

## **TERMS OF REFERENCE**

### **STRENGTHENING PANI PANCHAYATS SUPPORT TECHNICAL SERVICES PACKAGE CS-6:**

**for**

### **Four Major and Three Medium IRRIGATION SUBPROJECT**

**(169 PPs, 17 SSTs, 75 members)**

#### **1. Program and Project Overview**

1. The Government of Odisha through the Government of India has availed a multi-tranche financing facility (MFF) from the Asian Development Bank (ADB) signed 2008-09 to support the implementation of the Orissa Integrated Irrigated Agriculture and Water Management Investment Program (OIIAWMIP). The executing agency for the project is the Department of Water Resources (DOWR), Government of Odisha. DOWR intends to apply part of the proceeds of the loan under the MFF for consulting services for beneficiary mobilization of Pani Panchayats (PPs or water users associations) in the irrigation subprojects.

2. The main objective of the OIIAWMIP is to enhance rural economic growth and reduce poverty in the four northern river basins (Brahmani, Baitarani, Burhabalanga, and Subarnarekha river basins) and a part of Mahanadi Delta areas, while institutionalizing effective mechanisms to put into operation PIM-based agriculture growth. This is achieved through its two components.

- A. Productive & sustainable irrigated agriculture management system.
- B. Institutional strengthening & project management.

3. Component A will produce (i) subproject implementation plans (SIPs) with feasibility and safeguard assessments specifying output targets and program delivery schedules for all sub-components, prepared with PPs; (ii) PPs preparing the PP-level micro plans for irrigated agriculture development and achieving the set institutional development targets (e.g., membership enrolment, registration, functional committees, organized collective action, especially in agriculture, including irrigation O&M and water management and cash contribution for minor works); (iii) irrigation and associated infrastructure with expanded field channels and conjunctive use with groundwater in tail ends, delivered through improved quality control systems; (iv) enhanced agriculture production and incomes delivered through set programs in SIPs where PPs are developed as cohesive platforms to extend linkages with input delivery, technical support, product marketing and post-harvest activities; (v) enhanced incomes of the vulnerable groups through set programs in SIPs organized through PPs; and (vi) efficient and sustainable O&M systems established at the levels of individual PPs, their higher tier committees, and the scheme wide levels, with clear O&M plans.

4. Component B will culminate in (i) improved capacities and operational effectiveness of institutions to support sound irrigation service delivery and support services (with clear operational guidelines, and encompassing DOWR [including its new PIM/CAD directorate, quality control cell, and autonomous training institute], other line agencies, local government institutions, PPs, supporting NGOs / Consultants and private agents); and (ii) progressive development of IWRM institutions, capacities, and instruments with a consultative approach, including the activation of the State Water Resources Board (a sector apex body), establishment of a state water tariff commission and a pilot river basin organization, and integrated and participatory basin development and management plans for the concerned river basins. These will be

achieved through the agreed institutional reform actions and capacity development support through consultants with training.

5. To implement the OIIAWMIP, the DOWR has constituted a Command Area Development and Participatory Irrigation Management Directorate (CAD-PIM Directorate) for more effectively integrating irrigation system management and on-farm development through participation of the PPs. A Project Management Unit (PMU) has been established within the CAD-PIM Directorate operating under the overall guidance of a Special/Additional Secretary with the overall responsibility for project implementation.

6. The PMU is responsible for delivering Component A of the project, which is the productive and sustainable irrigated agriculture and management system. The PMU has full authority to execute the project and liaise with ADB. Specifically, the PMU is: (i) coordinating with other agencies concerned, (ii) preparing an overall implementation plan and annual project budget, (iii) reviewing and approving subproject feasibility studies, (iv) monitoring the activities of the subproject implementation offices (SIOs), (v) maintaining financial accounts, (vi) preparing periodic reports on implementation progress, (vii) establishing and maintaining a Management Information System, and (viii) monitoring overall project progress and evaluating environmental impact and project benefits.

7. At the subproject level, OIIAWMIP is being implemented through SIOs. The goal of the SIO is two-fold: (i) to rehabilitate and modernise the infrastructure so that a fully functioning irrigation system is completed, and (ii) to improve PPs who shall be independent self-sustaining entities capable of interacting with DOWR and other Government agencies to ensure that they receive necessary services and that are capable of fulfilling their own responsibilities.

8. The inter-departmental coordination at the subproject level is being provided through a District Level Coordination Committee under the leadership of the District Collector. Members of the Committee include Agriculture, Fisheries, Forestry and other allied sectors as well as representatives of any livelihood programs. The Committee is expected to meet on a regular basis with the SIO to identify overlapping activities and to develop synergies between and among different departments and correlated programs to enhance their effectiveness.

9. The Government of Odisha has applied for a loan to modernize the following irrigation subprojects: High Level Canal (HLC)-Range1, Kanjhari, Kansabahal, Machhagaon, Mahanadi Chitrotpala Island Irrigation (MCII), Pattamundai, and Ramial.

## **2. Objective(s) of the Assignment**

10. Three teams of consulting services will facilitate and guide formation, mobilization and institutional strengthening of the PPs in the respective subprojects/irrigation system, and to monitor the task of:

- Planning, implementing and monitoring of PP organisational strengthening activities of the subprojects,
- Planning, implementing and monitoring rehabilitation and O&M of minor and sub-minor canals of the subprojects,
- Planning, implementing and monitoring construction and O&M of CAD works and on farm water management, including equitable water distribution and progressive transfer of these facilities for operation and maintenance to PP,
- Planning, implementing and monitoring of agriculture, associated post-harvest operations

- (such as marketing and processing) and livelihood enhancement of the users, and
- Increasing participation of women and economically vulnerable sectors of the community.

11. The three PP Strengthening consulting packages are as follows:

- i. **Consulting Services Package – CS-5: PIM Program Coordinators (Team Leader) (7) and Agri Marketing Managers (7)** will be recruited as individuals using ADB's Individual Consultant Selection Method.
- ii. **Consulting Services Package – CS-6 (Technical Services):** technical support consultants (75 persons) will be recruited as a firm using ADB's Quality and Cost Based Selection (QCBS) method. The consultants include:
  - a. Seventeen teams of four specialists each, comprising a (i) Participatory Irrigation Management (PIM) Specialist, (ii) Agriculture Extension Specialist, (iii) Agriculture Marketing Specialist, and (iv) Water Management and Command Area Development (WM&CAD) Specialist)
  - b. One Monitoring and Evaluation (M&E) Manager for each subproject, to assist the SIOs and PIM Coordinator/Team Leader working in that subproject in managing the database and flow of information of subproject activities.

Together the CS-6 (Technical Services) consultants will be called Support Services Teams (SST). Each SST will be allocated about 10 PPs. SST specialists will be based (live) within the assigned cluster. The number of SSTs assigned to an SIO will depend on the number of PPs in that subproject. All these specialists will work with PPs and farmers (as extension workers).

- iii. **Consulting Services Package – CS-9: An accounting support agency** will be recruited as a firm using ADB's Consultants' Qualification Selection method to provide accounting support to the PPs in each SIO. One Accounts Trainer cum Auditor will be provided at each SIO level to provide accounts and bookkeeping training and handholding. The Accounts trainer will also assist PPs in auditing their account annually.

12. PP-level Community Organizers (CO) and community resources persons (CRP) will also be engaged as community manpower. They will be recruited directly by SIOs (with recommendations by PPs). The number / density of COs would depend on the number of beneficiaries per PP, status of PPs and logistical considerations. It is tentatively planned that one CO would cover two PPs and two CRPs would cover 1 PP for a period of two to three years.

### **3. Expected Outputs of the PP Strengthening Consultants**

13. The Consulting firm will provide the support services team (Technical Services) specialists (Package CS-6) Specialists to SIOs. These specialists will be trained, led and supported by the PIM Program Coordinator/Team Leader and Agri-Marketing Manager, who will be responsible to oversee the work of these Specialists, COs and CRPs. The expected outputs of all PP strengthening consultants are:

- Effective mobilization of all PP members to participate in the activities of the PP,
- Effective participation of the PPs in planning, implementation and monitoring of subprojects and associated infrastructure,
- Functional PPs that are able to: a) manage and execute O&M of PP command (minor/sub minor) of irrigation system, b) manage water effectively, and c) plan and support agricultural

- production<sup>1</sup>,
- Train farmers to make them capable of managing water and agricultural production to obtain high yields, able to grow rabi and diversified crops,
- Train them for Increased incomes and living standards, and
- Increased participation of women and weaker sections of the community.

#### **4. Implementation Arrangements for PP Strengthening Consultants**

14. In each subproject there will be one PIM Program Coordinator, one Agri Marketing Manager and SSTs from Package CS-6 (Technical Services), the number of which depends on the number of PPs in the subproject. In each subproject, the PIM Program Co-ordinator will be the Team leader of the Agri-Marketing Manager, and SSTs assigned to that subproject, including the M&E Manager. (Refer the Organogram provided at Appendix 1). The Package CS-6 consultants are expected to be mobilized in November 2015.

15. DOWR's Pani Panchayat Support unit (PPSU) of the CAD-PIM Directorate will be primarily responsible for technical supervision and assessing the performance of the PP Strengthening consultants, including the day-to-day work of PIM Program Coordinator (Team Leader) and Agri Marketing Manager. The project's Institutional Strengthening and Project Management (ISPM) consultants working in the Project Management Unit (PMU) will provide necessary technical assistance to PPSU, SIOs, and the PP Strengthening consultants from time to time. PPSU staff with support of ISPM consultants will conduct an orientation workshop to provide them with a clear understanding of the project, its objectives and components and their specific roles. This orientation workshop will educate them on detailed methodologies of (i) participatory planning at PP level, (ii) plan implementation by the PPs, including CAD work by PPs, division of irrigation O&M responsibilities between DOWR and PPs, and (iii) PP Organizational Development including the role and functions of sub committees, conflict management, and monitoring and evaluation.

16. CAD-PIM Staff and PIM Specialist/ Advisers of ISPM consultants will act as "Mentors", provide technical advice. PPSU will supervise the work of SSTs and the COs and conduct performance assessment of SSTs, COs and CRPs as well as the process, inputs and outputs of the Consultant's staff. ISPM Consultants will provide technical support. For administrative purposes, the PIM Program Coordinator attached to each SIO will report directly to SIO Manager. All other consulting services staff, including the Agri-Marketing Manager, SST Specialists, COs and CRPs will report to PIM Program Coordinator. The PIM Program Coordinator will coordinate the SST work.

17. The performance of PP Strengthening consultants will be regularly monitored by PPSU (in collaboration with SIO). Monthly and quarterly evaluations will be conducted in the first year of engagement and semi-annually thereafter. Evaluation will be against the set performance targets and capacity strengthening programs. The SIO Manager with PP Strengthening staff and consulting services should establish good linkage with line department heads and field staff to ensure proper implementation and joint monitoring of field activities.

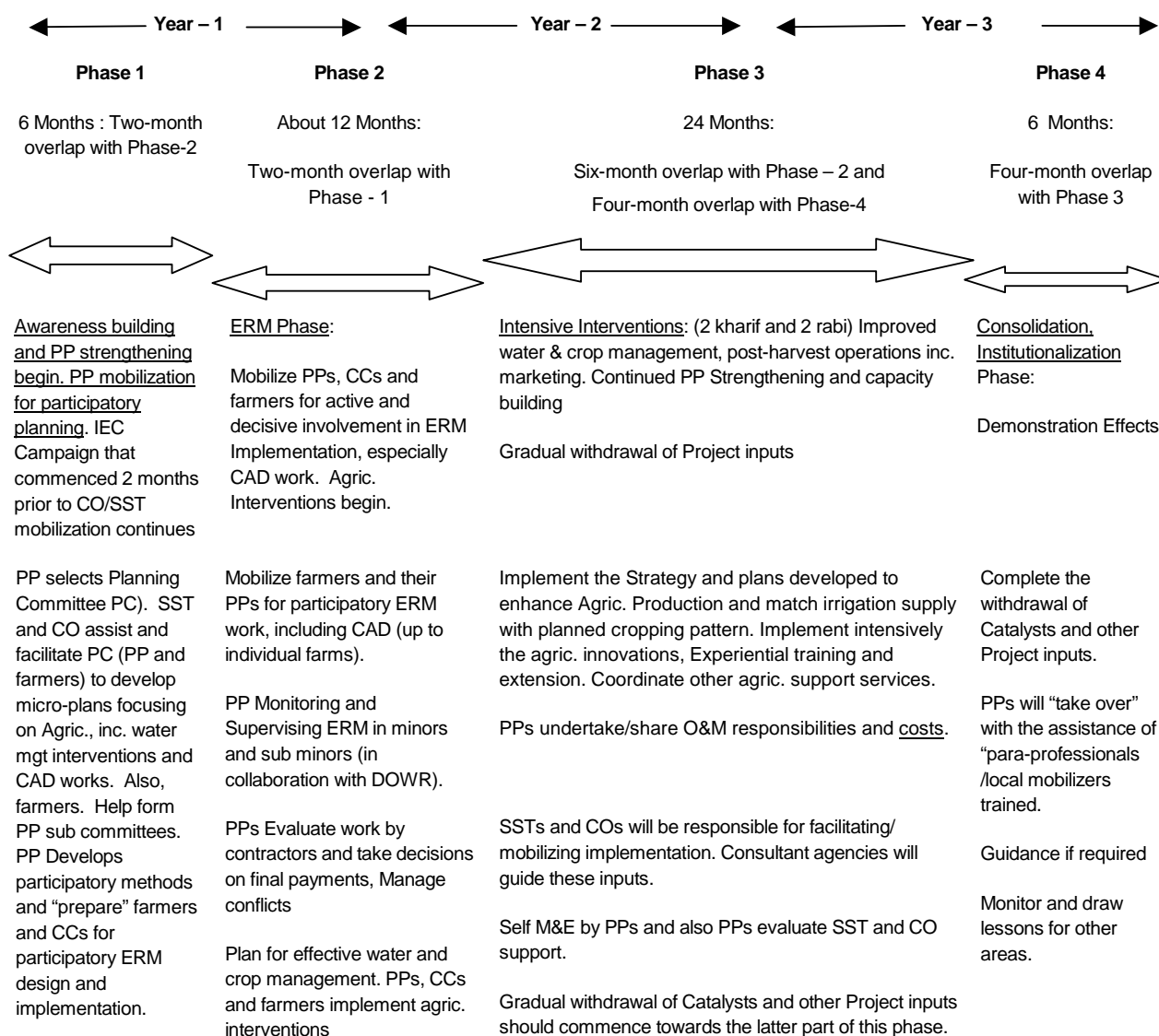
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<sup>1</sup> Planning, organizing collective action, providing required services and implementing PP-level Irrigated Agriculture Programme (including water management and O&M) would be the prime responsibility of PPs. In addition PPs are expected to support other relevant livelihood activities.



19. In general, SSTs are responsible for the following:
- i. Facilitate and assist (including the provision of technical assistance) PP-level planning
  - ii. Develop PP Organizational Structure, including the formation of sub committees of elected PPs,
  - iii. Developing the capacity of PPs,
  - iv. Facilitate and assist the implementation of the Plan by the PP and farmers
  - v. Mobilizing PPs and farmers for their active and decisive involvement in the participatory Rehabilitation, Extension and Upgrading (ERM) process. This includes the Command Area Development (CAD) work by PPs themselves with technical assistance and part funding by OIIAWMIP
  - vi. Strengthen PPs and higher-level Farmers' Organizations' capacity in post ERM Operation and Maintenance (O&M) of Irrigation and matching irrigation with profitable cropping patterns and agricultural practices, agri-business and related services.
20. This step-by-step implementation / development approach is illustrated in Figure-1 and the following sections outline the activities in different steps of the process.

**Figure 1: Three-Year Subproject Cycle in Major and Medium Irrigation Systems<sup>3</sup>**



Notes on overlapping mechanism:

- i. Phases 1 and 2: Selective construction work, where PP active participation is not essential, may begin before the end of Phase-1. Also, Phase-1 activities like strengthening PPs and agriculture and livelihood aspects of detailed planning could be continued in the first month of Phase-1.
- ii. Phases 2 and 3: Some interventions like participatory variety selection, IPM, fertilizer management, livelihood interventions etc could begin before the completion of ERM.
- iii. Phases 3 and 4: Gradual withdrawal of SSTs and other Project support to PPs would begin before the end of Phase 4. Project-led interventions could continue in Phase-4 with limited support staff.

ERM – Extension, Rehabilitation and Modernization; SST – Support Service Team, PC – Planning Committee, CO-Community Organizer; CAD – Command Area Development, M&E – Monitoring and Evaluation; CC – Chak Committee

<sup>3</sup> This may vary from about 2.5 to 4.0 years, depending on many factors. Hence, what is presented could be regarded as the “average” for planning/budgeting/staffing purposes. This may be shorter in Minor (lift) systems.

#### **4.a. Staff Inputs Required during the Subproject Cycle for SSTs**

21. In general, for the major and medium projects each Support Services Team, SST, will cover about 4,500 ha (approximately 10 PPs, assuming an average of about 450 ha per PP). It should be noted, however, that the exact number of PPs per SST may need to be adjusted depending on the specific conditions of the selected subproject. For example, the extent covered by PPs could vary from about 200 to 600ha across subprojects and even within subprojects. Moreover, other factors such as the number of villages and farm families covered by PPs and the distance between villages within PPs could also vary significantly. Therefore, the number of PPs assigned to a particular SST as well as the number of Community Organizers (COs) per SST would vary across subprojects (irrigation systems) and also within subprojects.

22. As process of Subproject Cycle, it is expected that the majority of the members of the Support Services Team employed by the Consulting firm will work with a specific PP for two years while few members of the team (and COs) will move on to a new PP cluster (see the withdrawal process in Phase 4 as illustrated in Figure 1 at the end of this section). For example, on the average, within a 3-year (full) Subproject Cycle, a CAD/Water Management Specialist would complete her/his work in about 24 months and the Agriculture Specialists will also withdraw little earlier than the PIM Specialists. The density of PIM Specialists is higher than that of other Specialists. Considering the present status of PPs, more intensive and frequent inputs of PIM Specialists and Agriculture Specialists are proposed. Technical inputs of agriculture and water management would be required more during PP micro planning stage. However, intensive agriculture and associated water management interventions (including participatory Command Area Development, CAD work) are being initiated. It is a multi-disciplinary effort and the three Specialists must work as a team for most of the time. It is assumed that the services of the Water Management and CAD Specialist would be required especially for CAD planning and implementation stage. Towards the end of CAD implementation (that is after about 12 months of mobilization in a 3 year cycle) the inputs of Water Management/CAD Specialist could be reduced to periodic visits to PP areas for guiding PPs and farmers on the monitoring and implementation of planned irrigation schedules and O&M activities. Agriculture expertise may be required more during the crop production phase. Staff input schedule in Table 1 is based on these demands. It is also intended that the SST and the COs will identify and train 1-2 local facilitators, who may work as "Volunteers/ community resources persons" or paid by the SIO/ PP assuming that the PP has developed its capacity within the initial year.

#### **4.b. SST and PP-level COs Withdrawal Plan**

23. The Consulting services should have "withdrawal" plan. In the OIIAWMIP PP strengthening strategy is planned to phase out PP mobilization inputs gradually (final phase in Figure 1). For example, in any selected irrigation system, for about 24 months (completing the first two phases and part of phase 3 in Figure 1), the experienced CO will live in the village and work with farmers and PP. By the end of this period, s/he could identify 1-2 capable and committed youths from within the villages/PP/Chak areas and train them (mainly through an experiential learning process) to "take over" her/his functions. At the end of the initial period the experienced CO could leave the community and the trained youths/volunteers will take over the role of Change Agent/ Catalyst. If the PP has matured and converted into a business organization in true sense, the PPs may "absorb" the experienced PP-level CO as it would be profitable to the organization and its membership. Alternatively, the Consultant, PPSU, and the ISPM Consultants may use the experienced COs in new sets of irrigation systems / subprojects of the Project.



#### **4.c. Team Composition & Qualification Requirements for the Key Experts:**

24. The key personnel's performance and new personnel's CVs will be regularly evaluated by the PPSU staff and ISPM Consultants and the approval of the Executing Agency (based on performance assessment). This is mandatory for employing and maintaining ALL categories of consultant staff at ALL levels and ALL stages of the project/subproject cycle.

25. Consultant's technical proposal should propose the SST Coordinator and other SST specialists as well as M&E Manager (CVs) and a work plan. At least 20 percent of staff should be women and higher percentage would be encouraged. But what is more vitally important is to give gender equity training to all the staff [what gender equity means, why it is important, strategies to mobilize women, tools to do so, monitoring methods, but with the need to stay focused on the project objectives for the general PP membership]. Table-1 provides approximate numbers and timing of staffing for a typical 3-year Subproject Cycle.

#### **4.d. Replacement of Staff**

26. Consulting services should undertake the responsibility of replacing staff, if they leave the jobs for some reason or if the Consultant is requested to replace staff by the Project due to unsatisfactory performance. Project will undertake evaluations and Consultant should take prompt action, including changing/replacing staff.

#### **4.e. Scheduling Staff Inputs**

27. As mentioned earlier, an indicative plan of consultant's personnel inputs, including the quantity (numbers) and timing of the required staff (COs, SST and SIO) are given in Table 1. In OIIAWMIP Irrigation Systems, the exact number and timing of mobilizing these professionals will depend on the actual demand. This would depend on several factors including: the number and size of irrigation systems selected within the PP cluster, location of systems, road network, strength of PPs, time taken for ERM work, farmers/PPs capacity in CAD work, status of agriculture and farmers response to interventions etc. The Consultant should be capable of mobilizing field staff, especially COs, as and when necessary.

### **5. Specific Terms of Reference of Consulting services Staff**

#### **5.1 SST Coordinator and PIM Specialist (17 persons at 36 person-months each)**

28. SST Coordinator will be technically supervised by the PIM Program Coordinator, PPSU staff and ISPMCs and coordinate all the consultants activities within the assigned SIO area. SST Coordinator will guide and manage the consultant Staff and undertake monitoring and reporting as well. SST Coordinator will work collaboratively with other Specialists of consultant staff as well as with ISPMCs and others at SIO. Under the direct supervision of PIM Program Coordinator and PPSU/ISPMC, she/he will be responsible for "monitoring and driving" the SSTs (Specialists), COs, CRPs and other stakeholders to achieve the OIIAWMIP goals at PP level.

29. **Qualifications and Experience for PIM Specialist:** Candidates holding MSW/MA Social Science preferred; however, candidates possessing post-graduate qualifications in Agriculture or Engineering with 3 years experience in PIM and/or community mobilization would be considered. Candidates should have preferably 3 years of practical (field) experience in supervising Community Organizers. Candidates with Bachelor's Degree plus 4 years experience or holding a diploma and preferably 5 years of experience may also be considered.

30. **SST Coordinator (also a PIM Specialist)** should have a Masters Degree and preferably 3 years experience in forming water user association (WUA) and/or other similar beneficiary organizations in terms of awareness and member enrolment, establishment of organizational setup and leadership, operations of the set functions, resource mobilization, and networking. She/he should also have adequate and relevant experience as a leader/coordinator of multi-disciplinary teams (with evidence). Preferably 3 years of relevant experience as well as a proven track record are necessary.

31. **Specific Duties and Responsibilities:** The SST Coordinator will undertake the responsibility to perform following specific duties:

- (i) Coordinate the consultant's work within the assigned SIO. Guide and monitor the work of SIO Consultant staff, report the progress to Head SIO on a monthly basis. Provide (overall) administration and financial supervision of Consultant activity;
- (ii) Provide technical assistance and guide the work of PIM Specialists of the SSTs;
- (iii) Work with SIO Specialists, COs and PPs to enhance PIM, complete participatory CAD Work successfully and integrate agriculture support services into PP based Post-ERM development process of OIIAWMIP systems, with special emphasis on efficient water management by PPs, enhanced kharif
- (iv) Production and diversified rabi cropping. Towards this end, the Coordinator will be responsible for the following tasks;
- (v) Ensure; (a) the (technical) quality and feasibility of PP plans, especially the CAD work, Irrigation O&M and Water Management and Agricultural Development plans (including agri-business and marketing), and (b) Plan implementation;
- (vi) Coordinate and facilitate the implementation of the OIIAWMIP CAD work, PIM and Agriculture Strategy (including agri-business and marketing) and Plans;
- (vii) Arrange/organize, follow-up, monitor and report the progress of:
- (viii) Inputs of other stakeholders like the DA to PP strengthening / empowering including day-to-day support for PP plan implementation.
- (ix) **Liaise and lead dialogue** with DOWR, DOA, higher level Farmers' Organizations (like Distributaries and Project level FOs), other relevant Government and Non-Government agencies, private sector and others to coordinate relevant inputs/services.
- (x) Assist and guide the capacity building of PPs and plan and organize special on-the-job capacity building programs for COs and SST.
- (xi) Undertake any other relevant activity assigned by the ISPMCs' PIM Advisers or the Head, SIO.

#### 5.2 **Other PIM Specialists** (17 persons at 36 person-months each)

32. **Specific Duties and responsibilities:** Each of the PIM Specialists will **report directly to the SIO Coordinator** and work under close supervision of TA PIM Specialists and the PIM Program coordinator. She/he will undertake the responsibility of "mentoring and driving" the COs on a **day-to-day basis** to achieve the PIM, Agriculture and Irrigation O&M and water management, including CAD goals. She/he will be based in the assigned cluster of PPs within the irrigation scheme and spend over two thirds of time in working with COs and PPs/farmers.

33. The major roles and functions of other PIM Specialists include:

- i. **Guide COs** in social mobilization, changing the "mindset" of stakeholders and institutional development, especially PP strengthening.
- ii. Ensure a) the quality and feasibility of PP plans, especially the CAD, Irrigation O&M and Water Management and Agricultural Development plans, and b) Plan implementation.

- iii. Under the guidance of the ISPMC Consultants and the SST Coordinator, coordinate and facilitate the implementation of the OIIAWMIP PIM and Agriculture Strategy and Plans.
- iv. Arrange/organize services such as:
  - a) DOWR and other inputs (like DA) to PPs strengthening / empowering PPs including day-to-day support for PP plan implementation. Liaise and lead dialogue with DOWR, DA, higher level Farmers' Organizations (like Distributaries and Irrigation System-level FOs), other relevant Government and Non-Government agencies, private sector and others to coordinate relevant inputs/services,
  - b) Special on-the-job capacity building programmes for COs (in addition to the major role as a "mentor"),
- v. Monitor and Evaluate, M&E, of PPs with special emphasis on PIM and Agriculture, including water management, and
- vi. Assist in Information, Education and Awareness Building (IEA) Activities, as directed by the TA and Coordinator.
- vii. Assist Marketing Specialist (by organizing PPs/FOs) to establish appropriate business linkages between the PPs/FOs and the organized input and output Markets, Private Sector, Banks and other appropriate lending institutions.
- viii. Provide (overall) administration and financial supervision of Consultant activity (including timely reporting). Report on expenditures, activities, progress and issues to SST Coordinator.
- ix. Undertake other task assigned by the Coordinator or TA Team through the Coordinator.

### 5.3 **Agricultural Extension Specialist** (17 persons at 36 person-months each)

34. **Qualifications and Experience:** Post-graduate education in agriculture. Preferably 2 years of relevant experience as an extension worker. (OR a relevant Bachelor's Degree with preferably 5 years experience OR Agriculture Diploma plus 7 years of extension field experience).
35. **Specific Field Experience:** Preferably 2 years field experience (for Master's Degree holders OR 3 years for Bachelor's and 5 for Diploma holders) in (i) irrigated agriculture (extension) in related to the adoption of agricultural technology. and (b) "on-farm water management"; (ii) training and working with farmers in developing and implementing cropping and irrigation schedules. Plus experience in training of farmers and other trainers. Preference will be given to those who have expertise in (i) working with farmers in irrigated rabi (diversified cropping), (ii) Conducting Farmers Field Schools (FFS), and (iii) PIM and working with PPs.
36. **Detailed Tasks** will include the following:
- (i) Report directly to Head, SIO. Cooperate with SST Coordinator in providing guidance and assisting the SSTs and PP-level Facilitators/COs.
  - (ii) Provide Technical Assistance and guide and monitor the agriculture activities of PPs through the COs, report the progress to Coordinator and Head SIO on a monthly basis;
  - (iii) Work collaboratively with the PIM and other Experts and in assessing the present status, potential and constraints related to agriculture (during Participatory Detailed Design process) and provide technical guidance and assist the development of Agriculture Plans by PPs;
  - (iv) Based on (iii), guide COs in assisting and facilitating PPs in the implementation of Detailed Agriculture Plan of respective PPs;
  - (v) Guide and assist in developing PP (and higher-level FOs,) capacity in relation to improved agriculture including water management, agri-business and marketing;
  - (vi) Assist and enhance the capacity of Community Organizers and PPs in implementing and monitoring above plans;

- (vii) Undertake any other relevant tasks assigned by SIO.

#### **5.4. Agricultural Marketing/Business Specialist** (17 persons at 36 person-months each)

37. **Qualifications and Experience:** Masters Degree in a field related to the expected duty (e.g. Agricultural Marketing, Enterprise development, Commerce, Business Management) preferably with specialized training and preferably 1 year post-qualification experience (OR a relevant Bachelor's Degree with preferably 2 years experience OR Agriculture Diploma plus 3 years of marketing experience) in linking farmers/farmer organizations with input and output markets. Emphasis is on diversified crops and value-addition. Experience and knowledge on rural agriculture is essential. Preference is for professionals with diverse experience in agricultural marketing in the rural sector

38. **Detailed Tasks:** The major responsibility of Marketing Specialist is to link PPs and farmers with input and output markets in agriculture, both within and outside project areas. Focus would be profitable diversified cropping in the Rabi season. Specialists should provide *inputs to Agriculture Specialists in selecting crops based on demand for outputs and linking PPs with private sector/markets, including the arranging of forward contracts.* (Important: Marketing Specialist is not just an "advisor", she/he should be capable of facilitating/ linking organized farmer groups, such as PPs and higher level WUAs with organized markets, preferably through contractual agreements)

39. The Specialist should aim at developing an "entrepreneurial culture" within WUAs.

40. Marketing Specialist will be required to ensure collection and dissemination of information on agricultural markets for relevant crops, information on products, markets and services, such as banking and credit facilities and processing facilities available in the area and outside. Access to up-to-date market information is critical for PPs.

41. She/he will assist in crop diversification or specialization depending on the circumstances, coordination of seasonal schedules, economizing on irrigation water, enhancing crop protection and be responsible for making PPs' agricultural marketing more efficient and profitable.

42. She/he is expected to establish and develop contacts for PPs with lending institutions and assist them to obtain loans for their cropping ventures; assist PPs and other Specialists in preparing proposals for new production, marketing and basic processing ventures; assist in analyses and evaluation of financial viability of these proposals; appraise credit investment proposals; assist in promoting investments within the area; assist in developing a monitoring programme for crop enterprises and agricultural input-output business opportunities developed for PPs and assist in planning and implementation of training programs; assist in analyses of constraints.

43. Marketing Specialist will always be accountable to the PPs and farmers. It is assumed that PPs would develop as business entities and employ Marketing staff in the future.

#### **5.5. Command Area Development and Water Management Expert** (17 persons at 36 person-months each)

44. **Qualifications and Experience:** Preferably Bachelor's Degree in Civil/Irrigation/ Agricultural Engineering and preferably 3 years of job-related field experience. Post-graduate education preferred. Diploma holders with preferably 5 years experience are also eligible to apply. Experience should be related to: (i) Command Area development (CAD) work (working with Farmers on CAD Work) and (ii) Irrigation O&M and water management with PPs. Preference will be given to those who have experience in On-Farm Water Management and training of farmers and trainers.

45. Specific tasks will include the following:

- (i) Based on the technical guidelines for irrigation system water management and CAD Work prepared by the Component TA, work with PPs in developing Command Area Development and Water Management Plans;
- (ii) Work collaboratively with the PIM and Agriculture Experts of SST to: (a) Review, assess, and synthesize information to determine the technical potential for kharif cropping and diversified cropping in rabi, and (b) Review and assess the feasibility of matching irrigation management plans/scheduling for kharif and rabi cropping schedules;
- (iii) Based on (ii) above, work collaboratively with PIM and Agriculture Experts to assist PPs and farmers in selecting crops and cropping patterns as well as cultivation calendar matching with availability of water, and (c) help/collaborate with PPs/Farmers/DOWR to develop seasonal water management practices, including on-farm water management methods;
- (iv) Assist and enhance the capacity of PPs, farmers, Community Organizers and other stakeholders in implementing and monitoring above plans. Design and conduct capacity building focusing on “experiential method” (“learning by doing”). Ensure that the targets are achieved in time;
- (v) Assist PPs in CAD work from the participatory design stage through construction to O&M of CAD work. Provide technical assistance / train concerned persons in water course and field channel construction and other On-farm developments. Expert’s assistance in CAD work includes, (a) liaison with CADA and DOWR, (b) linking PPs with CADA, DOWR and other relevant Government authorities/agencies and private service providers, (c) assist PP, especially its Works Committee in developing detailed activity plans, procurement of services, construction supervision/quality control;
- (vi) Conduct training for PPs on O&M;
- (vii) Support preparation and implementation of plans capacity building related to other relevant aspects such as: conjunctive use and managing water-logging and drainage problems in PP areas;
- (viii) Monitor and report the progress PP level CAD Work, water management plans and other aspects indicated above (conjunctive use, drainage etc);
- (ix) Develop and help internalize Self Monitoring and Evaluation of Irrigation O&M and water management by PPs;
- (x) Undertake any other relevant task assigned by the SIO.

**5.6. Monitoring & Evaluation (M&E) Manager:** (7 persons at 36 person-months each)

46. **Qualifications and Experience:** The M&E Manager will have an advanced educational training in subject related to computer applications (like MCA) and advanced qualifications for database development for M&E and at least 4 years experience in data base management. Prior experience with development of a MIS database for water resources projects is desired. The Specialist will have experience maintaining MIS systems using off-the-shelf computer software.

47. With support from PMU/ISPMC MIS Specialist collect, review and/or refine and maintain a Management Information System (MIS) database (and associated monitoring indicators) to provide outputs which shall be utilized to provide responsive support to the Project Management Unit (PMU)The Specialist will work closely with the PMU and ISPMC staff to undertake an assessment and capacity building activities for SIO and consulting services staff to ensure that their abilities are sufficient to implement the MIS. The M&E Manager will:

- Use existing software (such as Access) for development/maintenance of the database;

- Create and update MIS database at SIO level with support of PMU/ISPMC MIS Specialists on O&M, PIM, and/or providing the necessary information for focused quarterly and annual monitoring and evaluation reporting;
- Collect data from technical consultants and SIO staff to specify indicators and measures for tracking subproject progress;
- Assist in establishing a system to meet monitoring requirements for institutional development of PPs (institutional strengthening activities) and O&M performance monitoring;
- In conjunction with relevant specialist staff assist in collecting information on poverty and quantifying impacts on poverty reduction;
- Assist PIM Program Coordinator in recommendations for implementation and post-implementation monitoring of resettlement actions at appropriate subprojects;
- Assist on establishment of an M&E coordination cell within the SIO for the evaluation of MIS data as well as M&E reports;
- Assist SIO with development of an SIO webpage(s) within the existing DoWR website for public disclosure
- Provide technical support on shared access of MIS database to maximize utilization by partner line agencies and
- Assist in preparing monthly, Quarterly Progress and specific Impact Monitoring Reports.

### 1. Reporting Requirements

48. **Inception Report:** The Consultants (PIM Program Coordinator cum Team Leader and Agri-Marketing Manager) will provide an **Inception Report** for the team within four weeks of mobilisation of the full PP Strengthening consultants (SST and COs). In consultation with PPSU staff and ISPM Consultants, SIO and PMU, the Consultants will conduct participatory workshops with SSTs and COs to develop/refine the final **Action Plan(s)**. The draft deliverable list in Appendix 2 may serve as a basis for preparing the action plan(s).

49. **Progress Reports.** After the inception report is finalized, the consultants will provide **monthly progress reports and** quarterly review reports should be submitted to the PMU through SIO manager with copy to PPSU and the national PIM Adviser of ISPMC (electronically by email). The **quarterly review reports** should include:

- (i) Detailed progress in relation to: a) scope of work stated in the TOR, and b) activity plans developed by the Consultants and PP Strengthening staff and agreed by the PMU,
- (ii) Financial progress against the targets,
- (iii) Issues affecting project implementation and their corrective measures, and
- (iv) Other agreed upon monitoring parameters.

50. The Consultants should report the **progress using the indicators agreed upon at the inception**. It should be noted that the **accounts and related financial statements will be audited** periodically in accordance with sound auditing standards by independent auditors acceptable to DoWR and ADB. Also, ADB may audit accounts during review missions.

#### Report

#### Dissemination

- |  |  |
|--|--|
| (i) Inception Report (focusing on the entire assignment) and Action Plan (focusing on the first set of PP clusters within each SIO. (the latter should be repeated in the subsequent clusters) | six (6) copies to the Client to be submitted within Four (4) weeks after the commencement of the Services. Participatory Planning workshop (s) need to be conducted as per the TOR |
|--|--|

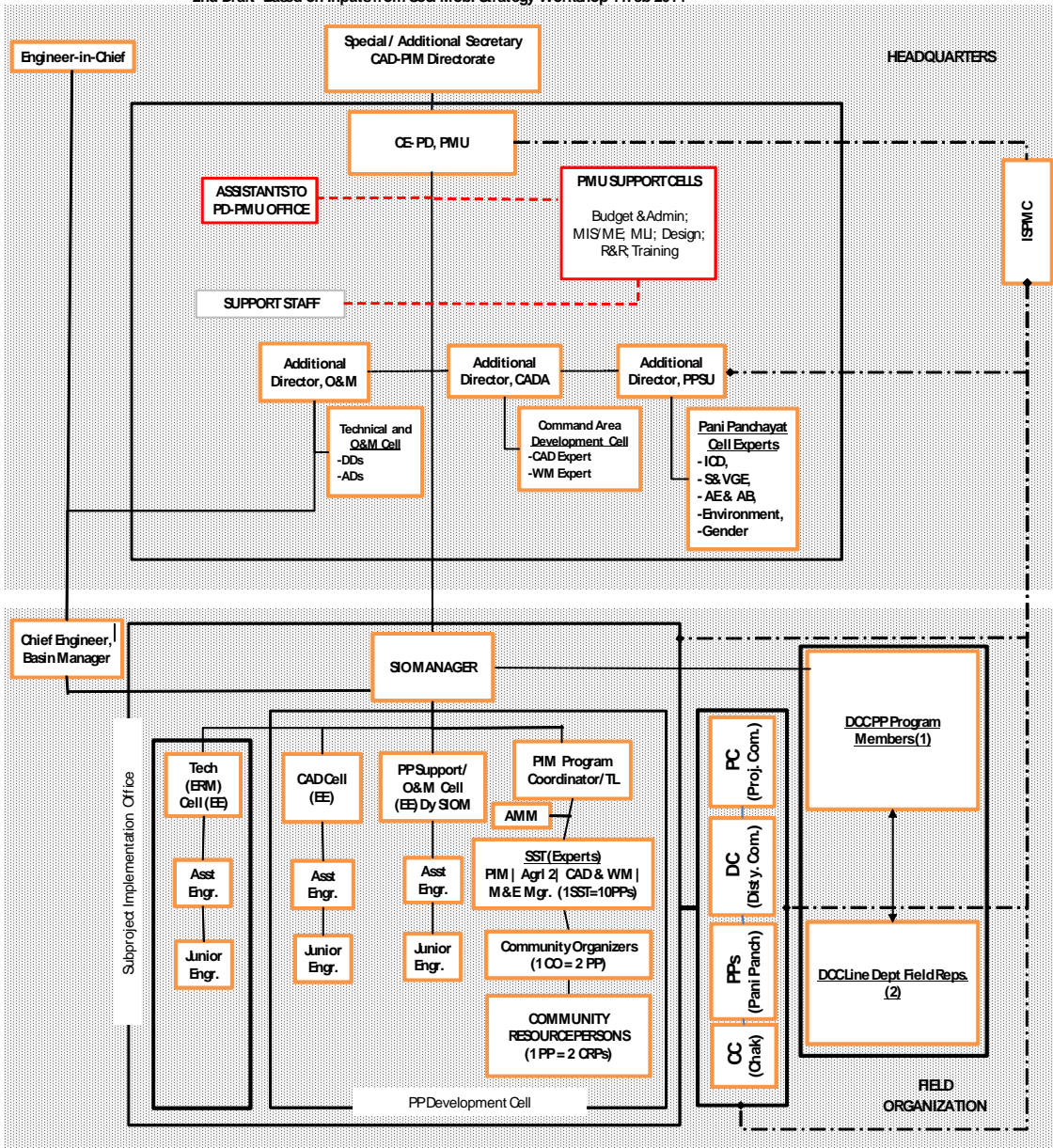
(ii)	PP-level detailed PP plans for each of the PPs in the first set of PP clusters and capacity development/training Modules and Curricular (This should be repeated in each of the PPs in subsequent clusters)	six (6) copies to the Client to be submitted within eight (8) weeks after the commencement. SSTs should follow the methodology proposed.
(iii)	Monthly Progress Reports	six (6) copies to the Client to be submitted on a monthly basis within 10 days of the end of each month.
(iv)	Quarterly Progress & Review Report including financial statement	six (6) copies to the Client to be submitted on a quarterly basis within 10 days of the end of each quarter. The quarterly reports should include detailed progress in relation to PP strengthening (including Training/Capacity Building) work undertaken in that quarter with a complete list of activities, plans for the next quarter, problems encountered, if any, suggestions for the future.
(v)	Interim Report	twelve (12) copies to the Client to be submitted within thirty (30) weeks after the commencement of the Services.
(vi)	Draft Final Report	twelve (12) copies to the Client to be submitted within 10 months after the commencement of the Services.
(vii)	Final Report	twelve (12) copies to the Client, including a CD containing the Final Report. These will be submitted within two (2) weeks after the receipt of the comments from the PMU/ISPM Consultants and the Client on the Draft Final Report.

**2. Data, Local Services, Personnel, and Facilities to be provided by the Client**

- Office space including furniture and utilities.
- Access to relevant reports, studies, data, photographs, maps, and institutions,
- Counterpart staff to work with the Consultants
- Other logistics support for carrying out fieldwork, including permission to use facilities such as Guest Houses, payable at the official rates, where possible, in connection with their official duties.

# Appendix 1 - Organogram

Proposed OIIAWMIP Social Mobilization Organogram for Tranche-2 (V2)  
 2nd Draft Based on Inputs from Soc. Mob. Strategy Workshop 11Feb 2014



- Similar roles and objective
- ← Monitoring/ Reporting/ Financial Functions
- Support & Coordination function
- directly supporting

SST: 1 SST for 10 PPs  
 DCC: Chaired by District Collector/ Nominee, Convener: SIOMANAGER  
 Members: Representatives of Line Departments, PIM Coordinator, SST Leader, PP Representatives

1. DCCPP Program: District Coordination Committee (PP Program), Chairman- Collector/ PD, DRDA Convener- SIOMANAGER, Members- Dy SIOMANAGER, PIM PC, DoA, DoH, AH, Fishery, ITDA, Women & Child Dept, Civil Supply, Dept of Cooperative, PP Reps.

2. DCC Line Dept field functionaries: DoA| DoH| AH| FISHERY| ITDA| W&C| Civil Supply| Dept of Cooperative



## Appendix 2 – Draft List of PP Strengthening Activities with Timetable

STRENGTHENING PANI PANCHAYATS IN (name of the subproject)SUB PROJECT													
	Deliverables	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	5th Quarter	6th Quarter	7th Quarter	8th Quarter	9th Quarter	10th Quarter	11th Quarter	12th Quarter
	<b>A. Activities under Consultant's management and guided by SIO</b>												
1	Provide facilitation for PP collective actions at Chak Level during Rabi (input collection (seeds and fertilisers), seed treatment, water distribution and management, funds raising, marketing) ( at least 50% of Chaks )												
2	Provide facilitation for PP strengthening activities at Chak/PP level like on the job trainings on agriculture, water management, organisational aspect and record maintenance etc												
3	Complete Preparation of Micro plans												
	(i) o Complete Participatory Walk through												
	(ii) o Updating and preparation of Landholders list												
4	Reconstitution of all Sub Committees as per PP Act ( Finance and Resources, Works, Water management etc) in newly elected PPs (at least 50% of PPs)												
	(i) Provide training to reconstituted Sub committees of newly elected PPs (no to be decided with SIO)												
5	Support PP management and organisational development activities such as												
	(i) Hold regular statutory meetings of Executive Committee (once in a month) , General Body (at least twice in a year – pre Kharif and pre Rabi) and all Sub committees – (once in a month) as per PP Act and PP rules (support required from DoWR/SIO by issuing letters to PP office bearers regarding this)												
	(ii) Hold activities at Chak/ Chak cluster/village level - meeting once in a month during Kharif and Rabi season												
	(iii) Regular meetings with PPs to Promote increased membership ( say 25% in each quarter - support required from DoWR/SIO by issuing letters to PP office bearers regarding this)												
	(iv) Deliver Orientation training of PP EC on Organisation and Financial management aspect												
	(v) Sensitize PPs for Adoption of PP By-laws (no of PPs to be decided with SIO – PMU will provide specimen By-laws)												
6	Establish continuance of linkage of PPs / DC / PC with Line departments and institutions for convergence of respective departmental activities, at least once quarterly for each department with records of meetings (e.g. Depts. of Agriculture, Horticulture, Fisheries, Animal Husbandry, Women and Child Development, Block office, KVKs and financial institutions)												
7	Support PPs in implementation of latter part Kharif Plan Agricultural activity and marketing technologies (e.g. harvest, post processing, etc., )												
8	Support PPs in preparation and implementation of Rabi Agriculture Plan (all PPs-at least 40% of Chaks)												
9	Support livelihood development activities – identification of vulnerable groups, Identification of income generating activities, – (25% of groups identified in PP Micro Plans)												
	(i) Support livelihood development activities – formation of CIGs, Identification of income generating activities, BDPs preparation and Implementation – (25% of groups identified in PP Micro Plans – active support of SIO required in approval of BDPs and release of funds to the CIGs)												
10	Implement a program of PP knowledge base building activities to promote Rabi diversified cropping (e.g. information exchange sessions held in each PP for Rabi for vegetables, pulses, oilseeds, etc.) to support achieving the project objective of 10% area in high valued crops.												
	(i) Support PP implementation of Rabi Agriculture activity plan and collective action at Chak Level during Rabi (soil testing, fertilisers application, biological pest control, water distribution and management, market linkage) ( in identified Chaks)												
11	Facilitate PPs in proper maintenance of registers and Book keeping of PP (support required from SIO by issuing letters to PP office bearers regarding this)												

