BASELINE ASSESSMENT

GRAMA VOLUNTEER PROGRAMME

FIELD OPERATIONS AGENCY

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Note:

- Overall assessment is conducted on a sample set representing the population but the finding in the presentation ahead may or may not be completely like the current situation/scenario
- The information presented is completely taken from the respondents and any other independent fact check operations are not held for this assessment and hence the use of this data is to be limited for internal purpose only

INTRODUCTION

PROJECT OVERVIEW

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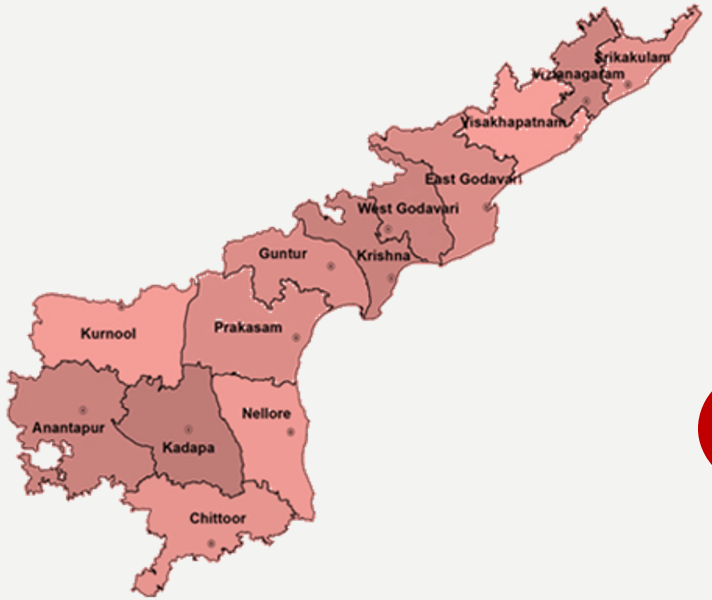
OBJECTIVE

Train, Coordinate and Monitor Grama Volunteers and Village Secretariats in order to improve service delivery of the government programmes at the grassroots level



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Under this programme, Grama Volunteers (mapped to ~50HH) will be grassroot functionaries of the government, spread across the state

4.9Cr	1.48Cr	13	661	3482	~13K	~15K	~2.6L
Total Population	Households	Districts	Mandals	Wards	Panchayats	Village/Ward Secretariats	Grama Volunteers

STUDY DESIGN

OVERVIEW

For Internal Use only

OBJECTIVE

To assess the current functioning of the system by identifying the gaps in various aspects and by checking the uniformity of the processes across the state

METHODOLOGY

A sample set representing all the concerned stakeholders at different levels across the state is considered for the assessment

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Sample Size

5038

District Level	Mandal Level	Village Level
5	**26**	**5007**
CEO **3**	MPDO **21**	VS Employee **2003**
DPO **2**	Municipal Commissioner **5**	GV **3004**

STUDY DESIGN

STUDY PARAMETERS

For Internal Use only

Sample Characteristics

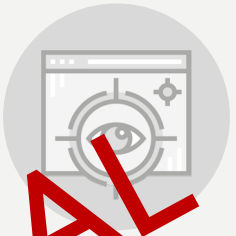
1. Gender and age
2. Occupation of father/husband
3. Social category
4. Educational qualification & Experience
5. Familiarization with technology

Mapping & Training

1. Mapping of GVs
2. No. of training sessions
3. Commute to training
4. Duration of training
5. Trainers
6. Batch size
7. Training mode
8. Feedback on training
9. Scope of improvement

Engagement

1. Communication channel
2. Communication agent
3. Data digitization
4. Commute to work



Monitoring

1. Attendance tracking mode & Frequency of attendance
2. Attrition
3. Reasons for attrition

Voice of GVs/Citizens

1. Grievances reported by citizens
2. Problems faced by GVs
3. Threats reported by GVs

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SAMPLE CHARACTERISTICS

GENDER AND AGE

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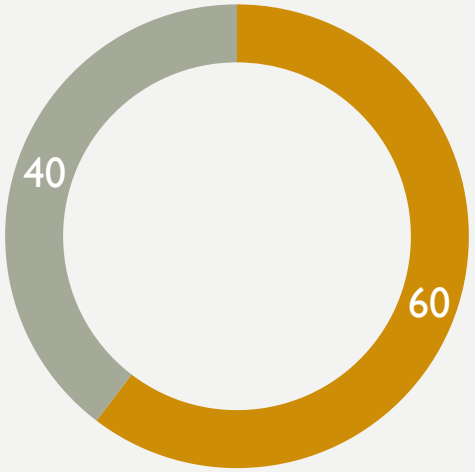
Gender (%)



Age (%)

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Age/Gender ratio

Age/ Gender	<25 years	25-32 years	>32 years
Male	27%	29%	4%
Female	22%	16%	2%

Gender	Age
52% GVs in Vizianagaram are women	60% GVs in Anantapur are aged below 25 years
22% GVs in Visakhapatnam are women	17% GVs in Vizianagaram are aged above 30

OCCUPATION OF FATHER/HUSBAND

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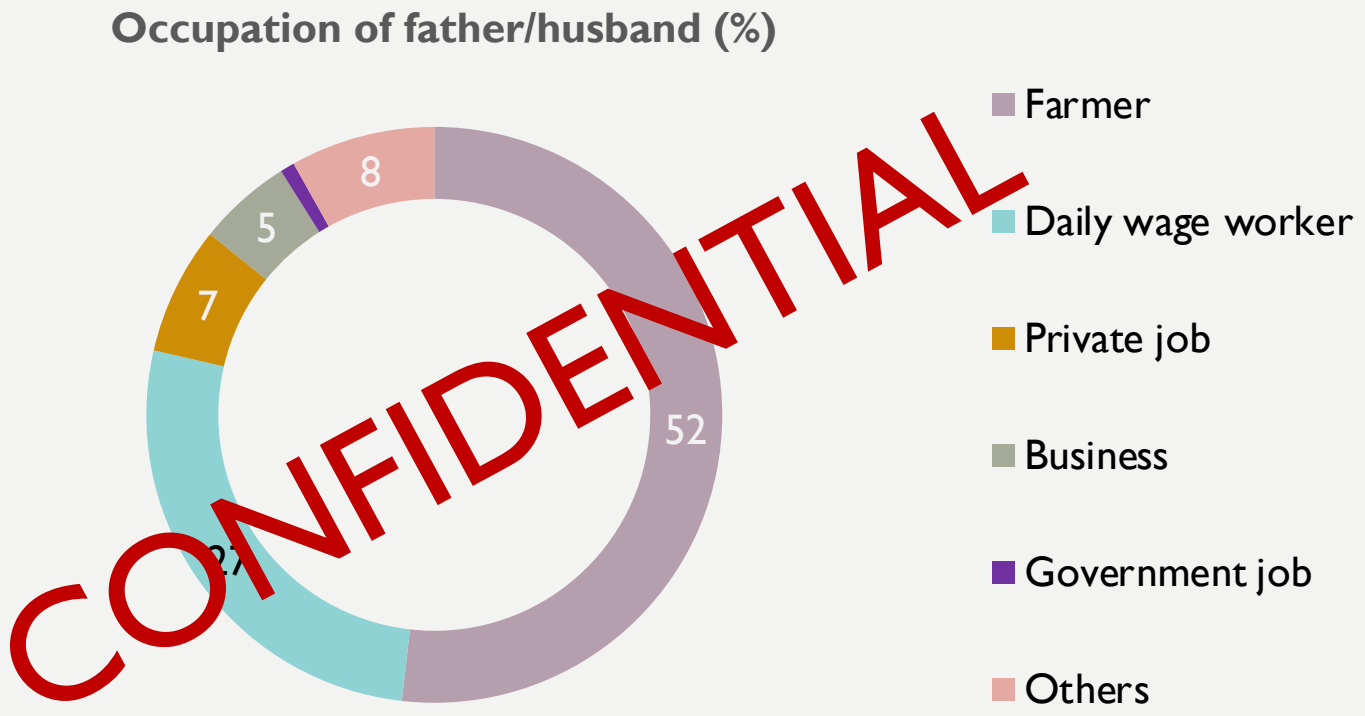

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Farmer	Daily wage worker
66% GVs in Kurnool have occupation of their father/husband as Agriculture	35% GVs in East Godavari & West Godavari have occupation of their father/husband as Daily wage worker

SAMPLE CHARACTERISTICS

SOCIAL CATEGORY

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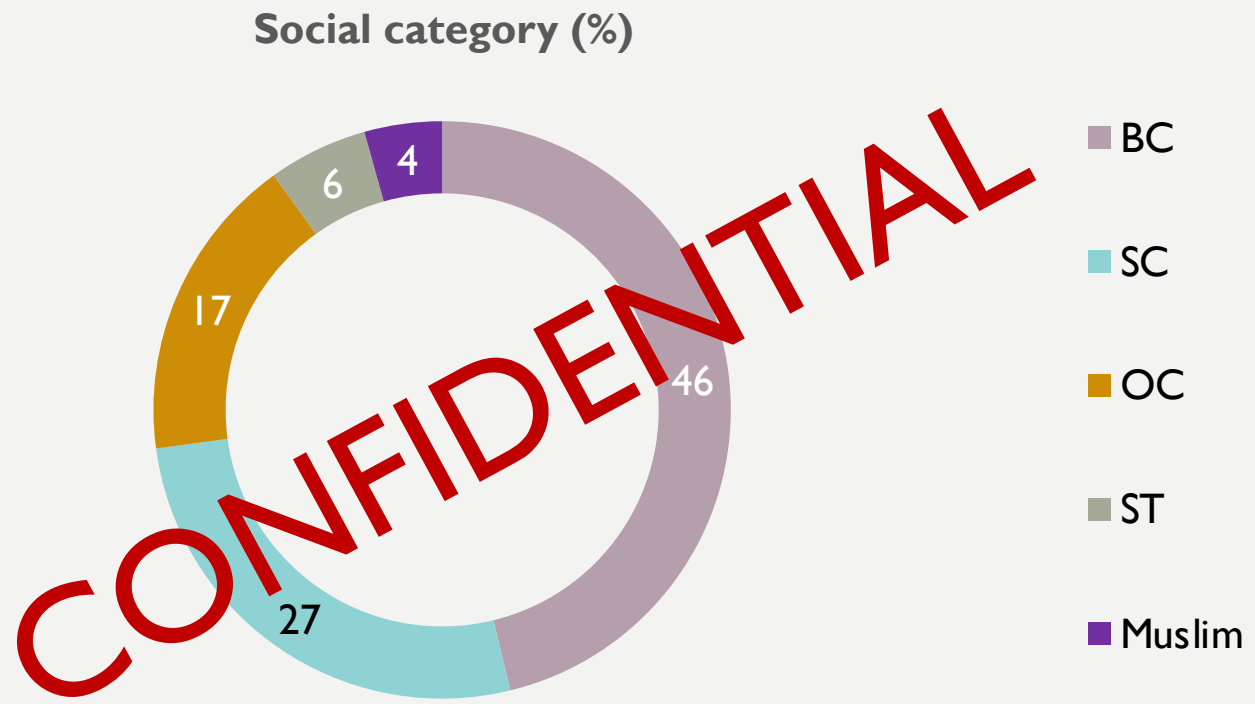

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BC	SC	OC	ST	Muslim
75% GVs from Vizianagaram belong to Backward Castes	43% GVs from Prakasam belong to SC community	30% GVs from Kadapa belong to Open Category	15% GVs in Visakhapatnam belong to ST community	12% GVs from Kurnool and Guntur belong to Muslim community

SAMPLE CHARACTERISTICS

EDUCATIONAL QUALIFICATION & EXPERIENCE

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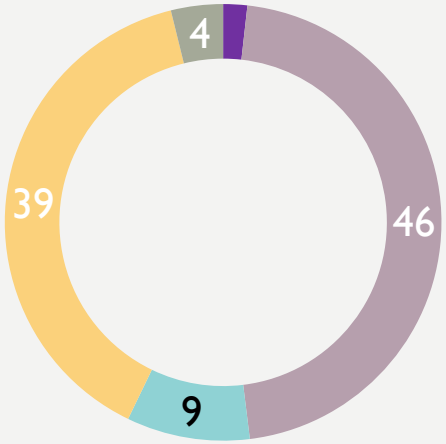
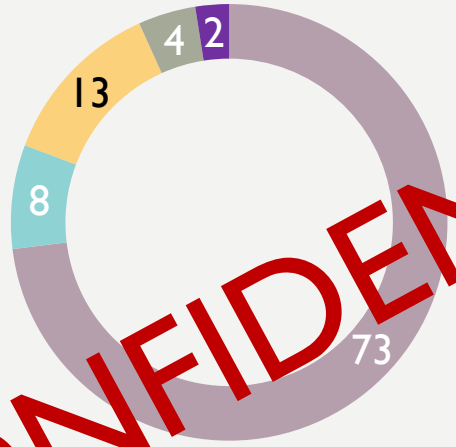
Educational qualification (%)



Xth
Intermediate
Diploma
Graduation
Post Graduation

Experience (%)



Fresher
<1 year
1-3 years
3-5 years
> 5 years

56%
women GVs studied only up to Intermediate

40%
GVs in the age group above 32 are freshers

80%
women GVs started their career as volunteers

Education	Experience
54% GVs from Kadapa are graduates	30% GVs in Krishna had work experience of more than 1 year
55% GVs in Vizianagaram and Anantapur studied only up to Intermediate	86% GVs in Nellore had no work experience

SAMPLE CHARACTERISTICS

FAMILIARIZATION WITH TECHNOLOGY

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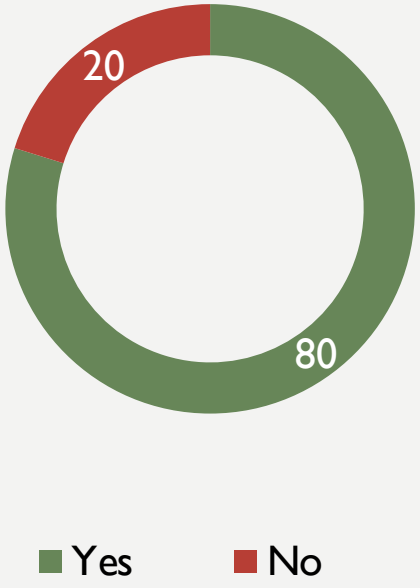
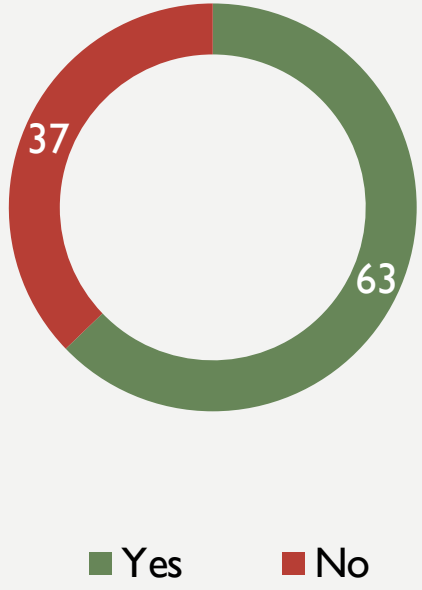
Usage of Smartphone (%)



Usage of WhatsApp (%)

Usage of Email (%)



Smartphone	WhatsApp	Email
95% GVs in Nellore use smartphone regularly	93% GVs in Anantapur are familiar with usage of WhatsApp	85% GVs in Anantapur have email IDs

STUDY DESIGN

STUDY PARAMETERS

For Internal Use only

Sample Characteristics

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3. Social category
4. Educational qualification & Experience
5. Familiarization with technology

Mapping & Training

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2. No. of training sessions
3. Commute to training
4. Duration of training
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6. Batch size
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8. Feedback on training
9. Scope of improvement

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2. Communication agent
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Voice of GVs/Citizens

1. Grievances reported by citizens
2. Problems faced by GV
3. Threats reported by GV

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MAPPING OF GVs

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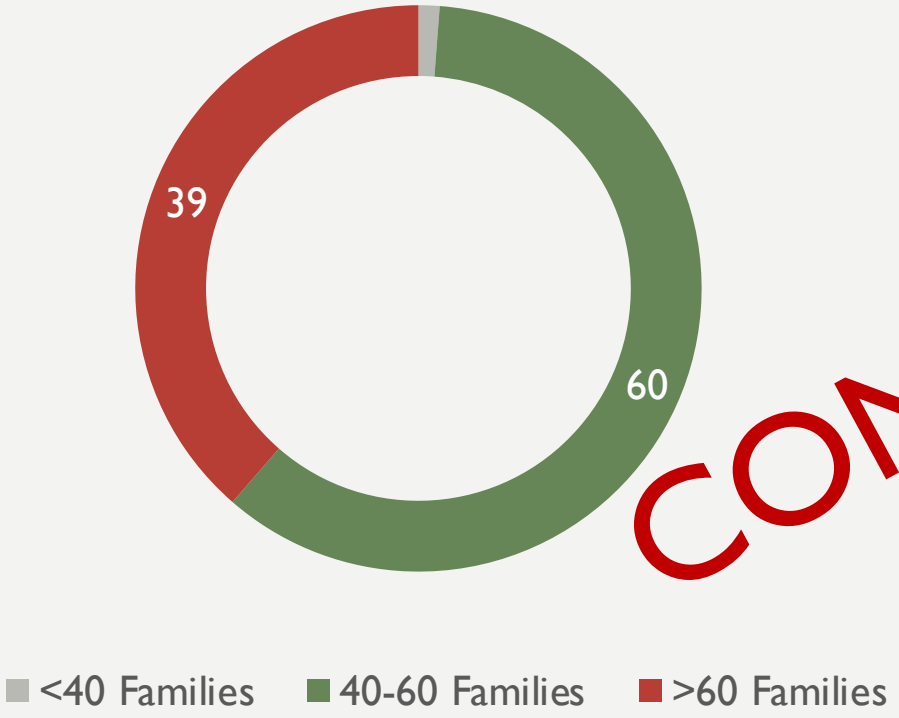
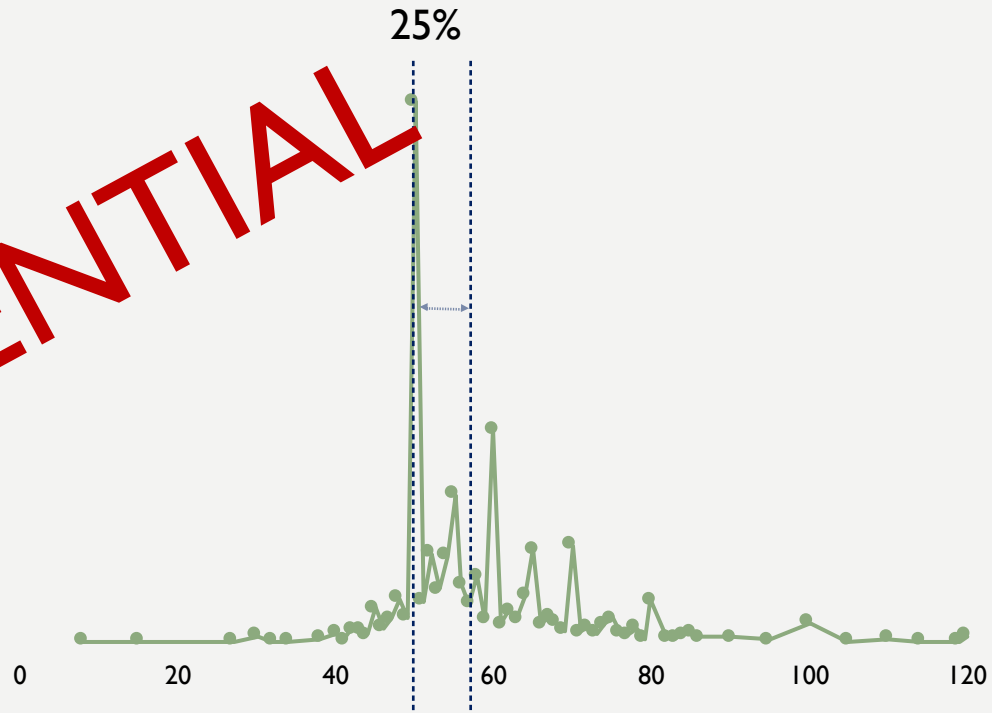
Families mapped (%)



Distribution of families



80%
GVs in Vizianagaram are mapped to 40-60 families

60%
GVs in Guntur are mapped to more than 60 families

NUMBER OF TRAINING SESSIONS

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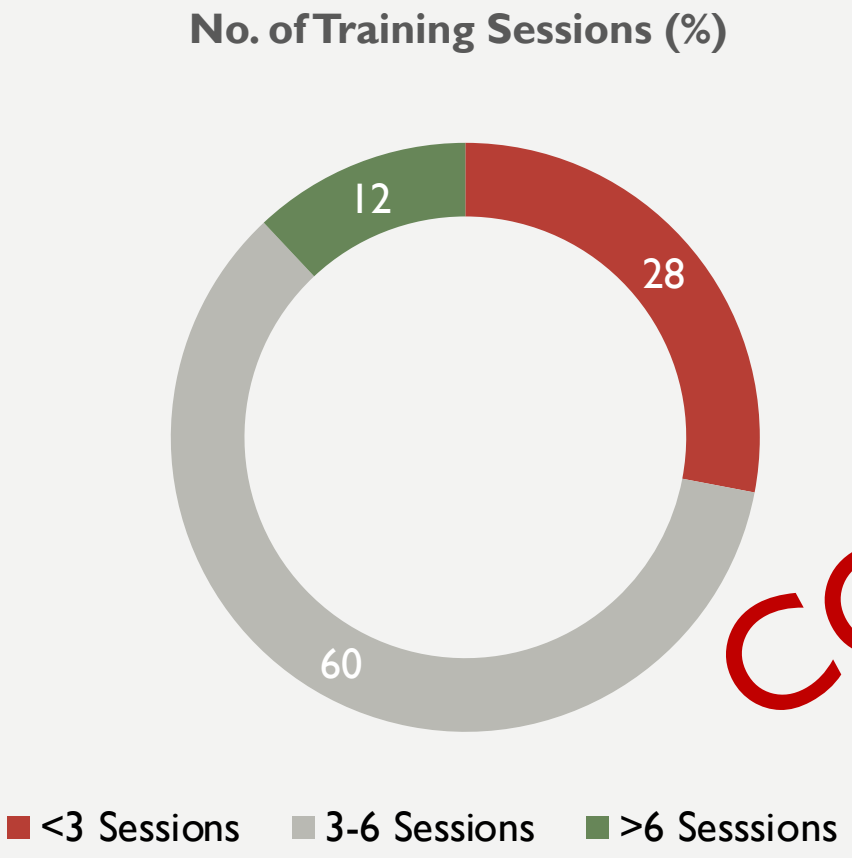

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5

Average no. of training sessions across the state in a quarter

8

is the average no. of training sessions in Srikakulam and Chittoor in a quarter

3

is the average no. of training sessions in West Godavari in a quarter

COMMUTE TO TRAINING

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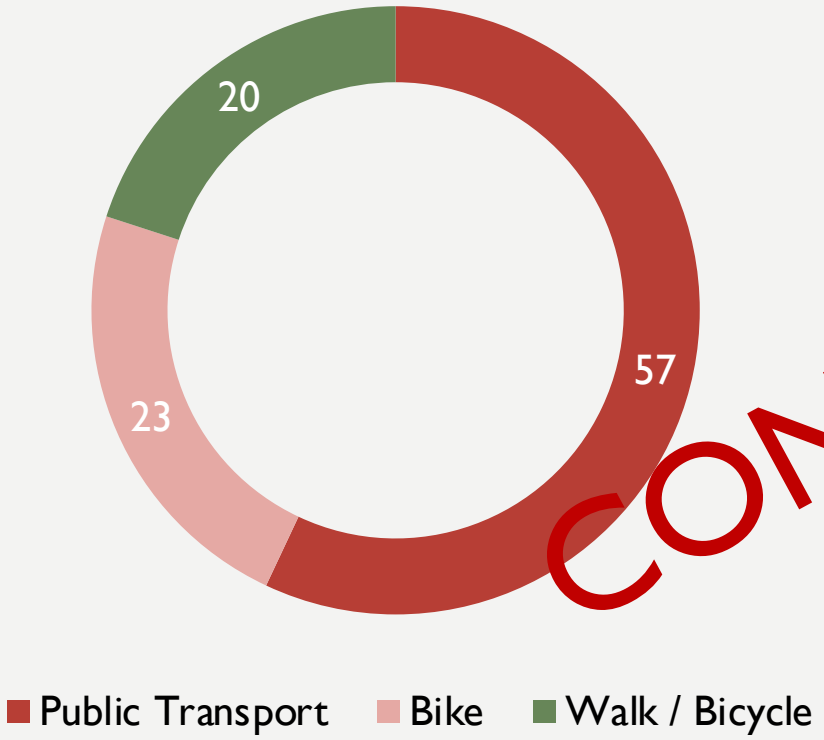
Mode of Commute during training (%)



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80%

GVs have to pay out of their pockets to attend the training sessions

56%

GVs in East Godavari commute by Public transport/bike

95%

GVs in Prakasam commute by Public transport/bike

DURATION OF TRAINING

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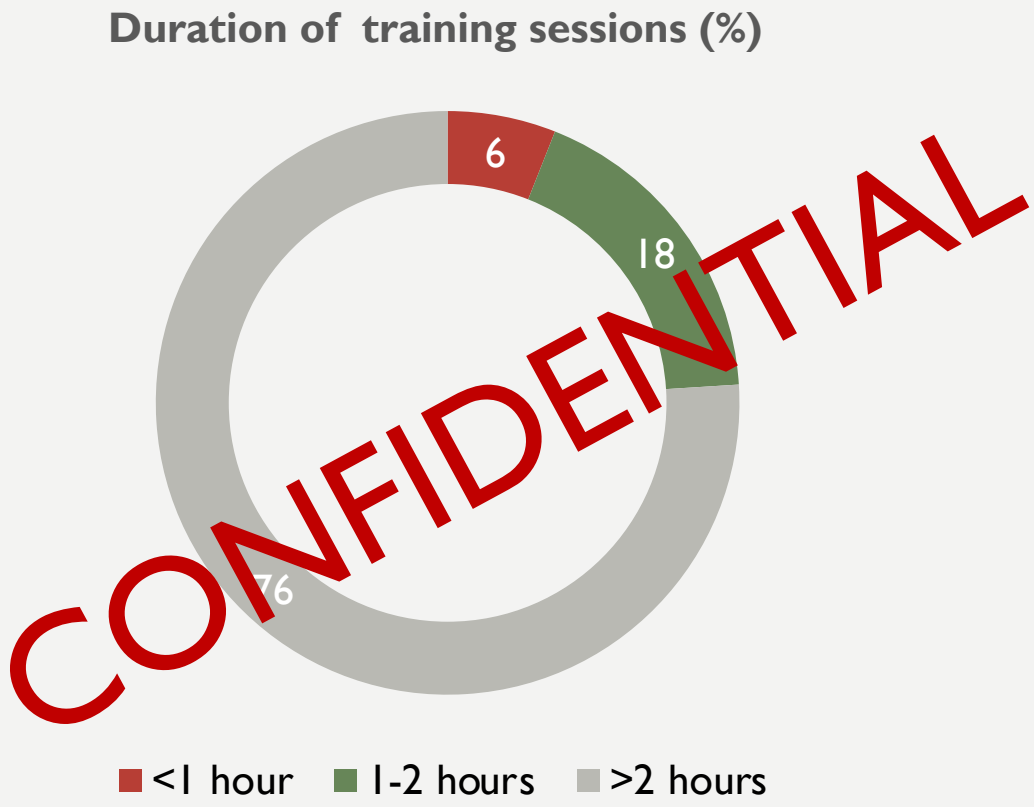

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55%
training sessions conducted in Vizianagaram are between 1-2 hours

37%
training sessions conducted in Prakasam are < 1 hour

TRAINERS

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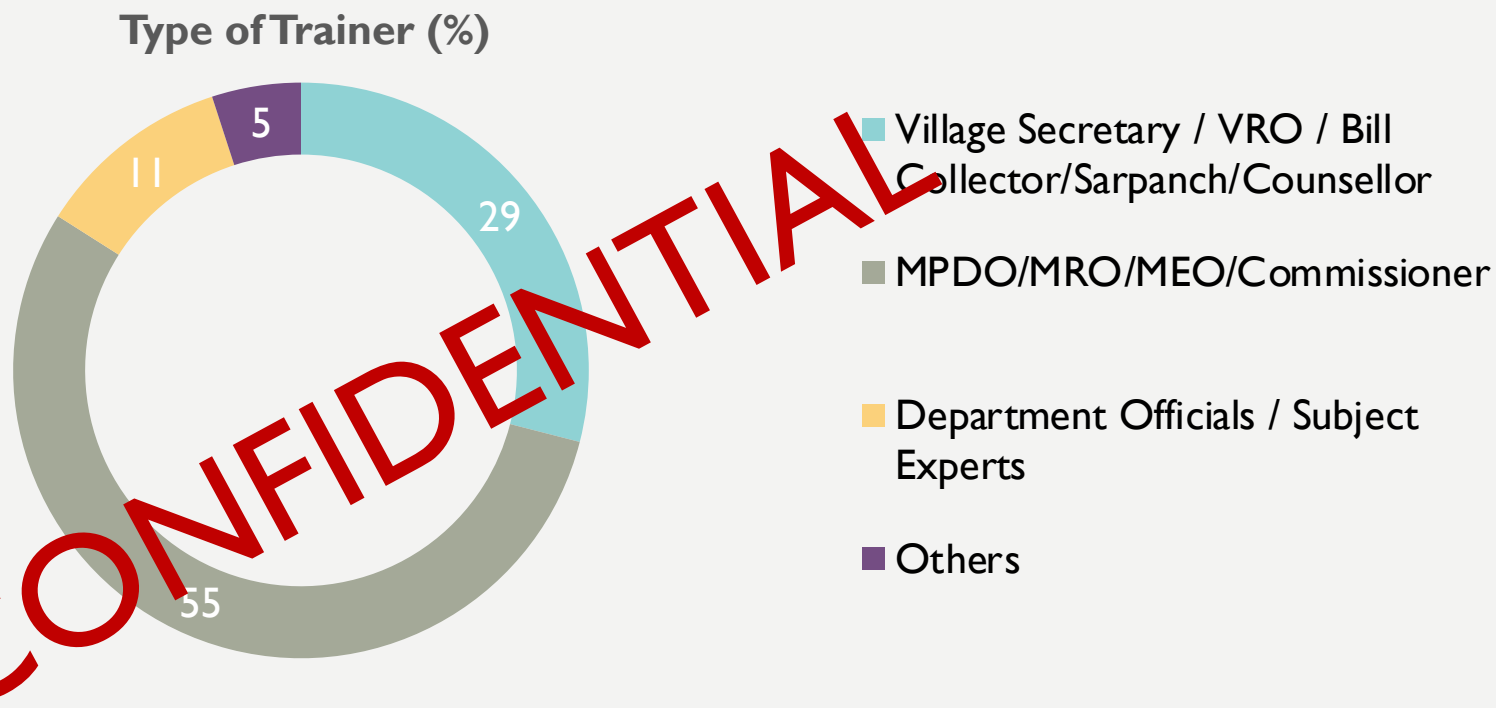

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Village Level	Mandal Level
35% training sessions in Prakasam are conducted by village level officers	73% training sessions in Srikakulam are conducted by mandal level officers
16% training sessions in Srikakulam are conducted by village level officers	45% training session in Kurnool are conducted by mandal level officers

BATCH SIZE

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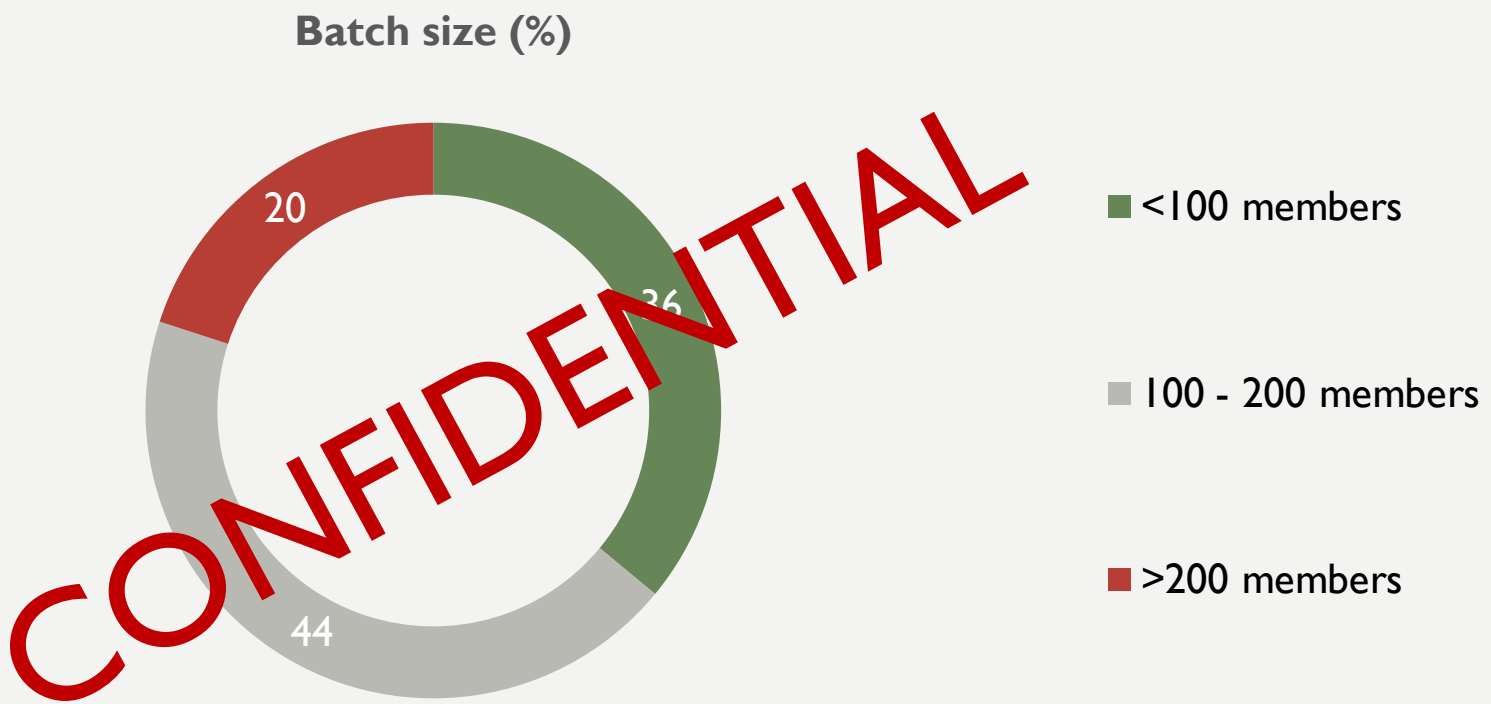

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67%
training sessions in Prakasam had a batch size of < 100 members

72%
training sessions in Vizianagaram had a batch size of >200 members

TRAINING MODE

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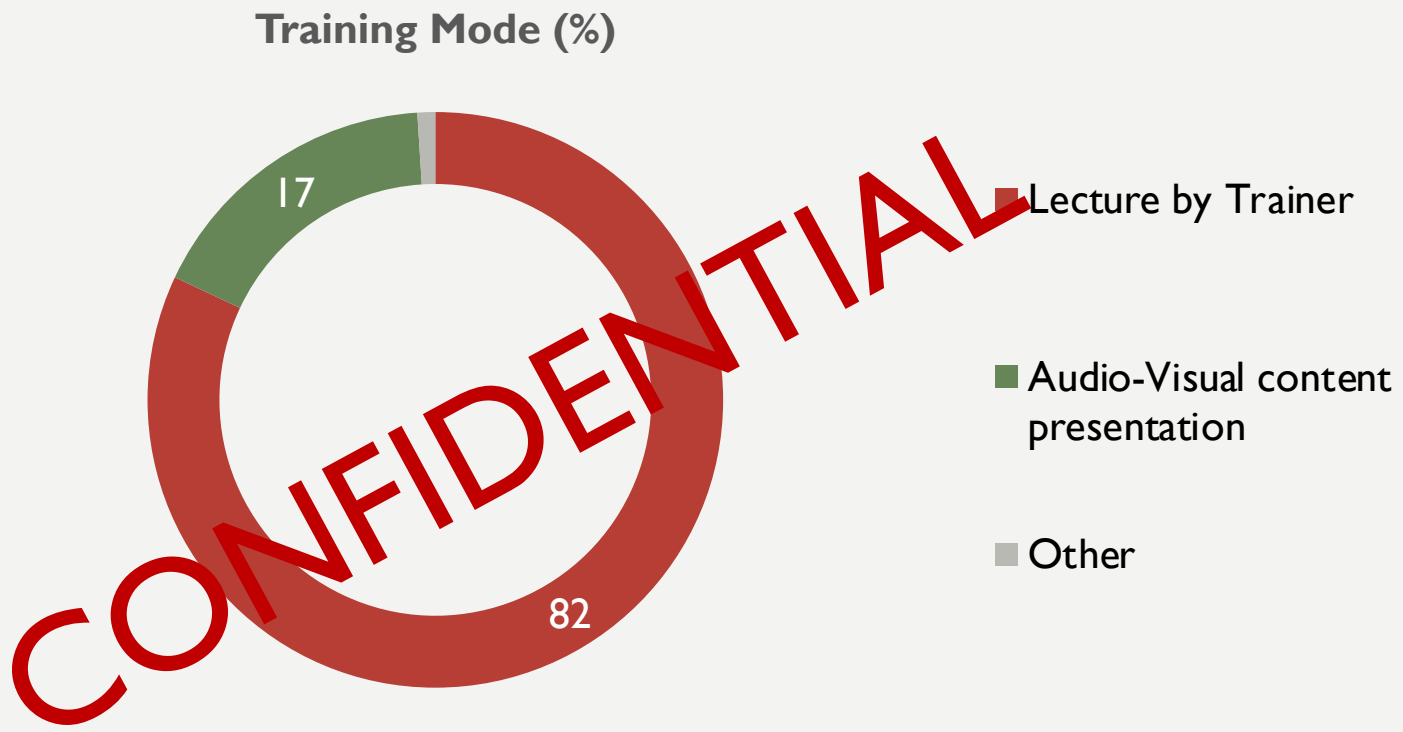

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48%
trainings in Nellore are done by Audio-Visual content presentation

99%
trainings in Kadapa are done by lecture

FEEDBACK ON TRAINING

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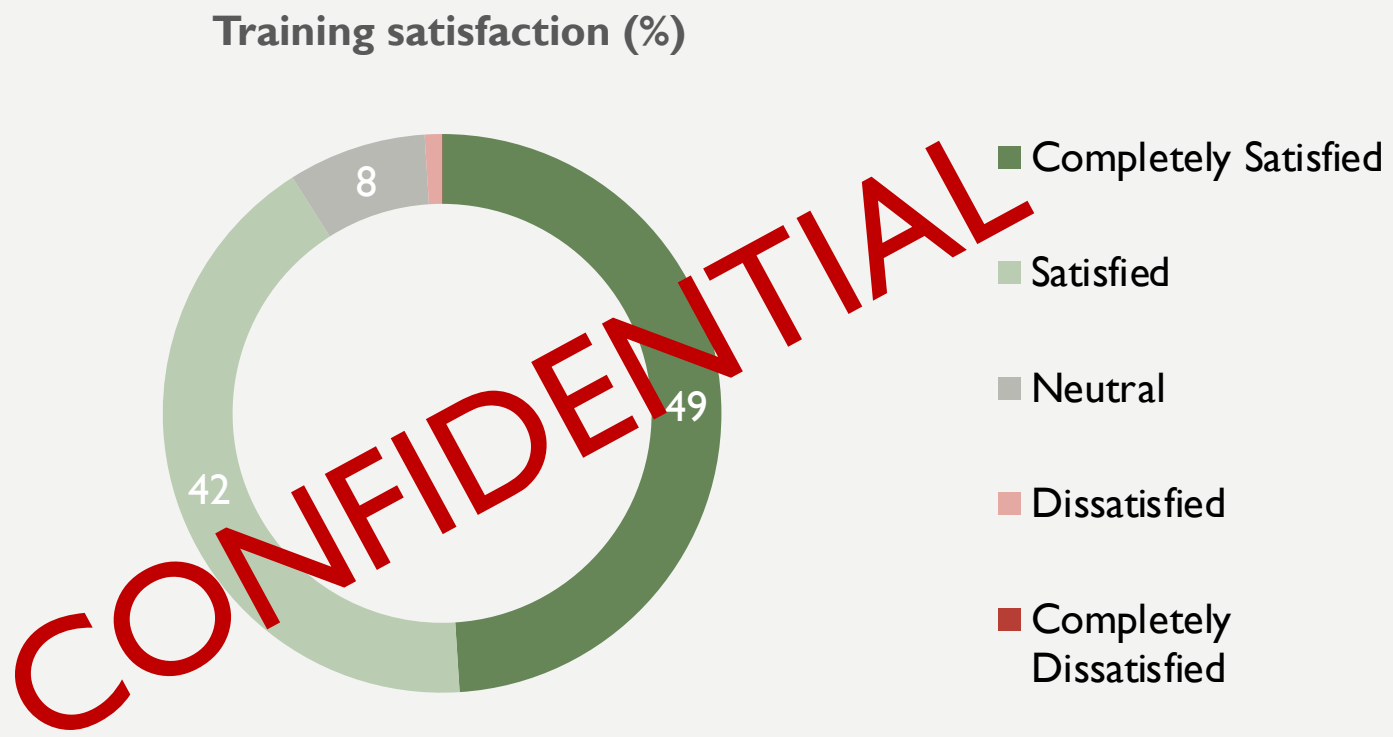

99%
GVs in Vizianagaram are satisfied with the training

36%
GVs in Guntur are not satisfied with the training

FEEDBACK ON TRAINING

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Clarity on roles & responsibilities (%)

98%
GVs in Anantapur are completely clear on their roles & responsibilities

30%
GVs in East Godavari are not clear on their roles & responsibilities

FEEDBACK ON TRAINING

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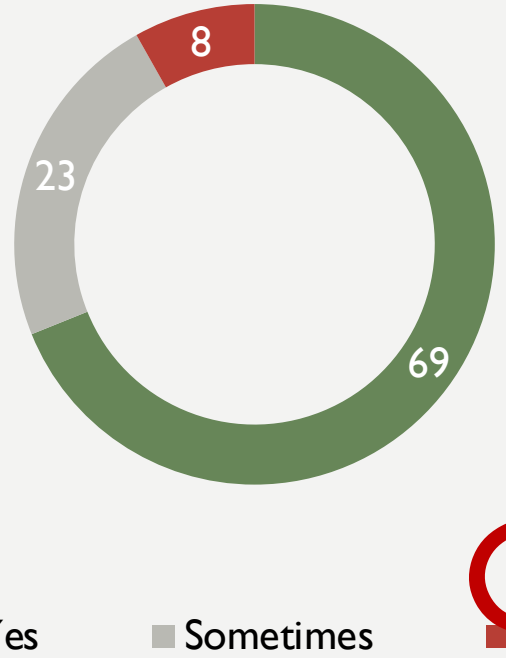
Training material provided (%)



Q&A session (%)

Training Material	Q&A session
97% sessions in Visakhapatnam are provided with training material	99% sessions in Vizianagaram had Q&A sessions
29% sessions in Prakasam are not provided with training material	32% sessions in Prakasam did not have Q&A sessions

SCOPE OF IMPROVEMENT

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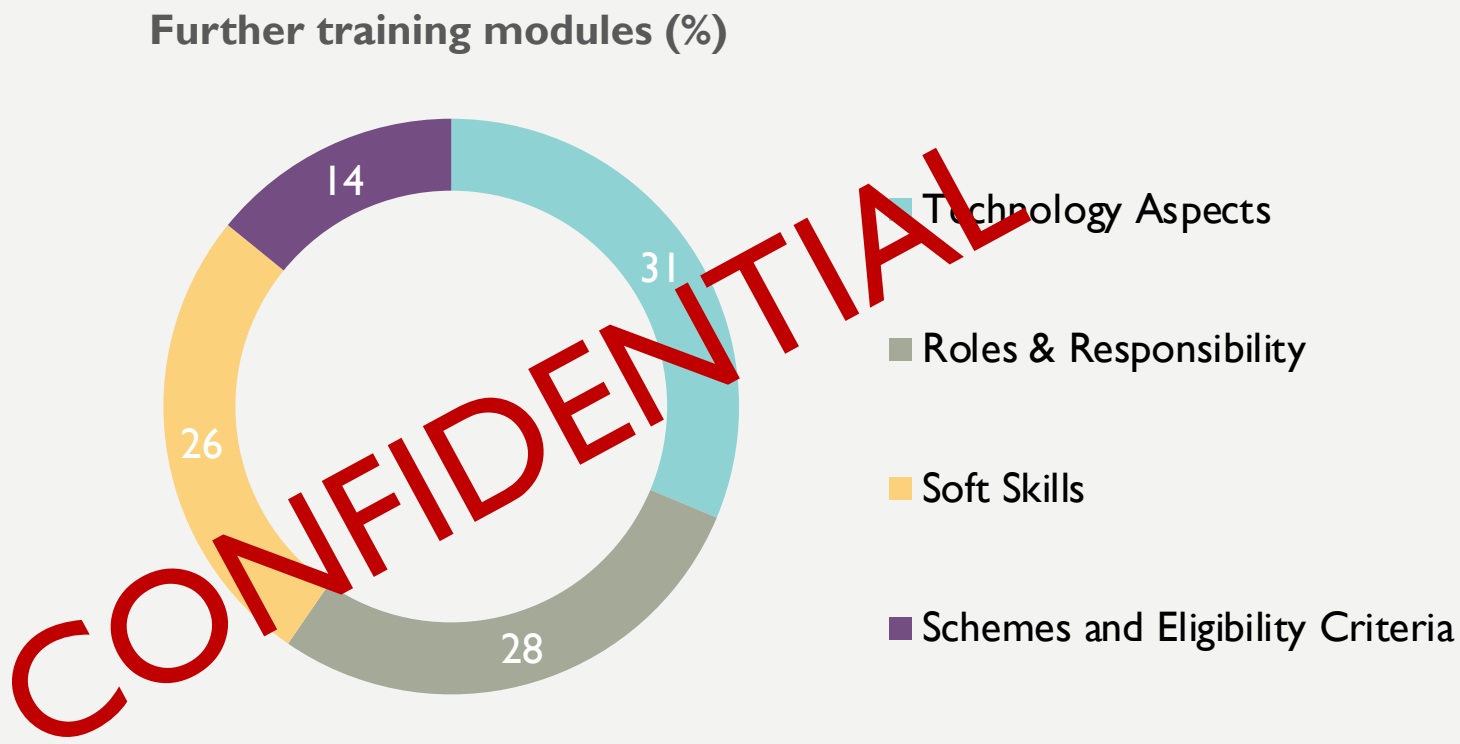

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1%
GVs in Visakhapatnam and Nellore need training on schemes & eligibility criteria

16%
GVs in Srikakulam need training on schemes & eligibility criteria

STUDY DESIGN

STUDY PARAMETERS

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COMMUNICATION CHANNEL

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Type of Communication Channel (%)

WhatsApp	In-person meeting
53% in Prakasam communication channel is through WhatsApp	53% in Nellore & Kurnool communication is through In-person meetings

COMMUNICATION AGENT

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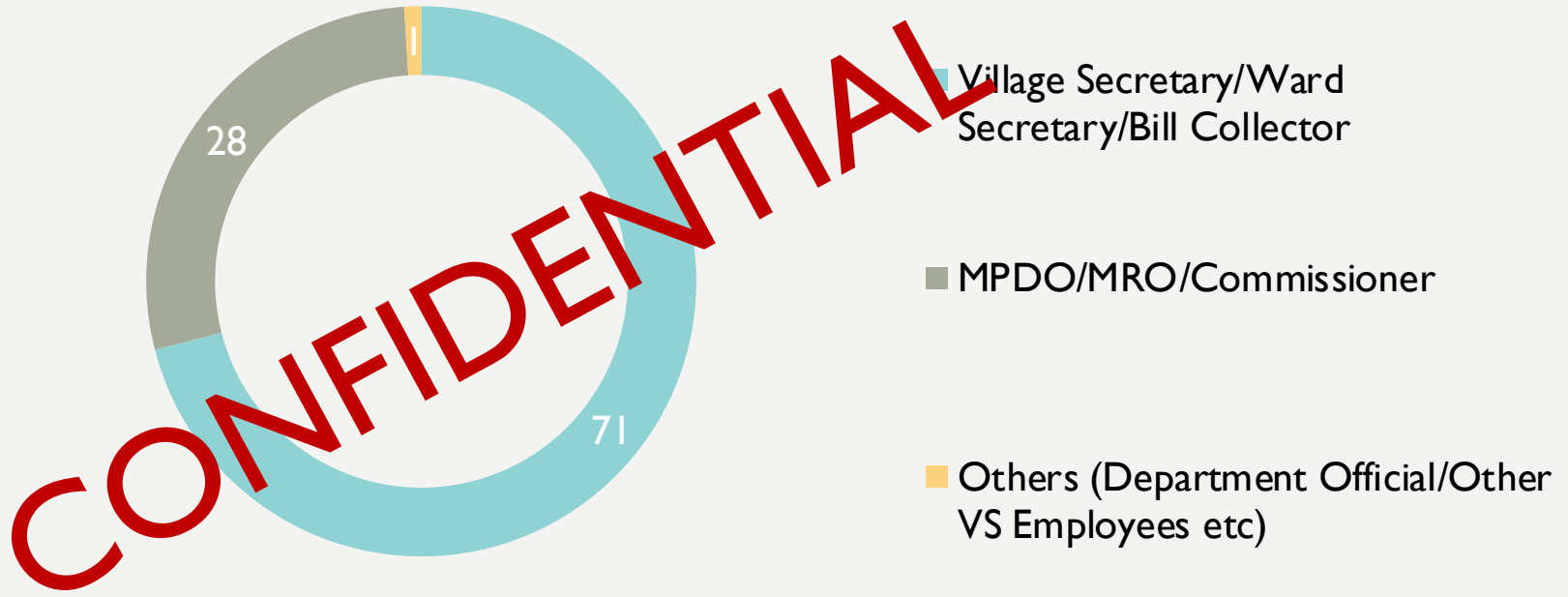
Type of Communication Agent (%)



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Village Level	Mandal Level
98% in Krishna & Visakhapatnam communication to GVs is through Village level functionaries	48% in Nellore communication to GVs is through Mandal level functionaries

DATA DIGITIZATION

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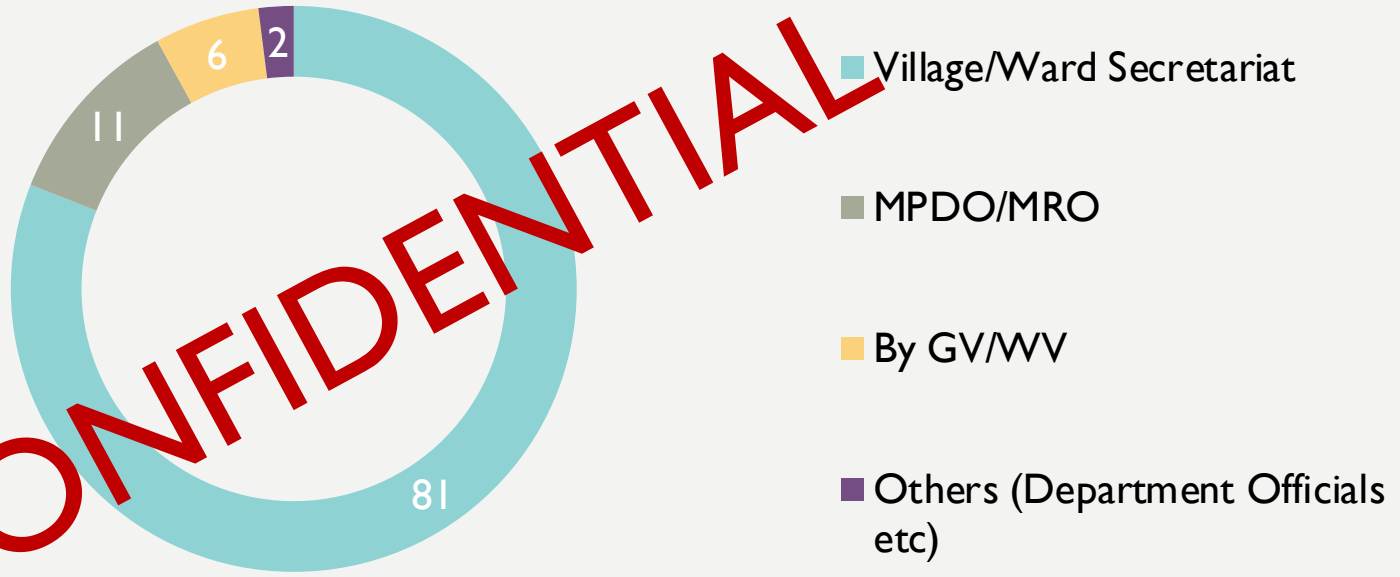
Agent of Data Digitization (%)



Village/Ward Secretariat	Grama/Ward Volunteer
98% in Visakhapatnam & Guntur digitization is done by Village Secretariat	1% in Guntur digitization is done by Volunteers
57% in Vizianagaram data is digitized through Village Secretariat	18% In East Godavari digitization is done by Volunteers

COMMUTE TO WORK

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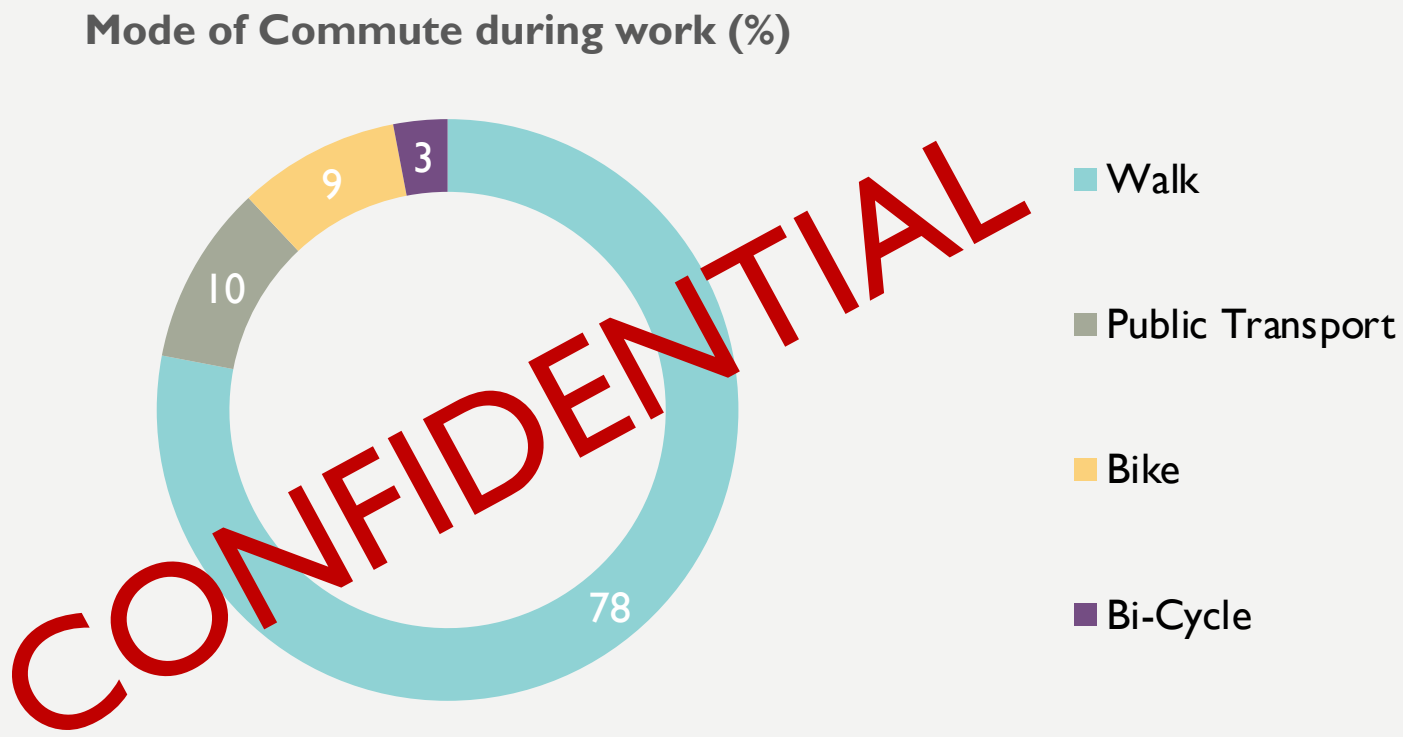

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Walk	Public Transport/Bike
92% in Visakhapatnam commute by walk	43% in Nellore commute by public transport/bike

STUDY DESIGN

STUDY PARAMETERS

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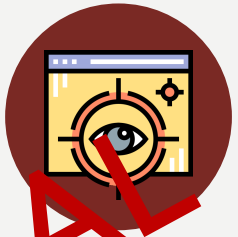

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Voice of GVs/Citizens

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MONITORING

ATTENDANCE

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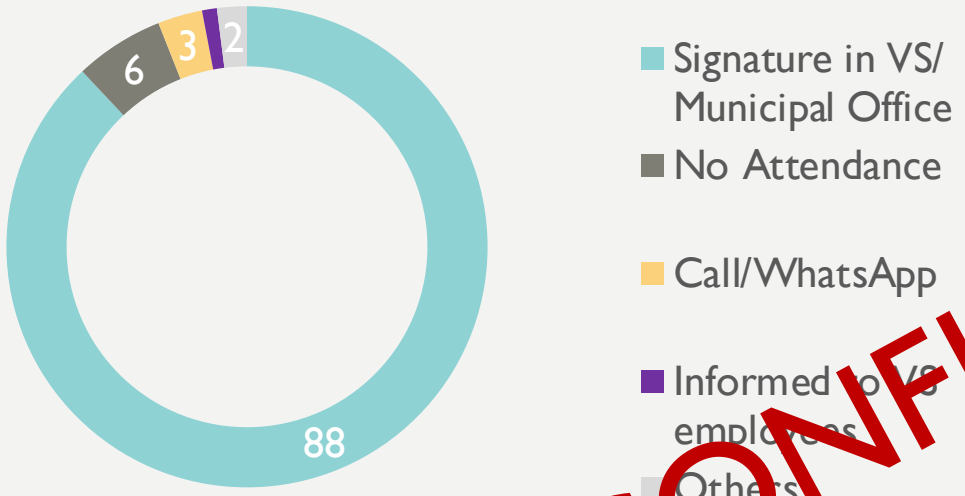
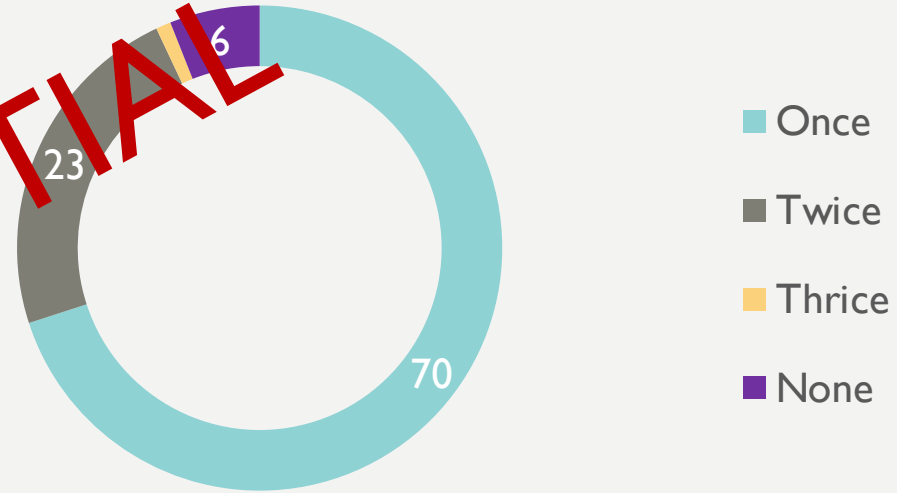
Attendance tracking mode (%)



Frequency of attendance (%)



Attendance tracking mode	Frequency of attendance
95% in Krishna attendance is captured through signature	43% in Vizianagaram attendance is captured twice day
11% in Ananthapur, Kurnool & Srikakulam attendance is not captured	7% in Ananthapur & Nellore attendance is captured twice a day

ATTRITION

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5%

GVs dropped out

4%

GVs were replaced

Attrition	Replaced
1% is the attrition rate in Srikakulam	95% in Nellore were replaced in vacant positions
16% is the attrition rate in West Godavari	30% in Vizianagaram were replaced in vacant positions

REASONS FOR ATTRITION

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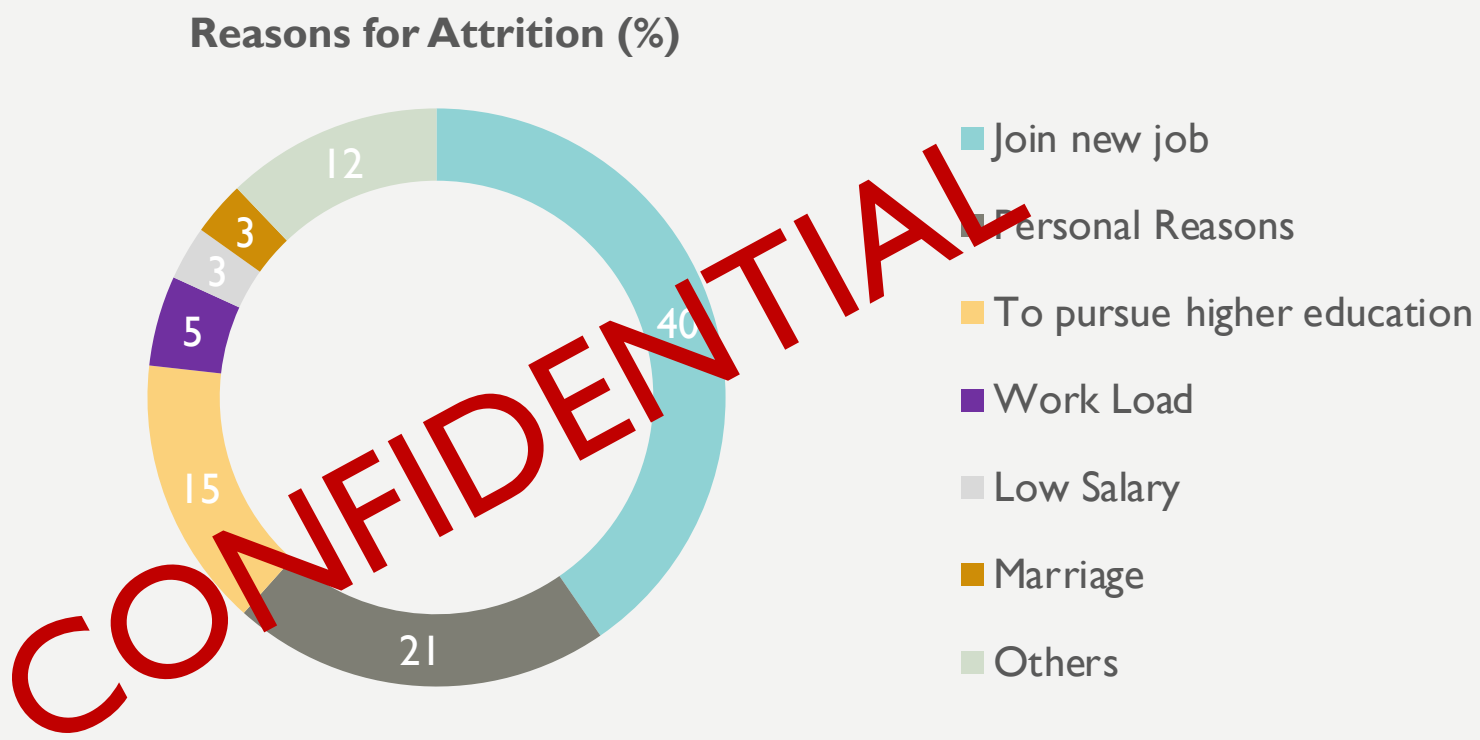

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New Job	Further education
52% from Vishakhapatnam dropped out due to better opportunity	21% from East Godavari dropped out to pursue further education

STUDY DESIGN

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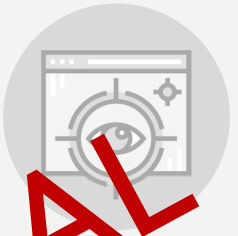

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Voice of GVs/Citizens

1. Grievances reported by citizens
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3. Threats reported by GV

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VOICE OF CITIZENS

GRIEVANCES REPORTED BY CITIZENS

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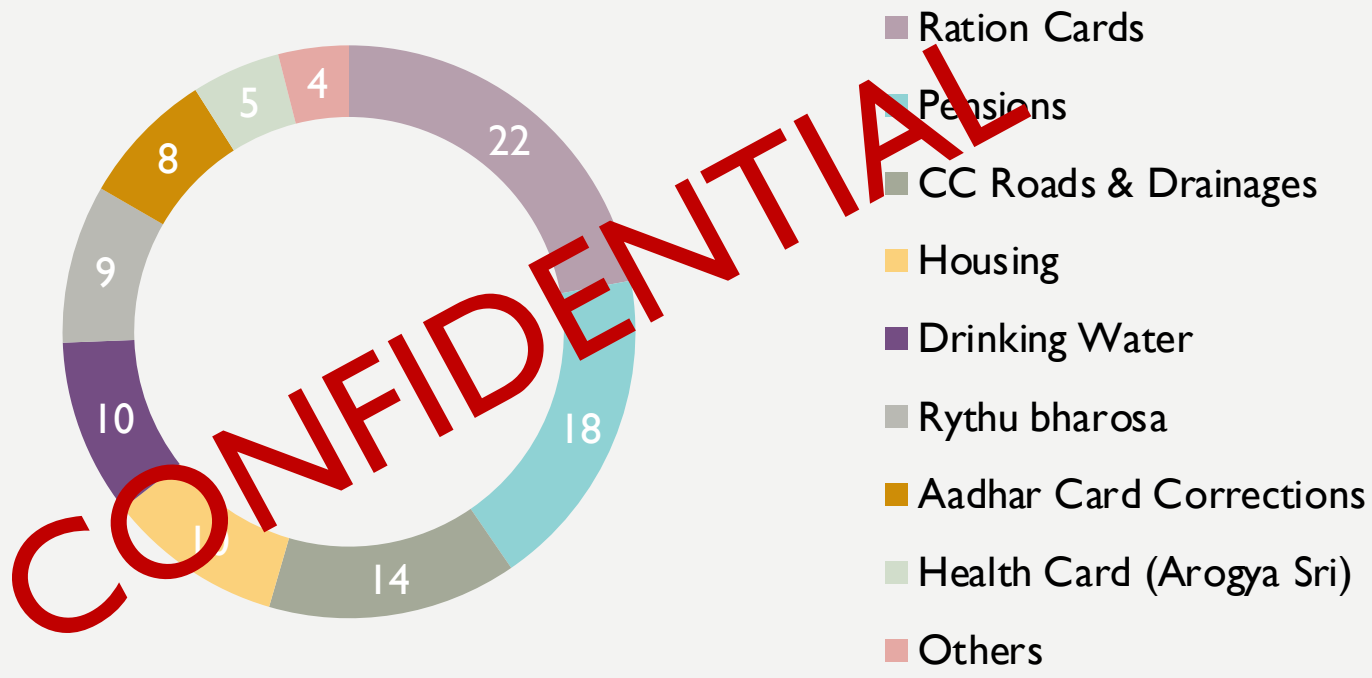
Grievances reported by citizens (%)



Ration Cards	Pensions	CC Roads & Drainages
35% In Vizianagaram reported grievances on ration cards	26% In Anantapur reported grievances on pensions	31% in Visakhapatnam reported grievances on roads & drainages

CHALLENGES

PROBLEMS FACED BY GV

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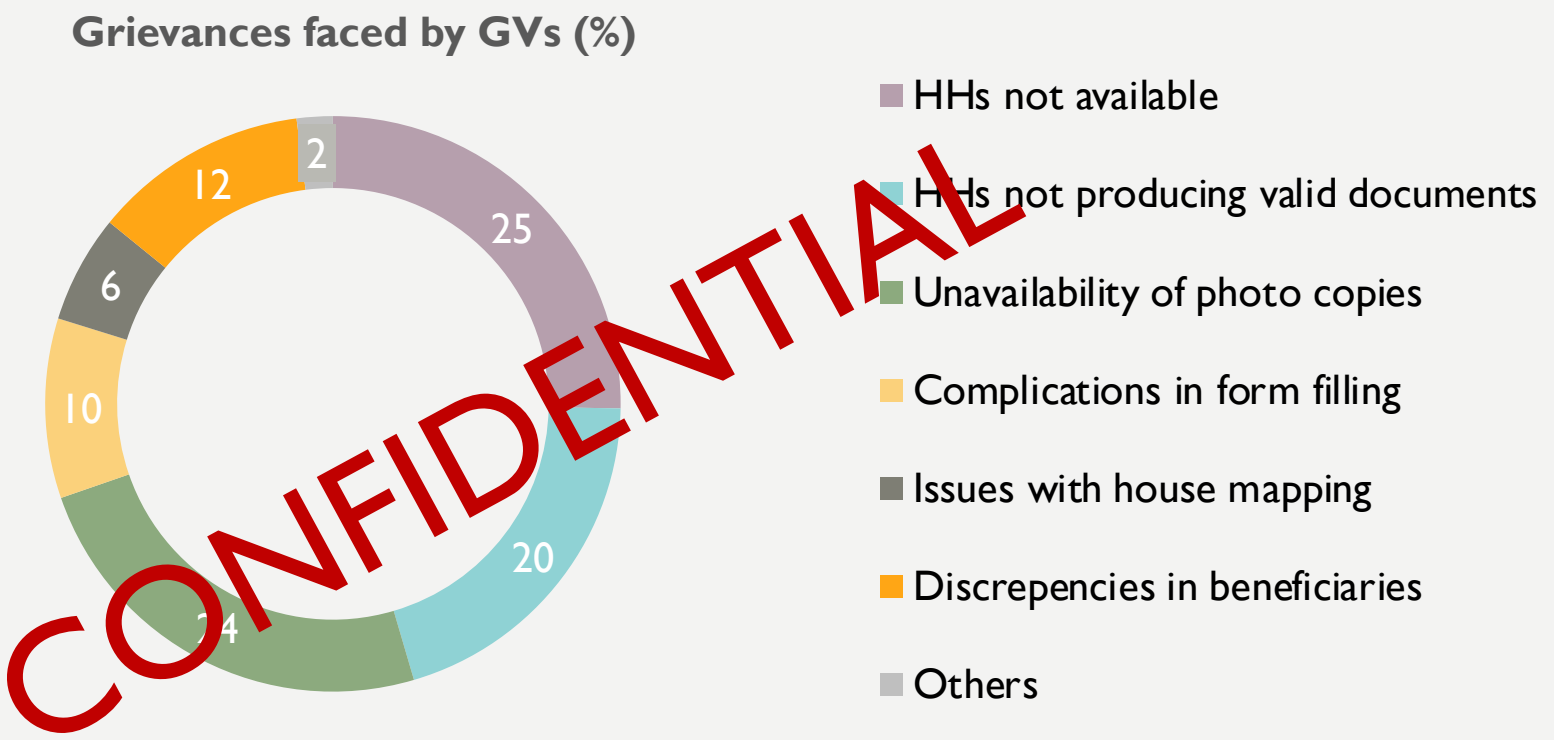

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HHs not available	HHs not producing valid documents	Unavailability of photocopies
48% In Vizianagaram faced unavailability of HHs	35% in Prakasam faced issue of invalid documents	40% In Vizianagaram faced issue of unavailability of photocopies

CHALLENGES

THREATS REPORTED BY GV

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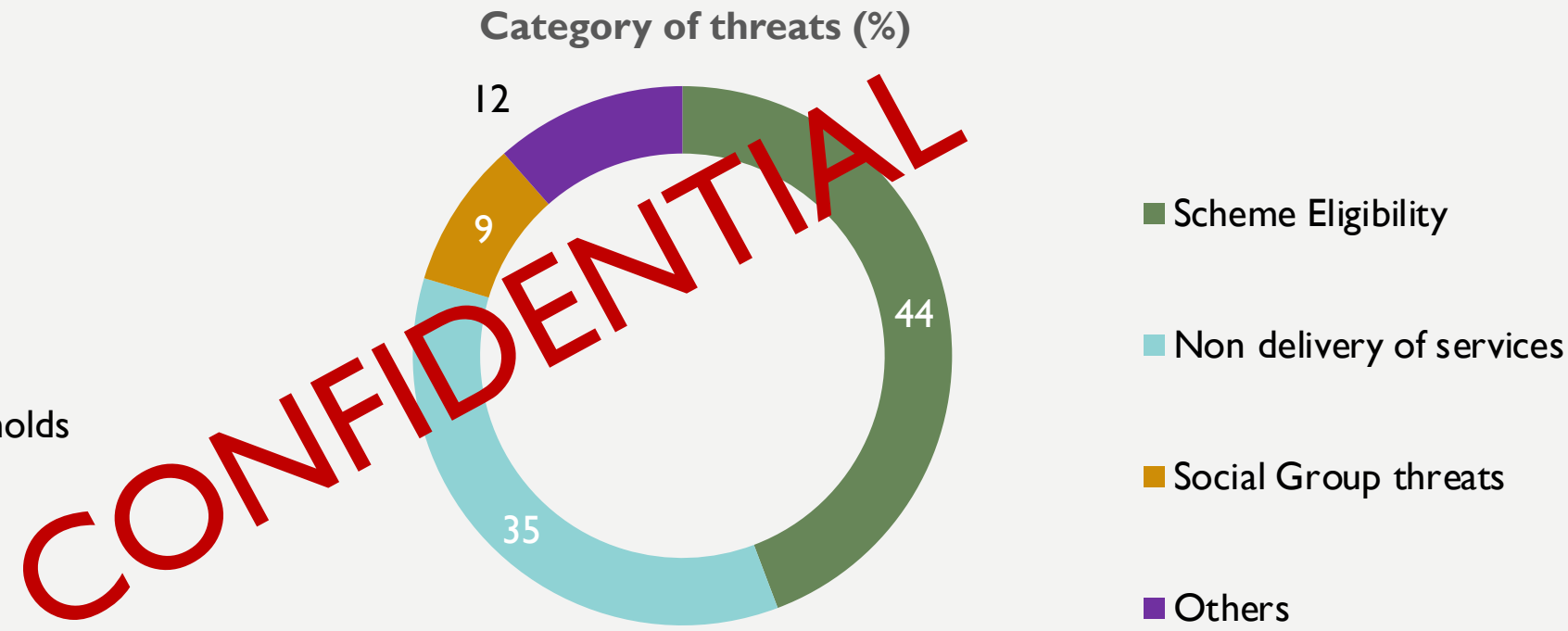
6%

GVs received threats from Households



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1%
of the threats were faced in Anantapur

25%
of the threats were faced in Vishakhapatnam

OVERALL FINDINGS

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5-6 is the average number of training sessions conducted across the state in a quarter

82% of training sessions were conveyed in the mode of lecture by trainer

6% of the training sessions are conducted in less than an hour

20% of the training sessions conducted has batch size of more than 200 members

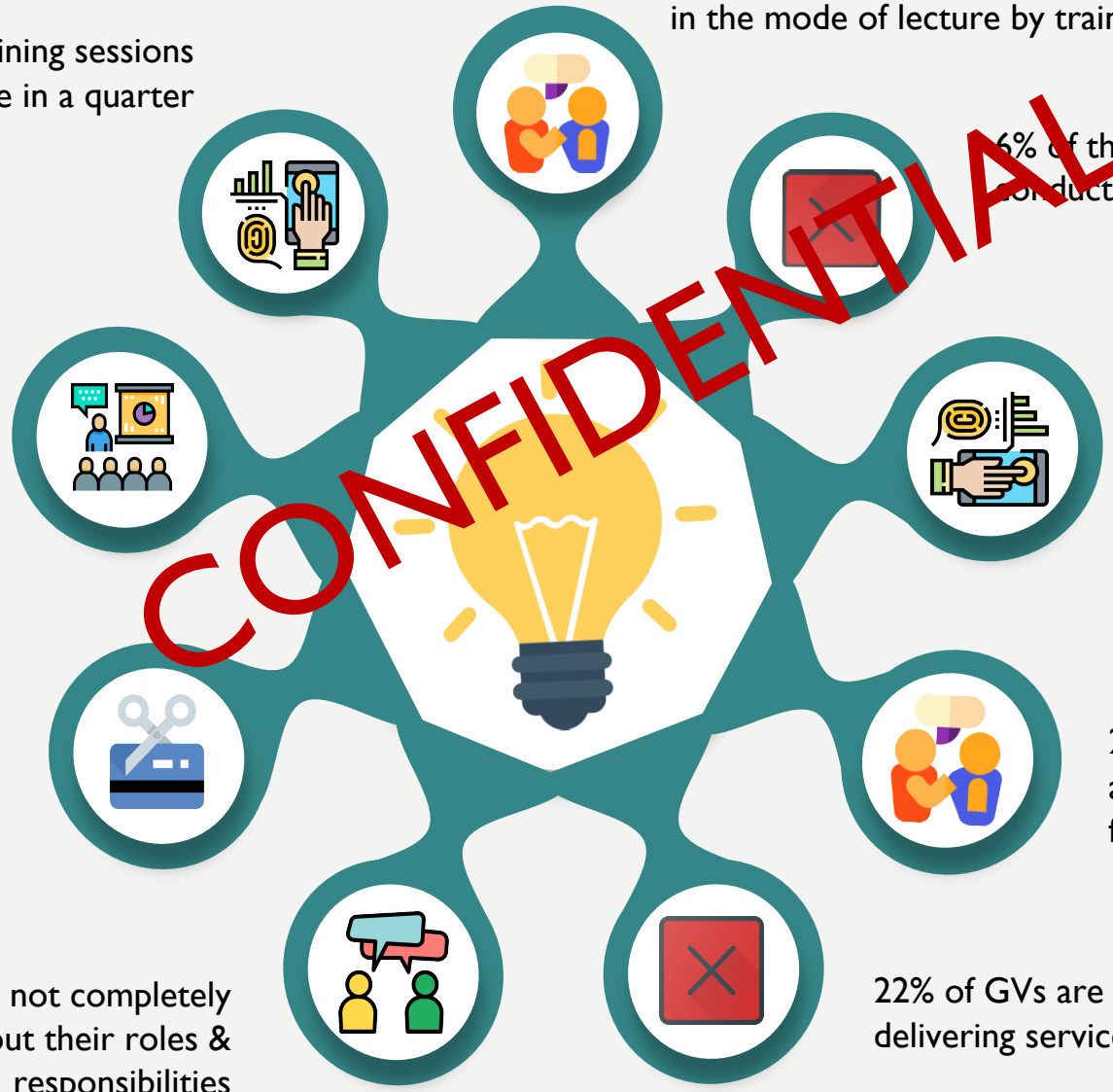
6% of GVs reported threats from households

51% of GVs are not completely satisfied with the training

22% of GVs reported ration cards as the major grievance received from households

52% of GVs are not completely clear about their roles & responsibilities

22% of GVs are overburdened in delivering services



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APPENDIX - I

IDI FORMAT

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Baseline Assessment IDI Format	
Date	
Interviewee Name	
Contact No.	
Designation	Grama Volunteer
District/Mandal/Village	

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Questionnaire		
Category	**Questions**	**Answer**
Basic information	Since when did you start working as a GV?	<Date>
	How many Households / families are you mapped to?	<Number>
	What is the population of your village ?	<Number>
	What is the population under your VS?	<Number>
	How many volunteers are there in your village ?	<Number>
Training	How many training session are conducted till now ?	<Number>
	Who conducted your training sessions?	Village Secretary MPDO MRO Sarpanch Others
	How satisfied are you about the training sessions (Scale of 1 to 5, 5 being highest)	<Number>
	How clear are you about your roles and responsibilities ? (Scale of 1 to 5, 5 being highest)	<Number>

Activate Wir
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APPENDIX - I

IDI FORMAT

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Engagement	Who informs you about your tasks?	MPDO MRO Village Secretary Others
	How are you communicated about your tasks? (Communication Channel)	Whatsapp Website Call In-person Others
	How often do you visit VS in a week	<Number>
	How is the information collected from households digitised	Self Village Secretariat MPDO office
	Any problems which you have faced while performing the tasks? (Problems from govt., HH)	<Text>
	Are you facing any trouble while filling the survey forms during households visits	Yes No Sometimes
	Whom do you reach out to in case of any confusion/trouble while executing the task	Village Secretariat Sarpanch Other Volunteers MPDO Other
	Are you facing any trouble with the VS employees?	<Text>
	What are the major grievances you are receiving from HHs? (While performing the task)	<Text>
	Are you receiving any threats from HHs while enrolling beneficiaries (Personal commitment)	<Text>

APPENDIX - I

IDI FORMAT

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Monitoring	How is your attendance being tracked?	- Whatsapp - Register in VS - No Attendance - Other
	How many times is the attendance captured in a day	<Number>
	Are there any volunteers who quit after joining? How many?	<Number>
	Are the new volunteers hired as replacement ?	Yes No Not Completely
	Why are the volunteers quitting ?	<Text>
	How/When do you recieve your salaries?	<Text>

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APPENDIX - II

SPLIT OF SAMPLE SET

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District	# Mandal Parishads	# Mandals whose data is available*	District Level**	Mandal Level**	Village Level
Anantapur	63	63	1	4	254
Chittoor	66	66	1	4	529
East Godavari	62	64	1	4	503
Guntur	49	58	1	4	419
Krishna	45	50	1	4	440
Kurnool	54	53	1	4	425
Prakasam	56	56	1	4	538
S.P.S. Nellore	46	47	1	4	312
Srikakulam	38	39	1	4	221
Visakhapatnam	40	42	1	4	194
Vizianagaram	34	34	1	4	223
West Godavari	57	48	1	4	459
Y.S.R Kadapa	51	52	1	4	490
Total	**661**	**674**	**13**	**52**	**5007**
Contacted	-	-	5	26	5007

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*Entire Urban area is mentioned as one unit and not separate clusters **Dialed Numbers

SAMPLE CHARACTERISTICS

GENDER

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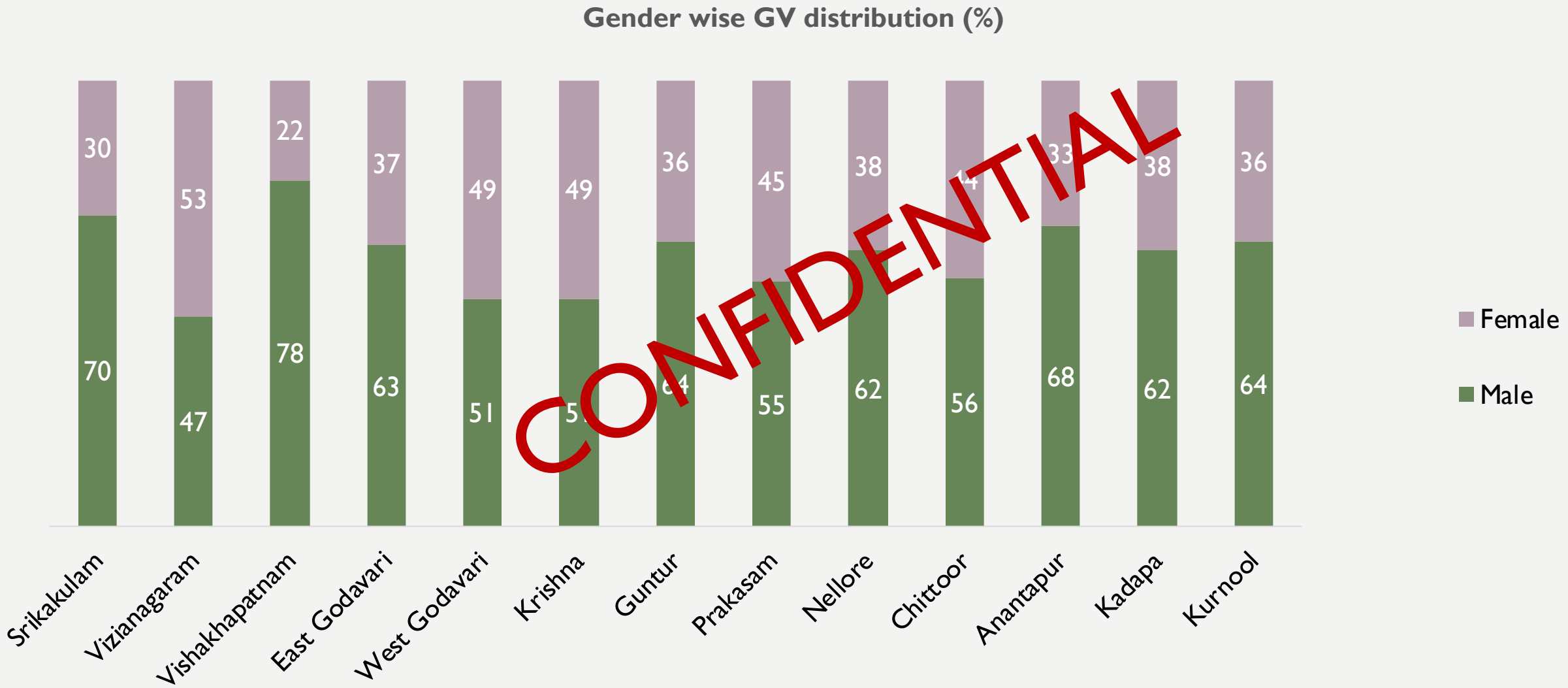

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SAMPLE CHARACTERISTICS

AGE

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SAMPLE CHARACTERISTICS

OCCUPATION

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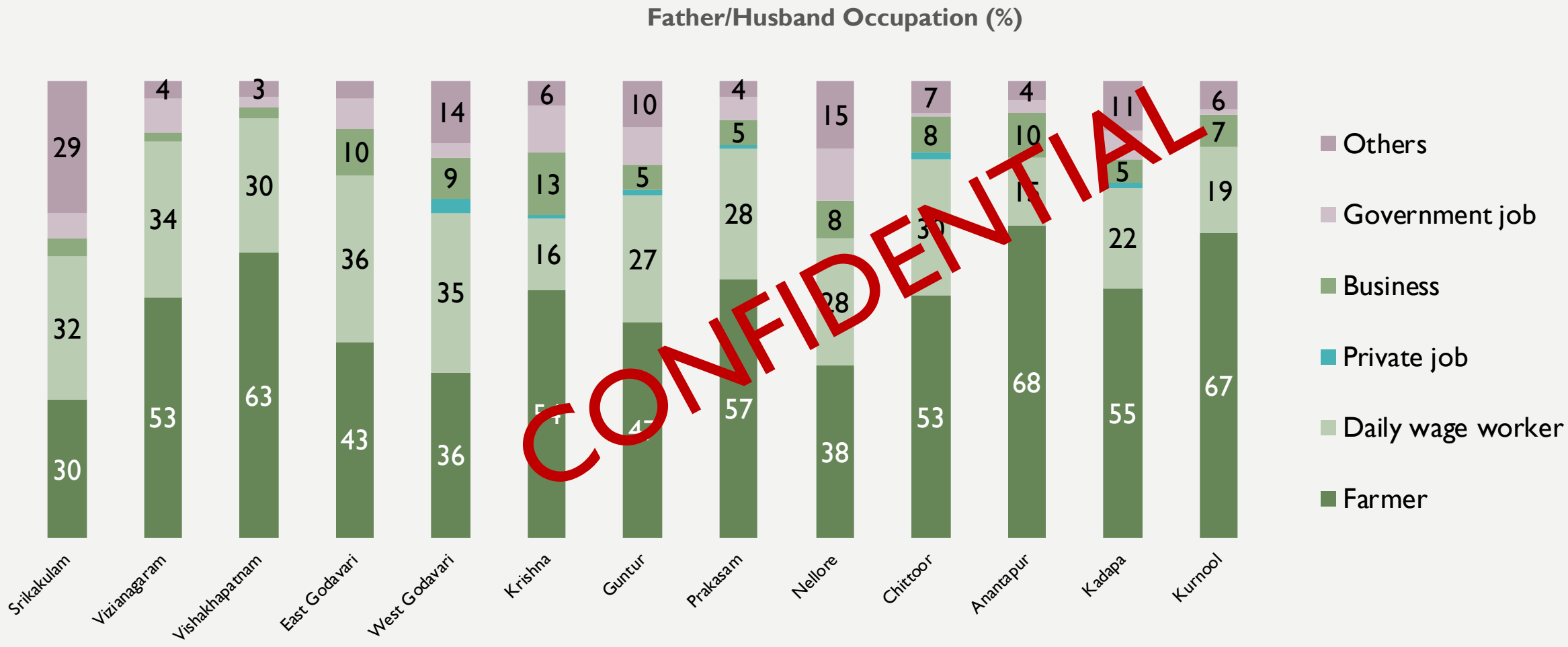

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SAMPLE CHARACTERISTICS

SOCIAL CATEGORY

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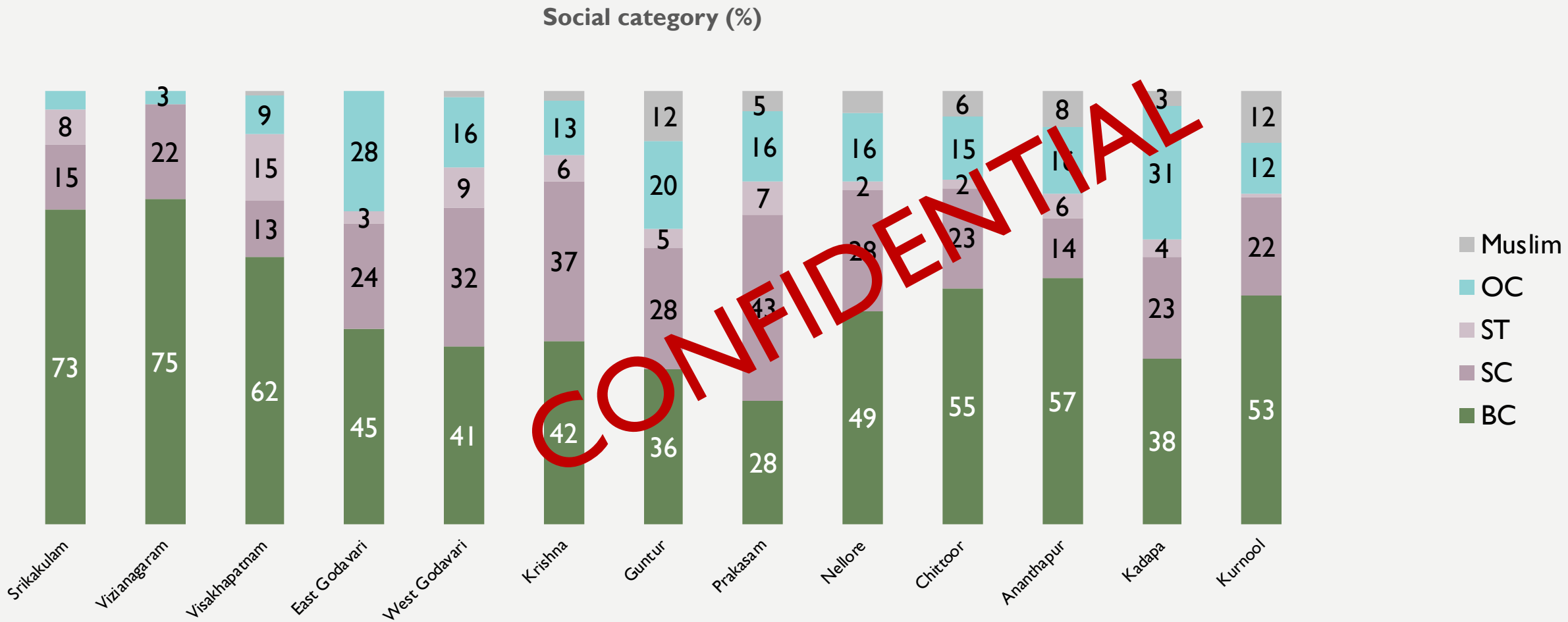

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SAMPLE CHARACTERISTICS

EDUCATIONAL QUALIFICATION % EXPERIENCE

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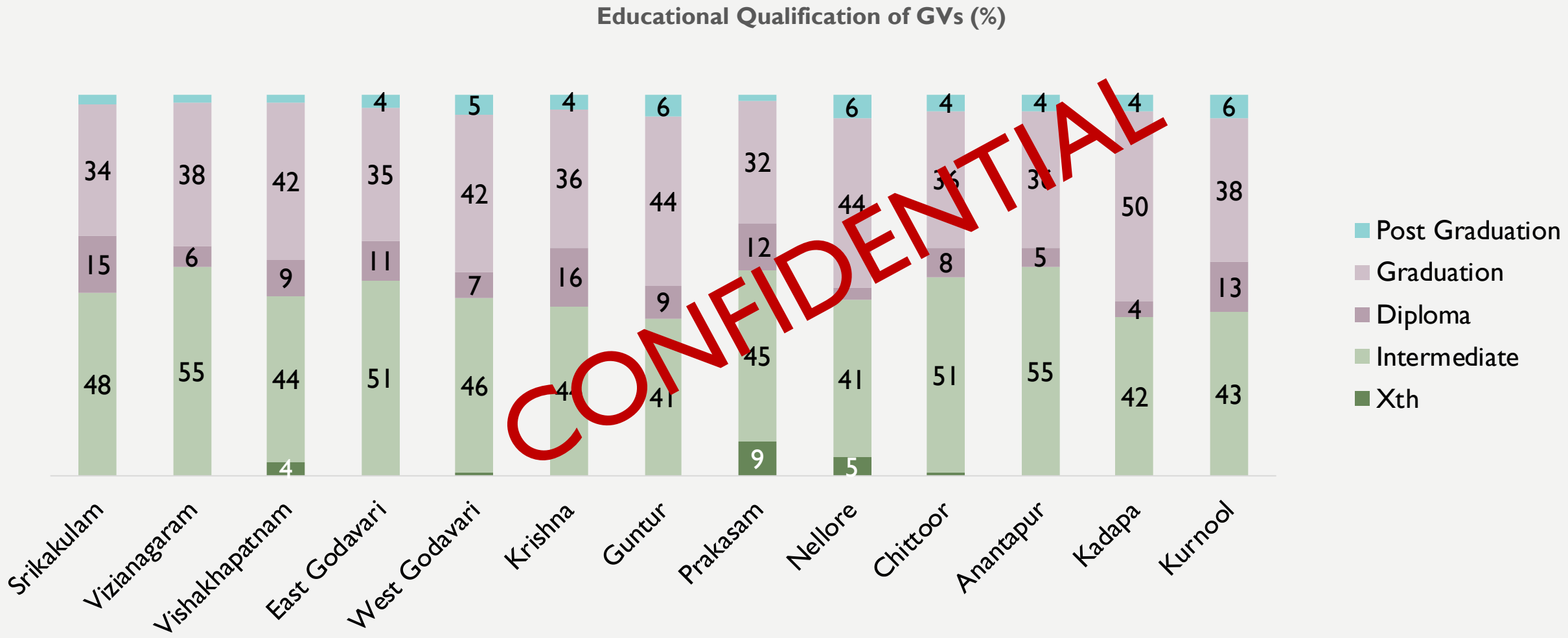

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SAMPLE CHARACTERISTICS

EDUCATIONAL QUALIFICATION & EXPERIENCE

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FAMILIARIZATION WITH TECHNOLOGY

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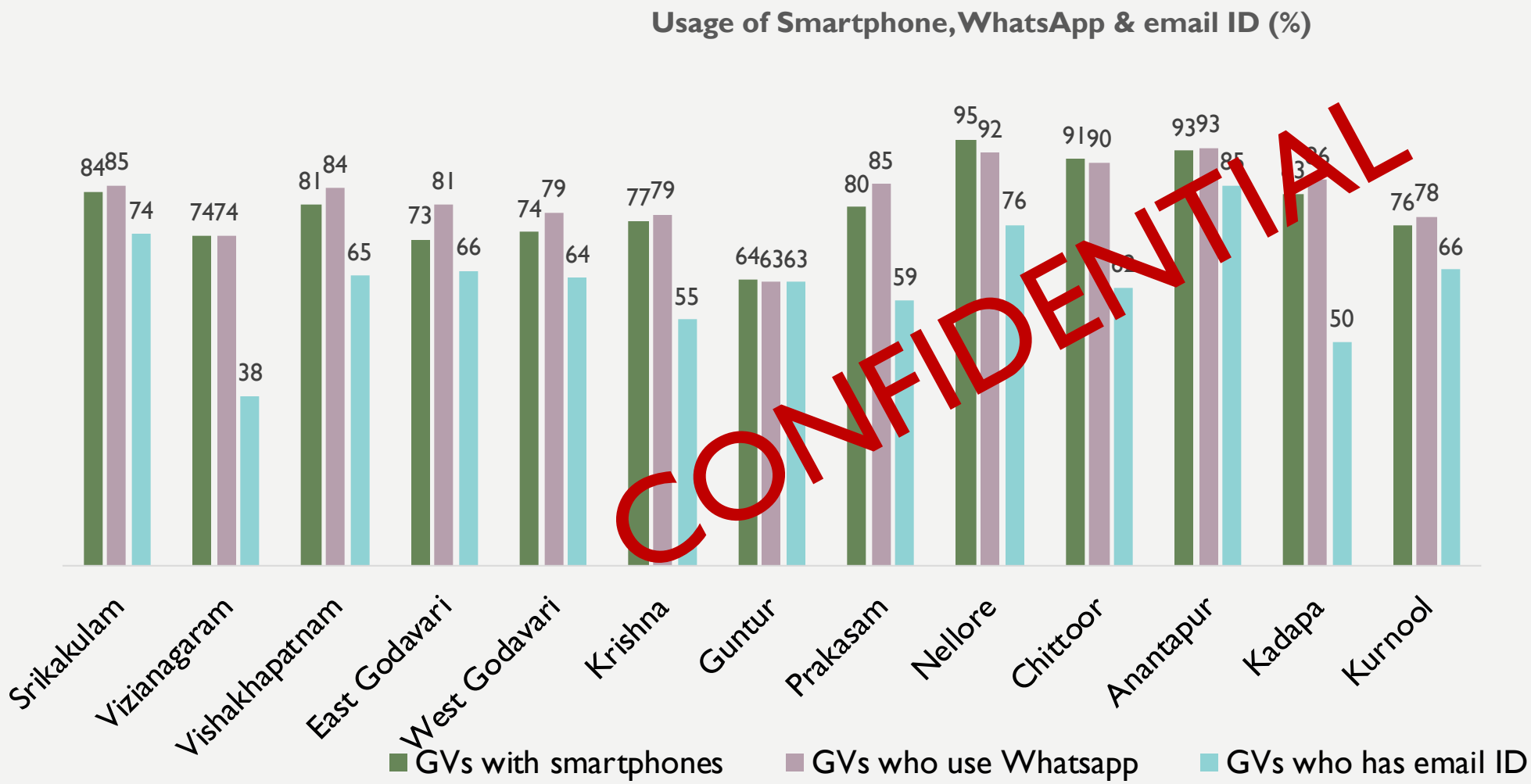

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MAPPING OF GVs

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TRAINING

SCOPE OF IMPROVEMENT

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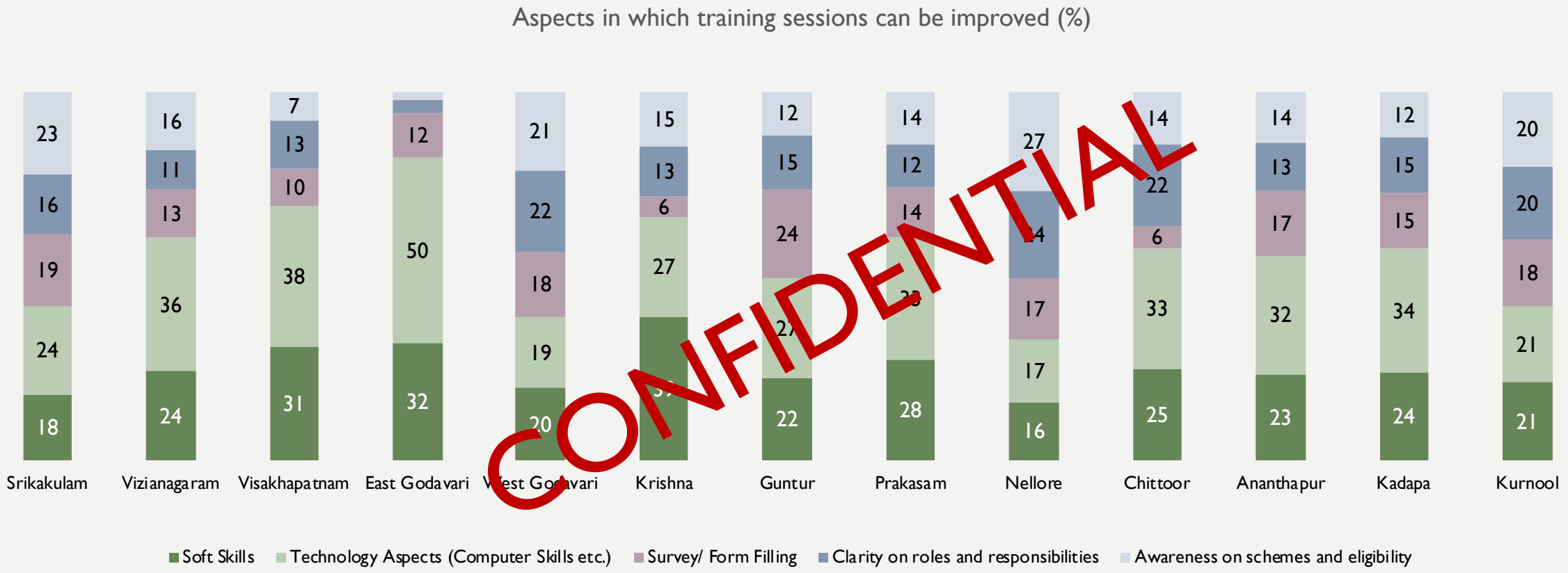

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ATTENDANCE

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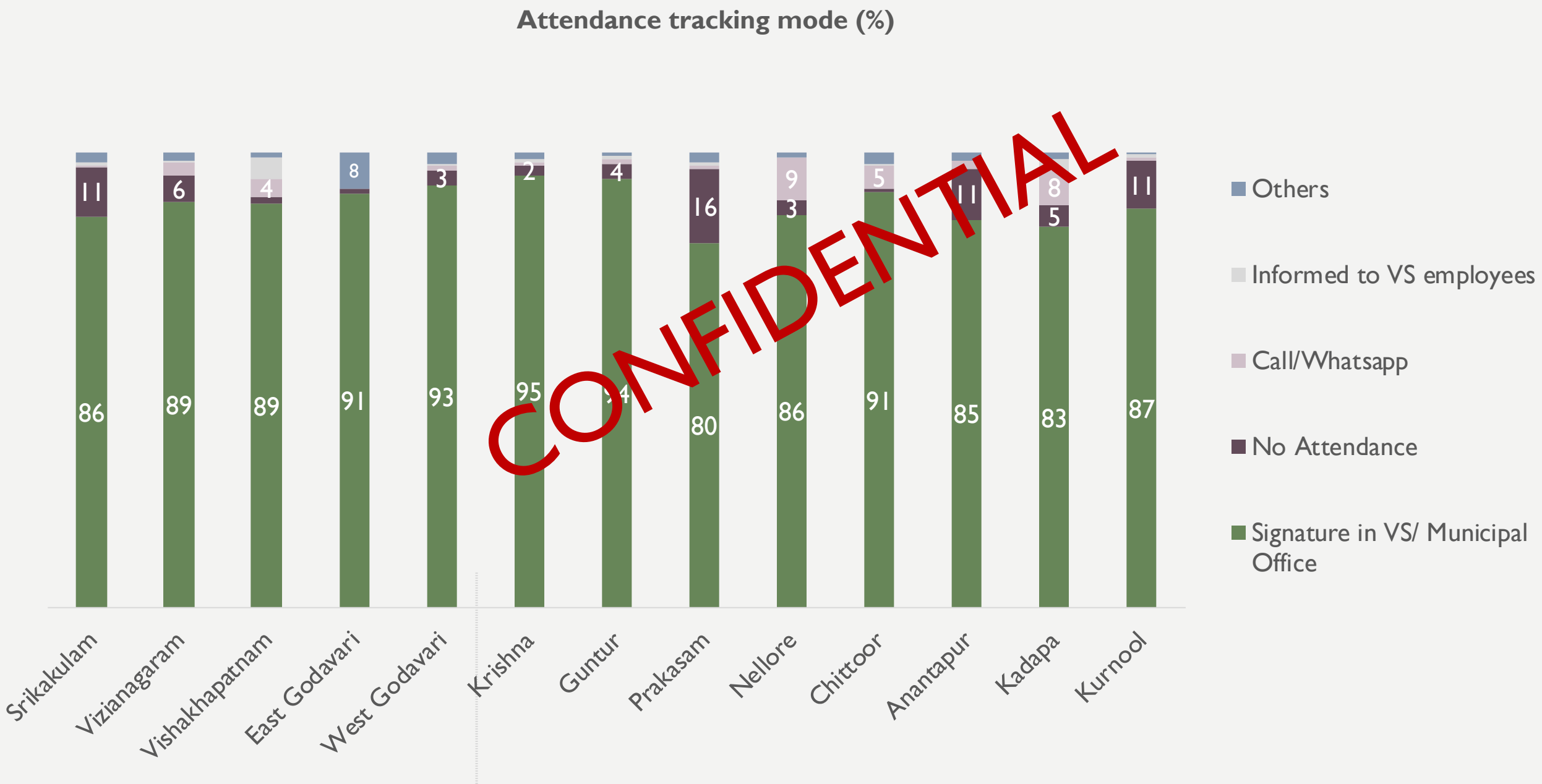

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ATTENDANCE

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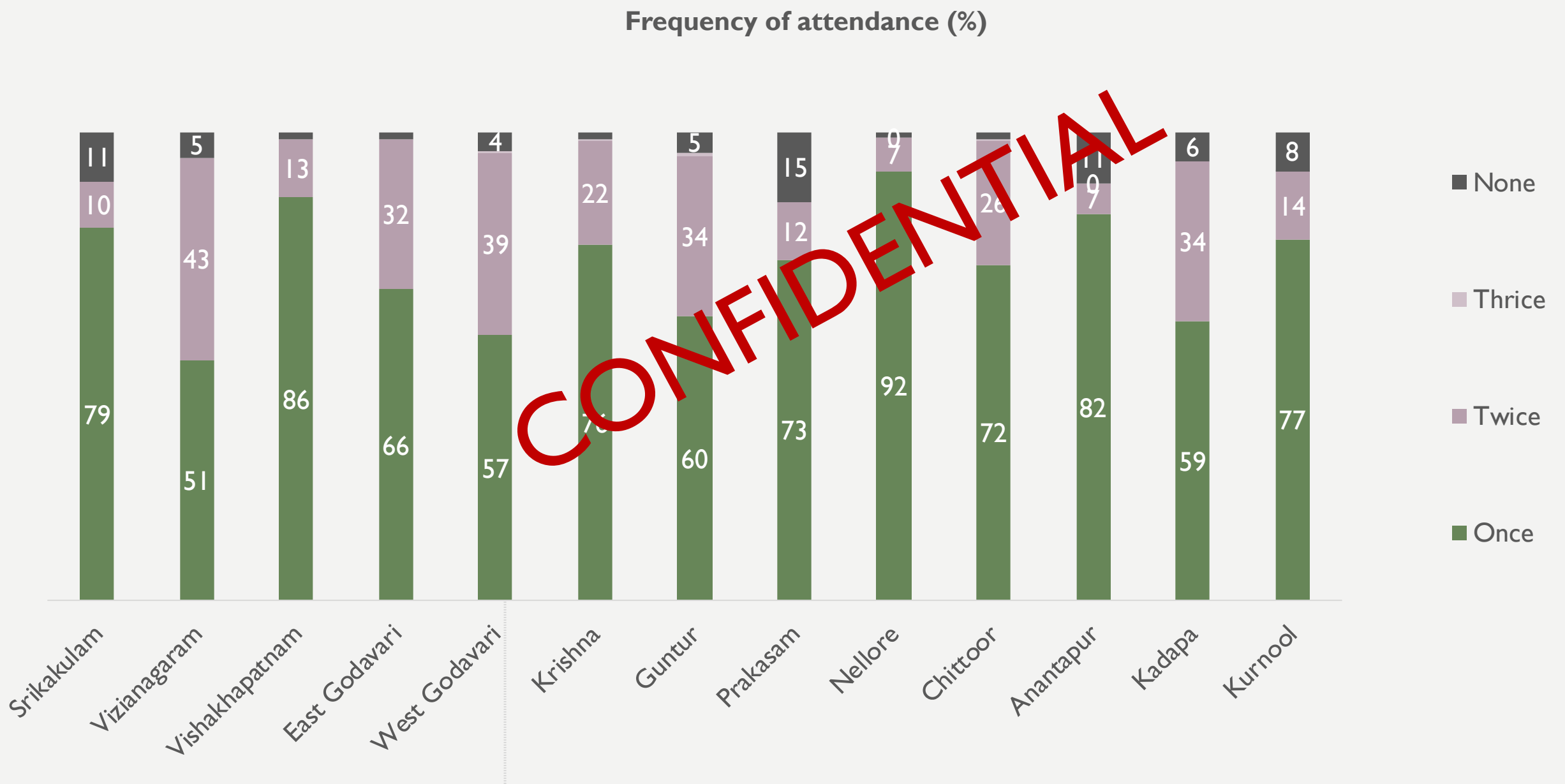

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MONITORING

ATTRITION

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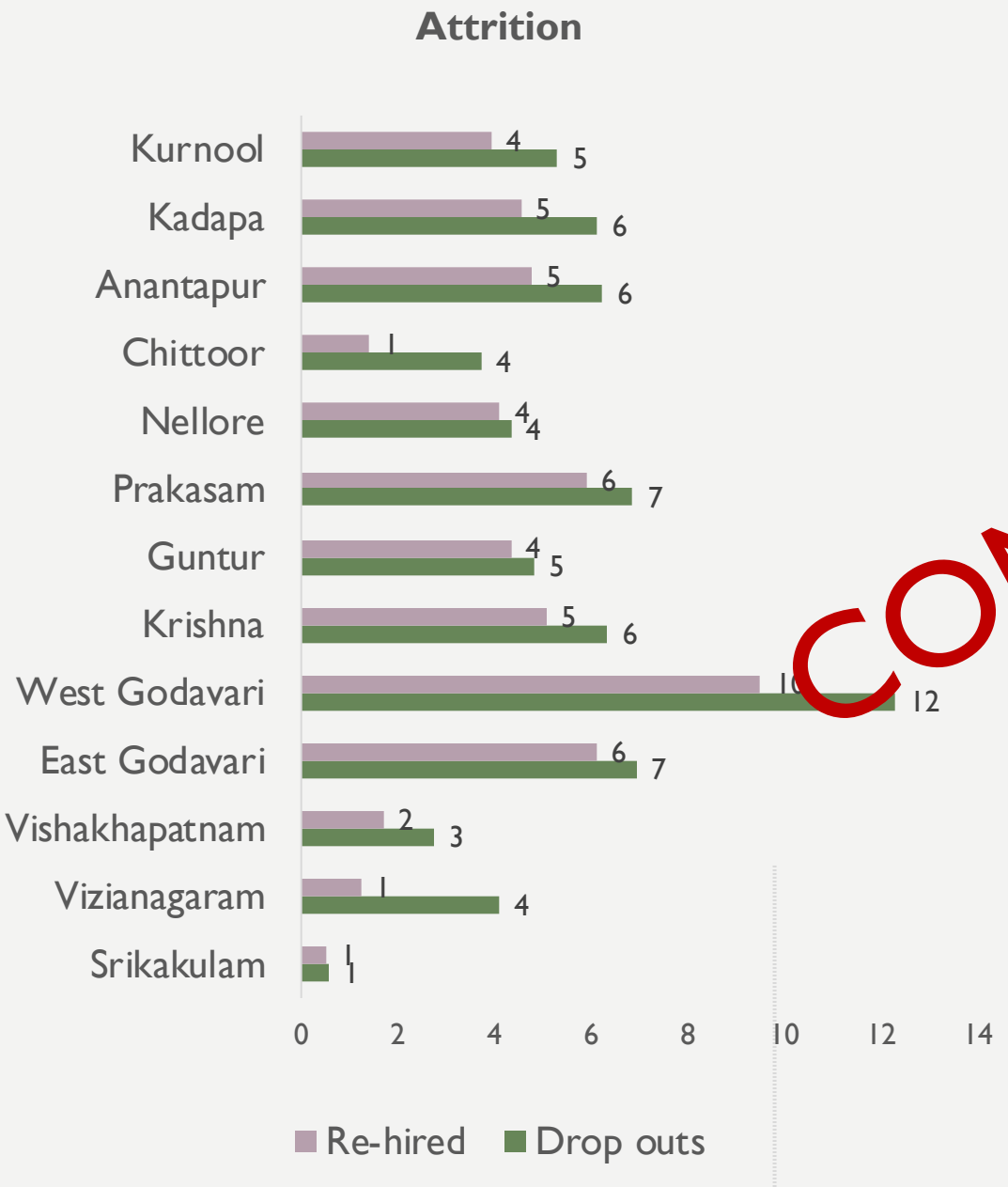

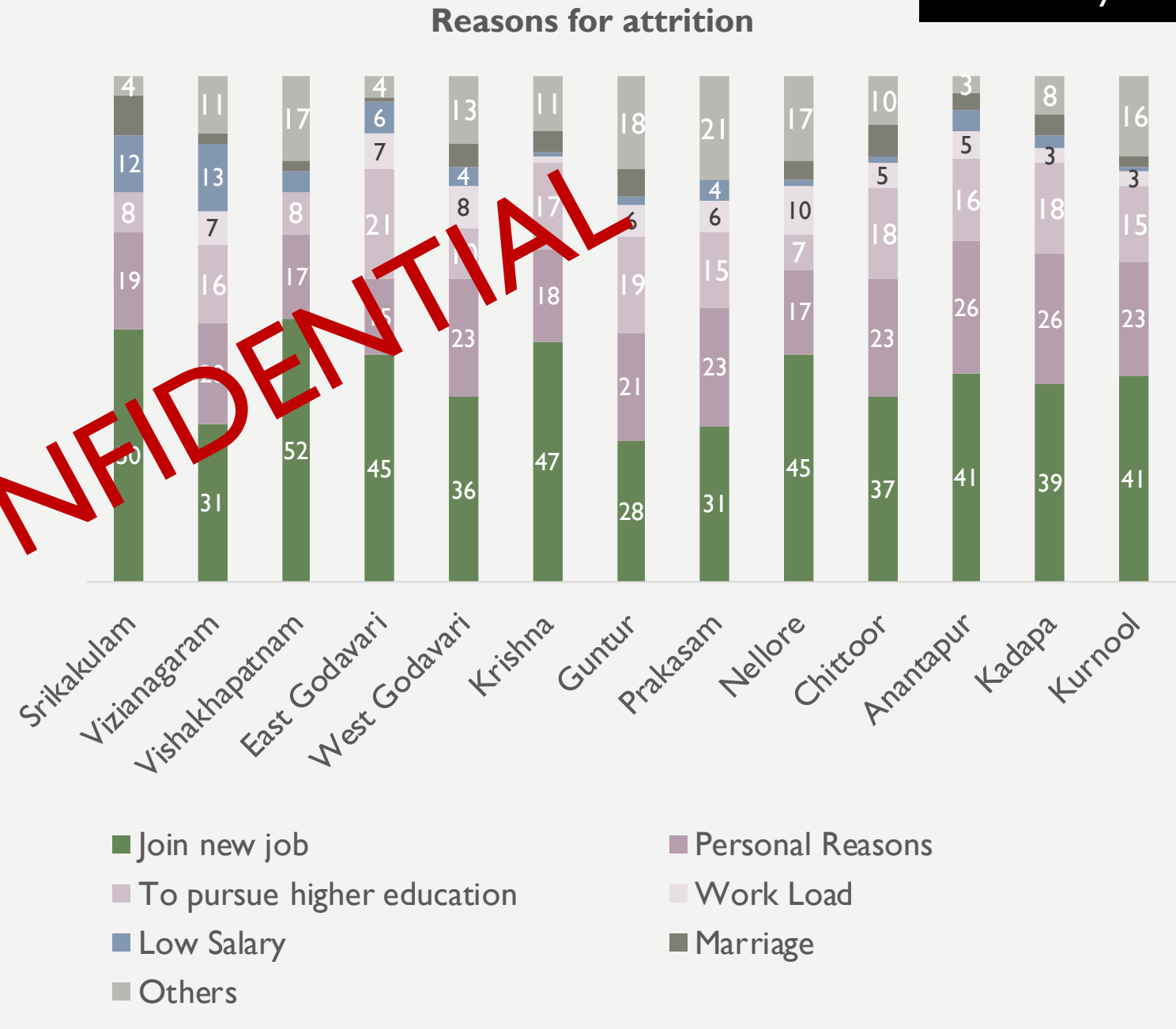

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VOICE OF CITIZENS

GRIEVANCES

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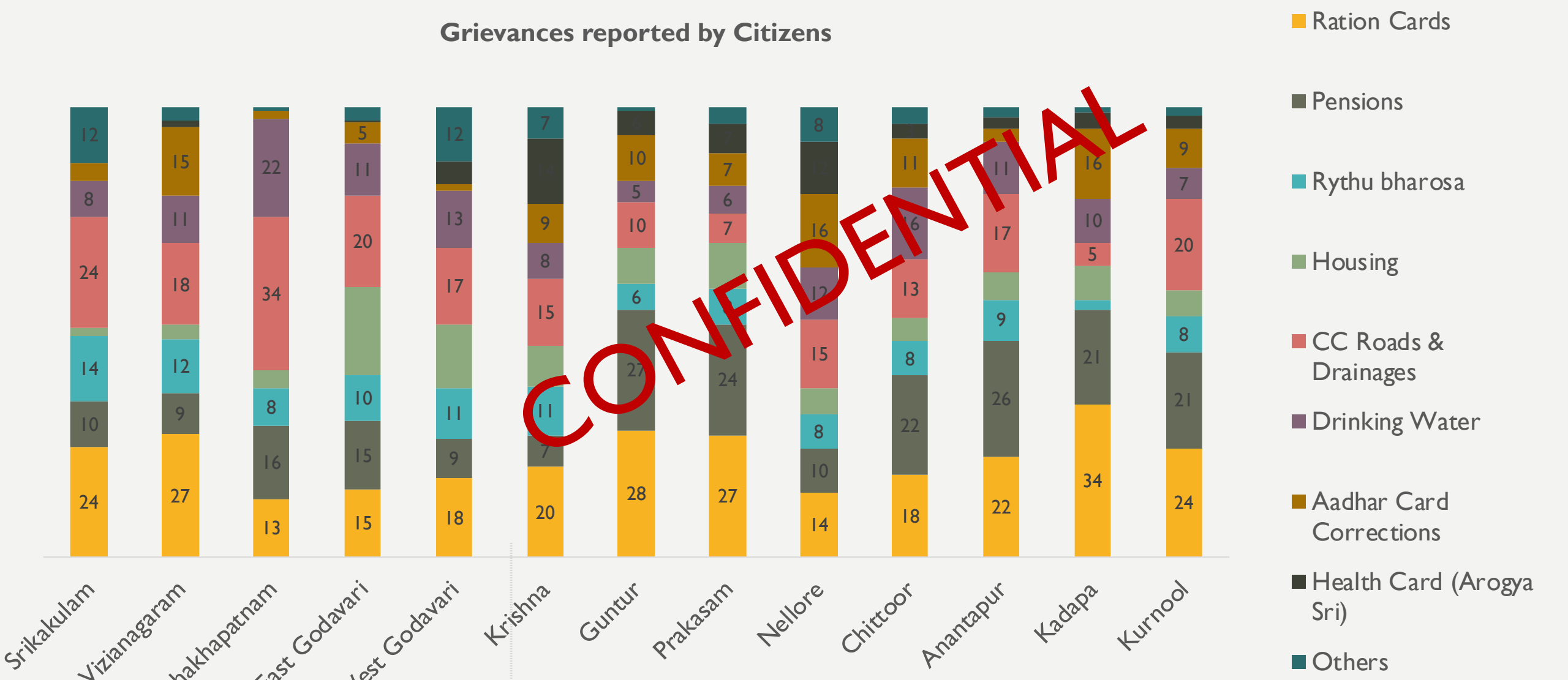

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VOICE OF GVs

PROBLEMS FACED BY GV

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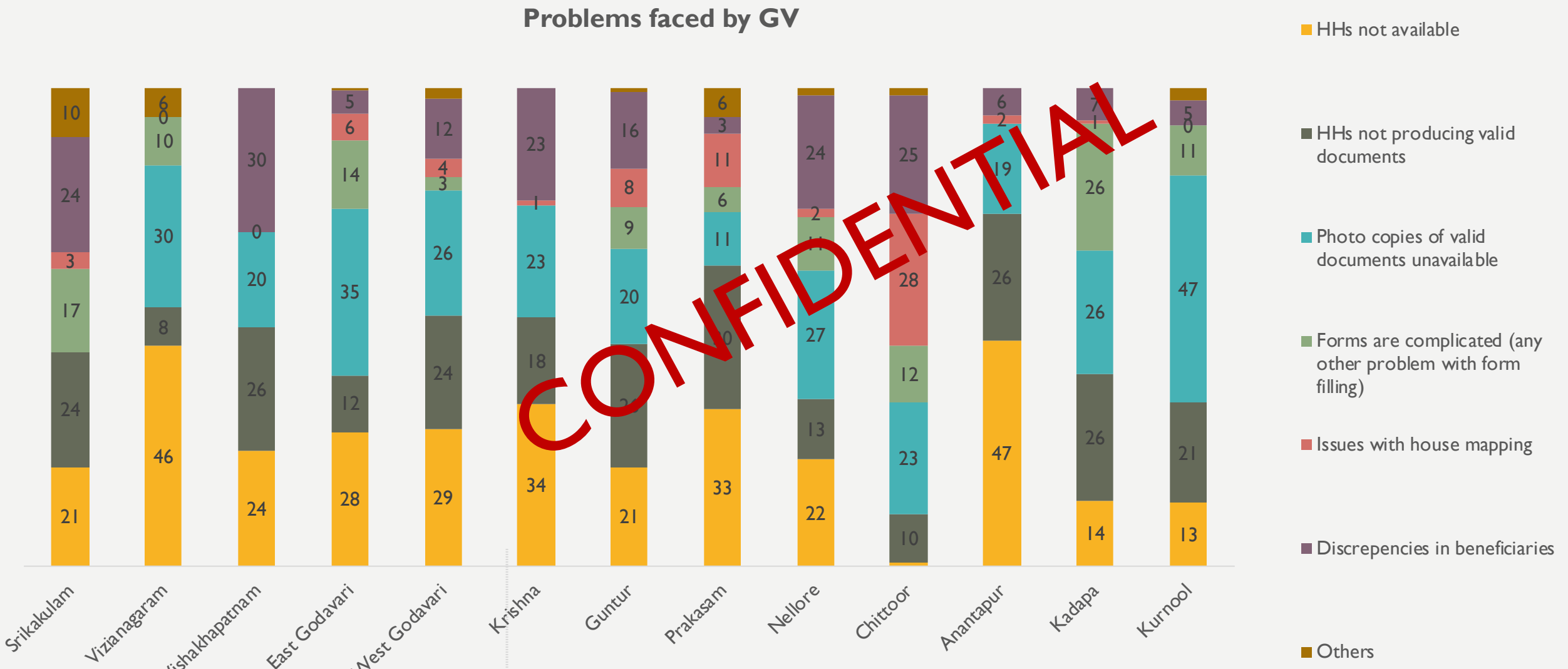

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CHALLENGES

THREATS REPORTED BY GV

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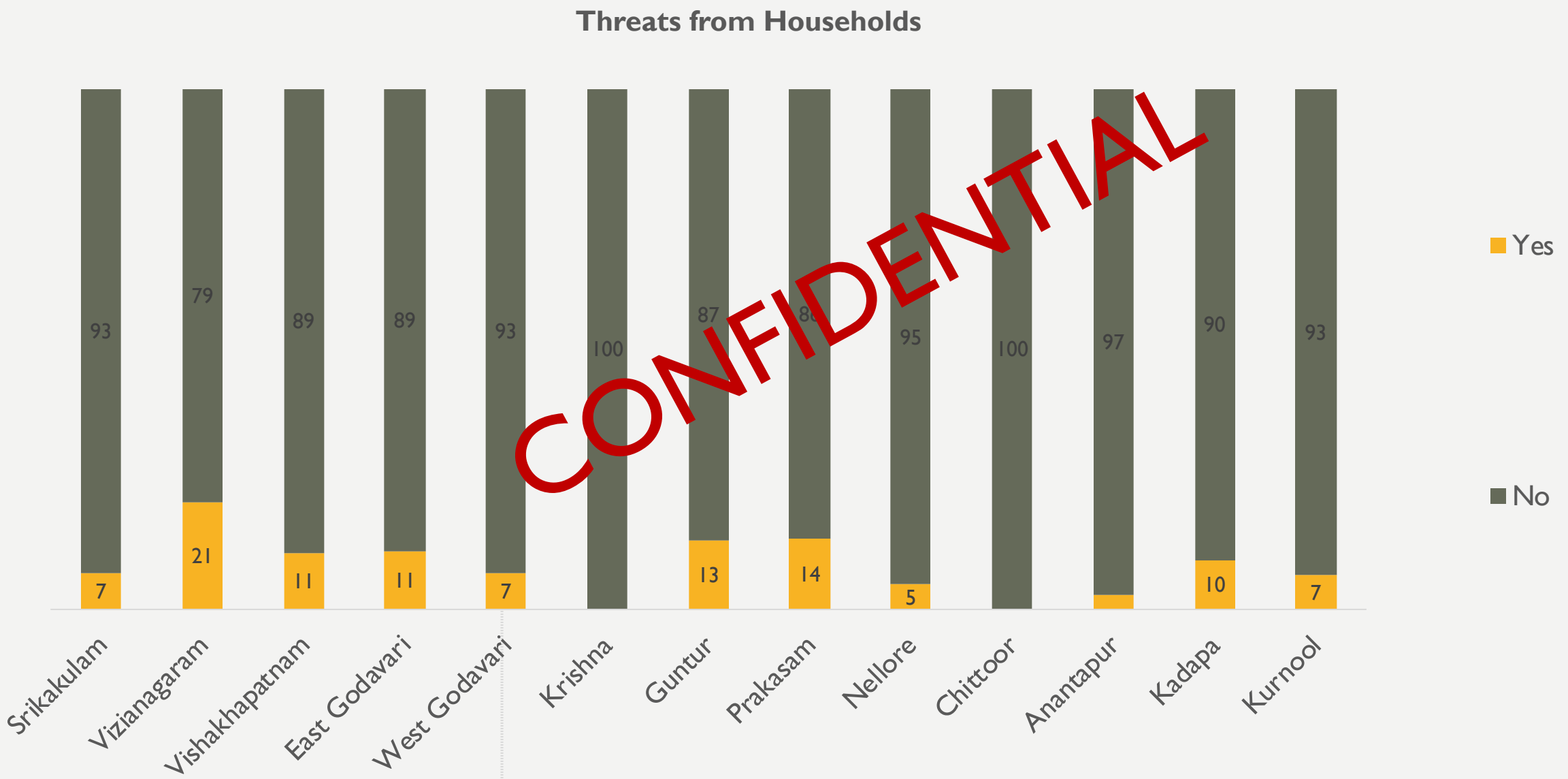

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CHALLENGES

THREATS REPORTED BY GV

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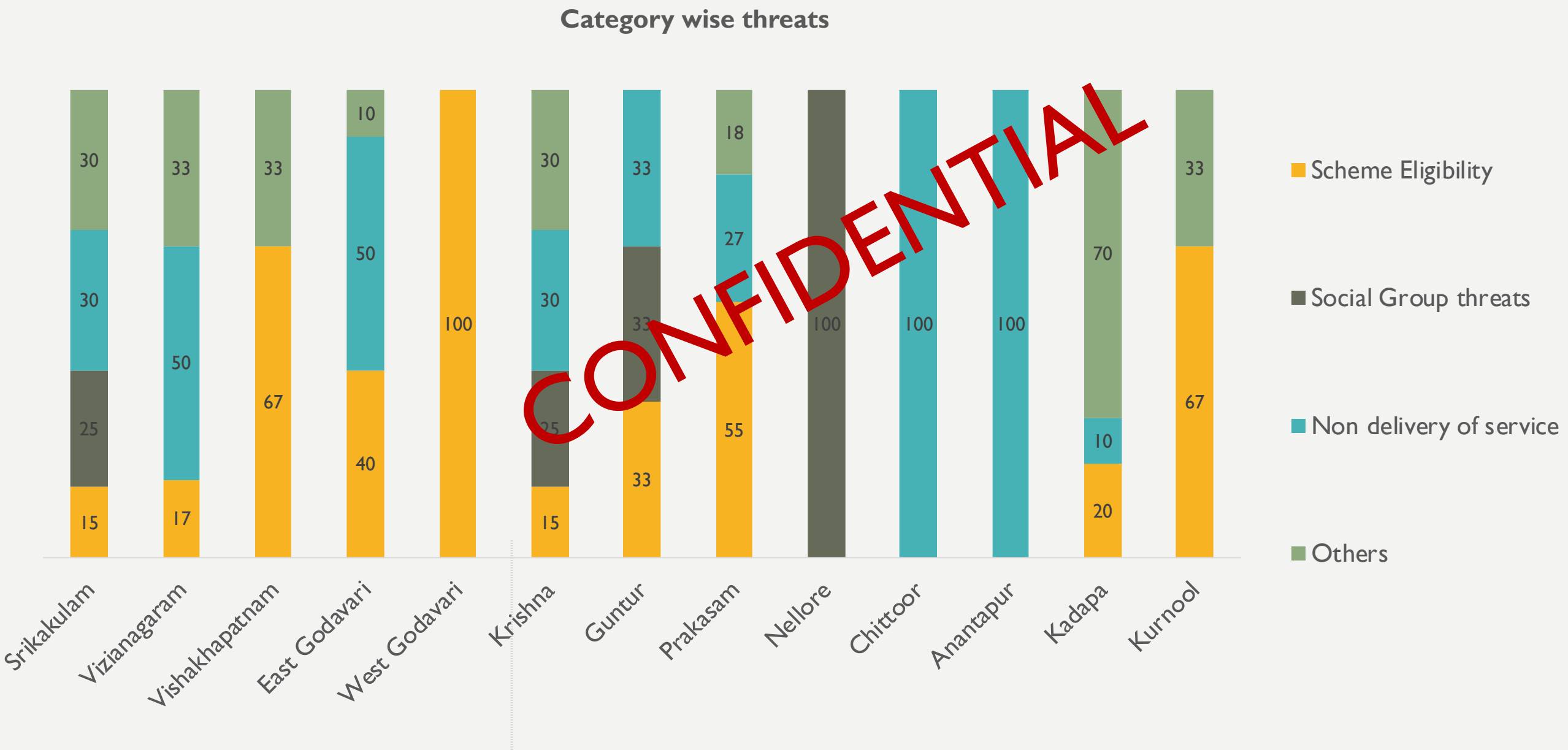

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STANDARD OPERATING PROCEDURES

The hiring of Mandal/Ward Level Operations Monitoring Personnel

1. Introduction
    1.1 Project Overview
    1.2 FOA Team structure
    1.3 Roles & Responsibilities of an MLO

2. Project Requirement

3. Hiring Process
    3.1 Steps of hiring process
    3.2 Sourcing of profiles
    3.3 Screening the profiles
    3.3 Interview Process
    3.4 On-boarding process

4. Contingency Plan

5. Entire Process in Nutshell

1. Introduction

1.1 Project Overview

The Government of Andhra Pradesh (GoAP) is committed to revamp service delivery system in the State with an aim to *improve the living standards of people* through the concept of "Navarathnalu" as a core theme of governance.

In order to operationalize Navarathnalu, GoAP intends to "*deploy volunteers for delivering Government services at the door-step of all eligible households*".

To achieve the above objective, GoAP has envisioned to deploy a volunteer for every 50-100 Households (HHs) in both urban and rural areas (to be known as the Grama/Ward Volunteers (GV/WVs)) responsible for door-to-door delivery of services. They will also identify the problems being faced by citizens in their jurisdiction, and the same will be brought to the notice of government officials to get them resolved.

This model is conceptualized to ensure timely & transparent services and eliminate corruption at all levels of administration.

***Progress on the project**:*

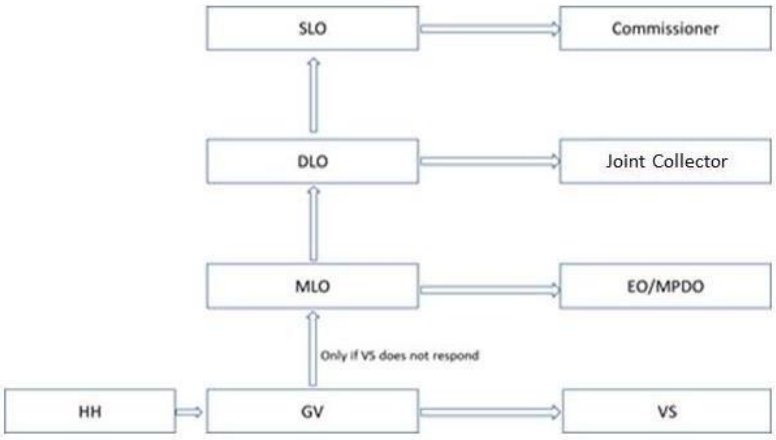
As on date, GoAP has appointed a total of 2.4 lakh GV/WVs and mapped them to 50 households.

Since 15th August 2019, GV/WVs have conducted a Baseline Survey across the state, Identified and verified beneficiaries for Rythu Bharosa, Amma Vodi, Vahana Mithra, Pensions and Household Pattas schemes. Also, they have conducted an extensive data collection exercise at HH level to identify/add/modify the beneficiaries and ease the execution of upcoming schemes as part of Navasakam.

1.2 FOA Team Structure

The proposed structure for implementing the above requirements of the GoAP is shown in the below diagram. The team is headed by a team of State Level Officers (SLO), under them are the District Level Officers (DLO). Mandal/Municipal Level Officer is the person in charge of one Mandal/Municipality and is the first point of contact for the GV and they report to the DLOs.

The DLO delegates tasks to the MLO who then delegates the same to the GVs. It becomes mandatory for an MLO to be on the field on a daily basis to handhold GVs and train them on their deliverables, monitor them, track progress of their work, get reviews on them etc.



1.3 Roles & Responsibilities of an MLO

All the tasks of MLO can be categorized into 4 sections and his/her key deliverables are mentioned below:

1. **Training the GVs:**

- The MLO should be on the field on a daily basis. He/she shall handhold the GVs at every point while assigning a new task, brief them on how to deliver the assigned tasks.
- Training the GVs form an important element in the execution of the entire project. An MLO should conduct at least 2 training sessions to GVs for every 6 days.

2. **Engagement:**

- It is the duty of the MLO to maintain cordial relations with the corresponding Government officials i.e. EO/MPDO, staff of VS and coordinate with them on a regular basis.
- Delegate tasks to the GVs as per the need of the GoAP as and when new schemes/services are launched.
- Conduct review meetings with the GV.

3. **Feedback collection:**

- Conduct review meetings with the VS employees (for collecting feedback of the GV)
- Undertake social listening to understand the functioning of the system/initiative, work of the GV etc.
- Feedback from the HH is also collected and collated to understand the work efficiency of the GV.

4. **Reporting:**

- A report on social listening to be shared with the DLO on a weekly basis.
- Daily report on Volunteers Attendance, Respective tasks.
- Report on the reviews of each GV, etc to be shared on a regular basis (monthly/weekly)
- Daily status update should be sent to their respective DLO.

Sample Daily Report Format:

Daily Status Report for an MLO	
Date	xx/xx/xxxx
MLO ID	MMAA01
Village code	VV000AA
Code for the VS visited	VS000AA
Feedback of the GV from VS	Good/Average/Bad
No. of social listening forms filled	00
Feedback of the GV from social listening	Good/Average/Bad
No. of HH visited	00
Feedback of the GV	Good/Average/Bad
Any issues, please specify	

- He/she also has to cover 20 VS visits in a brief span of 20 days and send the required reports to the corresponding DLOs on a weekly, fortnightly and monthly basis depending on the need of the project.

In order to perform his duties, he will have to undergo training from Master Trainers (MTs), and subsequent training from DLOs on a regular basis (i.e. 3 times a month).

2. Project Requirement

The project requires 806 Mandal/Municipality Level Officers and the rural-urban split for the same is mentioned in the below table:

No. of MLOs to be selected	806 (642 Rural + 164 Urban)
No. of interview locations	13 (one per District)
No. of interview days	4
No. of candidates expected for interview per day in a District	120 (approx.)
No. of interviews to be scheduled per day in a District	70 (approx.)
No. of candidates to be interviewed in a day	70*13 = 910 (approx. from all Districts)
Total number of candidates interviewed for 4 days	910*4 = 3,640 (approx. from all Districts)

Given below is the district-wise cumulative requirement

Resources (MLO's) Required				
District	**Resources required for Mandal Level Unit**	**Resources required for Municipal Level Unit**	**Total Resources required per District**	**Candidates to be Hired per Day (Total-4 days)**
East Godavari	63	15	78	20
West Godavari	48	10	58	15
Guntur	56	21	77	19
Krishna	50	17	67	17
Chittoor	64	13	77	19
Anantapur	62	12	74	18
Prakasam	44	06	50	13
Kurnool	50	14	64	16
Visakhapatnam	37	26	63	16
Srikakulam	39	03	42	10
SPS Nellore	55	11	66	17
YSR Kadapa	40	10	50	12
Vizianagaram	34	06	40	10
Total	**642**	**164**	**806**	**202 (approx.)**

3. Hiring Process

Our primary focus is to maximize the utility of the existing resources. A 4-step hiring process is developed to ensure hiring of 1,006 MLOs in a 21-day period.

3.1 Steps of hiring process

The process comprises of sourcing, screening, interviewing and on-boarding of the candidate.

Hiring portal is developed to accept job applications from candidates, screen potential candidates based on the set criteria, evaluate the shortlisted candidates on GD and PI process, get daily update on the status of the hiring process, number of positions filled etc.

3.2 Sourcing of profiles

To hire 806 MLOs in 21 day period, we source profiles from three platforms:

- **Existing Database**: This sourcing is planned from **Day 1- Day 12** which involves making a touchbase to all the candidates from the existing database via IVRS, SMS and personal calls.

  Step 1: An IVR is sent to all the candidates to capture their interest for the post of an MLO

  Step 2: An SMS is sent to those candidates who respond positively to the IVR sending them a link to register for further process

  Step 3: Remainder SMS/ Whatsapp message is sent to those candidates who responded positively to the IVR but forgot to fill the application form

  Step 4: Personal calls are made to those candidates who responded positively to the IVR but forgot to fill the application form

  Notes:
  The process of sending an IVR is repeated for 5 days (i.e. from Day 1- Day 5 if there is low response rate)
  Priority 1: Status of IVRS as not responded, switched off, not reachable
  Priority 2: Candidates who rejected the call after listening to IVR for 15 secs

- **Third-Party Agency (TPA):** This sourcing is planned from **Day 0- Day 12** which involves communicating the project requirement to the finalized vendor/third-party agency, sourcing profiles from them. The objective is to maintain a minimum of 6 profiles per mandal/municipality from the TPA within the stipulated time frame.
  Assuming that the TPA will upload a minimum of 500 profiles each day, for a span of 12 days

Timeline	
Day 1 - Day 12	Sourcing
Day 2-Day 12	Gaps to be identified and Filling the gaps

3.3 Profile Screening

The entire hiring process requires a stringent screening mechanism to identify potential candidates for the post of an MLO keeping in view, the time limit for hiring and on-boarding of 1,006 MLOs. The entire process of screening the profiles, finalizing of interview locations, communication of GD/PI date, time and location to the shortlisted candidates and training the CTMs on district-level MLO recruitment module is spanned from **Day 1- Day 12**

Criteria for screening the profiles

The candidates who vested their interest by registering through the online link are screened through the following criteria:

- Candidate must hold a UG degree from any recognized university
- Candidate must have hands-on experience with smartphone
- Candidate must have access to a two-wheeler and have a valid driving license
- Candidate must be fluent in Telugu and have a basic working knowledge of English language
- Candidate shall not be employed in any Government services (as Village secretariat employee/as a GV)
- Candidate should be principal resident of mandal/municipality
- Candidate should not be convicted in a court of law

Note: In case of poor response/quality of candidates, candidates from adjacent mandal are given an opportunity.

Shortlisting the candidates

All the interested candidate profiles are screened based on the above-mentioned criteria. Priority will be given to candidates with good academic scores, work experience, access to laptop, PG degree.

Shortlisted candidates will be communicated on the GD/PI process i.e. GD topic along with the date, time and location of the interview via email, SMS and IVR

Finalization of interview locations

The date of GD/PI process along with location, date and time should be finalized well in advance and before the start of the hiring process.

Training of CTMs on MLO Recruitment

Before deploying the field resources to their assigned districts, they are educated on the entire process and procedure to be followed on **Day 12.**

3.4 Interview Process

Pre-Process Checklist

- Hiring Portal to be developed and tested by coordinating and communicating the necessary changes to the tech team (to be done before the hiring process i.e. **Day-0**)
- Finalizing the mapping of interview panels to the respective Mandals and Districts (**Day 0**)
- SLOs/Leads to brief DLOs on MLO hiring on **Day 0**
- Interview Venue (Banquet halls along with the refreshments and rooms for GD & PI), date and time to be finalized before the start of the interview process i.e. on **Day 8**

Checklist for CTM/DLO before the interview day

- Ensure banquet hall is arranged appropriately as per the requirements put forward by the coordinating team/DLOs
- Ensure GD/PI rooms are fully equipped as per requirements
- Ensure each DLO has a separate room for GD/PI
- Ensure refreshments are ready before the start of the process
- Ensure calls to at least 6 candidates from each mandal to be made by the DLO
- Ensure reminder through IVRS, SMS and email is sent by the central team
- Ensure candidates from the nearby mandal to the interview location are given morning slots (10-12 am)

GD-PI Process

- Mapped DLOs to source volunteers (2 per DLO) between **Day 8 - Day 12**
- Travel and accommodation arrangements for the DLOs to be done on **Day 9- Day 11**
- Interview date, time-slot and location along with the GD topic to be communicated to the shortlisted candidates through email and SMS after the screening process between **Day 10** and **Day 15**
- Teams to get deployed in Krishna District on **Day 12**
- Pilot for the interview process is scheduled for Krishna District on **Day 13**
- Applicant turnout, any possible issues faced by the DLOs to be discussed on **Day 14**
- Teams travel to their respective districts on **Day 14**
- Teams to conduct the GD/PI process in their mapped districts from **Day 16- Day 20** (all the 13 districts)
- Induction and Onboarding of selected candidates along with the verification of their documents **(Day-21)**

- Waitlisted candidates to be selected if any selected candidate is not interested in working **(Day-21)**

Group Discussion Process

Agenda

The agenda of conducting a GD is to test the communication & presentation skills of the MLOs because he has to train and handhold the GVs, maintain cordial relations with the external stakeholders. Also, check the team management skills of an MLO and how he drives the discussion.

GD topic

- Door-step delivery of government services - Advantages and Disadvantages
- Farm loan waiver vs Rythu Bharosa
- One day training module for volunteers

GD Format

It is a 20-minute assessment which comprises of

- a 6-minute ***pitch***: Every candidate will be given a chance to put forward his ideas/opinion about the topic in 30 seconds
- a 8-minute ***discussion:*** Discussion on the topic should be on the lines of understanding the topic and should be driven towards a logical conclusion
- a 6-minute ***presentation:*** One person from the group should present a summary of the entire discussion

General Etiquette to be followed during the GD

The DLO will communicate the GD topic followed by the GD Format to the group. MLOs are required to follow some basic rules:

- The candidate shall switch off their mobile during the GD process
- The candidate shall carry their own stationery to the interview location
- The candidate shall always raise hand before speaking
- The candidate shall avoid false starts, do not present wrong data or facts or deviate from the topic
- The candidate shall avoid shouting, pointing fingers, personal attacks on any of the group members. Any impolite behavior by the candidate will not be tolerated
- Do not initiate a one on one conversation with another member of the group

GD Evaluation Parameters

- *Pitch:* Research done by the candidate, seriousness about the opportunity, communication/presentation skills, thought process of the candidate
- *Discussion:* Logical thought process, how is the group thinking, how is the conversation is being driven by the candidates (who is driving the conversation vs the quality of the conversation), people handling skills
- *Presentation:* Listening and understanding skills of the initiator, leadership qualities of the candidates

Notes for DLO:

- The DLO can wish to ask a few candidates to summarize if he is not convinced by the response

GD Evaluation Matrix

	Good	Average	Bad
Pitch	1. Good in research 2. Good in communication	Average Research is done by the candidate but has 1. clarity of thought 2. communication skills	1. Bad in research 2. Bad in communication
Discussion	1. Initiator from the group with relevant points 2. Moderator from the group 3. Relevant points with good communication skills	1. Initiator from the group with irrelevant points	1. Vague points with no clarity
Presentation	Initiator	Initiator but did not summarize properly	Hesitated to take initiation

Personal Interview Process

Agenda

The agenda of this exercise is to understand if the candidate is capable of delegating tasks to the Grama Volunteer (GV), briefing them about the new schemes launched, clarifying the doubts raised, monitoring them and the process etc.

PI Evaluation Parameters

Basic skills of the candidate are measured during the PI assessment of the candidate which focuses on the following skills:

Parameters	**What are we assessing the candidate on?**
Technical skills	If the candidate can use a smartphone, knows how to drive because the job requires frequent travel (almost 90% of the time)
Communication Skills	If the candidate can speak Telugu fluently and efficiently, explain schemes/tasks to the GV and if he can clearly put forward his thoughts

People Management skills	Given the size of the team that an MLO has to handle, understanding his previous experience and scope of work is important
Behavioral skills	Liaising with govt. Officials, handling a huge number of GVs, we need to assess the candidate on his behavior and attitude
General Awareness	Minimum awareness of the government schemes and his region of work is important and needs to be assessed

PI Questions

Screening Questions:

1. Do you have a smartphone? (If yes, download a news app). Read a Telugu news article and summarize it in 2-3 sentences. Share the screenshot of the article at 9XXXXXXXXX or to the email address hiring.mlo@xxxxxxx.com

PI Questions:

1. Have you handled any team in your previous role? If yes, what was the team size and what was your role? (Basic)
2. Name top 3 issues of your mandal?
3. **Situation:** If you are given a target of distributing 5000 pamphlets in your Mandal in one day and you are also given 5 volunteers to execute this task.
   What will be your strategy and how will you monitor the work of the volunteers to ensure 100% efficiency?
   What will you do if any of your volunteers got caught/beaten by opposition party members?
4. Was your behavior typical in team setting as compared to your general behavior? (GD related)
5. Explain briefly about the Arogyasri Scheme/ Youth Employment/Fee Reimbursement implemented in the state of Andhra Pradesh.

PI Evaluation Matrix

Parameters	**Evaluation**		
	Good	**Average**	**Bad**
Technical skills	Can use a smartphone and willing to travel	Can use a smartphone but not willing to travel	Cannot use a smartphone

Communication Skills	Proficient in Telugu, Clarity of thought	Can speak in Telugu but cannot read/write, Clarity of thought	Not proficient in Telugu
People Management skills	Handled a team in the past	Can handle a team	Cannot handle a team
Behavioral skills	Confident & serious about the opportunity based on his preparation	Lack of preparation but confident	Over-confident and not serious about the opportunity based on his preparation
General Awareness	Accurate response	Attempt to answer the question	Did not answer the question

Interview Day Plan

- DLO with the help of hired volunteers will conduct the registration process for **15 Min** which starts at **10 AM** (10:00-10:15 AM) for the shortlisted candidates from 2 Mandal/ Municipality/Municipal Corporation scheduled for that slot
- DLO will verify the details of the candidate by referring the portal. Make the necessary corrections if needed
- DLO will collect the attested photocopy of Driving Licence of the shortlisted candidate and write the unique ID on the document
- DLO will brief the process of GD and PI. DLO will disclose the GD topic and communicate the rules of GD for **5 Min** (10:15 AM - 10:20 AM)

MLO Hiring Interview Day Plan			
Timeslots	Schedule	Task	Brief

10:00 AM - 12:00 PM (2 Mandals) 1:00 PM -3:00 PM (2 Mandals) 4:00 PM -6:00 PM (2 Mandals)	10:00 AM - 10:15 AM	Registration Process	DLO will check if the candidate has shortlisted for the GD & PI process in the portal for the 2 Mandal/Municipality/Municipal Corporation scheduled for that slot. DLO will confirm the details of the candidate. Correct the Mandal/Municipality/Municipal Corporation name if needed
	10:15 AM - 10:20 AM	GD & PI Process briefing	DLO will brief the process of GD and PI. DLO will explain the GD topic and communicate the rules of GD.
	10:20 AM - 10:40 AM	Group Discussion	DLO will conduct the GD for the candidates (Max 12) for 2 Mandal/Municipality/Municipal Corporation in this slot. This process includes 6 Min for Pitch, 8 Min for Discussion and 6 Min for Presentation
	10:40 AM - 10:45 AM	GD Evaluation	DLO will evaluate the candidates and shortlist for PI
	10:45 AM - 11:45 AM	Personal Interview	DLO will conduct PI for the candidates (Max 6 candidates for 2 Mandal/Municipalities/Municipal Corporation)
	11:45 AM - 12:00 PM	Personal Interview Evaluation	DLO will evaluate the candidates and selects 2 candidates (for 2 Mandal/Municipalities/Municipal Corporation)

Note: If any candidate has not attended in his scheduled timeslot, his GD & PI process will be conducted in the evening timeslot (4:00 PM - 6:00 PM)

- Candidates shortlisted for the GD & PI will be communicated about the Interview Venue, date & timeslot of his Mandal/Municipality/Municipal Corporation
- GD & PI process will be conducted at the District HQ for 5 days (including one day buffer)

3.5 On-boarding Process

Verification

All the relevant documents of the selected candidates shall be verified physically by the CTMs deployed while on-call verification of selected candidates shall be done centrally.

On-boarding & Induction

Post selection of the candidate, MLOs are on-boarded through induction where they are briefed on following

- Brief about the project (Gram volunteers, Gram Secretariat, completed and on-going campaigns)
- Roles and Responsibilities of MLOs (Training of GVs, Engagement and Feedback collection)
- A clear understanding of Government Schemes and policies
- Understanding of Hierarchy of the organization
- Reporting structure and formats (both online & offline)

Checklist for Documentation		
Name:	**Date:**	
District:	**AC Name:**	**Mandal:**

S.No	**Documents**	**Checklist**
1	Curriculum vitae	
2	Tenth, Inter and Graduation degree from UGC/AICTE recognized institute(original copies with Xerox copies)	
3	Working experience (If any)	
4	Copy of Aadhar to be submitted (self-attested)	
5	Copy of a valid driving license to be submitted (self-attested)	
6	Bank details(Account number, IFSC Code)	

7	Two Passport size photos	
8	Pan card details	
9	Provident Fund details (If any)	

Signature of Authority	Signature of Candidate

Contingency plan

Sourcing process

Sourcing	Contingency	Possible solution
Existing Database	The low number of profiles in a particular District/Mandal in the existing Database	Prepare a list of Mandals/Municipalities with least number of profiles and focus in those Mandals/Municipalities through 3rd party agency and self-sourcing
	In case of poor responses to IVRS calls	Additional/ Extended call centers should be facilitated and personal calls should be made to eligible candidates from the newly sourced and existing database. (Number of tele-callers is dependent on time and target)
	In case of low turnout ratio of applications received after responding positively to the IVRS	Additional/ Extended call center should be facilitated and personal calls/remainder SMS/Whatsapp message should be made to the candidates responded positively to remind to fill the application form (Number of tele-callers is dependent on time and target)
Third-party	Profiles received, did not meet the required numbers	Collate a list of Mandal/Municipalities with the least number of applications and push the 3rd party agency to focus on those requirements

	If the 3rd party agency claimed applications are more than the number in the hiring portal database	Collect the unique IDs from the 3rd party agency, cross-check the number of 3rd party agency applications with the unique IDs in the database
	If any candidate has applied either through the direct link or through the existing database link and also applied through 3rd party agency link	Then the candidate will be considered as applied through the existing database link or through the direct link
Self- Sourcing	If the turn out ratio is low even after JD circulated in all social media platforms	The paid promotion will be done in such cases to reach more audience
	If the turnout ratio of required volunteers is low	Reach out to local volunteers through social media groups to source the required volunteers

Screening process

Screening	**Contingencies**	**Possible solution**
Existing Database 3rd party Self-sourcing	Low number of applications after the screening process	Prepare a list of Mandal/Municipalities with least number of candidates meeting the eligibility criteria after the screening process, source the applications for that respective Mandals/Municipalities and also consider the eligible candidates of neighboring Mandals/Municipalities

	In case the Hiring Portal backend Dashboard fails for the screening process	Profiles of a particular District will be sent to the respective DLO. DLO will shortlist the candidates as per the eligibility criteria in the excel sheet

Interview Process

Contingencies	**Possible solution**
In case the Hiring Portal backend Dashboard fails for the interview process	Shortlisted profiles for the interview process of a particular District will be sent to the respective DLO. DLO will evaluate the candidate in the excel sheet and share the updates to the central team
If the turnout ratio for the interview process is low	The interviewed candidates will be asked for one referral each or at least to communicate through their network. Those who did not turn out on that day will be communicated to arrive on the following day. The people who will appear for Group Discussion will be interviewed if the turnout ratio is very low. Personal calls should be made by the DLO to eligible shortlisted candidates who didn't turn out for the interview process Communicate 3rd party agency to inform every eligible applicant to appear for the Interview.
If the candidates appeared for the interview did not reach the expectations	Source more number of applications for the respective Mandal/Municipality and also push the 3rd party agency for potential candidates. DLO should take a final call to select the waitlisted candidates if all the interviewed candidates are failed to meet the required criteria

If one or more candidate scores the same mark	The candidates with previous job experience and a candidate with more UG percentage will be preferred, but the final decision will be taken by DLOs.

Onboarding Process

Contingencies	**Possible solution**
In case of rejection of an offer by candidates before/during on-boarding	The waiting list candidates are given an opportunity to join
In case the candidate fails to join the post-induction process	Candidate should serve 1 month notice period before leaving. In the meantime, respective DLO is responsible to find eligible candidates either from the waiting list or through any other source.

Entire Process in a nutshell

Task	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	D15	D16	D17	D18	D19	D20	D21
Sourcing from Existing Database	Send IVRS & SMS					Personal Calls															
Sourcing from 3rd Party Agency	Sourcing, identifying and filling the gaps																				
Sourcing DPP	Monitor Screening and post JD					College visits, Newpaper inserts					High footfall areas, coaching centres										
Screening	Screening, communicate GD/PI Venue, date&time																				

Interview Process														Krishna District		GD & PI (Rest of the Districts)						
Onboarding																						Onboarding & Induction