

Draft Terms of Reference
Government of India
Ministry of Rural Development, Department of Land Resources
NPC Building, 5-6 Institutional Area, Lodhi Road, New Delhi -110003, India

Capacity Building Support Agency under Neeranchal
(Terms of Reference for Capacity Building Support Agency)

Background

The Department of Land Resources (DoLR), Government of India is currently preparing the World Bank supported Neeranchal National Watershed Management Project. Neeranchal is expected to positively influence the outcomes of the ongoing Integrated Watershed Management Project (IWMP) through technical and financial support for better delivery and impacts through improved planning approaches, capacity building, coordination and convergence, and supportive research and development. The main objectives of the IWMP are to restore the ecological balance by harnessing, conserving and developing degraded natural resources such as soil, vegetative cover and water. The outcomes are prevention of soil run-off, regeneration of natural vegetation, rain water harvesting and recharging of the ground water table. This enables multi-cropping and the introduction of diverse agro-based activities, which help to provide sustainable livelihoods to the people residing in the watershed area.

Whereas, Neeranchal is not expected to invest in field based interventions and is likely to provide technical capacity building support, the achievement of its outcomes will necessitate close alignment with the IWMP at both national and state levels. By design, Neeranchal is proposed to be implemented in 9 Indian states where significant IWMP investments are made. It is proposed as a 6 year project with the first being a zero-year. Specific to the current assignment, underlining the value of capacity building in overall successful implementation of a project and its sustainability, the allocations for CB had been enhanced in the Common Guidelines 2008 and the preparatory or CB phase was made a pre-requisite prior to the initiation of the works phase and 5% of the overall IWMP budget has been allocated to capacity building. It is seen that in many instances, the slow progress of the CB phase has in turn held up the works to be initiated in the next-phase resulting in substantial backlogs and low disbursements.

Accepting the crucial role and link that CB has in the overall achievements of IWMP, Neeranchal, which has the specific objective of improving the effectiveness and efficiency of IWMP, has integrated CB within Component 1 with a pan-India coverage, while allocating substantial resources to project states for need-based and innovative inputs. A CB Cell with dedicated experts at the Neeranchal PIU in the DoLR would be responsible for ensuring that the states are adequately supported in their CB endeavours and for achievement of results. The current assignment is envisaged for a Capacity Building Support Agency to be hired for the project duration to support the PIU – CB Cell.

Project Objectives and Structure

The **Project Development Objective** is to *Improve the effectiveness of the Integrated Watershed Management Programme (IWMP). Effectiveness is defined by improved conservation outcomes and agricultural yields for communities in project areas and adoption of new processes and technologies into the broader IWMP in participating project states.* Within this context, the key indicators are:

1. Conservation outcomes in project micro-watersheds
 - Incremental changes in biomass (NDVI values)
 - Incremental reduction in soil loss (t/ha/yr)
2. Increased average incremental productivity of arable lands in project micro-watersheds
 - Cereals (t/ha)
 - Pulses (t/ha)
 - Oilseeds (t/ha)
 - Vegetables (t/ha)
 - Milk (l/lactation)
3. New approaches developed under the project are integrated into national watershed management programs beyond project sites
 - National watershed guidelines reflect new approaches for watershed planning and monitoring
 - IWMP disbursement ratio in participating states increases over baseline

The proposed **Project Components** are:

C-1 - Central Institutional and Human Capacity Building

1.1 – Central capacity building

- support strengthening DoLR for improved watershed planning, support and policy analysis
- support training development and execution at state level

1.2 – Strengthening national M&E for watershed development

- design and develop an integrated M&E framework that links DoLR and states

1.3 – Communications

- Lead project-wide national communications

C-2 National Innovation Support

2.1 Research Coordination, Innovation Fund, and Knowledge Sharing

- Set strategic directions for institutional R&D and national innovation fund and coordination of partners
- General oversight and quality control for all thematic areas under the component
- Knowledge sharing – web-based knowledge sharing system for practitioners and professionals and communities of practice
- Operation of the Innovation fund

2.2 Institutional Applied Research and development – 2 consolidated focal areas

- Agricultural Performance, rural livelihoods and climate change
- Decision Support Systems and data bases for hydrology and watershed management
- The component will generate knowledge, tools and new approaches to support improvements in IWMP
- Support piloting at field level to develop a clear body of evidence for innovations
- Component 3 will scale up successful innovations in the field in project states

C-3 IWMP Implementation Support in Focal States

A – Core activities across all participating states

3.1 Support for improved program integration in rainfed areas

3.2 Institutional Strengthening

3.3 Adoption of R&D and Technology Transfer

3.4 Project Management and Coordination

B – State specific activities

3.5 State specific innovations and pilots

C – Urban Watersheds

3.6 Development of Urban Watershed Management

C-4 Project Management Support

Target Areas

The project would predominantly focus on supporting watershed management activities in the following nine states: Andhra Pradesh, Chhattisgarh, Gujarat, Odisha, Jharkhand, Madhya Pradesh, Maharashtra Rajasthan and Telangana. While primary project engagement would be with the State-level Nodal Agencies (SLNAs) of these states, sub-state engagement is likely in a few cases.

Overall Objective of the Assignment

The objective of the assignment is to support the CB Cell in the Neeranchal PIU to achieve results pertaining to CB at the central level as envisioned by the project for IWMP, identify and assist the nodal CB institute for the central level in smooth delivery of trainings and incorporate learnings from innovations and pilots expected to emerge from the Component 2 of the project into the CB framework at appropriate levels.

Scope of Work

Given the scenario described in the previous section, which is based on the experiences of most states, the primary need would be to undertake:

- A comprehensive assessment of the systemic and specific challenges in project states for CB and recommend realistic solutions to address these within the given framework of the programme
- A broad-based needs assessment of various stakeholders, both individuals and institutions to understand the appropriateness and adequacy of current CB initiatives. (During the project preparation phase, a CB strategy was developed to get an overview of the current status and look at initial recommendations. The CBSA would build upon this as required.)

Working closely with the CB cell at the Neeranchal PIU, tasks of the CBSA would include,

- Setting standards for various CB inputs,
- Advisory support and assistance to states and PIU CB Cell as required and requested, in terms of development of materials and modules, appropriate delivery mechanisms, identifying appropriate institutions and resource persons for both pan-India and state-specific needs,
- Identifying nodal and specialised training institutions suited to various requirements
- Assist SLNAs/state CBSA to develop training calendars
- sharing CB-related best practices and learnings across states,
- defining monitoring and evaluation benchmarks and indicators
- ensuring a framework for quality assurance
- taking a key role in trainings that would be imparted centrally and assist the nodal CB institute as required
- Based on inputs from the PIU-CB Cell, liaise with the Implementing Partners (IPs) to source new learnings and convert these into training material appropriate for the concerned stakeholder and either develop linkages with specialized organizations for the delivery of the same or strengthen the capacities of a core group of resource persons to deliver these.
- Recommend non-traditional and innovative modes and models for CB eg. video presentations at community level, satcoms, peer reviews, etc.

Deliverables and Timelines

No	Deliverable	Timeline
1.	A strategy paper or inception report indicating the basis and framework of the engagement	1 st months
2.	Assessment report of current systemic and state-specific challenges that hinder the smooth delivery of CB inputs through a prior approved framework	6 th months
3.	Training Needs assessments and report based on an approved framework for various categories of stakeholders including supporting organisations and institutions to understand the appropriateness and adequacy of current CB initiatives	6 th months
4.	Define parameters for assessing appropriateness and adequacy of training modules and materials for various stakeholders, undertake a sample review of that which is currently available and make necessary recommendations	8 th months
5.	Test as required new modules and training materials for their efficacy prior to dissemination and use on a larger scale.	12 th months
6.	General guidelines for delivery of training, including material, duration, training equipment, accommodation and other logistics for various target groups	12 th months
7.	SLNAs/state wise training calendars for their specific requirements.(trainings and further assistance as required)	8 th months
8.	Develop an inventory of institutions and organisations for both general and specialised training requirements, keeping in mind specific needs, target group, distance, etc	12 th months
9.	Develop ToRs for CB nodal and specialised institutes assist PIU and states to identify such institutions. Assessment of the actual conduct of trainings by these institutions	6 th ,12 th ,24 th ,36 ^t h months
10.	Assist state CBSA/SLNA to identify resource persons to the extent possible and options for ToTs to develop a core group of resource persons for every state or to be shared by states.	8 th months
11.	Prepare an inventory of thematic best practices that can form the basis for identification of options for exposure visits both national and international, to be updated on an ongoing basis	12 th months
12.	Prepare an inventory of CB best practices including methods, processes and models highlighting their contexts, unique requirements and ease of adoption	18 th ,24 th ,36 th ,4 8 th months
13.	Considering effective CB as a capability assessment, develop M&E indicators for impacts and outcomes as also intermediate indicators for the same	24 th months
14.	Assess CB outcomes for various categories of stakeholders on an ongoing basis	24 th ,36 th ,48 th ,6 0 th months
15.	Develop a framework for quality assurance	18 th months

No	Deliverable	Timeline
16.	Identify technical and managerial skills that can be centrally imparted, assess the availability of material and modules and assist the PIU-CB Cell and Nodal institute to deliver these on an ongoing basis.	12 th months and continuous
17.	Take a lead in converting and assisting states to convert learning emerging from C-2 into training material for relevant target groups with the help of specialist agencies such as Adult Literacy Dept. or others as required on an ongoing basis	18 th , 24 th , 36 th , 48 th , 60 th months
18.	Recommend non-traditional modes of training delivery along with steps for their operationalization including specialized agency deliverables, costs, etc.	18 th months
19.	Provide support as required to the Communications Team in the PIU	Ending to last payment
20.	End project or Project Completion Report	60 th months

Core team

No.	Position	Qualification and Experience
1.	Team Leader	Over 12 years of experience in design and delivery of CB in NRM-Sector preferably with externally-aided projects in India
2.	CB Specialist	Over 9 years of experience in design and delivery of CB in NRM-Sector in India
3.	CB Expert	Over 6 years of experience in design and delivery of CB in NRM-Sector in India
4.	Institutional & Social Expert	Over 10 years of experience in institutional development with the watershed sector in India at state and community levels
5.	Print Visualizer	Over 6 years of experience in layout and design of adult literacy and training materials

Reporting requirements

The overall reporting is to the Project Director – Neeranchal, JS-Watersheds, DoLR. The Agency will work closely with the CB cell at the Neeranchal PIU at DoLR. Results of assessments as indicated in the deliverables table would need to be submitted in both soft and hard copy, 3 each, to DoLR. Other activities to be taken up on an ongoing basis will be taken up in mutual agreement with the PD – Neeranchal or his/her designate regarding deliverables and timelines. The DoLR would review the progress of consultancy against agreed parameters and has the option to terminate the consultancy in case of non-fulfilment of commitments.

Client's Inputs and Counterpart Personnel

DoLR on its part would make available all publicly disclosable information for the Project, including assumptions, assessment reports, relevant budgets, etc., set up linkages with relevant partners including states and other implementing partners. It would draw up in coordination with the agency, an agreed framework for inputs, milestones and payment schedule, refined on the basis of the inception report. DoLR would also indicate a nodal person in the PIU CB Cell as the contact person for regular day to day activities related to the agency.