

Ministry of Rural Development
Department of Land Resources
Neeranchal National Watershed Project
Draft Terms of Reference
For
Project Management Consultant Services

1. BACKGROUND

The Department of Land Resources (DoLR) Government of India is currently preparing the World Bank supported Neeranchal National Watershed Project. Neeranchal is expected to positively influence the IWMP outcomes 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. In addition, there is a Scheme of Technology Development, Extension and Training (TDET) is also being implemented to promote development of cost effective and proven technologies to support watershed management.

Whereas, Neeranchal is not expected to invest in field based investments and is likely to provide technical capacity building support, it is expected to positively influence the outcomes of IWMP through addressing its shortcomings that would also include environment and social related challenges of watershed programs. It is therefore, critical to closely look at the current state of affairs in the watershed sector and identify potential environmental and social issues, assess the effectiveness of the ongoing watershed programs including the IWMP, especially their outcome focus and impact on people's lives and productivity, and identify the key challenges in sustaining the investments made on watersheds. Issues related to environmental and social sustainability of these investments also need to be considered.

2. PROJECT DESCRIPTION

The preliminary **Project Development Objective** is: *Neeranchal aims to increase income through enhanced agricultural production and improve sustainability of natural resources through better watershed management among the people living in selected micro-watersheds in Nine States (Maharashtra, Gujarat, Rajasthan, Madhya Pradesh, Chattisgarh, Jharkhand, Orissa, Andhra Pradesh, Telangana) , by adding value to IWMP programs through institutional reform, capacity building, the development and application of best practices, and convergence with other Government projects.*

a) Project Components

There are four proposed project components:

1) Institutional Reform and Capacity Building, in DoLR and across all states

The component would be delivered across all states and strengthen the capability of key national watershed institutions, particularly the DoLR and NRAA to more effectively plan, coordinate, deliver, and monitor integrated watershed programs; undertake relevant policy and economic analyses; develop national watershed strategies; and report on national progress. Specialized training would also be provided to State Level Nodal Agencies (SLNAs), other designated watershed implementing agencies, village level extension agents, community institutions, Gram Panchayat members, watershed committees, and farmers around improved watershed management practices.

2) State IWMP Support and Post Project Sustainability in Focal States

In the proposed nine focal states, the component would provide intensive support for improved IWMP operations and convergence/integration with other relevant sectors and schemes. The component would strengthen the lead nodal IP responsible for integrated watershed management; pilot integrated catchment assessment and planning processes; develop comprehensive digital databases for improved and integrated watershed management planning; develop strong internal M&E tools, including MIS in the state nodal IP; pilot community-based monitoring and documentation; and support incremental costs of state PMUs related to project implementation.

3) National Innovation Support

The component would support: applied research studies across key thematic areas including integrated landscape management and agricultural intensification, climate smart agriculture and agriculture value chains; applying best practices and tools for basic and advanced hydrological assessment; better demand-driven technology transfer; strengthening the institutional arrangements for coordinating and delivering longer-term needs-based research identification, technology transfer, research quality assurance, and dissemination of rainfed agriculture and watershed management research.

4) Project Management/Implementation Support.

This component would support the operation of a national Project Management Unit (PMU) in DoLR; a comprehensive communication program; 3rd party M&E support directly tied to project activities, including baseline surveys, input and output monitoring, process monitoring, impact assessments, acquisition of necessary remote sensing images, and case studies to guide project implementation.

The project would concentrate on providing specific technical support activities, goods and incremental costs and would generally not finance major physical works. The Neeranchal investments in technical assistance would complement IWMP and its own investments in watershed planning, physical works for soil and water conservation, and alternative livelihoods through ongoing operations. Component 1 in Neeranchal addresses capacity building at central, state and local levels in addition to what IWMP already delivers. Component 2 potentially focuses on issues that have not been considered at scale in most ongoing watershed programs and as such it may be necessary to ensure that their anticipated environmental and social impacts are included and also addressed. Component 3 is largely supporting research, development and technology transfer to support IWMP delivery, farmers, and other stakeholders. Given the technical assistance focus of the project, as at this stage it does not entail Bank direct investments on the ground (such as, water and soil conservation works, constructing check dams, erosion prevention structures etc.), there may be only minor environmental and/or social safeguards issues to be mitigated. At the same time, the project is designed to improve the capacity of DoLR and watershed institutions in participating states to better address safeguards in their IWMP.

b) Project Location

The project would predominantly focus on selected sites in dry land areas in nine states: Andhra Pradesh, Chhattisgarh, Gujarat, Odisha, Jharkhand, Madhya Pradesh, Maharashtra, Rajasthan and Telangana. The states present a wide range of physical characteristics ranging from hilly terrain and forested highlands of central India on one hand to drier landscapes of the western India as well as five states with fairly long coastlines. The nine states also vary in terms of agro-climatic and/or agro-ecological zones with widely varying temperature and rainfall profiles. Broadly, all the states have small and marginal farmers with small sized farmlands facing the challenges of climatic variations with current low levels of resilience to climate change.

3. NEED OF PROJECT MANAGEMENT CONSULTANT

For ensuring effective and timely implementation of the project, Neeranchal National Watershed Project under Department of Land Resources (DoLR), desires to hire consultancy services of competent consulting firm having significant knowledge, expertise and institutional strengths in management and administration of development sector projects. A highly qualified 3rd party Consultant is needed to support the department in implementation of project by providing services in the areas of human resources management, office management and administration, procurement services and financial management services. The Consultant is also required to arrange travel services, hotel arrangement, organizing workshops, seminars also.

4. OBJECTIVES OF THE ASSIGNMENT :

The objective of the assignment is to establish a strategic collaboration with Department of Land Resources to provide comprehensive support to Neeranchal in the areas of

- a) Human resources management,
- b) Office administration support including local/national/ international travel & hotel arrangement,
- c) Organizing workshops/ seminars/ training programmes,
- d) Purchase of office equipments, stationary, etc., maintenance support,
- e) Procurement support services,
- f) Financial management support services and
- g) Any other project implementation support activities as required during such contract.

5. BRIEF SCOPE OF THE ASSIGNMENT:

- a) The Management Consultant will be responsible for providing certain services which would make Neeranchal functional in all aspects such that it can support various states across India in rolling out Neeranchal.
- b) For carrying out this, the management Consultant will be responsible for providing requisite services by deploying suitable qualified manpower. *The manpower to be recruited and deployed by the Consultant for the project would be approximately 40 in number which includes experts and support staff. The terms and conditions including remuneration rates and allowances for the manpower required by DoLR for the project will be decided by DoLR. The management agency will be responsible for recruitment of the required manpower on contract basis in*

consultation with Neeranchal. The remuneration and allowances for contractual manpower engaged for the project will be first paid by the Consultant and will be reimbursed by DoLR on actual basis. The rates for this manpower are not to be quoted by the Management Consultant.

- c) The manpower deployed by the Management Consultant will be dedicated full time for this service and shall be retained with that exclusive requirement. To ensure quality, the Consultant shall develop and follow an exclusive HR policy, Manual describing standards and guidelines for managing the manpower deployed for the purpose, based on comparable similar structures established for delivering technical assistance projects of this nature in rural watershed management and livelihoods sector. The selected Consultant will provide services through deployment of suitable manpower, having results orientation, potential to lead a thematic unit and ability to extend quality support to states. The manpower deployed should be in accordance with the service requirements of Neeranchal and to be assured of quality of service, the deployment of manpower would be with the concurrence of the Ministry of RD.
- d) The composition of manpower to be deployed by the Management Consultant will be based on the services assigned to them. The specific service requirement may be changed based on the roll out of the programme in the states and based on periodic reviews of the programme. This should be matched by changes in the manpower deployed. Thus the personnel to be deployed for the project will not be static. It will vary in response to the additional requirements of services. However for evaluation of consultancy, this clause (i.e,2c) will not be taken in to consideration, as the Consultant at this stage not required to assess the additional requirement.
- e) The Consultant will ensure that while selection of manpower to be deployed it will maintain the highest degree of transparency. The Consultant will ensure selection of only those candidates who fulfil the eligibility criteria prescribed for the task to be performed. The search and selection process should continue till suitable manpower is found and recruited by them. Under no circumstance will the selection and recruitment requirements be diluted, since that will affect adversely the quality of the services to be rendered. All information related to recruitment of manpower will be provided to Neeranchal as and when required.
- f) The Consultant will also provide support staff for Neeranchal. Periodic assessment of incremental requirements in services to be rendered will be communicated by the Neeranchal based on the emerging work program and the Consultant will deploy additional manpower to match additional service requirements.
- g) The Consultant will provide support services in implementation of procurement activities and provide back-office support on procurement related processing and transactions. This will include assistance in advertising the Expression of Interest (EoI), notices in newspapers and website for all procurement undertaken by the Neeranchal.
- h) The Consultant would provide back-end support to Neeranchal to maintain records of expenditures incurred for the services along with the supporting documents, track expenditures by activity heads, etc. All governance, monitoring and reporting aspect of this assignment will be under the control and superintendence of the Joint Secretary,(WM),DoLR. The management Consultant will need approval for its activity plan, including deployment of manpower from the Joint Secretary,(WM),DoLR on a quarterly basis.

- i) The Consultant would organize and manage events as workshops and seminars, training programmes, etc as per the requirement of Neeranchal and would the assignment will also include local/national/international travel management with lodging. The norms for lodging, boarding and travels for project personnel would be as per the norms of World Bank as agreed upon for Neeranchal Project. The cost of workshops, seminars and training programmes will be reimbursed to the Consultant as per the actuals, based on the budget norms approved by DoLR. The consultant has to indicate management cost of organizing such events.

6. DETAILED OF TASKS AND RESPONSIBILITIES:

A. Human Resources Management :

- a. **Preparation of Neeranchal HR Policy & Operational Manual:** The Consultant will prepare the HR Policy & Operational Manual in consultation with Neeranchal, which will include:

- (i) Formulation of HR Policy
- (ii) Organizational structure including supervision and reporting arrangements
- (iii) Detailed job profiles for various positions including, minimum qualifications competency requirements, detailed tasks & responsibilities, reporting specifications, etc.
- (iv) Selection process for experts / contractual project personnel as per agreed rules and applicable procedures
- (v) Capacity building of staff, experts and contractual project personnel for improving their project management capacity
- (vi) Compensation and salary structure
- (vii) Experts'/contractual personnel's performance appraisal system
- (viii) Incentives, both monetary and non-monetary to experts/contractual personnel
- (ix) Contracting procedure for engaging experts / contract-personnel including contract termination.
- (x) Attendance and leave regulation for Experts / contract personnel.

- b) **Providing quality services by deploying adequate and qualified manpower for Neeranchal** - Based on the HR Manual, the Consultant will conduct the selection process by following applicable rules and procedures in a transparent manner and will ensure that the best quality manpower is engaged in the project. Neeranchal will participate in the selection process of key Project Personnel. The composition of Neeranchal would be on the basis of requirement, assessed after periodic reviews during the contract period. The engagement of experts / personnel on contract will be done as per the agreed actions from time to time. All governance, monitoring and reporting aspects of engagement will be under the control and supervision of the Project Director – Neeranchal. The Consultant will provide the replacement for any expert / contract-personnel within 1 month from the date of position falling vacant. The Consultant will follow a structured system of receiving

applications and scrutinising them on set criteria as agreed with Neeranchal. All information about the selection process will be provided to Neeranchal as and when required. The Consultant will also hire short-term consultants and resource persons based on terms of reference finalised and approved by Neeranchal. Consultant will provide personnel for secretarial, janitorial and support services to Neeranchal.

- c. Orientation and Training of the experts /personnel on contract:** The Consultant will formulate and manage orientation and training programmes for experts / personnel on contract for building their technical and managerial capacities. The Consultant will provide logistic arrangements for all training programmes. For in-house trainings, the Consultant will identify and engage resource persons as per needs. The Consultant will maintain all training records for verification and accounts purpose. The norms for lodging, boarding and travels would be as per the norms of World Bank as agreed upon for Neeranchal Project.
- d. Experts' / Contract-Personnel's Performance Appraisal System (PAS):** The Consultant will prepare, pilot and roll out the PAS as per the HR Manual and will maintain performance appraisal records.
- e. Preparation and Implementation of Organization Development (OD) Plan:** As per OD strategy detailed in the HR Manual, the Consultant will carry out concurrent monitoring, obtain feedback on HR issues from project personnel and will suggest OD activities. The OD activities agreed by Neeranchal will be implemented by the Agency.
- f. Human Resource Administration:** The entire HR management will be the responsibility of the Consultant and it will make the HR system functional as per the HR manual as agreed below:
 - (i) After selection, the experts, short-term consultants, resource persons and project-personnel will be engaged on its rolls by the Consultant on contract for Neeranchal.
 - (ii) The Consultant will be responsible for timely disbursement of honorarium/ consultant's fees, reimbursement of TA/DA, extending benefits as per entitlements and ensuring safety measures, insurance and risk coverage as provisioned for experts/contract-personnel. The leave management and disciplinary control system for experts/contract-personnel will also be addressed by the Agency.
 - (iii) Agency's Progress Report will clearly capture outputs on HR Administration against agreed plans.

Outputs:

- (a) Detailed Reports on work plan, approach to the assignment and proposed manpower deployment plan.
- (b) Deploying requisite manpower for the tasks entrusted and making necessary changes in deployment as per changes in the services requirements.

B. Office Establishment:

- a. **Purchase of Office Equipments:** The Consultant will help in procuring the identified office equipment for effective functioning of project. The office equipment will include assets like Computers , Laptops etc and the recurring requirements related to the equipments.

C. Office facility management:

- a. Office facility management and maintenance will be the responsibility of the Agency. The Consultant will put in place operational systems for efficient and optimal functioning of the office set-up from where Neeranchal will be functioning. The office facility management would include janitorial services; file-management services; security; property or building management; engineering services; space planning and accounting; mail and message services; records management; computing and telecommunication system; safety; and other support duties including necessary legal compliance.

D. Procurement support services:

- a. The Consultant will provide personnel for procurement support services to Neeranchal in implementation of procurement activities and provide back-office support on procurement related processing and transactions. For the Neeranchal Procurement Unit, to carry out their procurement functions, Consultant will release all kinds of advertisements, tender notices, expressions of interest, press releases and other print media materials as required and approved by the Project Director – Neeranchal, and provide administrative support as needed for organising pre-bid meetings, bid openings, etc. Consultant will provide administrative support in procurement related record maintenance as needed.

The Procurement personnel of the Consultant will prepare Procurement related documentation like EoI, RFP, ToR, bidding documents etc, and will provide procurement-administrative support as stated above.

Outputs:

- (a) Procurement related documentation like EoI, RFP, ToR, bidding documents etc, generated and provision of administrative and procurement support as stated above;
- (b) The Consultant carries out procurement required by them following agreed procedures.
- (c) Back-office systems for management of procurement activities established; and
- (d) The Agency's quarterly report clearly indicating above outputs related to procurement support services rendered.

- E. Financial management support services:** The Consultant will provide manpower for back-end support to Neeranchal to maintain records of expenditures incurred for the services along with the supporting documents, track expenditure by activity heads, etc. The Personnel will help in preparing statements of expenditures (SOE),IUFRR compiling and preparing consolidated progress reports for the office related expenditure.

Outputs:

- (a) Accounting system for tracking expenditure by activity heads; and
- (b) Periodic progress and analytical reports for submission to Neeranchal;

F. Travel and logistics: Travel Arrangement:

- a. It is envisaged that Neeranchal staff and experts / personnel engaged on contract will need to undertake considerable amount of official travel outside their headquarters (New Delhi). Therefore, provision of travel and logistic services to the staff and experts / personnel engaged on contract is a key requirement and the coordination for travel booking and other logistic support will be arranged through the Agency. For this the activities will include the following:
- b. **Travel Service Desk:** Consultant will set up a travel service desk at Neeranchal office premises to provide required travel and logistic services as per the travel demands in terms of ticket , hotel booking & taxi services.
- c. The Consultant will make travel arrangements for project personnel for their domestic visits by various modes i.e. air / railway / bus / private vehicle as per the time-to-time requirements of Neeranchal.
- d. **Hiring of Vehicles for the Project:** The Consultant will assess the vehicle hiring needs of project personnel for intra-city local travel, visits to nearby project area, exposure visits, training programme, workshops, seminars, etc. Services of local Travel agency for providing vehicle services is to be procured as per this requirement.

The travel undertaken by the deployed manpower would be based on the requirements of the Neeranchal.

Output:

- (a) Travel, Subsistence and Accommodation norms/ guidelines
- (b) Travel services desk at office premises established and providing required travel and logistic services.

G. Organizing and Managing Events - Workshops & Training Programmes:

- a. During the implementation of Neeranchal, it is foreseen that there will be numbers of events like workshops, training programmes, seminars, innovation forums, press conferences, external missions etc. to be organised in New Delhi and other locations. The Consultant will support Neeranchal in planning, organizing and management of all events which will include all logistics.
 - (i) **In-house Trainings:** For in-house training the DoLR will identify and engage guest faculties and the Consultant will make all necessary arrangements for them.
 - (ii) **Out-station Trainings:** The Consultant will make arrangements for the Training of Project Personnel including registration, travel & lodging and other arrangements as per the need of training. Detailed instructions to this effect would be provided by DoLR sufficiently in advance before the commencement of each specified activity.
 - (iii) **Reports on progress on events:** Consultant will provide quarterly progress report indicating progress on events completed against plan.

7. DUE DILIGENCE BY MANAGEMENT CONSULTANT:

The Consultant will follow all financial due diligence expected under Neeranchal implementation framework for incurring expenditure. This fund to meet the following reimbursable expenses will be available to the Consultant for all the expenditure incurred in accordance with the terms of the agreement and includes:

- The costs of manpower deployed for Neeranchal;
- Procurement of goods and service for office operations; equipment as necessary for the manpower deployed and office functions and other necessary items as per requirements;
- Communication including release of advertisement, press release etc.;
- IT maintenance services, including ensuring hardware, software and networking services etc;
- Various miscellaneous activities as may arise based on situation and demand.

8. REVIEW AND MONITORING OF THE ASSIGNMENT

The performance of the Consultant will be judged on the basis of work done against the agreed work plan. The Consultant will prepare quarterly activity plans and share it with Neeranchal. A monthly review mechanism will be put in place and represented by core members of Neeranchal and the Consultant. The review of the progress and plan for future action will be decided therein. In case, Neeranchal has any objections related to assignment deliverables, it will inform the Consultant in writing. The Consultant will comply with the recommendation made by Neeranchal and accordingly complete the assignment at no additional cost.

9. REPORTING MECHANISM:

As per the reporting requirement under the contract, the Consultant will submit the following reports which will be reviewed and approved by Neeranchal:

- (i) Action Plans and deliverables along with budgets
- (ii) Monthly / Quarterly Progress Reports against the agreed quarterly outputs in AAP.
- (iii) Monthly / Quarterly Financial Reports, including statement of expenditures.
- (iv) Any other reports as agreed between the partners for certain critical activities in the Annual Action Plan

10. SUPPORT TO BE PROVIDED BY THE PROJECT

- Neeranchal will designate key-official as nodal officer for this assignment to ensure that the assignment is implemented as per Contract.
- Make available all program documents including program appraisal reports, program implementation plan, operations manual, support manual, etc.
- Constitute a Review Committee who will monitor the assignment progress on a periodic basis.
- Facilitate the participation of key staff/project team for discussions, workshops, training programme whenever needed
- Neeranchal will advise on the various activities to be performed by the Agency.

- Neeranchal will provide timely feedback and comments on all reports submitted by the Consultant in a reasonable period of time for undertaking necessary revisions or corrective actions as necessary.

Annex 1:

Description of Services for Supporting Implementation of Neeranchal

The manpower to be provided by the Management Consultant would be expected to provide the following services for supporting implementation of Neeranchal Project:

- Thematic Support;
- Technical Assistance;
- Program Management;

The *Thematic support unit* would consist of national thematic managers, and program executives. This unit would largely be responsible for ideas incubation, policy framing and formulating implementation strategies for core programme implementation at both national and state level.

The *Technical Assistance* unit would have spearhead teams which would support states for program implementation at the ground level. This would reduce the risk of uneven implementation of the Neeranchal.

The *Program Management* unit would look after the operational dimensions of the Neeranchal such as fiduciary functions of finance and procurement, administration, monitoring and evaluation , human resource management and office management

Annex – 2: Key Staff Profile of Management Consultant for providing Management Support

Indicative team of key members required to deliver the management support objective:

A. Core Team

S. No.	Key Member	Desired Profile
1	Team Manager (1)	Post graduate degree in HR, Finance, Business Administration or a related discipline with at-least 10 years experience in HR management, office administration, logistic management along with demonstrated experience in handling similar assignments in large scale projects (World Bank/ Donor funded – understanding of GFR, WB procurement processes is required).
2	HR Management Expert (1)	Post graduate degree in HR or a related discipline with at-least 7-8 years experience in HR selection, payrolls management, managing legal compliances related to HR administration, grievance redressal, office management and logistic coordination.
3	Accounts Expert (1)	Recognized degree in accounting, finance or a related discipline. Minimum of 5 years of experience, ideally in a project related setting. Proven ability to prepare necessary financial reports including budget preparation, maintaining books of accounts, statement of expenditure etc., i.e. ability to establish recognized procedures to account for fund use.
4	Procurement Expert(1)	Recognized degree in accounting, finance, engineering or a related discipline. Minimum of 5 years of experience in procurement management in a externally aided project. Proven ability to prepare EoI, ToR, RFP and bidding document etc.
5	Management Executives (2)	Masters degree in Business Administration or related field with minimum of 7 years of experience in programme administration including HR administration, logistic support, and procurement management support.
6	Administrative Executive (2)	Bachelor/ Masters degree in management, Information Technology or related field with minimum of 5 years of experience in front or back office, specifically in IT network administration & troubleshooting, and in providing logistic support.