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Memorandum of Understanding

Between

National Rural Livelihoods promotion Society and Digital Green Trust

**as National Support Organisation for Innovative Information and Communication
Technology Application for Livelihoods**

This agreement is being entered into between

National Rural Livelihoods Promotion Society (called the NRLPS hereafter) promoted by the Ministry of Rural Development for implementing **Aajeevika - the National Rural Livelihoods Mission**

And

Digital Green Trust, a non-profit Charitable Trust, with its registered office at Flat no. T4, 4th Floor, #33, Race Course Road, Swiss Complex, Bangalore, India – 560001 and headquartered at E6/D6 Clarion Collection, Shaheed Jeet Singh Marg, New Delhi - 110016; hereafter termed as Digital Green.

On this 28th day of January, 2014

The National Rural Livelihood Promotion Society has been set up by the Government of India to implement Aajeevika-National Rural Livelihoods Mission (NRLM) as the flagship livelihood program of its Ministry of Rural Development and launched nationwide, with the objective of social mobilization and sustainable livelihoods promotion with over a hundred million rural poor households by building their institutions and establishing linkages with multiple stakeholders. Through this programme NRLPS seeks to eliminate abject poverty from the country in a time bound manner.

Digital Green Trust ("Digital Green"), a charitable trust registered in India, builds and deploys information and communication technologies (ICT) to amplify the effectiveness of development efforts around the world to affect sustained social change. Its approach combines technology and social organization to share locally relevant livelihoods practices among rural communities in a cost effective manner.

Digital Green works with partners to effectively exchange relevant livelihood practices among rural communities using locally produced videos and mediated dissemination. Incubated as a research



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project in Microsoft Research India's Technology for Emerging Markets team in 2006, Digital Green spun off as an independent non-profit in 2008.

Digital Green's innovative ICT based approach focuses on low cost and effective peer-to-peer learning processes, thus empowering poor households to increase their productivity and incomes in a sustainable manner. It builds on the existing extension systems of public, private, and civil society organizations and strengthens them to be more effective and efficient. Widely applied in the context of agriculture and agri-based livelihood, the approach is also being piloted in the health and nutrition domains.

Digital Green has developed technology solutions for data management like COCO (Connect Offline Connect Online), which has been customized to low resource settings where connectivity is either not available or is intermittent. COCO as a data management platform helps in using real-time information for learning, monitoring and evaluation of project interventions. This data is visualized on a set of analytics dashboards to inform and target program interventions.

Digital Green's network of partners and communities currently engages over 165,000 members across 2,400 villages in India (Andhra Pradesh, Bihar, Jharkhand, Karnataka, Madhya Pradesh, Orissa and Uttar Pradesh), Ethiopia and Ghana. Over the next two years, by December 2015, Digital Green aims to involve at least one million farmers across 11,000 villages in India and other parts of South Asia and Sub-Saharan Africa. Digital Green has teams of professionals in regions such as Odisha (managing operations in Jharkhand and Odisha), Karnataka, Madhya Pradesh, Bihar and Andhra Pradesh; its head office is in New Delhi.

It seems that the Digital Green approach has helped to increase the uptake of agricultural practices seven-fold and to improve the cost-effectiveness of a conventional extension system by a factor of ten. While videos stimulate excitement and serve as a focal point for dialogue, it is the engagement and empowerment of people and social dynamics which drive the model's success.

The parties agree that there is a need for a partnership to fulfil common goals and mutual responsibilities, while affirming their different identities. The parties believe that the Digital Green approach, if implemented well, has the potential to transform India's rural landscape significantly. The partnership with Digital Green and NRLM would be within NRLM's national framework, which is to partner with SRLMs, NGOs and CSOs who share learning, expertise, costs and resources and take up implementation and sensitive support roles and tasks at various levels, run pilots, showcase models, train and build capacities, be resource groups and centres, provide linkages, generate, manage and disseminate knowledge, advocacy etc. This MoU provides a broad framework for this collaboration.

The parties desire to collaborate in harnessing the innate capabilities of the poor to capture and exchange knowledge, so that they are mainstreamed in the development of rural economy.

After discussions, the parties have arrived at the following agreement:

- 1. Duration of the partnership:** This agreement will be valid for the period of about 3 years from the date of signing this MOU i.e. with effect from 28th January, 2014 to 27th January, 2017. The period of this partnership can be extended based on mutual written consent by both the parties i.e. NRLPS and Digital Green
- 2. Area of operation:** In consultation with NRLM, Digital Green will identify partner organizations and SRLMs. Digital Green will establish specific terms of reference and agreement with each partner that define collaboration areas in terms of operational processes and outcomes. The parties will focus on, but not be restricted to, priority states such as Andhra Pradesh, Bihar, Gujarat, Jharkhand, Madhya Pradesh, Maharashtra, and Odisha.



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3. NRLPS and Digital Green will carry out the following tasks as soon as the Memorandum of Understanding is signed:

a. NRLPS

- i. Issue an advisory to the State Missions and partners regarding this partnership along with the technology solutions and training support available from Digital Green as well as details of the partnership with Digital Green as a NSO with roles as specified in the Concept Note.
- ii. Call a combined meeting of the SRLM Mission Directors or their representatives and partners to launch this partnership as well as to evolve a joint plan of action for the NSO with the State Missions and partners
- iii. Appoint a point person at the NRLM National Mission Management Unit (NMMU) to coordinate this partnership

b. Digital Green

- i. Appoint point person to coordinate this partnership
- ii. Within 30 days of signing of this MOU Digital Green will develop and share a work plan in consultation with NMMU, SRLMs and NRLM partners
- iii. Within 60 days Digital Green and NMMU, collaboratively will identify the partners and SRLMs interested to use the DG approach.
- iv. Once SRLMs and NGO partners are identified, Digital Green in consultation with these partners will develop the specific terms of engagement and Memorandum of Agreements within 60 days with each individual partner
- v. Digital Green will identify teams to support NRLPS

4. Roles

4.1 Digital Green:

Digital Green as a partner will be broadly responsible for supporting NRLM in the following four areas:

4.1.1 Knowledge management platform development

- i. Developing process and architecture for identifying the locally relevant best practices and technologies
- ii. Train community resource persons associated with NRLM and its partners to develop locally produced community videos, vetted by subject matter specialists
- iii. Provide a platform for mutual learning and exchange of expertise and experience across partners
- iv. Establish linkages with knowledge and research agencies and individuals
- v. Develop a consistent set of protocols for assessing the impact of program interventions and recommendations

4.1.2 Training and capacity building support

- i. Create capacities to institutionalize the Digital Green approach – from video production to dissemination to data/feedback – among the various levels of NRLM, SRLM and partner staff and community members that will be involved in its execution at state, district, block and village levels
- ii. Provide recommendations on technical specifications of hardware and software used to produce and share videos, capture data, and support analysis and reflection in environments that have intermittent or limited Internet connectivity and electricity



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- iii. Help the NRLPS, SRLMs and partners to build a cadre of master resource persons within partner organizations, who will be responsible for managing and sustaining activities associated with Digital Green's approach

4.1.3 Quality assurance support

- i. Help the partners establish systems and processes for effective management and monitoring of the partnership
- ii. Digital Green will provide the systems and protocols to ensure quality of content as well as processes that define its approach and create capacities within partners to integrate and institutionalize the same
- iii. Leverage the expertise of the Technical Advisory Committee (TAC) to support partners on knowledge and technical protocols that can be exchanged
- iv. Engage external consultants and academic researchers to provide support on aspects like impact assessments and technology development

4.1.4 Technology support

- i. Support integration of NRLM's management information systems (MIS) and those of its partners and provide complementary support services
- ii. Leverage Digital Green's online knowledge management platform (including video library and Farmerbook)
- iii. Develop an e-learning portal that structures videos into an online curriculum, and provide mechanisms for certification for professional staff and community intermediaries

4.2 NRLPS

- i. The NRLPS will nominate the Chief Operating Officer in-charge of Livelihoods as the contact person to discuss and take decisions regarding matters related to the partnership with Digital Green regarding the NSO
- ii. The NRLPS will ensure that the State Missions and partners are well aware and appreciative of the partnership with Digital Green as an NSO
- iii. The NRLPS will work closely with the SRLMs to develop their training plans
- iv. The NRLPS will facilitate interactions of the SRLMs with the NSO so as to evolve a plan of action for identifying, training and preparing the pool of State level resource persons.
- v. Co-create Digital Green and NRLM's knowledge management and learning platform, providing access to NRLM technical protocols and resources

4.3 Both the parties also agree to:

- i. Constitute a Project Steering Committee (PSC), comprising NRLM and Digital Green leadership as well as other key stakeholders, such as directors of State Rural Livelihood Missions (SRLM) and civil society organizations to provide strategic leadership and oversight to various activities
- ii. Define the terms of reference of the PSC that would meet on a quarterly basis to: (1) provide strategic guidance to the collaboration, (2) review progress against impact parameters, (3) share challenges and learnings to improve program effectiveness, and (4) ensure adequate backstopping support to institutionalize Digital Green's approach as a cross-cutting platform for NRLM initiatives
- iii. Explore new assignments and projects within the mandate of NRLM where Digital Green's approach can be introduced effectively and scaled to national level based on efficacy and impact measurements
- iv. Facilitate national level coordination of the various initiatives under this partnership and identify opportunities for new interventions, through mechanisms like the Project Steering Committee (PSC)



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5. Finance

In implementing this Memorandum of Understanding (MoU), each party will be guided by availability of resources, including financial resources, for any of the activities conducted.

1. Digital Green will be responsible for arranging the financial resources required for the running and managing the NSO. All the costs related to salaries, and administration, travel expenses of the Staff, remuneration and other expenses of national team as well as regional teams of Digital Green and other incidental costs in connection with carrying out the activities of the NSO will be arranged by Digital Green.
2. Digital Green's existing analytics dashboards will be available to be used by NRLM and its partners. This may further be enhanced for integration with the management information systems (MIS) of NRLM and its partners and provide complementary support services.
3. In addition to team of professionals, Digital Green will also contract expert institutions and individuals from outside as needed for its support from its own resources.
4. Digital Green will leverage its existing resources to provide the personnel to provide technology development and training support to introduce and integrate its approach with NRLPS, SRLMS and other partners.
5. Digital Green will meet the costs for developing required training modules as well as technology support. The costs of replication, translation etc. of the training and knowledge resource material prepared by Digital Green, will be met by the NRLPS, SRLMs and its partners.
6. The expenses incurred in the activities of ICT based knowledge management around different themes and activities will be met by the Digital Green. The required support to organize the knowledge dissemination workshops will be organized and financially supported by the NRLPS, SRLMs and other partners.
7. Professional costs incurred in trainings of the master resource persons will be borne by Digital Green and the logistics cost and travel costs for the same will be supported by NRLPS, SRLMs or its partners, as the case may be. The subsequent training programmes to be conducted by the master trainers for the CRPS would entirely be borne by the NRLPS, SRLM and its partners, as the case may be. The identification of the Master Trainers will be done by NRLPS / SRLMs/partners, and their related costs will be borne by NRLPS/SRLMs/partners who are identifying and nominating them.

In carrying out collaborative projects, this MoU may be supplemented by a Memorandum of Agreement (MOA), and work-plan developed and agreed upon by Digital Green and SRLMs/partners and shall include provisions on responsibilities of both parties, resource contributions, reporting requirements and disposal of capital equipment.

Digital Green and NRLPS will seek and support each other in identifying funding opportunities where these initiatives may take place in programmatic or geographic areas in which either individually or mutually both agencies are unable to leverage existing resources.

Digital Green could establish bilateral or multilateral agreements, as appropriate, with NRLPS and its partners to detail roles and responsibilities, financing arrangements, and implementation plans on a case-to-case basis for specific joint initiatives.

This MoU will take into effect from the date of both parties affix their signatures, and shall remain valid for 3 (three) years unless either of the parties terminates it by notifying the other party, in which case, this understanding will terminate three months from the date of notification.

6. Operations and co-ordination

- i. The broad plan of activities for the three years, with six-monthly break up will be prepared by Digital Green in consultation with the NRLPS. For this purpose, Digital Green will



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- conduct detailed interactions with the State Mission Directors and partners, with facilitation support from NRLPS.
- ii. The NRLPS will assist Digital Green in effectively carrying out the plan by actively intermediating with the SRLMs and troubleshoot as and when required, besides monitoring through the regular reviews. This will include facilitating discussions with the State Missions and partners, reviewing the progress, providing inputs to improving quality, helping build linkages with resource persons and institutions, and any other support as may be needed by the NSO for effective delivery of partnership outcomes. The NRLPS may use the Digital Green technology stack for monitoring the progress of the partnership.
 - iii. The NRLPS and Digital Green will have regular review meetings along with the State Missions and partners on a quarterly basis to review progress.
 - iv. The NRLPS and Digital Green shall from time to time undertake field level visits for monitoring of the program through its own staff or through other experts enrolled especially for the purpose.

7. Staff

- i. The Digital Green staff associated to support the State Missions and partners will operate totally under the control of the Digital Green management and will function as per the rules and regulations of Digital Green.
- ii. Their recruitment, compensation, performance monitoring and evaluation, training, and termination as relevant, will be the responsibility of Digital Green and they shall not in any way claim to be the employees of NRLPS.

8. Publicity and visibility

- i. Digital Green and NRLPS shall mutually acknowledge the contribution of each other in public communications wherever possible.
- ii. All the materials developed under this MOU including software and audio-visual content will be put on the Digital Green website which will be an open source with free and open access, with links available for NRLM and its partners to embed the same on their website.

9. Force majeure

- i. For the purpose of this agreement, 'force majeure' means an event which is beyond the reasonable control of a party, either Digital Green or NRLPS, and which makes a party's performance regarding its obligations hereunder impossible or so impracticable as reasonably to be considered impossible in the circumstances and includes, but is not limited to war, riots, civil disorder, earthquake, fire, explosion, storm, flood and other adverse weather conditions, strikes, lock-outs or other similar action, political uncertainties, change in priorities in the State Missions, change in priorities at the National Mission, which are not within the power of the party invoking "force majeure" to prevent any other action by the other party.
- ii. The failure of any party, either the NRLPS or Digital Green, to fulfil any of its obligations hereunder shall not be considered to be breach of, or default under this Agreement in so far as such inability arises from an event of force majeure, provided that the party affected by such event should take all reasonable precautions due care and reasonable alternative measures to the satisfaction of the other party, all with the objectives of carrying out the terms and conditions of this Agreement.
- iii. In the event of a force majeure, the NRLPS and Digital Green shall consult with each other, with a view to agreeing on appropriate measures to be taken under the circumstances.



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10. Termination

This agreement can be terminated by either side with a written notice of 90 days showing adequate reason.

11. Disputes and Arbitration

Any dispute between NRLPS and Digital Green on any matter that has relevance to the smooth and effective functioning of the project shall be settled through mutual discussion.

In affirmation, the parties hereto have signed this Memorandum of Understanding on this day

Authorized Signatory for

The National Rural Livelihoods Promotion Society (NRLPS)

Chief Executive Officer
National Rural Livelihoods Promotion Society

Seal:

Place: New Delhi

Date: 28th January, 2014

Authorized Signatory for

Digital Green Trust

Seal:

Place: New Delhi

Date: 28th January, 2014

