Ancillary;
- Defense and Aerospace;
- Precision Engineering;
- Machine tools;
- Electronics Product Manufacturing;

Designed to encompass a complete ecosystem, Krishnagiri SIR focuses on Manufacturing enclaves, Innovation Centers, Manufacturing Support Services Center, Multi Skill Development Centre and other social infrastructure like housing, convention center, commercial area and range of services that are essential for a large industrial city center of this scale.

Economic Profile



The GDP of the Krishnagiri in 2012 is 2063.9 US\$ million. The district has grown at a CAGR of 13 % contributing with the tertiary sector contributing the highest to the growth of the GDDP. The tertiary sector contributes about 60% to the GDDP of the district. Major contributors to the tertiary sector are Mango pulp extraction in the agro-food processing sector, Granite slab mining, cutting and polishing in the metallurgy sector and manufacture of auto components in the automobile sector

Potential Sectors for Skilling and Employment.

- Auto and Auto Components
- Banking and Financial Services and Insurance
- Chemicals and Fertilizers
- Pharmaceuticals
- Construction
- Food processing/Cold Chain/Refrigeration
- Healthcare

- IT and Ites
- Textiles Apparels and Garments
- Hospitality
- Transportation Logistics
- Agriculture and horticulture.

Market Driven Skills & Jobs

- Nursery development,
- poly house maintenance and packaging.
- AC & Refrigeration
- Electrician
- Hospitality (F&B)
- Housekeeping
- Garments- tailoring
- Plumbing
- Welding
- Assistant Electrician
- CNC Operations
- Automobile Service (2 & 3 wheelers)

The diagnostic study focuses on identifying the skill gap and availability of jobs across farm, off-farm, non-farm and service sectors for self-employment and wage employment. For this purpose, the data was collected from secondary sources, direct interviews, and focus group discussions. Recommendations are arrived to address the employability, based on the suggestion given by department officials from agriculture, horticulture, DIC, THADCO, TNPVP DPMU, TNSRLM, TNSDC, President of Hosur Small and Tiny Industries' Association (HOSTIA).

Invention of new technology and mechanization

The study across all sectors has led to specific skills, employment in farm and off-farm activities especially in agriculture, horticulture, floriculture, sericulture, animal husbandry and food processing. The secondary source of income is from non-farm sector such as automobiles, textile, garments, metal based, engineering and construction. Services remain as tertiary sector with skills and jobs in retail and travel, hospitality, logistics, healthcare, IT/ITES, banking and Financial Services and Insurance (BFSI). The opportunities of skilling in the high value food processing industry, agro enterprises will lead to creation of localized jobs.

Low availability of appropriately skilled human resources is a problem faced by employers across sectors in the district. The problem is particularly acute in the case of Small Scale Industries – while larger firms can afford to conduct campus recruitments at skill training institutes or set up captive training centers, the unavailability of skilled workers is a major challenge for smaller firms. In spite of their

inclusion in the government’s apprenticeship scheme, they often face difficulties in finding suitable candidates.

The unorganized sector is one of the largest employers in the state economy, estimated to have over one lakh workers in 2017. Skill training programmes that offer a single specific skill deter skill acquisition in the unorganized sector, since workers are required to perform tasks requiring multiple skill sets. There is a need to focus on up-skilling those who are already employed in the unorganized sector through multi-skilling programmes. This further remains an issue because of the seasonal employment in rural areas. Recruitment processes are unorganized across sectors, thereby weakening the linkages between skill development and employment – there is a need for private employment exchanges and formalized recruitment processes.

There is a need to facilitate targeted skilling initiatives through the existing schemes through various programs

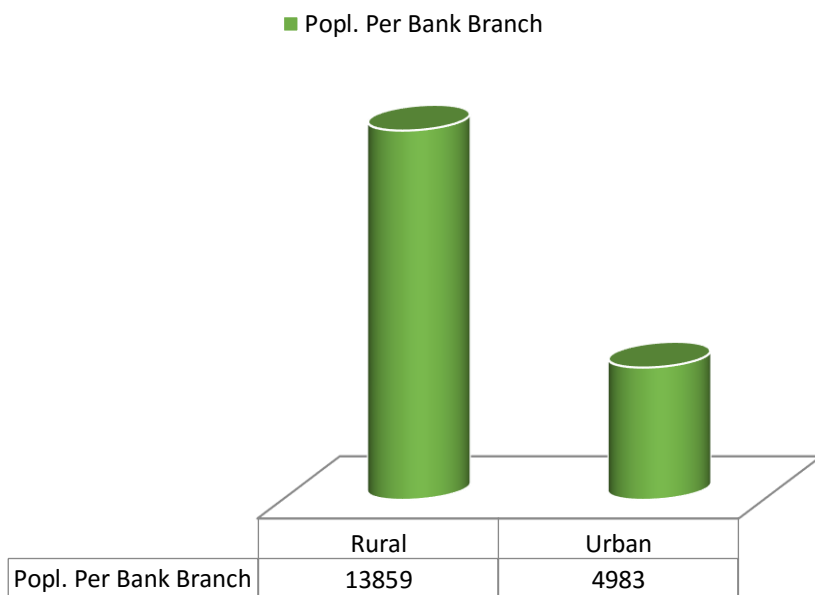
1. Mahalir Thittam
2. TNSDM
3. Thadco
4. Backward classes

Banking penetration in the district:

In Tamil Nadu, nationalized banks have good rural branch (1688) presence followed by private sector bank presence (687). State Bank also has good rural branch(337) presence following private sector banks.

Indian Bank is the lead bank of Krishnagiri district. Indian Overseas Bank with 37

branches, State Bank of India with 15 branches, Indian Overseas Bank with 10 branches , Syndicate Bank with 7 branches, State Bank of Mysore, Canara Bank & Lakshmi Vilas Bank with 6 branches each are the leading banks in the district. Almost all scheduled banks have set up a branch in Hosur. The population per branch (excluding PACS) works out to 9862 (With rural presence for every 13859



members). Of the total 191 branches, 86 are rural branches and remaining 105 are semi-urban branches. There are no unbanked villages in the district.

Credit Deposit Ratio:

The total deposits of all banks increased during the year 2014-15 over the preceding year by 21%. The loan outstanding for the district as a whole as on 31 March 2015 as compared to position as on 31 March 2014 increased by 9%. **CD Ratio:** The present CD ratio is 139.

Total credit linkage through SHG in the district is **611.76 crore** through 16919 SHGs but the TNSRLM & TNPVP Covers only 50% of SHGs(7358 out of 14500) and credit linkage is only to 128 crore. Financial literacy center is present in Krishnagiri and INSETI is in Kaveripattinam.

PLP-(Potential Linked Credit Plan)-2015-16 says that the district has potential for 625 crore which is 10% of TN Target for SHG Linkage. Around 35% of the district SHGs and 50% of the credit falls within Bargur, kaveripattinam and Krishnagiri districts. Among the existing 7358 SHGs around 35% are defunct especially in the three blocks.

Joint Liability Groups Lending:

During 2014-15, a total amount of Rs. 61176.612 lakh was lent to 16919 SHGs in the district. However, only 180 JLGs were credit linked for an amount of Rs. 448 lakh.

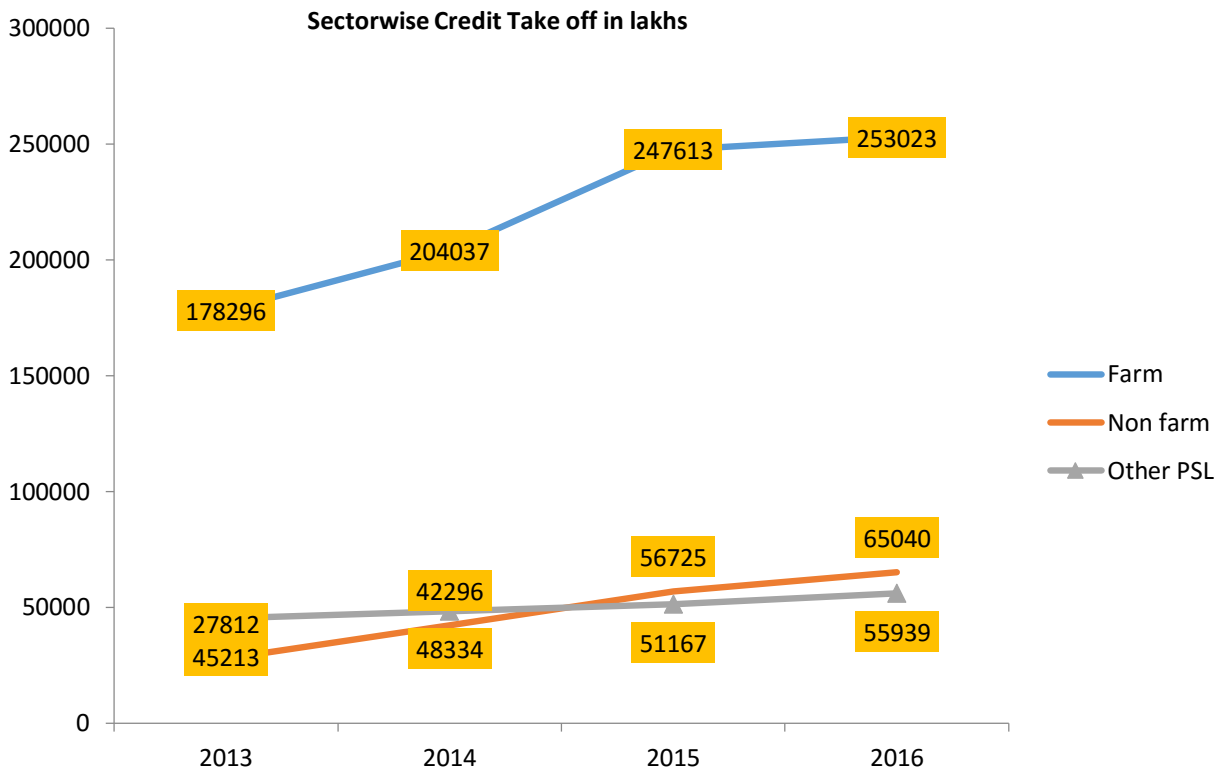
Awareness on interest subvention on marketing credit, JLG mode of lending for farmers with no title to land, post-harvest facilities available, etc. will ensure that the marketing facilities available are utilized properly.

Funding to POs:

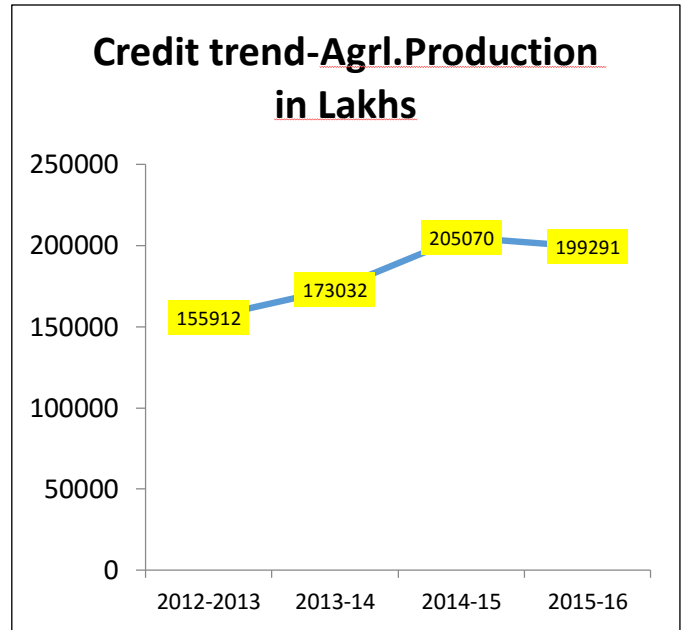
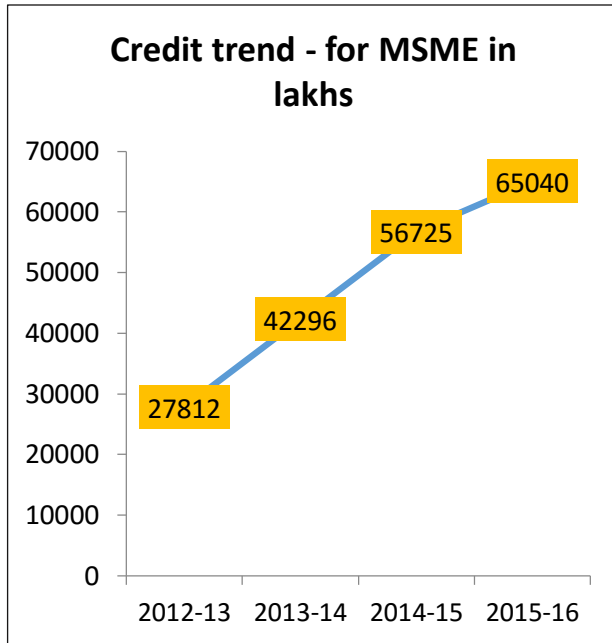
5 FPOs of Vegetable Growers and 1 FPO of Red gram and Finger millets are present in the district. All 6 have got Fund support from NABARD. No FPO has been funded by NABKISAN/SFAC. NABARD Provide Capacity building grant of 9 lakhs per FPO. SFAC Provides matching grant on equity and credit guarantee support up to 1 crore.

Credit Inflow:

The term lending of the banks has been increasing steadily from 13% to 15% to 17% of total agriculture lending during the last 3 years of 2012-13, 2013-14 & 2014-15.



Credit take off for Horticulture crops has shown a drastic increase. Credit take off by dairy is higher among the AH Sector comprising mostly of Animal provisioning.



Credit for MSME is in increasing trend with focus on many subsidized schemes proposed.(SMILE, PMEGP, UYEGP, NEEDS,MAKE IN INDIA, START UP , STAND UP)

Block wise Credit take off across sectors

Credit flow to Krishnagiri block is higher comparing to Bargur and Kaveripattinam blocks across all sectors. There is an increase in agriculture credit across Bargur and Kaveripattinam block but whereas in Krishnagiri block there is decrease in Agriculture credit is noted.MSME Credit has seen a gradual increase across years in all three blocks. The products that come under MSME are enclosed in *Annexure-I, Table-15*.

MFI Presence:

Tamil Nadu contributes to 16% of the total MFI portfolio in India (8048 crore). There are 25 institutions with 951 branches with a present outstanding of INR 3666 Crores with a member level average outstanding of 14301 INR. Small Banks are the new category of banks announced by RBI in July 2014. Around 10 companies have received this bank license across India. Krishnagiri District is moderately served by Microfinance institutions. Ujjivan, Sangamitra, Thenpennai, GraminKoota, NABFINS, Equitas, Andhra Financial Services and Jana Lakshmi are having good presence in Krishnagiri district. Ujjivan, Jana Lakshmi and Equitas are the small finance banks operating in Krishnagiri district.

Opportunities in Krishnagiri:

1. The opportunities for enterprise promotion is favorable due to its connectivity, emerging Industrial hub varied sectors Viz General engineering, mining, Food processing, textiles and garments.
2. The major sectors of investments in the district are floriculture, horticulture, granite processing and food processing.
3. Promotion industrial estates promoted by Sipcot , Sidco, Agriculture Economic zone in Thally- Tanflora.
4. Government investment in clusters-
 - (a) Auto component manufacturing cluster -Hosur
 - (b) Printing cluster - Krishnagiri
 - (c) Mango pulp cluster- Krishnagiri
 - (d) Granite polishing cluster- Krishnagiri
 - (e) Cut Flowers- Bargur
5. New private investments in the District:
 - (a) IT special economic zone in Hosur
 - (b) Bio-Pharmaceutical SEZ in Hosur
 - (c) Electronic manufacturing cluster in Hosur by GMRNano Enterprises in general engineering

Opportunities for Enterprise Development:

1. Service based automobile and electronic repairing
2. Nursery Development, Poly houses, Packers and logistics.
3. Contracting of activities 1. Grafting 2.Harvesting 3.Grading 4. Packing.
4. Production units in Food processing, fruits, Tamarind, Millets, milk Based units
5. Food enterprises –Motels and Coffee lounges
6. Wash Enterprises.
7. Production units for bio-fertilizers and pesticides
8. Promotion of solar energy enterprises. (Eco Zen Models)
9. Production of paver bricks from tailings “wealth from waste”
10. Eco and farm stay along with traditional food enterprises.

Opportunities for skilling and employment:

1. Agri, floriculture and Horticulture based trainings
2. Packing and logistics training.
3. Food processing,
4. General engineering, CNC, Machinist, fabrication
5. Service sector Automobile, electronic, electrical and repair services.
6. Tailoring, and merchandising,
7. Solar energy services,
8. Food and catering

Sl no	Industries	Employment	Opportunities
1.	Large scale industry 150	30000	<ul style="list-style-type: none"> • For vendors as enterprises • Skilling & jobs • PPP and Migration center.
2.	Mining 265 quarries	20000	<ul style="list-style-type: none"> • Enterprise opportunities • Setting up of paver slab enterprises • Waste to wealth • Green industry • Govt. support
3.	Tailoring & Garment Units 2303	7000	<ul style="list-style-type: none"> • Opportunity for job orders in medical textile and garments units • Proximity to textile hubs of Bangalore, Salem & Erode
4.	Food Processing Mango pulp units -47 Agro, horticulture, floriculture processing uni-3651 Nurseries-2500 Poly houses-700 Fruit based units-40 Poultry processing unit-15 Food & Agro based units-57 Oil crushing units-19	27000	<ul style="list-style-type: none"> • Nursery development • Contracting of activities in horticulture & floriculture (grafting, harvesting, grading & packing) • Food processing units.
5.	Printing 465 Off-set printers, 1000 screen printers	10000	<ul style="list-style-type: none"> • Skills & jobs • Business promotion in the cluster
6.	Auto component and ancillary units	75000	<ul style="list-style-type: none"> • Skills & employment • Business promotion services

COMMODITY PRIORITIZATION

COMMODITY PRIORITIZATION TEMPLATE						
S. No	CRITERIA	DESCRIPTI ON	COMMODITY			
			MANGO	PADDY	PULSES	RAGI
1	Trend in number of producers involved in the commodity	For commodities which has large number of producers.	106%		141%	128%
2	Community Interest	Economic viability, Staple food, Knowledge and technology availability, Extension services, Awareness about Market availability		Water intensive crop. Hence not prioritized		
3	State/National Priority (Thrust from government)	State/National Government Schemes and Investments	NHM, Government is promoting Agro Processing cluster of Mangoes in Krishnagiri district. Centre of Excellence is		One of the chosen districts for NFSM, Integrated Development of Pulses Village Scheme	Chosen district for promotion of Ragi through INSIMP, NADP

			proposed to be set up for mango in Jenner, Veppanapalli block.		
4	Comparative advantage	Production, Favorable climatic conditions, GI type characteristics, Uniqueness emerging out of Ethnicity and culture, A prevalent cluster.	Major share in state production, Major Mango cluster, High demand for Certain varieties	Largest producer of Redgram, favorable climatic condition,	Largest producer of Ragi in the state, Dryland crop, Major Ragi cluster. Staple food of local population
5	Access to Market	Ability to sell the produce at a remunerative price- Local, National & International markets.	Export of mango pulp is estimated at Rs. 400 cr	Steady increase in demand throughout the nation, rise in prices.	High demand for Ragi in local market and the proximity to Andhra- a major market for Ragi
6	Opportunity for Value Chain Interventions	Productivity	Productivity significantly lower than the State Average though largest	Scope for productivity enhancement, promotion of summer pulses, delayed marketing	Productivity significantly lower than the State Average though the largest producing district in the state

		producing state, Mango pulp processing,	facilities, paddy processing units	
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S no	Criteria	Food processing	Printing	Textiles	Service industry	Granites
1.	State/National Priority	Govt investment in pulping/ dairy products/ Nippads	Government investment in printing cluster		Investments made in infrastructure	Investment in granite cluster
2.	Number of people involved	28000	10000	14000	15866	27000
3.	Potential for job creation	20000		15000	15000	
4.	Comparative advantage	Horticultural zone. Highest number fruit pulping units. Value added products in milk products. Value addition in agro industries.	2 nd largest printing cluster next to Sivakasi. Proximity to industrial hubs Hosur, Bangalore		Growth of industry and residential townships and connectivity through NH	Highest number of quarries and exclusive variety of paradise variety.
5.	Trend in private investment	Increasing no food processing industries and	Increasing investments		Increasing infrastructure	

		private investments			development	
6.	Opportunity for Value Chain Interventions	Viable opportunities for value chain interventions as it is related to agricultural, horticultural, animal husbandry activities			Opportunity for value chain interventions.	Higher number of industries and opportunities for wealth from waste.

The major Commodities/Sectors prioritized through the District Diagnostic study in Krishnagiri are,

Sl.no	Commodities	Sectors
1	Pulses (a)red gram (b)horse gram	Food processing(Milk products- Nippads) Fruit pulping's
2	Millets – Ragi, Minor millets	Garment/Textile units
3	Mango	Printing
4	Vegetables-(Tomato-potato). Nurseries	Granite – tailings for green enterprises
5	Floriculture-(Rose-Jasmine). Nurseries	
6	Sericulture	

Learning's from District diagnostic study

1. Participation of Women in pulses, millets, vegetables, floriculture and food processing sectors. Opportunity for Women led Enterprises and skilling in food processing sectors.
2. Government has made substantial investments in mango, floriculture, Ragi, other minor millets, Pulses and opportunity for Value chain interventions.
3. Government has developed clusters in printing, cut flower, Pulping and granite opportunities for employment
4. Proximity to centers of excellence in horticulture food processing-Indian Institute of Horticultural science, Bangalore, CFTRI-Mysore, Sericulture

training center Hosur is an advantage for training new generation entrepreneurs.

5. Opportunity for growth of Service sectors such as food enterprises as it is well connected by National highways.
6. Proximity of Cocoon markets in Ramnagara Bangalore has potential for growth of sericulture related activities.
7. The need to set up migration centers in industrial town of hosur.

Conclusion

Krishnagiri is an agrarian district. Though it has a few irrigated pockets majority of the area under cultivation is rain fed. The rainfall pattern of the district is erratic. During failure of monsoon producers generally skip the crop or go for cultivation of less water utilizing crops like ragi and pulses. Majority of the landholdings are owned by marginal farmers.

The Major commodities prioritized through the study are based on acreage, producers, trends and state priority. The commodities are

1. Pulses (Horse gram- Red gram)
2. Millets-Ragi- Minor millets
3. Mango
4. Vegetables
5. Floriculture.

Sectors are

1. Food processing
2. Garments
3. Service industry
4. Printing
5. General engineering.

The district is unique in having a prevailing business ecosystem within the district and has a great potential for agribusiness and export of agricultural products. The establishment of industrial complexes, special economic zones and investments contribute to the development of service sectors and employment opportunities in the District.

ANNEXURE-10: DETAILS OF DATA TO BE COLLECTED FOR FOCUSED GROUP QUESTIONNAIRE FOR DDS

Socio – Demographic profile of the District:

- a. How many blocks are in the District?
- b. How many blocks are implemented by TNSRLM?
- c. How many blocks are Implemented by PVP
1. What is the population of the District?
 - a. Male
 - b. Female
2. What is the Scheduled caste population?
3. What is the Scheduled tribe population?
4. What are the tribal groups living in the district?
5. What is the major occupation of the tribal groups?
6. What is the minority population?
7. What is the primary occupation?
8. What are the sub minority groups living in the district?
9. What is the women work force participation?
10. What is literacy level of the District?
11. What is the literacy level of women in the district?
12. How many SHGs are in the District?
13. How many tribal SHGs are in the District?

District Infrastructure

1. How is the infrastructure in the Districts?
2. How is the Road connectivity?
3. How many National highways are in the District?
4. How many State highways are in the District?
5. What is the status of the power supply in the District?
6. What is the proximity to the markets?
7. How many Regulated markets are there in the District?
8. How is the proximity to urban agglomeration?
9. What are the major reservoirs in the district?

Geographic data:

1. What is the topography of the district?
2. What is the agro climatic zone the district?
3. What is the soil situation?

4. What is the rainfall data for the past five years?
5. Is there change in rain fall pattern?
6. Is the rainfall pattern affecting the livelihoods of the district?
7. Is there out wars migration?
8. What is the area under land cover?
9. What is the area under forest cover?
- 10.What is the NTFP?
- 11.What are the Neighboring Districts?
- 12.What is the advantage of the nearby districts and state?

District Economy:

1. What is the primary source of revenue to the District?
2. What is the predominant sector in the district?
3. What is the state priority to the district?
4. What is the advantage of the District/
In infrastructure
Resources
Potentials

Farm based subsectors:

1. What is the land holding pattern?
2. What are the various forms commodities in the district?
3. What are major crops in the District?
4. What is the acreage of the crops?
5. What is the status of the soil?
6. What % of area is irrigated?
7. What is the cropping intensity?
8. What is the trend in cropping growing- shrinking?
9. What is the production and productivity data
- 10.What are the markets? Local? National? Global?
- 11.What is the labor force in the major crops?
- 12.What are the commodities which are value added?
- 13.What is the volume?
- 14.Who are the private players in the district?
- 15.How many processing units are in the district?
- 16.How many cold storage units are in the Districts?
- 17.What are the allied industries linked to the priority commodities?
- 18.What is the local demand for the commodities
- 19.How many Micro and Small Enterprise?
- 20.What is the blocks perspective in relation with priority commodity?

21. How are the logistics sectors?
22. Is the logistics sectors growing

Non-farm based Subsectors:

1. What are the major nonfarm sectors in the District? Manufacturing – service
2. What is the state priority for industry in the district?
3. Who are the people engaged in the sector?
4. What are the major large industries?
5. What are the medium and small industries?
6. How many special economic zones are in the village?
7. How many clusters are in the district?
8. Where are the clusters situated?
9. What are the opportunities for the services sector
10. Tourism?
11. Hospitability?
12. What is employment ratio in the industries?
13. Where do the employees come from local? Migrant?
14. What is the turnover of subsector base industries?
15. What is lending happening to non-farm sector how many industrial training schools are in the district?

Financial Institutions:

1. What is the banking penetration in the district?
2. Which banks have the largest penetration?
3. What is rate of financial inclusion in the District?
4. What is the total savings of SHGs in the banks?
5. What is major credit?
6. How is the enterprising finance happening?
7. Who are other players in the field? MFI-Money lenders
8. What is progress MUDRA loans
9. Which type loan in MUDRA has been availed?
10. Who are the agencies working in MSE financing?
11. How many enterprise loans have been financed by THADCO- DIC-Backward classes?
12. What is extent of reach of other financial institutions?

Market Players:

1. What type of markets is in the district?
2. What type of Products or Commodity has regulated markets?
3. What is the existing supply chain to markets?

4. What are the major issues in marketing?
5. What are the major issues in marketing?
6. Who are big players in District in particular commodity or subsector.

Institutional Analysis:

1. What are Industry associations in the district?
2. What are GoI/GoTN/ World bank other agency supported projects?
3. What are the producer collectives in the district?
4. What are the NGOs CBOs in the district?
5. What are the producer co-operatives in the district?
6. What type of CLGs is there in the District?
7. What are the resource / technical agencies in the district?
- 8.** What are District specific projects implemented / SADP – TDP- Bio-Sphere

ANNEXURE –11 -A TERMS OF REFERENCE FOR VALUE CHAIN STUDIES AND ANALYSIS ON PRIORITIZED COMMODITIES AND SUB SECTORS FOR ENTERPRISE DEVELOPMENT-MILLETS

Context and background - Tamil Nadu Rural Transformation Project (TNRTP)

Tamil Nadu consists of 32 districts, 385 blocks and 12,524 village panchayats. Tamil Nadu is the sixth most Populace State with a density of 555 persons per sq. km (national average of 382). Of the total population of 7.21 crore, the male population is 3.61 crore and female population is 3.60 crore. The poverty ratio in the State as of 2011-12 was 11.3 percent - overall rural poverty ratio was 15.8 percent and the urban poverty ratio was 6.5 percent. Over 40 percent of the population is dependent on agriculture and allied sectors. The State accounts for the largest number of MSMEs (15.1 percent) in the country with 0.7 million registered units, producing over 8,000 varieties of products with a total investment of more than \$4.8 billion.

Tamil Nadu Rural Transformation Project (TNRTP), a Government of Tamil Nadu initiative, and supported by World Bank will be implemented in 120 blocks of 26 districts in Tamil Nadu "to promote enterprises and create access to finance and job opportunities" for rural communities.

TNRTP aims to promote individual and collective enterprises by creating a favorable business eco system, appropriate business service support, access to finance across prioritized value chains. The project focusses to increase the participation of rural producers, including socially disadvantaged sections of the community including women and other vulnerable groups, to prioritized commodity value chains and sub-sectors for improved income, employment opportunities and ability to respond to market demand and opportunities. This will include households across farm and non-farm sectors; producer and their organizations; and entrepreneurs and enterprises.

TNRTP initiatives are implemented through four components and sub components.

1. Business ecosystem development and enterprise promotion
2. Business plan finance
3. Skills and job opportunities
4. Project management

TNRTP target districts, blocks and households: The project will be operational in 120 development blocks across 26 districts in Tamil Nadu. Although, the new project will be implemented in TNEPRP (Pudhu Vaazhvu Project) districts, it will not cover the blocks where TNEPRP was operational. The 120 blocks for the projects have been selected based on existing investments on community institutions and participatory processes; opportunity to promote cluster approach in a specific geography; and with proximity to investment zones, road networks, urban centers and availability of other infrastructure. However, the geographic scope of this study will be state-wide, especially when it comes to gaining a deeper understanding of the market dynamics in select commodities.

I. **VCA study objective**

The objective of this Value Chain Analysis (VCA) study is to identify opportunities, constraints and risks in the value chains of identified prioritized commodities and subsectors and provide in-depth analytical insights from market and community perspectives to TNRTP interventions and investments for enterprise promotion.

TNRTP interventions will support promotion of collective enterprises viz., Common Livelihood Groups (CLG), higher level Common Livelihood Federations (CLF) and individual enterprises (Nano, Micro and Small enterprises - NMSs) through analytics based strategic investment planning and creating support infrastructure for enterprise business development and enterprise finance.

A consultancy firm, with proven experience in value chain analysis, will be hired and engaged in the project for conducting the VCA study. Specifically, the VCA study will:

- a) Assess market potential for prioritized commodity in Tamil Nadu, national and, when appropriate, export markets, including an assessment of consumer trends estimates to forecast future demand.
- b) Provide a deeper understanding of the business environment and main actors along the Value Chains (VC) in TNRTP project area.
- c) Apply this knowledge on market dynamics and major key success factors to compete in the subsector in the context of the Districts supported under TNRTP (for this purpose the consultant will have access to up-to-date district diagnostic reports)
- d) Identify major constraints to VC growth and opportunities for VC upgrading for the selected commodity, including, but not limited to, factors affecting demand and supply (e.g. seasonality, quality standards etc.), legal, statutory and

regulatory compliances, opportunities for value addition (primary and secondary processing)

- e) Facilitate private sector buy-in during the VC analysis, as well as multi-stakeholder participation (social entrepreneurs, institutional actors, business associations...) in the reflection process leading to strategic action for improved competitiveness along the VC and increased farmer participation.
- f) Provide an action plan encompassing prioritized actions to increase the overall competitiveness of the value chain and maximize opportunities for the participation of farmers and POs in the same.
- g) Build capacity of the TNRTP project staff for effectively using the VCA study reports/findings, through developing analytical understandings and identify potential avenues for enterprise promotion, key interventions/measures for managing the VC bottlenecks and inclusion of socially disadvantaged sections of the community in TNRTP.

II. **Scope of the Assignment:**

The main objective of this assignment is to conduct value chain study of select commodity and provide sufficient understanding on the current status and future potential of the prioritized commodity/ sub sector in the project area and within the state of Tamil Nadu. The study will identify the opportunities and gaps in the select commodity value chain that can be addressed and leveraged through the project intervention thereby increasing productivity, income and creating local employment for the targeted households.

The selection of candidate commodity for value chain analysis will be determined by the Diagnostic Studies, conducted by the TNRTP in the TNRTP implemented districts which have the potential to be developed at the state level¹.

The Value Chain Analysis study will focus the project area, within the State, identifying major production pockets, growth potential and key constraints, market trends & competitiveness of selected value chains (supply and demand) including its future prospects within the country and abroad. The study should identify the present scenario in the commodity in the listed key districts and also bring out details of the growth potential of the commodity at various levels of VC.

The study will map the VC actors, their functions within the chain and inter relationship in the select commodity / sector, through comprehensive mapping

¹ The candidate Value Chain commodity could emerge as a priority commodity from several district diagnostics. Therefore the Value Chain analysis done at state level needs to take into cognizance the characteristics of the commodity value chain at district levels.

exercise. The study should identify and analyze the opportunities and gaps within the selected value chains and recommend interventions to overcome the gaps and maximize the opportunities to promote individual and collective enterprises.

The study will undertake qualitative and quantitative analysis of the different stages of value chains from seed/farm to plate as well as all supporting activities across the value chain in relation to the select commodity / sub sectors viz., 1. Actors in the value chain and their activities, 2. Production/post-production management systems 3. Value addition/ processing 4. Handling and logistics 5. Markets (district- state-national and global) and marketing systems

The study will also critically assess the agro-climatic conditions and the natural resource bases, particularly water supporting the production systems and provide in depth understanding on the critical measures that is required to build the value chains.

The socio-cultural dimensions in the value chains both from the perspectives of entry barriers and opportunities should be critically examined to identify entry points for various socially disadvantaged sections of the community in enterprises in the value chain activities.

The study will identify the policy, institutional and infrastructural issue that affect the competitiveness of the commodity connecting to the governmental and private sector interventions and investments.

The study will also develop a matrix indicating potential areas where the public and private sector agencies can be engaged in TNRTP. The list of such private sector agencies and other institutions working in commodities/sub-sectors, along with details of their work and leverage points should be included.

III. Expected outcome of the VCA study:

The consultant firm will furnish a comprehensive value chain analysis report having disaggregated data including following, but not necessarily limited to:

- Detailed analysis of selected value chains, quantitative & qualitative description and incremental values at each level of the chain.
- Value chain mapping of actors, process stages, monetary flows, governance, power structures, information and knowledge flows from input, production, processing to consumption level.
- Economic analysis, production and market costs and revenues, value additions and profit margin along the chain including income and employment.

- Production pockets area and major market centres identification, growth potential, market trends (supply and demand) including cross-border trade (export and import) and competitiveness of selected value chain.
- Identify gaps, opportunities and risks at each stages of value chain and leverage points.
- Recommend areas of interventions and investments for enterprise promotion through improving production systems and value of products; measures to manage production, processing and marketing risks; identifying entry points for higher level markets with suggested strategies to enter such markets; key areas of financing needs for enterprises; critical areas of engagement with other VC actors; areas of investment for Information and Communication Technologies (ICT) in improving efficiency of VC and in creating access to market information; key advocacy areas for fine-tuning policy or regulation etc. and capacity building requirements for target beneficiaries of TNRTP. The entry points for socially disadvantaged sections for the community in the VC enterprises under TNRTP, with suggested enabling measures should be emphasized.
- List of potential VC actors interested to collaborate with TNRTP and their contact details including useful policy advice for their involvement at any level of the value chain.
- List of stakeholders consulted and list of references (studies and other literature used)

IV. **Key deliverables**

The service provider is expected to deliver the following listed deliverables:

- a. **Inception report:** The inception report should cover the methodologies for data collection and analysis and detailed work plan.
- b. **Interim report:** Raw Data double entered, Digital and hard copy of the data collected and analyzed, models, diagrams including photographs & contact list of interviewees and workshop participants and key traders. At a minimum, the interim report should include the following:
 - Visual representation of the different stages across the value chain in Tamil Nadu (TN)
 - Mapping of main actors and production hubs across TN districts

- Market assessment indicating current demand and supply situation and estimating future demand and supply for five years for prioritized commodity/sub-sector
 - Analysis of current domestic and out-of-state markets where state producers currently sell their produce (by volume, price, product category, preservation, processing stage...). Include price differential of selling in local markets vis-à-vis alternate marketing channels
 - Profile of main actors along the VC (local intermediaries, traders, commission agents, processors etc.) engaged in procuring produce from the clusters and their terms and conditions of purchase/procurement. List market players by volume and/or turnover.
 - Success stories of business models implemented in this VC in Tamil Nadu or other states.
- c. **Draft report and presentation:** Commodity and sub sector value chain report detailing out backward and forward linkages with margins of all the actors in the value chain with recommendations mentioning the bottlenecks, opportunities and key leverage points where the project can intervene for maximizing the returns to producers.
- Suggest appropriate investment areas, marketing models and skill sets to be developed under TNRTP as a result of the VC assessment
 - Prepare action plans for the recommended interventions which can be taken up by the producer groups, FPOs, entrepreneurs and private sector actors under TNRTP
- d. **Final report** will integrate the interim and draft report and presentation, while incorporating stakeholder comments (Soft copy and 5 hard copies) on the draft report and presentation.

V. **Payment schedule (indicative):**

Sl. No.	Activity/Report	Duration	Percentage of Disbursement	Amount of Disbursement
1.	Inception report	4 weeks	10%	
2.	Interim report	8 weeks	30%	
3.	Draft Final Report and Presentation	20 weeks	30%	

4.	Final Report	24 weeks	30%	
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Deliverables submission and Payment schedule commences from the Date of Agreement.

VI. Study methodology (suggested and indicative):

The study comprises literature review and qualitative as well as quantitative research method. Checklist as key informant interview, Focus Group Discussion (FGD), Participatory Rural Appraisal (PRA), observation and so on will be used to gather information at each level of value chain. Primary information and secondary data analysis is equally important.

Participatory tools, techniques and methodologies will be applied in information gathering and verification of the available information. The technical proposal should include the following methodology in detail:

- Build on district diagnostics exercises that will shed light on the potential sources of comparative advantage at the district level, breakdown of employment across existing VCs,
- Literature review and review of secondary information
- Develop survey instrument and conduct survey assessment
- Required number of focused group discussions and interviews with key informants/VC actor.
- Participatory field observations, interviews and consultations at the major market points including producers, traders and relevant stakeholders to collect required information.
- Analyze government policy and regulatory frameworks related to specific value chain development and private sector participation.
- Agribusiness mapping especially their current status in corporate social responsibility, trade volume and sales.
- Roles and responsibilities of each team members including number and person days of the enumerators with their roles and responsibilities.

Methods and tools not necessarily limited to and can be used on mutual agreement prior to commencing study.

The above mentioned list is not limited and the firm may submit a better proposal commensurate with the industry standards.

VII. Qualification and Experience of the Firm:

The Firm should contain the following

- Proven experience in conducting value chain studies in India and elsewhere including good understanding of private sector and trade policies including market dynamics so as to make the study sufficiently private sector oriented.
- Expertise in designing and executing high quality documentation and knowledge sharing initiatives commensurate with the best in the industry.
- The consultant firm should have professional staff and technical experts commensurate with the industry standards.

VIII. Duration of the Assignment

Duration of the assignment will be 6 months from the time of signing the contract including one months' time for mobilizing the staff and setting up the system.

IX. Reporting obligation

The Inception Report, Interim Report, Draft Final report, Presentation and final Report will be submitted to TNRTP as per the schedule mentioned above. The Following reports shall be submitted in both hard (3 copies in number) and soft copies. For each round, the data will be double-entered, and the two separate files in a standard format such as Stata or SPSS, will be submitted to TNRTP in addition to the merged and corrected final panel dataset.

X. Services Provided by the Client

The Enterprise consultant TNRTP would supervise the assignment and facilitate the interaction and exchange of information between the Consultant firm and TNRTP. All relevant Project documentation will also be made available to the firm (Project districts, blocks, village panchayats, prioritized commodities/ subsectors and others that are required during the study).

XI. Review Committee to Monitor Consultants Work

The Project Director, TNRTP in association with Enterprise Consultant shall be responsible for reviewing and monitoring the work of firm. The may constitute a review committee to monitor the progress and interact with the firm. The Committee may also seek comments and inputs on the firm work from the World Bank officials and from the other experts.

XII. **Ownership**

This assignment is funded by TNRTP and therefore shall be the owner of the assignment output. The consultant firm will have no right of claim to the assignment or its outputs once completed. Any reports / research outputs /process documents produced as a part of this assignment shall be deemed to be in the property of TNRTP and the firm will not have any claims and will not use or reproduce the contents of the above documents without the written permission of TNRTP.

ANNEXURE-12: GUIDELINES FOR PARTICIPATORY GROWTH PLAN EXERCISE

1. Communication to the village Panchayat informing about the project and participatory exercise to be conducted in the villages.
2. Formation of participatory growth plan team consisting of members from SHG, VPRC/ CLF/PLF, enterprise CPs MaKaMai/ block team staff.
3. Training to PGP team with standardized module.
4. Communication to the village institutions SHG, VPRC/ PLF/ CLG and its members.
5. Communication to the members of existing enterprises, organizations, farmer clubs and stakeholders in the village ensuring more women participation.
6. Information to the VAO, primary cooperative societies, milk societies.
7. Collection of secondary data about the village.
8. TNSRLM - PIP data as a ready reckoner.
9. The district assessment report should be referred.
10. Focused group discussion with VPRC/PLF/CLG/ enterprise members/farmer clubs/VP representatives and stakeholders in the village.
11. Validation of the district diagnostics and VCA with the village communities.
12. Identifying the existing activities, producers, commodities, potentials, gaps and opportunities in the district.
13. The PGP team should listen/ absorb the meetings for documentation and should not impose their views.
14. The PGP team should facilitate and ensure that every member's opinions are documented.
15. The block team and MaKaMai will facilitate the PGP exercise.
16. The DEO will do quality check.
17. The DEO will do random checks for monitoring the quality of PGP exercise

ANNEXURE-13: CRITERIA FOR DATA COLLECTION FOR VILLAGE ENTERPRISE SURVEY

List of criteria for identifying village enterprises/producers

1. Number of Producers- produce- production.
 - a. Producers – Women Producers, Producers from SC and ST households commodity wise/ sector wise- (e.g.) mango producers/ milk producers etc.
 - b. Produce- variety of crops/ (e.g.) Ragi, Pulses etc.
2. Scale and engagement of actors in the identified commodities relating it to the value chain. The participation of Women, SC, ST Households, Differently abled and vulnerable sections.
3. Opportunities for enterprises/ income impact
 - a. Enterprises- Entrepreneurs – (e.g.) aggregators/ transporters/ buyers etc.
 - b. Women participation, Women led enterprises
4. Challenges in the sectors.
5. Resource availability/ sustainability/Market opportunities
 - a. Resources – irrigation facilities/ warehouse/ milk societies-Ownership and access by Women and Social groups.

ANNEXURE-14: TEMPLATE FOR VILLAGE INVESTMENT PLAN QUESTIONNAIRE.

- Name of the Village Panchayat:
- Total population:
- No of Habitations:
- Block Name:
- No of Households:
- No of SC/ ST households:
- No of Self-help groups (SHGs):
- No of Common Livelihood Groups (CLGs):
- Prioritized commodities of the village (1 to 6):
- Prioritized sectors/sub sectors in the village:
- Unique activities in the village:
- Land under cultivation:
- No of PACS/ Banks:
- No of Societies

Sl. No	Activities	Project intervention Physical	Financial	Convergence Physical	Financial	Partnerships Physical	Financial
1	No of Members to be mobilized in CLGs. (category of CLGs)						
2.	No of Collectives to be Formed.						
3.	No members to be mobilized in to Producer Collectives						
4.	No of Enterprise groups to be Formed.						

5.	No of Nano Enterprises to be promoted.						
6.	No of Micro						
7.	No of Small						

Village Investment Plan

Sl. no	Identified/ commodity Sub sector	Activity/ Interventions	Cost (in Rs)	Project investments (in Rs)	Convergence (in Rs)	Public/ Pvt Partnership (in Rs)	Total (in Rs)
1.	Dairy	CLG formation	20000	20000	-	-	-
		Feed shop	40000	20000	20000	-	-
		Training	20000	10000	10000	-	-
		Inclusion in CLF	20000	20000	-	-	-
		Milk route	5000	-	5000	-	-
	Total		100000	70000	35000	-	105000
2.	Multicrop	Group formation	20000	20000	-	-	-
		Inputs	20000	-	20000	-	-
		Training	10000	-	10000	-	-
		Market	30000	15000	-	15000	-
		Seeds	15000	5000	10000	-	-
		Minor irrigation	500000	-	500000	-	-
	Total		595000	40000	540000	15000	595000

ANNEXURE-15: TEMPLATE FOR BLOCK INVESTMENT PLAN QUESTIONNAIRE

1. Name of the Block:
2. Total population:
3. No of Village Panchayat:
4. District Name:
5. No of Households:
6. No of SC/ ST households:
7. No of Self-help groups (SHGs):
8. No of Common Livelihood Groups (CLGs):
9. Prioritized commodities of the block (1 to 6):
10. Prioritized sectors/sub sectors in the block:
11. Unique activities in the block:
12. Land under cultivation:
13. No of PACS/ Banks:
14. No of societies:

Sl. No	Activities	Project intervention Physical	Financial	Convergence Physical	Financial	Partnerships Physical	Financial
1	No of Members to be mobilized in CLGs. (category of CLGs)						
2.	No of Collectives to be Formed.						
3.	No members to be mobilized in to Producer Collectives						
4.	No of Enterprise groups to be Formed.						

5.	No of Nano Enterprises to be promoted.						
6.	No of Micro						
7.	No of Small						

ANNEXURE-16: QUESTIONNAIRE TEMPLATE FOR DISTRICT INVESTMENT PLAN:

- Name of the District:
- Total population:
- No of Blocks:
- No of Households:
- No of SC/ ST households:
- No of Self-help groups (SHGs):
- No of Common Livelihood Groups (CLGs):
- Prioritized commodities of the block (1 to 6):
- Prioritized sectors/sub sectors in the district:
- Unique activities in the district:
- Land under cultivation:
- No of PACS/ Banks:
- No of societies:

Sl. No	Activities	Project intervention on Physical	Financial	Convergence Physical	Financial	Partnerships Physical	Financial
1	No of Members to be mobilized in CLGs. (category of CLGs)						
2.	No of Collectives to be Formed.						
3.	No members to be mobilized in to Producer Collectives						
4.	No of Enterprise groups to be Formed.						

5.	No of Nano Enterprises to be promoted.						
6.	No of Micro						
7.	No of Small						

**ANNEXURE-17: MAKAMAI –ROLES AND RESPONSIBILITIES OF
ENTERPRISE CPS AND JOB CPS**

Enterprise Community Professionals	Job Community Professionals
Facilitating Participatory Growth Plan (communication, mobilization, and data collection, conduct of focused group discussions, Village enterprises survey and Village investment planning)	Youth data collection
Identification of Individual / group enterprises.	Mobilization of youth for skilling (At least 13 youth per year per village Panchayat)
Formation and Promotion of group enterprises. (CLGs- CLF) (mobilizing the entrepreneurs, support group formation, opening of bank accounts, conduct of meetings)	Identification of eligible youth
Capacity building to entrepreneurs	Facilitating youth participation in Job fairs.
Facilitating access to BDS services from OSF/ financial linkages.	Providing Pre and post training counseling to the youth who are selected and skilled.
Support Enterprises in Prompt repayments	Tracking, placement and post placement activities of candidates.
Facilitate the enterprise groups in developing business plan, financing and connecting to business development support services through the one stop facility.	Validation and updation of youth data base in the villages
Monitoring the activities of the enterprises to support them in their needs and address the issues of the enterprises.	Facilitation and support in organizing awareness events, mobilizing youth for job fairs.
Train the communities in governance, financial management and work protocols.	Monitoring, reporting and follow-ups of skills training on daily/weekly basis.
Providing handhold support to enterprises in tandem with block teams, MakaMai and one stop facility.	Connect the youth with the migrants support centers from time to time of youth connected to Placement in Industries.

<p>Mobilization and formation of higher order producer collectives.</p>	<p>Work in tandem with the block project team.</p>
<p>Creating awareness on the financial instruments of the Project facilitate business plan preparation.</p>	<p>Identify the youth for enterprise trainings.</p>
<p>Monitoring, loan disbursements matching grants and credit guarantee scheme, bank linkages and follow up loan repayments.</p>	<p>Youth data collection</p>
<p>Facilitating access to one stop facility, convergence schemes at block level.</p>	

ANNEXURE-18: SERVICES OFFERED BY ONE STOP FACILITY (OSF):

Services	Activities
Generating Idea/Scoping/Market access	Mapping of entrepreneurs- Potential/ Nano Entrepreneur
	Orientation to project Staff, CBOs/VPRC/PLF
	<p>Communication</p> <ul style="list-style-type: none"> • Survey • Habitation meetings • SHG meetings • CLG meetings • Distribution of notices/ display of posters
Business planning/ financial linkages	<ul style="list-style-type: none"> • Assist in business planning • Filing of applications • Securing supporting documents relevant for enterprise promotion.
<p>Business development support Service provisioning</p> <ul style="list-style-type: none"> ○ Financial Linkages ○ Marketing and Logistics 	<ul style="list-style-type: none"> ▪ Providing linkages to raw material suppliers, packaging, labeling, etc. ▪ Facilitate supply of man power, skilled where possible. ▪ Regular follow up and monitoring of funded entrepreneurs. ▪ Assist them to Access loans From THADCO, Backward Class, Mudra, Needs, UYEGP programs, Startup / Stand up programs, NHFDC/ Provide additional funding support from TNRTP Through financial products. <ul style="list-style-type: none"> ▪ Facilitate marketing tie ups with big companies. <p>Providing linkages to raw material suppliers, packaging, labeling. Assist access to rural godowns, uzhavarsandhai, regulated markets, APMC.</p> <ul style="list-style-type: none"> ▪ Support services linking to logistics and Cold storages
Legal formalities / licensing	<p>Facilitate for registering the units.</p> <ul style="list-style-type: none"> ▪ Facilitate for electricity connections, safety measures, licenses, labour, insurance and tax registrations. ▪ Certification, FSSAI, fair trade, PGs

ANNEXURE-19: IMPLEMENTATION ARRANGEMENT

Sl.no	Unit	Position / Designation	Roles and Responsibilities
1.	State Project Management unit	Additional Chief Operating Officer (ACOO) Planning and Analytics.	<ol style="list-style-type: none"> 1. Will initiate the project activities Of Component.1.A and 1B. 2. Support the District teams in Conduct of Diagnostic studies. 3. Preparing TORs for the component. 4. Engagement of the Technical agencies. 5. Guide, Review and monitoring the Activities of District MaKaMai's. 6. Ensure in Instituting the Institutions for Service Delivery and Business Development services. 7. Review and follow up of the activities and components
		2. Deputy Chief Operating Officer (Dy.COO)- One stop facility	<ol style="list-style-type: none"> 1. Coordinating with the Technical agencies for Mapping planning and establishment of One stop facility. 2. Mapping of Blocks to set up One stop facility. 3. Conducting consultative meeting at state level and Coordination with district team for District level Consultative meetings for One stop facility. 4. Engagement of Technical agencies. 5. Supporting the Empanelment of Members / Resource Institutions in the One stop facility. 5. Review and monitoring of the One stop facility
		3. Deputy Chief Operating Officer (Dy.COO)- MaKaMai	<ol style="list-style-type: none"> 1. Restructuring and strengthening of MaKaMai. 2. Guiding the MaKaMai in formation of block MaKaMai. 3. Monitoring the MaKaMai and CP Service delivery. 4. Guide, Review and monitoring the Activities of District MaKaMai

			<ul style="list-style-type: none"> 5. Consolidation and preparation of Training Plan for MaKaMai and Cps. 6. Ensure Engagement of Technical agencies for Training enterprise Cps. 7. Facilitating Exposure visits and Cross learning's.
2.	District Project Management Unit	1. District Executive Officer.	<ul style="list-style-type: none"> 1. Will initiate the project activities in the District. 2. Lead the team for conduct of District Diagnostic study. 3. Coordinating with various line departments and Private institutions. 4. Responsible for District Diagnostic Study Report. 5. Plan, Phase and implement the Participatory growth plan exercise in the village Panchayats. 6. Review and follow up the Analytics and the planning exercise. 7. Facilitate the block teams to develop village and block investment plans. 8. Consolidate and Prepare District Investment Plan. 9. Conducting consultative meeting and approvals for District investment plans. 10. Restructuring and strengthening of Makamai. 11. Guiding the Makamai in formation of block Makamai. 12. Monitoring the Makamai and CP Service delivery. 13. Coordinating with the Technical agencies for Mapping planning and establishment of One stop facility.
		2. Manager (Enterprises and Collectives)	<ul style="list-style-type: none"> 1. Will facilitate the participatory growth plan exercise. 2. Will be responsible for Developing and Consolidating the investment plans at Village, block and District. 3. Disseminate the information of investment plans to the Project team. 4. Coordinate with MaKaMai for CP Service Delivery. 5. Coordinate with One stop Facility ensuring Business Service Delivery.

3.	Block	1. Project executive – Collectives and enterprises	<ol style="list-style-type: none"> 1. Facilitate Participatory growth Plans. 2. Ensure the Development and Consolidation and of Village investment plans. 3. Facilitating and Coordinating with the community professionals for Mobilization and formation of collectives. 4. Monitoring the activities of the block MaKaMai and OSF service delivery. 5. Reporting to District units. 6. Lead role in the forming producer collectives.
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ANNEXURE-20: TNRTP ENTREPRENEUR APPLICATION FORM (EXISTING ENTREPRENEURS)

Name:

Age:

Gender:

Community: General/OBC/SC/ST

Number of years of experience in running the enterprise:

Type of Ownership of the Enterprise: Single /Partnership/Family Owned

Any other secondary occupation:

Occupation Assets: Average Turnover/month:

Source of Finance for the existing enterprise:

Have you availed any bank loan before: Yes / No

If yes, Bank Linkage Details:

Bank Name	Branch	Account No.

Other Sources of Finance, if any:

Market for the existing enterprise:

Do you think you can expand beyond the current market: Yes/No

If yes, what is your idea for market expansion?

Have you attended any Entrepreneurship development trainings before?

Have you availed any convergence schemes before?

Skill Sets:

Business Idea for expansion/new enterprise:

Constraints in running the present enterprise:

- 1) Working capital
- 2) Unwillingness of banks to lend loans
- 3) Skilled/ desired Man power
- 4) Market linkages
- 5) Inconsistent input supply

ANNEXURE-21: TNRTP NEW ENTREPRENEUR APPLICATION FORM (NEW ENTREPRENEURS)

Name:

Age:

Gender:

Community: General/OBC/SC/ST

Primary Occupation:

Number of years of experience in the activity:

Any prior experience as an entrepreneur: Yes/No

If yes, how many years?

Reason for closure of enterprise:

- 1) Inadequate working capital
- 2) Business loss
- 3) Lack of availability of desired manpower
- 4) Inadequate market demand

Enterprise activity planned:

Business Idea for the new enterprise:

Market Potential for the new enterprise:

Reason for interest in starting up enterprise:

Occupation Assets (if any):

Have you availed any bank loan before: Yes / No

If yes, Bank Linkage Details:

Bank Name	Branch	Account No.

Other Sources of Finance, if any:

Skill Sets:

ANNEXURE-22: ROLES AND RESPONSIBILITIES OF OFFICE BEARERS IN PGs/EGs

S.No	Roles and responsibilities of President	Roles and responsibilities of Secretary	Roles and responsibilities of Treasurer
1	Convene meetings and facilitate agenda setting	Assist the president in conducting meetings of the producer groups	Insure membership fee
2	Chair the meetings and facilitate discussions engaging all members	Ensure attendance and participation of members	Responsible for bank deposit
3	Help the group arrive at decisions on group activities	Responsible for recording minutes of discussions	Responsible for handling cash transaction.
4	Oversee implementation of project activities by sub committees	Ensure that the group norms and decisions are implemented	
5	Coordinate with secretary to achieve group activities	Report on the progress of the group	
6	Represent the group in producer company		
7	Support conflict resolution efforts		

ANNEXURE-23: ASSESSMENT OF HEALTH OF EXISTING PGS

Name of the PG: Year of Formation: Number of members:

Membership Fees:

Commodity/Activity:

Single Commodity/ Multiple Commodity:

Group Assets:

Share capital of the group (if any):

No of months the group is involved in the activity/year:

Frequency of group meetings:

Is book of records maintained properly?

Governance:

- Does the group have a functional Executive Committee?
- Does the group have functional Sub Committees?

How many times the leadership of the group has changed?

Was the new set of leaders elected jointly by the group members? Yes/No

Market Linkage: Direct linkage /Through Producer Collective

Details of Market Linkage:

If through PC, number of years of association with PC: Is the group promoted by any TSA?

Number of years the TSA has promoted the group:

Details of capacity building trainings received before:

Details of the grant received by the group (if any?)

Details of group loan taken by the group?

Details of the usage of grant/loan?

Average volume of business done by the group:

Average turnover of the group:

Group activity for the last 2 years:

Activity Plan for the last 2 years:

Where the group activity is still going on: Yes/No

Challenges in the functioning of the group:

ANNEXURE-24: APPLICATION FORM FOR AVAILING START UP FUND

- 1) Name of the group :
- 2) Year of Formation :
- 3) Registered group:
- 4) If yes, year of registration :
- 5) Number of members in the group:
- 6) Corpus of the Group :
- 7) Details of the office bearers :
 President:
 Secretary:
 Treasurer:

8) Details of Bank Account:

Bank Name	Branch	Account Details

9) Activity Proposed :

10) Proposed Investment with the Startup Fund : (Detailed Activity/Business plan to be attached separately)

Investment 1	
Investment 2	
Investment 3	

We the representatives of the _____ Producer/Enterprise Group, hereby declare that the above furnished details are true to the best of our knowledge and request you to sanction us loan to carry out our producer/enterprise group activity.

Signature of Secretary

Signature of Treasurer

Recommendations of the Block

ANNEXURE-25: ROLES AND RESPONSIBILITIES OF EXECUTIVE COMMITTEE OF PRODUCER COLLECTIVES

Member constitution

Executive Committee (EC) is represented by a member from each Panchayat on rotation basis based on the level of federation at Block / District level. The EC of the Producer Collective should meet every month and 2/3 of the members will form the quorum of the meeting.

Roles and responsibilities

- The Executive committee will take all the key policy decisions in the PC.
- It will be instrumental in the business plan preparation.
- It will also decide and monitor all the key activities of the PC.
- The EC will also appoint the staff necessary to execute the operations of the PC.
- It will also monitor the roles of the sub-committees and report the PC activities to the GB.

Sub- committees and their roles

The Functional sub committees on procurement and Finance, Marketing and Business Operations will be formed out of the EC. These are essential for the successful, profitable and sustainable functioning of the PC. The members of the sub-committee will either be from the General Body or executive committee. 2/3 of the sub-committee members will be from SC/ST community.

Procurement Committee

- The procurement committee will overlook the procurement functions of the PC.
- They will ensure the quality of the materials procured and also decide on the price of the materials.

Financial sub-committee

- The financial sub-committee will supervise the Supervise all financial functions of the federation.

- It will ensure the submission of books of accounts for annual audit.

Marketing sub-committee

- The marketing sub-committee will ensure proper marketing of the products to earn more profit.
- It will negotiate good price for the produce and identify different means of marketing.

The PCs will also have a business plan operations sub-committee to overlook the business development functions of the PC.

ANNEXURE-26: DIFFERENT OPTIONS FOR PRODUCER COLLECTIVES BETWEEN PRODUCER COMPANY ACT AND SOCIETIES ACT

The collectives of farmers in the form of producer companies is gaining popularity among the farmers/producers and among the promoting agencies primarily due to several advantages it carries in comparison to the conventional model of producers cooperatives. Producer Companies Act, not only incorporates the ethos and basic tenets of cooperatives but also infuses a professional attitude into management.

The table below provides a comparative analysis of producer companies and producers cooperatives to understand the differences in the basic premises of these two acts which enable incorporation of producer's collectives.

Key differences between Producer Companies and Cooperatives

Parameters	Cooperative	Producer Company
Registration	Cooperative Societies	Indian Companies Act.
Objectives	Single object	Multi-object
Area of Operation	Restricted,	Entire Union of India
Membership	Individuals and cooperatives	Any individual, group, association, producer
Share	Non-tradable	Not tradable but transferable
Profit sharing	Limited dividends on shares	limited to members on par Commensurate with volume of business
Voting rights	One member, one vote, but Government and Registrar of Cooperatives hold veto	One member, one vote. Members not having transactions with the Minimal, limited to statutory
Government control	Highly patronized to the extent of interference Limited in	Fully autonomous, self- ruled Within the provisions of Act
Extent of Autonomy Reserves year	Created if here are profits	Mandatory to create every
Borrowing power	Restricted	More freedom and alternatives

Relationship with other corporate / business houses / NGOs	Transaction based	Producers and corporate entity can together float a producer company
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ANNEXURE-27: TEMPLATE TO ASSESS EXISTING PRODUCER COLLECTIVES

I. PROFILE OF THE PRODUCER COLLECTIVES

S.No	Name/Title of the PC	:
1.	Type of Business Activity	: Farm/Off-farm/Non-farm(Specify the activity)
2.	Location details of the organization	: Village/District
3.	Date of Organization's establishment	:
4.	Number of Staff Full time/Part time/Volunteers	:
5.	Member size	:
6.	Name of the promoter	:
7.	Date of assessment	:
8.	Name of the person conducting the assessment	:
9.	Signature	:

Institutional

(Circle one relevant box for each question.)

Question		Score			
		0	1	2	3
1.Membershi	<i>Number</i>	-	-	-	-
Active members to total	%	0	50%	75%	100%

2. Constitution	<i>Written constitution and accepted and approved by all members of the</i>	No	Some rules /principles written down	Written constitution but not widely appro	Written constitution and approved by representatives and members of the
3. Governance and Staff	<i>Number of office bearers who have different areas of responsibility</i>	Fewer than five run the entire organization	Five to 15 with different roles, some lead/manager	One full-time Staff	One to two full time salaried staff and responsibility all have different,
4. Members attending General Body	%	0	50%	75%	100%
5. Legal compliances met to total number of legal compliances	%	0	50%	75%	100%
2. Executive committee	<i>Meetings of Officer bearers and the</i>	No meetings	Few meetings.	Occasional meeti	Regular meetings (month
Attendance in board	%	0	50%	75%	100%
3. Office and equipment	<i>Does the organisation have its own office, meeting</i>	No office, no equipment	Occasional access to another office	Office & equipment shared with	Own office and equipment

4.Training/ Capacity building		No trainings	Fewe r traini	Traini ng is provi	Regular Training and team-building
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Score Section	1	2	3	Total

2. MANAGEMENT SYSTEMS

How does the organization plan, manage and monitor its activities?

Question		Score			
		0	1	2	3
1. Bank account	<i>Does your Organization have a bank account to hold its funds?</i>	No bank account , all funds managed in cash	Someone’s personal account used for any funds	Bank account registered in org’s name, which requires authorized check signatories	Manual record of all payments (cashbook) is kept and compared with all bank statements
2. Finances	<i>Does the organization keep written accounting of income and expenses that can be presented on demand?</i>	No accounts kept	Records kept of money received and spent, but difficult to know how much money is held at any	Accounts kept up-to- date and balances and statements are prepared at the end of the year	Balances and statements prepared quarterly. At year end, presented to GB for review and approval
3. Financial Control	<i>Who is responsible for approving expenditure and issuing cash?</i>	One person	Two people	Two people with oversight from	Two or more people with oversight from several people

4. Business planning	<i>Does your organisation prepare, monitor, and review a Business</i>	No business plans prepared	Business plans prepared at the Staff level	Business plans prepared with Technical expert	Business plans prepared with the help of an expert and consultations with approval
5. Other Systems (Procurement, Marketing etc)	<i>Does your organization have a system for monitoring procurement and marketing?</i>	No	Guidelines laid down but not adhered	Well laid guidelines and procedures for procurement and marketing	Strictly following the guidelines and regular monitoring by the respective committees.
6. Quality control and Monitoring	<i>Is Quality check regularly?</i>	No	Sporadic checks	Few checks undertaken	Strict quality control measures and monitoring at frequent

Score	1	2	3
Section			

Grading depending on scores- *Good, Very good, Excellent*

3. Leadership

How does the organizations elect leaders, make decisions, and resolve conflicts? (Circle relevant box for each question.)

Question		Score			
		0	1	2	3
Selection of office bearers	How is the Leadership being	Self-appointed	No formal Selection Process	Procedures Laid down Selection of Office	Clear procedures laid down and Made transparent

Decision making how are the major decisions taken?

Score Section	1	2	3	Tota
Explanation/Comments				

4. BUSINESS PERFORMANCE

Question		Score			
		0	1	2	3
Business turnover					
Gross margin (Direct Income {income from direct sales} –					
Net profit					
Debt-equity ratio					
Current ratio	Ratio of current assets to current liability				
Operational self- sufficiency	Able to reach operational sufficiency	0	50	75	100
Financial self- sufficiency	Able to reach financial self sufficiency	0	50	75	100
Linkages established with Markets					
Financial linkages					

2. Member Economics and Awareness(Optional)

Question		0	1	2	3
Net profit per member	Lakh				
Income (realization-cost at member level)from the enterprise to total income of member	%	0	50	75	100
Total members to total potential members	%	0	50	75	100
Member awareness of the organization activities		Nobod y is aware	Very few are aware	Few underst and	All understand

SUSTAINABILITY (OPTIONAL)

		Score			
Questions		0	1	2	3
Compliance with organic certification/fair trade	Yes/No				
Total reserves created	Lakhs				
Linkages Established with technical and financial	Number and amount				

7. SOCIAL AND WOMEN PARTICIPATION (OPTIONAL)

Questions		Score			
		0	1	2	3
Marginalized communities covered to total members of	%				
Number of office bearers from marginalized	%				
No. of women producers	%	0	25	50	100
No. of women as officer bearers	%	0	25	50	100

ANNEXURE-28: HIRING OF AGENCY(S) FOR CAPACITY BUILDING SUPPORT FOR DEVELOPMENT AND STRENGTHENING OF PRODUCER COLLECTIVES UNDER TNRTP

1. BACKGROUND

Tamil Nadu Rural Transformation Project (TNRTP)

Tamil Nadu Government has been focusing on poverty reduction since 1983 through socio-economic empowerment of women by establishing the Tamil Nadu Corporation for Development of Women (TNCDW). The key strategies for implementation are organizing poor women into Self Help Groups (SHGs) and development of women-based community institutions through financial and livelihood access. Tamil Nadu Rural Empowerment and Poverty Reduction Project (TNEPRP) and Tamil Nadu State Rural Livelihoods Mission (TNSRLM) project were launched in 2005 and 2011

respectively and both the projects are supporting the empowerment of the poor and improving their livelihoods by developing, strengthening and synergizing pro-poor community institutions/groups; enhancing skills and capacities of the poor (especially women, youth, differently-abled, and the vulnerable); and financing productive demand driven investments in economic activities.

The proposed Tamil Nadu Rural Transformation Project (TNRTP) will leverage the strategies and investments made in the above projects to harness the institutional and knowledge capital for promoting inclusive economic development and growth for a transformative agenda in rural Tamil Nadu. The proposed project development objective of is to "Promote rural enterprises, access to finance and employment opportunities". This is envisaged through Business eco system development, enterprises promotion, and Business plan financing and skilling and employment generation in 120 blocks from 26 districts of Tamil Nadu.

The enterprise promotion component would aim to promote individual and group enterprises and by building effective market and institutional linkages. The group enterprises will be Producer Groups (PGs) promoted at the village level and Producer Collectives (PCs) promoted at the block, sub-district or district level. PGs would be primary level aggregation of producers who would be involved primarily in production activities, aggregation of produce and may be in the first level of processing. These institutions would be formed of producers involved in farm, off-farm and non-farm sectors. As per the need of the subsector/ commodity, the PGs would be federated into PCs. The PCs would supporting the producers in integrating with the market effectively, provide them with market intelligence and streamlined access to quality inputs. The promoted PCs would be responsible for procurement, processing and marketing of the produce of the PG members. The project plans to promote 7000 PGs and 50 PCs during the entire project time period.

IMPLEMENTATION ARRANGEMENT

The enterprise promotion activities will be led by the State Project Management Unit (SPMU) at the state level and District Project Management Units (DPMU) at the district level under the project to provide support in the areas of promotion of these enterprises. It will support these institutions to sustain on a profitable basis by addressing the issues of inadequate financing, common assets, lack of skill and technology, increasing market access, inadequate risk coverage etc. The team from TNRTP will comprise of one professional head at the State level, One person in the district and One person in the Block will lead in Promotion of Producer Groups and Collectives. Makamai a Community Professional Learning and Training Centre (CPLTC) will play a major role in creating and capacity building of a resource pool of Enterprise Community Professionals (ECPs). The Enterprise Community Professionals (ECPs) will mobilise the producers into PGs at the village level and link them to the One Stop Facility (OSF). The One Stop Facility is a small business facilitation cum

incubation centre established at the block level, through which the rural enterprises can get access to a range of business development services.

ROLE OF PRODUCER INSTITUTIONS

Enterprise Group: These are group enterprises formed at the village level that are standalone enterprises not linked to any higher order Producer collective. They are involved in a common production activity utilizing a common infrastructure and are directly linked to the market.

Producer Group: The PG are formed on the prioritized commodities identified through district diagnostics study by TNRTP at village level. The Producer Group (PGs) are formed at the village level. The size of PGs may range from 30-150 members. The PGs will work towards productivity enhancement of the producers and also collective procurement and marketing. The Producer Groups are federated together to form Producer Collectives at the block or district level.

Producer Collectives (PCs) will have a strong focus on creating value for the producers, not just by means of aggregation, but also with enabling access to technical inputs, finance, extension services and market linkages. The PCs, estimated to have a membership of 500-2500 producers, would be a membership based organizations having representation from the Producer Groups or producers.

The PCs will be formed out of the PG representatives or individual producer members involved in various subsectors. The Technical support Agency will assist the district team in formation, capacity building and handholding of the enterprises.

NEED FOR TECHNICAL SUPPORT AGENCY

The project requires Technical Support Agency (TSA) to support the project in the development of Producer Institutions both at village and higher level in the selected Blocks and Districts. The Agency will have to depute professionals who will build the capacities of TNRTP Team to create a pool of resource persons and master resource person at the Block and District level. These pools will form, develop and nurture the Enterprise Groups, Producer Groups and Producer Collectives (PCs) with the handholding support from the TSA. To achieve the aforesaid objectives, the project will hire the services of reputed technical agencies/civil society organizations/consortium.

OBJECTIVES OF THE ASSIGNMENT

The key objectives of the assignment would be as follows:

- a. To assist and handhold in formation, development and capacity building support of the Enterprise Groups (EGs) and Producer Groups(PGs) at the village level.
- b. To strengthen the Producer Collectives (PCs) as an institutional mechanism for sustaining and up-scaling farm, off-farm and non-farm based livelihood interventions and assist in developing guideline and support the TNRTP team/ Makamai in rolling out the PG development initiative
- c. To handhold the formation and registration of PCs and hence make it function effectively.
- d. To strengthen the Producer Collectives PCs to effectively work in the market system as a strong market player.
- e. To position the PCs as an important player in the mainstream market with a significant share of the local business.

SCOPE OF WORK & DURATION

The proposed assignment will cover 350000 producers in 120 selected blocks of 26 Districts for the year 2017-23. The initial contract period will be for a period of three year from the date of signing of the contract. The contract can be extended each year for further scale-up and support on the basis of successful completion of the T.O.R with the desired quality. The project location districts will be divided into five zones depending on the proximity for management purpose. Each zone will have 10 PCs. accordingly five TSAs will be hired, one each for these zones to assist the district and block in formation and capacity building of PCs. The agencies can apply in all five zones, but one agency will be contracted in one zone only or a maximum of two zones depending on the number and quality of agencies shortlisted

Formation, development and capacity building support of the EGs (Enterprise Groups)

- Create resources (IEC Materials, Training Materials, Modules etc) for the formation, Development and capacity support to the EG in consultation with TNRTP team.
- Create and develop a pool of resource persons and master resource person from the MaKaMai namely the ECPs through intensive capacity building and exposures for the formation and nurturing of the EGs.
- Assisting the identified producers who are interested in pursuing enterprises collectively into EGs.
- Assist the TNRTP team / Makamai team in developing Grading Mechanism for EGs which may help them in accessing finance or other benefits from relevant agencies.

- Handhold the TNRTP team/ Makamai in establishment of all the systems and functions in the EGs to make it functional which compliments the objective of TNRTP project.
- Help the TNRTP team to devise pathways for financing the EGs, identifying potential partners for lending, develop modalities of financing etc.

Formation, development and capacity building support of the PG (Producer Group)

- Create resources (IEC Materials, Training Materials, and Modules etc) for the formation, development and capacity support to the PG in consultation with TNRTP team.
- Create and develop a pool of resource persons and master resource person from the MaKaMai namely the ECPs through intensive capacity building and exposures for the formation and nurturing of the PGs.
- Assisting 350000 producers of the 120 Blocks spread in 26 district of TN to bring in the PG fold with the prescribed principles through handholding support to the ECPs developed in the project.
- Assist the TNRTP team / Makamai team in developing Grading Mechanism for PGs which may help them in accessing finance or other benefits from relevant agencies.
- Handhold the TNRTP team/ Makamai in establishment of all the systems and functions in the PGs to make it functional which compliments the objective of TNRTP project.
- Help the TNRTP team to devise pathways for financing the PGs, identifying potential partners for lending, develop modalities of financing etc.

Formation, development and capacity building support of the Producer Collectives

- Create resources like IEC, training material, training modules, tools etc for the formation, development and capacity support to the PCs in consultation with TNRTP team.
- Provide guidance and handholding in registering the PC under appropriate act and geography of operations.
- Provide guidance in the system establishment related to management and governance functions of the PCs including its staff recruitment.
- Develop a Resource Manual covering the forming, norming, and performing stages for the PC in consultation with the TNRTP team.
- Guiding and handholding the Block & District teams of TNRTP to bring all the PGs formed get federated and linked with the PCs through process of effective share-holder drive.

- Handhold the TNRTP and the PC staffs through intensive capacity building and exposures on the operational, management and governance functions of the Producer Organizations.
- Provide ongoing handholding support & guidance for the effective functioning of the PCs including its timely compliances of its legal formalities and obtaining the necessary licence and permits for business.
- Develop business plan, processes and systems for effective market access for the PCs. It will also support the PCs to explore new market avenues and marketing channels for selling the product.
- Support in identification of location, catchment, business planning, system development for the enterprises to be promoted along the selected value chains linked with the PCs. It will also support the PC to develop a sub sector/commodity specific market intelligence systems.
- Develop effective market linkages for input and produce related to the key sub-sectors taken up under TNRTP and hence develop the capacities of the PC staffs to sustain the linkages created. It will also support the concerned PC raise capital from formal FI as well as from other sources for infrastructure development, working capital etc. It will also support the PC for convergence with relevant government schemes.
- Provide guidance to the TNRTP Team to develop relevant MIS for tracking the progress of the EG, PG and PCs on financial, governance and business aspects.
- Help the TNRTP team in organizing Roundtables, Conferences, Policy Workshops, Learning Notes, Knowledge Resources on the subject matters related to PCs.

KEY OUTCOMES & OUTPUTS

The outcome of the proposed assignment would be to that all the project households are organized into EGs, PGs and federated in PCs. These producer institutions should be found to work effectively both in management and governance functions as an important outcome for the project. The following outputs needs to be delivered for the achievement of above outcome:

- i. Dedicated professional teams are placed at district (one per district) and state level (one at the state level) for managing the activities of this assignment.
- ii. All the project beneficiaries are brought under the PC fold and are able implement annual plan (including work, business, governance, convergence and linkages).

- iii. PC formed at the district level or in a higher geography in the project locations with the majority of the producers being the shareholders of the PG.
- iv. Community Operational Manual developed for the PC covering the aspects right from the mobilization of producers for formation of PC till making it ready to undertake business after establishment of governance, management and financial discipline.
- v. All the PC have their required staffs with required capacities and skills. Intensive Capacity building done for the key staffs of the PC especially the CEO and the Governing Board.
- vi. All the PC have conducted timely meetings of Governing & General Body with adherence to all systems in the contract period.
- vii. All the PC acquired the required license and permits for undertaking business.
- viii. All the PC have timely legal compliance and audits done and submitted.
- ix. All the PC have developed their business plan, process and systems to undertake different business activities.
- x. All the PCs have established the enterprises for processing, sorting, grading, custom hiring etc and made functional as per their Business Plans developed.
- xi. All the PCs have at least two linkages per produce to be sold in profitable markets.
- xii. Effective Training Modules and good quality training materials (IEC and Audio Visual) are developed for training Project staff, community professionals and the participating producers.
- xiii. Develop a grading mechanism for the PCs to diagnose their institutional health to ease the access for finance and other benefits.
- xiv. Training of all the district and block level Project staff is done on the concerned subject matter.
- xv. A MIS system developed to track the progress of EGs, PGs and PCs on financial, governance and business aspects.

EXPECTED TEAM COMPOSITION, HR REQUIREMENTS AND SKILL REQUIREMENTS OF TSA

The nature of assignments demands very specialized inputs in order to achieve the objectives of the assignment. Hence, the following would be the desired HR composition and requirements for the assignment:

Levels	Composition	Skills Set
State Level	1 Professional from Business Institution Development or	At least 10-12 years' experience in promoting & supporting Producer Organizations, Developing systems for governance and management, developing market

	Market Development	readiness in Producer Organizations, experience of developing trainings modules for Producer Organizations, providing capacity building support to Producer Organizations, accessing institutional finances for Producer Organizations, developing tracking methods for the progress of the Producer Organizations, organizing Workshops & Conferences, Develop Knowledge Resources. Developing effective training modules and materials on business functions, financial planning, sound understanding on licenses, permits, compliances for the Producer Organizations. The incumbent has run or managed a PC or a Coop at a scale (around 1000-1500 producers-shareholders). The incumbent should have worked on branding, marketing sales function in a company which had a farmer/producer interface.
District Level	1 Professional with business institution development background	At least 5 years of experience in working in a Producer Company/Coop either as a CEO or as a NGO promoter staff. Experience in formation of Producer Organizations, preparing them with all the licensing requirements, developing systems for mobilizing produce, handling governance and management functions of Producer Organizations, developing capacities of the Producer Organizations and to some extent Experience of developing marketing strategies for commodities, market development work.

The agency applying for TSA should qualify for the following requisites:

- The agency should have sufficient professionals' strength to be deputed in the locations within one month of contract award.
- The agency should have promoted/supported at least 5 successful Producer Organizations (preferably Farmer Producer Company) in the past 5 year
- The agency should have undertaken at least 3 assignments of supporting Producer Organizations for any Government, International or Bilateral funded project.
- The agency should have experience of working in Tamil Nadu or in a state with similar conditions or with a similar type of producer base
- The agency should have adequate knowledge resources on Producer Organization Promotion for e.g. S.O.Ps, Training Manuals and Materials, IEC Materials etc.

DATA SERVICES AND FACILITIES TO BE PROVIDED BY TNRTP

- The list of blocks and villages will be provided to the organization who will be selected in the procurement process
- The training will be conducted with the technical assistance of the TSA; TNRTP team will facilitate the process.
- The training material will be developed and prepared by the TSA in consultation with the TNRTP team.
- TNRTP will provide space in its existing office for the TSA professionals. However, the TSAs would provide laptops to its staff.
- TNRTP will facilitate the TSA the inter-domain coordination within TNRTP for cross cutting objectives and the effective completion of the project. The State Project Management of the TNRTP will facilitate the coordination between the TSA and relevant domains as it would be imperative to understand the planning of the respective domains. The institutional strength of the PCs would be very critical to help them face the market challenges in a better manner.

REPORTING REQUIREMENTS

Inception Report (within 1 month of M.O.U done): One hard copy & one soft copy (MS Word, data in MS Excel & PDF file).

Monthly Report (by 1st week of each month) : Three hard copies & One soft copy (MS Word, data in MS Excel & PDF file in CD)

Quarterly Report (within one week of quarter end) : Three hard copies & One soft copy (MS Word, data in MS Excel & PDF file in CD)

Final Report (within 15 days of contract end): Five hard copies & one soft copy (MS Word, data in MS Excel & PDF file in CD), Soft Copy of the Training Module and Materials developed).

All the reports above should cover physical progress as per the T.O.R and milestones should also include the process adopted to achieve the progress, resources used, knowledge resources including the case studies, training materials etc. The report should also include the reports for the training, exposure and events conducted in the period. It should also highlight the key learning, challenges, measures taken to overcome, anticipated risk and mitigation measures for the forthcoming seasons, support required from TNRTP.

MONITORING AND REVIEW ARRANGEMENTS

The proposed assignment of Providing Capacity Building Support for Development and Strengthening of Producer Collectives would be measured through collective actions done by the Producer Institutions as a result of their effective governance and management. The assignment will be monitored by a review committee constituted by TNRTP comprising the Project Director along with representatives of

the Producer Collectives team, Monitoring & Evaluation Cell, MIS Cell on Quarterly Basis. This review committee will be constituted to interact with the consultant or agency, review and monitor the progress of the assignment on a regular basis.

The primary responsibility of overseeing the assignment within TNRTP would be of the Producer Collectives State Project Management Unit. It will also facilitate the management and monitor the deliverables of the TSA.

ANNEXURE-29: MoU TEMPLATE FOR PARTNERSHIPS

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

AND BY

Organization Name (indicate the name and full address of the partner RO/PFI/GLD/PPS) Herein after referred to as "Partner"

1. Scope of the Partnership

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

2. Expected outputs/outcomes

Detail out various outputs/outcomes envisaged under the partnership

3. Key activities/tasks of the partnership

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

4. Implementation arrangements

Detail the institutional arrangements including key personnel dedicated at the level of the partner, in the field area of TNRTP, and point of contact from TNRTP

5. Role and responsibility of each partner agency

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

6. Duration of partnership

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

7. Reporting and review mechanism

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

8. Payment norms and schedules

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

9. Audit of expenditures

How the audit of funds will be carried out and what financial record keeping needs to be

maintained by the partner to be mentioned. Scope for third party verification/audit, social audit etc to be mentioned wherever applicable

10. Amendments

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

11. Resolution of conflicts

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

For TNRTP

For Resource Organization

Name:

Name:

Designation:

Designation:

Place:

Place:

Date:

Date:

Signature:

Signature:

Annexure -30

Role of Transaction Manager for implementing the Matching Grants Program (MGP)

The core of the TN RTP is to promote rural enterprises by addressing the major issues in the sector; the most critical challenge being access to finance from formal financial institutions. With the changing dynamics in the financial sector as stated above, the project needs to go beyond the conventional approach of sole alliance with PSUs as it will be counterproductive to TN RTPs aspirations and objectives. These financial institutions (NBFCs and SFBs) have the potential to partner and with the incentives available in TN RTP, they need to be brought in the fold to promote sustainable linkages for rural businesses.

Matching Grants Program in TN RTP:

Proposed Matching Grant Program of TN RTP has a corpus value of Rs.144 crores is expected to support around 1000 Enterprise Groups, 6000+ Individual Enterprises and approx. 50 Producer Collectives. Matching Grants will be available as combined offering to the borrower, together with the loan sanctioned by the PFI. Matching grant will be contributed by the project to the amount up-to 30% of the total loan financed by the PFI. For e.g., if the loan sanctioned is one lakh, project will contribute Rs 30,000 of the total loan and the rest Rs 70,000 will be contributed by the PFI. On repayment of 70% of the loan, the borrower is eligible for 30% waiver of his loan (the portion contributed by the project). However, the PFI will receive Rs 30,000 at the time of disbursement of the loan. This is unique product with upfront disbursement to the PFI (to leverage the resources from formal financial institutions) but a conditional grant to the borrower with "prompt repayment" being the condition.

Need for an external MGP Transaction Manager

To operationalize and manage the proposed Matching Grant Fund, TN RTP intends to hire the services of a professional agency/firm (*could be development financial institutions*) which will be selected through a competitive process.

This agency/firm will act as a **Transaction Manager** for the MGP, and will be responsible for process management and related coordination between Borrower-PFI and TN RTP. Manager is mainly required to: a) bring larger pool of PFIs to the fold and assure them of high quality origination (applications), TA support and efficient timelines; b) manage entire process flow and coordinate between the stakeholders; c) to supervise the portfolio generated by PFIs and monitor portfolio quality d) track borrowers being covered under MGP by site visits and track use of funds e) suggest improvements in the process/implementation/policy to achieve objective

The transaction manager of the MGF will not be directly involved in managing the funds of available under MGF at any given stage but is expected to support TN RTP by providing its expertise to enhance process efficiency and improve industry partnerships. This agency/firm will manage the process -flow through an ICT-platform (*to be established*) which will track the loan life cycle from its origination (application) to TN RTPs recommendation/approval to PFIs, sanction, disbursement and subsequent repayment

tracking under the MGF. Detailed operational guidelines of the MGF will be defined in the operational manual before any sanctions and activation of the said fund and the transaction manager of the MGF is expected to ensure alignment of all involved stakeholders to these guidelines. The selected MGF Transaction Manager will coordinate with the SPMU of TNRTP for monitoring and reporting purposes including selection of eligible PFIs and oversight of the grant fund portfolio in tandem with the PFIs.

This MGF Transaction Manager will be responsible for:

- a. Identifying eligible PFIs, in coordination with the project, as per the agreed criterion of the World Bank.
- b. Formalize the partnership with identified PFIs, in coordination with the State Project team, based on the criteria defined by World Bank guidelines
- c. Solicit wider participation of Financial Institutions, including the new FIs – SFBs and NBFCs - and build long-term partnership for sustainable linkages of such institutions with the rural businesses. this requires concerted efforts to convince them about the ability to work at their speed and efficiency levels. Commit to TAT (turn-around time)
- d. Support TNRTP ICT team in in designing the process flow and implementing the ICT fund-flow process for the MGP by adhering to the strict timelines.
- e. Work closely with PFIs to track the performance of the credit portfolio generated under MGP and provide trend analysis etc. reports to TNRTP as required in addition to standard dash-board MIS.
- f. Coordinate with PFIs to proactively track potential NPAs/overdues and track delinquent borrowers besides taking remedial measures such as alerting relevant project staff and resource persons and follow up with them for suitable recoveries.
- g. Monitor the authenticity of the PFIs report on MGP through adequate sample field visits along with SPMU/DPMU and offsite verification (tele/referral etc.).
- h. Approval of the PFIs reports on MGP Beneficiaries along with SPMU.
- i. Recommend release of the funds to the PFIs as mandated in the MGP operational guidelines
- j. Ensure adherence to the prescribed turnaround times(TATs) prescribed for various process flows under the programme and timely review of the operational guidelines as required based on guidance of the managing committee of TNRTP
- k. Report to the managing committee of the TNRTP.

The State Project Management Unit (SPMU), through the project financial management and funds flow tracking system (*PFMS or Tally etc.*) will ensure timely release of the funds to the PFI as advised by the Transaction Manager , to ensure that the 'loan disbursement process' is smooth and as per agreed timelines as specified in the MGP operational manual.

ANNEXURE-31 : TERMS OF REFERENCE FOR DEVELOPING TRAINING MANUAL AND CONDUCT TOT ON NMSE FINANCING, VALUE CHAIN FINANCING, BUSINESS PLAN PREPARATION AND MATCHING GRANT FUND

1. Develop a Training manual on MSME financing and risks management for the bankers and Project Team.
2. Prepare a Training Manual on Value chain financing for the bankers and Project Team.
3. Prepare a Training Manual on Business Plan preparation for Project Implementation Team and OSF Staffs in consultation with PFIs
4. Training:
 - a. Conduct the Training of trainers that are selected by the project team.
 - b. Conduct the Refresher Training of the trainers on a periodic basis as specified.
 - c. Conduct the Training of bankers on NMSE /Value Chain Financing/Business Plan preparation at periodic intervals.
 - d. Conduct training to the Project Team, OSF Staffs and Bankers on Matching Grant Fund.
5. The agency has to arrange respective logistics as per the training requirements.
6. The agency will provide the training materials-supplementary readings, work sheets, etc. - needed for the respective trainings.
7. The agency will submit the printed training manuals needed for respective trainings

ANNEXURE-32: TERMS OF REFERENCE FOR DEVELOPING OPERATIONAL CREDIT GUIDELINES FOR MATCHING GRANT FUND DESIGNED FOR PRODUCERS AND MICRO ENTREPRENEURS

Background

MSME sector, is the second largest employment provider in the country and has a significant role to play in the Tamil Nadu State economy. Despite being the second highest employment provider in the country, the MSME sector is plagued with challenges related to lack of technical skills, poor business acumen, inadequate access to markets, and most importantly, **insufficient access to finance**. Majority of the financing needs are expected and required to be met from the formal financial sector. The risk associated with lending to producer organizations, and Micro, Nano & Small sized enterprises is high, and availability of the collateral or a guarantor is often limited. In such situations, commercial banks and other financial institutions often shy away from lending to such enterprises.

TNRTP-Tamil Nadu Rural Transformation Project

Tamil Nadu Government has been focusing on poverty reduction through socio-economic empowerment of women by establishing Tamil Nadu Corporation for Development of Women (TNCDW). The proposed Tamil Nadu Rural Transformation Project (TNRTP) will leverage the strategies and investments made in the above projects to harness the institutional and knowledge capital for promoting inclusive economic development and growth for a transformative agenda in rural Tamil Nadu. This is envisaged through **enterprise promotion, value chain development, and skilling and employment generation** in **120 blocks** from **26 districts** of Tamil Nadu. The objective of the project is to “to promote rural enterprise, access to finance and job opportunities” in selected blocks of the state of Tamil Nadu. The project will work with households across farm and non-farm sectors; producer and their organizations; entrepreneurs and enterprises; facilitating agencies; Government line departments; and market players. An important aspect of the project is to provide access to finance to the promoted enterprises. A financial instrument-**Matching Grant Program** is proposed to be set-up in the project. The instrument aims to address the issues of demand-supply gap in lending to the rural enterprises by the financial institutions. Matching grants would be intended for PCs, first-time entrepreneurs, women-led businesses, and other types of enterprises perceived as riskier by the financial sector. Such matching grants will be available together with a borrowing from the financial sector in the amount of up to 30 percent of the financing needed by the enterprise Matching Grant Program is expected to improve the repayment discipline of borrowers by subsidizing prompt repayers and the appetite of the financial institutions to lend to such enterprises.

Objective of the assignment:

The main objectives of the assignments are:

- i. Develop the operational and credit guidelines for implementing the Matching Grant Program proposed under Tamil Nadu Rural Transformation Project.
- ii. Maximize the participation of the interested financial institutions, including public sector banks, private sector banks, NBFCs, NBFC-MFIs, small finance banks, etc in this project.
- iii. To study and implement the project fund flow through the PFMS(Public Finance Management System)

Scope of Work

A consultant will be hired on a short-term contract to design operational guidelines for the Matching Grant Program. The expected deliverables are:

1. Secondary research and analysis of the Existing Matching Grant Programs, and their operational strategies. Conduct individual interaction with individual stakeholders – financial institutions and district project team on
 - a. Issues in the operationalization of the existing grant schemes.
 - b. Preferred and most suitable operational structures for the funds from the perspective of all stakeholders i.e. lenders, borrowers, support institutions etc.(Individual Interactions and One stakeholder workshop)
2. Prepare the operational and credit guidelines of MGP-/Matching Grant Program with specific details on
 - a. **Process flow** for sourcing and processing of loan request and application. The process flow should be for all verticals i.e. ICT, technical and administrative and must have detail process flow mapping all stakeholders: for example - a) applicant -> PFI -> Transaction Manager -> SPMU/ TNRTP; b) applicant -> BPMU -> Transaction Managers-> PFIs.
 - b. **Fund Flow process for all transactions:** a) disbursement, b) collection/ repayment, c) default cases, d) accounting for fund flow from the TNRTP to the Transaction Manager
 - c. **Monitoring and tracking systems, including integration of ICT process flows:** The guideline should specify the important monitoring

aspects in the process and fund flow for example – a) timelines for overdue tracking, Turn-around-time, NPA portfolio and surveillance; b) sharing MIS from PFI to Transaction Manager/ SPMU; c) Escalate triggers; d) frequency of report sharing, if manual e) Grievance Redressal Mechanism etc.

- d.** Suggest methods of integration wherever applicable such as – SIDBI-MUDRA platform etc.
 - e.** Roles of Responsibilities of Transaction Manager². Operational modalities of the Transaction Manager along with PFIs and SPMU.
 - f.** The consultant will also look at implementing the project and the MGP through the PFMS of Government of India.
3. Validate the operational guidelines of MGP with the stakeholders.(One Stakeholder workshop)
4. Provide hard copies (minimum 100) of the finalized MGP Guidelines.

Methodology

The study requires collection of both secondary research from relevant sources and primary information (stakeholder consultations with Financial Institutions). The consultant should travel beyond Chennai and have one-on-one discussion with major stakeholders at state as well as at a few districts. The report should be completed and submitted with proper references.

Expected Deliverables

Operational & credit guidelines for establishing Matching Grant Program

Activity	No of days from the date of contract	Payment
Study outline – with clear explanation of Methodology.	15 days	10%
Mapping of existing schemes, first draft of the MGP and first round of stakeholder consultations	35 days	30%
Prepare the final operational guidelines for the MGP and stakeholder consultation for Validations.	60 Days	60%

The consultant should have

- a. At least 10 years of relevant experience in the financial sector with focus on MSME and Agri-business financing. Candidates with combination of private and public sector relevant experience including NBFC's will be preferred

or

At least 10 years or relevant consulting experience of working with FIs in MSME and agri business financing (combination of 10 years of relevant work experience with FIs and consulting organization is accepted)

- b. Applicant should have experience and expertise in preparing operational process manuals/guidebooks/handbooks/toolkits etc, and should be able to provide **acceptable evidence** of the same. Any relevant publications to consultant's credit would be an added advantage
- c. Experience in setting up ICT systems in banking (*public, private, NBFCs*) would be preferred

Monitoring the contract

Project Director of the Pudhu Vaazhvu Project/TNRTP shall be responsible for review and monitoring the progress of the work.

Services to be provided by TNRTP

- All available and relevant background documentation and studies (e.g. regional, sectoral, cumulative); including the financing study by the agency.
- Support in organizing the stakeholder consultations arrangements

**ANNEXURE-33: TERMS OF REFERENCE FOR SELECTION OF AGENCY TO
SUPPORT IN EXPLORING, VALIDATION, EVALUATION, DOCUMENTATION &
PRESENTATION OF INNOVATIVE INITIATIVES FOR TAMIL NADU
INNOVATION FUND (TNRTM I)**

1. TAMIL NADU RURAL TRANSFORMATION PROJECT (TNRTP)

The Tamil Nadu Rural Transformation Project builds on the government and on-going World Bank supported Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP) and National Rural Livelihoods Project (NRLP) which supports the National Rural Livelihoods Mission (NRLM), both flagship programs in the State for rural livelihoods and community mobilization. Launched in 2004 and 2011 respectively, the TNEPRP and NRLM are supporting the empowerment of the poor and improving their livelihoods by developing, strengthening and synergizing pro-poor community institutions/groups; enhancing skills and capacities of the poor (especially women, youth, differently-abled, and the vulnerable); and financing productive demand driven investments in economic activities. The focus of TNEPRP and NRLM has been to reduce vulnerability of the below poverty line (BPL) households (categorized as poor and ultra-poor households), building their social and institutional capital, and increasing their capacity to participate and benefit from economic activities.

The objective of the project is to “increase gains from value-added economic activities and access to self and wage employment in targeted households”. The project would achieve the project PDO by: i) Creating an enabling environment to promote and strengthen enterprises and creating jobs in targeted areas through identifying market and value-chain development opportunities; ii) mobilizing and aggregating rural producers’ (from SHG households) into producer collectives; iii) enhancing access to finance through development of appropriate financial products and linkages with formal financial institutions; iv) financing of business plans of producer collectives and enterprises linked to value chain opportunities; v) developing an institutional architecture for efficient delivery of business development and financial services; vi) upgrading skills in selected self-employment occupations and enhancing access to wage-employment jobs in growth clusters; and vii) forging partnerships with key stakeholders (public/private/research/academia) and leverage expertise of partners to engage in specific win-win opportunities to ensure sustainability of project initiatives.

TNRTP will be operational in 26 districts³ specifically focusing on 120 blocks, and 3994 village panchayats of Tamil Nadu. The project will work with a total of 660,000 targeted households that are mobilized into Self-Help Groups, out of which 350,000 households will be organized into Producer Collectives and Enterprise Groups. The project will support around 7,000 individual entrepreneurs; and 260,000 youth for skills enhancement through convergence with existing government skilling programs. The project implementation will be rolled out in a phased manner, in the first 8 months 26 blocks will be taken up for implementation in all project districts, followed by 52 blocks by end of 12 months and the remaining 42 blocks by the end of 18 months from initiation of project implementation.

The project will focus on households as the unit of planning represented by women. The project will target households who possess basic level of assets, resources and skills so that can be invested upon and can enable income increases from value added economic opportunities. The project will also build on the institutional platform created and nurtured under NRLP and TNEPRP in the form of Self-Help Groups, Panchayat Level Federations and the MaKaMais⁴ at the block and district levels. In this context, all project beneficiary households will have SHG membership. Capable and willing SHG members who can leverage the business ecosystem created by the project will benefit from support for individual enterprises, membership of Producer Collectives, and/or skills for self or wage-employment. TNRTP will specifically ensure that eligible households from the socially and culturally disadvantaged groups⁵ are able to harness their existing assets, skills and resources for greater incomes with TNRTP investments that help to: (i) break the entry barriers to value added economic activities, (ii) enhance access to finance, markets, technology and related support services, (iii) grow and graduate current economic activities to value added ones with higher returns, (iv) fuller/greater participation in economic decision making process, and (v) mitigate risks related to economic activities.

2. Tamil Innovation Forum (TNRTM)

The Tamil Nadu Rural Transformation project will be launching the Tamil Nadu Innovation Forum to identify and create a platform for Innovations in the livelihoods and other related themes with a potential to impact poverty in Tamil Nadu.

This forum will learn from experiences of the Bihar Innovation Forum launched in 2007 by the Bihar Rural Livelihoods Promotion Society, which was conceived as a Development Market place, a platform for Innovators, Social Entrepreneurs from Public, private and civil society, Funders, Investors and development organizations develop strategic relationships for scaling up and replication of successful innovations creating impacts in a sustainable manner. The forum will leverage on the efforts made by the **Tamil Nadu Innovative Initiative (TANI)** set up based on the theme for "Vision 2023 "of making Tamil Nadu the "Innovation Hub" of the Country.

The TNRTM will provide an opportunity for TNRTP to identify different players in the sector which have potential to scale up by partnering with them to come up with innovative solutions that address both the supply and demand-side issues like improving access to

³*Districts Names:* Coimbatore, Cuddalore, Dindugul, Erode, Kancheepuram, Karur, Krishnagiri, Madurai, Nagapattinam, Namakkal, Nilgiris, Pudukottai, Ramanathapuram, Salem, Sivagangai, Theni, Thiruvallur, Thiruvannamalai, Thiruvavur, Thoothukudi, Tirunelveli, Tiruppur, Trichy, Vellore, Villupuram, and Virudhnagar.

⁴*MakaMai* is the local name for the Community Professionals Learning and Training Centers (CPLTC) promoted as community owned service institutions with cluster and block-level institutions federated at the district level.

⁵ Scheduled Caste, Scheduled Tribes, Persons with disability, destitute, etc.

both public and private services, such as health and nutrition, education, energy, clean drinking water, financial services including remittances, and rural markets and technology for small/marginal producers.

Innovation is the process of translating new ideas, approaches, processes, practices, methods, technologies or techniques into tangible societal impacts.

- Innovation is a concept born as an idea and then implemented successfully
- Innovation can be unique approaches/processes/practices.

It should have following features as well,

- Applicability to improve rural livelihoods (its relevance to context of rural livelihoods)
- Replicability (Can be demonstrated in other places)
- Scalability (Can be expanded in terms of geography and human coverage)
- Impact and outcomes (long term results in terms of social, economic & environmental benefits)
- Sustainability (in absence of external support can it be sustained)

The TNRTM will provide a platform for innovators including Social Entrepreneurs and Private Sector Organizations to showcase their innovative ideas and possibly enter into a partnership with TNRTTP or other agencies to pilot test the idea at a large scale.

TNRTM-I will have innovations from Two themes and will be grouped along thematic lines. Eight major areas have been identified, which falls under two major themes – a) Scalable models for the Poor; and b) Innovative Services using Digital Technology. The nine major areas are –

- a) **Innovations in agriculture and allied sectors** – TNRTM-1 will consider innovations in agriculture and allied sectors that have led to increasing production / productivity, localized value addition and access to markets resulting in higher value realization per unit of production.
- b) **Innovations in Livestock: TNRTM** will look for interventions that have resulted in increased productivity and enhanced price realization in the livestock sector (Dairy, Poultry, Goat rearing etc.) through interventions like mobilization of households to enable access to quality feed and animal health services and access to markets.
- c) **Innovations in access to Digital Payments for Poor** – With the recent emphasis of the Government on Cash less economy and stressing the need for Digital payments, this cannot be achieved unless poor are trained to use the platform for making Digital Payments TNRTM -I will invite innovative solutions which can help the poor switch from Cash economy to Digital payment mode, which involves training and changing the mindset.
- d) **Innovations in technology and rural energy** – lack of power has stifled the growth of rural economy by either imposing a huge operating cost (alternate sources such as diesel generators) or lost business opportunity. Apart from that, a lot of innovative ideas are tried out as an end solution in various allied sectors. Thus technological innovations including rural energy (both conventional and non-conventional) would be focused;

- e) **Innovations in Traditional Health practices, User friendly-Low cost sanitation models** – Tamil Nadu with its rich bio diversity will call for Innovations in using Traditional health Practices to address major issues with rural population using affordable herbal remedies. Given the inter-relatedness of health, and sanitation the TNRTM-I will invest in ideas for innovative ideas which addresses the issue of service delivery both public and private, low cost alternatives for providing user friendly sanitation models at a community and/or household level which will be effective in achieving the vision of defecation free areas and overall Swachh Bharat Mission.
- f) **Information communication including ICT based solutions** – As a tool delivering services at the last mile, ICT and other mediums of Communication has been tried with multiple innovative ideas across. The need is to enhance the scope to a wider network. This category would be considering such scalable options;
- g) **Innovations in Creative Manufacturing** – This category would recognize technologies and skill initiatives experimented in both traditional as well as induced creative skills.
- h) **Innovations in up scaling waste:** This category will recognize innovations made in up scaling from flower waste from Temples, Green waste etc.

Criteria for identifying / selecting the innovations are – a) **applicability**, as measured by its relevance to improving rural livelihoods; b) **scalability**, whether it is possible to be expanded in terms of geographical reach & beneficiary coverage; c) **outreach**, measured in terms of number of beneficiaries reached; d) **impact**, assessed in terms of growth in income or savings in expenditure (either household or at large); and e) **sustainability**, potential for replication & sustainable without external assistance. Initiatives, which have been implemented in the last five years, are invited to participate.

The main event of TNRTM has been planned to be organized in January 2018. Nearly 40 innovations (on average 5 from each category) may be selected which will be exhibited at the event. In addition, nearly 16 best innovations (on average 2 from each category) may be recognized by way of providing cash awards and with an opportunity to partner with TNRTP or other agencies. The numbers are indicative and may vary as per quality parameters.

3. The Objective of the assignment

TNRTP intends to select an agency, who will help in the entire process, for scouting, validation, evaluation, documentation and presentation of the innovative initiatives.

4. The Scope of the assignment

The agency would be required to:

- Help in scouting the innovations across the country using various media including mass media, like alumni associations, departmental systems, web platforms, business / enterprising groups, social networks, innovation forums etc. Besides, the agency may

explore / include some of the innovative programmes found during spot studies. Agency should also conduct nine district level workshops, one/two days at each place to include the grassroots innovators. The logistics part of these workshops would be borne by TNRTP.

- Help in evaluation at various stages including finalization of rating mechanisms, coordination with the expert committee, screening of the applications, objective and subjective appraisal of the proposals. Liaison with other institutions like the National Innovation Foundation is to be carried out, if required. Three rounds of screenings shall be conducted. Moreover, a software based application will be prepared by TNRTP to enable the capture of smart date.
- Help in validation process by conducting spot study and documentation of the initiatives selected at the second level. The innovations are to be validated against the parameters set. These activities may be spread across the country. Nearly 100 initiatives are to be visited. The documentation would be both in print and AV format. A committee of two members' at least would visit each initiative. The cost of to & from travel up to air fare (economy class) would be provided by the Project.
- Help in documentation and presentation by preparing learning notes, reports and Photo & AV documentations of the entire process, the key innovations and the event/s. Notes and contents have also to be prepared for presentations, deliberations, group discussions, thematic synthesizing and detailed case-lets. Support should also be provided for its dissemination at large.
- Help in preparing the strategies and plans for the effective roll out of the TNRTM-I. The agency will closely work out the soft part of the forum, which is basically the content and the presentation. For this, required desk reviews, brainstorming sessions, workshops, coordination with experts etc., whichever is required and mutually agreed have to be conducted by the agency.

5. Tasks to be carried out

Some of the tasks envisaged are listed below:

- i. Meetings / key briefings with TNRTP and experts
- ii. Publicizing the Award Scheme
- iii. Coordination with various networks for scouting
- iv. Support in scouting of grassroots innovations
- v. Review of relevant secondary data available on innovations
- vi. Scrutinizing the nominations based on the eligibility criteria
- vii. Preparing summary listings based on key parameters
- viii. Preparing case summaries and abstracts for nominations
- ix. Organizing/attending meetings with representatives of the TNRTP and/or with experts for evaluation of nominations
- x. Preparing background notes, statements, summaries, abstracts etc. for the meetings of the Screening (Expert) Committee and the final approving committee
- xi. Assisting the Committees in their deliberations

- xii. Undertaking spot studies and validation with documentation of the shortlisted nominations (may be jointly with TNRTP representative) (two members each to nearly 100 initiatives, airfare economy class to be borne by TNRTP)
- xiii. Collecting, collating and compiling the supporting documentation and evidence on the achievements, outputs and outcomes of the nominees and their initiatives
- xiv. Preparing the spot study reports in a standardized format
- xv. Conducting three rounds of screenings (first screening, desk review and spot study)
- xvi. Help in preparing the final decision sheet incorporating the appraisal of presentations
- xvii. Developing the final evaluation sheet with quantitative and qualitative data
- xviii. Attending the review meetings of presentations made by short listed nominees
- xix. Assisting the BRLP in the finalization of awardees
- xx. Publicizing the winning entries and Awardees
- xxi. Documentation (print & AV) of the proposals, validations and event/s
- xxii. Capturing the video with normal camera or collecting shots from the innovators during spot study
- xxiii. Further editing the clips professionally with graphics, to convert it into a film of the innovators
- xxiv. Assist in organizing the final event (logistics of the workshop to be borne by TNRTP)
- xxv. Preparing content and presentation papers for the interactive sessions / GDs of TNRTP
- xxvi. Collating the learnings drawn from the break-away sessions
- xxvii. Assisting in wide coverage with preparation of media briefings
- xxviii. Help in design a plan for Grassroots Innovators' Network
- xxix. Creating contents and design for web platform for these selected grassroots innovators
- xxx. Preparing the final process documentation in print
- xxxi. Preparing the Audio Visual film on the TNRTP-I – the process and the event coverage (with 3 CCD digital camera and professional edit with graphics work)
- xxxii. Other related works as evolve

Besides, a detailed activity plan would be developed jointly by the agency and TNRTP, which would be modified time to time as the process goes on. This agency has to work as per the agreed plan

6. Role of TNRTP:

TNRTP will organize the entire event and provide adequate support to the agency to perform the activities. A detailed action plan would be prepared along jointly. A separate desk would be provided in the state office to run the joint camp. The cost of the TNRTP -I and other workshops, air travel for the spot studies to nearly 100 locations would be borne by TNRTP.

7. Time Schedule:

The process of nomination for TNRTP-I would be starting soon. We are going for wide coverage for publicizing the initiative. The assignment for the agency would start immediately after the selection to join in the TNRTP-I process and the expected date of

completion is 3 years. The total period of work would be nearly three months; however, this may be amended at the planning stage.

8. Manpower (Key Professionals):

The agency will conduct all the activities on a time bound manner. Scouting, selection, evaluation, validation, and presentation have to go hand-in-hand in many cases. Adequate expert manpower (at least 2 persons for scouting, planning & process, evaluation, selection, events & presentation and 10 persons for spot study & validation and district level workshops). The total number proposed is 12 persons, out of which 2/3 persons may be providing continues support and the validation team is only for the spot study period. The proposed number of man days are as follows:

Team Leader (01) responsible for overall coordination and leading of the process: 75 days

Senior expert for evaluation and presentation (01): 75 days

Senior experts for spot studies and workshops (10) : 530 days (53 days each)

Spot study: 100 innovations x 2.5 days each x 2 persons = 500 mandays

Main event: 1 event x 3 days x 4 persons = 12 man-days

The above man days are indicative and depend upon the exact locations, where the innovations are scouted / scrutinized. The qualification and experience of the team is depicted in point number 12.

9. Deliverables:

The expected outputs by the agency is as follows:

- i. An activity plan with timeline immediately after the selection with the final formats of selection
- ii. An analysis with selection of the nominations after first screening (software based)
- iii. An analysis of qualitative format after second screening with list of nominations for spot study
- iv. An analysis of spot study (third screening) with documentation & list of nominations suggested
- v. A report with final nominations after facilitating presentations before the expert committee
- vi. A tool kit like presentations, support papers, media briefs for TNRTM-I and a report of the event
- vii. A complete process documentation in print (both hard n soft copy)
- viii. Two films (one on innovations and one on process / event in digital format)
- ix. Content and design of Grassroots Innovators' Network, the web platform
- x. Other required reports / works as per the requirement of the assignment

10. Reporting arrangements

The agency shall report to the Project Director, TNRTP and the Specialist, TNRTP for TNRTM -I. It will also seek regular advice from the task team / internal committee and the expert committee for the TNRTM I.

11. Experience and Key Skills Required

The agency should have a minimum average turnover of Rs. 2 Crore for last three years. Both the agency and the key professionals should have:

- Proven experience and background of social / economic research & evaluation including impact studies using quantitative and qualitative methods
- Proven experience and background of implementing development projects/s in India preferably in rural development sector
- Practical knowledge of schemes, acts and provisions including knowledge of rural socio economic status, gender and equity and poverty
- Demonstrated excellence in preparing papers, briefs and other documents for a variety of technical and non-technical audiences with excellent drafting, documentation skills
- Knowledge in policy research and experience to independently assess the process on ground
- Can strongly support, and build knowledge products such as toolkits, policy briefs papers, audio video presentations and other pieces directed at different audiences
- Minimum 7 years progressively responsible experience, with relevant academic track record
- Experience of similar achievement / innovation selection process is an added advantage (specially for the agency and the team leader)

Indicator Two:									Independent survey for Crafts	TNRTP	
	Percentage	0%	0%	10%	15%	25%	Annual				
Number of Traditional crafts promoted under the project											
Indicator Three:									Project M&E	TNRTP	
	Number	0%	0	1	4	6	Annual				
Number of new business linkage for products supported by the project.											
Indicator Four:									Project M&E	TNRTP	
Percentage of rural artisans receiving design trainings who develop											

value-added products.											
		Percentage	0%	0	1	4	6	Annual			
	X	Number	0					Annual	Project M&E	TNRTP	
Of which female	X	Percentage	0								
INTERMEDIATE RESULTS											
Intermediate Result (Component A) : Design and Value chain Development											
A total of 7 new business enterprises to be established and operational		Number	0	0	3	4		Annual	Project M&E	TNRTP	A total of 7 new Business enterprises established.
Setting up of 7 Common Facility Centers (CFC) for office set up ,production etc. be established and operational		Number	0	0	3	4		Annual	Project M&E	TNRTP	A total of 7 CFC in each proposed district.

Setting up of 4 Processing facility to be established and operational									Annual	Project M&E	TNRTP	Total of 4 processing facility i.e Effluent Treatment plant for dyeing units, Fibre extraction machines etc
	Number		0	0	1	3						
Establishing 5 finishing Hubs for value addition and Finishing									Annual	Project M&E	TNRTP	5 Finishing Hubs to be set up value addition , finishing of the products .
	Number		0	0	2	3						
Intermediate Result (Component B): Trade Facilitation, Certifications, Digital Marketing												
At least 75 % of established CBOs linked to mainstream buyers establishing a steady source of demand for the products developed										Project M&E	TNRTP	A total of 8 new cluster enterprises is envisaged to be developed under this project
	Percent		0%	0%		25%	50%	Annual				
						(3 CBOs)	(4 CBOs)					
										Project M&E	TNRTP	

TNRTP-Annexures

At least 30 % of the beneficiaries will be trained to upload new products on the E Commerce portal .		Percent	0%	0%		30%	30%	Annual			A total of 7 cluster enterprises is envisaged to be developed under this project and 20% products through E commerce platform
Increase in project stakeholders using E commerce Portal						(3 CBOs)	(3 old and 4 new) CBO- total 7		Project M&E	TNRTP	Project beneficiaries trained for Digital Literacy will be empowered to use Technology for uploading pictures ,videos on the E commerce portal.
Certification of proceses obtained by at least 50% of Project promoted enterprises		Percent	0%	0%		20%	30%	Annual	Project M&E	TNRTP	Certification for process will be obtained i.e Craft Mark, Handloom, Silk or Khadi Mark

												for the enterprises.
Intermediate Result (Component C): Project Management, Partnerships, Monitoring and Evaluation, and Knowledge & Learning												
Satisfactory annual project financial and monitoring reports submitted on time									Annual	Project M&E	TNRTP /PMU	
Satisfactory completion of baseline, mid-term and end line household surveys									Commencement and End of Project	Field surveys (incl. baseline and end line surveys)	TNRTP /PMU	

ANNEXURE-35: BASELINE STUDY REPORT

Product testing of eco-friendly sanitary napkins:

An effort was made to source various eco-friendly or biodegradable pads available. Market survey indicated that Saathi pads from Gujarat was made from banana fibre as absorbent material. Anandhi napkins from Aakar foundation used wood pulp and bio-nonwoven. Women's care and herbal napkins manufactured by SHGs in Tamil Nadu used bio-non woven and some herbal preparations to mitigate the chemical effects of bleaching of wood pulp used as absorbent material.

There were 4 products that were procured as eco friendly products:

1. Women's care – SHG from Tamil Nadu
2. Herbal napkins – SHG from Tamil Nadu
3. Saathi pads from Gujarat
4. Aanandhi Eco + pads from Aakar Foundations Maharashtra

Efforts were also made to procure another ecofriendly product **Naari** pads manufactured from CIMAP, Lucknow. The products were given to the respondents for testing and their opinions regarding the same were collected. 302 samples of the 4 napkins were repacked and given to women to get their feedback from three different regions – Trichy, Tiruvarur, Coimbatore, Kancheepuram and Tiruvallur area. The results are presented in the report for understanding the consumer preferences with regard to Menstrual Hygiene Products or sanitary napkins.

Demographic profile of the respondents

The mean age of the population was found to be 25.4 years and the standard deviation was around 7.5. Respondents ranged from 13 to 45 years.

The repackaged products were distributed and the feedback of the products obtained from them. It was seen that 56.3 per cent of the respondents were from rural areas and the remaining from urban areas.

Rural / Urban			
		Frequency	Valid Percent
Valid	Rural	170	56.3
	Urban	132	43.7
	Total	302	100.0

The occupational status of the respondents revealed that 52.%% were students and 34.8% were not employed and only 12.7% were gainfully employed.

Occupational status			
		Frequency	Valid Percent
Valid	Unemployed	104	34.8
	Employed	38	12.7
	Student	157	52.5
	Total	299	100.0
Missing	Not disclosed	3	
Total		302	

The respondents were all educated and some even had professional qualifications.

Educational level Student/non student			
		Frequency	Valid Percent
Valid	College	118	39.1
	Non-Student	135	44.7
	School	49	16.2
	Total	302	100.0

School and college going students formed 55.3% of the respondents while 44.7 percent of them were non students.

On discussing about the sanitary product normally used by them during periods, 49.5% of them mentioned that they were using Stay free from Johnson and Johnson. 45.8% of the respondents mentioned that they used Whisper from P&G.

sanitary product normally used during periods			
		Frequency	Valid Percent
	Care Free	1	.3
	Cloth	5	1.7
	Free napkin	1	.3
	Kotex	1	.3
	Shopyy	4	1.3
	Sofy	2	.7
	Stayfree	148	49.5
	Whisper	137	45.8
	Total	299	100.0

	Not disclosed	3	
Total		302	

In order to assess the opinion of the respondents regarding the price of the branded sanitary pads and to use it as an indicator for pricing of the napkins, this opinion was collected. It was found that 46.1 percent felt that the napkins were priced just right. 49.8% of the respondents felt that the napkins were expensive and 4.1% felt that it was cheap.

Price of disposable sanitary pads available in the market			
		Frequency	Valid Percent
	Too Cheap	12	4.1
	Just Right	136	46.1
	Very Expensive	147	49.8
	Total	295	100.0
	Not disclosed	7	
Total		302	

It was seen that 60 percent responded to the question on purchase of reusable sanitary pads. Of them, 60% who responded, only 61.4% were willing to consider the possibility of shifting to reusable pads. This highlights that there would be a necessity for us to evolve disposable sanitary napkins that are bio-degradable.

Would you buy a reusable sanitary pad if it costs less than using disposable sanitary pads?			
		Frequency	Valid Percent
Valid	Yes	183	61.4
	No	115	38.6
	Total	298	100.0
Missing	999	4	
Total		302	

On the usage pattern of pads regarding the last time of menstruation, 67.9% of the respondents mentioned that they used the pads all the time during the last time of menstruation. 10.1% of the respondents used sanitary napkins only when they were going out while 14.2% used it for some time and 7.8 percent did not use it at all.

Use of Pads last time of menstruation			
		Frequency	Valid Percent
Valid	Yes, All the time	201	67.9
	For some time	42	14.2
	No, Not at all	23	7.8
	Use only when going out	30	10.1
	Total	296	100.0
Missing	Not disclosed	6	
Total		302	

On questioning, regarding the non use of napkins nearly 95 % preferred not to disclose the reasons behind the non use of napkins and those who disclosed expressed that they got rashes and 15% did not have the habit or had very mild bleeding. It was quite challenging to get them to respond to the questions. Nearly 28.6 percent of the respondents mentioned that they were not using sanitary napkins due to economic reasons and that they were unable to purchase sanitary napkins from the market due to the condition of the households.

If NO please tell us why you didn't use them:			
		Frequency	Valid Percent
Valid	Economic reason	4	28.6
	Not having habit	1	7.1
	Rashes	8	57.1
	Very less periods	1	7.1
	Total	14	100.0
	Not disclosed	288	
Total		302	

On questioning the respondents regarding the place of purchase of pads for consumption, 93.5% reported that they purchased napkins from the Shops in the local area while 2 percent purchased it from shopping malls and 4.6% from canteen.

Pads purchase points

		Frequency	Valid Percent
	Canteen	12	4.6
	Shop	244	93.5
	Shopping mall	5	1.9
	Total	261	100.0
	Not disclosed	41	
Total		302	

It was found that for nearly 39 percent, parents purchased sanitary napkins. Nearly 23% purchased napkins by themselves and nearly 35% of the napkins were purchased by the husbands. Nearly 3.4% had the napkins purchased by their sisters.

Pads purchasing person			
		Frequency	Valid Percent
Valid	Husband	91	34.9
	Myself	59	22.6
	Parents	102	39.1
	Sister	9	3.4
	Total	261	100.0
	Not disclosed	41	
Total		302	

The average expenditure per menstrual cycle for the respondents was Rs. 48. The expenses of the respondents varied from Rs. 22 to 350.

Product feedback

The repackaged products were given for opinion under the following aspects and the opinions of the respondents are being presented below. It was decided to assess the functionality of the product, comfort of the product and also get a feedback on the product price.

In terms of the absorbency of the sanitary protection material used, maximum mentioned that all the four samples were adequate and the levels varied from 61.3% respondents mentioning that TN- women's care was better to 44% mentioning that 44.2% was adequate. In terms of the comfort of the pads, it was seen that most of the pads were found to be comfortable and adequate by most of the respondents. The comfort level of the respondents varied from 52% for the women's care product to the lowest comfort for Saathi pads. Maximum number of respondents nearly 36% and 24% mentioned that they were not comfortable with saathi and anandhi pads respectively.

Table	product evaluation under different aspects
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Aspect	Opinions	sample-1 (TN- women's care)	sample-2 (TN- Herbal)	sample-3 (saathi pads)	Sample-4 (Aanandhi pads)
pad working	not very well	24(8.5%)	25(8.4%)	78(29.7%)	53(20.1%)
	Adequate	173(61.3%)	131(44.1%)	138(52.5%)	146(55.3%)
	very well	85(30.1%)	141(47.5%)	47(17.9%)	65(24.6%)
	Blanks	7			6
comfort of the pads	Comfortable	146(52%)	145(49.3%)	48(17.7%)	78(29.5%)
	Adequate	101(35.9%)	98(33.3%)	126(46.5%)	121(45.8%)
	not comfortable	34(12.1%)	51(17.3%)	97(35.8%)	65(24.6%)
	Blanks	7	7	6	5

The adequacy and the comfort of the pads during usage was elicited from the respondents in order to get the opinion regarding what is the type of menstrual hygiene products that are preferred in Tamil Nadu. The preference expressed has also been influenced by the products the women of the State have been used over the period of time. In the case of new users, one would see a preference for napkins rather than the traditional cloth primarily due to the higher absorbency and comfort of disposal. Before disposable sanitary pads were created and locally available, reusable pads or cloths were widely used to collect menstrual blood. Women often used a variety of devices crafted from materials from rags to sheep's wool. Subsequently, even as disposable pads became popular and affordable, cloth menstrual pads made a comeback either due to the high costs of the disposable pads or due to environmental concerns of some.

There are always new brands, new products, new materials and new concepts of sanitary napkins in the market and with aggressive promotion, consumers may be lured into using these. Women generally are found to be relying more on a known manufacturer – show brand loyalty to a certain extent, purchase regularly from a known shop, choose products with a good reputation and depend solely on one's own experience. These are still the most basic principles of common sense in the choice of appropriate sanitary napkins and menstrual hygiene product.

In the present survey, we had asked them to award marks from 0 to 5 for the four samples that were provided to the respondents who expressed willingness to use the pads and give a feedback on their quality. Very low percentage of the respondents only gave zero marks for the products. Many of them expressed the view that as the napkins were being given as samples at free of cost and as it did serve some purpose of menstrual protection, it could not be rated zero.

Opinions		sample-1 (TN- women’s care)	sample-2 (TN- Herbal)	sample-3 (saathi pads)	Sample-4 (Aanandh i pads)
marks to pads from lowest mark - 0 to 5 highest mark	mrks-0	10(3.8%)	4(1.5%)	9(3.4%)	24(9.1%)
	mrks-1	21(8%)	9(3.4%)	107(40.7%)	14(5.3%)
	mrks-2	17(6.4%)	30(11.4%)	49(18.6%)	23(8.7%)
	marks 3	49(18.6%)	35(13.3%)	60(22.8%)	132(50%)
	marks 4	141(53.4%)	77(29.2%)	25(9.5%)	53(20.1%)
	marks 5	26(9.8%)	109(41.3%)	13(4.9%)	18(6.8%)
price of the product	Cheap	91(32.3%)	127(44.1%)	16(5.8%)	92(34.8%)
	Affordable	154(54.6%)	119(41.3%)	106(38.4%)	111(42%)
	Expensive	37(13.1%)	42(14.6%)	154(55.8%)	61(23.1%)
	Blanks	2			2

53.4% of the respondents rated the Women’s care product with 4 marks. Highest mark of 5 was awarded by 41.3% of the respondents to Herbal pads from TN. In terms of the price of the product, 54.6% of the respondents felt that sample 1 – women’s care was more affordable. Nearly 56% of the respondents felt that Saathi pads was expensive. In terms of pricing, the products from Tamil Nadu were considered to be less expensive when compared to the products like Saathi and Anandhi which were purchased from outside the State.

It was thought that it was essential to get a feedback on whether these pads would be purchased by the respondents if made available in the market. Only two of the respondents did not answer the question but nearly 42 percent mentioned that they were not sure whether they would purchase the product. Nearly 38% of the respondents mentioned that they were ok with idea of purchasing the products. It was seen that 20 percent felt that they would not purchase the products.

Future preference to buy these pads			
		Frequency	Valid Percent
Valid	Yes	115	38.3
	No	60	20.0
	Not sure	125	41.7

	Total	300	100.0
	Not disclosed	2	
Total		302	

It was decided to check whether there was any statistical significance in the purchase of these sanitary pads in the future.

Future preference to buy these pads	Student			Total	P-Value
	School	College	Non-Student		
Yes	22(44.9%)	26(22.4%)	67(49.6%)	115(38.3%)	<0.001
No	13(26.5%)	28(24.1%)	19(14.1%)	60(20%)	
Not Sure	14(28.6%)	62(53.4%)	49(36.3%)	125(41.7%)	
Total	49(100%)	116(100%)	135(100%)	300(100%)	

It was found that the college going student community who were used to purchase of certain commercial products were not sure whether they would be willing to purchase these pads. Significant number of non- student respondents felt that they would prefer the purchase of these pads. The above discussion can help us conclude that in the case of purchase of menstrual hygiene products in Tamil Nadu, the student community has a definite choice that is different from the non-student community.

An attempt was made to look whether there was significant difference in the decisions with respect to their place of residence in rural or urban areas.

Future preference to buy these pads	Place		Total	P-Value
	Rural	Urban		
Yes	88(52.4%)	27(20.5%)	115(38.3%)	<0.001
No	43(25.6%)	17(12.9%)	60(20%)	
Not Sure	37(22%)	88(66.7%)	125(41.7%)	
Total	168(100%)	132(100%)	300(100%)	

It was found that there was a significant portion of the respondents in the urban area who were not sure if they wanted to buy the pads in future. In the rural areas, significant number of respondents expressed willingness to purchase the napkins. The decision to purchase a new brand of commercial pads for the student community is guided more by aesthetics and the comfort of use while the price considerations and availability are the primary deciding factors.

On questioning about the ease of use, it was seen that nearly 66 percent felt that the napkins were easy to use. Nearly 34 percent of the respondents felt that the napkins were not easy to use.

Ease of use of pads			
		Frequency	Valid Percent
Valid	Yes	199	66.3
	No	101	33.7
	Total	300	100.0
	Not disclosed	2	
Total		302	

Recommending pads to a friend			
		Frequency	Valid Percent
Valid	Yes	219	73.0
	No	81	27.0
	Total	300	100.0
	Not disclosed	2	
Total		302	

It was decided to find out whether the pads would be recommended by them to friends. It was found that 73 percent of them said that they would recommend the pads to a friend.

The product evaluation study tried to look at whether there was any significant variation in the price of the disposable sanitary pads.

price of disposable sanitary pads	Student			Total	P-Value
	School	College	Non-Student		
Too Cheap	4(8.9%)	4(3.5%)	4(3%)	12(4.1%)	<0.001
Just Right	25(55.6%)	78(67.8%)	33(24.4%)	136(46.1%)	
Very Expensive	16(35.6%)	33(28.7%)	98(72.6%)	147(49.8%)	
Total	45(100%)	115(100%)	135(100%)	295(100%)	

It was seen that the non-student group of respondents found the products were expensive. The practice of school going population already using commercial pads at market rates probably is one of the reasons for their decision to feel that the pricing of the napkins was just right and the quality of the napkins would require a certain minimum price.

The study also attempted to study the decisions of the two categories of respondents regarding the purchase of reusable sanitary pads if it costs less than disposable ones.

Purchase of reusable sanitary pad if it costs less than disposable sanitary pads	Student			Total	P-Value
	School	College	Non-Student		
Yes	28(59.6%)	44(37.9%)	111(82.2%)	183(61.4%)	<0.001
No	19(40.4%)	72(62.1%)	24(17.8%)	115(38.6%)	
Total	47(100%)	116(100%)	135(100%)	298(100%)	

It was seen that in the non-student community, nearly 82 percent of the respondents felt that reusable pads if it costs lower than sanitary pads would be preferable and the response was found to be significant in this case.

The market for menstrual hygiene products in developing countries is ever expanding, driven both by private demand and by public efforts to improve girls' educational outcomes and women's health and dignity. However, there are many women and girls who cannot consistently afford the monthly cost of disposable menstrual products and revert to less hygienic solutions when they face economic constraints. The choice of sanitary protection is a personal decision based that is rooted in a cultural milieu and acceptance along with user preferences. A woman or girl's environment and access to funds, water supply, infrastructure and affordable options often influenced decisions. It is therefore critical that any programme aiming to support women or girls with sanitary protection materials should necessarily involve them in the planning discussions and decisions about the materials and/or products to be supported. Gender relations in the family and society at large and the power to decide on the purchase of sanitary protection affect the choice of Menstrual hygiene products. In the experience shared about Afripads, one was able to read how tailoring the product formats to local needs could be a good experience.

In Tamil Nadu, where various products are available, the population has developed general preferences to the type of protection they would want. Reliability, comfort and dependability would be one of the overriding concerns rather than the low cost similar to the decision of African girls to go in for Afri-pads. It is quite possible that any new product development and marketing strategy would need to take into account the three triggers³ – product relevance, proximity and market expansion and also the perceived value of the menstrual hygiene product. Cultural issues and brand consciousness will also be one of the key determinants. As "value buyers" with limited disposable incomes, consumer preference would be contingent upon reliable quality at competitive prices. Any product development, segmentation and market expansion of menstrual hygiene products would need to bring to the crux the triggers that would motivate purchasing decisions.

**ANNEXURE-36: LIST OF ORGANIZATIONS PRODUCING ECO FRIENDLY
SANITARY PADS AND KEY PRODUCT DIFFERENTIATOR.**

S.No	Initiative by	Product	Impact of Environment	Amazing Factor	Product review
1	Jayashree Industries	Low cost sanitary pads	Hygienic method	Economical Production by SHGs Huge Consumer market	Wings variety not available
2	Aakar Innovations	Anandhi pads	Eco Friendly	Compostable & Non Compostable sanitary pads Economic Prevents infections & Cervical cancer	Product review was tested and found lacking on certain aspects
3	Ecofemme	Washable cloth pads	Eco friendly Bio degradable material	Good for body Good for Earth Menstrual Education Raising from rural India & reaching out around the world	Not tested
4	Saathi Pads	Bio degradable pads – Banana Fibers & Pulp	Eco friendly	Made from Banana Fiber Highly absorbent Non – toxic Degrade within 6 months	Not found effective as per feedback
5	Empowering Women Perio	Pads from water hyacinth & invasive Aquatic plants	Eco friendly	1. Eco friendly Non - Toxic	Not tested
6	Herbal pads	Bio-non woven and herbal materialise	Eco-friendly	Reduces genital area irritation	Tested and quality standards not upto mark

ANNEXURE-37: RESULT FRAMEWORK FOR GREEN ENTERPRISES ON PERSONAL HEALTH AND MENSTRUAL HYGIENE PRODUCTS.

Results Framework and Monitoring												
Project : GREEN ENTERPRISE ON PERSONAL HEALTH AND MENSTRUAL HYGIENE PRODUCT												
Project Development Objective (PDO): To establish eco-friendly sanitary napkin production units and create a networking of common service hubs to promote sustainable practices in menstrual hygiene.												
PDO Level Results Indicators*	Unit of Measure	Baseline	Cumulative Target Values**					Y R 5	Frequency of data collection	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition etc.)
			YR 1	YR 2	YR 3	YR 4						
Indicator One:									Baseline survey data	Independent Consultant		
	Percentage		60 %	60 %	60 %	60 %		Annual			Presently 25 units exist and through the pilot, we plan have 60% beneficiaries as Women.	
Direct project beneficiaries 100 production units of which female project beneficiaries (%)	Number	25 units										
Indicator Two:									Independent survey	external agency	Target of 25% increase in usage of	

Percentage increase in the usage of sanitary napkin by Women and girls in selected pilot areas;	Percentage		0%	10%	15%	25%		Annual			Sanitary pads in the selceted pilot areas.
Indicator Three:									Project M&E	TNRTP	Total of 10 CSC will be set up by the project by the end of third year.
	Percentage		0%					Annual			
Number of established Common service centres for Menstrual Hygenie	Number		2	6	10						
Indicator Four :									Project M&E	TNRTP	
Number of local enterprises promoted through Capacity building for setting up Sustainable	Number		11	20	60	100		Annual	Project M&E	TNRTP	Total 100 production units will be set up by the pilot in selected areas.

green Enterprises											
Indicator five											
Increasing in percentage of safe disposals.	Percentage	existing 15%	10%	30%	50%	60%			independent survey		Present baseline is at 15% and post the pilot the target is 60% in safe disposals.
INTERMEDIATE RESULTS											
Intermediate Result (Component A) : Product manufacturing and developing a franchise and marketing											
R&D - total of 2 new Products every year for 3 years to be designed and developed and made operational for production	Percentage							Annual	Project M&E	TN RTP	A total of 100 sanitary napkin production enterprises to be revived to become menstrual hygiene hubs.
	Number	4	2	4	6						
Setting up of Common service Centers (CSC) for office set up ,branding, aggregation,raw material	Percentage		2	6	10			Annual	Project M&E	TN RTP	A total of 10 CSCs that is one for every 10 napkin units is proposed across the State
	Number										

supply etc. be established											
Hygienic safe ecofriendly sanitary napkins produced and made readily available, access to use for adolescence girls in schools at project locations	Percentage	0	20 %	50 %	60 %	70 %		Annual	Project M&E	TNRTP	
Establishing 5 regional Hubs for value addition and Finishing	Percentage							Annual	Project M&E	TNRTP	5 Finishing Hubs to be set up value addition, finishing of the products.
	Number	0	0	2	3						
Intermediate Result (Component B): Menstrual hygiene education											
Organising training programs and development of hygiene materials	Percentage										50 Trainings will be organized
	Number		10		30	40	50				
Linking CBOs and institutions to	Percentage										Total 5 Hubs will be created
	Number			1	3	5	0				

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create menstrual hygiene hubs											
Linking menstrual hygiene hubs to adolescent friendly health clinics	percentage										40 Menstrual Hygienic Friendly clinics will be set up
	Number		10	20	30	40					
Create menstrual hygiene friendly spaces	Number		25	50	75	100		Annual	Project M&E	TNRTP /PMU	100 Spaces will be created
Satisfactory annual project financial and monitoring reports submitted on time			1	1	1	1		Annual	Project M&E	TNRTP /PMU	
Satisfactory completion of baseline, mid-term and end line household surveys								Commencement and End of Project	Field surveys (incl. baseline and end line surveys)		
			1		1	1				TNRTP /PMU	

ANNEXURE-38: PROCESS OF SELECTION, RECRUITMENT AND TRAINING OF JOB COMMUNITY PROFESSIONALS (JCPS)

1. Selection, Recruitment, Training and Positioning JCPS

The JCPS for skills and job opportunities should be identified and selected from the same block. However, they can be engaged in other blocks with their willingness and need of the project. JCPS are community cadres support DPMU as service providers to and are not staff but chartered folks of MaKaMai.

2. Qualification

- i. Minimum educational qualification is 12th grade pass
- ii. Should have basic computing skills and handle internet based application
- iii. English knowledge and good communication skills are desirable
- iv. At least two years of work experience in field visits, community mobilization, pre and post placement counselling, knowledge on skills training, job fairs and job placement
- v. Must be willing to travel and organize village level or cluster level meetings

3. Scope of Work

The following are the steps involved in positioning JCPS and their services:

Step 1: Interviewing & Recruitment of JCPS

Identification of Job Community Professionals (JCPS) will be done by MaKaMai. MaKaMai with DPMU and SPMU will conduct the interview and recruit the best JCPS. Final list of selected JCPS must be authorized by the SPMU.

Step 2: Training JCPS

Orientation and Training of JCPS at block and District level.

- Listing of training themes by DPMU
- How often the validation and updating will be done
- Developing Training of Trainers (ToTs)
- Thematic training to the JCPS

Step 3: Understanding the aspiration of youth in targeted households

Surveying youth in targeted blocks through home visits, formal interaction and fill up intake forms to create database. JCPS with the support Block Team and DPMU would involve in the survey process of scouting youth and preparing a list of trade wise aspiring youth.

Step 4: Identification and mobilization of youth and creation of youth database

It is pivotal to create a database of trade wise aspiring youth for skilling. JCPs will create the database of youth with their priority, at village and cluster levels and Executive Officer skills with create the database at block and district levels. Every district will maintain a system based database of youth and the same will also be maintained at the SPMU level.

SPMU with DPMU must engage in identification of youth by conducting individual need assessment and sector wise grouping of youth. Mobile and web-based platforms for SPMU and DPMUs provide the format for youth database creation and update the date in a real time basis with the support of JCPs.

ANNEXURE-39: FORMAT FOR YOUTH DATABASE

1. Name :

Aadhar No:

Voter ID:

Passport
size
Photo

2. Name of Father

Or Mother or Guardian :

3. Address :

a. Village No/ Door No.

b. Street Name:

c. Locality:

d. Name of Village & Post:

E Block:

f. Taluk:

g. District:

h. Email:

i. Mobile:

4. Age :

DOB:

5. Sex :

Male Female Transgender

6. Differently abled :

Yes No

If yes, nature of disability:

a. Orthopedically

b. Visually

c. Deaf & Dumb

d. Mentally

e. Leprosy cured

7. Women Head :

Yes No

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8. Tribe : Yes if yes specify No
9. Community : SC ST MBC BC FC Other
Specify_____

10. Educational Qualification : Name of course:
Below 8th grade Certificate if yes specifies:
10th grade ITI
12th grade Diploma
Degree
Post-graduation

11. Previous Experience :

12. Trades Interested : Priority 1:
Priority 2:
Priority 3:

13. Other information if any :

Declaration: This is to certify that the aforesaid information is true to the best of my knowledge and belief.

Place:

Date:

Signature

ANNEXURE-40: SERVICES OF MIGRANTS SUPPORT CENTER (MSC)

Nowadays, demand for skilled work force flourishes in industrial clusters of the State. Skilled rural youth often have to migrate to fulfill their career aspirations, more income and career growth opportunities. Often rural youth are challenged with lifestyle, cultural shocks and unfamiliar with the norms and demands of urban labor markets face problems in adjusting to the urban environment. Often they find it difficult to cope up with the higher cost of living, socio-economic demands of the city, resulting in poor job retention, unfulfilled aspirations and inability to integrate with the urban main-stream labor market.

In many cases DDU-GKY and PMKVY trainings and placement involves training rural youth and placing them in jobs away from their native districts or even states. Therefore, TNRTP can fill the gap to consider opening MSCs in concentrations where a large number of those trained in their state are working. The MSCs should also be opened within the State to support beneficiaries from targeted households who migrate for work. This is different from the finishing and work readiness centers that PIAs are required to operate. In MSC activities such as alumni support, accommodation assistance, counseling services, periodic get together and networking events with employers, local newsletters, coordination with local civil and police administration etc. are to be undertaken.

Migrants Support Center (MSC) is a novel concept with objective of providing a host of services to migrants from targeted 120 blocks. Migrants Support Center (MSC) facilitates the migrants in accessing better services, monitors post placement progress of youth, provide key information on health, education and remittance services.

Migration Support Centers provide information, advice and referral services to potential migrants in 120 targeted blocks of 26 districts of Tamil Nadu. To identify infrastructure to run migration centers in selected industrial hubs of Tamil Nadu. In addition, the MRC would offer a number of service like counseling and training, spreading legal and banking awareness, free health check-up camps, facilitating for ID card preparation (Aadhar card), insurance facilitation, protection of assets and family members, communication services, information on Govt. schemes and latest technology relevant to their occupation, job placement, awareness generation of legal rights, entitlement education and the like, video chat, safe money transfer and proper saving mechanism, help line numbers, disseminating information about various employment opportunities and so on.

The identified center would be furnished and equipped with all basic amenities and common facilities. Staffing of the center with a head, counselors, one center assistant, cooks and support staff. Then, communicate the centers availability and its facility to all DEOs and initiate the services at the earliest possibility (If possible

MaKaMai can be involved at different stages to ensure the continuity of services). MSC can also interface, network and converge with Government departments, Industries, NGOs and other services providers for better service delivery.

SPMU must ensure the following activities with regard to MSCs:

- Setting up and launch of physical center in desirable Districts particularly in Chennai, Madurai and Coimbatore.
- Finalizing MSCs location, Staffing, and a formal communication must be circulated to DPMUs/job CPs with a clear write up about MSCs and the services delivered.

The following other services shall be made available:

- i. Career counseling and guidance
- ii. Assistance in crisis situations such as:
 - Assistance during vital appointments at different institutions (hospitals, schools, insurance companies)
 - Searching for and securing accommodations
 - Defining the services to be delivered: Facilitating services on accommodation, ID cards, bank account, gas connection, Transit accommodation, relevant identification, linkage with services like house search, schooling, banking, gas connection and health services
- iii. Placement services:
 - Counseling and job opportunity orientation
 - Assistance with job searching

ANNEXURE-41: CHECK LIST FOR ORGANIZING JOB FAIRS BY THE DPMUS

Job fair participants have to be youth identified and recorded in the jobs database and mobilized by JCPs as they are the focus target group of the project.

- i. Select a date, time and place for the job fair
- ii. Make sure the location chosen is large enough for anticipated number of attendees and parking space.
- iii. Send an invitation letter to potential exhibitors or meet in person but ample time must be given to the industries for participation. Then, prepare a list of industries that are willing to participate
- iv. Develop a budget for table and chair rentals, advertising, tablecloths, cleaning after the event, audiovisual equipment, printing and paper supplies and refreshments.
- v. Prepare an advertising plan for the job fair
- vi. Make and post flyers in your location and in nearby buildings and stores. Write a press release and submit it to local media. Advertise the job fair in local newspapers and on your website, and post information on social media sites.
- vii. Print signs for the job fair: JCPs must put up the signs that direct job seekers and exhibitors to the correct room or building, signs displaying the company name for each exhibitor and miscellaneous signs, including signs for the information desk and restrooms. Print a map of the room and distribute it to attendees and exhibitors.
- viii. Recruit volunteers and orient them on job fair, staff information and assistance to tables at the job fair
- ix. Send thank you emails to all agency participants and solicit feedback and "lessons learned"
- x. Analyze job fair results:
- xi. Review CVs/Resumes collected and determine whether or not they meet recruiting goals
- xii. Determine number of job offers given by agencies
- xiii. Review all costs
- xiv. Compile information from all feedback forms
- xv. Create a "lessons learned" summary and compile a repo

ANNEXURE-42: GUIDELINES FOR COMMUNITY SKILLS SCHOOLS (CSS)

Selection Criteria for Trades:

1. Keeness of at least 50 youth in the region to learn the trade
2. Availability of few capable experts
3. Abundant employment opportunity (preferably in same district or adjoining region)
4. Ability of the community to place candidates in jobs
5. Supportive Panchayat President
6. Motivated VPRC

Selection Criteria for Trainer:

1. Verifiable experience and capability in the trade
2. Not only keen to teach put also popular amongst the community
3. Meet the trainer at least thrice to validate seriousness and expertise before finalizing.

Costs

Fix maximum limit for the below cost heads:

a) Trainer fees	Rs. 5,000/candidate
b) Material cost (only for masonry)	Rs.
c) Cost of Tools kit	Rs 1,000/- trainee
d) Incidental Expenses	Not exceeding Rs.50/- day

Student contribution:

A minimum of Rs 500/candidate or 15% of skilling cost, whichever is higher

Fire and Safety:

- 1) All candidates will be covered under workmen insurance.
- 2) All Community Skills Schools would have the standard First Aid kit. The staff of CSS should be trained to use it.

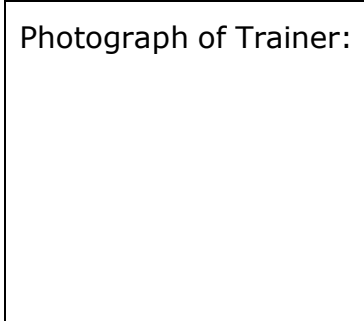
- 3) Safety measures for electricity should be taken care of in every CSS.
- 4) All youth should be given a basic fire and safety orientation in every CSS.
- 5) **For Welding:** Each candidate should mandatorily wear Personal Protective Equipment (PPE) during training consisting of Helmet, Welding Glasses, Leather Apron, Leather Gloves and Safety Shoes (all industrially certified). PPE should be kept by the trainer in his premises. All candidates should mandatorily wear denim trousers only.

**ANNEXURE-43: COMMUNITY PROPOSAL FOR COMMUNITY SKILLS
SCHOOL (CSS)**

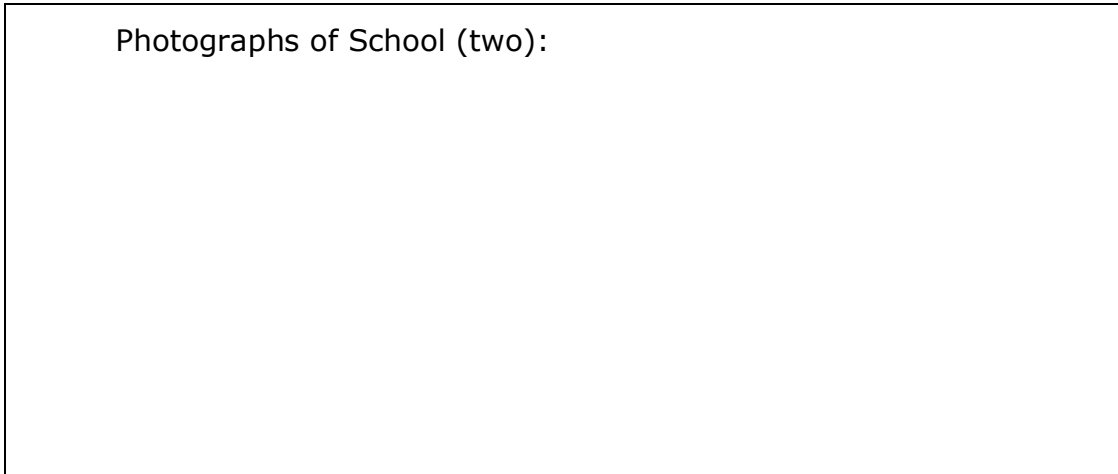
Training cost per trainee should not exceed Rs.3, 500/- trainee

If there is a deviation in the selected trade from the guidelines please present a case as to why it should be selected

Photograph of Trainer:



Photographs of School (two):



Signature of DEO

Proposal for CSS:

Each CSS to be launched it should have an approval from state office in place. A simple format is enclosed.

Checklist for CSS:

S.No.	Item	Tick
1.	Trainer strictly selected against criteria	
2.	Agreement signed with partner/trainer and DPMU (incl. fire and safety clause)	
3.	Syllabus (a minimum of week-wise syllabus in place)	
4	Location of center is easily accessible from Panchayats in the cluster.	
5.	There is a case for running of the CSS for a minimum of 6 batches or 9 months (whichever is the lower)	
5.	Only interested candidates selected after counseling	
6.	Possibility of ensuring placement for 80% of the candidates.	
7.	35% are women candidates	
8	15% contribution from trainees collected	

ANNEXURE-44: DETAILS OF THE STEERING COMMITTEE MEMBERS

S. No.	Occupation	Designation
1	Principal Secretary / Secretary to Government, Rural Development and Panchayat Raj Department	Chairperson
2	Principal Secretary / Secretary to Government - Finance	Member
3	Principal Secretary/ Secretary to Government, Planning & Development	Member
4	Commissioner / Director of Agriculture Department	Member
5	Director of Animal Husbandry Department	Member
6	Commissioner / Director of Rural Development & Panchayat Raj Department	Member
7	Commissioner/ Director of Industries and Commerce	Member
8	Commissioner / Director of Employment and Training	Member
9	Managing Director, Tamil Nadu Corporation for Development of women/ Chief Executive Officer, Tamil Nadu State Rural Livelihoods Mission	Member
10	Project Director, TNRTP Project	Member - Secretary

**ANNEXURE-45: DETAILS OF THE MEMBERS OF GENERAL BODY AND
EXECUTIVE COMMITTEE OF (TNRTS)**

S. No.	Occupation	Status
1	Principal Secretary / Secretary to Government, Rural Development and Panchayat Raj Department	Chairperson
2	Principal Secretary/ Secretary to Government, Finance Department/ or his representative.	Member
3	Principal Secretary / Secretary to Government, Planning & Development Department	Member
4	Principal Secretary/Secretary to Government, Agriculture Department.	Member
5	Commissioner /Director Industries &Commerce	Member
6	Managing Director, Tamil Nadu Corporation for Development of women/ Chief Executive Officer, Tamil Nadu State Rural Livelihood Mission	Member
7	Principal Chief Conservator of Forests	Member
8	Commissioner / Director of Horticulture and Plantation Crops	Member
9	Commissioner / Director of Employment and Training	Member
10	Director of Animal Husbandry	Member
11	Director of Fisheries	Member
12	Commissioner / Director of Handloom and Textiles	Member
13	Director of Sericulture	Member
14	MD,TAHDCO	Member
15	Director, Entrepreneurship Development Institute	Member
16	Chief General Manager, NABARD, Chennai	Member

17	Convenor, SLBC, Chennai	Member
18	Representative from MaKaMai	Member
19	CII, Chennai	Member
20	Project Director TNRTP project	Member-Secretary

The members of the Executive Committee are as in the below table:

S.No	Occupation	Designation
1	Principal Secretary / Secretary to Government, Rural Development and Panchayat Raj Department	Chairperson
2	Principal Secretary / Secretary to Government - Finance	Member
3	Director of Animal Husbandry Department	Member
4	Commissioner / Director of Rural Development & Panchayat Raj Department	Member
5	Managing Director, Tamil Nadu Corporation for Development of women/ Chief Executive Officer, Tamil Nadu State Rural Livelihood Mission	Member
6	Commissioner/ Director of Industries and Commerce	Member
7	Commissioner/ Director of Agricultural Marketing & Agri Business	Member
8	Commissioner / Director of Employment and Training	Member
9	MD,TAHDCO	Member
10	Director of Sericulture, salem	Member
11	Convenor, SLBC, Chennai	Member
12	MaKaMai Representative	Member
13	Expert from Madras Institute of Development Service (MIDS)	Member
14	Representative from Institute for Financial Management and Research.	Member

15	Project Director TNRTP project	Member-Secretary
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The Executive Committee may constitute adhoc committee consisting of specialists from different fields with one EC member as Chairperson of the adhoc Committee. The report of the adhoc committee has to be placed in the Executive Committee meeting for deliberation and for deciding further course of action.

ANNEXURE-46: JOB EXPECTATION AND PERSON PROFILE OF SPMU TEAM MEMBERS

Position #	Designation	Brief Job Expectation	Person Profile
S001	CEO	Plan, direct, coordinate, and lead activities of Tamil Nadu Rural Transformation project to ensure that goals, objectives and all elements of the Project are accomplished within the prescribed time frame and funding parameters	On Deputation from GoTN with experience in management of externally aided project or large scale project
Experience in years	20+	Review TNRTP to determine time frame, funding limitations, procedures for accomplishing project, staffing requirements, and allotment of available resources to various phases of project.	
Age in years		Responsible for supervision of all consultants, the Partnership Coordinator, and all planning/administrative staff assigned to the Project to ensure it is on schedule and within budget.	

Position #	Designation	Brief Job Expectation	Person Profile
Reporting to	Steering Committee, General Body & Executive Committee	Outline work plan to assign duties, responsibilities, and scope of authority	
S101	COO - Project Implementation	Conceptualize; manage the entire project implementation component of the project.	1st Option: Minimum Master's degree in Business Management, Rural Management, Forest Management, Economics, or equivalent. 2nd Option: On deputation preferably from MSME, TADCO, Marketing Corporation, Aavin, NABARD, SIDBI etc.
Experience in years	17+	Planning, Monitoring , achievement of targets and Strategic Guidance to program implementation unit	Demonstrated leadership in supervision and guidance of experts from diverse thematic areas;
Age in years	40-50	Converge with Private Sector, FIs, Line Departments etc. required during project implementation	Results orientation and outputs driven approach to delivering in a time bound manner;
Reporting to	CEO	Analyse data related to project implementation and suggest changes in strategies related to the project intervention	Experience in conceptualization, documentation, implementation and management of large scale development project supporting enterprise development, access to finance and

Position #	Designation	Brief Job Expectation	Person Profile
			employment opportunities across state
		Report to CEO on project implementation issues and seek advice and guidance whenever required	
S102	COO - Project Management	Conceptualize, manage the M&E, MIS, Safeguards, Legal and Risk components of the project.	On Deputation from GoTN with experience in management of externally aided project or large scale project at Additional Director level
Experience in years	17+	Planning, Monitoring , achievement of targets and Strategic Guidance to program management unit	
Age in years	40-50	Analyse data related to business processes and systems suggest changes in strategies for smooth project implementation	
Reporting to	CEO	Report to CEO on project management issues and seek advice and guidance whenever required	
		Ensure smooth functioning of support functions like HR, Finance, Administration and Procurement	

Position #	Designation	Brief Job Expectation	Person Profile
S201	Associate COO - Planning & VC Strengthening	Prepare guidelines and process documents for conducting the District Diagnostic, Investment Plans, and District, Block, Village level implementation plan	Minimum Master's degree in Business Management, Agri Business, Rural Management, Forest Management, Economics, or equivalent.
Experience in years	15+	Train the district staff to conduct District Diagnostic	Professional experience in Value Chain Analysis and Development and or implementation At leadership level.
Age in years	40-50	Prepare TORs to hire agencies to conduct Value Chain Analysis	Strong analytical and communication skills required. Ability to scale and network
Reporting to	COO - Project Implementation	Responsible for conducting Value chain analysis through the agencies.	Experience with Private and Public Sector, Agri Marketing, Networking with Industries
		Responsible for prioritising commodities for value chain interventions	
		Feed project with real time market linked analytics on prioritized commodities and sectors.	
S202	Associate COO - Enterprise Promotion	Identification and Hiring of TSAs for CLF promotional activities	A master's degree in business administration,

Position #	Designation	Brief Job Expectation	Person Profile
		and enterprise trainings	rural management or forest management
Experience in years	15+	Preparation of training manuals and guidelines- Standard Operating Procedures on Individual and Group Enterprises activities.	Experience in market and/or rural development, access to finance (both micro and SME), SME business promotion activities, and/or operational experience with SMEs in emerging markets.
Age in years	40-50	Monitoring of the work of TSAs	
Reporting to	COO - Project Implementation	Liasioning with the other state departments and resource institutions, private actors, SFAC, NABARD, NGOs on various sectors like agri business, fisheries and engaged in business and enterprise promotion in the state like MSME, DIC etc.	
		Conducting roundtables, State level workshops and Consultative Meetings at state level.	
		Strategic inputs to the Executive Officers on Enterprise promotion	
		Assisting the Executive Officers in conducting of assessment and	

Position #	Designation	Brief Job Expectation	Person Profile
		review of existing CLGs and CLFs in the district	
		Planning of activities at the state level	
		Orientation and conducting training on enterprise promotion to the Executive Officers	
		Assisting/Facilitating the DPMUs in planning and implementing of activities	
		Management of the CLF start-up grant activities	
		Coordinating and Monitoring enterprise promotion activities at the district level.	
		Consolidation of district reports and reporting the progress of work done at the state level for enterprise promotion activities.	
S301	Dy. COO - OSF	Responsible for OSF operations framework to ensure consistent performance of OSF across the state	Master's in Business Management, Agriculture, Forest Management
Experience in years	12+	Plans, coordinates, organizes, and spearheads efforts to recruit and locate office, technology, and project users; ensures	Experience working with incubation centres, business advisory services in fund management companies

Position #	Designation	Brief Job Expectation	Person Profile
Age in years	35-45	<p>appropriate equipment and materials are available for the successful OSF operations</p> <p>Coordinates the development, evaluation and implementation of program goals, objectives, and activities related to office, technology, and beneficiaries business growth</p>	<p>Experience in social enterprise development organization is an added advantage</p>
Reporting to	COO - Project Implementation	<p>Prepares and maintains a variety of records and reports related to assigned programs, including financial reports that summarize and/or outline incoming and outgoing funds.</p>	<p>Conducts research to identify emerging needs, trends, and services related to recruitment and location of incubator service providers and affiliate members or other assigned areas of responsibility</p>
		<p>Designs and implements marketing materials to ensure</p>	

Position #	Designation	Brief Job Expectation	Person Profile
		public exposure to program offerings	
S302	Dy. COO MaKaMai	– Develop a mission statement, set up appropriate organization structure and governance systems for MaKaMai	Masters in Community or Rural Development
Experience in years	12+	Facilitate lessons learnt from MaKaMai experience thus far and strategic objectives for the future	Experience working with relatively similar size organization with direct grassroots reach
Age in years	35-45	Develop detailed plan for MaKaMai and develop results framework that reflects various stake holders	
Reporting to	COO - Project Implementation	Set up basic office management systems, basic tools for organizing work, keep day to day records.	
		Define roles and responsibilities of key players in financial management, draw up realistic annual budget	
		Develop a system to produce accurate monthly financial reports to stakeholders.	
		Describe and implement financial	

Position #	Designation	Brief Job Expectation	Person Profile
		policies and controls for MaKaMai	
		Set up independent audit system for MaKaMai	
S203	Asso. COO - Business Finance	Identify, develop and recommend projects for funding. This work includes conducting field visits and due diligence of potential partners and projects, and reviewing project design and budgets.	Master's degree in Finance Management
Experience in years	15+	Process of selecting Transaction Manager and PFIs-Participating Financial Institutions	Experience in Institutional Finance, Funds / Portfolio Management with large fund companies or Institutional products experience in banks or any other FIs
Age in years	40-50	Help in partnership agreement between the Transaction Manager , PFIs and Project Team-SPMU	
Reporting to	COO - Project Implementation	Monitor and manage the portfolio of matching grant and credit guarantee fund along with Transaction Manager	
		Establishes the relationship between Project Team-Appraisal	

Position #	Designation	Brief Job Expectation	Person Profile
		Committee , PFIs, and Transaction Manager	
		Do adequate field visits along with Transaction Manager and Project Team to assess the Portfolio performance	
		Ensure the prompt release of /MGF by the Transaction Manager.	
S303	Dy. COO - FI Linkages	Network with financial institutions at policy and implementation level	Master's degree in Finance, Business Management
Experience in years	15+	Develop relationship with SLBC, NABARD private banks for converging with the project	Experience in Funds mobilization with large fund companies or corporate banking or any other financial institutions, treasury experience
Age in years	40-50	Identification of Resource agency for development of Training Manuals in relation to /MGF, Value Chain Financing and Risk Management	
Reporting to	COO - Project Implementation	Identification /Working with Resource agency for Technical Assistance to PFIs and PIT	
		Facilitating the training of trainers , training of	

Position #	Designation	Brief Job Expectation	Person Profile
		Project team at district level and Block level	
		Ensuring good bank - project beneficiary relationship through block level, district level and state level bankers meeting.	
		Ensuring health of portfolio along with district team by adapting adequate recovery mechanisms	
S204	Asso. COO - Innovation Promotion	Promote the entrepreneurship culture and climate across the state by promoting innovation outside of project areas	Experience with Chambers of Commerce, Industry Associations or Innovation initiatives of large institutions
Experience in years	15+	Network with Private Sectors, Social Entrepreneurs, public-private and civil society sectors, and funders, investors and development agencies to scope out innovations	
Age in years	40-50	Manage the entire transformational marketplace every 2 years, as planned in the project	
Reporting to	COO - Project Implementation	Prepare TORs to hire agencies for supporting	

Position #	Designation	Brief Job Expectation	Person Profile
		the transformational marketplace	
		Establish and manage partnerships for scaling up innovations in the project	
S0304	Dy. COO - Pilots	Set up a large scale integration unit on food chain	Experience in integrated business unit like Agro Hub, Auto Hub, Theme Park etc.
Experience in years	10+	Identify potential partners and stakeholders and influence them to participate in Food Hub	Experience with food industry is added advantage
Age in years	35-45	Manage the food hub as profit centre achieving the business plan committed	
Reporting to	COO - Project Implementation		
S205	Asso. COO - Skilling & Jobs	Devise action plans at state level for DPMU and JCPs in youth identification, aspiring youth database creation, mobilization, pre & post training counselling, placement and follow-ups.	Master's in Business Management or Community or Rural Development
Experience in years	15+	Develop guidelines for youth skilling and job opportunities within the framework of TNRTP.	Experience working with NSDC and related programs at relatively similar size organization

Position #	Designation	Brief Job Expectation	Person Profile
			with direct grassroots reach
Age in years	40-50	Create end-to-end backing for convergence with Government schemes and partnerships with private players	
Reporting to	COO - Project Implementation	Identify, empanel and develop roster of resource institutions at State level	
		Support and monitor DPMUs in identifying and negotiating for skilling under different schemes and industry interface.	
		Facilitate enabling environment for mobilizing the youth for skill training and placement	
		Implementation of skilling and job opportunities strategy.	
		Identify value chain specific skills and develop curriculum for skilling which leads to employment.	
		Identify opportunities for Community Skill Schools and	

Position #	Designation	Brief Job Expectation	Person Profile
		<p>Community Farm Schools</p> <p>Establish & facilitate successful performance of targeted community skill schools & community farm schools</p>	
		<p>Interface with industries for job opportunities</p> <p>Ensure at least 70% of youth are gainfully employed</p>	
		<p>Create, monitor and evaluate the performance and success of all skills and job opportunities covered under TNRTP and return on investment.</p> <p>Providing specialized and technical input into projects either through the management of, or participation in activities such as research, workshops, conferences, training events or study tours;</p>	
S206	Asso. COO - OD & Learning	Execute talent management strategy including policy development, training and staff development	Master's Degree in HR or Industrial Psychology from Reputed Institute

Position #	Designation	Brief Job Expectation	Person Profile
		and ensuring compliance	
Experience in years	15+	Manage recruitment initiatives through external recruitment agencies	Experience in Core HR like Organization Development, Performance Management
Age in years	35-45	Plan (hire resource agencies) and conduct employee on boarding and orientation	
Reporting to	COO - Project Management	Ensure appropriate process for performance review	
		Implement and manage plan for professional development and facilitate trainings based on level of competence required	
		Ensure employee engagement activities and OD initiatives are in alignment with the culture of RTP	
S306	State. Personnel & Admin Manager	Manage contracts of staff and process salaries and fees	Masters Degree in HR and Administration
Experience in years	15+	Manage maintenance of general facilities and building at state, district, block level	Experience in HR Operations and administration expertise in large organization

Position #	Designation	Brief Job Expectation	Person Profile
Age in years	40-50	Ensure effective and efficient administrative processes	
Reporting to	COO - Project Management	Liaise with statutory and government bodies as and when required	
		Travel Arrangements, TA/DA management off all staff	
S207	Asso. COO - Finance Management	Developing, updating and implementing financial management guidelines at state level.	Deputation from GoTN Finance Department
Experience in years	15+	Prepare and update overall project policies and rules on financial management and internal control systems.	
Age in years	40-50	Approve annual budget of anticipated receipts and payments for the project implementation	
Reporting to	COO - Project Management	Prepare monthly, quarterly and annual financial reports for the project including funds released to producer collectives and enterprises	
		Liaise with auditors for completion of audit, file annual returns, ensure holding of meetings,	

Position #	Designation	Brief Job Expectation	Person Profile
		minutes & statutory formalities	
S307	State Accounts Manager	Pass entries in financial software, prepare vouchers for proceedings, accounts payable, petty cash expenses	Minimum Master's degree in management or other relevant field with specialization in account or finance or related field;
Experience in years	10+	Prepare bank reconciliation statements, reconciliation statements	Experience in project finance preferably with government and or World Bank accounting system.
Age in years	35-40		
Reporting to	Asso. COO - Finance Management		
S208	Asso. COO - Procurements	Prepare the 18 month procurement plan for the project and monitor/update the same regularly.	Masters degree in management, economics or development studies with prior experience of implementing large rural development programme, project conceptualization& planning etc.
Experience in years	15+	Co-coordinating the entire procurement process, as agreed in the procurement manual, for hiring of services, including receiving expressions of interest (EOI) through advertisement,	Experience in development and implementation of procurement systems for projects for Bank financed operations and development of manual/s will be an added advantage. Extensive

Position #	Designation	Brief Job Expectation	Person Profile
		preparing the request for proposal (RFP), obtaining "No Objection" from the World Bank for the TOR , the shortlist and the RFP document, handling queries received from bidders , evaluating the RFP's etc.	experience of working with government and large non-governmental institutions will be preferable.
Age in years	40-50	Prepare the procurement manual and monitor its implementation	
Reporting to	COO - Project Management	Coordinate with other team members, in finalizing the Terms of Reference (TOR) of the services to be procured in the next 11 months.	
		Should work on efficiently preparing the Bidding Documents and its subsequent clearance as and when required.	
		Training of District and block teams on community procurement	
S209	Asso. COO - M&E	Prepare the M&E framework and implement the same in the project	Minimum Master's degree in a relevant field including computer science, operations management, technology

Position #	Designation	Brief Job Expectation	Person Profile
			management, engineering, etc.
Experience in years	15+	Monitoring of the project progress (both physical and financial, including inputs, outputs, and outcomes);	Experience leading design and implementation of M&E systems and related MIS in India for major rural development and natural resource management projects
Age in years	40-50	Deliver the baseline, mid term review and impact evaluation	Demonstrated experience with comprehensive M&E systems including baseline surveys, input-output and process monitoring and impact assessment
Reporting to	COO - Project Management	Create systems and implement the system for participatory monitoring and evaluation by community institutions	
		Capacity building of State and District M&E teams to collect data, maintain quality control, and help analyze the results at the local and regional level.	
S308	State Manager MIS	Develop a computerized web-based MIS to track and manage all monitoring data related to the	Minimum Master's degree in a relevant field including computer science, operations management, technology

Position #	Designation	Brief Job Expectation	Person Profile
		activities and results of project components.	management, engineering, etc.
Experience in years	10+	Hire a consultancy firm to develop and maintain the MIS of the project	10 - 15 years of demonstrated experience with development of computer based MIS platforms for decentralized projects, including field input of data with consolidation at district and/or state level
Age in years	35-45	Ensure accurate and on-time project monitoring in funds flow, implementation progress, processes, quality and performance of community institutions	Strong knowledge of GIS platforms to support M&E, use of field-based data input technology such as mobile phones and tablets, GPS etc to support data.
Reporting to	COO - Project Management		
S309	State Manager - Knowledge Management and Communication	Dissemination of information through a user-friendly project website, accessible to all key stakeholders.	
Experience in years	10+	Create knowledge management and learning system which will ensure gathering, codifying and disseminating knowledge	Masters degree computer science, communication or web/graphic designing

Position #	Designation	Brief Job Expectation	Person Profile
Age in years	35-45	Manage all internal and external communication	Experience in leading complex Web site conceptualization and design efforts for large organizations and/or companies.
Reporting to	COO - Project Management	Create short process studies, videos, best practices, beneficiary feedback systems, and rapid surveys to get information on specific aspects that needs project management attention for regular decision making.	
		Makes the case for innovative ideas documenting successes and building them into the design of new approaches;	
S310	State Manager Social Safeguards	Reviewing and screening operations for compliance with social safeguard policies based on the SMF	Masters In Development Studies
Experience in years	10+	Integrate inclusion agenda into the main interventions of the project	Experience in similar roles of equivalent size development project
Age in years	35-45	Prepare social inclusion strategy for the project to ensure that households from different social	Candidates working for large scale projects focusing on gender and outcomes will be preferred.

Position #	Designation	Brief Job Expectation	Person Profile
		groups(Women, tribals, differently abled) benefit from resources, investments and facilitation by the project	
Reporting to	COO - Project Management	Prepare a gender action plan and implement it in the project	
		Promotion of women enterprises – developing the concepts/proposals, identification and coordinating hiring of Technical Agencies etc.	
S311	State Manager Environment Safeguards	Environmental appraisal frame work of business plans and train the DPMUs	Masters In Environmental Sciences
Experience in years	10+	Ensuring implementation of mitigations/environment guidelines through training, convergence etc.	Experience in similar roles of equivalent size development project
Age in years	35-45	Coordination with relevant thematic heads and departments at state level for necessary liaison	Candidates working for large scale projects focusing on environmental impact will be preferred.
Reporting to	COO - Project Management	Coordination with district, block level staff on actions required on EMF implementation	

Position #	Designation	Brief Job Expectation	Person Profile
		<p>Promotion of green enterprises – developing the concepts/proposals, identification and coordinating hiring of Technical Agencies - for promoting green enterprises, green certification (based on green index), etc.</p>	
		<p>Identifying partners for support on need basis and building partnerships at state and district levels. Exploring convergence opportunities with line departments and implementation.</p>	
		<p>Documentation of best practices in EMF implementation</p>	
		<p>To monitor the progress of EMF implementation through regular monitoring.</p>	
S312	<p>State Contracts Manager</p>	<p>Provide day-to-day focused compliance advice across the investment funds deployed. This will involve detailed understanding of the regulatory environment across the state and India.</p>	<p>Degree in Law</p>

Position #	Designation	Brief Job Expectation	Person Profile
Experience in years	10-20	Provide guidance and advice on the project funding instruments and programs	Experience in contracts act, civil proceedings
Age in years	35-45	Review fund documentation and offering material, and work on regulatory programmes affecting disclosure and transparency obligations	Documentation experience
Reporting to	COO - Project Management	Keep abreast of all relevant new regulatory developments, and work with the business and/or project teams to interpret their impact and deliver key changes	
		Ensure a robust governance environment in line with regulatory requirements through attending internal governance meetings and working groups, and supporting the CEO as required for GB/EC meetings.	
S210	Asso. COO Convergence & Partnerships	Map private sector opportunities across state based on identified priorities	Masters degree in Business Admin or equivalent
Experience in years	10+	Establish and gainfully sustain private sector	Understanding of inclusive business models, inclusive market

Position #	Designation	Brief Job Expectation	Person Profile
		relationships at all levels	development, and business sustainability issues to engage private sector companies in job creation, enterprises development projects
Age in years	35-45	Mentoring relationships established between projects and private sector.	Strong networks with private sector, CSOs, CSRs, Academia and other agencies.
Reporting to	COO - Project Management	Participate in conferences, business association meetings etc, and establish networks for placing project within private sector priorities.	Familiarity with and/or experience of working with development organizations will be preferred
		Support program in identifying convergence and partnerships across the program	
		Ensure convergence and partnership terms sheet and paper work is complete	
		Ensure convergence and partnership payments are processed hassle free and on time	
		Track and keep up to date partnership renewals	
		Facilitate smooth partnership exit process	

Position #	Designation	Brief Job Expectation	Person Profile
		Manage partnership lifecycle for productive convergence and partner relationships	
S211	Asso. COO ICT Programs and Adoption	Deliver ICT expenditure and delivery strategy as well as a baselining exercise to be undertaken in order to support implementation	Experience in ICT Function and or Industry.
Experience in years	15+	Develop Strategic Implementation Plan to be further developed and business cases for investment in various strategic initiatives to be prepared. This step is also necessary to identify the resources available to be reinvested in other elements of the Strategy.	Masters in business management or information technology or computer science from reputed institute
Age in years	40-50	Identify resources and funding required for the delivery of the SIP will be built into the budget for the relevant Project Implementation Plan.	Have delivered at least one program of revenue US\$2.0 Million and above as Head of Program / Project
Reporting to	COO - Project Management	Develop URD and identify potential vendors who would be able to deliver on expectations in line with the project procurement policy and strategy	Have delivered programs or projects that addresses requirements cutting across various functions and stakeholder groups

Position #	Designation	Brief Job Expectation	Person Profile
		Ensure adoption level increase steadily to achieve 100% adoption in 18 months	Have delivered programs or projects that cuts across SMAC – Social Media, Mobility, Analytics and Cloud
S313	Dy. COO ICT Programs C1, C2&C3	Develop URD and identify potential vendors for implementation components who would be able to deliver on expectations in line with the project procurement policy and strategy	Experience in ICT Function and or Industry.
Experience in years		Setup AMCs and ensure performance of maintenance service delivery organization within agreed TAT consistently	Masters in business management or information technology or computer science from reputed institute
Age in years		Manage scope of automation across implementation components viz., Business Ecosystem, Business Finance and Skills.	Have delivered at least one program of revenue US\$2.0 Million and above as Head of Program / Project
Reporting to	Asso. COO ICT Programs and Adoption		Have delivered programs or projects that addresses requirements cutting across various functions and stakeholder groups Have delivered programs or projects that cuts across SMAC – Social

Position #	Designation	Brief Job Expectation	Person Profile
			Media, Mobility, Analytics and Cloud

ANNEXURE-47: THE GOVERNING BODY OF THE DISTRICT SOCIETY

S. No.	Occupation	Designation
1	District Collector	Chairperson
2	Project Director, DRDA	Member
3	Project Officer , MaThi/ TNSRLM	Member
4	District Forest Officer	Member
5	General Manager, District Industries Centre	Member
6	Joint Director of Agriculture	Member
7	Joint Director of Animal Husbandry	Member
8	District Development Manager, NABARD	Member
9	Lead Bank Manager	Member
10	Special officer, District Central Cooperative Bank	Member
11	Academia Representatives from institutions like TNAU, IICPT etc.,	Member
12	Two representatives from the District MaKaMai	Members
13	Representative from Industrial/ Business Association (Related to the subsector of the Agenda)	Member
14	Project Manager, TNRTP	Member-Secretary

In regard to the Sl. Nos.11,12 and 13 the members will be nominated by the District Collector.

The Executive Committee of the District Society shall consist of the following full members of the District Society:

S. No	Occupation	Designation
1	District Collector	Chairperson
2	Project Director, DRDA	Member
3	Project Officer, MaThi/TNSRLM	Member
4	Joint Director of Agriculture	Member
5	Joint Director of Animal Husbandry	Member
6	General Manager, District Industries Centre	Member
7	District Employment Officer	Member
8	Representative from Industrial/ Business Association(Related to the subsector of the agenda)	Member
9	Lead Bank Manager	Member
10	Two representatives from the District MaKaMai	Member
11	JD, Sericulture	Member
12	Project Manager TNRTP	Member-Secretary

ANNEXURE-48: JOB DESCRIPTION FOR DPMU MEMBERS

Position #	Designation	Job Expectations	Qualifications
D101	District Project Manager	Deliver the project objectives and component level results framework for the district	Masters in Business Admin., Social Work, Rural Development, Agriculture, Animal Husbandry
Experience in years	15+	Mentor and provide leadership to the district team and block teams	Experience in leading district and or multi block level development project teams
Age in years	40-50	Convergence and partnerships facilitation at district level for effective delivery of the project	Experience in delivering community driven enterprise development program
Reporting to	CEO	District level stake holder management including local administration	Experience in delivering skills development program
		Ensure availability of Technical assistance as required working with SPMU	Experience in mobilizing communities and organizing is preferable
		Implement MoU and Service Level Agreement with MaKaMai and Monitor	
D201	Associate Project Manager - Business Finance	Appraise business plans and bring it to a level of completion and make it presentable to Fis	Masters in Business Admin., Commerce

Position #	Designation	Job Expectations	Qualifications
Experience in years	10+	Maintain and maximize convergence relationship with Financial Institutions	Experience working with institutional finance organizations
Age in years	30-40	Ensure CLG, CLF and Enterprises are accessible to financial support	
Reporting to	District Manager	Project Monitor business performance of directly funded enterprises	
D202	Associate Manager - Skills and Entrepreneurship Dev.	Project Skills Identification of district level priority areas for skills, draw up district level skill program plan	Any post graduate
Experience in years	10+	Entrepreneurship Development program needs analysis and planning at district level	Experience working on skills development initiatives. Entrepreneurship development program experience is preferable.
Age in years	30-40	Identification of training resources and trainers for enterprises, entrepreneurship development and community skill schools	
Reporting to	District Manager	Project Ensure Job CPs usher in participants for skill	

Position #	Designation	Job Expectations	Qualifications
		program through block project manager	
		Track completion of planned training program	
		Ensure trained professionals are gainfully engaged for 12 months	
D203	Associate Project Manager - Collectives & Enterprise Dev.	District level collectives formation plan	Any post graduate
Experience in years	10+	Facilitate block teams to jointly develop business plan with Collectives and Enterprises	Experience in mobilizing communities and organizing is preferable
Age in years	30-40	Receive completed business plans from the block team	
Reporting to	District Manager	Project Identify OSF and nurture their performance to deliver on CLG, CLF & Enterprise expectations	
		Review collectives performance with block level collectives i/c	
D204	Associate Project Manager - Support and Management Systems	Prepare district activity plan based on Project and Annual Plan to monitor	Systems appreciation and experience in working with development sector.

Position #	Designation	Job Expectations	Qualifications
		performance against plan	Specific Learning experience and M&E preferable
Experience in years	10+	Collect information on governance and accountability factors as per template and report on time	Any degree
Age in years	30-40	Timely flagging of M&E issues for DPMU to take appropriate corrective action	
Reporting to	District Manager	Project	
		Ensure monitoring, evaluation, self-tracking mechanisms and district level reporting	
		Facilitate Quarterly and district evaluations	
		Track lessons learnt and corrective action implementation	
		Facilitate state level reviews on the district	
		Pass entries in financial software, prepare vouchers for proceedings, accounts payable	
		Prepare reconciliation statements, bank DPMU	

Position #	Designation	Job Expectations	Qualifications
		reconciliation statements with SPMU	

Job Description of Block Members

Position #	Designation	Job Expectations	Qualifications
D205	Block Team Leader	Responsible for execution of Block Investment Plan	Experience in working with social enterprise and or community development assignments desirable
Experience in years	7-12	Ensure productive relationship with local authorities, communities and private sector partnership	Any degree, preferably B.Com, BA Economics
Age in years	30-40	Consolidate block level investment plan and map community participation projection	
Reporting to	District Project Manager	Participate in collectives meetings across block as necessary	
		Deliver robust enterprise performance as per business plan	
		Draw block level skill and employment plan	

Position #	Designation	Job Expectations	Qualifications
		Usher prospective youth for skill programs	
		Identify entrepreneurs requiring competency building support	
D301	Project Executive Collectives	- Identify Households assets	SHG with Experience in working with community development assignments desirable
Experience in years	4-8	Mobilize producers and aspiring entrepreneurs	Any degree, preferably B.Com, BA Economics
Age in years	25-32	Refer institution ready (producer collective, enterprise) for collective / enterprise initiation	
Reporting to	Block Leader	Team Track collectives activities, aging and growth	
D302	Project Executive Enterprise Development	- Facilitate entrepreneurs identification process	Experience in working with community development assignments preferably enterprise development or social enterprise
Experience in years	4-8	Guide enterprise & collectives formation with support of OSF	Any degree, preferably B.Com, BA Economics
Age in years	25-32	Meet entrepreneurs and aspiring entrepreneurs on their business plans and	

Position #	Designation	Job Expectations	Qualifications
		performance mentoring	
Reporting to	Block Leader	Team	Facilitate enterprise process and organize support from OSF, District Team support for enterprise
			Consolidate Technical Assistance requirements and communicate to District team
			Ensure boundaries when collective or enterprise interacts with technical assistance resource
D303	Project Executive Accounts	-	Maintain project-related including contracts and MOUs at Block level
Experience in years	4-8		Process all payables and expenditures at Block level and keep books up to date on a daily basis
Age in years	25-32		Compile information for internal and external auditors, as required
Reporting to	Block Leader	Team	

ANNEXURE-49: IMPLEMENTATION ARRANGEMENT OF FINANCIAL MANAGEMENT

Level	Institutional Arrangement	Implementation Arrangement
State Level	Governing Body of State Society	<ul style="list-style-type: none"> • Approve the Annual Report, Balance Sheet and the annual audited accounts of the society. • Approve the appointment of auditors of the State Society • Modify or amend the MoA and bye-laws of the State Society.
	Executive Committee of State Society	<ul style="list-style-type: none"> • Develop, review and approve financial management policies for the project. • Approve annual budgets for the project. • Review financial progress at the Apex level, District level & block level. • Overall oversight of financial management functions. • Approve and place the audited annual accounts for adoption by GB.
	State Project Management Unit (SPMU) Chief Executive Officer with Associate COO and Deputy COO (finance)	<ul style="list-style-type: none"> • Compile annual budget of project based on annual action plan for SPMU and various DPMUs and submit the same to GoTN for sanction of the budget. • Receive funds into its bank account from GoTN as per the allocated budget. • Distribute funds to DPMUs on a timely basis as per agreed annual work plans. • Institute mechanisms for proper accounting and auditing of project

		<p>funds at state, district and block level;</p> <ul style="list-style-type: none"> • Maintain database on district wise, component wise fund releases and expenditure. • Compile and forward regular quarterly/annual financial reports to GoTN/GOI/IBRD. • Submit regular claims for reimbursement of project expenses. • Orientation on financial management for staff at SPMU, DPMU and BPMU. • Liaise with Statutory auditors for the audit of SPMU, DPMU's on an annual basis and place for approval by EC and for adoption by GB and file the same with the registrar of societies. • Receive, review and follow up audit reports. • SPMU authorizes DPMU to release Start-up Funds to PCs in tranches. • Liaise with Transaction Manager for reporting on the usage of MGP/project-related retail lending.
<p>District Level</p>	<p>Governing Body of the District Society</p>	<ul style="list-style-type: none"> • Approve the Annual Report, Balance Sheet and the annual audited accounts of the society. • Approve the appointment of auditors of the State Society
	<p>Executive Committee of the District Society</p>	<ul style="list-style-type: none"> • Review financial progress at the District level. • Overall overview of financial management functions in the District. • Approve the annual audited accounts and place the same before the General Body of the District Society for adoption.

	<p>District Project Management Unit (DPMU): District Executive Officer with Executive Officers (as per Roles defined HR Policy).</p>	<ul style="list-style-type: none"> • Compile annual budget for the district and submit the same to the SPMU • Receive funds into its bank account from the SPMU as per allocated budget • Appraise Business plan/Activity Plan Proposals mapped to the prioritized commodities and Value chain • Release start up funds to Producer groups/Enterprise groups on approval of their Activity Plan/Business Plan. • Along with TSAs, assist Producer Collectives (PCs) in drafting their Business Plan • Facilitating the approval of Business Plan of PCs in the PFIs under MGP program of the Project • On approval of BP, forward the same to SPMU for release of Start-up fund to PCs (in tranches). • Verify Milestones and utilizations of Start-up fund by conducting field visits along with CPs • Monitor performance on the activities agreed and entered into between district society and district MaKaMai on the capacity building of CPs and all other activities as set out in the MoU / Service Agreement. • Maintain database on village wise/block wise Business plan agreements, convergence agreements, releases, expenditures, contributions, monthly financial statements etc. • Compile, prepare and forward regular monthly/quarterly financial monitoring reports to SPMU.
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		<ul style="list-style-type: none"> • Ensure regular and timely audit for district level activities
<p>Block Level PMU</p>	<p>Team lead with Executive - (Accounts)</p>	<ul style="list-style-type: none"> • Assist the Producer Collectives, Producer Groups / Enterprise Groups in implementing the accountability framework • Assist the DPMU in verifying the milestones for release of subsequent tranches to Producer Collectives based on the sub-project grant agreement. • Assist the DPMU in verifying the utilization of grants to Producer Collectives, Producer Groups / Enterprise Groups based on the sub-project grant agreement. • BPMU shall facilitate the DPMU in executing the project activities in village panchayats. • BPMU shall be paid imprest advances to be deposited in the stand alone bank account. Such amounts are used to meet the operational expenses of the BPMU.

ANNEXURE-50: 18-MONTH PROCUREMENT PLAN

18 MONTH PROCUREMENT PLAN FOR GOODS, WORKS AND NON-CONSULTING SERVICES

(Period: Within first 18 months of the Project)

1	2	3	4	5	6	7	12
SL	Pkg. No	Description of Works/ Goods/ Non-Consulting Services	Estt. Cost. (Rs.)	Estt. Cost. (US\$)	Reviewby Bank(Prior / Post)	Method of Procurement	Contract Sign (Month/ Yr)
		Conversion Rate: 1 US\$ =Rs.		64.16			
A	<u>GOODS</u>						
1	G - 1	office Refurbishment Cost(SMPU)	34,500,000	537,718	Post	Local Shopping/ RFQ	Jan-18
2	G - 2	Printing of Manuals for participatory growth plan	1,500,000	23,379	Post	Local Shopping/ RFQ	Jan-18
3	G - 3	Vehicle Hiring cost-SPMU/DPMU	1,725,000	26,886	Post		Jan-18
4	G - 4	360 Tablets for 360 Job CPs	3,600,000	56,110	Post	RFQ	Jan-18
5	G - 5	Hardware requirements for TNRTP (servers, hosting for 2 years etc.)	6,000,000	93,516	post	Open National / RFQ	Apr-18
6	G - 6	Training Material, Educational kits for Community Farm Schools (Rs.5000X2000 schools)	10,000,000	155,860	Post	Open National / RFQ	Apr-18
7	G - 7	Training Material, Educational kits for Community Skills Schools (Rs.5000X200 schools)	1,000,000	15,586	Post	Open National / RFQ	Apr-18

TNRTP-Annexures

8	G - 8	Printing of IEC(Promotional material, books for SPMU/DPMU-Rs.50X4000 Panchayats)	200,000	3,117	Post	RFQ	Apr-18
9	G - 9	Machineries and Table Top Looms for selected districts under Pilot for Innovation component	1,000,000	15,586	Post	Local Shopping/ RFQ	May-18
		Sub Total	59,525,000	927,759			
B	<u>WORKS : No Works Envisage within first 18 months of the Project</u>						
C	<u>NON CONSULTING SERVICES</u>						
1	NCS - 1	Event Management Agency for conducting Tamil nadu Transformation Market Place- Innovation Forums(1 innovation forum)	7,500,000	116,895	Prior	Open National	May-18
				0			
		Sub Total	7,500,000	116,895			
				0			
		Total (B)	67,025,000	1,044,654			

18 MONTH PROCUREMENT PLAN

CONSULTING SERVICES

(Period: Within first 18 months of the Project)

SI	Sub Component	Description of the Sub Component	Description of consultancy	Estt. Cost. (Rs.)	Estt. Cost. (US\$)	REVIEW BY BANK PRIOR/POST	Method of Procurement
			Conversion Rate: 1 US\$ =Rs.		64.16		
1	1A	Inclusive Strategic Investments, Analytics and Planning	Agency for conducting Value chain Studies (10 studies)	60,000,000	923,077	Post	Open National /QCBS
2	1C	Enterprise Promotion and Value chain strengthening and Partnerships	5 Technical Support Agencies for 5 regions for Enterprise Promotion Development (@ 2.5crore each)	125,000,000	1,923,077	Prior	Open National /QCBS
3	2A	Enterprise Business Plan Financing	Operational credit Guidelines for establishing Matching Grant Program	1,350,000	20,769	Post	ICS
4	4A(I)	Implementation Arrangement and Human Resource Management	Hiring of Agency for Selection of Staff for TNRTP	10,000,000	153,846	Post	Open National /QCBS
5	4A(V)	Information Communication and Technology	Consulting Agency for requirements study for all components, RFP preparation and selection of SI for software development and support till end of the project.	20,000,000	307,692	Post	Open National /QCBS

TNRTP-Annexures

6	4B	Developing Monitoring, Evaluation and Grievance Redressal Mechanism	Hiring of an agency for conducting Baseline, Concurrent Progress Monitoring, Intermediate Result Monitoring, Participatory Monitoring, Thematic Studies & Case Studies, Impact Evaluation	60,000,000	923,077	Prior	Open National /QCBS
7	4A(V)	Information Communication and Technology	OEM (original equipment manufacturer)for deployment of an HR & Payroll system for TNRTP Project(implementation and 2 years support)	3,000,000	46,154	Post	Open National /QCBS
8	4A(V)	Information Communication and Technology	Workflow Automation System and collaboration portal for TNRTP (implementation and two years. Support)	4,000,000	61,538	Post	Open National /QCBS
9	4A(V)	Information Communication and Technology	SI for development of Data Collection Application for DDS and Youth Data Base(to be reused for any other primary data collections for ex.M&E Field Data collection, PGP,PC data collection etc. will also be included-implementation and 2yrs support)	4,000,000	61,538	Post	Open National /QCBS
10	4A(V)	Information Communication and Technology	Finance System(Tally upgrade and 2yrs support)	2,500,000	38,462	Post	Open National /QCBS
11	4A(I)	Implementation Arrangement and Human Resource Management	Hiring of a Resource agency for developing modules, management of induction of TNRTP staff including exposure visit across the country	5,000,000	76,923	Prior	QCBS

TNRTP-Annexures

12	4A(V)	v) Information Communications and Technology	SI (agency) for software development and maintenance of the TNRTP ICT system.(implementation and 2 yrs. Maintenance)	30,000,000	461,538	Post	QCBS
13	3B	Community-based Training and Skilling Provisions(Rs.750 x20000 beneficiaries)	Agencies For Skilling Assessment And Certification	15,000,000	230,769	Post	QCBS
14	3B	Community-based Training and Skilling Provisions(3TSA will be hired for training the Master Trainers)	Agencies for CSS TOT(Training of trainers)-Non Farm	2,500,000	38,462	Prior	QCBS
15	3B	Community-based Training and Skilling Provisions(4 TSA will be hired for 4 prioritized VC)	Agencies for CFS TOT(Training of Trainers) Farm	12,000,000	184,615	Prior	QCBS
16	2B	Innovation Promotion	Agency for conducting Market Research & Trend Analysis for products under the Innovation Pilot	2,500,000	38,462	Post	QCBS
16	2B	Innovation Promotion	Agency for conducting craft documentation for Tamil Nadu	2,500,000	38,462	Post	QCBS
19	4A(II)	Financial Management	Internal Audit Agency for the project	2,500,000	38,462	Prior	QCBS
20	4A(II)	Financial Management	Statutory Audit Agency for the project	2,500,000	38,462	Post	QCBS
22	4C	Knowledge Management & Learnings	Retainer Agency -Knowledge Mgt & learning	5,000,000	76,923	Post	QCBS
23	2A	Enterprise Business Plan Financing	Hiring a Transaction Manager	25,332,000	389,723	Post	QCBS
24	2A	Enterprise Business Plan Financing	Developing ICT Platform for Matching grant Programmed	8,000,000	123,077	Post	QCBS

25	2A	Enterprise Business Plan Financing	Agency for Module Preparation and TOT-Matching Grant Programme,NMSC /Business Plan Financing	6,100,000	93,846	Post	QCBS
			Total	408,782,000	6,288,954		

ANNEXURE-51: MAPPING OF KEY FOCUS AREAS IN EACH COMPONENT THAT SHOWS GENDER FOCUS TO ENHANCE WOMEN’S ECONOMIC PARTICIPATION IN THE PROJECT LOCATIONS

Integration measures for inclusion and women focus in Analysis, investment Planning

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1	1.Setting priorities in selection of commodities-based on women’s participation as	<p>Farm Sector:</p> <p>1.Analysis of Occupation Profile-</p> <p>a. Land ownership details including as leased land and tenure security (Men</p>	<p>1.Secondary data analysis- Block level</p> <p>-the percentage of female cultivators and Female agricultural laborers.</p>	The diagnostic team with the support of state team

	<p>workers and owners of the activities and enterprises or increasing the labor force participation of women</p> <p>a. With a particular focus on those relevant for women and those beneficiaries from disadvantaged social and economic groups.</p> <p>b. With a focus on those where women are active and can potentially become active both as entrepreneurs, seek</p>	<p>and Women across different social groups) – including productivity levels and key constraints to productivity enhancement.</p> <p>b. Land Holding Pattern of the farmers-SC,ST % and women farmers involved? and details of crop/ economic activities undertaken by Women Target HHs ? Role of women and their challenges in the prioritized commodities?</p>	<p>-The percentage of SC,ST producers .Disaggregate data of women producers on Commodity/ crop wise.</p>	<p>will prepare district assessment report containing details on socio demographic, economic profile, sectors and commodity prioritization of the district. A specific focus will be on commo</p>
		<p>c. Women labor force: 1. Whose lands do the women work on, what are the terms, what opportunities exist to improve their status – land leasing and change of crop from subsistence to market responsive.</p>	<p>B. Identify clusters in the block where agriculture labor is high</p> <p>- Focus Group Discussion and key informant interview with Women working as agriculture labor, land holders, lease holders disaggregated by SC,ST producers?</p>	

	employment and/or jobs	2. Role of women? Opportunity for women led enterprises?		dities that provide an opportunity for women agriculturists.
		d. What are all the institutions supporting women producers, employment in the block, dt, level? What are their capacities and /or incentives to support women producers? Where women gets supported?	FGD/ Consultative meeting with institutions, departments, Secondary data from MSME,RSETI, Nabard and NGOs.	
		e. Women participants in the existing Producer collectives, and PGs? SC households? SHG households?	Analyze the Secondary data from TNSRLM, Nabard, NGOs and Focus Group Discussion with SHGs/PGs	
		f. Commodities (Farm,off farm): Opportunities for target groups including opportunities for women to move from subsistence farming to viable farming, agri laborers to farmers?	Correlate the above analysis findings in the commodity 1.Number of producers in SC, ST, Women, role of Women in commodity, their challenges. 2. Opportunities for occupying women in men space in the value chain,	

		<p>Or potential for women-led enterprises for produce processing?</p>	<p>institutional support, increase in Employment for women and social groups-in the Commodity with other criteria of National policy, comparative advantage, access to market for prioritizing the commodity with % of Women as producer, jobs and employment.</p>	
		<p>g.Non -Farm Sector: Sub sector and Industry wise Current status? Who are all the participants? Categorize the industries where women work? Scope for women led enterprises, jobs and employment? Challenges and opportunities? Possibility for vulnerable and differently abled? Geographically and culturally unique where women has a role to play?</p>	<p>Secondary data from (data for women supported)MSME,RSETI, Nabard ,NGOs.GIM, NSDC, DTE, DIC, MSME and THADCO.</p> <p>2.JD agriculture & horticulture</p>	

		<p>h. Bank financed enterprises owned and managed by women (both farm and non farm)?</p> <p>Portfolio of finance supported to women through SHGs/JLGs for economic activities?</p> <p>MFI, private finance support to women economic activities-issues and constraints?</p>		
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Gender analysis in Value Chain: The objective of the Gender analysis n value chain is “To understand the opportunities, challenges for women and men in the prioritized commodities and subsectors that enables to develop strategies and actions for project interventions”

A gender approach to value chain analysis makes it possible to consider the access to productive activities of men and women individually and in groups, differential gender-based opportunities for upgrading within the chain, the gender-based division of activities in a given value chain, and how gender power relations affect economic rents among actors throughout the chain.(Gender and Agriculture Source Book 2009 The International Bank for Reconstruction and Development / The World Bank,1818 H Street, NW Washington, DC 20433)

Table 2: Integration measures for focus of gender, women in Value Chain Analysis

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
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	<p>Market analysis</p>	<p>Identify current niches in which women are strong, as well as potential ones in which they could compete in the value chain</p>	<p>Market Study –Includes stake holder(Men and Women) consultation</p>	<p>Technical Support Agency will be hired to undertake gender analysis</p>
		<p>Identify the areas of constraints, Partnerships that need to be brought for considerable capacity development to be undertaken to women</p>		
	<p>Chain mapping and stakeholder analysis.</p>	<p>To understand the relative position of women already in the chain—including nodes at which they are the primary actors and those where they are actors along with men.</p>	<p>1.Commodity based farming HHs Survey-Gender division of labor, constraints and preferences</p> <p>2.Key Informants Interview on crop wise</p> <p>3.Stakeholder analysis in each value chain</p> <p>4. Consultation with institutions, market</p>	
		<p>A (participatory) stakeholder analysis -to identify the different stakeholders (by function, socioeconomic category, and gender) at each node of the chain?</p>	<p>SWOT, FGD</p>	

		Barriers to entry to women, the interests and power relationships of different stakeholders, and contextual factors that explain inequalities and inefficiencies and Blockages in the chain?	FGD, Key informant interviews
	Identify constraints and opportunities for the value chain	Identify gender division of labour in production, processing, and marketing that determines the best type of technological intervention.?	Farming HHs interview
		Identify the opportunities for Women enterprises, entrepreneurs support. Constraints and gaps faced by women?	Consultation with Institutions providing skilling, Incubator training.
		Access to Finance and institutional services- What sort of barriers do women face?	HH interview and Interaction with Banks
	Knowledge and Skills	Identify knowledge practices possessed by women farmers on traditional varieties? (women and men hold specific understanding of crops and livestock, their	FGD with Women, Men in value chain

		<p>associated ecosystems, and the market.).</p> <p>Do women maintain important knowledge and are essential for improving those crops? Which particular crops?</p> <p>Skills possessed by women and possible to upscale.</p>		
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The above analysis would bring the following intervention plan

1. Women as representatives of the target HHs could be supported to access productive activities individually and in groups.
2. Differential gender-based opportunities for upgrading within the chain through aggregation, communication technology, etc can be identified.
3. Men’s support can be drawn in the commodity where their involvement in the division of activities in a given value chain will be integrated.
4. Strategic intervention to support women to promote enterprises, ownership, access to finance and collective market affect economic rents among actors throughout the chain.

Participatory Growth Plan: The objective of the participatory growth planning is “To develop an inclusive investment plan involving the communities for enterprise promotion validation of district diagnostics report and value chain studies”.

Table 3: Key integration measures for inclusion of women and disadvantaged social groups in investment planning process.

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1	Training to Project Team on Inclusion, Gender mainstreaming in the project components	The training modules include gender mainstreaming in the project components, inclusion of social groups in the project, social safeguards and tribal enterprise development	Training	State team with TSA support
2.	Identify the social groups, women HHs, youth involved in Value chain at the Village level	Identify number of women , SC,ST, youth groups as producers, land holders, lease holders, laborers' or in employment, inclination to start enterprises in and around the commodity based Value chain.	<ol style="list-style-type: none"> 1. Secondary data collection PIP list, women land holdings, producers, traders from VAO 2. Village enterprise survey with participation of communities- Participatory resource mapping; HHs Women, SC, ST in producers, traders, small businesses, labour, services 3. FGD with Women, SC,ST groups involved in Value chain 	Block level Team with CPs

			4. FGD with other stakeholders	
3.	Opportunities for promotion of women enterprises, jobs and employment creation	identify opportunities for women enterprise promotion such as Nano, micro, small, group, CLG and PCs.	1.Validation of District diagnostic and Gender analysis in Value chain with enterprise survey 2.SWOT, FGD with Women, Social Groups and Youth.	
		Prioritize the commodities ,sub sectors in the village where women, social groups will benefit from interventions	Matrix ranking for prioritization	
		Ranking should include weightage for 1. Commodities where women producers – (produce- production) also preserve knowledge and traditional cultivation practices. 1a. Commodities where men support would be required for certain functions to complement women which would engender support from men.	Matrix ranking with community participation	

		<p>2. Women from labour to producers, enterprises opportunities</p> <p>3. Entrepreneurs and employment to women, youth (e.g.) aggregators/ transporters/ buyers etc.</p> <p>4. Challenges to be addressed through partnership and technology and input services.</p>		
4.	Earmark investment plan for women enterprise, employment with participation of communities	Specific earmark in plans for women in commodities to producer groups, group enterprises, individual enterprises, Skilling and self- employment, jobs.	Village Investment plan with representation of key stakeholders including women, youth SC,ST representing SHGs .	

Table 4: Key measures for integration of inclusion of women focus in institutional arrangements in implementation (MaKaMai)

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Implementing capacity of CPs- Inclusion, Gender Mainstreaming	"inclusive module" to sensitize the project on inclusive objectives.	Developing ToTs (State, Regional, District level):Developing Module for TOT- on Social Inclusion and Sensitization, etc.	District team with resource TSA
		CPs role chart includes special focus on Social Groups		

One stop facility

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Priority in setting of OSF in Tribal locations	Special provision to set up one OSF in every block in hilly districts considering the terrain aligning to accessibility of the communities.	Strategic analysis of well suited place for housing	Dt team with State Guidance
2.	Women staff in the management of OSF for easy facilitation to women	Management of team at OSF minimum one person should be women who have qualified to manage and support the women enterprises	Selection Criteria for the management team	

	enterprises, producers.			
3.	Package of services to address women needs and constraints	<p>Package of services to Women to improve their Capacity, Space and Choices</p> <ul style="list-style-type: none"> -advice to enhance their level of investment and risk-taking, soft skills, counselling, -Leadership development to encourage the decision to compete,, awareness on legal , laws -Mentoring through entrepreneurs -Robust services through bringing Sectoral support, business plan preparation and sourcing of financing and formalization of their activity(legal services) -Provide services and support relevant to the type of activities and sectors in which they engage(Technology, inputs services, market) -Bringing partnership well suited to their needs 	Empaneling of Competent technical experts resource organization to support the women needs	

		<p>-Convergence to avail scheme support</p> <p>-Awareness and enterprise/business related education services-Financial literacy, business management, accounting</p>		
		<p>Capacity development needs to be very specific to the situation faced by the women. It should include practical guidance on how to approach and resolve the issues and needs of the entrepreneurs.(consider the location of training,)</p>		

Table 5: Key integration measures for women focus in Enterprise promotion and Value Chain Strengthening

For Individual enterprises

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
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<p>1.</p>	<p>Promotion of Enterprises, employment specific women, Social Groups</p>	<p>Encourage women to promote enterprises through screening and EDP services</p>	<p>Selection criteria considering women to be supported</p>	<p>CPs and Block Team (Enterprise Development)with the guidance of Dt. Team(Enterprise Promotion)</p>
		<p>Potential Entrepreneurs identification and support to them for women enterprises</p>	<p>Screening</p>	
		<p>Promote enterprises which have the potential for women to upgrade their current role in a value chain, moving up to additional roles in value chains (for example, into processing).</p> <ol style="list-style-type: none"> 1. Professionalisation of traditional women economic activities (example craft) through lots of capacity building ,strengthen the enterprise firm/orgaisational capacity, improve entrepreneurial skills. 2. From traditional activities to new value added opportunities (Livestock) <ul style="list-style-type: none"> -Establishing market linkages through facilitation. the support of men, trading livestock which belong to women, the involvement of local authorities 	<p>Inputs from Value chain analysis and Gender analysis, PGP</p>	

		and support services, ensuring access to finance.		
		Assisting women to become crop specialists (sparks in farm field schools/ crop advisors) while maintaining a clear market orientation.	Specific to commodities , based on Gender analysis in Value Chain	
		Opportunities for landless women to enter the value chain by offering processing and marketing services related enterprises to local farmers.	FGD with women labor, entrepreneurs for screening	
		Developing key competencies includes quality grading, market outlet development, and logistics management to support as part of enterprises.	Commodity based Skilling especially in post- production of Value Chain	
		Promoting market driven innovation products to women and this would bring a business expertise within theVillage. For example: Women in small seed enterprises, Millets based products, nursery	Value chain in puts - Product design and packages	

		<p>-Selling products made by women- labels and seals. It will communicate to consumers and other actors in the value chain that the product is produced by women and that gender equity among producers is address.</p>		
		<p>Support to women to work in a conducive legal environment in enterprises with laws and regulatory systems that promote growth</p>	<p>OSF services-</p>	
		<p>Supporting women entrepreneurs with key service providers for inputs, technology, training and marketing; and mentors to nurture women entrepreneurs -Positioning women as rural entrepreneurs to start new business or helping women to expand or strengthen the existing business activities by providing services, training and access to finance.</p>	<p>Strengthening legal structure and encouraging women to participate in networking or other (women) groups. -Supporting in preparing business plans(Encouraging businesses in new or existing chains and identifying markets and formulating profitable business ideas) -Ensuring women have access to services (like credit, information and</p>	

			<p>ability to buy land) as well as technical support (business skills, literacy, technology, leadership skills, financial skills, etc.).</p> <p>Joint decision-making.</p>	
	<p>Enable women, in social groups to increase production and assets through convergence support</p> <p>-Access to finance can benefit women, enabling them to grow their</p>	<p>Special efforts and strategy with district units to avail convergence schemes / through department for support to SC,ST women and youth</p> <p>Advocacy and partnership with banking institutions for supporting new enterprises to women.</p>	<p>District Convergence mechanisms</p> <p>Partnership sensitization and regular mechanisms to support women entrepreneurs</p>	<p>Block/DPMU (with recommendation from SHG/PLF)</p> <p>SPMU& PIT-Project Implementation Team</p>
	<p>businesses, empowering them and giving them a voice in decision-making.</p>	<p>Encourage women to support financing to enter into new and more profitable or productive activities</p>	<p>New innovation product business plan will be appraised and facilitate through bank finance with the support of .</p>	<p>SPMU and Project Implementation Team(PIT)</p>
		<p>Financial Education and discipline in repayment, working capital support.</p>	<p>Training module to target members</p>	<p>PIT</p>

Table 6: Key Integration measures for inclusion of disadvantaged groups, women in Producers Groups (PGs)

Women should be engaged for the need of more intensified, competitive smallholder agriculture to survive and provide sustainable livelihoods to a large percentage of vulnerable HHs in rural populations. Smallholders can aggregate production, negotiate for better services and prices, facilitate access to services and inputs, share experiences, and build a peer network. By organizing collectively, women can leverage larger share of product value.

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
	Strategize to cover women in Producer groups, minimum representation of SC,STs in office bearers	Women 1) as producers into promotion of PGs 2) wage labors into processing groups etc;	Validate and screen the PGP ranking list of Producers, potential women labors	CPs and Block (collective)team with the support of TSA
		1. Minimum representation of SC, ST and other social groups in Executive Committee of PGs. -Improve position of women, must also address the men’s concerns in order to address the conflict, resistance and get required support	Proportionate to the eligible target Social groups HHs in the village the representation will be ensured to Social Groups in CLG office bearers.	

		from men at household and at community.		
	Business Orientation to Women Producers	2.Assisting existing or new women's groups to acquire a business orientation for developing value chain.	Orientation Training and Capacity building to Women	
	Strengthen the social capital exists among women	3. Systematic initiatives to strengthen the social capital exists among women (CLG EC members, CPs) through training in business development, quality control, and market research.	Training on business systems, development.	
	Partnership suits to Women groups	Robust services suits to women producers through technical partnership(Inputs, Finance, Market and infrastructure support)	TSA and Partnership	

	Strategic Convergence support	Address special needs through Convergence schemes to SC, ST and other Social Groups and women.	OSF, convergence cell	
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Table 7: Integration measures for inclusion in Producer Collectives (PCs)

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Promoting Social Groups representation in PCS	<p>SC,ST representation in PCs management would be proportionate to the SC,ST HHs in the PGs. It should ensure minimum representation.</p> <p>Women are the representatives of HHS and women representation in the Management of PCs will be ensured.</p>	PCs promotion steps and guidelines	CPs , Block and district level producer collective person with the support of TSA
2.	Prioritize women’s groups in SC,STs and their plans	<p>Special focus to be given to providing women access to skills, information, resources, and assets especially those who are facing special circumstances - widows, single women.</p> <p>Transforming systems through new roles for women (e.g. dairy)</p>	Guidance policy captures specific services to SC,ST and women.	

		<p>-to support women in changing traditional roles in the dairy sector:</p> <p>Organization in groups: women-led Producer collectives, collective marketing and knowledge exchange.</p> <p>Capacity-building: developing (entrepreneurial skills and leadership)</p>	<p>-Value chain analysis with Gender capture the need for intervention</p> <p>-Embedding activities and services in the local community and with the private sector.</p> <p>-Sensitization of men and women and their involvement in building capacity.</p> <p>-Ownership of asset (for example milk animals).</p>	
3.	Long-term arrangements to support women from poor HHs	Long-term arrangements for credit, technical inputs, and markets set up to support women and their enterprises.	Implementation guidelines	
4.	Series of Capacity Development	<p>Capacity development focus on market, production, technology, organization, and legal issues as relevant to women and to men in particular segment of value chain.</p> <p>-Promote Farm Skill School</p>	Address the constraints from VCA outcomes.	

5.	Promote Localised collective market	Bringing the market to the village level, and providing a “one-stop shop” for buyers will enhance capacity to negotiate and space to women.	Market strategy in PCs	
6.	Inclusive module and training to PCs	Sensitisation on the needs, constraints, draw men support in value chain	Training curriculum	
7	ICT Support for Information	Market Information access to women to build effective market linkages	ICT services	

Table 8: Integration measures for inclusion and Women focus in Skilling and Job Opportunities

Inclusion in Convergence and Provisioning of Pre and Post Skilling Services

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Partnership establishment to suits the need of women	Market research, screening and establish partnership well suits to the needs of women in skilling and employment.	Market Research and skill gap analysis	SPMU with DPMU
2.	Life skill development to youth	Integrate life skill module into the curriculum	Curriculum Development	SPMU,DPMU

3.	Upgradation of existing skill	Develop curriculum to upgrade the existing skilling	Curriculum Development	SPMU,DPMU
4.	New upcoming sector to women	<p>Encourage women into non-traditional vocations</p> <p>Supporting women in non-traditional jobs to make long-lasting change in their lives. Identify sectors which are upcoming and women to take over.</p> <p>Example: Skilling women in professions such as motorcycle fixing, driving, hospitality-Food Chain, Processing industries, , mobile-phone fixing.</p>	<p>Market research for women employment in new sectors.</p> <p>Partnership identification to support women employment.</p>	SPMU,DPMU

Inclusion in Community Managed Skills Training

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Identify clusters which is well suitable to women	<p>Identification of Trade for CSS – the criteria would be</p> <p>- clusters where women led enterprise and women employment potential</p>	Market search and inventory	SPMU and DPMU

		<ul style="list-style-type: none"> - Has opportunity to transform the existing skill to higher order, Example: Craft enterprise, grafting in coconut, mango and other horticulture plantations. - Has opportunity and market demand to women in the selected trade 		
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Inclusion in Community Farm School (CFS)

S.No	Key Areas of inclusion and women Focus	Integration measures/ actions for inclusion, women focus	Methodology	Who will do
1.	Identify trades, sub sectors where women has potential to become spark	Women as Spark in crop production practices, seed enterprises, food processing, post-harvest technology	VCA and identification of spark through screening	DPMU, Job CPs

ANNEXURE – 51: PROJECT INTERVENTIONS IN TRIBAL AREAS

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
Analysis, Participatory growth plan and Community Mobilization					
Identification of market driven enterprise opportunities to initiate economic activities involving tribal women	Identification of commodities having potential to promote value chain for tribal HHs.	<ul style="list-style-type: none"> ▪ Diagnostic analysis and Value chain prioritization for tribal clusters and blocks 	1a	<ul style="list-style-type: none"> ▪ TN-RTP Block and DPMU 	<ul style="list-style-type: none"> ▪ TSA ▪ All line Departments
Community Mobilization to expand livelihood options and scaling up	Strengthening CBO's, Federations to	<ul style="list-style-type: none"> ▪ Mapping, Analysis and consolidation of communities and SHGs ▪ Facilitate participatory management of community assets and planning 	1a, 1b, 2a, 2b,3b	TNRTP TCEFs along with project staff and MaKaMai	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
primary activities.		<ul style="list-style-type: none"> ▪ Orientation towards natural risk management ▪ Orientation on tribal rights and related legislations ▪ Training on land management, produce and technology support ▪ Providing services for enterprise promotion ▪ Expansion / consolidation of federations. ▪ Activities on - consolidation of holdings to enable access to credit and programmatic facilities ▪ Strengthening community schools ▪ Establishing community radio networks for information dissemination 			
Identification of Livelihood opportunities for women in tribal locations	Identifying and promoting economic activities that are land based NTFP	<ul style="list-style-type: none"> ▪ Assistance in identifying suitable activities for Tribal HHs ▪ Providing required support ▪ Convergence with ongoing programs 	1a,1b,1c	TNRTP	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
Lack of knowledge on agriculture, horticulture, livestock	Identifying suitable agricultural crops, horticultural plants	<ul style="list-style-type: none"> ▪ Promoting region specific crops / plants / livestock ▪ Promoting traditional methods of farming ▪ Value addition for the unique farming practices 	2a, 2b	TNRTP	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department ▪ Agriculture Dept / Animal Husbandry
Raw Material and Marketing	Identifying source and markets	<ul style="list-style-type: none"> ▪ Facilitate in getting raw material ▪ Facilitate access to markets that gives higher value 	1b	TNRTP	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department ▪ Agriculture Dept / Animal Husbandry/ TRIFED
Livelihood					
Enhancing livelihood Opportunities	<p>Improved access to resources</p> <p>Promotion of tribal focused natural resources and NTFP based value chains and enterprise activities.</p>	<p>Mapping of Livelihood options and Skill upgradation Needs for tribal HHs</p> <p>Promotion of individual and group Enterprises</p> <p>Organizing Producers into Producer Groups and formation of Producer Collectives</p>	<p>1a, 1b 2a, 3a, 3b</p> <p>1c, 2a, 3b, 3c</p>	<ul style="list-style-type: none"> ▪ TNRTP 	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department ▪ Animal Husbandry Department, Agriculture Department, TNAU

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
		Indicative Actions: <ul style="list-style-type: none"> ▪ Tourism: development of eco-tourism- Trails, tribal living and linkages with forest departments programs/ guest houses ▪ Cattle rearing/ poultry-extension support services ▪ Organic farming and gathering ▪ Ayurveda and traditional medicinal practices: Documentation and dissemination. 			
Improving Traditional skills	Investment on human resources for the project potentially from the local areas who relate well with tribal culture and practices.	<ul style="list-style-type: none"> ▪ Soft skills relating to tourism- hospitality, communication ▪ Promoting traditional skills- carpentry, blacksmith, knitting, pottery ▪ Access to agricultural extension services ▪ Protection of intangible tribal arts and culture <ul style="list-style-type: none"> ○ Documentation of tribal arts, skills, history and culture 	3b, 3c 3a, 3b, 3c	<ul style="list-style-type: none"> ▪ TNRTP 	<ul style="list-style-type: none"> ▪ TWD ▪ Forest Department ▪ NIFT / NID ▪ Agriculture Department, Agriculture Marketing,

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
		<ul style="list-style-type: none"> ○ Documentation and dissemination of traditional medical practices ○ Inclusion of understanding of traditional tribal cultures as part of induction to TWD/ Forest Departments ○ Response to human animal conflict issues and management 			
Process Support					
Continuous access to livelihood support facilities and marketing facilities	Strengthening product and geographic clusters Entrepreneurial support	<ul style="list-style-type: none"> ▪ Based on mapping and needs, define: ▪ The roles and scope of technical support agencies; ▪ Establish support facility/ helpline: ▪ Services and facilities <ul style="list-style-type: none"> ○ Cold Storage ○ Organic Farming: Orientation on practices, agricultural extension services, marketing 	1b,1c,2a 1c, 2b 1a, 1b, 1c 2a, 2b 1b,1c, 3c	<ul style="list-style-type: none"> ▪ TN-RTP ▪ TWD 	NABARD DTE MSME, DIC, KVIC, Ministry of MSME, NABARD THADCO

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
		<p>channels, value addition and scaling up.</p> <ul style="list-style-type: none"> ○ Technical Incubators <ul style="list-style-type: none"> ▪ Design ideas ▪ Common manufacturing facilities ▪ Business Incubators <ul style="list-style-type: none"> ○ Business Planning-activity design, marketing and value add approaches to individuals and groups ○ Marketing ○ Warehousing ▪ Value chain Management <ul style="list-style-type: none"> ○ Integration of processes with produce marketing boards and facilities (KVIC, tea/ coffee Board, Plantation corporations) 			
Finance as capital investment and working capital	Access to sustainable financial sources	<ul style="list-style-type: none"> ▪ Financing including improved access to bank/s intermediaries and loan facilitation; 	2a	<ul style="list-style-type: none"> ▪ TN-RTP ▪ TWD 	<p>NABARD DTE MSME, DIC,</p>

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
		<ul style="list-style-type: none"> Establish matching grant support and monitoring mechanisms 			KVIC, Ministry of MSME, NABARD THADCO
Health and Nutrition	Health care, nutritious food intake	<ul style="list-style-type: none"> Promoting traditional nutritious food consumption Encouraging appropriate traditional methods Access to health care facilities 	1c,2a	<ul style="list-style-type: none"> TN-RTP 	DPH
Inclusive Management					
Enhance role of women in managing facilities and groups	<ul style="list-style-type: none"> Women and vulnerable centric Inclusive management Strategic position of OSF. 	<ul style="list-style-type: none"> Positioning women in one stop facility and strengthening management skills in community and process management Training of women managers/ facilitators 	1a, 2b	<ul style="list-style-type: none"> TN-RTP TWD 	TN-RTP State Level
Transport, knowledge and Information access	<ul style="list-style-type: none"> Communication services through ICT services 	<ul style="list-style-type: none"> Transport services through enterprise development ICT services for sharing of knowledge, sharing of information 	1a,1b,1c, 4d	<ul style="list-style-type: none"> TNRTP-Block Team, DPMU 	Private partners
Language and locational barrier	<ul style="list-style-type: none"> Field Staff from the Tribal Community 	<ul style="list-style-type: none"> Engage field staff from amongst the tribal community 	1d	<ul style="list-style-type: none"> TN-RTP 	-

Key Issue	Strategy	Likely activities	Project Component	Primary Responsibility	Support Institutions
		<ul style="list-style-type: none"> special provision to support human resources in hilly locations i.e.; one CPs per Village Panchayat for enterprises. 			
Difficult terrain and distances	<ul style="list-style-type: none"> Project staff with hilly allowance 	<ul style="list-style-type: none"> Project support HR policy to adapt support to hilly allowances to staff 	4a	<ul style="list-style-type: none"> TN-RTP 	MaKaMai

CBO= Community Based Organization, DIC= District Industries Centre, DTE= Directorate of Technical Education, KVIC= Khadi and Village Industries Commission, MaKaMai= MakkalKatraIMaiyyam (2nd level institutional learning centre), MSME= Medium and Small Enterprise, NABARD= National Bank for agriculture and Rural Development, OSF= One Stop Facility, NTFP= Non-Timber Based Forest Produce, SHG= Self Help Group
 TCEFs= Tribal Community Enterprises Facilitator,

Note: Component Description

Components	Subcomponents
1. Rural Enterprise Ecosystem Development	1a: Inclusive Strategic investments, Analytics, and Planning.
	1b: Enterprise Development Support Services.
	1c: Enterprise promotion, Value chain strengthening and Partnership.
2. Enterprise Business Plan Financing	2a: Facilitating Business Plan Financing
	2b: Innovation Promotion
3. Skills and Job Opportunities	3a: Pre & Post training services to enhance employment outcomes.
	3b: Community Based Skilling
	3c: Entrepreneurship Development.
	4a: Implementation Support Systems: Human Resource, Financial Management, Procurement, Safeguards and ICT

Components	Subcomponents
4. Project Management, Results Monitoring and Implementation Support Systems	4b: Monitoring, Evaluation and Grievance Redressal
	4c: Knowledge, Communication and Learning Systems

ANNEXURE -52: TERMS OF REFERENCE – ICT REQUIREMENTS STUDY AND SOFTWARE VALIDATION FOR TNRTP

1. Background

1.1 Project Context

The Government of Tamil Nadu in collaboration with World Bank is launching the “Tamil Nadu Rural Transformation Project” to help identify and promote enterprises across 26 districts, to thereby improve the livelihood of the residents and help alleviate poverty. The proposed project builds on the government and on-going World Bank supported Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP)⁶ and National Rural Livelihoods Project (NRLP) which supports the National Rural Livelihoods Mission (NRLM) - both are flagship programs in the State for rural livelihoods and community mobilization. The project will be implemented by the Pudhu Vaazvhu Society, which will be renamed as the Tamil Nadu Rural Transformation Project Society (TNRTP Society).

The TNRTP project will be implemented for a period of 6 years from end of 2017 to end of 2023. It will be operational in 26 districts⁷ specifically focusing on 120 blocks, and 3994 village panchayats of Tamil Nadu. The project implementation will be rolled out in a phased manner, in the first 8 months 26 blocks will be taken up for implementation in all project districts, followed by 52 blocks by end of 12 months and the remaining 42 blocks by the end of 18 months from initiation of project implementation.

The Project Development Objective is **“to promote rural enterprise, access to finance and employment opportunities in selected project blocks of Tamil Nadu”**.

The **Key Project Indicators** are:

⁶ TNEPRP is scheduled to close on June 30, 2017.

⁷ *Districts Names:* Coimbatore, Cuddalore, Dindugul, Erode, Kancheepuram, Karur, Krishnagiri, Madurai, Nagapattinam, Namakkal, Nilgiris, Pudukottai, Ramanathapuram, Salem, Sivagangai, Theni, Thiruvallur, Thiruvannamalai, Thiruvavur, Thoothukudi, Tirunelveli, Tiruppur, Trichy, Vellore, Villupuram, and Virudhnagar.

- a) Percentage of enterprises supported by the project (individual and collective) indicating viable trends (after 2 years) from business plan financing (Percentage);
- b) Beneficiaries engaged in self or wage employment following training facilitated by the project (Number);
- c) Percentage of enterprises receiving funds from financial institutions (individual and collective) (Percentage); and
- d) Project direct beneficiaries (Number), of which female beneficiaries (Percentage).

1.2 Information & Communication Technology (ICT) Context

The project aims to take advantage of Digital Dividends by leveraging the best practices in use of the transformative potential of ICT, and new media technologies (Remote sensing, Mobile, Cloud, Social Media, Data Analytics and Internet of Things) to ensure inclusive access, greater convenience, enhanced efficiency, increased productivity and sustained citizen engagements during all stages of the project. The complex information requirements of real time monitoring and management of projects KPIs will be met through collection of data pertaining to project activities in real time through innovative use of GIS and Big Data analytics for evidence based decision making.

ICT solutions will be designed, developed and deployed on the concept of Shared Infrastructure and Services model and will be offered to different project stakeholders on SAAS (Solution as a Service) Model. This will ensure that procurement of common platforms such as GIS, Mobile based data collection tools and analytical platforms are available for use for the different ICT applications required. Based upon the same principle, Citizen Engagement Systems and Grievance Redress Applications will be developed centrally for use by different ICT applications developed under different components.

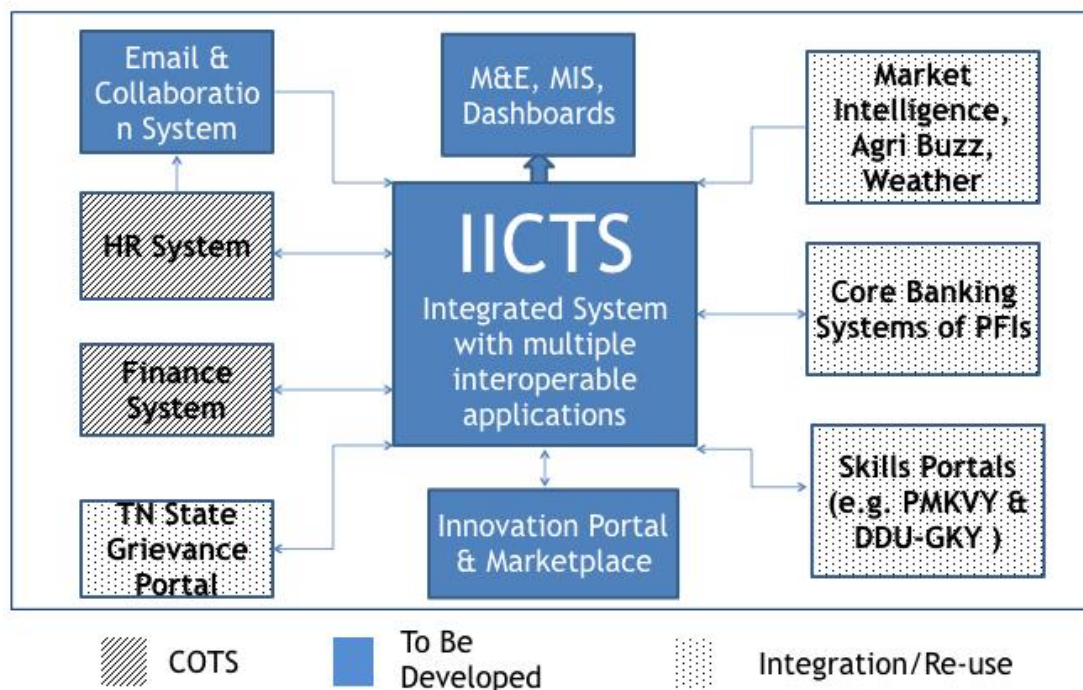
The backbone for TNRTP would be its multichannel Integrated Information & Communication Technology System (IICTS). The system would need to be able to

collect data from multiple sources (Government and non-government), seamlessly integrate and analyze the data / information and provide useful information to support informed decision-making, improve operational effectiveness of project activities and monitor and evaluate performance to facilitate quick corrective action, where required. The system needs to be well-designed, easy to use and would be a comprehensive MIS product for the smooth functioning of different project units, timely monitoring, tracking institution performance and to ensure quick decision making related to project management. The objective is to help to track and manage project activities in a manner that provides the right information to the right set of people at the right time to enable adaptive project management and decision support. In addition, multiple mobile and web based service delivery tools and interfaces will be developed during the project implementation period. These systems will need to be developed according to pre-defined open standards and architecture so that they can be seamlessly integrated/ interoperate with IICTS.

The system will have a bi-lingual interface, supporting both Tamil and English, so that all beneficiaries find it easy to use.

The detailed components within IICTS, timelines, responsibility matrix are given in the sections below. The integration of IICTS with external systems is shown in the diagram below.

ICT Architecture for TNRTP



2. Description of the Assignment

2.1 Objectives

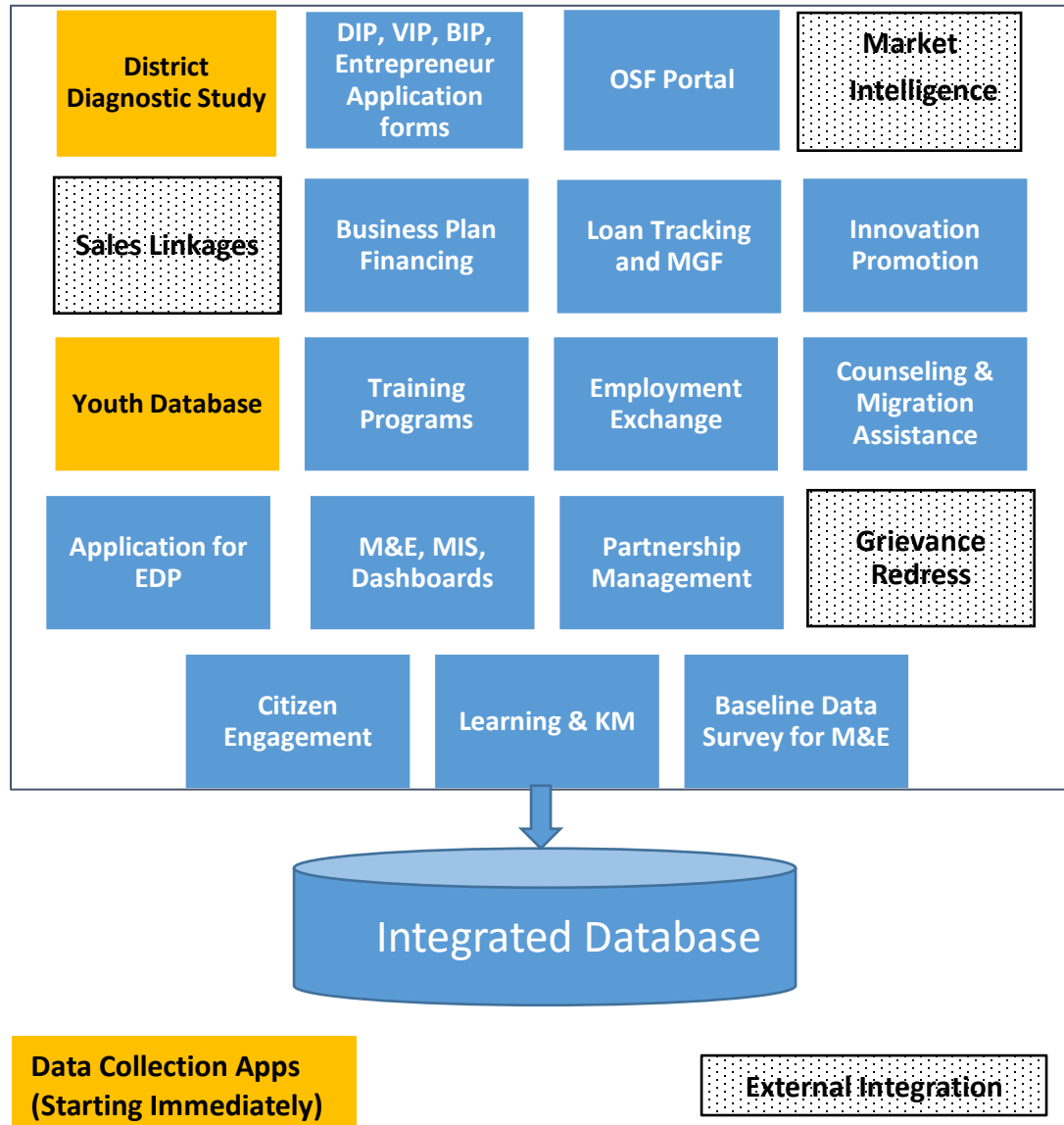
The objective of this consultancy is to support design, development and deployment of an innovative, integrated, user friendly and robust ICT and new media "Platform" (comprising of ICT infrastructure, applications for multi-channel service delivery and data analysis) for TNRTP project and provide implementation support for the same. The system should have features to ensure real time verification of achievements of PDOs under TNRTP as well as for monitoring different indicators pertaining to various activities under different projects run by the department. The selected consultants (agency) will need to develop Functional Requirements Specification (FRS) documents for each of the ICT components to be developed under the project. The FRS documents will be annexed to the RFPs developed by the consultants on behalf of the department. Details of the tasks to be undertaken by the consultancy firms are as provided below:

- Carry out a detailed study of existing ICT systems already developed by Rural Development department and their fitment to the project. A report is to be prepared on the same.
- Conduct the Requirements Study and develop the Functional Requirement Specifications (FRS) for the components within the IICTS system of TNRTP. The Project Appraisal Document (PAD) and Project Implementation Plan (PIP) will be made available to the agency and workshops will be conducted with the stakeholders to finalize the requirements.
- Provide indicative Technical Architecture and Hardware sizing, along with the FRS
- Study and prepare a report on any ICT platforms / systems offered by DIT/ state government for use of all departments (for example Enterprise Document Management System, Enterprise Workflow Management System, e-Procurement, Grievance Redress platform etc.). The report shall map the use of these systems for various TNRTP project activities and suggest a strategy for reuse / incorporation of these systems in project.
- Develop a plan for convergence of all the activities for effective service delivery in the state
- Develop a request for proposal for an integrated state level software solution that will be floated to select a System Integrator (SI) as per World Bank norms by working closely with the consultant already working on the same. The system will be bi-lingual facilitating usage in both Tamil and English.
- Bid Management for selection of the SI
- End-to-end program monitoring and management with a clear set of deliverables.
- Validate the software developed by the development vendors and certify that is fit for use in the pilot and rollout across the state
- Change Management process with documentation
- Plan for Capacity Building and implementing the Capacity Building Plan
- Synchronization of various stakeholders for implementation
- Continuous evaluation and feedback on the system established.

Key Applications in IICTS

The key applications in IICTS, which are in the scope of the study are indicated in the diagram below. Of these applications, development work for the District Diagnostic Study and Youth Database will start immediately, so that the applications

are ready when the project starts. These applications will include functionality related to spatial analytics and geo-tagging, so that each record is validated and authenticated.



Integration between Data Collection Applications and other IICTS modules

The Data Collection Applications developed will share the same database as the remaining IICTS modules, hence the design should build on the one already created.

The agency should ensure that the FRS developed for the IICTS modules above is compatible with the development done for the Data Collection Apps. The agency will also ensure that the design and development done by the selected SI is done in such a way as to have an integrated database and similar User Experience between the Data Collection applications and remaining IICTS modules.

2.2 Scope of the Assignment

In order to achieve the objectives, the agency will be required to work in close collaboration with TNRTP Team and other relevant authorities, to develop options and deliberate essential elements of the ICT Platform. The selected agency would be responsible for conducting the Requirements Study and coming out with the FRS document, as well as selecting the vendors for development and validating the software produced.

The activities done by the agency are as given below.

- 1) The selected firm should undertake the study of existing ICT platforms / applications related to project activities developed by Government of Tamil Nadu or central government and map these to TNRTP activities and produce a report on how TNRTP can value add to these platforms/applications while reusing the functionalities that have been already developed.
- 2) The Tamil Nadu government has agencies like ELCOT and TN e-Governance besides department of IT who have been rendering support to various line departments in conceptualizing and deploying e-Governance and ICT solutions. The consultants should prepare a framework to leverage the expertise of these agencies while dishing ICT and Digital platforms / systems for the TNRTP project.
- 3) As mentioned in the project background, multiple ICT modules are expected to be developed as part of the Integrated TNRTP ICT platform. Based upon the sequence of operations as per the PAD and PIP, the consultant firm should prepare a list of modules in the order of priorities with clear suggestions on which modules should be developed first to ensure the collection of data regarding project activities right from the inception stage and enabling evidence based decision making during the project implementation.
- 4) The consulting organization is required to do a comparison analysis of some of the modules based upon COTS systems available in light of Open Standards and interoperability requirements of the overall integrated platform and advise if some of these can be used to speed up the deployment of ICT platforms on need basis (especially for MIS, HR and finance related activities).
- 5) The consultants should be able to clearly demonstrate in their proposal the availability of domain expertise required in addition to ICT expertise; especially in

the areas of value chain analysis, agriculture and environment practices, SME promotion and skill development etc.

6) The consultants should be able to demonstrate strong expertise on digital systems for data analytics and visualization engines as the integrated system proposed is expected to use data analytics for evidence based decision making.

7) Explore opportunities for involving research institutes, universities, CSOs and private sector for achieving project goals.

8) Review national (India) and state level ICT systems for service delivery, citizen engagement, grievance redress and M & E for the sector and develop a strategy to reuse existing best practice systems with customization and value addition undertaken through TNRTP project.

Activities required by Selected Agency for Functional Requirement Specifications (FRS) Preparation, SI Selection and Software Validation

- The existing documents of TNRTP including the Project Appraisal Document (PAD), Project Implementation Plan (PIP) and relevant TOR's will be shared with the agency team for them to understand the basis of the project and the interventions and schemes proposed.
- Requirements workshops will be conducted for each component and the agency team will document the to-be process flow in the FRS. These will include all the business logic, capacity requirements, in terms of number of concurrent users for each process and application, as well as capacity building and change management. The planning for the workshops and management of the workshops will be done by the TNRTP ICT team in conjunction with the agency
- The rollout of functionality is to be prioritized and the FRS will be created phase-wise, with Phase 1 requirements being released for delivery as soon as possible. The agency will also suggest the Delivery Channel Architecture and user interfaces. Focus is also required on the Monitoring and Evaluation and MIS requirements, as these are to be made live as soon as possible.
- As soon as Phase 1 requirements are completed, the agency will initiate EOI and RFP preparation to select the development and support vendor. The bidding process will follow the Standard Bidding Document (SBD) of the World Bank & related documents for selection of System Integrator (SI) for

implementation including Application software, testing, application training, hardware/ software & networking requirements, data digitization, operations & management, etc. For preparation of the RFP for selection of SI, the agency shall obtain guidance from the TNRTP team and World Bank. The agency shall also be responsible for drafting contract and service level agreements (SLA) between various stakeholders involved in the state level implementation.

- The FRS for Phase 2 will be completed and shared for approval, along with the indicative Technical Architecture and indicative Hardware Sizing for DC and DR.
- The SI selected for software design and development will carry out the deployment of the system and training of the project staff and support the system till the end of the project, which will be at the end of June, 2023.

Monitoring and Support during Pre – Implementation, Go-live and Rollout

Once the SI has been identified, the TNRTP IT Cell, (which includes the TNRTP team and consulting agency) shall set up the controls and mechanisms for monitoring the progress of the project during the implementation & roll out stages. The SI will be provided with the FRS, indicative Technical Architecture and supporting documents such as the PAD and PIP. The SI will initiate the design, development, testing and deployment of the solution, commissioning of the infrastructure (client side, server side, and network infrastructure), migration and digitization of the required data and files, provisioning of necessary training and change management, and handholding support to the end users.

Throughout the implementation stage, the IT Cell shall co-ordinate with the SI and other vendors to provide all deliverables for the validation and approval of the department in a timely manner. The IT Cell shall assist the TNRTP team in monitoring the work of SI through service level agreements and provide proactive inputs to TNRTP as well as to the SI to ensure results are as per desired objectives of the program. Some of the activities to be performed by the IT Cell would be:

- Periodic review of the System design, hardware sizing projected, developed and implemented by SI
- Periodic review & monitoring of SI pilot sites preparation & implementation work
- Validate the test plans and procedures

- Coordinate for user acceptance testing by TNRTP and review user acceptance test results
- Conduct audits for conformance with the requirements/SLA
- Oversee the pilot go-live and certify the software to be suitable for rollout across the selected districts
- Review content, methodology and pedagogy for user training
- SLA monitoring
- Manage issues and plan for risk mitigation strategies
- Design appropriate secure online payment transfer and reconciliation mechanism for amounts collected by various service delivery channels

Post Go-Live

After the go-live, the consulting agency will provide associates for the following activities:

- Obtain feedback from the stakeholders and plan enhancements and corrections to the system
- Conduct end-line survey after implementation and rollout in the selected districts to measure the project benefits as against the objectives and goals of the project.
- Planning and execution for development of Additional Applications
- Their contract will be renewable on a yearly basis till the end of the project.

Key Points

1. The agency which does the consulting study will not be able to bid for the software design and development phase of the project.
2. TNRTP will be the absolute owner of the documents produced as part of the assignment and will have copyright ownership over it. The consultant agency shall not replicate or reproduce or use without the consent of the owner.

3. System Description

The project interventions are divided into 4 main components as below. The entire system will be workflow-enabled to minimize usage of paper as much as possible.

- (1) Rural Enterprise Ecosystem Development;
- (2) Enterprise Business Plan Financing
- (3) Skills and Job Opportunities

(4) Project Management, Results Monitoring and Implementation Support Systems

The functions of all the components above will be automated in the IICTS system envisaged, for the delivery of services by TNRTP.

3.1 Component 1: Rural Enterprise Ecosystem Development

The component seeks to create an enabling environment for promoting and strengthening enterprises and jobs in the target areas through identifying market and value chain development opportunities, supporting the development of favorable business conditions, and informing pathways to effective and efficient business enterprise development.

It would consist of three inter-related sub-components, including

1.a - Inclusive Strategic investment analytics and planning

1.b - Enterprise Development Support Services

1.c - Individual and Collective Enterprises Promotion

Subcomponent 1.a – Inclusive Strategic investment analytics and planning

– will support a comprehensive and deeper understanding of the business ecosystem and socio-economic aspects in the project areas to contextualize investments. This will be accomplished through (i) robust analysis at the district level (*District Diagnostic Study*) and at the sector/product level (*Value-Chain development projects*). The purpose of these participatory and analytical exercises will be twofold: (i) matching the economic reality of the district and potential sources of comparative advantage with market trends and key success factors in priority sectors, and (ii) informing the development of investment plans (*Village Investment Plans and Value Chain Investment Plans*) including action in key intervention areas (Technology, Capacity, Infrastructure, market access, etc.).

The ICT systems that will be developed are:

- Development of Mobile based **District Diagnostic Study (DDS) Tool** to capture all the DDS data in real time along with GIS coordinates and photographs (where necessary). The data received from the district diagnostic study exercise will be input to a Data analytics/ mining engine to produce role based dashboards for different stakeholder in the project. The analytics platform will also support query based analysis enabling personalized analytics based upon the parameters fed by

the users of the system (For example, producing a dashboard on one project attribute like number of women entrepreneurs in a village cluster).

In an effort to make the application available at the time of data collection, this DDS application is likely to be developed before the study is completed, with the development being governed by a separate TOR. The DDS application developed will have an integrated database with the IICTS application being planned.

- **Value Chain Planning**

The objective of the Value Chain Development Plans (VCDP) is to gain knowledge on Value Chain (VC) actors, links, opportunities, gaps, areas for intervention and investment in the prioritized commodities and subsectors. The prioritized sub-sectors and commodities from the districts will be mapped at the state level to determine the top (~20 commodities across various sub-sectors) for VCDP. This mapping will also help identify the broader clusters (top ranking commodities from adjacent districts/blocks). The shortlisting of the commodities for VCDP will be done by a committee drawing members from all the project components, experts from regional thematic teams and will be chaired by the Project Director.

Inputs - The VCDP will be done by expert firms/consultants, closely working with commodity leads designated within the PMU and other key members of various components in the SPMU and related DPMUs. The experiential learning commodity leads particularly in application of VCDP tools will help conduct further diagnostic/analysis for developing market information cum intelligence systems during the project implementation period.

Output - The Value Chains selected for investment will be identified and District, Block and Village level investment plans will be finalized. The Village Investment Plans will be the output of this process and will roll up into the Block and District Investment Plans respectively. Spatial analytics will be used to present the data graphically, using GIS systems.

The **ICT system** for this component will store the results of the planning exercise done and will also have the following features.

- Proactive measures will be instituted to ensure participation and representation of the socially disadvantaged sections⁸ in the community in different phases of activities in analytics, planning, and enterprise promotion. The PGP exercise will

⁸ Major focus will be on the participation of tribal, women, and other vulnerable sections of the community.

suitably leverage ICT to contribute to the development of spatial analytics and monitoring systems at the state level.

- *Monitoring and Evaluation (M&E)* - Monitor the execution of the investment plans (VIP, BIP and DIP) to ensure they are efficient and effective. This will inform the stakeholders regarding the growth and performance of enterprises and help build competitiveness among the enterprises. The relevant parameters from the Results Framework will be measured and recorded.
- *Social & Environmental Framework* –
 - Value Chains suitable for women and social groups such as SC/ST and Tribals will be identified
 - An indexing and grading system for enterprises, including criteria for green enterprises, will be developed
- *Knowledge Sharing* - Active facilitation support for cross learning within the enterprises and enthusing knowledge from other countries/states through knowledge/trade events

Subcomponent 1.b - Enterprise development support services will support the producer organizations and enterprises under the project to:

- (i) scope businesses including business plan development
- (ii) bridge critical gaps in accessing business development services, technology and skills; acquiring required legal licenses and formalities; and securing finance.

This will be implemented through:

- The *MaKaMai* which are the Community Professional Learning and Training Centers (CPLTC) at district and block level, will be responsible for producer group formation and nurturing, training and capacity building in operations and monitoring. The MaKaMai foster social inclusion and play a key role in supporting enterprises. The MaKaMai will be provided training on all the ICT applications developed, so that they can enter data into the system and perform all functions as appropriate. There will be fund flow from the TNRTP project to the MaKaMai organization as reimbursement for their services.
- The ***One Stop Facility (OSF)*** which will be a single window business facilitating arm at sub-district level. The OSF will provide higher order business development services to the enterprises and will also be available for in-person services, via an online portal and a mobile app.

- **The OSF portal** will be provided for enterprises to get help on creating their business plans, information on financing, and a number of other services including financial audit, training, and banking information. This portal will provide all services available through the TNRTP to enterprises and will be available as a web as well as mobile application.
- There will be a charge for the services provided by the OSF and a payment gateway will be enabled. The revenue generated by the OSF will be tracked.

Subcomponent 1.c – Enterprise Promotion, Value Chain Strengthening and Partnerships

- will promote individual and group enterprises (including producer collectives) for prioritized sub-sectoral value chain activities and enhance their capacity to engage with markets and other stakeholders effectively. Each of these enterprises will be supported to enhance production efficiency, establish a predictable inputs infrastructure, mobilize credit from financial institutions and converge with government schemes, and integrate with markets on profitable terms. The individual enterprises would range from Nano, Micro and Small enterprises based on the investment requirement while the group enterprises would be further classified as Common Livelihood Group-CLGs (or producer groups) and Common Livelihood Federations-CLFs (or higher level producer collectives). These enterprises would be

- identified and promoted with the support of the MaKaMai, provided business advisory services through OSF, technical assistance through partner resource agencies and necessary handholding support by the project staff. For group enterprises, the project would be providing financial grant support as start-up capital apart from all necessary capacity building and institution building inputs.
- Development of **Market Intelligent System and Information Portal** with a suite of mobile applications for SMS personalized information services related to livelihood opportunities, rural produce pricing trends, skill training programs, weather information etc. This will help targeted beneficiaries enhance their revenue earning potential through targeted information delivered directly at their mobile devices. The system will also act as a powerful resource for private players to identify producers and resources for their respective businesses. This system will also provide specific information to Women and Tribals for their enterprises as well.
- **The small and medium enterprise barometer** tool will be developed to analyze district and panchayat-wise identification of small and medium

enterprise status and key products around which clusters can be formed. This will also add to improving the ease of doing business policies of the state.

- **Integration with Rural e-Trading Platforms** - The agri enterprises from TNRTP will be integrated with e-trading platforms and e-mandis so that they can sell their produce. The TNRTP system will be linked to popular rural platforms developed under NEGP Agriculture Mission Mode Project (NeGP A), e-Choupal and other similar platforms. It is proposed that discussions with existing e-commerce platforms will be undertaken to examine the feasibility of extending their supply chain facilities to rural beneficiaries of the project.
- **Convergence and partnerships** - TNRTP will forge partnerships with key stakeholders (public/private/research/academia) and leverage expertise of partners to engage in specific win-win opportunities to ensure profitability of project initiatives and post project sustainability.
 - A **Partnership Management module** will be required, which will house a database of all potential partners for each value chain. The system will support the entire Partner Management Lifecycle process, including on-boarding, relationship management using metrics and exit. There will be a facility to store all the Contracts and MOUs signed, as well as configurable dashboards to present the performance via the defined KPIs and metrics. This module will be available as a mobile app as well.

3.2 Component 2: Enterprise Business Plan Financing

For the identified business enterprises and business plans, this component will (i) support enhanced financial access through development of appropriate financial products (such as matching grant and credit guarantee fund) through linkages with formal financial institutions and (ii) encourage and incubate transformational and innovative ideas through the scoping and piloting of innovations within and outside the project.

The objective of this component is to promote economic activities of producer collectives and enterprises linked to the value-chain opportunities. The component will provide enhanced institutional support and incentives for capital investments, including through unlocking opportunities for crowding-in private sector investments. This component consists of two sub-components, as detailed below:

2.A - Facilitating business plan financing

2.B - Innovation Promotion

Proposed ICT Interventions

It is proposed that state of the art ICT and new media technologies based upon tried and tested solutions for participatory development by deploying ICT applications (with linkages to financing platforms of select cooperative, national and private banks), incubator tools with templates for business plan financing and virtual innovations relay network, capacity building platforms using peer to peer learning principles for farmer, artisans and households, which will be rolled out with special features for women entrepreneurs. It is proposed that all the platforms developed under the component will be interoperable or well-coordinated manner and will be linked to a centralized GIS and data analysis platform. The key ICT platform and tools to be developed and deployed under the project are as described below:

The Business Finance ICT platform will be designed by the project and deployed at the Transaction Manager. The financial instrument will therefore be ICT-enabled, to ensure transparency, ease of implementation, and access to information for PFIs and the PMU. A web-based application will be developed to operationalize the MGP, including the following:

- (a) A system for submission and tracking of applications, approvals, and disbursements made by the PFIs;
- (b) An online system of appraisal and approval by the Transaction Manager/SPMU of the PFI applications to access the MGP;
- (c) A system to track the approval and disbursement of the matching grant fund by the Transaction Manager to the PFIs;
- (d) A system to generate **reports** from the software for the following:
 - (i) Funds approved by the Transaction Manager/SPMU and funds utilized by PFIs;
 - (ii) Utilization of MGP in relation to different portfolios and district wise basis;
 - (iii) Quarterly reports on the applications received, sanctioned, and funds disbursed;
 - (iv) Tracking of the turnaround time taken by the Transaction Manager to sanction and appraise the applications;

(v) Tracking of the turnaround time taken by the SPMU to sanction and appraise the applications in special cases;

(vi) Tracking of the turnaround time for loan disbursement by the PFIs – from the time of receipt of loan application to the disbursement to the borrower;

(vii) Tracking of the underlying loan portfolio quality;

(viii) Creating suitable dashboards according to the project-specific requirements; and

(ix) Setting up a review mechanism on fund management among the Transaction Manager, PFIs, SPMU, and DPMUs.

Subcomponent 2.B – Innovation Promotion

This subcomponent will contribute to the design, promotion, and implementation of transformational ideas that use technology, innovation, and partnerships to tackle development challenges in Tamil Nadu. The subcomponent will consist of the following interventions:

a) **Tamil Nadu Rural Transformation Marketplace**, which will create a platform to identify, showcase, and celebrate innovations related to themes that have the potential to impact rural economic growth in Tamil Nadu, for example, scalable models for the poor (agriculture, innovation in creative manufacturing, and innovations in green enterprises) and innovative solutions for the poor (rural energy, ICT-based solutions, digital empowerment, innovations in traditional health practices, innovations in access to payment for the poor, and so on). This platform will serve as a space where innovators, social entrepreneurs from public, private, civil society and funders, investors, and development agencies, can nurture strategic relationships to bring innovations to markets – from idea generation to commercialization. Moreover, with the objective to support and partner with those innovators who participate and exhibit in the rural transformation marketplace, selected innovations and start-up ideas will be tested and/or scaled-up within the project. The TNTRM will have the following objectives:

(i) Showcase high impact and high potential innovations in rural development across various sectors and facilitate PPPs;

- (ii) Focus promotion of social enterprises and entrepreneurs by fostering linkages with investments and poor communities as suppliers and consumers;
- (iii) Identify and recognize grassroots-level innovations, and facilitate partnerships for incubation, refinement, and scaling-up of early ideas; and
- (iv) Institutionalize TNRTM as a platform to create an enabling environment for new approaches to be tried out in the area of rural livelihoods.

ICT Solution: Innovation Promotion Platform will be developed for the project stakeholders to showcase their innovative ideas and receive inputs from peers. Innovation relay will be encouraged by helping small entrepreneurs learn about their peers doing similar work and collaborate to expand the outreach and financial viability of their ideas. The network will be linked to Banking and Financial institutions for making finance available to innovators.

b) **Pilot projects-induced thematic innovations**, which will focus on the piloting of three concepts that are independent, yet consciously induced by the project, and are guided by global and national knowledge, experiences, and best practices. These pilot projects will seek additional funding through PPPs and initiatives of development agencies. The pilot projects include the following:

- (i) **Creative Industries Pilot Project**, with the objective to promote the traditional creative and cultural industries sector in Tamil Nadu by strengthening and supporting rural artisanal enterprises through developing innovative products in selected pilot areas. The main beneficiaries of this pilot project would be rural artisans in selected districts of Tamil Nadu. Special focus will be to work with vulnerable groups, such as women artisans, tribal communities, transgender, and differently-abled communities.

ICT Solution: An e-commerce portal will be developed for Handicrafts to enable artisans to sell their products. The platform will provide additional features, such as Crafts Map of Tamil Nadu, etc. Integration will also be provided to available e-commerce platforms such as Amazon so that artisans can reach a wide audience to sell their products.

- (ii) **Green Enterprise – Sanitary Napkins and Menstrual Hygiene Pilot Project**, with the objective to promote access to sanitary napkins and menstrual hygiene education for girls and women, by supporting the development of a locally owned franchise to manufacture biodegradable and affordable sanitary pads. The project will also aim to streamline the production

processes of existing product lines, and work in the creation of economies of scale of the existing units.

ICT Solution: A mobile app will be developed to provide access to menstrual hygiene education for girls and women.

3.3 Component 3: Skills and Job Opportunities

The objective of this component is to enhance productivity and incomes of marginalized populations through upgrading skills in selected self-employment occupations; enhancing access to wage-employment jobs in growth clusters; and supporting enterprise growth in project focus sub-sectors. This will be implemented through following subcomponents:

3.a: Pre- and Post-Training Services to Enhance Employment Outcomes

The objective of this subcomponent is to enhance access to services and employment outcomes for youth from poor households by training provision through existing flagship government skills training programs. This subcomponent will support provision of pre- and post-training services including identification and mobilization of target youth, developing information packs on types of training and training schedules, providing pre-training counseling services to poor youth to assist them in interpreting available information and making optimal training choices, providing post-training and hand-holding services in destination areas, including counseling, emergency assistance, and facilitating access to basic services.

3.b: Community-Based Training and Skilling Provision

The objective of this subcomponent is to enhance access of target households to skills training in locally relevant subsectors. It will support Community Skills Schools, where local experts identified and capacitated through the project, will deliver training services at the village level, thereby, increasing access to such training for women and other marginalized groups. This subcomponent will also support local MSME outreach to identify market needs and facilitate post-training placements and employment.

3.c: Entrepreneurship Development

The objective of this subcomponent is to enhance the skills of three sets of actors – service providers, entrepreneurs, and producer households – in focus value chains, such as horticulture, leading to enhanced income and employment outcomes in these value chains. Activities under this subcomponent will be closely aligned to

enterprise support services, ongoing hand-holding, and credit access investments made through Component 1 of the project.

Proposed ICT Interventions

It is proposed that the systems developed under the project are a combination of mobile applications, social media platforms and touch screen kiosks based tools with a helpdesk support given the digital literacy levels of the target beneficiaries. In particular, following ICT solutions are proposed to support the activities under the component:

- Youth database for convergence-related training programs such as those from DDU-GKY and Tamil Nadu Skills Development Corporation. **The Youth Database is being taken up for immediate development and will be developed using open standards, so that it can fully integrate into the IICTS application being developed as part of this TOR.**
- Skills Training and job opportunities mobile application
- Rural Employment exchange with microfinance options for pre and post training tracking and skill enhancement options. The portal and rural employment exchange will also be linked to other flagship programs such as NREGA, Skill India and other Direct Benefit Transfer schemes.
- Community based Yellow Pages Mobile application

Features required for Job Community Professionals (JCPs)

- Field visits to villages on daily/weekly basis
- Identification of eligible youth on daily/weekly basis
- Database creation collection and validation on daily/weekly basis
- Communication campaigns at village level whenever assigned
- Pre and post training counseling & guidance on concurrent manner
- Mobilization of youth for skilling (At least 13 youth per year per village panchayat)
- Monitoring, reporting and follow-ups of skills training daily/weekly basis
- Supporting job fairs and field level events whenever there is a need
- Connecting with migrants support centers from time to time
- Job placement tracking and follow ups daily/weekly basis
- Job search assistance

Skills Application Requirements

These should be delivered through web and mobile apps.

- The apps will have the following functions:
 - Individuals data Capture (Aadhar linked)
 - Photographs
 - SMS
 - Training Partners details (mapping): Bio-metric
 - Types of courses & start and end dates
 - Industries demand for skilled labor
 - Job fairs details
 - Counseling services
 - Connect with WhatsApp
 - Data must be secured and must not be downloadable or transferred from the TAB but automatically get up loaded to the District database and in turn
 - Must have connect with helpline

Community Skills School (Requirement)

- Capturing Master trainer database
- Aspiring youth database
- CSS venue, training details and duration
- Placement linking

Community Farm School (Requirement)

- Capturing Master trainer database
- Aspiring youth database
- CSS venue, training details and duration

The CSS and CFS will be implemented by the MaKaMai and funds will flow from the district through the MaKaMai to the schools. The payments to be made to the Job Community Professionals and community experts will be done through the MaKaMai organization. The MaKaMai will, in turn, be re-imbursed by the TNRTP project.

3.4 Component 4 : Project Management, Results Monitoring and Implementation Support Systems

The objective of this component is to provide support services, develop management and monitoring systems, create delivery processes and enhance staff capacity for effective and efficient implementation of project activities. This component is structured around four subcomponents, which are:

4.a Implementation Support Systems (HR, Finance, Procurement, Safeguards and ICT)

4.b Monitoring, Evaluation and Grievance Redressal

4.c Knowledge, Communication and Learning Systems

Proposed ICT Interventions

- Commercial-Off-The-Shelf (COTS) applications will be implemented for the **HR and Finance** functions.
- Induction and usage of ICT systems into day to day working of the departments covered under the project will be undertaken by commissioning a consulting assignment to develop functional requirements specifications (FRS) document that will capture needs of all the stakeholders, study the adequacy of available ICT equipment and software tools used by the department (As is Study) and proposed requirements of hardware, field equipment and tools for the **Integrated ICT Systems (IICTS)** along with its features (To Be System).
- To ensure that the platforms developed are as per the project requirements, a Service Level Agreement (SLA) will be designed by the consulting firm which will be binding on all the software development agencies, System Integrators and Hardware suppliers selected for carrying out the assignments under the project.
- **The IICTS system will be implemented as a Shared Services Platform** with Data Analysis/Mining Engine, GIS and Software Development Kits (SDKs) for use by all ICT solutions in the project
- **MIS and M & E Systems** for monitoring of project activities and tracking of Results Indicators in real time. A computerized web-based MIS will be established to track and manage all monitoring data related to the activities and results of the four project components. The MIS will ensure accurate and on-time project monitoring and provide easy access to information on funds flow, implementation progress, processes, quality and performance of community institutions. This information will be made available through a user-friendly project website, accessible to all key stakeholders.

- For the evaluation of project outcomes, the project has commenced a comprehensive baseline survey to be completed within 6 months of project commencement using agreed performance indicators, to assess the situation pertaining to these indicators before project interventions start up in sampled localities. The MIS and M&E data will be available as web and mobile applications.
- The MIS application will report on all the parameters listed in the Results Framework and the data gathering processes will ensure that all required data is collected for the same.
- **Citizen Engagement and Grievance Redress System** with customized extensions to integrate functionalities of CE and GR in all other ICT solutions developed under the project. The Grievance Management system is planned to be implemented via the Tamil Nadu State Grievance redressal system. The Citizen Engagement process will conduct surveys related to the services provided by the project and get participants feedback. The number of grievances resolved as a percentage of the total number of grievances will be an important metric to measure. The score obtained from the surveys will be published on dashboards and the beneficiaries will be able to enter their grievances and surveys via mobile apps as well.

In addition there are some cross-cutting areas and ICT interventions for them are listed below:

Social and Environmental Framework

Social: The TNRTP project has specific plans to include Women, SC/ST and Tribals among the beneficiaries of the project and details have been worked out for the same. The ICT system will be designed to support those requirements and there will be a specific ICT-led initiative for the benefit of Tribals.

ICT Provisions to Support Social Frameworks:

1. Provision of market information, inputs costs and weather updates via apps.
2. Support for Community Radio participation by the Tribal population.
3. Educational materials will be made available through the OSF, Knowledge Base and YouTube channels.

Environmental Management: TNRTP is conducting an Environmental Assessment (EA) study with an objective to identify (i) The applicable 'legal and regulatory framework'; (ii) Potential impacts and mitigations for the proposed interventions; (iii) Scope for greening the enterprises; and (iv) Explore the scope for promotion of 'green enterprises', calculate a green index. Based on the EA an appropriate safeguards plan – Environmental Management Framework (EMF) is being prepared. There is also a strategy for promotion of exclusive green enterprises under 'innovations'.

The EMF provides tools, guidelines and checklists for the district diagnostic studies, value chain analysis, appraisals of business plans etc. in order to ensure better integration of principles of environment management.

ICT Provisions - The ICT system will provide functionality to support the above initiatives described for Environment Management and greening.

HR Integration

A COTS based HR system will be implemented at the start of the project and will store the data of all associates of TNRTP. A role-based security access module will be developed for IICTS and the relevant associate and role details will be obtained via interface from the TNRTP HR system.

Each associate of TNRTP will have access to the IICTS processes and data depending on their role. The roles and privileges will be defined in the Security Module.

Finance Integration

The central Finance System for TNRTP will be a COTS-based system and it will have an interface to the IICTS system.

The funds disbursed to the districts will be tracked and the expenses incurred will come back to the Finance system via the interface. The funds disbursed as part of Business Plan Financing will also be tracked and repayments fed back into the Finance system.

The COTS system will be modified for the above interfaces to work properly. The interventions in data flow will be minimized.

Knowledge Sharing

ICT will be central to the knowledge harvesting and dissemination for the project. To enhance the outreach of knowledge and learning from the project (both internally and externally) appropriate platforms and applications will be developed from funding dedicated for ICT development in project design.

A knowledge sharing portal will be provided where training programs will be uploaded and made available to project members as well as beneficiaries. This will serve as the Knowledge Base for the project and will be run by a Knowledge Administrator, who will get the latest versions of documents and training programs and ensure they are available to all participants. The Knowledge base will also be available as a mobile app, so that stakeholders have access to content wherever they are.

Access, Role-based & Data Security

Security will play an important role in system design and suitable authentication procedures will be designed for the project staff, applicants and beneficiaries who access the system. Each user will see the processes and data as per their role. Roles will include Project Management staff, community professionals, applicants, beneficiaries, partners, etc.

3.5 Summary of Mobile Apps

The indicative list of mobile apps is as below:

- Component 1 :
 - District Diagnostic Study
 - Value Chain Planning
 - Participatory Growth Planning resulting in VIP, BIP and DIP
 - One-Stop Facility as a web portal and mobile app
 - Market Intelligence, Input Cost and Weather information
 - Sales through online channels
 - Partnership Management module

- Component 2:
 - Mobile App which helps track progress on the loan
 - Enterprise performance data made available to PFIs
 - Innovation Promotion related mobile apps, such as those for Green Enterprises

- Component 3 :
 - Youth profile upload
 - Visibility of training programmes close to their current address
 - Application and confirmation of training

- Access to Job Fair information and Job postings, with facility for application
 - Counseling and Migration assistance services
 - Application for Entrepreneurship Development Programme
- Component 4 and Cross-cutting Functions :
- For Social requirements, all apps relevant to respective social groups, such as women, SC/ST etc., will have content suitable for their enterprises and value chains
 - M&E and MIS dashboard reporting
 - Grievance and Citizen Engagement
 - Knowledge Base

4. Project Timelines & Team Composition

4.1 Project Timelines

The indicative timelines for development of the IICTS system are as follows:

Activity	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
IICTS Study, Development and Rollout																		
Requirements Study and FRS Preparation																		
Selection of System Integrators (SI)																		
Contract signing with SI																		
Design, Development & System Testing - Phase I																		
Design, Development & System Testing - Phase II																		
UAT and Software Validation - Phase I																		
UAT and Software Validation - Phase II																		
Pilot Go-live - Phase I																		
Pilot Go-live - Phase II																		
Rollout across other districts - Phase I																		
Rollout across other districts - Phase II																		
Support Transition - Phase I																		
Support Transition - Phase II																		

Pilot Go-Live, Phase I – Month 12

Pilot Go-live, Phase II – Month 16

4.2 Project Team Requirement

It is envisaged that the consultancy Project Team would consist of professionals with relevant skills with relevant experiences. The indicative man months required for each staff member over the life of the project are as below:

4.2.1 Requirement Till Go-live

S.No.	Resource required	No. of Resources	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1	IT Project Manager	1	3	3	0	0	0	0	6
2	Solution Architect	1	8	6	4	2	2	0	22
3	Business Analyst	1	8	6	6	6	6	6	38
4	Technical Architect	1	3	3	0	0	0	0	6
			22	18	10	8	8	6	72

- Contract will be signed for an initial period of 12 months and will be renewed yearly
- The above numbers are indicative and can go higher or lower depending on the demands of the project. An appropriate process will be laid down for communication of ramp-up and ramp-down with the agency.

4.3 Roles and Responsibilities

The consultants need to provide all necessary functional, technical and management support to TNRTP in the implementation and monitoring of the project as below:

- a) Ensuring that effective communication and consultations continue with all stakeholders;
- b) Monitoring and facilitating full compliance of all components with the implementation, legal, financial and technical requirements of the project;
- c) Coordinating with the Procurement Specialist of TNRTP and the concerned World Bank IT Experts/Procurement Experts and TNRTP Project Team in the procurement activities related to selection of the SI for development of the system.
- d) The agency team, such as the Project Manager and Solution Architects will coordinate with external agencies such as TNAU for Market Intelligence, Financial Institutions, Government portals and systems such as DDU-GKY, Grievance Redressal, etc. to ensure maximum re-use of existing systems and seamless integration with TNRTP systems.
- e) The Consultants shall set up supervising and monitoring mechanism to facilitate the management of sub-projects and enhance the capacity of information dissemination through frequently held public communication.
- f) The Consultants shall monitor the training done by the SI, to ensure that TNRTP department staff are fully trained in the ICT solution provided and the tasks related to the project's activities.
- g) Prepare the periodic reports for government as required
- h) A key activity of the consultant's Project Team will be the transfer of knowledge so as to leave the TNRTP project with a cadre of trained staff, having the necessary experience, and appropriate skills, to enable them to be capable of managing the later stages of the project and similar future projects.
- i) Ensure that the ICT principles detailed in the Project Appraisal Document and the Project Implementation Plan, such as those related to spatial analytics, platform architecture, integration and re-use are adhered to, to the extent possible.
- j) Recommend design approaches to ensure the best possible bi-lingual user interface for Web and mobile applications, as well as envisage workarounds for data updates from low mobile signal areas.

4.4 Team Composition & Qualification Requirements for the Key Experts (and any other requirements which will be used for evaluating the Key Experts under Data Sheet 21.1 of the ITC)

1) Project Manager

The Project Manager (PM) will be responsible for the overall delivery of the project from the vendor's side. He/she will be responsible for all agreed deliverables and provide other support as deemed necessary. S/he will interact with all the required stakeholders in getting the activities and deliverables completed. It will be the responsibility of the project manager to manage the human resources particularly attrition, replacement with appropriate skills & experience and proper knowledge transfer. The PM will also lead the interaction with 3rd party application owners such as TNAU, Financial Institutions, Government and Corporate systems which integrate with TNRTP to ensure seamless integration. This will entail the steps of feasibility, supervision of interface design and development by the SI to ensure data transfer in seamless fashion.

Qualifications and Experience

- Must be a B.Tech/M.Tech/ MCA/MBA from a premier institution
- Minimum 15 years post qualification experience in designing, operating, managing large scale multi-location IT systems and Project management
- S/he should have extensive experience in Systems and software development for similar large scale programs
- Should have dealt with integrations with large government systems and financial institutions as is the case with the TNRTP system.

2) Functional Solution Architect

The Solution Architect will lead the vendor team to provide an integrated solution for all the components and cross-cutting areas given in the System Description. S/He will study and interact with the project staff from all components to understand the planned processes for the TNRTP project. S/He will complete the FRS documents with all details to make the Design and Delivery Stage a success. This will include functional requirements and delivery supervision of interfaces to 3rd party systems that the TNRTP systems integrate with, as well as internal interfaces, such as those with the Finance and HR applications.

Qualifications and Experience

- Must be a B.Tech/M.Tech/ MCA/MBA from a premier institution

- Minimum 15 years post qualification experience in providing solutions for multi-component, multi-channel IT delivery projects on a large scale
- Should have worked on at least 2 requirements consulting studies on a similar scale as the TNRTP Project.

3) Business Analyst

The business analysts will play a key role in solution design for the TNRTP requirements. They will help conduct workshops with the project staff and key users to get the requirements and document them in the FRS. The channels of delivery for each requirement will be indicated. The detailed interface requirements for internal and external interfaces and the data analytics required will also be documented.

Qualifications and Experience

- Must be a B.Tech/M.Tech/ MCA/MBA from a premier institution
- Minimum 5 years post qualification experience in providing solutions for multi-component, multi-channel IT delivery projects on a large scale
- Should have worked on at least 1 requirements consulting study on a similar scale as the TNRTP Project.

4) Technical Solution Architect

S/He will focus on the technical realization of the requirements mentioned, e.g. usage of GIS and spatial analytics, integration with 3rd party systems, such as Banks, Government departments, etc. S/He will recommend a technical architecture for the solution and ensure that all requirements can be delivered with open-source tools and technologies currently available, which is compatible and integrated with the Data Collection applications developed. S/He will also help provide an indicative sizing for DC and DR, so that the hosting can be planned.

Qualifications and Experience

- Must be a B.Tech/M.Tech/MCA/MBA from a premier institution
- Minimum 15 years post qualification experience in providing solutions for multi-component multi-channel IT delivery projects on a large scale
- Should have worked on at least 2 requirements consulting studies on a similar scale as the TNRTP Project.

5. Consulting Organization Profile

The eligibility criteria for the vendor are:

- a. The agency should have an independent legal existence, registered under the applicable Act. [Submit proof of Registration Certificate, Articles and Memorandum of Association].
- b. The agency should have more than 10 years of experience in the requirements study of large-scale systems of similar size to the TNRTP project
- c. The agency should have done at least 3 large scale requirement study and RFP preparation and projects across public sector and corporates. The value of each study should be Rs. 1.5 crores or more.
- d. The agency should have a minimum annual turnover of Rs. 50 Crores in each of the last three years from consulting and IT advisory and software design and development services.
- e. Firms with experience of working in large rural development projects will be given additional weightage.

The successful consultancy firm is expected to have:

- a) Significant track record of providing e-Governance and ICT platform development Consultancy services in core area of Government / Public Sector in India;
 - b) The bidder should have executed/executing large scale, multi-location e-Governance / Government transformation project as Consultant in India.
 - c) Experience in handling large Program Management for e-Governance in the Rural Development sector which include all key components of the assignment like application requirements study, technical architecture and hardware assessment, bid management, SLA Monitoring, program management, etc.
- The assignment is expected to be for a period of 6 (Six) Years to be contracted initially for one year and extended every year based upon evaluation of performance of the consultants provided. The assignment may be extended on a mutually agreed specification of additional tasks for the required period. The contract can be terminated by giving 1 months' notice, without assigning any reasons therefor.

It is the responsibility of the Consultancy firm to deploy necessary administrative and technical support personnel to support the Specialists/Experts to be positioned as part of the ICT Cell at TNRTP.

6. Project Review and Time Schedule for Deliverables

6.1 Project Weekly Reviews

The Project will be governed by a Project Management Office, which will include stakeholders from all major components, reporting to the Chief Operating Officers (COOs) and Chief Executive Officer (CEO) of TNRTP.

There will be a weekly status review meeting, where the agency team will present the status and progress of activities and go over the issues faced in project execution. They will submit a weekly status report with 2 hard copies and 1 soft copy. The weekly reports will be handed over to the ICT Head, TNRTP

The PMO team will help resolve the issues so that the project work proceeds smoothly. Guidelines for SLAs for issue resolution will be framed before the start of the project. In case issues cannot be resolved by the PMO, they will be escalated to the COOs and then to the CEO.

6.2 Expected Deliverables from Consulting Agency

The consulting agency will provide the following deliverables during the course of the project, which will be submitted to TNRTP for approval.

AS-IS Study

- As-is report on the existing systems in the Rural Development Department and their applicability for the requirements of TNRTP project.

Requirements Study for TNRTP

- Functional Requirements Specification
- Indicative Technical Architecture with the indicative Hardware Sizing for DC and DR

System Integrator Selection

- REOI/RFP in Standard Bidding Document (SBD) format of World Bank to select Implementation agency
- Preparation of bid evaluation reports at all stages of the bid process

- Assist the Vendor Selection Committee in the entire bid process and vendor selection
- Preparation of contract documents

Build, Testing & Pilot Go-live

- Verification and Certification of the software product developed by the vendor, indicating that the product conforms to the given requirements.
- Verification of the pilot go-live indicating that the system is suitable for rollout across all districts.

Project Status Reporting

- Detailed Project Plan
- Weekly/Fortnightly progress reports, summarizing:
 - Results accomplished during the period
 - Cumulative deviations to date from schedule of progress milestones as specified in the Agreed and Finalized Project Plan
 - Corrective actions to be taken by the implementing agency to return to planned schedule of progress
 - Inspection and quality assurance reports
- Monitor and report work progress vis-a-vis targets/schedules
- Design formats for review and monitoring of stage-wise completion of work by the SI
- Document on Risk Assessment and Risk Mitigation plans

6.2 Time Schedule for Deliverables

1) As-Is Report on Existing Applications

The agency will submit an As-Is report on existing applications in the Rural Development Department and their applicability in the TNRTP system. It will be submitted 1 month after the start of the project.

2) Functional Requirement Specification (FRS) – Phase I

The agency will submit the FRS – Phase I for approval 2 months after the start of the project.

3) TOR and EOI for Software Design and Development Phase

The agency will submit the TOR and EOI for the Software Design and Development Stage for approval 2 months after the start of the project.

4) RFP for Software Design and Development Phase

The agency will submit the RFP for the Software Design and Development Stage for approval 2.5 months after the start of the project.

5) Functional Requirement Specification (FRS) – Phase II

The agency will submit the FRS – Phase II for approval 3.5 months after the start of the project.

6) Indicative Technical Architecture and Hardware Sizing Document

The agency will submit the Indicative Technical Architecture and Hardware Sizing document for approval 3.5 months after the start of the project.

7) System Integrator Selection Report

The agency will evaluate the responses for the RFP and will submit the SI Selection Report for approval 4.5 months after the start of the project.

8) Software Validation Report

The agency will submit the Software Validation Report – Phase I after testing the software product developed by the development agency for Phase I. This is expected to be at 11 months after the start of the project. A similar report will be submitted for Phase II, which will be 15 months after the start of the project.

9) Pilot Go-live report

The agency will submit the Pilot go-live report – Phase I after testing the production installation, which was used for pilot. This report will certify the suitability of the system to handle the scope for Phase I including performance issues. This is expected to happen 1 year after the start of the project. A similar report will be submitted for Phase II, which will be 16 months after the start of the project.

7. Payment Schedule

The contract will initially be for one year and renewable yearly based on the performance of the agency. The consultant(s) shall be paid in phased manner, either monthly or quarterly, contingent on the acceptance of deliverables.

ANNEXURE –53 TERMS OF REFERENCE FOR HIRING EXTERNAL MONITORING & EVALUATION TECHNICAL FACILITATION AGENCY

(1) BACKGROUND:

The past poverty reduction initiatives have provided valuable lessons for developing successful strategies in addressing the poverty issues of the State on a sustainable basis. **The Tamil Nadu Rural Transformation Project (TNRTP)** will build upon the existing investments and Institutional capital to bring further income increase and inclusive growth in rural areas promoting women entrepreneurs and enhancing participation of women in the labor force. It will nurture local artisans with traditional skills for aggregation and creation of micro enterprises. The project will also work towards promoting and facilitating financial services to producers, entrepreneurs and enterprises by creating customized financing facility and linkages with the formal financial institutions.

The Government of Tamil Nadu through Government of India (GoI) has applied for a loan from the World Bank for implementation of TNRTP. The project will be implemented through the convergence of various line departments of the Government of Tamil Nadu. The TNRTP Society have issued this REOI for an **External Monitoring and Evaluation Technical Facilitation Agency**.

This Agency will support TNRTP and the overall **Project Development Objective (PDO)** which is currently stated as “to promote rural enterprise, access to finance and employment opportunities in targeted areas of Tamil Nadu”. The project seeks to accomplish this PDO through the following interventions: (i) Business Ecosystem Development; (ii) Enterprise Business Plans Financing and Innovations (iii) Skills and Job Opportunities; and (iv) Project Management, Results Monitoring and Implementation Support Systems.

TNRTP project will create an enabling environment for promotion and strengthening of enterprises through identification of market and value chain development opportunities, supporting business conditions development in the project areas, and providing informed pathways to effectively and efficiently develop business enterprises (by establishment of One Stop Facility). Project will aim to forge partnership with key stakeholders (public, private, research and academia) and leverage expertise of partners to engage in specific win-win opportunities and to ensure post project sustainability of the project initiatives.

Further the Project will promote producer collectives and individual enterprises for taking up economic activities linked to the value-chain opportunities. The promoted enterprises and collectives will be assisted for their linkages with the formal financial sector. The envisaged financial instruments under the project (such as grants and credit guarantees) will leverage existing resources of the financial sector. The Project will mobilize and ensure the skilling of youths /beneficiaries by convergence with existing skills training programs and community centric skilling initiatives (Community Farm Schools, Community Skill Schools) for better placement with the existing job market.

Monitoring & Evaluation for TNRTP: GoTN will on board a professional firm to support the M&E strategy consisting of the following components: (a) concurrent progress monitoring (physical and financial achievements versus targets); (b) process monitoring (of how well agreed processes were followed); (c) intermediate results monitoring (of intermediate outcome, and how well community institutions and investments performed); (d) participatory monitoring (to obtain feedback from stakeholders on whether they are realizing the intended benefits); (e) thematic studies and case-studies; and impact evaluation.

The Monitoring & Evaluation firm for TNRTP will be hired for a period of initially three years subject to extension of further period to end of the project based on the requirement and performance. The agency would be responsible for implementing the M&E framework for the project and conducting and overseeing all key evaluation activities (as listed below).

(2) SCOPE OF ASSIGNMENT:

M&E Framework: From the Projects results framework which would be developed later, the Agency will develop a comprehensive overarching and detailed M&E strategy and roadmap (e.g., project frame, results chain, results indicators) alongside standards (e.g., agreed data collection protocols, methodology, timetable and program of work) for the duration of the contract period. The assignment would be covering all the areas of intervention supported under this Project.

The Agency will: (a) prepare the roadmap, strategy, and budget computations for the Project M&E including operationalizing this within the Project and MIS across TNRTP; (b) provide support to and supervision of the external consultancy firm for aspect related to the development of the Project MIS; (c) prepare all technical EOI/RFPs for aspects pertaining to M&E based on the agreed work-plan; (d) produce concise analytical products (as agreed in the work plan) based on various existing datasets and recommend policy and program design changes in real time; (e) map all critical process of the project and prepare handbook for process monitoring to be used by process monitors; (f) prepare tools and protocols for process monitoring; (g) prepare draft and final process monitoring reports; and (h) facilitate the creation of

a trained community professionals who would be engaged in project monitoring activity prior to the completion of the Agency's assignment.

Baseline Survey: The M&E Agency will be responsible for conducting the principal survey modules for the Project (incl., Household Survey, Self Help Group (SHG), CBO, VPRC President Survey, Village Surveys) that will serve as the baseline and inform the midline, end line as well as for impact evaluation. The baseline survey process will begin in Q3 2017 with the pretesting of the draft survey questionnaires. It is expected that the Agency will accomplish the assignment (with data collection, analysis and submission of reports) within 8 months from the date of commencement. The purpose of the survey is to inform the PDO, indicators to benchmark the productive livelihood development opportunities for the rural household including the women, differently abled and youth.

TNRTP will be focused on 120 Blocks in 26 Project Districts. The Agency will propose a sampling stratification (e.g., power calculations, sample size determination) to inform the sampling strategy (incl. treatment and control groups) to study the impact and to measure the desired changes expected by the project intervention. Discussions and consultations will be conducted with GoTN and World Bank to finalize the agreed sample size and strategy.

The Agency will be fully responsible for (a) ensuring the roll-out, training and proficiency of survey field teams to conduct the surveys; (b) securing of office and computer equipment for survey management and data entry; (c) arranging for transportation, other enumerator travel and lodging costs and equipment related to household listing and household survey interviews; (d) ensuring proper maintenance and functionality of all vehicles and equipment; (e) GPS devices to record location of households of all surveys.

The following modules will form part of the survey with further expected to be added (e.g., enterprise module) following consultation with the Agency and TNRTP project management office on the specific Project interventions:

Household Module: To capture information on the following: (a) Household economy, including expenditures, assets and productive activities; (b) Households savings and debt that includes savings, indebtedness and the cost of debt servicing; (c) Household participation in SHG and VPRC that collects information on participation in SHGs, VPRC, Village Panchayat and Gram Sabha and other CBOs membership history, empowerment of women through participation in SHGs and CBOs for example; (d) Household access to basic services that collects information on the household's access to basic services and the household's participation in and benefits from government schemes; (e) Household physical characteristics that documents

the location, type and size of housing, household facilities; (f) The information will be collected to permit tracking of individuals in order to follow treatment and control groups through the follow-up surveys, including information on the respondents' record place of work, phone numbers, date of birth, place of origin, the location of any property owned, and migration plans.

SHG Module: A comprehensive list of all SHGs in TNRTP program areas (blocks) complemented by a rapid screening and listing survey for non-TNRTP program areas. Enumerators will collect basic information from each SHG in the sample villages including: (a) operational details of the SHG, in which data collected will include basic background information of the SHG, number of members in the SHG, basic demographic information of SHG members (age, occupation, social group), how long the SHG has been in operation, own savings generated (volume of in-group lending), the purposes that the SHG lends for and the investments it makes, activities the members of the SHG pursue together, governance processes used within the SHG (internal group dynamics, leader selection, participation, regularity of meetings), and SHG links to external organizations (GP/block office, NGOs, village leaders, political parties) and (b) Inclusion of the poor and vulnerable in SHGs, in which detailed data on how the loan funds were distributed to households, percentage of funds received by BPL households, demographic and other information on members and leaders.

Village Questionnaire Module: A village survey will be implemented in each of the TNRTP program areas (blocks). The survey will be collected through key informant interviews (3-5) within the group. The informants should be people who are knowledgeable about the village. Data collected in this survey will include information on locality characteristics, services, infrastructure, and access to markets, village-level public spending and program implementation. The purpose of this questionnaire is to assess how initial conditions (general access to services and infrastructure, literacy etc), and link to markets, and the presence of other government programs influences the impact of the program.

Community Based Organization Module: The purpose of this questionnaire is to assess how the conditions prevail and to assess the needs to be addressed in strengthening perspectives. The survey focus will be developed in collaboration with TNRTP and the World Bank.

Village Panchayat President Questionnaire: Implemented in all program TNRTP blocks. This questionnaire will include information relating to the caste and gender of the president, the reservation status of the Panchayat in the current election cycle, and the interaction (relation) of the president with SHGs and VPRC.

The Agency as part of their proposal will submit an initial work-plan for review covering the above survey deliverables with timelines for activities as described below. This will provide an opportunity for the firm to outline prior experience in

delivering a similar, comprehensive and detailed survey for a multifaceted program. The following steps are outlined and expected to be covered in any such work-plan:

TNRTP Survey Development: The Agency will be provided a standard set of base questionnaires, in English. In consultation with the TNRTP and World Bank, the Agency will adapt each of the survey modules to the local context including phrasing of questions and adaptation of response codes so they are appropriate to the study context. Once the Agency has adapted the base questionnaire to reflect unique needs of the project, the Agency will translate this set of questionnaires to Tamil and pre-test the translated questionnaires adapting any components that are necessary to accurately capture the intended information on the study populations. This would include for example revising consumption and asset items to reflect the patterns of consumption and assets evident from existing data.

The Agency in collaboration with TNRTP and World Bank will pretest the draft survey carrying out sample surveys with selected villages (blocks), SHGs and CBOs. The Agency, TNRTP and World Bank will decide the specific locations. The pretest will not be conducted in program areas to be used in the actual survey. The final set of questionnaires used in the field will be re-translated into English by an independent translator contracted by the Agency, and formatted in the identical format used in the actual implementation.

The deliverables for this component are the: (1) translated draft questionnaires (in English and Tamil); (2) pre-testing report including timing of modules, comments from interviewers and supervisors and necessary changes to the questionnaire; (3) final TNRTP questionnaire in Tamil and English.

Sampling Design: The Agency will propose through a consultation paper (report) a sampling stratification (e.g., power calculations, sample size determination) to inform the sampling strategy (incl. treatment and control groups) to study the impact and to measure the desired changes expected by the project intervention. Discussions and consultations will be conducted with GoTN and World Bank whom will on finalize the agreed sample size and strategy.

The Agency will prepare the sampling plan encompassing (a) a methodology for listing and selecting the households and individuals to be interviewed prior to fieldwork; (b) a coding strategy in order to ensure each household and individual has a unique code for data entry that merges seamlessly across all data sets. If needed, the coding strategy will also include SHG codes for households and individuals.

Field Procedure Manual: The Agency will prepare a field procedure manual outlining in detail all aspects of the field work to be conducted by the Agency, including:

- **Team:** Composition of a standard field survey team including roles and responsibilities (e.g., number of enumerators, number of field-supervisors, number of field data entry agents, qualifications, training);
- **Protocols:** Documentation of the field survey protocols including (a) the number of visits per household (a minimum of THREE visits per household should be planned to allow for interrupted surveys, revisions of incomplete or inconsistent information, and quality control); (b) confirming the treatment/control status of the village including confirmation that the location has been correctly identified.
- **Supervision:** Supervision and spot check plans to ensure adherence to data collection protocols and confirm quality of data collection and entry, including a minimum of [10%] of re-visits to a random sample of the evaluation sample (10% of households) to confirm the validity of the data.
- **Information Quality Assurance:** (a) protocols and procedures for addressing data inconsistencies/misreporting when identified; (b) *if* electronic data collection is used the Agency needs to outline protocols for computer assisted field entry; (c) *if* questionnaires are captured using paper-based surveys there are protocols in place for immediate validation with results transmitted back to the field teams to conduct quality checks as needed.
- **Logistics:** Survey implementation plan should include (a) detailed calendar of activities; (b) expected time each team will spend in a village; (c) travel and lodging logistics; (d) management information and reporting tools for tracking progress of survey
- **Progress Reporting:** As field conditions can often dictate changes, the Agency is obliged to inform the TNRTP project management office in the form of a written letter/report with corresponding progress report.

Electronic Survey Collection: The Agency will develop mobile survey/data entry for electronic data capture and be responsible for ensuring: (a) the translation of the user interface into appropriate local language if needed and adding modules for any additional data collection that is unique to the survey. All data will be double entered and verified for accuracy and the data entry supervisors should rectify discrepancies.

The initial data entry program will (a) be demonstrated and tested for approval by TNRTP project management office with (b) written data entry protocol for data entry agents detailing program (c) final data entry program adapted for the local questionnaires and (d) the dataset dictionary with all variables labeled and defined. The overall process must be robust including (a) adapting data entry range and

consistency checks to values appropriate for the study context based on existing HH survey data; (b) to the greatest extent possible, the data entry program should conduct range and consistency checks, as the questionnaire is conducted; (c) violations of these checks should lead to an immediate and transparent message sent to the keypuncher along with a practical method for correcting key punch errors, or overriding and documenting any answers that violate the range and consistency check rules; (d) the program should allow valid open-ended and "other" textual responses outside of the response options provided in the questionnaire; (e) variable names generated by the program should correspond clearly and logically to the question labels used in the questionnaire; (e) coding strategy in order to maintain consistent, unique identifiers for households for matching longitudinal data.

Field Team: The Agency will determine the number of field teams in consultation with the TNRTP project management office; each field team should be comprised of:

A Supervisor: Each team will need a supervisor to oversee all activities of the interviewers. The field supervisors will travel with their teams and be responsible for day-to-day supervision and logistics, including contacting community leaders in selected enumeration areas, and arranging appointments with respondent households. The field supervisor will also perform quality controls on the information collected by his/her team, including randomly attending some interviews, randomly re-interviewing 10-15% of households on specific modules or overall questionnaires, and randomly reviewing questionnaires. The field supervisor will further be responsible for organizing and tracking the daily supply of completed questionnaires to the data entry operators. Field supervisors should have experience in conducting or managing household surveys. The preferred education requirement for field supervisors is a University Degree. Basic abilities to communicate in English would be preferred though not required. In addition to supervision activities, field supervisors will participate in the pilot test. Field supervisors will also need to participate in all of the training.

Data entry operators: The firm will hire data entry operators and data entry supervisors (1 supervisor per 5 operators). Data entry supervisors are also responsible for monitoring and overseeing the daily data logging of field activities. Data entry operators will enter the household questionnaires, SHG and village questionnaires. The number of data entry staff will be determined to allow the completion of the data entry in a maximum of 20 days.

Enumerator/ Interviewers: The preferred education requirement for a household interviewer is a Secondary School Completion Certificate. As some knowledge of separate dialects may be required in remote areas, it may be preferable to recruit interviewers living in these areas. This is not required, however, and left to the discretion of the firm. The firm shall also recruit and train at least 10 percent more

interviewers than needed to ensure that there will be suitable replacements for team members who may leave during fieldwork or those who do not demonstrate sufficient proficiency following training. The number of interviewers will be determined to allow the completion of the process in a maximum of 40 days.

The deliverable for this component is (a) a roster of recruited supervisors with their corresponding qualifications and experience and (b) a roster of recruited supervisors with their corresponding qualifications and experience

Capacity Building: Preparation of interviewer training curriculum and materials, field manuals and implementation of personnel training: The Agency is responsible for developing all training curriculum and materials in consultation with TNRTP project management office. All training materials and field manuals will be translated to Tamil.

A comprehensive general training should be given to the supervisors; interviewers and data entry agents in order to create a team environment and to allow for substitution between roles should any team member take a leave of absence due to illness or other emergency. Because the training should also serve as a screening process for skilled interviewers and data entry agents, the Agency should also recruit more interviewers and data entry agents for the training than will be ultimately hired for the project. The supervisors should receive supplemental training, as should the team of enumerators that carry out the pre-test.

The training should be scheduled for a minimum of 2 weeks. The Agency with the TNRTP project management office will determine the training period for the pre-test. The Agency and TNRTP will need to identify whether or not all training can take place in one plenary group, or if the number of trainees (supervisors, interviewers, data entry operators, etc) is large, if it is better to divide the training into several sub-groups. In this case, the Survey Agency will still need to standardize training across sub-groups by using the same training materials among trainers.

The Training Program should include:

Theoretical: Training should include a review the theory of the questionnaire and each question in order to fully understand the objective of each question. Standard quantitative interviewing techniques and field protocols should also be covered.

Classroom practice: Training should include individual and group exercises to become familiar with the practice of asking and filling questionnaires. This part of the training may include in class demonstrations, where the questionnaire is projected and one interviewer completes the questionnaire in front of the classroom. The training may also use vignettes, where the Agency designs case scenarios based on typical households (perhaps those found during the supervisor training or piloting)

and have interviewers complete the questionnaire based on the vignette. Finally, the trainees should conduct pilot interviews on the same subject, and have the interviewers fill in a questionnaire for the interview to test consistency across the interviewers.

Field exercises: After the theoretical and classroom practices, the interviewers should go to the field to administer the full questionnaire to a small number of households (outside the study sample). The pre-test should not focus on major adjustments to the questionnaire, but rather simulate the administration of the questionnaire under normal circumstances. The pre-test should also serve as a test of the computer assisted field entry for data entry agents.

Enumeration: Following the training, interviewers, supervisors and data entry operators should be enumerate based on their understanding of the questionnaire and their ability to correctly record data using the same test scenarios as used in the classroom practice. The training period should conclude only once the field teams have demonstrated mastery of the designated tasks.

The deliverables for this component are the (a) draft training materials and field manuals; (b) report with the results of the evaluation process for the supervisor training; (c) final training materials and field manuals, in English and Tamil; (d) report with the results of the evaluation process for the interviewer and data entry agent training. The Agency will also conduct a successful survey field pilot test prior to baseline data collection. Indicators of success include: (a) interview teams correctly list, sample and interview households in the enumeration area; (b) interview team members understand their roles; (c) interview team members understand, and correctly follow interviewing protocols; (d) data from 50 households in 2 villages (outside of the study area) are successfully collected, keypunched, and supervised for quality without major data entry program problems.

Field Testing and Validation: The deliverable for this component is a documented process of the field test and data successfully transferred to TNRTP project management office. This will be evidenced by weekly progress reports of the numbers and IDs of the villages successfully completed. The Agency should also budget for a two-three day meeting for all supervisors, interviewers and data entry agents to meet after field work begins. A good point in time is 2-3 weeks into fieldwork. This meeting should give the team an opportunity to discuss any problems related to supervision, fieldwork organization, and skip patterns and data entry issues for the progress report.

Supervision & Monitoring Reports: The deliverable for this component is the timely delivery of the supervisor's weekly progress reports. Successful implementation of the baseline household data collection in all of the planned sample locations includes the dataset containing all of the data coded from the village,

including complete data from the listing exercise, household, SHG and village surveys. Field Manager's report that documents: (a) dates of arrival and completion of each GP and village; (b) any notable difficulties or deviations from the standard field plan; (c) record of each substitution of households that may have been required, including the reasons for substitution; (d) any other notable occurrences; and (e) report on real-time validity checks upon receipt of each sample locations data.

Baseline Data Report: The deliverable for this component is the Team Leader's written report of the baseline data collection, including the information detailed above. The deliverable will also include the databases, including the listing data, household data, village data, with data correctly organized, variables named and labelled and appropriate identifiers that permit seamless merging between databases. Conduct final cleaning of data and final data delivery report (a) identify incomplete households and redundant observations; (b) ensure all components are correctly linked – datasets can be merged cleanly; (c) final completion numbers and (d) completion inventory.

Final Report: The deliverable for this component is the final databases and final report.

The Agency will be expected to submit reports to the TNRTP project management office alongside the database established during this process will be made available electronically to the TNRTP. It will be the property of the TNRTP and the World Bank, and must allow for easy manipulation and generation of reports. The survey Agency will be expected to make a formal presentation to TNRTP on completion of all the deliverables. A list of all outputs (and the corresponding deliverables) is listed in Annex 3 and tentative schedule for delivery is provided in Annex 4.

Agency M&E Responsibilities:

The Agency will provide complete technical support and oversight for the M&E function for TNRTP through the life cycle/ contract period of the project leading on several important areas to inform the implementation trajectory of the Project. This includes:

Concurrent Progress Monitoring: To conduct through the development of a framework concurrent monitoring of all components of the Project (e.g., entrepreneurship development; enterprise building; financial flow; innovative practices; community-based organizations; project management (e.g. reporting, procurement, transparency, linkages). This is expected to provide a level of quality assurance and process monitoring for TNRTP activities to inform (a) high-level officials, senior management and development partners impartial review on the implementation of TNRTP in the state; (b) assess the implementation of TNRTP guideline, norms and practices; (c) provide specific measures to improve the

programme components; (d) identify policy level issues (if any) to ensure the effective implementation of TNRTP; (e) provide international best-practices to inform the implementation of TNRTP.

Furthermore, the Agency will use a diverse range of methods to capture data on the Project including through the project MIS to generate monthly reports for project reporting (incl. state quarterly report, district wise quarterly reporting, end-of-year reporting). The agency will complement this with random reviews/spot-checks including independent sample surveys conducted every 3-6 months from the commencement of the project to provide independent validation of internal reports. This will be used to inform: (a) recommendations for corrective measure in implementation; (b) assess gaps in inbuilt process monitoring and evaluation system.

Intermediate Results Monitoring: The Agency will also be responsible for the yearly monitoring of intermediate results indicators of TNRTP. This will include although not limited to whether community institutions and investments made are achieving intended project outcomes. The Agency is expected to design thematic studies, rapid assessments and periodic tracking surveys so as the intermediate level output and outcomes are tracked. Through this process the Agency will (a) strengthen the capacity of the M&E members of the project in monitoring and evaluation; (b) establish and monitor performance benchmarks for all thematic areas; (c) provide technical inputs to the monthly/quarterly performance of districts and thematic areas; (d) generate standard and customized reports for decision making and wider dissemination; (e) track progress in project implementation along with output and outcomes.

MIS Development: The Agency will provide project management and expertise to guide the development, delivery and rollout of the MIS commencing with inputs to the RFP for the hiring of an external IT firm for the development of the Project MIS.

Data Analytics: The Agency will analyse data generated from the fields and prepares regular analytical reports, as per requirements of the stakeholders. These short and concise products should identify lessons and recommend policy and program design changes in real time.

Special Assignments: During the Project, Component wise requirements will evolve will be customized as required. These special assignments will also be carried out by the agency then and there.

Team Composition & Implementation Arrangements:

The Agency is expected to comprise of a multi-disciplinary team of international standing with extensive expertise in conducting M&E in international large-scale government and development partner funded programs. This team will be available

for the entire duration of the contract period and is expected to comprise of the following individuals:

One Senior Evaluation Specialist(s) (full-time) with a proven track record in M&E and conducting rigorous program evaluations. S/he should have independently led the design of a large-scale impact evaluation studies. At least one project should be using an experimental or quasi-experimental technique. S/he should have at least 10 years of experience in quantitative evaluation. S/he should have an advanced degree (PhD preferred) in economics/statistics/public policy or a related discipline. Specific experience in monitoring and evaluation of public policy programs for at least 5 years would be preferable. S/he would spend 100% of his/her time on this project. He/she is expected to operate from the TNRTP project management office.

One Senior Team leader (full-time): with proven track record in anchoring/conducting evaluation activities. S/he should have at least 10 years of experience in Monitoring and Evaluation of which at least 7 years of fieldwork experience. S/he should have been a part of the design team of at least 5 impact evaluations using randomized or quasi-experimental techniques. S/he should have an advanced degree (PhD preferred) in economics/statistics/public policy or a related discipline. Specific experience in evaluation of rural livelihoods projects would be desirable. He/she is expected to operate from the TNRTP project management office.

Two Senior Data Analysts (full-time): with 3-4 years of experience in data analysis and supervision of household surveys or experimental or quasi-experimental impact evaluations. S/he should have a degree (MSc preferred) in economics/statistics/public policy/development studies or a related discipline. S/he should have experience working on statistical software packages like – SPSS, R, STATA, CS-PRO, Atlas.ti, etc. S/he would spend about 50% of the time in the field (at least 4 visits per quarter) with district-level staff. He/she is expected to operate from the TNRTP project management office, wherever it may be located.

Field Staff (full-time): With 4-5 years of experience in Data Collection with experience in post data collection, analysis and report generation. S/he should possess a degree in economics/statistics/public policy/development studies or a related discipline. S/he will be responsible for assigned blocks in the TNRTP program. There would be 13 such field staff to be appointed throughout the assignment. The functions will be aligned with the functioning of the Block team.

Review Mechanism of Consultancy: TNRTP and the World Bank will be the principal reviewers on all deliverables submitted by the Agency. It will be expected that following any feedback/reviewers comments, the Agency will proactively engage in rapid iterations and finalizations of the said deliverables for timely submission. Project Director of the TNRTP shall be responsible for overall review and monitoring the progress of the consultancy. A review committee may be constituted to monitor

the progress and interact with the consultant. The PD or his nominee will be the chairperson of the committee and the committee will include other experts. The committee may also seek comments and inputs on the consultant’s work from other experts as found appropriate.

Contractual Clauses (viz. Ownership of Materials, Payment Schedule, etc.):

The Agency will be reimbursed for services rendered contingent upon timely submission of agreed deliverables. For each stage, payment will be made only after clearance from both TNRTP and the World Bank on the deliverables submitted and approved. All deliverables submitted will be in hard copy format and available as electronic copies ensuring (1) all reports in MS Word file format; (2) all raw data in tabulated form, together with relevant summary tables, in MS Excel Files/MS Access Database or any other database (as .exe file) with analytical tables at the time of submission of draft report and revised final report

Ownership: GoTN funds this assignment and it therefore shall be the owner of the assignment output. The consultant will have no right of claim to the assignment or its outputs once completed. Any data, analysis, reports, research reports, process documents produced as a part of this assignment shall be deemed to be the property of GOTN and the consultant will not have any claims and will not use or reproduce the contents of the above documents without the permission of GoTN, TNRTP and the World Bank.

ANNEX 3: BASELINE SURVEY AND CORRESPONDING DELIVERABLES

Baseline Survey and Corresponding Deliverables (6-months) by Agency to be approved by TNRTP and World Bank
Deliverable 0: A written work-plan to be approved by TNRTP and World Bank
Deliverable 1: Submission of (a) draft questionnaires translated into Tamil; (b) pre-testing report including timing of modules, comments from interviewers and supervisors and necessary changes to the questionnaire; (c) final local language questionnaire and corresponding English questionnaires.
Deliverable 2: Baseline survey sampling plan approved by TNRTP and World Bank
Deliverable 3: Field Procedure Plan approved by TNRTP and World Bank
Deliverable 4: Submission of (1) initial data entry program (including the double-entry checking system used) to be demonstrated, approved by TNRTP team; (b) test of data entry software to be approved by the evaluation team; (c) written data entry protocol for data entry agents detailing program; (d)

final data entry program adapted for the local questionnaires; (e) the dataset dictionary with all variables labelled and defined.
Deliverable 5: Submission and approval of (a) roster of project, field and data managers with qualifications and experience; (b) a roster of recruited supervisors with their corresponding qualifications and experience; (c) a roster of enumerators with their corresponding qualifications and experience.
Deliverable 6: Submission and approval of (a) draft training materials and field manual; (b) report with the results of the evaluation process for the supervisor training; (c) final training materials and field manuals, in English and Tamil; (d) report with the results of the evaluation process for the interviewer and data entry agent training.
Deliverable 7. Documented process (field report) of the field test and data successfully transferred to the Evaluation Team
Deliverable 8. Timely delivery of Supervisor’s Weekly Progress Reports
Deliverable 9. Team Leader’s written report of the baseline data collection
Deliverable 10. Completed Database
Deliverable 11. Final Databases and Final Data Delivery Report by the Senior specialist

ANNEX 4: TIMELINE FOR ACTIVITIES AND SCHEDULE OF DELIVERY

No	Number of Days from commencement of Contract	Activities
1.	6-months	Baseline Survey Completion (see Annex 3 for deliverables)
2.	Every 3 months throughout the Project cycle	Concurrent Progress Monitoring
3.	Every 3-6 months throughout the Project cycle	Intermediate Result monitoring
4.	1-3 studies/evaluations every year in focused areas covering randomly selected project areas	Thematic Studies and Evaluations
5.	1-2 tracking surveys every year in focused areas covering randomly selected	Periodic tracking surveys

TNRTP-Annexures

	project areas	
6.	1-2 years for the MIS Development	Project Management for development, delivery and rollout of the MIS platform.

Annexure -54 Terms of Reference for Hiring Retainer Agency for Knowledge Management and Learnings for support to TNRTP

Background

TNRTP-Tamil Nadu Rural Transformation Project

Tamil Nadu Government has been focusing on poverty reduction since 1983 through socio-economic empowerment of women by establishing Tamil Nadu Corporation for Development of Women (TNCDW). The proposed Tamil Nadu Rural Transformation Project (TNRTP) will leverage the strategies and investments made in the above projects to harness the institutional and knowledge capital for promoting inclusive economic development and growth for a transformative agenda in rural Tamil Nadu. The Project Development Objective is **“to promote rural enterprises, access to finance and employment opportunities** in selected **blocks of Tamil Nadu**. The project will work with SHG households’ across farm and non-farm sectors; producer and their organizations; Entrepreneurs and enterprises; Staff of facilitating agencies; Government line departments; and Market players.

TNRTP has set out with an agenda to reach out to 411,620 beneficiaries, across 26 districts, 120 blocks, 3994 Village Panchayats, in Tamil Nadu.

Objective of the assignment:

- a) To provide high quality knowledge and communication support to TNRTP through diverse media, knowledge practices, products and activities; both online and offline.
- b) To provide content to the web portal proposed and serves as:
 - a one-stop information gateway highlighting current activities and processes, progress, achievements, innovations and future plans of TNRTP,
 - a knowledge portal on rural transformation project and
 - a communication platform for TNRTP.
- c) To provide documentation and editorial support to all knowledge products of TNRTP in English and Tamil languages.
- d) Build and promote the TNRTP brand through knowledge and communication activities and products.

Scope of Work:

The agency/firm will work closely with the Knowledge Management team of the State Project Management Unit of TNRTP and occasionally with the district and block level teams to develop and implement a knowledge management system for TNRTP. Promoting the brand through knowledge and

communication products will be a continuous endeavour of the knowledge and communication process. The agency/firm will develop a knowledge system both online and offline. The Offline system will include publications such as newsletters, booklets, brochures, pamphlets, posters, films, good practice documents, periodic reports, process documents, short studies, manuals, etc. The agency/firm will also organize and/or support knowledge events such as trainings, workshops, conferences, seminars, interactive sessions, etc. and participate in knowledge activities of TNRTP.

All knowledge activities and products of TNRTP will be bilingual – in English and Tamil. The agency/firm will undertake field travel within Tamil Nadu State and to other states if required as part of the assignment.

The agency/firm will:

- Understand and adhere to the mandatory policies, procedures and standards of the Govt.
- Hire full time, part-time and need based consultants with relevant expertise and experience to deliver high quality knowledge support and products.
- Provide quality translation of all knowledge products from English to Tamil and vice-versa.
- Work with the State Project Management Unit team to identify the human resources required after the completion of the contract to establish and maintain the system.

The scope of work can be modified based on the needs and priorities of the mission whereby activities, processes and deliverables might be altered, enhanced or scaled down as might be the case. The scope of work will also be determined by the specific and overall performance of the firm.

Key Tasks and Responsibilities:

A. Preparation of detailed Work Plan:

- The agency/firm will be hired for Six years on a retainer basis under a time based contract.
- The hired agency/firm will develop a detailed work plan and submit to TNRTP management for approval.
- The work plan will be developed jointly by the agency/firm with the Knowledge Management Unit of TNRTP.
- The work plan will clearly list out the activities, outputs, delivery timeline and reimbursable costs.

B. Information Needs Analysis, Communication grid/ flow and knowledge products:

The agency shall undertake a detailed needs analysis of information and knowledge products and map the communication grid/flow of TNRTP. Based on the needs analysis the agency shall develop draft communication, information and knowledge system for TNRTP and submit for approval.

C. Stakeholder Consultations :

The agency shall hold consultations with diverse stakeholders from time to time, to understand information and knowledge needs. The stakeholders could include representatives from communities, civil society organisations, Research Institutes, government departments, banks, impact investors, Private sector organizations, the World Bank, academic institutions among others.

Deliverables:

The assignment will commence from the date of signing of contract with the following main deliverables:

- a. A range of publications (brochures, pamphlets, posters, booklets, short publications, manuals, newsletters, photographs, films, periodic reports, etc.) (details in **Annexure 3**)
- b. Documentation support to all TNRTP activities.
- c. Editorial support to all TNRTP documents and audiovisual material.
- d. Advanced documentation, design and translation support for all offline content.

The timelines will be indicated in the annual work plan and quarterly sub-plans subsequently.

Qualification Criteria:

Mandatory

1. The agency/firm should have an experience of at-least 5 years of providing services to organisations implementing large scale development programmes /projects on web-portal development and knowledge management.
2. The agency/firm should have at least 3 years' conceptual and operational experience in developing web based knowledge products at international/national level.
3. The agency/firm should have minimum annual turnover of Rs. 150 lakhs for last three years.

Desirable

1. An agency/firm that could develop a web based information, communication and knowledge portal with demonstrable knowledge and experience in IT and media and communication systems development, especially in rural development will be preferred.
2. Preference may be given to the agencies that have proven experience of providing IT and media and communication support to programmes supported or implemented by Government of India, State Governments, World Bank, United Nations or other International Organisations of repute.
3. Agencies are encouraged to apply as a joint venture/consortium if required to deliver the ToR in its entirety.

The agency to place a dedicated team as per **Annexure 4**.

Period of contract: An annual work plan and budget approved by the Chief Executive Officer – TNRTP,

A quarterly sub-plan based on the approved annual work plan with a timeline and budget and an inception report.

The contract will be renewable for up to two years based on an annual performance review conducted by TNRTP and further needs and priorities of the project.

Review Committee

A review committee set up by the Chief Executive Officer will review the performance of the agency/firm once in six months.

Apart from this, – Knowledge Management will facilitate smooth functioning of the assignment and will coordinate with the agency/firm on a regular basis. She/he along with Dy COO (MIS) will review the deliverables as per the Annual Action Plan on a monthly basis and bring out the variance, if any, to the notice of the agency/firm. The agency/firm shall immediately take necessary corrective measures accordingly.

Payment Schedule

Payment to the agency/firm will be released on a quarterly basis against approved quarterly work plan and budget and approved deliverables for the quarter.

9.Data , Services and Facilities to be provided by the client:

a) **Data** : The TNRTP will provide all requisite data/content/photographs etc. to be published on the portal in raw or processed form whichever is available.

b) **Services and facilities:** The agency/firm shall operate from their own premises and use their own hardware and software resources. **11.**

Mandatory Information to be provided along with the EoI

Interested agency/firms are required to submit Mandatory Information along with the EoI as per **Annexure 5**

Annexure 1

1) Monitoring and Evaluation

- Update of information published
- Speed of response and solutions by the agency/firm following requests from the State Project management unit.
- Successful completion of project meeting the ToR requirements.
- Communication with the State Project Management Unit about the status and questions around web portal development and maintenance
- Reporting and Documentation the agency/firm provides (of project) related to the need.
- The usability, accessibility and architecture of the web portal will be reviewed periodically.

Annexure 2

Deliverables – Year 1

Sr. No.	Task/Deliverable	Details	Units
1.	E-Newsletter	A monthly e-newsletter highlighting key activities, achievements, case studies, events, analysis, stakeholder views, announcements, etc.	12

2.	Brochures	A sequel to the TNRTP brochure highlighting vision, mission, values, objectives, strategies, coverage, key activities, salient features of the mission, etc	5
3.	Posters	On different project themes like DDS,VCA,FI etc	10
4.	Manuals	Training manuals on various themes	3
5.	Process Document	Documenting pilots, resource block strategy, innovations (the list is indicative)	3
6.	Reports and presentations	Synthesis reports (1 in 6 months) Annual Reports (1 every year) thematic reports (on pilots, events, activities, etc.) Developing presentations for various events of the mission such as workshops, reviews, trainings, conferences, etc. with data analysis, case studies, audiovisual content, photographs, etc. (the list is indicative)	6
7.	Films	On themes like MGNREGA, Local Self Governance, Social inclusion, Financial Inclusion, Access to entitlements, gender, livelihoods, entrepreneurship, innovations, etc. (the list is indicative)	1
8.	Short publications	Agriculture and NTFP value chains, engendering rural livelihoods, renewable energy and rural livelihoods, etc. (the list is indicative)	2
9.	Content development	Web portal content on various themes covered under the mission and other relevant themes.	Continuous process
10.	Knowledge events and activities	Training on communication, documentation and reporting for TNRTP staff and stakeholders/partners. Designing and facilitating the TNRTP Annual Peer Learning workshop. Knowledge sharing events, perspective building sessions, communication workshops for TNRTP staff.	2

11.	Innovation Promotion	Supporting and documenting the innovation forum activities	Continuous Process
12.	TNRTP Media Fellowships	Contributing ideas/themes, supporting screening process and providing technical assistance to selected fellows in their respective projects.	3 fellows
13.	Outreach and publicity	Content development, design and publicity strategy for TNRTP. Print and audiovisual advertisements, press release, newspaper articles on key issues, etc. (the list is indicative)	3

Deliverables – Year 2

Sr. No.	Task/Deliverable	Details	Units
1.	E- Newsletter	A monthly e-newsletter highlighting key activities, achievements, case studies, events, analysis, stakeholder views, announcements, etc.	12
2.	Brochures	On themes surrounding social inclusion, rights and entitlements, events, (the list is indicative)	3
3.	Posters	On themes like good governance, Social inclusion, Financial Inclusion, Access to entitlements, gender, livelihoods, etc. (the list is indicative)	10
4.	Manuals	Training manuals on various themes	3
5.	Process Document	Pilot projects, resource block strategy, homegrown models, innovations (the list is indicative)	3
6.	Reports and presentations	Synthesis reports (1 in 6 months) Annual Reports (1 every year) thematic reports (on pilots, events, activities, etc.) Developing presentations for various events of the mission such as workshops, reviews, trainings, conferences, etc. with data analysis, case studies, audiovisual content, photographs, etc. (the list is indicative)	5

7.	Films	On themes like Local Self Governance, Social inclusion, Financial Inclusion, Access to entitlements, gender, livelihoods, entrepreneurship, innovations, etc. (the list is indicative)	2
8.	Short publications	Agriculture and NTFP value chains, engendering rural livelihoods, renewable energy and rural livelihoods, etc. (the list is indicative)	4
9.	Content development	Web portal content on various themes covered under the mission and other relevant themes.	Continuous process
10.	Knowledge events and activities	Training on communication, documentation and reporting for TNRTP staff and stakeholders/partners. Designing and facilitating the TNRTP Annual Peer Learning workshop.	4
		Knowledge sharing events, perspective building sessions, communication workshops for TNRTP staff.	
11.	Innovation Forum	Supporting and documenting the innovation forum activities.	Continuous process
12.	Media Fellowships	Contributing ideas/themes, supporting screening process and providing technical assistance to selected fellows in their respective projects.	3 fellows
13.	Outreach and publicity	Content development, design and publicity strategy for TNRTP. Print and audiovisual advertisements, press release, newspaper articles on key issues, etc. (the list is indicative)	5

Deliverables – Year 3

Sr. No.	Task/ Deliverable	Details	Units
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1.	E- Newsletter	A monthly e-newsletter highlighting key activities, achievements, case studies, events, analysis, stakeholder views, announcements, etc.	12
2.	Brochures	On events, key impact areas, innovations, success stories, livelihoods (the list is indicative)	3
3.	Posters	On themes like Governance, Social inclusion, Financial Inclusion, Access to entitlements, gender, livelihoods, convergence, etc. (the list is indicative)	8
4.	Manuals	Training manuals on various themes	4
5.	Process Document	Documenting pilots, livelihoods initiatives, homegrown models, innovations, etc. (the list is indicative)	5
6.	Reports and presentations	Synthesis reports (1 in 6 months) Annual Reports (1 every year) thematic reports (on pilots, events, activities, etc.) Developing presentations for various events of the mission such as workshops, reviews, trainings, conferences, etc. with data analysis, case studies, audiovisual content, photographs, etc. (the list is indicative)	8
7.	Films	On themes like MGNREGA, Local Self Governance, Social inclusion, Financial Inclusion, Access to entitlements, gender, livelihoods, entrepreneurship, innovations, etc. (the list is indicative)	3
8.	Short publications	Agriculture and NTFP value chains, engendering rural livelihoods, renewable energy and rural livelihoods, etc. (the list is indicative)	6
9.	Content development	Web portal content on various themes covered under the mission and other relevant themes.	Continuous process
10.	Knowledge events and activities	Training on communication, documentation and reporting for TNRTP staff and stakeholders/partners. Designing and facilitating the TNRTP Annual Peer Learning workshop. Knowledge sharing events, perspective building sessions, communication workshops for TNRTP staff.	4

11.	Innovation Forum	Supporting and documenting the innovation forum activities.	Continuous process
12.	TNRTPMedia Fellowships	Contributing ideas/themes, supporting screening process and providing technical assistance to selected fellows in their respective projects.	3 fellows
13.	Outreach and publicity	Content development, design and publicity strategy for TNRTP. Print and audiovisual advertisements, press release, newspaper articles on key issues, etc. (the list is indicative)	6

Annexure 4

Key staff profile required for the assignment

S. No.	Key Member	Profile Required	Nature of appointment		
			Year 1	Year 2	Year 3
1	Team leader – Chief Editor (1)	A person with at-least 15 years of experience in developing systems related to Development Communication with demonstrable experience in developing web based knowledge management systems for organizations. Experience of working with large organizations and working with government settings will be preferred. S/he should have a PG-MASSCOM., Development Studies, or equivalent from an institute of repute in India or abroad. Advanced writing skills in English and substantive published work in leading publications.	Full Time	Full Time	Full Time

2	<p><i>Research and Documentation Officer (1)</i></p>	<p><i>S/he should be a qualified media and communication specialist with at-least 15 years of experience in carrying out assignments or jobs related to media and communication in the development sector. The person should have proven experience in developing web based knowledge management systems in at-least two organizations with verifiable reference. S/he should have a PG-MASSCOM., M.Phil., Post Graduate in Development Studies, or equivalent from an institute of repute in India or abroad. S/he should have proven track record of handling large media assignments. Advanced writing skills in English and substantive published work in leading publications.</i></p>	90 days	150 days	200 days
3	<p><i>Junior Editors (2) (1 each in English and Tamil)</i></p>	<p><i>S/he should be a qualified media and communication specialist with at-least 8-10 years of experience in carrying out assignments or jobs related to media and communication in the development sector. The person should have proven experience in developing web based knowledge management systems in at-least two</i></p>	Full time	Full time	Full time
		<p><i>organizations with verifiable reference. S/he should have a PG-MASSCOM., M.Phil., Post Graduate in Development Studies, or equivalent from an institute of repute in India or abroad. S/he should have proven track record of handling large media assignments in English and Tamil languages respectively. Advanced writing skills in English and Tamil and verifiable published work in leading publications.</i></p>			

Annexure 5

Format for Submission of Information for providing “Knowledge Management and Communication support to TNRTP – The Tamil Nadu Rural Transformation Project ”

Submission Requirements:

A. - Profile of the agency/firm:

1. Organizational: Provide a brief description of the background and organization of your agency/firm/entity. The brief description should include ownership details, date and place of incorporation of the agency/firm, objectives of the agency/firm, availability of appropriate skills among staff, brochures etc.
2. Total number of staff with the agency/firm: please furnish the information in the table given below:

Sr. No.	Name of Staff Member	Designation	Education	Area(s) of Expertise

3. Financials: Provide the turnover and net worth of the company on the basis of the audited accounts of the previous three financial years i.e. 2013-14, 2014-15 and 2015-16.

B. - Experience of the agency/firm:

Description of similar assignments completed by the agency/firm during the last five years starting from 2010.