

Terms of Reference

Project Implementation Plan Consultant

Neeranchal Watershed Management Project

Project Context

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 investments 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 8 Indian states where significant IWMP investments are made. Given the decentralised implementation structure of the IWMP, and the flexibility accorded to the states to design their own implementation models, it is important that the overarching rules of engagement for the Project with different stakeholders both at state and sub-state level as well as its own internal mechanisms be clearly indicated through a well-defined Project Implementation Plan. This is especially important as the Project design also envisages engagement with a number of government and private organisations for the successful implementation of its various components. For Bank supported projects, this is also a mandatory requirement for Project Appraisal.

Project Description

Overview

The preliminary **Project Development Objective** is: *Neeranchal aims to increase incomes through enhanced agricultural production and improve sustainability of natural resources through better watershed management among the people living in selected micro-watersheds in eight States, by adding value to IWMP programs through institutional reform, capacity building, the development and application of best practices, and convergence with other Government projects*

Overall Project Structure

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 eight 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 agency 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 agency; 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 descriptions of the components above provide a fair overview of the range of activities and actors likely to be involved during the lifecycle of the project. The individual component designs being developed will provide more specific information on this towards developing the overall PIP/PIM.

Target Areas

The project would predominantly focus on supporting watershed management activities in the following eight states: Andhra Pradesh, Chhattisgarh, Gujarat, Odisha, Jharkhand,

Madhya Pradesh, Maharashtra, and Rajasthan. 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.

Institutional Arrangements and Reporting

The lead implementing agency is the Department of Land Resources, Ministry of Rural Development, Government of India. The project, however, will be implemented on the ground with various state governments and in all likelihood, at least a few local governments and communities. As such it requires coordination, collaboration, and information sharing. Overall project coordination will be with the DoLR, and a dedicated PIU is being set up for the purpose. A significant quantum of the project's investments will be implemented by state watershed agencies, as States have primary responsibility for implementation of the IWMP to achieve its targeted outcomes. In addition however, some national-level activities will be implemented directly by DoLR.

Need for a Project Implementation Plan

In line with the proposed project and component objectives, the DoLR places the highest importance to undertaking effective program delivery at field level in partnership with a range of stakeholders. It is essential that a comprehensive Project Implementation Plan (PIP) be prepared to guide project partners in all aspects of executing the project. The document (PIP) will serve as a management tool to guide various partners involved at different levels to effectively implement the project.

Aim of the Consultancy

Overview

The aim of the consultancy is to support the PIU in the preparation of the PIP for the Neeranchal Project as per the World Bank guidelines including detailed description for planning and implementation arrangements, schedule for procurement actions, schedule for disbursements, provision for setting up project accounting and financial management systems, and the monitoring and evaluation arrangements. Given the complexity of the project, as well as the involvement of several states and agencies at federal, state, local government levels, the PIP will necessarily be a comprehensive and well-organized document. At the same time, it is important to note that the PIP is a living document, to be amended throughout the project as activities change, or when lessons learned suggest alternative implementation processes. The goal of the immediate consultancy is to prepare a PIP that represents the best guidance on how the project would be implemented with both central and state delivered activities across all components.

In drafting the PIP, the consultant will draw on a number of documents being prepared concurrently, including the component designs, activities, and costs; environmental and social assessments; baselines; institutional assessment; procurement plan and manual; financial management manual; etc. Annex-1 provides a list of all completed /ongoing studies in preparation of the project. The consultant would also interact with key project stakeholders during the course of the consultancy.

Scope of Work

The consultant will be responsible for the following:

- *Prepare the draft Project Implementation Plan (PIP):* The consultant will be responsible for drafting/ finalizing the PIP and its annexes, within a time bound action plan, as per the WB guidelines and, agreed mutually between the WB and DoLR. The PIP will include the detailed description of the project, the various components involved, detailed implementation arrangements including institutional setup and responsibilities, financial management and procurement procedures, project management systems including monitoring and evaluation and MIS, Financial Management Systems; etc. Being a multi-state project, the PIP will also encompass core state-implemented activities. At the same time, the project envisages some additional activities and requirements from one state to another within the overarching design framework. The PIP should therefore effectively capture this framework and its operationalization in specific contexts. Indicative activities including their broad implementation plans as emerging from the project component design/s could be provided for each state as annexes.
- *Review and incorporate study results into the PIP:* The consultant will be responsible for reviewing various preparatory studies that the DoLR and WB have commissioned and incorporating, as necessary, relevant findings and results of these studies into the PIP.
- Study various policy decisions and Government orders and highlight the key “rules of the game” and action required to implement those rules.
- *Liaise with World Bank and other stakeholders:* The consultant will be responsible for interacting with key project stakeholders to seek their feedback on the draft PIP and finalize the draft based on such feedback.

The specific tasks of the consultancy are linked to the following components of the PIP:

1.0 Introduction

Overview of Neeranchal including its scope, development objectives, key partners and their primary roles and responsibilities, coordination mechanisms, implementation schedule, project sites, beneficiaries and components.

2.0 Detailed implementation arrangements

For each component, sub-component and key activities, develop a detailed implementation plan including, a brief objective, description of the activity, implementing entities and how the activities will be delivered, methodologies and processes, etc. The use of Gantt charts, and other graphics is required, particularly for complex activities and/or processes involving multiple stakeholders. In addition, the PIP should have a detailed Gantt chart for each component as an annex. The component-wise Gantt charts should be fairly detailed for the first 2-3 years of component activities (longer if possible) and then outline probable implementation scheduling for the remainder of the project.

3.0 Procurement Arrangements

The process of developing a detailed procurement plan for the initial 18 months of the project is ongoing. The consultant will attach this as a separate annex, and then draw from the plan for text in the PIP main body as required. The procurement plan would cover the following key points:

- Procurement Plan – Overall and Annual
- Principles of Good Procurement
- Procurement Guidelines
- Basic Rules for Works Contracts
- Basic Rules for Goods Contracts
- Margin Of Preference
- Basic Rules for Services Contracts
- Selection Criteria
- Terms of Reference and Technical Specifications
- The Evaluation Committee at National and State Levels
- Award of Contracts
- Modifying Contracts
- Prior Review Thresholds
- Ex-ante and Ex-Post Control

4.0 Financial Management

A detailed financial management plan being prepared for the project would be added as a separate annex, and then draw relevant matter from the plan for the text of the PIP as required. The financial management plan would cover the following key points:

- Project Financing, Agreements and Letters of Confirmation.
- Financial Management Overview
- Financial Management Framework, Fund Flow and Disbursal Arrangements
- Eligible Costs
- Payment Procedures
- Project Documentation and Accounting
- Reporting Requirements
- Internal and External Controls including Audits

5.0 Monitoring and Evaluation

The consultant would draw from existing documents related to M&E (approach paper, plans, TORs, etc) to develop an framework annex and section in the PIP on the M&E approach that would cover the following key points to the extent possible:

- Results Framework and Indicators
- Project Monitoring and Evaluation Framework
- Monitoring Tools and General Approach
- Baseline Indicators and Other Targets
- Input-Output, Process, and Impact Evaluation
- Risk Assessment
- Roles and Responsibilities of Project Stakeholders in Monitoring
- Information and Training Sessions
- Establishing a project M&E Internet Web Site at the PMU
- Reporting Arrangements and MIS

The baseline information as emerging from the MIS and M&E baseline study being undertaken should definitely be included.

6.0 Safeguards

The consultant would draw from the draft Strategic Social and Environmental Assessment (SESA) to develop an annex and text in the PIP main body on the safeguards being triggered by the project, and how these will be monitored and mitigated during implementation. The annex would cover the following key points:

- Safeguards Approach of the Project
- Environmental and Social Impacts and the Mitigation and or Safeguards Instruments
- Environmental and Social Impact Monitoring

7.0 Supervision Approach of the Project

The consultant will lay out a probable schedule for implementation support missions by the World Bank over the project lifespan, and identify the key roles and responsibilities of the implementing agencies, Bank and other partners in planning and executing these missions.

8.0 Governance and Accountability Mechanisms

The consultant will draw from the grievance redress study and the ORAF table from the emerging PAD to define this requirement.

9.0 Key Annexes

The consultants will complete the following annexes (many already referred to above):

- Component-Wise Activity Plans including Gantt charts;
- Monitoring and Evaluation Baselines;
- Safeguards Manual;
- Procurement Manual & Procurement Plan;
- Financial Management Manual;
- For key Staff and Experts at national level, specification of clear roles and accountabilities and the required qualification, skill and experience for any given position;
- List of activities requested by or proposed for specific states

Methodology and Steps

The assignment will primarily be a desk exercise, preparing the plan based on the various documents available such as reports, studies (past and currently being done), Government Resolutions, etc. In addition, interaction with some of the stakeholders of the proposed project at national and state levels would be required. The following steps are foreseen.

- Review all available documents, including mission aide memories, assessments and studies already completed or under preparation, and documents, and other available information under the respective headings of the PIP. This activity will result in the 1st draft PIP;
- Develop Gantt charts using Microsoft Project, Excel or other suitable software, in collaboration with the client;
- Upon finalization of the first draft PIP, the Consultant shall present the document at a workshop with select stakeholders. Based on feedback received from the workshop the PIP can be revised as the 2nd Draft PIP.

Deliverables, Milestones, and Supervision, Support and Ownership

1.0 Key Deliverables

The key deliverable is a draft PIP complete with all annexes, detailed table of contents, and list of acronyms. The consultant will deliver six (6) copies on CD-Rom or flash drives as well as six (6) soft copies in color.

2.0 Duration and Key Milestones

Commitment of up 80 professional days is foreseen for this assignment, including approximately 30 days of travel to project states would be expected. It is anticipated that the initial draft PIP will be delivered within 16 weeks of contract signing. In reaching this challenging goal, the following milestones are:

<i>Milestone</i>	<i>Weeks after signing contract</i>
Submission of detailed inception report	1 week
Submission of 1 st draft PIP	10 weeks
Receipt of comments from client (including workshop)	12 weeks
Submission of final PIP for DoLR and Bank approval	16 weeks

3.0 Supervision

The Project Director shall be responsible for review and monitoring the progress of the assignment. A review committee with the Project Director as chairperson, may be constituted to monitor the progress and interact with the consultants. The committee will include experts nominated by the Project Director in consultation with the Bank. The committee may also seek comments and inputs on the consultant's work from Bank staff and other experts as appropriate.

4.0 Support

The project will provide relevant documents and organize feedback sessions where interaction between the concerned officials and the consultant team can be undertaken. It will facilitate cooperation from the concerned departments on prior intimation from the consultant. Access to relevant official documents will also be permitted.

5.0 Ownership

This study is funded from Neeranchal Project funds and therefore the GoI shall be the owners of the study output. The consultant will have no right of claim to the study once completed. The Consultant shall not use or replicate the study without prior consent of the coordinating officer.

6.0 Expected Costs

Consultancy Description	Person-Days	Rate/Day (INR)	Total Fees (Lakh)	Field Travel (Days)
Drafting PIP	80	8,000	6.40	30

The Individual Consultants would be paid on the basis of actual working days as per work plan for the individual consultant or changes thereof approved by DoLR. Further , for field visits, the individual Consultant would be eligible for receiving reimbursement of First AC Train fare/ Apex Air fare (economy class) by Air India; reimbursement for boarding and lodging up to Rs. 3000/- per day as per actual; and reimbursement of local travel charges up to Rs. 500/- per day.

Desires Qualifications and Expertise of Consultant

Education

- It is expected that the consultant will have a degree in a relevant subject area such as business administration, public administration, human resource management, business studies, project management, etc.

Experience

- The Consultant will be able to demonstrate a minimum of 10 years of experience and expertise in developing high quality project plans and manuals related to complex natural resource management operations financed by multi-lateral organizations such as the World Bank.
- The consultant will have a good understanding of project management, planning and design related issues. Knowledge of natural resource management and in particular watershed management, would be an asset.

SELECTION CRITERIA FOR INDIVIDUAL CONSULTANTS

The successful Individual Consultant will be chosen based on the following criteria.

Selection criteria

Sl. No.	Evaluation Criteria	Maximum marks
Part A	Evaluation Criteria for Short- listing of Applications	
a)	Qualification	20
i)	Additional Academic Qualification beyond the minimum required	10
ii)	Any Additional Professional Qualification beyond the minimum required	10
b)	Experience (relevant expertise justifying adequacy for the assignment)	60
i)	Year-wise tasks completed in last three years of similar nature	15
ii)	Experience of working with Government of India and various State Governments	10
iii)	Experience of working with World Bank	20
iv)	Works currently in hand	5
v)	Experience of working for any similar programme of Government of India with Multilateral Bodies	10
Part-B	Interview - Assessment of Capability of candidate for the assignment through Interview	20
	Total	100

Annex 1

List of studies / assessments being undertaken for Project Preparation

1. Strategic Environmental and Social Assessments
2. M&E Framework and Baselines
3. Grievance Redress Mechanisms
4. Institutional Assessment
5. Procurement and Financial Assessment
6. Procurement Plan & Manual
7. Financial Management Manual
8. Catchment Planning Assessment
9. Economic Feasibility Assessment
10. Documentation and Communication Strategy
11. Documentation of Best Practices from Watershed Projects
12. Project Component Designs
 - Capacity Building Strategy
 - State-specific inputs
 - R&D and Innovations