



**GOVERNMENT OF ODISHA**

**REQUEST FOR PROPOSAL (RFP) DOCUMENT FOR PROCUREMENT OF CONSULTANCY SERVICE  
UNDER WORLD BANK ASSISTED  
REJUVENATING WATERSHEDS FOR AGRICULTURAL RESILIENCE THROUGH INNOVATIVE  
DEVELOPMENT (REWARD)  
PROGRAM**

**District level support agency for Capacity building and policy development**

**UNDER REWARD PROGRAM**

Ref. No : RE/DLSA/RFP/PDWS,DKL/01/2023

**Purchaser:** *The Project Director,  
Office of the Project Director Watersheds,  
Dhenkanal, Odisha.  
Kunjakanta -759001,  
[pdws.dhenkanal@gmail.com](mailto:pdws.dhenkanal@gmail.com)*

### SCHEDULE FOR PROCUREMENT

Sl. No.	Particulars	Schedule
1	RFP REFERENCE No.	<b>RE/DLSA/RFP/PDWS,DKL/01/2023</b>
2	DATE OF AVAILABILITY OF RFP DOCUMENT IN WEB PORTAL OF DSC&WD, ODISHA ( <a href="http://www.soilodisha.nic.in">http://www.soilodisha.nic.in</a> )	<b>06.03.2023</b>
3	PRE-PROPOSAL MEETING	<b>14.03.2023, 11.00 AM</b>
4	LAST DATE AND TIME FOR SUBMISSION OF PROPOSAL	<b>23.03.2023, 5.30 PM</b>
5	TIME AND DATE OF OPENING OF TECHNICAL PROPOSAL	<b>24.03.2023, 11.00 AM</b>
6	TIME AND DATE OF OPENING OF FINANCIAL PROPOSAL	<b>To be intimated</b>
7	PLACE OF OPENING OF PROPOSAL	Office of the Project Director Watersheds, Dhenkanal, Odisha. Kunjakanta, 759001
8	COST OF TENDER PROCESSING FEE (NON-REFUNDABLE)	Amount: INR 11,800 (Rupees Eleven Thousand Eight Hundred only) including GST@18% in the form of Demand Draft in favour of Project Director, Watersheds, Dhenkanal payable at Dhenkanal
9	AMOUNT OF PERFORMANCE SECURITY	3% of the contract value Amount shall be submitted in the shape of DD or Bank Guarantee in the format provided in Section VI
10	ADDRESS FOR COMMUNICATION	The Project Director, Office of the Project Director Watersheds, Dhenkanal, Odisha. Kunjakanta, 759001 <a href="mailto:pdws.dhenkanal@gmail.com">pdws.dhenkanal@gmail.com</a> Name of the officer in charge: Sri S.K. Rath: M. No-9437239482 Miss A. Behera: M. No- 8917244628
11	RFP publication portal	<a href="http://www.soilodisha.nic.in">http://www.soilodisha.nic.in</a>

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Sd/-

(Sri Satchidananda Swain)

**Project Director, Watersheds, Dhenkanal  
Office of the Project Director, Watersheds,  
Dhenkanal**

**Kunjakanta, Dhenkanal -759001**

## SECTION I: LETTER OF INVITATION

**RFP No:** RE/DLSA/RFP/PDWS,DKL/01/2023

**Date:** 02.03.2023

1. The Project Director, Watersheds, Dhenkanal of Soil Conservation & Watershed Development (DSC&WD), Agriculture & Farmers' Empowerment Department, Govt. of Odisha, Bhubaneswar invites proposals from eligible agencies to provide the Consulting Service of **district level support agency for capacity building and policy development**. The documents relating to Request for Proposal (RFP) are available in the Web portal of Directorate of Soil Conservation & Watershed Development, Odisha (<http://www.soilodisha.nic.in>) from **06.03.2023**. More details on the services are provided in the attached Terms of Reference.
2. Interested agencies shall submit the proposal on or before **23.03.2023 within 5.30 PM** through Speed post/registered post/Courier. The proposals submitted in any other manner will not be accepted. The required documents in sealed cover with the original DD in lieu of the prescribed non-refundable tender processing fee (in separate cover) must be submitted to the Project Director, Watersheds, Dhenkanal, office of the Project Director Watersheds, Dhenkanal, Kunjakanta, Dhenkanal -759001 on or before **23.03.2023 within 5.30 PM**. The sealed envelope should be superscripted as "District level support Agency for capacity building and policy development for Rejuvenating Watershed for Agricultural Resilience through innovative Development (REWARD) Programme, Govt of Odisha".
3. A pre-proposal meeting will be held on **14.03.2023 at 11.00 AM** in the conference hall of the Project Director, Watersheds, Dhenkanal. In case, if there is a holiday on above date, meeting will be held on next working day or as intimated through e-mail.
4. The Agency will be selected under Quality-and Cost-Based Selection (QCBS) and procedures described in this RFP.
5. The RFP includes the following documents:
  - Section I – Letter of Invitation
  - Section II – Information to Agencies
  - Data Sheet
  - Section III – Technical Proposal – Standard Forms
  - Section IV – Financial Proposal – Standard Forms
  - Section V – Terms of Reference (ToR)
  - Section VI – Standard Form of Contract
6. The selected agency should submit the performance security as Bank Guarantee from any nationalized bank for **3% of the contract price** at the time of entering into the contract & the same will be returned after the completion of the project period.
7. The proposals will be opened for technical scrutiny on **24.03.2023 at 11.00 AM** in conference hall of office of the Project Director Watersheds, Dhenkanal, Kunjakanta 759001.
8. The Financial proposals will be opened only for those proposals who fulfil minimum eligibility

criteria and qualify technically in accordance with the prescribed additional technical criteria as mentioned in RFP. The date of the opening of the financial proposals will be intimated to the technically qualified agencies through e-mail.

Sd/-

(Sri Satchidananda Swain)

**Project Director, Watersheds, Dhenkanal**  
**Office of the Project Director, Watersheds,**  
**Dhenkanal**

## SECTION II: INFORMATION TO AGENCIES

### 1. INTRODUCTION

- 1.1 The Client named in the “Data Sheet” will select an agency, in accordance with the method of selection indicated in the Data Sheet.
- 1.2 The Agencies are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet (the Proposal) for consulting services required for the Assignment named in the Data Sheet. The Proposal will be the basis for contract negotiations and ultimately for a signed contract with the selected Agency.
- 1.3 The Assignment shall be implemented in accordance with the phasing indicated in the Data Sheet. When the Assignment includes several phases, the performance of the agency under each phase must be to the client’s satisfaction before work begins on the next phase.
- 1.4 The Agency must familiarize themselves with local conditions and take them into account in preparing their Proposals. To obtain first-hand information on the Assignment and on the local conditions, agencies are encouraged to pay a visit to the Client before submitting a Proposal, and to attend a pre-proposal conference if one is specified in the Data Sheet. Attending the pre-proposal conference is optional. The Agency’s representative should contact the officials named in the Data Sheet to arrange for their visit or to obtain additional information on the pre-proposal conference. Agencies should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.5 The Client will provide the inputs specified in the Data Sheet, assist the agency in obtaining approval and permits needed to carry out the services, and make available relevant project data and reports.
- 1.6 Please note that (i) the costs of preparing the proposal and of negotiating the contract, including a visit to the Client, are not reimbursable as a direct cost of the Assignment; and (ii) the Client is not bound to accept any of the Proposals submitted.
- 1.7 Government of Odisha (GOO) expects agencies to provide professional, objective, and impartial advice and at all times hold the Client’s interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Agencies shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interest of the Client.

- 1.7.1 Without limitation on the generality of this rule, agencies shall not be hired under the circumstances set forth below:
- (a) An agency which has been engaged by the Client to provide goods or works for a project, and any of their affiliates, shall be disqualified from providing consulting services for the same project. Conversely, agency hired to provide consulting services for the preparation or implementation of a project, and any of their affiliates, shall be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services) for the same project.
  - (b) Agencies or any of their affiliates shall not be hired for any assignment which, by its nature, may be in conflict with another assignment of the agency.
- 1.7.2 As pointed out in para. 1.7.1 (a) above, agencies may be hired for downstream work, when continuity is essential, in which case this possibility shall be indicated in the Data Sheet and the factors used for the selection of the agency should take the likelihood of continuation into account. It will be the exclusive decision of the Client whether or not to have the downstream assignment carried out, and if it is carried out, which agency will be hired for the purpose.
- 1.8 It is GoO's policy to require that agencies observe the highest standard of ethics during the execution of such contracts. In pursuance of this policy, the GoO:
- (a) Defines, for the purposes of this provision, the terms set forth below as follows:
    - (i) "Corrupt practice" means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution; and
    - (ii) "Fraudulent practice" means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of GOO, and includes collusive practices among agencies (prior to or after submission of proposals) designed to establish prices at artificial, non-competitive levels and to deprive GOO of the benefits of free and open competition.
  - (b) Will reject a proposal for award if it determines that the agency recommended for award has engaged in corrupt or fraudulent activities in competing for the contract in question;
  - (c) Will declare an agency ineligible, either indefinitely or for a stated period of time, to be awarded GOO-financed contract if it at any time determines that the firm has engaged in corrupt or fraudulent practices in competing for, or in executing, a GOO-financed contract; and
  - (d) Will have the right to require that, GOO to inspect agency's accounts and records relating to the performance of the contract and to have them audited by auditors appointed by GOO.
- 1.9 Agency should not be under a declaration of ineligibility for corrupt and fraudulent practices issued by GOO in accordance with the above sub para 1.8 (d).

## **2.0 CLARIFICATION AND AMENDMENT OF RFP DOCUMENTS**

- 2.1 Agencies may request a clarification of any item of the RFP document up to two days before the pre proposal meeting. Any request for clarification must be sent in writing by electronic mail to the Client's address indicated in the Data Sheet with the subject (Queries\_\_\_<RFP Notification No>\_\_\_\_. The Client will respond by electronic mail or during pre-bid conference to such requests.
- 2.2 At any time before the submission of Proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, modify the RFP documents by amendment. Any such modification in the RFP will be published in DSC&WD Website (<http://www.soilodisha.nic.in>) only in the form of addendum/ corrigendum.

## **3.0 PREPARATION OF PROPOSAL**

- 3.1 Agencies are requested to submit a Proposal (Para 1.2) written in the language(s) specified in the Data Sheet.
- 3.2 One agency, if interested to apply for more than one district, may do so for a maximum of two districts subject to a maximum of 6 pilot clusters under REWARD. However, separate proposals must be submitted for separate districts. For details of operational districts and pilot clusters under REWARD, annexure I of the Terms of Reference may be checked.

### **Technical Proposal**

- 3.3 In preparing the Technical Proposal, agencies are expected to examine the documents comprising this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 3.4 While preparing the Technical Proposal, agencies must give particular attention to the following:
- (i) The proposal shall be based on the number of key professional staff-months estimated by the agency.
  - (ii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relation with it.
  - (iii) Proposed key professional staff must have the experience indicated in the Data Sheet.
  - (iv) In case of CV of any professional found in more than one interested agency, the decision of evaluation committee on scoring of marks shall be final and binding on all agencies.
  - (v) Alternative key professional staff shall not be proposed, and only one curriculum-vitae (CV) may be submitted for each position.
  - (vi) Reports to be issued by the agencies as part of this assignment must be in the language(s) specified in the Data Sheet. It is desirable that the firm's personnel



have a working knowledge of the Client's official language.

- 3.5 The Technical Proposal should provide the following information using the attached Standard Forms (Section 3):
- (i) A brief description of the agency's organization and an outline of recent experience on assignments (Section 3A & 3B) of a similar nature.
  - (ii) Any comments or suggestions on the Terms of Reference and on the data, a list of services, and facilities to be provided by the Client (Section 3C).
  - (iii) A description of the methodology and work plan for performing the assignment (Section 3D).
  - (iv) The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member, and their timing (Section 3E).
  - (v) CVs in prescribed template, recently signed by proposed key professional staff and countersigned by authorized representative submitting the proposal (Section 3F).
  - (vi) Estimates of the total staff effort (professional and support staff; staff time) to be provided to carry out the Assignment, supported by bar chart diagrams showing the time proposed for each key professional staff team member. (Sections 3E and 3G).
  - (vii) Any additional information requested in the Data Sheet.

3.6 The Technical Proposal shall not include any financial information.

### **Financial Proposal**

3.7 In preparing the Financial Proposal, agencies are expected to take into account the requirements and conditions of the RFP documents. The Financial Proposal should follow Standard Forms (Section 4). It lists all costs associated with the Assignment, including (a) remuneration for staff, and (b) reimbursable such as subsistence (per diem, housing), transportation (national and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys; and training, if it is a major component of the assignment. If appropriate, these costs should be broken down by activity.

3.8 Agencies shall express the price of their services in Indian Rupees.

3.9 The Data Sheet indicates how long the proposals must remain valid after the submission date. During this period, the agency is expected to keep available the key professional staff proposed for the assignment. The Client will make its best effort to complete negotiations within this period. If the Client wishes to extend the validity period of the proposals, the agencies who do not agree have the right not to extend the validity of their proposals.

#### **4. SUBMISSION, RECEIPT, AND OPENING OF PROPOSALS**

- 4.1 The original Proposal (Technical Proposal and Financial Proposal; see para 1.2) shall be prepared legibly. It shall contain no inter-lineation or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the person or persons who sign(s) the Proposals.
- 4.2 An authorized representative of the Agency initials all pages of the Proposal. The representative's authorization is confirmed by a written power of attorney accompanying the Proposal.
- 4.3 The original Technical Proposal and Financial Proposal should be submitted in separate envelopes along with original A/C payee Demand draft in favor of Project Director, Watersheds, Dhenkanal drawn in any scheduled commercial Bank payable at Dhenkanal towards tender processing fee should reach the Project Director, Watersheds, Dhenkanal on or before **23.03.2023, 5.30 PM** by Speed post/registered post/Courier. Non submission of any one of the documents will lead to rejection of the proposal.
- 4.4 The envelopes shall be superscripted as "Technical Proposal," and "Financial Proposal".
- 4.5 The completed Technical and Financial Proposal must be delivered to the Project Director, Watersheds, Dhenkanal on or before the time and date stated in the schedule of procurement. Any Proposal received after the closing time for submission of proposals shall not be accepted.
- 4.6 After the deadline for submission of proposals the Technical Proposal shall be opened on the date and time mentioned in the schedule of procurement by the evaluation committee/Tender committee. The Financial Proposals shall remain sealed till the completion of evaluation of technical proposal. Financial proposals of qualified bidders will be opened on the date and time specified in the schedule of procurement.

#### **5 PROPOSAL EVALUATION**

##### **General**

- 5.1 From the time the proposals are opened to the time the contract is awarded, if any agency wishes to contact the Client on any matter related to its proposal, it should do so in writing at the address indicated in the Data Sheet. Any effort by the firm to influence the Client in the Client's proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the agency's proposal.
- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation, including its approval by competent authority is obtained.

### **Evaluation of Technical Proposals**

- 5.3 The Evaluation committee/Tender Committee appointed by the Client will verify eligibility of the bidders in accordance with the minimum eligibility criteria. The proposal of bidders, who don't fulfil prescribed minimum eligibility criteria, shall be out rightly rejected and dropped from further selection processes.
- 5.4 The technical proposal of eligible bidders shall be evaluated and scoring shall be done based on the prescribed additional technical criteria. The bidders are advised to furnish desired information supported by required documentary evidences. The self-assessment of the bidders furnished in Form I and Form II at section IV will serve as a reference only and will in no case be binding on the client.
- 5.5 The advisories on the power point presentation including date, time and other details will be communicated electronically to all bidders, who meet prescribed minimum eligibility criteria.
- 5.6 Minimum qualifying marks is 70 marks. The bidders who score less than 70 marks out of 100 in the technical evaluation stage will be disqualified and dropped from further selection process. The bidders who secure 70 marks or more will qualify technically and will be invited to participate in the evaluation of financial proposals

### **Public Opening and Evaluation of Financial Proposals; Ranking**

- 5.7 After the evaluation of quality is completed, the Client shall notify those agencies whose proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify the agencies that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than one week after the notification date. The notification may be sent by electronic mail.
- 5.8 The Financial Proposals shall be opened publicly in the presence of the agencies' representatives who choose to attend. The name of the agency, the quality scores, and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- 5.9 The lowest Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the Data Sheet:  $S = St \times T\% + Sf \times P\%$  (S= highest combined technical/ financial score). The Agency achieving the highest combined technical & financial score will be invited for negotiations.
- 5.10 The weights to be awarded to technical and financial proposals are 70% and 30 % respectively.

## **6 NEGOTIATIONS**

- 6.1 Negotiations will be held at the address indicated in the Data Sheet. The aim is to reach agreement on all points and sign a contract.
- 6.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the firm to improve the Terms of Reference. The Client and Agency will then work out final Terms of Reference, staffing, and bar charts indicating activities, staff, periods in the field and in the home office, staff-months, logistics, and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the “Description of Services” and form part of the contract. Special attention will be paid to getting the most the Agency can offer within the available budget and to clearly defining the inputs required from the Client to ensure satisfactory implementation of the Assignment.
- 6.3 Unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff (no breakdown of fees) nor other proposed unit rates.
- 6.4 Having selected the Agency on the basis of, among other things, an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the experts named in the Proposal. Before contract negotiations, the Client will require assurances that the experts will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff was offered in the proposal without confirming their availability, the Agency may be disqualified.
- 6.5 The negotiations will conclude with a review of the draft form of the contract. To complete negotiations the Client and the Agency will initial the agreed contract. If negotiations fail, the Client will invite the firm whose proposal received the second highest score to negotiate a contract.

## **7 AWARD OF CONTRACT**

- 7.1 The contract will be awarded following negotiations. After negotiations are completed, the Client will promptly notify other agencies on the shortlist that they were unsuccessful and return the Financial Proposals of those agencies who don't technically qualify to participate in the financial evaluation process.
- 7.2 The Agency is expected to commence the Assignment on the date and at the location specified in the Data Sheet.

## **8 CONFIDENTIALITY**

- 8.1 Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the agencies who submitted the proposals or to other persons not officially concerned with the process, until the winning Agency has been notified that it has been awarded the contract.

## DATA SHEET

### Information to Agencies

#### Clause Reference

#### 1. Introduction:

1.1 The name of the Client is: The Project Director, Watersheds, Dhenkanal of office of the Project Director Watersheds, Dhenkanal, Kunjakanta, Dhenkanal -759001, The method of selection is: Quality and Cost Based Selection (QCBS)

1.2 A Technical and a Financial Proposals are requested: Yes

The name, objectives and description of the Assignment are: As per the ToR attached

1.3 The Assignment is phased: Yes, as per TOR attached.

1.4 A pre-proposal conference will be held on the date mentioned in Schedule of procurement in the conference hall of office of the Project Director Watersheds, Dhenkanal, Kunjakanta, Dhenkanal -759001

1.5 The Client will provide the following inputs:

1.5.1 Relevant information and formats, which are essential to implement the contract activities.

1.7.2 The Client envisages the need for continuity for downstream work: Yes, as per the TOR and rates mentioned in the financial proposal shall apply.

#### Additional Instructions:

- a) The Agency selected as DLSA will be responsible for data collection from farmers/field/partner institution as per the design.
- b) The staff of the agency are expected to travel in project and non-project sites to collect data and other relevant information as per requirement.
- c) Agencies are advised to ensure that all the relevant documents are submitted. Project Director, Watersheds, Dhenkanal shall not be responsible if any of the documents are untraceable.
- d) It is deemed that the agency has examined the terms and conditions of the RFP before applying for the bid.
- e) The Project Director, Watersheds, Dhenkanal reserves the right to accept/reject any application or cancel the tender process without assigning any reason whatsoever.
- f) Any changes in the schedule will not be published through Newspapers and

will be intimated only through e-mail as mentioned on the envelopes as contact details.

- g) The agency, which is awarded the assignment, should not sub-contract for any part of the assignment without the approval of the client.
  - h) If required officers of the Departments, may visit the agency establishment at the address given in the technical bid for physical verification of the details given in the technical bid. It is the responsibility of the agency to furnish all the details at the given address without fail.
  - i) If in any instance, information or the documents furnished by any of the agencies are found to be incorrect or fake; such agency will be out rightly terminated from the contract and shall be debarred from further participation.
  - j) If selected agency found to be non-performing as per the agreed conditions, the client holds the right to terminate their services by giving due notice.
  - k) The select agency should work in close coordination with the officers and staff placed in headquarters and field functionaries.
  - l) Incomplete / unsigned proposals shall not be considered.
  - m) All the Annexures shall be signed by the authorized signatory with name and seal of the agency
- 1.9 Tenderers should not be debarred by the World Bank. The tenderer shall access latest list of debarred individuals & firms from following World Bank Weblink <https://www.worldbank.org/en/projectsoperations/procurement/debarred-firms> before submission of the tender

## **2. Clarification and Amendment of RFP Documents:**

- 2.1 Clarifications may be requested by e-mail up to two days prior to pre-proposal meeting in the conference hall of office of the Project Director Watersheds, Dhenkanal, Kunjakanta, Dhenkanal -759001.
- 2.2 Any modification in the RFP will be intimated by e-mail only in the form of addendum/ corrigendum.

## **3. Preparation of Proposal**

- 3.1 Proposals should be submitted in the following language(s): English
- 3.2 (i) The estimated number of Key Professional staff months required by the assignment is to be estimated by the tenderer based on the deliverables as per the attached TOR.  
(ii) Reports which are the part of the assignment must be written in the following language: English
- 3.3 Proposals remain valid for 120 days after the last day of submission

3.4. Date and timing of submission of RFP: As per schedule of procurement

3.5 Opening of Technical Proposals will be done on as per schedule of procurement in presence of interested agencies or their authorized representatives. The scrutinizing committee will carry out a detailed scrutiny for technical specifications at a later date. If any information provided by the agencies is incomplete or found factually false or misleading, such firms will be summarily rejected/removed, without any notice. The date of financial opening of technically qualified proposals shall be intimated to technically qualified agencies through address or e-mail mentioned in the proposal.

**4. Minimum eligibility criteria**

1. Must be a Legal Entry of at least 5 years as on 1.4.2022 (Registration certificate indicating date of registration on or before 1.4.2017 to be submitted)
2. The agency should have Cumulative Turnover of at least 1.0 Crore for the preceding three financial years i.e., 2020-21, 2019-20, 2018-2019(Audited Statement of Accounts of respective financial years to be submitted)
3. The agency must have not been debarred / blacklisted by any Govt or State Govt. organizations /Central Public Sector Enterprises (CPSEs) / External Donor organizations including World Bank after 1.4.2019 for services of any description (Affidavit in the prescribed template attached to Technical proposal - Standard Forms)
4. The agency must have Implemented one project in the field of NRM / Watershed Management, in the state of Odisha (preferably within the district under consideration) funded by Govt. /NABARD/ External Donor agencies after 1.4.2009. (Copy of the MoU, ToR and Project Completion Report.to be provided)
5. The agency must have conducted at least 50 number of trainings (in the field of NRM / Watershed Management / collective marketing / value chain development) of 3-5 days' duration for GPs / WCs/CBOs/FPOs in Govt. frame work (Copy of the MoU and ToR to be submitted)
6. Partnership with one Govt of Odisha Agency for hands on support to CBOs in the field of agriculture / development / livelihood sector (Copy of the MoU and ToR to be submitted)



## 5 Evaluation of Technical Proposal

Sl. No	Criteria		Assigned Marks
1	Legal entity & financial turnover 5 Marks	Of more than 5 years	2
		Minimum turnover of at least 0.5 crore rupees / year consecutively for three years preceding. i.e 2021-22, 2020-21, 2019-20	3
2	Watershed Management Experience - 20 Marks	Has implemented one Govt. of Odisha / NABARD/ External Donor funded watershed project in the state of Odisha after 1.4.2009.	5
		Total geographic coverage of the watersheds implemented is more than 1000 ha	5
		One NRM / Watershed Programme delivered by the agency has significant impacts on quality of life of the target beneficiaries  Published in a research journal having a dedicated web site / recognised state or national level print media - 3 Marks Documented in the third party Impact Assessment Report - 3 Marks Recipient of one District level (or above) award by Govt. or a recognised agency in the field of NRM / Watershed management - 4 Marks	10
3	Capacity Building of CBOs at GP / WC level - 10 Marks	Conducted 50 no of Trainings (in the field of NRM / Watershed Management / collective marketing / value chain development) of 3-5 days' duration for WCs/GPs/CBOs/FPOs in Govt. frame work - 5 marks Of which, 25 trainings in the field of watershed management - additional 5 marks of which, 25 trainings are conducted in the district under consideration - Additional 5 marks	15
4	Quality of Capacity Building initiatives - 20 Marks	Video clippings ( of maximum 3 minutes duration) in respect of one training module delivered by the agency after 1.4.2019 uploaded in a website / social media - 5 marks	5
		Quality / Impact of one the training modules delivered by the agency after 1.4.2019 is satisfactory - 5 marks	5

		One FPO / Farmers' Group / Farmers' Cooperative (with a legal entity) nurtured by the agency is involved in collective farming / value chain development / collective marketing as on 1.4.2022 - 5 Marks	5
		One of the CBOs / WCs nurtured by the agency has received one district / State / national level award for performing well after 1.4.2009 - 5 marks	5
5	Team Composition- 20 Marks	Desired Qualification of Team Leader (As per ToR)- 3 marks For PhD, additional 1 marks	4
		No of trainers with desired qualification as per ToR. (2 marks per trainer subject to maximum 8 marks)	8
		No of facilitators with the desired qualification as per ToR (2 mark per facilitator subject to maximum 8 marks )	8
6	Paper Presentation	Description of methodology & work plan for implementing specified assignments in prescribed template.(Section 3 D of the technical proposal standard forms)	20
Total			100

Minimum qualifying score for technical eligibility is 70 marks.

## 6 Evaluation of Financial proposal

6.1 The date of opening of financial proposal will be as per schedule of procurement or as intimated through e-mail.

6.2 The formula for determining the financial scores is the following:

$S_f = 100 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price, and  $F$  the price of the proposal under consideration

The weights given to the technical and Financial Proposals are: T=

0.70, and

F= 0.30

The agency scoring highest points will be awarded the contract. If, for any reason, agency scoring highest fails to sign the contract the, agency with the next highest score will be awarded with the contract.

6.3. The address for negotiations is: in the conference hall of the office of the Project Director Watersheds, Dhenkanal, Kunjakanta, Dhenkanal -759001.

6.4 The assignment is expected to commence: On the date of effectiveness of the contract

### SECTION-III. TECHNICAL PROPOSAL - STANDARD FORMS

- 3A. Technical Proposal forms
  - I. Technical Proposal Submission Form
  - II. Power of Attorney
  - III. Affidavit
- 3B. Agency references
- 3C. Comments and suggestions on the Terms of Reference and on data services, and facilities to be provided by the Client.
- 3D. Description of the methodology and work plan for performing the assignment.
- 3E. Team composition and task assignment
- 3F. Format of Curriculum Vitae (CV) for Proposed Key Professional Staff
- 3G. Time Schedule for professional personnel

*Note: These Forms (3A to 3G) are to be completed in all respects and submitted along with relevant documentary evidences. The agencies are also required to make a self-assessment in respect of their eligibility in the templates provided in Section IV in accordance with the prescribed minimum eligibility criteria and additional technical criteria.*

**SECTION 3A**  
**I. TECHNICAL PROPOSAL FORMS**

**A. Consultant's Organization**

A.1	Name of the Agency		
A.2	Acronym of the Organization (if Any)		
A.3	Address for Correspondence	Mailing Address	
		Office Address (if different from mailing address)	
A.4	Contact Details	Name of the Contact Person	
		Designation	
		Landline Telephone No	
		Mobile No	
		Email id	
		WhatsApp No	
		Address for Correspondence (if different from A.3 above)	
A.5	Legal Status	1. Is the Agency Registered?	
		Yes / No	
	If Yes, under which Act? ( Copy of the registration Certificate appended at Annexure ____, Page No __)	Society Act / Trust Act / Company Act (Section 25) / Any other (Specify)	
		2. Date of Registration	
		3. Geographic Presence of the organization	No of States in India: No of districts in Odisha: No of the blocks within the district under consideration_____
	4. Whether the Organization registered under FCRA	YES	No

		5. Indicate if the agency has been debarred / blacklisted by any Govt. or State Govt. organizations / Central Public Sector Enterprises (CPSEs) / External Donor organizations including World Bank after 1.4.2019 for services of any description.		
		Yes / No		
A.6	Vision of the Organization (Not more than three sentences)			
		Core Competencies (Bullet Points)		
		Thematic areas of intervention (Bullet Points)		
A.7	Financial Management	What are the source of funding?	Corpus / Endowment / Donation / Govt. Grant / Foreign Donors' Grant / Others (Specify)	
		Year wise Turn Over in the preceding three years. Attach copies of audited statement of accounts at Annexure _____, Page No _____	Financial Year	Turn Over (Lakh Rupees)
			2019-20	
			2020-21	
			2021-22	
			Total	
		Whether the accounts are audited by external auditor?	Yes / No	
Whether income tax return filed in three years preceding ?	Yes / No			

**II.POWER OF ATTORNEY (On Rs. 200/- stamp paper)**

Date: .....

To:

The Project Director,  
Watersheds, Dhenkanal  
Kunjakanta-759001

Sir,

I / We, ..... Authorized to represent M/s.....(Name and full address of registered office) do hereby authorize Mr. / Ms..... to sign and submit the bid against your Letter of Invitation [ title and reference number of the Letter of Invitation]. All the terms and conditions including undertakings submitted by him / her are binding on us.

*For and on behalf of M/s.....*

*Authorized Signatory*

*(Signature)*

*Name:.....*

*Designation:.....*

**III.AFFIDAVIT (To be submitted on Rs.200/- Stamp Paper)**

Ref. No:

Date:

**To,**

The Project Director,  
Watersheds, Dhenkanal  
Kunjakanta-759001

**Dear Sir/Madam,**

I/We hereby certify that

- 1) Our firm/ Company/Society/Trust/Organization has not been debarred / blacklisted by any GoI or State Govt. organizations / Central Public Sector Enterprises (CPSEs) / External Donor organizations including World Bank after 1.4.2019 for services of any description.
- 2) Our firm has been legally compliant by all laws, regulations and provisions made by Government of India / Govt. of Odisha.
- 3) I have read and understood the terms and conditions relevant to the notification no. \_ dated\_\_\_\_\_and submitted the Request for Proposal application in accordance with the terms and conditions of the above-referred notification.
- 4) The information furnished in the tentative terms of reference are true and factual and I clearly understand that our tender is liable for rejection, if any information furnished is found to be incorrect and not factual at any point of time, the P.D. Watersheds, Dhenkanal will have right to initiate any action deemed fit.

Yours faithfully

Date:

(Signature of the Authorized signatory)

Place:

(Name and designation of the of the Authorized signatory)

Seal of the Agency

### SECTION 3B. AGENCY'S REFERENCES

#### B Consultant's Experience

<b>B.1</b>	AS an Implementing Agency in Govt. / Donor funded project in the field of NRM / Watershed management.				
<b>B.1.1</b>	Whether the agency has implemented any project in the field of NRM / Watershed Management, in the state of Odisha (preferably within the district under consideration) funded by Govt. /NABARD/ External Donor agencies.  Yes / No  If Yes, furnish following information and attach copy of MoU, ToR and Project Completion Report at Annexure _____, Page No _____ in respect of one completed project ( which, in view of the agency, is the flagship programme of the organization)				
	Name of the Project Implemented				
	Aim & objectives of the Project				
	Project Cost				
	Name of the Funding Agency				
	Project Period				
	Project Location (District)				
	Name of the Associated consultants if any				
	Total No. of staff months of the assignment / job				
	Outputs Delivered ( Bullet points only)				
	Outcomes realised (Bullet Points only)				
<b>B.1.2</b>	Furnish following information in respect of Gol / State Govt./ NABARD / External Donor funded projects in the field of Watershed Management, for which the agency has been engaged as a Project implementing Agency (PIA). Attach the copies of MoU & ToR at Annexure _____, Page No _____				
	Sl. No	Name of Project	Funding Agency	Date of Signing	Project District



				the contract										
	<b>1</b>													
	<b>2</b>													
	<b>3</b>													
	<b>4</b>													
	<b>5</b>													
	Total Geographic Area in hectares:													
<b>B.2</b>	Quality of the NRM / Watershed projects implemented													
<b>B.2.1</b>	<p>Whether any of the programme (in the field of NRM/Watershed management) delivered by the agency has significant impacts on quality of life of the target beneficiaries?</p> <p>Yes / No</p> <p>If yes, attach documentary evidence (abstracts of Case study / Research Paper/ Press clipping / Third Party Impact Assessment Report / web site ) in respect of one programme at annexure _____, Page No _____.</p>													
<b>B.2.2</b>	<p>Whether third party impact evaluation has been done in respect of any programme (in the field of NRM / watershed management) delivered by the agency?</p> <p>If Yes, furnish following information and attach executive summary of the third party impact assessment report at Annexure _____, Page No _____.</p> <table border="1" data-bbox="266 1346 1313 1570"> <thead> <tr> <th>Name of project</th> <th>Year of Project Completion</th> <th>Name of the Impact Evaluation Agency</th> <th>Outcomes reported (Bullet points only)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						Name of project	Year of Project Completion	Name of the Impact Evaluation Agency	Outcomes reported (Bullet points only)				
Name of project	Year of Project Completion	Name of the Impact Evaluation Agency	Outcomes reported (Bullet points only)											
<b>B.2.3</b>	<p>Whether the agency is a recipient of any district level / State / National level performance award by Govt. or recognized agencies in the field of NRM / Watershed Management on or after 1.4.2009?</p> <p>Yes / No</p> <p>If Yes, furnish the details below.</p>													

	The award Sponsoring agency	Name of the award	Year of Award	Domain in which the award received																																				
	If Yes, Attach copy of the award certificate at Annexure _____, Page no _____.																																							
<b>B.3</b>	Experience in Capacity Building of CBOs at GP / WC level																																							
<b>B.3.1</b>	<p>No of Trainings (in the field of NRM / Watershed Management / collective marketing / value chain development) of 3-5 days' duration conducted for WCs/GPs/CBOs/FPOs in Govt. frame work:</p> <p>Of which, No of ToTs conducted in the field of watershed management:</p> <p>Of which No. of trainings conducted within the district under consideration_____.</p> <p><i>Undertaking</i></p> <p><i>Certified that the information furnished above is true. The agency has conducted _____ no of Trainings ( in the field of NRM / Watershed management) of 3-5 days duration for WCs/GPs/CBOs/FPOs in Govt. Frame work as per following details.</i></p> <table border="1"> <thead> <tr> <th>Sl. No</th> <th>Name of the modules delivered</th> <th>No of trainings (of 3-5 day duration) conducted</th> <th>Sponsoring Agency</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p>We understand that, any incorrect information in this regard might lead to blacklisting by Govt. of Odisha for all future projects in the state of Odisha across all schemes.</p>				Sl. No	Name of the modules delivered	No of trainings (of 3-5 day duration) conducted	Sponsoring Agency																																
Sl. No	Name of the modules delivered	No of trainings (of 3-5 day duration) conducted	Sponsoring Agency																																					

	Full Signature of the authorized Signatory with Seal
<b>B.3.2</b>	<p>Indicate the Link (in any website / social media) of one video clipping (of maximum 3-minute duration) in respect of one training module (<i>of 3-5 days' duration</i>) delivered by the agency for WCs/GPs/CBOs/FPOs in Govt. Frame work after 1.4.2019.</p> <p>Certified that the video clipping made available @ the above-mentioned link relates to the training on _____ (name of the module) _____, conducted by us at _____(location)_____from _____ to _____. The training has been sponsored by ____ (name of sponsoring Agency) _____.</p> <p style="text-align: center;">Signature of the authorized signatory with seal</p>
	<p>Whether there is any documentary evidence (Third party training quality or impact assessment report / Appreciation letter from the sponsoring agency / publication in a recognized print media etc.), that validates qualitative delivery of at least one training module by the agency?</p> <p>Yes / No</p> <p>If yes, attach a copy of the documentary evidence at Annexure _____ , Page No _____.</p>
<b>B.3.3</b>	<p>Whether any FPO / Farmers' Group / Farmers' cooperative (with a legal entity) nurtured by the agency is now involved in collective marketing / value chain development / collective farming?</p> <p>Yes / No</p> <p>If yes, furnish the undertaking below.</p> <p>Certified that, _____ (Name of the FPO / Farmers' Group / Cooperative) _____ (Registration No _____), Address _____ has been / is being nurtured and provided hand on support by ____ (Name of Agency) _____. The FPO / Farmers' Group / Cooperative is now involved in following economic activities.</p> <p>I.</p>

	<p>II.</p> <p>III.</p> <p style="text-align: right;">Signature of the authorized signatory with seal</p>
<b>B.3.4</b>	<p>Mention if any of the CBOs / WCs nurtured / trained by the agency has received a district / State / National level award for performing well.</p> <p>Yes / No</p> <p>If yes, attach a copy of the award certificate at Annexure _____, Page No _____.</p>

**SECTION 3C.**

Comments and suggestions of Agencies on the terms of reference and on data, services and facilities to be provided by the client

C.1	On the Terms of References:
	1.
	2.
	3.
	4.
	5.
C.2	On the data, services, and facilities to be provided by the Client:
	1.
	2.
	3.
	4.
	5.
Full Signature of the authorized signatory with seal	

SECTION 3D.

**D. Description of the methodology and work plan for performing the following assignments.** (Not more than 200 words each. Include charts, workflows wherever necessary)

<b>D.1</b>	Capacity Building Modules Development:  Name of the key team member responsible for this assignment:
<b>D.2</b>	Training Quality Assessment  Name of the key team member responsible for this assignment:
<b>D.3</b>	Training Impact Assessment  Name of the key team member responsible for this assignment:
<b>D.4</b>	Performance Tool & Incentives Framework

	Name of the key team member responsible for this assignment:
<b>D.5</b>	Operations & Maintenance Policy  Name of the key team member responsible for this assignment:
<b>D.6</b>	Briefly indicate the Unique Selling Point (USP) of the organization

**SECTION 3E.**

**E. Team Composition**

Sl. No	Position / Role	Sl. No	Name of the team member	Part time / Full Time	Highest professional qualification	Experience in related field (No of months)	Ability to read, write and speak Odia fluently. (Yes / No)
	Team Leader	1					
	Trainer	1					
		2					
		3					
		4					
		5					
	Facilitator	1					
		2					
		3					
		4					
		5					

Attach self-signed CV of each member duly countersigned by the authorized signatory at Annexure No \_\_\_\_\_, Page No \_\_\_\_\_



**SECTION 3F**

**F. FORMAT OF CURRICULUM VITAE (CV) FOR KEY PROFESSIONAL STAFF**

Proposed position / Role in the assignment under REWARD							
Name of the Team Member							
Contact Details							
Gender							
Date of Birth							
Qualification (Start from highest professional Qualification)							
Sl. No	Qualification	Institute / Board / University attended		Year	Role No / Registration No		
Relevant Experience (Start from the present to backwards)							
Sl. No	Name of the agency served	Period of work			Role / Position held	Key responsibilities assigned	Key outputs delivered
		From	To	No of months			
Trainings undergone							
Sl. No	Name of the Training Modules				No of training days	Institutes / Organiz	

Ability to read, write and speak Odia				
Good / Satisfactory / Poor				

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

**Countersigned**

**Name of the Candidate:**

\_\_\_\_\_

**Authorized Signature with seal**

**Signature:**

\_\_\_\_\_

***NOTE: CVs without both the signatures will be rejected and not be considered for evaluation.***

**3G. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL**

Sl. No.	Name	Position	Reports Due/Activities	Months (in the form of a Bar Chart) *												Number of Months
				1	2	3	4	5	6	7	8	9	10	11	12	
1.		Team Leader														Subtotal (1)
2.		Trainer														Subtotal (2)
3.		Facilitator														Subtotal (3)
....																

Full-time: \_\_\_\_\_ Part-time: \_\_\_\_\_

Reports Due: \_\_\_\_\_

Activities Duration: \_\_\_\_\_

Signature: \_\_\_\_\_

\* The Schedule should be for the period of completion of assignment which can be more than 12 months

(Authorized Representative)

Full Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

**SECTION-IV: Self-Assessment Templates**

**FORM 1: Minimum Eligibility Criteria**

Sl. No	Criteria	Support document attached	Support Document Reference / Annexures with Page No	Yes / No
1	Legal Entity of at least 5 years preceding 1.4.2022			
2	Cumulative Turnover of at least 1.0 Crore for the preceding three financial years i.e 2021-22, 2020-21, 2019-2020			
3	Must have not been debarred / blacklisted by any Govt. organisations /Central Public Sector Enterprises (CPSEs) / External donor organisations including World Bank after 1.4.2019 for services of any description			
4	Implemented one project in the field of NRM / Watershed Management, in the state of Odisha (preferably within the district under consideration) funded by Govt. /NABARD/ External Donor agencies after 1.4.2009.			
5	Conducted at least 50 number of trainings (in the field of NRM / Watershed Management / collective marketing / value chain development) of 3-5 days' duration for GPs / WCs/CBOs/FPOs in Govt. frame work			
6	Partnership with one Govt of Odisha Agency for hands on support to CBOs in the field of NRM / Watershed Management / collective marketing / value chain development			

### FORM 2: Additional Technical Criteria

Sl. No	Criteria	Assigned Marks	Support document attached	Support Document Reference/ Annexures with Page No	Marks assigned by the Agency
1	Legal entity & financial turnover 5 Marks	Of more than 5 years	2		
		Minimum turnover of at least 0.5 crore rupees / year consecutively for three years preceding. i.e., 2021-22, 2020-21, 2019-20	3		
2	Watershed Management Experience - 20 Marks	Has implemented one Govt. of Odisha / NABARD/ External Donor funded watershed project in the state of Odisha after 1.4.2009.	5		
		Total geographic coverage of the watersheds implemented is more than 1000 ha	5		
		Any NRM / Watershed Programme delivered by the agency has significant impacts on quality of life of the target beneficiaries  Published in a research journal having a dedicated web site / recognised state or national level print media - 3 Marks Documented in the third party Impact Assessment Report - 3 Marks Recipient of one District level (or above) award by Govt. or a recognised agency in the field of NRM / Watershed management - 4 Marks	10		

3	Capacity Building of CBOs at GP / WC level - 10 Marks	Conducted 50 no of Trainings (in the field of NRM / Watershed Management / collective marketing / value chain development) of 3-5 days' duration for WCs/GPs/CBOs/FPOs in Govt. frame work - 5 marks Of which, 25 trainings in the field of watershed management - additional 5 marks of which, 25 trainings are conducted in the district under consideration - Additional 5 marks	15			
4	Quality of Capacity Building initiatives - 20 Marks	Video clippings ( of maximum 3 minutes duration) in respect of one training module delivered by the agency after 1.4.2019 uploaded in a website / social media - 5 marks	5			
		Quality / Impact of one the training modules delivered by the agency after 1.4.2019 is satisfactory - 5 marks	5			
		One FPO / Farmers' Group / Farmers' Cooperative (with a legal entity) nurtured by the agency is involved in collective farming / value chain development / collective marketing as on 1.4.2022 - 5 Marks	5			
		One of the CBOs / WCs nurtured by the agency has received one district / State / national level award for performing well after 1.4.2009 - 5 marks	5			
5	Team Composition- 20 Marks	Desired Qualification of Team Leader (As per ToR)- 3 marks For PhD, additional 1 marks	4			
		No of trainers with desired qualification as per ToR. (2 marks per trainer subject to maximum 8 marks)	8			

		No of facilitators with the desired qualification as per ToR (2 mark per facilitator subject to maximum 8 marks )	8			
6	Paper Presentation	Description of methodology & work plan for implementing specified assignments in prescribed template.	20			
Total			100			



## SECTION-V. FINANCIAL PROPOSAL - FORMS

4A. Details of Summary of Costs

4B. Breakdown of Costs

***Note: These forms shall in Financial envelop only***

## 5A. SUMMARY OF COSTS

No.	Description @	Amount (Rupees)
I	Remuneration for Key professional staff	
II	Supporting Staff	
III	Transportation	
IV	Duty Travel to Site	
V	Office Rent	
VI	Office Supplies, Utilities and Communication	
VII	Office Furniture and Equipment	
VIII	Reports and Document Printing	
IX	Surveys	
X	Institutional Charges if any	
	<b>SUB-TOTAL</b>	
	GST	
	<b>TOTAL COSTS (Including GST)</b>	

(In words)

Note:

1. The total cost including GST shall be mentioned in the financial proposal.
2. The ceiling cost of the consultancy is as shown in the Summary of Costs. Payments will be made as per stipulations of the Special Conditions of Contract. The break-up of cost as given in formats 4B is to facilitate assessment of reasonableness of costs and conducting negotiations in accordance with clause 6 of the Information to Agencies.

@ Modify the items as appropriate for the consultancy assignment.

Agency's Name: \_\_\_\_\_

Signature with Seal: \_\_\_\_\_

**5B. BREAKDOWN OF COSTS (RS) REMUNERATION FOR STAFF**

No.	Position	Name	Rate* (Rs.)	SM	Amount (Rs)
	<b>Key professionalstaff</b>				
1.					
2.					
3.					
4.					
...					
...					
	<b>TOTAL</b>				

SM = Staff Month

**II. Support Staff**

No.	Position	Name	Staff Months	Rate* ( Rs)	Amount( Rs )
1					
2					
3					
...					
				<b>Total :</b>	

\* Provide the breakup of the rates to show the basic salary, social costs and overhead.

**III Transportation (Reimbursable) \***

Total: Total

**IV. Duty Travel to Site (Reimbursable)\***

**V Office Rent (Reimbursable) \***

Total:

\*Prepare details as appropriate for the consultancy assignment.

**VI. Office Supplies, Utilities and Communication (Reimbursable)**

No.	Item*	Months	Monthly Rate (Rs)	Amount in (Rs)
1.				
2.				
3.				
4.				

TOTAL:

-----

\* Prepare details as appropriate for the consultancy assignment.

**VII. Office Furniture and Equipment (Reimbursable)**

No.	Description (*)	Unit	Quantity	Rate (Rs )	Amount ( Rs)
1	<b><u>Office Furniture (Purchase)</u></b>				
2					
3					
4					
5					
6					
1	<b><u>Office Equipment (Purchase)*</u></b>				
2					
3					
4					
5					
6					
				<b>Total</b>	

\* Prepare details as appropriate for the consultancy assignment

**VIII. Reports and Document Printing**

No.	Description*	Number	No. of Copies	Rate per Copy (Rs.)	Amount(Rs.)
1					
2					
3					
4					
5					
				<b>Total</b>	

- Prepare details as appropriate for the consultancy assignment

Agency's Name: \_\_\_\_\_

Signature with Seal: \_\_\_\_\_

Rejuvenating Watersheds for Agricultural Resilience through Innovative Development  
(REWARD) Program in Odisha State

**Terms of Reference**

**Ongoing mentoring during  
planning, implementation and O & M phases**

1. Background Information

1.1 Directorate of Soil Conservation and Watersheds Development under the Department of Agriculture & Farmers Empowerment, Government of Odisha is the State Level Nodal Agency for implementation of the Watershed Development programme in the state. Presently, New Generation Watershed Projects have been sanctioned under WDC-PMKSY -2.0 covering 2.78 lakh hectares in 25 districts. In order to improve impacts from watershed development program in the New Generation Watershed projects, “Rejuvenating Watersheds for Agriculture Resilience through Innovative Development REWARD has been conceived, which will be implemented in the state with the funding support from the World Bank in the coming five years. The list of REWARD operational areas is appended in annexure I. REWARD is designed to promote more science-based and data-driven approach, stronger institutional capacities, greater attention to specific farmers’ needs and strengthening market linkages. The REWARD is a Programme for Results (PforR) programme. The disbursement of World Bank financing will be subject to achievements against mutually agreed Results and Disbursement Linked Indicators (DLIs).

REWARD is designed to push the boundaries of the watershed management as practiced today. First, REWARD aims to bring in more science-based approaches for planning watershed projects. DSC&WD signed MoUs with several scientific institutions to collect site specific data on Land Resources Inventory (LRI), hydrology, remote sensing imagery and use the same for planning with the help of tailor-made algorithms and decision support systems. Besides planning, the project aims to develop LRI cards and other advisory support for the target farmers and disseminate the same to them to adopt improved agriculture practices. While the scientific partners will develop plans and train the DSC&WD staff, there is a need to demystify science and take it to the target communities so that they understand it and adopt the new knowledge. Please refer to the Project Appraisal Document (PAD) and the Program Manual for more details.

Second, REWARD also recognizes the need to strengthen the local institutions so that they actively own all the new knowledge and processes and effectively implement and maintain the micro-watersheds. In the state of Odisha, the implementation of the watershed projects rests with the Watershed Association (WA) at community level, which has a mandate to evolve/improve the watershed development plan, monitor and review implementation progress, approve the statement of accounts, resolve differences or disputes (if any) that the project stakeholders might have. The WA will constitute the Watershed Committee (WC), which plays a lead role in the execution of the plans and maintenance of the treated watersheds. Hence their active participation is sought from the planning phase till the operation and maintenance phase. Guidelines for watershed development also emphasize this aspect. The Committee shall be registered as a Society under the Societies Registration Act, 1860. Watershed Association will function as a decision-making body / governing body

and WC as its executive body.

1.2 The Gram Panchayats too have a considerable role in accomplishments of watershed programme objectives. The Watershed Committee and Gram Panchayat are the key grassroots institutions, the performance of which influence watershed governance and inclusive development as well as ensures operation & maintenance (O&M) of assets created; establish benefits sharing mechanisms and long-term post project sustainability. It is essential to create complementarities among these institutions.

Though the state has demonstrated many successes in the field of watershed management, ensuring sustainability during post-project period has remained a challenge. It is therefore imperative to put a system in place in such a way that the efforts gone through the project interventions and the benefit of such interventions are sustained in the project areas with changed roles and responsibilities at WC level. This system should be in a position to address the following broad concerns;

- Sustainability of the institutions (WC, SHG, User Groups (UGs)) established and their linkages with Panchayats and Line departments for effective convergence and financial sustainability.
- Sustainability of the infrastructures/assets created and their use with clear mechanisms of ownership, maintenance / protection and benefit sharing etc.
- Sustainability of the gross processes for continued impacts on the livelihoods of the watershed community.

Watershed Management under REWARD, though emphasizes more science-based data driven planning, is first and foremost a social process. Given this emphasis on community-based approaches, the WCs / GPs play a key role in integrating science effectively into community based decision making, implementation and accountability to manage and maintain the assets created. The REWARD program therefore stresses on the role of the Watershed Committees (WCs) and Gram Panchayats (GPs) in managing the entire chain of watershed development from planning, execution to maintenance of the treated watersheds.

This understanding among the stakeholders under the REWARD project resulted in adoption of this as a PDO indicator and a DLI within the project, as shown below.

- a) **WCs and GPs demonstrate satisfactory WM as measured through a performance rating system:** This indicator measures the percentage of Watershed Committees and/or Gram Panchayats (WCs and/or GPs) in the REWARD Program's 500 science-based micro-watersheds that achieve score above 50% (considered as satisfactory) on the 'Performance Assessment Tool' that is developed specifically for the purpose. The Performance Assessment Tool will include indicators covering each phase of the watershed sub-project (preparatory phase, works phase, consolidation and O&M phase). The state MIS system will capture information on WCs performance on the Performance Assessment Tool.

This is also a DLI (DLI # 1) and carries an allocation of about 18% of the total IBRD assistance under REWARD. The DLI will be achieved when at least 30% of WCs in the science-based MWS, that have completed the Preparatory Phase/ executing phase/maintenance phase activities, score more than 50% on the indicators pertaining to the respective phases on the Performance Assessment Tool (PAT).



- b) **Women headed WCs and GPs demonstrate satisfactory WM as measured through a performance rating system:** This indicator will capture information on women's participation and engagement in leadership positions in WCs. It will capture information on WCs led by women (as Chairpersons of WCs).

Besides DLI-1, the capacity of WCs is very vital for achieving results related to DLI-2 (planning and implementation of science-based watersheds) and DLI-3 (adoption of resilient agriculture technologies and practices by farmers). Please Refer the PAD and Program Manual for more details. A brief about verification protocol of DLI # 1 & DLI # 2 is appended in annexure II.

1.3 Hence, building capacity of WCs for the above roles from the beginning of the program is a key step. The programme intends to make adequate investments to aligning community institutions appropriately with the project objectives. Considerable emphasis would be given on capacity building of the CBOs (Watershed Associations, Watershed Committees and the Gram Panchayats in particular), establishing a performance metric and public recognition initiative to incentivize performance of the WC/GPs. Trainings, awareness programmes and hands on support would be a continuous process to enhance their knowledge & skills and develop the correct orientation & perspectives in implementing new generation watershed projects. This is sought to be achieved in a tiered and cascading manner;

- A. At the state level: (i) efforts are needed to develop new/ refine the existing capacity building modules, in line with the science-based watershed planning, performance monitoring of CBOs and strengthening farmer's advisories and value chains – this will require the support agency to work closely with the technical partners, (ii) train a set of master trainers (ToTs) who will then take the knowledge to the CBOs, and (iii) undertake refresher training of the master trainers, as required.
- B. At the watershed project level, there is a need for District Level Support Agencies (SLAS) who will work closely with the CBOs and impart capacity building, in a phased manner and also provide handholding support during all the three phases (planning, execution and O&M phases) and also adaptation of scientific advisories for improved farming and climate resilience.

In this context Project Director, Watersheds, Dhenkanal intends to hire services of experienced agencies to perform the above specific functions, described above.

**This ToR is intended for hiring services of District Level Support Agencies (DLSA)**

## **2. The overall objective of this assignment**

The overall objective of this assignment is to impart capacity building, in a phased manner and also provide mentoring support to the Watershed Committee / Gram Panchayat in all the three phases (planning, execution and O&M phases) of the project implementation cycle within the REWARD operational areas.

### Scope of Activities and expected deliverables

Sl. No		Deliverables	Proposed Activities	Means of Verification	Indicative Payment Schedule
1	Pre-planning Phase – 2 months				
1.1		Project cycle wise (Planning phase, Implementation Phase and consolidation phase) Training calendar duly approved by DSC & WD.	<ul style="list-style-type: none"> <li>Develop implementation phase wise Capacity Building calendar in consultation with the State Level Support Agency and PIA.</li> </ul> (Indicative areas of trainings appended at Annexure II.)	Approved Training Calendar	10 %
2	Planning Phase – 10 months				
2.1		Watershed Committee formed with due allegiance to the PMKSY WDC 2.0 guidelines	<ul style="list-style-type: none"> <li>Dissemination of project related information community awareness, terms of participation and overall transparency.</li> <li>Facilitate representation of UG/ SHG/ Women/ Landless/ SC &amp; ST and other vulnerable groups in the WA meetings</li> <li>Facilitate participation of GP representatives in the WA meeting.</li> </ul>	Record of rapport building & awareness campaigns.  WA meeting Resolution	10 %
2.2		Environmental and social risks as perceived by farmers, women, landless, SC & ST and other vulnerable groups well documented and	<ul style="list-style-type: none"> <li>12 Focused Group Discussions (FGDs) with target groups.</li> <li>Facilitate collection of data on environmentally sensitive areas, common properties</li> </ul>	Meeting Register  DPR	10 %

		reflected in the DPR.	including physical and cultural resources.		
2.3		Science based Detailed Project Report duly ratified by the Watershed Association. (DLR 2.1)	<ul style="list-style-type: none"> <li>Facilitate development of DPR by utilizing the LRI outputs with key environmental and social data/information.</li> <li>Demystify science and Land Resource Inventory based watershed management to the Watershed Committee and user group members &amp; ratify DPR in the general body meeting of the WA.</li> </ul>	WA meeting resolution,  Record of community consultations,	10 %
3	Implementation Phase – 24 Months				
3.1		Core administrative capacity of WCs in planning, budgeting, financial management, record keeping and reporting strengthened.	<ul style="list-style-type: none"> <li>Biweekly sessions with the WCs for mentoring and hand on support.</li> </ul>	Physical & Financial progress.  Reports & Returns  Records and registers maintained at WC level	10 %
3.2		Unified and aware community implements envisaged activities in a transparent way as per saturation defined in DLR 2.2	<ul style="list-style-type: none"> <li>Organize User Groups and facilitate mutually agreed benefit sharing mechanism through group discussions.</li> <li>Facilitate execution of works as per schedule leading to timely completion of projects.</li> </ul>	Record of Project documents as required and Group meeting resolutions.  Desk review of MIS reports.	10 %

			<ul style="list-style-type: none"> <li>Facilitate installation of transparency boards at work sites.</li> <li>Facilitate resolution of conflicts at WC level.</li> </ul>	Grievances registration register.	
3.3		At least 10 % of the reported expenditure in respect of NRM works mobilized from ongoing schemes.	<ul style="list-style-type: none"> <li>Facilitate convergence with MGNREGS or other similar schemes.</li> </ul>	Financial records	10 %
3.4		25% of the WCs demonstrate at least one innovation out of the list of best practices to be shared by DSC & WD.	<ul style="list-style-type: none"> <li>Create Cross-learning opportunities exposure visits, interface meetings and workshops in consultation with the PIA.</li> </ul>	Evidence of innovation on ground verification of appropriate records, field verification report.	
3.5		50 % of the Farmers are on-boarded on REWARD's agro advisory platforms or have attended trainings on resilient crop practices	Assist in the registration of farmers in agro advisory platform and selection of beneficiaries for trainings on resilient crop practices.	MIS reports	10 %
3.6		25% of the Farmers organized to FIGs and adopt recommended resilient agriculture practices.	Organize farmers to groups and motivate them to adopt recommended agriculture technologies and practices.	Project records / documents as required.	10 %
4	O&M Phase – 12 months				

4.1	O & M Phase	A strong O & M plan is in place.	<ul style="list-style-type: none"> <li>Facilitate collection of WDF @ 10% of the fund reported under works.</li> <li>Assist WC and PIA in the preparation of O &amp; M action Plan with projected support from WDF / MGNREGS / ongoing schemes.</li> </ul>	Relevant financial records and plan documents	10 %
5	Across the project Cycle	Delivery of training modules as per schedule. (about 15 project level trainings of as per the duration prescribed for the module, which could range between 3-5 days)	<ul style="list-style-type: none"> <li>Satisfactory delivery of CB events as per the CB calendar in consultation with the Project Implementing Agency and state level support agency</li> </ul>	<ul style="list-style-type: none"> <li>Training Records</li> <li>Sample Quality checks of the State Level Support Agency.</li> </ul>	

As REWARD is promoting science based approaches for planning of watersheds, it is important that the DLSA understands the critical elements of this approach (Land Resources Inventory, hydrology, GIS mapping etc.) the DLSA team shall undergo orientation/ training organized by DSC&WD

The DLSA shall work closely with the State Level Support Agency (SLSA) on issues related to: (i) field testing of the PAT tool, (ii) the process of training Master trainers, as required, and delivery of quality trainings at project level.

#### **a. Agency Qualification**

The agency will be a Society/ Trust/ Non-Government Organization/ Non-Profit Organization with legal entity of at least 5 years. The agency should demonstrate professional team, experience and expertise suitable for the assignment. The key skills and expertise required for the assignment are;

- Knowledge of Local governance, community institutions and community mobilization processes– in the sector and/or related sectors
- Knowledge of ongoing schemes related to watershed management, natural resources management, agriculture and allied fields.

- Experience in training of CBOs in local language / dialect
- Experience of partnership with line departments of GoO for implementing community managed development projects in the district.
- Previous experience in operations and maintenance of community assets.
- Experience in the field of participatory watershed management.

A suggestive team composition is given below, but the consultant firm has the flexibility to put together a team suitable for the assignment.

Position	Professional Qualifications	Experience
Team Leader (One at district level)	Post Graduate in social work, social science, rural development or Agriculture Extension.	10 years in the field of watershed management
Trainer ( At least two per project cluster)	Post Graduate in social work, social science, rural development or Agriculture Extension.	5 Years in the field of watershed management with proven track record of imparting training at district / community level.
Facilitators (two per project cluster)	Graduate in related field	3 Years in watershed management with proven track record of community mobilization, record keeping and mentoring.

### 3. Responsibility of DLSA

- The DLSA will engage experienced and dedicated professional team to accomplish the above specified deliverables in the assigned district.
- The terms of payment and the schedules will be linked to the deliverables to be mutually agreed before signing of the agreement.
- The selected DLSAs shall be responsible to WCDC at district level for timely delivery of deliverables.
- The above roles and responsibilities are tentative and specific assignment will be delineated as required by the project, before signing the contract.
- The involvement of the DLSA will start from the time of signing the contract with PMU and is valid for 60 months only or completion of the REWARD project which is earlier subject to annual satisfactory performance.

### 4. Evaluation Criteria

QCBS method will be applied for selection of Agency. In deciding the final selection of the

Agency/Consortia, the technical quality of the proposal will be given a weightage of 70% on the basis of criteria for evaluation.

- Team composition – 20%
- Previous experience in watershed sector – 20%
- Previous experience in community level capacity building initiatives, preferably in local language – 35%
- Legal Entity & Turn Over - 5 %
- Paper presentation – 20 %

The price bids of shortlisted Agencies who qualify technically will be opened. The financial proposal shall be allocated a weightage of 30%.

The procurement will be subject to the GoO procurement rules. The terms of payment would be linked to the deliverables of the assignment as indicated in Para 3.0 of this ToR.

### **Support Provided by DSC&WD (including District office and PIA)**

The DSC& WD would provide the following support to the consultant

- Orient DLSAs on the REWARD project and share the PAD and Program Manual
- Link them with the technical partners working on science-based approaches (LRI, Hydrology, remote sensing etc.) and assist in understanding the approaches.
- Link them to the SLSA and coordinate the linked activities (master trainers training, capacity building plans development, quality check of trainings, training on PAT tool and record keeping etc.)
- Invite the DLSAs to district/state level workshop/ training program on science-based approaches, as appropriate
- Arrange for training qualified professionals from the DSLAs as Master Trainers by SLSA.
- Use its good offices to assist the Agency in obtaining requisite information from the offices concerned at district/ state level.

## Annexure I: REWARD Operational Area

SL.NO	DISTRICT	BLOCK / Pilot cluster	NO OF MWS	GEO.AREA IN HA	TREATABLE AREA IN HA
1	SAMBALPUR	KUCHINDA	11	7646	7143
2		RAIROKHOL-1	13	6362	6235
		RAIROKHOL -2	9	5622	5509
3		RAIROKHOL -3	9	8333	6500
4		JUJUMURA - 1	8	6788	6448
5		JUJUMURA - 2	11	8918	6910
	TOTAL		61	43669	38745
6	DHENKANAL	KANKADAHADA	11	6769.88	5517
7		HINDOL	11	7249.74	6476
	TOTAL		22	14019.62	11993
9	NAYAGARH	ODAGAON	12	6788.85	6365
10		DASPALLA	15	7770	6456
	TOTAL		27	14558.85	12821
11	DEOGARH	BARKOTE	9	6629.75	5030
12		REAMAL	9	6859.3	5010
	TOTAL		18	13489.05	10040
13	KORAPUT	BOIPARIGUDA	6	6485.76	6220
14		BOIPARIGUDA	9	6546.49	5923
15		JAYPORE	11	6025	5590
16		JAYPORE	8	6054	5500
17		BORIGUMA	7	6638.73	6300
	TOTAL		41	31749.98	29533
	GRAND TOTAL		169	117486.5	103132



Annexure-II: Brief about Verification protocol of DLI-1 and DLI-2

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
1	Watershed Committees and Gram Panchayats demonstrate satisfactory watershed management as measured through a performance assessment tool.	<p>This DLI is defined as the percentage of Watershed Committees and/or Gram Panchayats (WCs and/or GPs) in the REWARD Program's science-based micro-watersheds, covering 0.2 million hectares areas, that achieve score above 50% (considered as satisfactory) on the 'Performance Assessment Tool' (PAT) that is developed specifically for the purpose. The PAT contains indicators covering each phase of the watershed sub-project (preparatory phase, execution phase and O&amp;M phase).</p> <p>It is measured in Year 2, 3 and 5.</p> <p>The DLI comprises the following Disbursement Linked Results:</p> <ul style="list-style-type: none"> <li>• DLR 1.1: In Year 2, score on the indicators pertaining to</li> </ul>	MIS/ SWDs	IVA	<p><b>Procedure for DLRs 1.1, 1.2 and 1.3:</b></p> <p>(i) The IVA will undertake desk verification of the MIS data to determine the number of WCs/GPs that scored more than 50% on the Performance Assessment Tool.</p> <p>(ii) The IVA will conduct field verification in a representative sample of WCs/GPs. The field verification will involve checking records of WCs/ GPs for information on all the indicators pertaining to the phase being considered and confirming the scores reported in the MIS.</p>

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
		<p>Preparatory Phase in the Performance Assessment Tool is considered. The indicators will include improved representation of women in the WCs and greater weightage for women in leadership positions in the WCs.</p> <ul style="list-style-type: none"> <li>• DLR 1.2: In Year 3, score on the indicators pertaining to Execution Phase in the Performance Assessment Tool is considered.</li> <li>• DLR 1.3: In Year 5, score on the indicators pertaining to O&amp;M Phase in the Performance Assessment Tool is considered.</li> </ul> <p>In each year, at least 30% of the WCs and/or GPs in the science-based MWS need to achieve score of more than 50% on the PAT. The two states developed appropriate PAT with key performance</p>			

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
		indicators for all three phases and reflect the same in the Program Manual. The performance assessment scores will be captured in the state MIS systems.			
2	Land area treated with science-based watershed management technologies.	<p>This DLI is defined as the area (in hectares) of watersheds where science-based watershed development has been implemented in a saturation mode. This is measured in Year 2, 4, 5.</p> <p>The DLI comprises a Prior Result and 2 Disbursement Linked Results:</p> <ul style="list-style-type: none"> <li>• Prior Result: Memoranda of Understanding are signed with Technical Partners for LRI, Hydrology and RS/GIS. <b>This will be verified by the World Bank.</b></li> <li>• DLR 2.1: DPRs have been prepared utilizing LRI outputs with key environmental and social data/information, and are approved by Gram Sabha.</li> </ul>	MIS / SWDs	IVA	<p><b>Procedure for DLR 2.1:</b></p> <p>The IVA will verify the DPRs through desk review, and check that the DPR is generated by utilizing the LRI outputs with key environmental and social data/information and is approved by the Gram Sabha. This will involve confirming that all of the following are part of the DPR:</p> <ul style="list-style-type: none"> <li>• Soil and water conservation plans and drainage line treatment plans covering each land management unit in the micro-watershed with supporting GIS maps.</li> <li>• Productivity improvement plans for major agriculture and</li> </ul>

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
		<p>This is measured in year 2.</p> <ul style="list-style-type: none"> <li>• DLR 2.2: Watershed works have been implemented in a saturation mode. This is measured in years 4 and 5.</li> </ul>			<p>horticulture crops with supporting GIS maps.</p> <ul style="list-style-type: none"> <li>• Nutrient management plan.</li> <li>• Record of community consultations.</li> <li>• Record of Gram Sabha approval.</li> <li>• Maps and data on environmentally sensitive areas, common properties including physical and cultural resources.</li> </ul> <p><b>Procedure for DLR 2.2:</b></p> <p>The verification by IVA will involve both desk review and field verification, as detailed below:</p> <p>a) Desk review: The IVA will undertake desk review of the Project Completion Reports (PCRs) of the micro-watershed sub-projects. The purpose of the review is to check</p>

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
					<p>if the watershed development works have been implemented in a 'saturation' mode. 'Saturation' refers to soil and water conservation and drainage line treatment of every parcel of land that has been recommended for soil and water conservation and drainage line treatment on the basis of LRI as specified in DPR. This will be verified through a comparison of the total number of parcels recommended for soil and water conservation and drainage line treatment in the micro-watershed and the number of treated parcels as reported in the PCRs. These criteria will be considered as met if at least 70% of the total parcels recommended for soil and water</p>

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
					<p>conservation and drainage line treatment are listed as treated in the PCRs.</p> <p>b) Field verification: The IVA will undertake field verification of a representative sample of soil and water conservation and drainage line works in a representative sample of the micro-watershed sub-projects. The purpose of the field verification is to check if the soil and water conservation and drainage line works have been implemented. Compliance with Environmental and Social guidance, including the Excluded Activities List, will also be verified. This will be verified through a comparison of the works as listed in the PCRs and the completed soil and water conservation and</p>

#	DLI	Definition / Description of achievement	Data Source / Agency	Verification Entity	Procedure
					<p>drainage line works noted during the field verification. These criteria will be considered as met if 90% of the sampled soil and water conservation and drainage line works are found to be completed during the field verification.</p> <p>Double counting of micro-watersheds for disbursements in years 4 and 5 will be avoided (that is the micro-watersheds that have been verified as suitable for disbursements in a year will not be considered for verification in the subsequent years).</p>

Annexure III: Indicative list of training modules

Project Cycle	Proposed Training Modules
Planning Phase	<p>Vision building</p> <p>Team building &amp; leadership development,</p> <p>Institution Building in watershed sector</p> <p>Gender / equity / inclusiveness</p> <p>Land Resource Inventory</p> <p>Science based watershed planning</p> <p>Performance Appraisal Tool</p> <p>Screening of Environmental and Social risks</p>
Implementation Phase	<p>Basic knowledge on survey, estimate &amp; measurement of Soil &amp; Water Conservation measures</p> <p>Record keeping</p> <p>Convergence planning</p> <p>Best practices and innovations in the field of watershed management.</p> <p>Water budgeting and climate resilient crop practices</p> <p>Collective farming</p> <p>Participatory monitoring &amp; evaluation</p> <p>Legal aspects of Common Property Resource Management</p>
Consolidation Phase ( O & M )	<p>Communication and documentation</p> <p>Benefit sharing mechanism – Issues and experiences</p> <p>Operations and Maintenance of assets</p>



Annexure III: Indicative list of training modules

Project Cycle	Proposed Training Modules
Planning Phase	<p>Vision building</p> <p>Team building &amp; leadership development,</p> <p>Institution Building in watershed sector</p> <p>Gender / equity / inclusiveness</p> <p>Land Resource Inventory</p> <p>Science based watershed planning</p> <p>Performance Appraisal Tool</p> <p>Screening of Environmental and Social risks</p>
Implementation Phase	<p>Basic knowledge on survey, estimate &amp; measurement of Soil &amp; Water Conservation measures</p> <p>Record keeping</p> <p>Convergence planning</p> <p>Best practices and innovations in the field of watershed management.</p> <p>Water budgeting and climate resilient crop practices</p> <p>Collective farming</p> <p>Participatory monitoring &amp; evaluation</p> <p>Legal aspects of Common Property Resource Management</p>
Consolidation Phase (O & M)	<p>Communication and documentation</p> <p>Benefit sharing mechanism – Issues and experiences</p> <p>Operations and Maintenance of assets</p>