

## TERMS OF REFERENCE FOR SELECTION OF PROJECT FACILITATING AGENCIES (NGOs)

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### Background

- 1. The Project:** The Government of India (GoI)/ Government of Nagaland (GON) has applied for financing from the World Bank-IBRD toward the implementation of the ELEMENT project. The total cost of the Project is USD 87.5 Million of which the World Bank will provide a loan of USD 70 Million over a period of 5 years from the date of launch of the Project. The project will be implemented by the Society for Climate Resilient Agriculture in Nagaland (SoCRAN), Government of Nagaland (GoN). ELEMENT-Project, Nagaland shall cover 225 villages in 15 districts in the state. The districts to be covered under the project are Kohima, Tseminyu, Phek, Zunheboto, Wokha, Mokokchung, Kiphire, Longleng, Noklak, Shamatore, Niuland, Chiimoukedima, Tuensang, Peren and Mon. The project is expected to be completed by 2029.

- 2. Purpose of the Terms of Reference:**

This Terms of Reference is for selection of Project Facilitating Agencies (PFAs) to be procured by the SoCRAN, GoN under the Project. The Project will use the funds, received from the World Bank / IBRD/ Government of Nagaland, partially for seeking services of few Project Facilitating Agencies (NGOs) to help the communities, Community institutions, Project Support Agencies (PSAs<sup>1</sup>) and the Project Administration (Zonal Project Management) in planning and implementing the Project at the village level and for development of enterprises in their respective allocated districts.

- 3. Overview of the Project:**

The Government of Nagaland will be implementing a project with landscape management approach with focus on protection and restoration of degraded landscapes in Nagaland for enhancing their productivity and enhancing resilience to climate change besides promoting livelihood, income, food, water security of natural resource dependent communities.

- 4. The Project Development Objectives** is to “improve landscape management and increase environmental and economic benefits for targeted forest-dependent communities in Nagaland”. The PDO will be achieved through activities under four components viz.,

**Component 1:** Strengthening Institutions Capacities for Integrated Landscape Management

**Component 2:** Restoring Landscapes for Improved Ecosystem Services

**Component 3:** Enhancing Landscape-based Value Chains for Economic Transformation

**Component 4:** Project Management, Monitoring and Evaluation

- 5. Component 1 (Strengthening Institutions Capacities for Integrated Landscape Management)** of the project aims to strengthen the capacity of state institutions (Line Departments, Nagaland Investment Development Authority, State Biodiversity Board,

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<sup>1</sup> PSA are the Government Agencies that will provide technical, administrative and logistic support the project

State Mission on Bamboo, Honey and Bio Resources, MSME Directorate, Research and Academic institutions, etc) working as Project Support Agencies; and other stakeholders (Community institutions, farmer/community groups, marginal groups, civil society, and the private sector) in participatory planning, implementation, and monitoring of the ecosystems-based landscape management sub-projects. This will include review of the enabling environment; developing landscape planning guidelines; strengthening administrative capacity and infrastructure of project support agencies (ICT network, GIS and RS equipment, software for decision support, modeling, provision for experts from the market, consultancies and knowledge management services); training of staff and stakeholders in relevant areas; establishment of forest fire prevention and management systems including development of Integrated Early Warning Dissemination, Response and Assessment System. This component will particularly strengthen the capacity of community institutions (i.e. Village Councils, Clans, Bioresource Management Committees, Village Element Management Committees, SHGs) for decentralized natural resources planning and management. Members of village institutions will be trained in practical aspects of landscape management including landscape restoration techniques, forest management, soil enrichment, water management, financial inclusion, access to markets, green entrepreneurship etc.

6. The project will support information dissemination and knowledge sharing on innovations in landscape management through the 'Lighthouse India' approach to other states in the Northeast and other forest-rich mountain states. Several knowledge-sharing events will focus on project implementation successes and lessons learnt among the NE states. The knowledge generated will also advance policy dialogue on landscape and transition to ecosystem-based economic development among forest-dependent communities in the Northeast.
7. **Component 2 (Restoring Landscapes for Improved Ecosystem Services)** aims to restore and maintain the ecosystems services, ecological functions and productivity of landscapes. It involved preparation and implementation of community landscape management plans (CLMP) through cross-sectoral participatory interventions by forest dependent communities, tribal governance bodies, relevant state departments, and civil society organizations. The landscape management plans will have interventions that are expected to generate upstream and downstream economic, social and environmental benefits to communities.
8. The planning of CLMPs will involve conduct of GIS based catchment diagnostic "from ridge to valley", development of High Value Forest Product and NTFP inventory; development of Land Resource Inventory (LRI); development of Forest Inventory/Registry/FMIS; development of People's Biodiversity Register and Biodiversity Conservation sub-plan, Fire Management Plan etc.
9. Specific investments covered for project implementation under the component 2 are:
  - a) Afforestation, reforestation, agroforestry, development of community nurseries, forest fire management;
  - b) Improving soil productivity and health through soil and water conservation measures including green and grey solutions for erosion control and improved soil moisture and Carbon/Nitrogen balance, application of enriched composting;
  - c) Augmenting water resources through treatment of drainage lines with civil structures for stream-bank stabilization, water harvesting structure for primary storage and



distribution; rain water harvesting and small irrigation schemes; spring management; and monitoring of water sources.

- d) Naga Integrated Settled Farming Practices, Climate-smart agricultural (CSA) practices; livelihood activities (piggery, bee keeping, cultivation of coffee etc.) and development of related local infrastructure.

- 10. Component 3 (Enhancing Landscape-based Value Chains for Economic Transformation)** will provide support for creating income and job opportunities in the states by facilitating markets for High Value Forest Products (HVFPs) and agroforestry crops, and promoting nature based/eco-tourism. The interventions build on the states' potential and development aspirations and are designed to contribute to the economic transformation of forest dependent communities by providing support to 'green' enterprises, innovative approaches to connect local and distant markets and boost local job opportunities. The component will finance technical assistance, studies, training, grants for innovation, outreach activities, equipment, and small works.
- 11.** The project will also explore and nurture collaboration partnerships between State and national/international knowledge organizations for driving innovation. The project will set up a value chain development and incubation cell for unlocking economic transformation opportunities in focused HVFP and agroforestry commodities. In Nagaland, the select Village ELEMENT Management Committee (VEMCs) and its Producer Groups (federated as FPOs) will be supported for taking up key value chain activities viz., sustainable collection of targeted commodities, storage, primary processing, ensuring traceability/certification as needed etc. Support will be provided for establishing common facility centers and other necessary small infrastructure, auction yards, certification/GI etc. as per the value chain development requirements informed by the partnering firms.
- 12. Component 4 (Project Management, Monitoring and Evaluation)** will support and provide funding for states' project management, including for key staff and operational costs to deliver on the project development objectives.
- 13. Implementation Arrangement:** The Society for Climate Smart Agriculture in Nagaland (SoCRAN) will host a State Project Management unit (SPMU). SPMU which will be responsible for all matters related to project administration such as preparation and implementation of project plans, compliance of safeguards (ESF compliance monitoring) and fiduciary norms, M&E functions, grievance redress, implementation of strategies for communication and stakeholder engagement etc. The SPMU will have experts on deputation from line departments and hired from the market.
- 14.** SPMU will be supported by technical institutions (Technical Partners) of the State Government viz., Forest Department, State Biodiversity Board, IDAN, Bamboo Mission, Bio Resource Mission etc. and facilitating.
- 15.** The project will be implemented in 225 villages in 15 districts, with each village having a VEMC. These villages will be spread over 15 districts. The VEMC will be formed an active participation of women to facilitate the engagement and involvement of communities from the beginning of planning processes and ensure greater acceptance and willingness to form a partnership to work toward implementation. Local community participation will provide valuable knowledge for developing and implementing the village-level landscape plans. The VEMCs will be facilitated and supported by qualified PFAs.

16. The districts will be grouped into three zones of 3-6 districts each. The Zonal Management Unit (ZMU) will be headed by Zonal Project Officer. ZMUs will provide technical and functional support to VEMCs through PFAs. Within a zone, the typical functions include technical support in the planning and implementation of components 1, 2, and 3, supervision and outreach, social and environmental safeguards, and value chain development. The ZMU will work under the supervision of a Zonal Advisory Committee (CAC) consisting of representatives of various clans and DCs of the districts concerned. The ZAC will be chaired by one of the DCs on annual rotation. The member secretary of the ZAC will be elected from amongst the members.

#### **Appointment of PFAs**

17. **Selection of PFAs:** The Project Director will appoint PFAs for the project district(s) after a competitive selection process as specified in the procurement plan of the Project.
18. **Area of operations:** PFA will work within a district or a set of districts in it is allocated one that one district to support the Project.
19. **Period of assignment:** The initial period of consultancy is for **172 Person Months over a period of three years renewable/extension every year** subject to satisfactory performance of the NGOs. The performance of the FP-NGO will be reviewed every 6 months by the ZMU and the report to be submitted to SPMU within 15 working days of review. However, initially to PFA will be contracted for 1 (One) year extendable for another 2 years on yearly basis, subject to satisfactory performance of the NGO.

#### **Scope of services/ Functions of PFA**

20. PFA will facilitate/implement the project as per guidelines agreed upon and prescribed in the Project Implementation Plan, Community Operation Manual, Financial Manual, Procurement Manual and the guidelines as prescribed in the Environmental & Social Management Framework (ESMF). The PFA, in consultation with ZMU, will prepare its Inception Report with within 30 days from the start of the assignment. The inception report will necessarily cover their Project Delivery Plan (PDP) for 1 (One) year.
21. At the beginning of each year PFA will draw up its annual delivery plan which will be divided into monthly deliverables. The annual plans and the monthly plans will be appraised and approved by the ZMU. The general scope of the activities of PFA are given below. These activities can be modified through mutual consent keeping in mind the field requirement of project planning and implementation.
22. **Project Facilitation Activities**
- a) Undertake awareness generation, social mobilisation, and ensure Free Prior Informed Consent and disseminate project information to VEMCs and rural masses in the project villages ensuring transparency and inclusiveness especially of the vulnerable sections of the society.
  - b) The PFA will function as the eyes and ears of the ZMU. It will Provide timely feedback on project activities and undertake village level risk assessment and suggest mitigation approaches/ measure to the ZMU.
  - c) The PFA will supervise and report to ZMU on adherence to the provisions of the grant agreement signed between the ZMU/SPMU and the VEMC.



- d) A budget envelop will be provided to each VEMC based on their landscape management plan, agreed by the ZMU/SPMU under different components of the project on the basis of technical and financial norms for different activities. The PFA will ensure that all technical and financial norms are adhered to for planning and implementation of project activities within VEMCs budgetary allocation.
- e) Follow media communication approach/ policy, process documentation, monitoring and evaluation as per the guidelines of the ZMU.
- f) Document project processes, impact of activities, success stories.
- g) Ensure compliance of guidelines and directions issued by the ZMU/SPMU/WB/ GoN etc.
- h) Compulsorily participate in all the prescribed meeting and ensure high standards of physical achievements by VEMC through timely and effective support, supervision and guidance.

### **23. Component 1**

- a) Conduct training need assessment of VEMC members and the stakeholders in project and facilitate their training on various aspects of planning, implementation, monitoring and reporting, conflict resolution, and enhancing their technical skills for Components 2 and 3.
- b) Compile names of the trainees from each village for different training and capacity building activities and ensure that they participate in the trainings organised / conducted by ZMUs.
- c) Undertake activities for institutional strengthening of VEMCs, SHGs, BMCs etc
- d) Record and suggest field innovation.
- e) Institutionalise the knowledge management and innovations framework within the project framework as prescribed by the SPMU/ZMU.

### **24. Component 2**

- a) Facilitate preparation of VEMC's 5-year Landscape Management Plan and its sub-plans (biodiversity, forestry, soil conservation and enrichment, water augmentation, livelihoods) with annual physical and financial targets and ensure that they are aligned with targets stated in PIP or other advisories of the ZMU/SPMU. These plans will be endorsed by the VEMCs and approved by the SPMU.
- b) Conduct assessment of technical requirements for implementation of above plans and prepare schedule of activity-wise technical support needed from line departments of the Government of Nagaland and other Project Support Agencies (PSA).
- c) Compile technical notes received from the concerned line departments and provide / facilitate guidance and support to the VEMCs and other stakeholders in villages on technical matters.
- d) Assist VEMCs in implementation of their land, water, forest and bio-resources management plans by building backward and forward linkages with the help of ZMUs. Ensure that landscapes are treated as per the procedures laid down in the Community Operations Manual (COM)/ Project Operations Manual.
- e) Ensure that the cost sharing norms, if any, are followed by the VEMCs and its constituents.
- f) Report on field level technical support received and gaps therein from the line departments.
- g) Facilitate compliance of ESMF, ESMP, and other guidelines for project interventions.

### **25. Component 3**

- a) Organise the producers of HVFP, agro-biodiversity products etc as Producer Groups (PGs), Farmer Interest Groups (FIGs) and FPOs federations etc. through adoption of suitable byelaws and procedures (specially with respect to memberships, responsibilities and functions) as per the COM
- b) Identify Vulnerable House Holds (VHH) in the villages using participatory approach and organise link them to the groups (SHGs, FIGs, Producer Groups etc.)
- c) Mobilise village groups to take up sustainable entrepreneurial and alternative livelihood activities (apiculture, piggery, collection of NTFPs etc.) under Component 1 and link them with the Entrepreneurial / Enterprise development programmes/ activities organised under Component 3.
- d) Help Entrepreneurs, Producers Groups and FPOs in development of their business plans/ Enterprise Development/ Livelihood Development Plans.
- e) Promote development of forward and backward linkages for development of commodity / HVFP specific value chains.
- f) Introduce and disseminate improved technology and practices as proposed by the Project Support Agencies (e.g. Agriculture Research Center, IDAN)
- g) Facilitate flow of funds from the Project, banks (co-financing), Government Schemes, Private Equity etc for entrepreneurial and enterprise development activities.
- h) Assist in planning and establishment of Common Facility Centres (CFCs) and other infrastructures (storage, processing, marketing etc.). Supervise functioning of these centres as per guidelines / COM and help in organising common procurement of inputs as per the guidelines of COM.
- i) Help Project Support Agencies in conducting field activities, training programmes and demonstration of best practices (e.g. climate resilient and sustainable agriculture and forestry) for enhanced productivity and income.
- j) Assist the village groups in accessing the resources and inputs from government schemes and programmes (e.g. Veterinary services, supply of seeds of high yielding varieties etc.)
- k) Assist the enterprising farmer to produce for potential niche market opportunities as a result of project interventions.
- l) Explore and establish linkages with private sector entrepreneurs/ lead firms who could help in exploiting the market potential.

### **26. Component 4**

- a) Assist in formation of VEMCs at the villages level as per the guidelines of the COM.
- b) Ensure that decision making in VEMC is as per the COM with due regard to FPIC and involvement of vulnerable sections of the community.
- c) Generate awareness on ESMF, ESMP, and related code of practices and facilitate the communities in integration of ESMF in all project interventions.
- d) Assist VEMCs to maintain their books of accounts as per the Financial Management Manual of the SPMU and the COM.
- e) Assist VEMCs in conducting community procurement as per the procurement guidelines of the SPMU and the COM.



- f) Ensure that technical and financial norms are followed in planning and implementing different activities within a given landscape. Any deviation from these or the need for such deviations will be reported to the ZMU immediately.
- g) Ensure the traditional GRM is in place at the village level and all the grievances and their resolutions are recorded. When required, assist the stakeholders in accessing the Project GRM and coordinating with the ZMU, SPMU for early and adequate resolution of grievances.
- h) Develop participatory monitoring evaluation (PME) action plan, institutionalize it in the project implementation at the VEMC level.
- i) Collect baseline data and ensure that all project monitoring reports required and other information sought by the ZMU/ SPMU are submitted adequately and in time.

#### **Resources to be made available by the Project**

- 27. The Project will prepare all relevant guidelines, manuals, and make available technical support through SPMU, Project Support Agencies and the Line Department. The PFA would be given access to all documents, correspondence, and any other information relating to the Project and deemed necessary by the PFA. The PFA would be provided copies of the PIP; Community Operations Manual, Procurement and Financial Management Manual and technical notes and guidelines provided by Project Support Agencies and PMC, Grant Agreement between the ZMU/SPMU and VEMC, and other guidelines, policies and procedures issued by Project management and implementing agencies and relevant World Bank policies and guidelines/manuals for project such as ESMF and other such guidelines or policy documents etc.).
- 28. Project will provide a village facilitator (local person) from each village (appointed on the recommendation of each VEMC) to work closely with the PFA and the VEMC for generating awareness, social mobilisation and community level decision making. However, the prime responsibility of project implementation at the village level will be that of the PFA.
- 29. The PFAs will implement conduct their activities independently from their own premises. It will have to establish its own office with infrastructure, transport facility, communication system, training of its staff, etc. and other recurring expenditures. All capital and running expenses/recurring expenses for running the district office will have to be borne by the PFA.
- 30. Office automation and accommodation facilities will not be provided by the project. PFA will have to hire/establish its own accommodation at district levels. One time office set up cost for a fixed amount of Rs. 3,00,000/- shall be released to the contracted NGO for purchase of furniture/fixtures, 5 tables, 5 chairs, 5 desktops, printer and power back up etc.

#### **Reporting**

- 31. PFA will work under the overall supervision of the Zonal Management Unit. The detailed schedule of activities under the project will be as per the Project Implementation Plan of the Project. PFA will report to the ZMU all incidents that might pose risk(s) of any kind to the project and its stakeholders (social risk, environmental risk, financial risk, reputational risk etc.) and ZMU shall report to SPMU within 3 working days.

32. PFA will submit following period reports (monthly and six-monthly reports)
- a) Progress of PFA as per its schedule of activities and plans for next month (monthly and six monthly cumulative report)
  - b) Achievement of Physical and Financial Targets of VEMCs under different components and sub-components (monthly and six monthly cumulative report)
  - c) Utilization certificates for Grant Fund of the (monthly)
  - d) GRM report (monthly)
  - e) Stock statement of the assets / material with the VEMC (monthly)
  - f) Compliance of instructions issued by the ZMU/SPMU (monthly)
  - g) Quarterly procurement report.
  - h) Other necessary reports as mentioned and required by the various manuals i.e. Operation Manual, Financial Manual, Procurement Manual etc.
  - i) Case studies of project villages as regards various intervention of project (six monthly)
  - j) Documentation of the process adopted for social mobilization and to increase women's and vulnerable group participation in project activities. (six monthly)

#### **Performance of the PFA**

33. The broad outputs expected from PFA are as per the agreed activities under PIP, results framework, output indicators, reporting requirements, and any other specific requirements asked by ZMU/SPMU. Performance of the PFA will be carried out by a committee set up by the SPMU every six month. The committee will take a review and recommend to the SPMU to continue with the PFA for rest of the project or not. The decision of the SPMU/PD will be final and binding on all parties.

#### **Fund-flow and payment for services**

34. The cost of consultancy would be for PFA services rendered for the above mentioned activities (para 22 to 26). It would also include expenses for operating the offices. Payment to PFA for this will be done on the basis of agreed schedule of payment.
35. The first instalment of the plan would be released against the inception report and the monthly plan and shall not exceed their expenses for three months given in their Annual Action Plan (AAP). This amount will be adjusted within six months. Subsequently, payments will be made on monthly/quarterly basis on the production of bills and relevant certificates.
36. PFA will submit monthly work plan to the ZMU before 15<sup>th</sup> of the preceding month. The ZMU will release advance for the reimbursable expenses after adjusting for the unused reimbursable expenses from the preceding month(s).
37. The remuneration of the staff employed will be released separately at the end of each month before 10<sup>th</sup> of the succeeding month subject to good performance of the staff and results therein.

#### **Key Personnel**

38. The PFA will employ a multidisciplinary team of professionals comprising of following experts. The proposed team is the minimum desirable personnel keeping in view the quantum of fieldwork, office work and the overall responsibility of the PFA for effective implementation of the project in the assigned area.



- a) Team leader (coordinator) cum Forestry and NRM / watershed / landscape management expert (work closely with the line departments)
- b) Livelihoods/Agribusiness/Expert (will work closely with various ZPMU and line departments)
- c) Environment and social safeguards/ Bio resource conservation expert (will work closely with the line departments)
- d) Community financial management and procurement expert (work closely with ZMU financial and Procurement officials)
- e) MIS Expert (work closely with the ZPMU and Community Institutions)

#### **Qualification and assigned task of the Experts**

39. The Team Leader shall be graduate from any stream, having 8 years or more experience in project support, planning and implementation. Preference shall be given to those having experience in forestry, participatory watershed / landscape management project(s). and NRM related. Other member of the team will be graduate with 8 years or more experience or Post Graduate Diploma in their respective streams with minimum five years working.
40. Majority of the key professional staff proposed are to be long-term employees or are engaged for the project period. The proposed staff of the PFA will be jointly recruited by SPMU and NGO as per the criteria in TOR and the tasks shall be assigned to each staff team member at the time of submission of the proposal.

#### **Replacement of the experts**

41. Except as the client (SPMU) may otherwise agree, no changes shall be made in the key personnel. If for any reason beyond the reasonable control of the PFA, it becomes necessary to replace any of the key personnel, the NGO shall provide as a replacement a person of equivalent or better qualification and same desired experience.
42. If the client (SPMU) finds that any of the PFA personnel have:
- (i) Committed serious misconduct or have been charged with having committed a criminal action or
  - (ii) Have reasonable cause to be dissatisfied with the performance of any of the personnel and then the PFA shall, at the clients written request specifying the ground thereof provide as a replacement a person with qualification and experience acceptable to the client. Prior to this the PFA can issue notices to the erring staff and if the performance is not found to be satisfactory even after two notices, the personnel should be replaced.
  - (iii) The PFA shall have no claim for additional costs arising out of or incidental to any removal and/ or replacement of personnel.

Other essentials:

- (iv) Willingness to travel extensively in project areas and night stay in villages.
- (v) To undertake field visit for 15 days a month
- (vi) Ability to interact easily with Rural Communities.
- (vii) Basic Computer Knowledge MS Word, Excel, MS Power point.
- (viii) Writing skills

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- (vii) Basic Computer Knowledge MS Word, Excel, MS Power point.
- (viii) Writing skills

#### **43. Timelines**

The PFA selected staff are expected to render the full-time service. However, the period of agreement will be for one year and will be renewable subject to satisfactory performances as per the ToR and the same will be granted at the sole discretion of ELEMENT project.

#### **44. Remuneration of the PFA STAFF (Area Coordinators).**

##### **A. Monthly remuneration of Area Coordinators/Subject Expert (SE).**

Sl No.	Designation of PFA staff	Monthly fixed remuneration	Total
1	NRM, Forest & Biodiversity	Rs.30,000/-	Rs.30,000/-
2	Livelihoods Marketing and Value Chain.	Rs.30,000/-	Rs.30,000/-
3	Environment and social safeguards	Rs.30,000/-	Rs.30,000/-
4	SWC, Hydrologist, Spring shed	Rs.30,000/-	Rs.30,000/-
5	M & E/ MIS expert	Rs.30,000/-	Rs.30,000/-
6	IEC- capacity Building & Documentation	Rs.30,000/-	Rs.30,000/-

##### **B. Support towards travelling expenses**

Sl No.	Designation of Functionary	Number of functionaries	Monthly maximum Travelling Expenses	Remarks
1	All Staff		As per project entitlements of the project Assistant at SPMU	Subject to fulfillment of number of field visits undertaken as per the ToR else the proportionate amount will be paid.
	Total			

*Assignment: Consulting Services for Engagement of NGOs as Project Facilitation Agency under ELEMENT, World Bank funded project. Ref. No. : IN-SOCRAN-370717-CS-COS*



#### 45. Arbitration

In the event of any dispute between the project and PFA, the Chief Project Director, SPMU or his nominee will be the arbitrator and his decision will be the final and binding on both the parties. In the event of any dispute between the PFA and the Project, the committee constituted by the Agriculture Production Commissioner will be the arbitrator and its decision will be the final and binding on both the parties. In the arbitration proceedings, the PFA, VEMC, SPMU shall nominate their representatives to plead their respective cases.

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