



REQUEST FOR PROPOSAL (RFP)  
BUILDING LEADERSHIP SKILLS  
IN SANGRAM AND COLLECTIVES TEAM MEMBERS

3 YEAR PROJECT

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SAMPADA GRAMEEN MAHILA SANSTHA  
BAL JAGAT, BALAJI NAGAR  
SANGLI, MAHARASHTRA – 416416

DATE 18 NOVEMBER 2021



## 1. SUMMARY AND BACKGROUND

### Background

SANGRAM is a health and human rights NGO based in the rural districts of western Maharashtra and north Karnataka that works to address social inequality and to promote justice amongst marginalized communities, discriminated against because of sexual preference, sex work, HIV status, gender, caste, and religious minority. It focuses on building solidarity amongst diverse and marginalized communities by using a rights centered approach to self-determination that organizes the voiceless to collectivize as a key strategy. Since 1992 SANGRAM Sanstha, has grown into a series of collective empowerment groups for stigmatized communities (sex workers, MSM, and transgender individuals) in five districts of southern Maharashtra and northern Karnataka. SANGRAM is unique in being a women-led, rights-based group that seeks to change community norms and tackle gender inequities at the grassroots level.

The process of collectivization has resulted in 6 collectives. Veshya Anyaya Mukti Parishad [VAMP, female sex workers], Muskan [Male and TG sex workers], Vidrohi Mahila Manch [VMM, Rural women], Nazariya [Muslim women], Mitra [Adult children of sex workers] and VAMP+ [Women living with HIV].

SANGRAM Sanstha is currently accepting proposals to hire a Consultant who will work closely with the Board and Management of SANGRAM and assist us to develop second line leadership within the collectives and SANGRAM Sanstha.

The purpose of this Request for Proposal (RFP) is to solicit proposals from various candidate organizations, conduct a fair and extensive evaluation based on criteria listed herein, and select the candidate who best represents the direction SANGRAM Sanstha wishes to go.

SANGRAM Sanstha is consolidated in its headquarters in Sangli, Kolhapur, Miraj, and Satara with a small project office in Bangalore.

## 2. PROPOSAL GUIDELINES

- i. This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 5pm 14 December 2021.
- ii. Any proposals received after this date and time will be returned to the sender.
- iii. All proposals must be signed by the Consultant or authorized representative.
- iv. If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal.
- v. Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.
- vi. All costs must be itemized to include an explanation of all fees and costs.



- vii. Contract terms and conditions will be negotiated upon selection of the consultant for this RFP.
- viii. All contractual terms and conditions will be subject to review by the management of SANGRAM Sanstha and will include scope, budget, schedule, and other necessary items pertaining to the project.

### 3. PROJECT PURPOSE AND DESCRIPTION

The purpose of this project is as follows:

Mission Statement. SANGRAM works to build solidarity among diverse and marginalized communities, create collective consciousness, strengthen people's ability to find indigenous solutions, to assert their rights, and to negotiate safety.

Goal. SANGRAM works through a gradual process of inclusion, engaging and understanding exclusion, involving community members in program design, implementation, and leadership, creating a sense of community to facilitate collaboration and working to eliminate the stigma and discrimination associated with sex work, LGBTQ+ persons.

Objectives. SANGRAM's activities build on the concept of asserting rights and the core tenet that communities have the ability to find their own solutions.

- To work with a woman and LGBTQ+ centered programme
- To work towards self-determination – to build capacity and support the journey towards collectivization.
- To support self-organisation to build a strong collective by and for the community.

Since 1992, SANGRAM has worked with worked with community members of sex workers (female, male and trans), rural women (dalit and muslim) to strengthen collectives to assert their rights and entitlements.

SANGRAM Sanstha is now seeking to formalize a process of building leadership skills. Since 2019 – 20, SANGRAM has been resourcing young local professionals from diverse backgrounds and varied expertise. SANGRAM now needs to build second line leaders/core group for the organization which includes a mix of professionals and community activists. This proposed initiative seeks to include workers/activists who have the skill set to manage SANGRAM. The compliances required for the same are increasing day by day and SANGRAM will have to source young leaders who will have to be developed in participatory decision making to work in partnership with SANGRAM's collectives. SANGRAM hopes that the grant will help to look inwards and will use the grant to build a core group of young leaders to steer the organisation in the future.

The leadership skills building project will be for a period of three years. By the end of the project period a core group of community leaders should be in a position to engage with the vision and mission of the organization and develop strategies for the way forward.

### 4. PROJECT SCOPE

The scope of this project includes design of the leadership building plan in consultation with the SANGRAM Management, development of a training plan, identification of members who will constitute



a core group, monitoring through personalized development plans, developing a baseline, mid -line and endline appraisal process, develop course corrections through the training process.

The following criteria must be met to achieve a successful project:

- Leadership building plan
- Training plan
- Personalised Development plans for core groups
- Ability to engage and develop training plans that are understood and useful to communities

## 5. REQUEST FOR PROPOSAL AND PROJECT TIMELINE

### **Request for Proposal Timeline:**

All proposals in response to this RFP are due no later than 5pm 14 December, 2021.

Evaluation of proposals will be conducted from December 15 until December 20, 2022. If additional information or discussions are needed with any consultant during this two- week window, the consultant(s) will be notified.

The selection decision for the consultant will be made no later than 1 January, 2022.

Upon notification, the contract negotiation with the identified consultant will begin immediately and be completed by 31 January 2022.

Notifications (verbal or written) to consultants who were not selected will be completed by 1 February 2022.

### **Project Timeline:**

Project initiation phase must be completed by March 31, 2024.

Project planning phase must be completed by February 25, 2022. Project planning phase will determine the timeline/schedule for the remaining phases of the project.

## 6. BUDGET

Consultant Fees permissible upto Rs. 70,000 per training session for 12 months

Material costs for assessments will be costed separately

Travel costs based on reimbursable

NOTE: All costs and fees must be clearly described in each proposal.

## 7. CONSULTANT QUALIFICATIONS

Consultant should provide the following items as part of their proposal for consideration:

- Over 25 years' experience in leadership development
- Description of experience in leadership building and development
- Examples of 3 or more leadership building assignments of small or medium organisations undertaken
- Testimonials from past clients
- Timeframe for completion of the project
- Demonstrated skills of working with diverse communities
- Any experience of working with marginalized communities will be an asset



- Management and Implementation Design
- Ability to engage with rural community staff members and workers
- Most of the program will be conducted on site in Sangli. Ability to undertake regular travel essential

#### 8. PROPOSAL EVALUATION CRITERIA

SANGRAM Sanstha will evaluate proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should be complete and include all the following criteria:

- Overall proposal suitability: proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner
  - Organizational Experience: Consultants will be evaluated on their experience as it pertains to the scope of this project
  - Previous work: Consultants will be evaluated on examples of their work pertaining to Leadership Building as well as client testimonials and references
  - Value and cost: Consultants will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project
  - Technical expertise and experience: Consultants must provide descriptions and documentation of technical expertise and experience
9. Each consultant must submit 2 copies of their proposal to the address below by **December 14, 2021**, by 5pm IST.

Aarhi Pai,  
Executive Director,  
SANGRAM Sanstha

**Address - SANGRAM Sanstha,**

Head Office - Bal Jagat, Balaji Nagar, Sangli 416416, Maharashtra

Or

Project Office – Flat 6, Block 16, Nandi Garden -2, JP Nagar 9, Bangalore 560062

Email [sangramsanstha@gmail.com](mailto:sangramsanstha@gmail.com)

Aarhi Pai  
Executive Director  
18 November 2021