

TERMS OF REFERENCE

STRENGTHENING PANI PANCHAYATS CONSULTING SERVICES PACKAGE CS-5:

Agri-Marketing Managers for

Four Major and Three Medium Irrigation Subprojects (169 PPs)

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 in Project 2.

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, 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. Government of Odisha through Government of India has availed a loan from ADB to modernize the following irrigation subprojects: High Level Canal (HLC)-Range1, Kanjhari, Kansabahal, Machhagaon, Mahanadi Chitropala 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 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 years.

3. Expected Outputs of the PP Strengthening Consultants

13. The PIM Program Coordinator/Team Leader and Agri-Marketing Manager will be responsible to train and oversee the work of the Package CS-6 (Technical Services) 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 production¹,

- 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 **December 2016**.

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. **The Agri-Marketing Manager is to work in close coordination with PIM Program Coordinator cum Team leader implementing the PP Strengthening activities especially on agri marketing aspect.**

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.

¹ 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.

5. **Specific Terms of Reference of the Agri-Marketing Manager**

(7 persons about 24 person-months each)

18. **Qualifications and Experience:** Masters Degree in a field related to the expected duty (e.g. Agricultural Marketing/ Business, Enterprise development, Commerce, Agri-Business Management) with specialized training and preferably 3 years post-qualification experience in linking farmers/farmer organizations with input and output markets with emphasis on diversified crops and value-addition. Experience and knowledge on rural agriculture is essential. Preference will be given to professionals with diverse experience in agricultural marketing in the rural sector. The Agri-Marketing manager will assist the PIM Program Coordinator on planning and implementing agricultural input and output marketing of the subproject area PPs.

19. **Detailed Tasks:** The major responsibility of Agri-Marketing Manager (AMM) 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 arrangement of *inputs to Agriculture Specialists in selecting crops based on demand for outputs and linking PPs with private sector / markets(both Government & Cooperative), including the arranging of forward contracts.* The Agri-Marketing Manager 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. The Agri-Marketing Manager should aim at developing an “entrepreneurial culture” within WUAs.

20. Agri-Marketing Manager 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.

AMMs should also liaison between the state and the central government agencies including state agriculture universities for the new developments, extension services and also to align with the state and national policies related to the Project outputs.

21. She/he in consultation with SST Agriculture specialists (Extension and specifically with Agri marketing) 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.

22. 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 analysis 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 analysis of constraints.

6. **Reporting Requirements**

23. **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).

24. **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.

25. The Consultants **(PIM Program coordinator and the Agri-Marketing Manager)** 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.

<u>Report</u>	<u>Dissemination</u>
(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 (PMU) 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 The Inception report will be prepared by the PIM Program coordinator and the AMM for the subprojects they are assigned with.
(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 (PMU) 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 (PMU) 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 (PMU) 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.

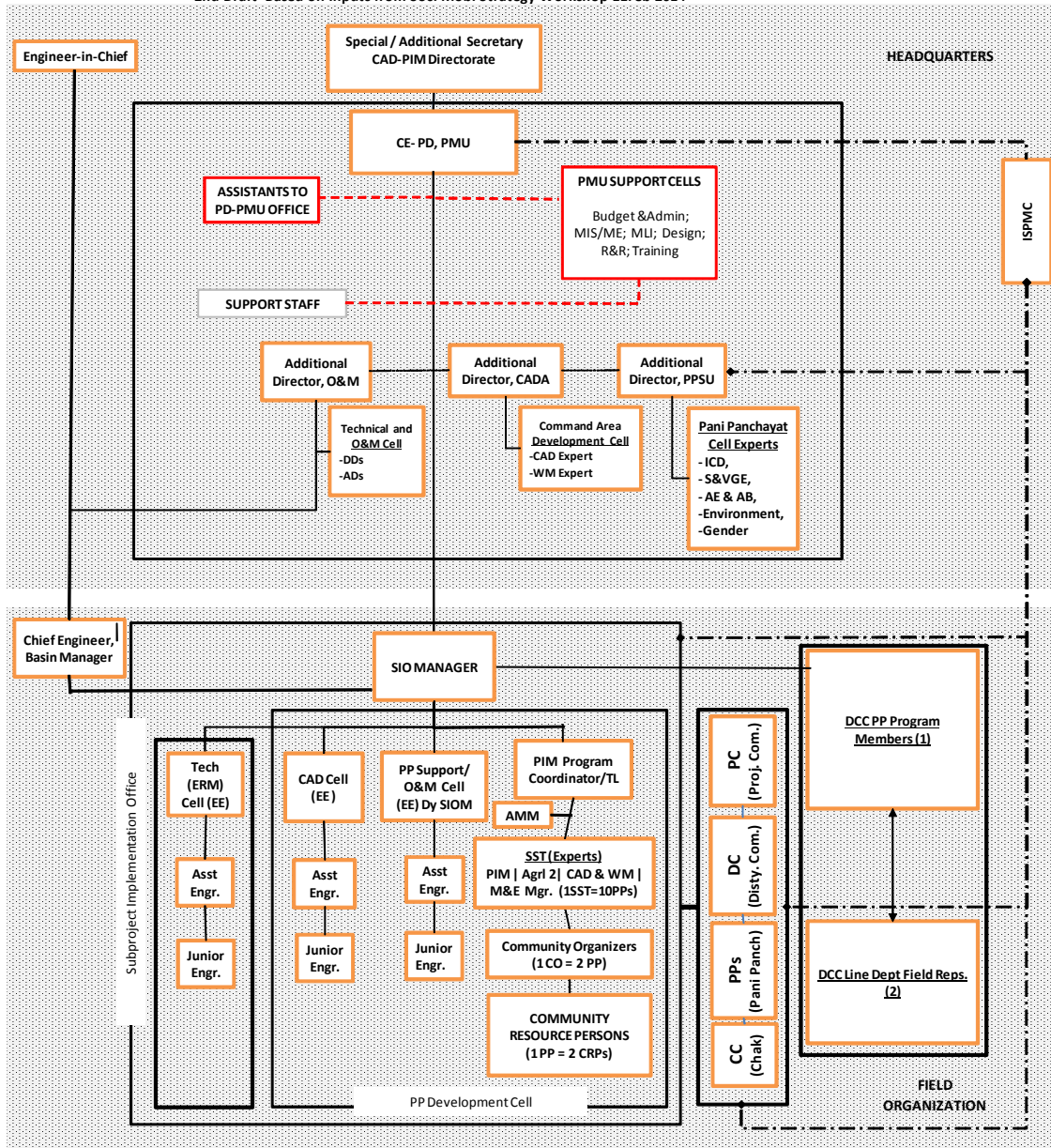
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| (v) | Interim Report | twelve (12) copies to the Client (PMU) to be submitted within thirty (30) weeks after the commencement of the Services. |
| (vi) | Draft Final Report | twelve (12) copies to the Client (PMU) to be submitted within 10 months after the commencement of the Services. |
| (vii) | Final Report | twelve (12) copies to the Client (PMU), 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. |

7. *Data, Local Services, Personnel, and Facilities to be provided by the Client (PMU)*

- 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: SIO Manager

Members: Representatives of Line Departments, PIM Coordinator, SST Leader, PP Representatives

1. DCC PP Program: District Coordination Committee (PP Program), Chairman- Collector/ PD, DRDA, Convener- SIO Manager, Members- Dy SIO Manager, 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 <u>(name of the subproject)</u> 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
	A. Activities under Consultant's management and guided by SIO												
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)												

