

TERMS OF REFERENCE (TOR)

FIELD NGO
COMPONENT -2 -PARTICIPTORY WATERSHED DEVELOPMENT
INTEGRATED LIVELIHOOD SUPPORT PROJECT (ILSP)

I. Introduction

1. **Background:** The Integrated Livelihood Support Project (ILSP) will follow on from, and up-scale, the Uttarakhand Livelihood Improvement Project in the Himalayas (ULIPH) which will be completed at the end of 2012. ULIPH has been implemented by Uttarakhand Gramya Vikas Samiti (UGVS), a society within the Rural Development Department, and Uttarakhand Parvthiya Ajeevika Samvardhan Company (UPASAC), a social venture capital company. However, for ILSP, the approach will be significantly changed – rather than forming Self-Help Groups (SHG) and provision of micro-finance services, ILSP will focus on supporting producer organizations with technology and access to markets to improve food security and livelihoods.

2. **Location:** Uttarakhand is a hill state in the north-west of India, covering 54,483 km² with a population of about 8.5 million (2001 census). Nine of its 13 districts are classed as hill districts, covering 77% of the area of the state, but with only 44% of the population. Livelihoods are still predominantly rural, but most economic and population growth has also been in the plains, which are becoming industrialised.

3. **Rationale:** the justification for ILSP is the need to stop the deterioration of the productive infrastructure, make farm labour more productive and farming more remunerative, and hence provide incentives for people to invest their time and resources in agriculture. Despite the disadvantages that agriculture faces in the hill areas, Uttarakhand does have the advantage of cooler temperatures at higher altitudes, allowing production of out of season vegetables and temperate fruits. The horticultural sector is less developed than in the other hill states, so there is considerable potential for growth, as there is in other niche products such as spices, medicinal and aromatic plants, and nuts.

4. Another area with growth potential is tourism. However more needs to be done to ensure that local people fully participate in, and benefit from, this sector. The population is well educated, but the level of youth unemployment is relatively high. Better vocational training could help such people find good quality employment in the growth sectors of the country.

5. The **overall objective** (goal) of ILSP will be to reduce poverty in hill districts of Uttarakhand. This would be achieved via the more immediate development objective of “enabling rural households to take up sustainable livelihood opportunities integrated with the wider economy”.

6. The **strategy behind ILSP** will be to adopt a two pronged approach to building livelihoods in hill districts. The first of these is to support and develop the food production systems which remain the main means of support for most households. This involves improving technologies for production of traditional food crops and livestock, and developing supporting services for input supply and marketing of any surpluses. To make food

production more secure the project will also contribute to watershed development to conserve water and soil resources. ILSP will also support the production of fodder and other non-timber forest products in community forest areas (Van Panchayats).

The second main thrust of the project is to generate cash incomes via the introduction and expansion of cash crops. These would be grown on a significant scale for markets outside of the state. There is already significant production of off-season vegetables, such as potatoes, tomatoes and peas, and some fruit. This can be expanded through improved technologies and the development of new production areas, with returns to farmers improved via better marketing and by value addition. It should also be possible to develop the production new crops and products (such as nuts and aromatic plants) for growing external markets. ILSP will also support non-farm livelihoods, especially community involvement in rural tourism. Many people migrate to jobs outside of the hill areas, and ILSP will support vocational training to help people obtain more remunerative employment.

7. Component 1: Food security and livelihood enhancement to be implemented by UGVS, will support crop and livestock production for food security, and develop higher value cash crops and other products (such as rural tourism) to provide cash incomes. Crop and livestock production will be developed via support to Producer Groups (PG) and higher level organisations (Livelihood Collectives - LC) formed by a number of PGs. To up-scale enterprises generating cash incomes, and to introduce new income sources. ILSP will also improve access to markets through a value chain approach and the provision of physical infrastructure for market access. The value chain approach involves market/sub-sector studies, introduction of new technologies, market linkage, skill development, product development and promotion, physical infrastructure for market access. These activities will cover 93,800 households in 17 blocks in five districts. The project will also improve access to employment in the non-farm sector by supporting vocational training linked to job placement – with a target of 10,000 training places to be offered.

8. Component 2: Participatory Watershed Development to be implemented by the Watershed Management Directorate (WMD), will use processes that have been established through a series of watershed development projects in the state, but with an increased focus on food security, livelihoods and market linkages. It will protect and improve the productive potential of the natural resources in selected watersheds, alongside the promotion of sustainable agriculture with formation of PGs and LCs, and with improved access to markets. The component would cover a total of 41 micro-watershed (MWS) covering an area of about 125,000 ha in six clusters in six districts, with a population of 39,600 households. It will complement the ongoing watershed development programme funded by the World Bank and GOI, and takes into account availability of required WMD institutional capacity in the selected project districts.

Gender and social sensitivity will be ensured by having at least 50% of livelihood groups as women's groups and 20% as vulnerable producer groups and ensuring that women and Scheduled Castes participate in decision making processes and are represented in the institutional arrangements.

Sub-components and activities to be implemented under Component-2 are as follows:

(a) Participatory Watershed Management:

(i) Social mobilization and participatory planning :

The involvement of stakeholders at grass root level is a vital element of watershed management. It is of utmost importance to involve them in such a manner that they feel ownership of project at every step. Village level local government, the Gram Panchayat, along with its Water and Watershed Management Committee (WWMC), and Van Panchayats, Producer Groups, Vulnerable Producer Groups and Womens' Forums, will be the vehicles for planning and implementation at the village level.

(ii) Village and watershed development:

a. Soil and Moisture Conservation Measures: different soil and moisture conservation treatment methods are used in arable and non arable areas. In arable lands vegetative and engineering soil and moisture conservation measures will be used. Systems of water harvesting will be built where needed. Trees will be planted for fuel, fodder, fibre, fruits and timber. Trees are also important for the environment and conservation of soil and water. Pasture and grassland management to produce forage for livestock on non-arable land requires range improvement measures, especially reseeding and planting, and maintenance of optimum productivity through a proper grazing system. Poor common property lands can be planted with high yielding perennial grass species by reseeding and/or planting of root slips.

b. Alternative Energy Sources: in Uttarakhand the main source of energy is firewood. Collection results in degradation of forests and drudgery for women. To reduce this pressure, energy saving devices and alternative sources of energy can include solar cooker, bio-gas plant, smokeless stoves, and pine needle briquetting.

c. Watershed Development activities will be implemented on the basis of a budget allocation provided at the GP level calculated based on watershed area and total population. Within this allocation the communities will have to prioritize, implement, operate and maintain watershed and other priority investments of the village.

(b) Food security enhancement support:

(i) Rainfed agriculture and agribusiness systems improvement:

Producer Groups (PG) would be formed to introduce, promote and disseminate improved technologies and farming practices. A total of 3,900 PGs will be formed, with an average of 6 members each (at least 50% being women). Training and demonstrations on new technologies may also be provided. Linkages may be made to research agencies and other technology providers.

(ii) Value addition and marketing support:

Under this sub-component, the project will: (i) identify the market potential for the agricultural produce; (ii) develop collection centres and good storage facilities; (iii) create centres for value addition of the raw produce; and (iv) identify market linkages, develop market information and logistic services. The private sector (NGOs and private firms) will be encouraged to play a major role in supporting agribusiness development.

To up-scale production, develop markets for high value crops, and to leverage producers' access to production and marketing services, the project would support farmers to organise their PG and VPG into Livelihood Collectives(LCs). The project would provide input support to LCs. For financial support, PG/LC would be linked with banks and other financial institutions.

(c) Livelihood up-scaling support:

(i) Promotion of income generation activities (IGAs) and support to VPGs :

Vulnerable Producer Groups (VPG) will be formed comprising of scheduled castes, landless and very poor households. A total of 1,464 VPGs will be formed, each with an average of four members. VPGs will be self managed institutions of the poor, and will be federated at the village and block level. These VPGs will be given sustained capacity building, orientation and training to encourage their entrepreneurial development. Each VPG will draw up a livelihood improvement plan which, after approval by the Gram Panchayat, will be implemented with funding from the project.

(ii) Support to livelihood collectives for up-scaling IGA activities :

LCs are a group of PGs and VPGs (between 60 and 90 PGs) which come together with a common enterprise and to facilitate backward and forward linkages for input supply and output marketing, and for access to information, credit, technology, markets etc. LCs will engage in co-production (particularly value-addition activities) and delivery of livelihood services to their group members. A total of 70 LCs will be formed with project support. Individual and collective enterprises may be supported by bank loans and investment funds from the Livelihood Finance component.

(d) Institutional Strengthening:

(i) Capacity Building of Watershed Committee: Gram Panchayats / WWMCs will have pivotal role to play in planning and implementing the sub-project, and their capacity will be strengthened through capacity building programmes.

(ii) Capacity Building of CBOs: such as Revenue Village Committees (RVC), PGs, VPGs, Users Groups (such as for irrigation works), Van Panchayats, Mahila and Yuvak Mangal Dals and their Apex bodies, villager leaders and vulnerable sections.

(iii) Capacity building of WWMCs, local community institutions and PRIs: training of members of WWMCs and other people involved in implementation in core project processes.

(iv) Information, Education and Communication: targeted messages to increase general awareness about the project, terms of participation and transparency.

9. Component 3: Livelihood financing to be implemented by UPASAC. Despite making significant strides in financial viability, banks have not been able to provide significant numbers of poor households with basic financial services. The activities under this component include:

a) Banking support – capacity building, expansion of branches of SKGFS (a rural finance institution),

b) Risk management – piloting and scaling up of insurance services,

c) Financial inclusion initiatives – training to LC to be bank agents, product literacy training,

d) Provision of development finance via UPASAC including loan and quasi equity funding

e) Establishment cost support to UPASAC.

10. Component 4: Project coordination and monitoring: Each executing agency, UGVS, WMD and UPASAC, will have their own project management units headed by a Project Director. To provide overall coordination, the state nodal agency, RDD, will set up a Central Project Coordination Unit (CPCU) within the RDD, headed by a part time Project Coordinator(PC)/Chief Project Director (CPD). The CPCU will have two Units: (i) Finance Unit;

and (ii) Planning and M&E Unit. The Finance Unit will be located within RDD whereas the M&E Unit will be housed within UGVS.

11. Targeting: By covering complete blocks or MWS on a saturation basis any household in these project areas may participate in ILSP activities. Data from the population census show that, of the total population in project districts, 18.6% are Scheduled Caste (SC) and 0.9% are Scheduled Tribe (ST). The SC population is disadvantaged, with a relatively high proportion being below the poverty line. In line with the GoUK policy that at least 20% of project resources go to SC households, implementing agencies would ensure that this disadvantaged group participate and benefit from project activities by establishing special groups for vulnerable households. These would amount to at least 20% of all producer groups and would receive additional support.

12. Gender: the flow of benefits directly to women would be ensured by at least 50% of all producer groups being female. The project would also ensure that women participate in higher level Livelihood Collectives, Water and Watershed Management Committees and other institutions involved in project management. The project would promote livelihood activities that specifically address the needs of women – such as by improving access to fodder and fuel, and easing the manual work involved in crop production.

13. Implementation approach: The investment in ILSP is more than a five-fold increase over the on-going ULIPH. Given limitations on the capacity of UGVS/UPSAC to up-scale to this extent, funds for ILSP will be divided between UGVS/UPASAC and WMD. WMD would establish a society to implement the project. WMD has an established track record in implementing participatory watershed management projects, and their inclusion will allow the project to be up-scaled, while avoiding the risks involved in relying entirely on UGVS/UPASAC. The dual implementation structure will also generate new lessons in livelihood development using two different approaches to livelihood development.

14. Coordination: The Rural Development Department (RDD) will be the nodal agency at the state level. A Central Project Coordination Unit (CPCU) within the RDD. A state level Project Steering Committee (PSC) would be chaired by the Chief Secretary, GOUK. The PSC will establish a Project Management Committee (PMC) chaired by the Secretary of RDD and co-chaired by the Secretary of Watershed Management.

15. Convergence: the National Rural Livelihoods Mission (NRLM) will start operations in 2012 and will be responsible for forming and supporting SHGs. ILSP will provide complementary support for livelihoods for SHG members, many of whom will also join PGs. Producers supported by ILSP will be expected to receive support from other government programmes and from formal financial institutions. ILSP may also implement livelihood enhancement activities in blocks selected for watershed development by the Integrated Watershed Management Programme (IWMP), a centrally sponsored scheme.

16. M&E system will generate management information and provide the government and IFAD with evidence of results and impact against logframe indicators (and also for IFAD's RIMS system). This will involve activity/output, process, outcome and impact monitoring.

17. Financial management will be on the lines of current IFAD funded projects in India. Tally Accounting software will be used to maintain accounting records and generate financial statements in IFAD formats. Periodic inputs from an IFAD Financial Management and Procurement Specialist will provide training and support for project financial staff.

18. Overall Project cost is estimated to be USD 259 million. The Project will be financed by an IFAD loan of USD 90 million, a contribution of USD 48 million from the Government, USD 110 million as credit funds from banks, and USD 11 million from beneficiaries. Significant additional funds will flow to members of project groups through convergence with other government programmes.

19. Benefits: The project investment has an overall Economic Internal Rate of Return of 23% and remains viable if costs increase and/or benefits decrease by 20%. Farm model analysis shows average annual net income of participating households increasing from INR 19,000 to INR 33,000. A total of 143,400 households would directly benefit from the project.

20. Sustainability of benefits is based on the following assumptions:

(a) The adoption of improved livelihoods will be sustained providing they continue to be profitable for households, and linkages for inputs and outputs are maintained. These linkages should be sustainable providing they are, in themselves, also financially viable for private sector actors and/or Livelihood Collectives.

(b) Physical works such as watershed treatment, irrigation and market infrastructure will need to be maintained by user groups for irrigation, market infrastructure etc. The participation of local government in watershed development will help ensure the sustainability of these works.

(c) Capacity building will result in sustained benefits providing this training is relevant and effective.

(d) Improved access to financial services will be provided by banks, insurance companies and other agencies. Providing these services are profitable, they will be sustained.

21. Project period: the project duration is 7 years and the project cycle in each GP will be of 5 years in following three phases.

- The preparatory phase: - First year
- The Implementation Phase: - Three years.
- The Withdrawal Phase: - Fifth year

The Project is likely to commence from Financial Year 2012-13.

II. ROLE AND QUALIFICATIONS OF FNGO

Need for FNGO:

The project objective envisages improvement of productive potential of natural resources and enhancement of rural incomes through **socially inclusive** and institutionally and environmentally sustainable approaches. Drawing from past experience in watershed projects, Field NGOs have played an important role in successful implementation of the project.

The need for FNGO arises from the lack of adequate staff required for community participatory approach. The FNGO would fill this gap by providing support of qualified professional staff to cover the social aspects of the project.

The ability to mobilize local community, especially women folk, understanding the diverse issues related with communities and effecting their participation in a project are the strengths of FNGO. They have talent and skills for promoting social mobilization, awareness generation, group formation and so on.

The FNGOs will provide guidance and assistance to the Gram Panchayat in drawing up development plans for the watershed through PRA, undertake community organization, train village communities, supervise watershed development, authenticate project accounts, provide technical advice, monitor and review the project implementation and set up institutional arrangements for post-project operation and maintenance. This work will be based on an Action Plan for sub-project activities drawn up by FNGO for approval of the WMD Divisional Office. FNGOs shall submit periodical progress reports to the Divisional Office, and shall also arrange physical, financial and social audit of the work undertaken. It will also facilitate the mobilization of additional financial resources from other state government programmes, such as MNREGA, SGRY, National Horticulture Mission, NRLM etc.

Services of Uttarakhand based NGOs are required for the project areas of Kumaon and Garhwal region. FNGO would be required to give coverage from the Project Director Level to the village level. A team of social staff led by the Convener of FNGO at the Regional Project Director Level with the help of Coordinator at Division Level and Facilitators at Unit Levels will mobilize the villagers. The FNGO will not work in isolation but it would be an integral part of the Multidisciplinary Team (MDT) both at the Unit level (cluster of GPs/villages) as well as at the Divisional level. The MDT would comprise of FNGO and the Agri/ Horti/ Forestry, Livestock and Civil Engineering experts from WMD. The entire team has to work in close cooperation with each other as a unit. The FNGO shall be ultimately accountable and answerable to ILSP Project Director at WMD HQ, Dehradun.

The MDT (FNGO & WMD technical staff) will be collectively responsible for a cluster of GPs /villages in every respect. The MDT will be directly responsible for overall results and report to the WMD DPDs. The FNGO along with other members of the MDT will disseminate the key information regarding ILSP amongst the villagers, facilitate and encourage the participation of local communities in the planning process of Gram Panchayat Watershed Development Plan (GPWDP), assist Revenue Village Committee (RVC) in preparing proposals for GPWDP as well as in the identification of vulnerable groups and initiation of IGAs for them. Further they will also raise awareness of the need for soil conservation, water resource management, ESMF and other NRM interventions. They will organize vulnerable groups into PGs/VPGs/LCs and also assist in the formation of User groups and also help build the capacities of these institutions in the project period. The social aspects of the project will be strengthened by way of recruiting FNGO's social staff to facilitate the villagers specially women and involve them fully with the project process.

Expertise and experience of the FNGO:

The FNGO should have the expertise in the following spheres:

- Integrated Watershed Development
- PRA tools, awareness building and community mobilization
- Local institution building
- Capacity building of local institution
- Communication skills
- Gender Issues
- Sustainability of Institutions
- Micro Credit, Micro Enterprises development and bank linkages

- Networking and Market Linkages
- Process documentation and report writing
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The FNGO should have the following experience:

- Minimum 5 years work experience in hilly areas and minimum 10 years experience in execution of participatory Watershed Management Project / Rural Development and experience of working in atleast One Externally Aided Multi Disciplinary Project.

Statement of objectives and deliverables

Objectives: The overall objective of this assignment is to hire the services of FNGO on fixed budget consultancy for fulfilling the following objectives:

- To Provide Social Intermediation Services through their representatives namely, Convenors, Coordinators, Facilitators etc.
- As part of MDT, the FNGO would give inputs in the planning process viz. Preparation of FSIP (Food Security Improvement Plans)for PGs, LIP(Livelihood Improvement Plans) for VPGs, RVC proposals, IGA sub-plan, GPWDP, Agribusiness Up-scaling Plan (AUP) for LCs etc.
- Capacity building and networking of local institutions as well as developing an institutional mechanism to ensure sustainability of institutions formed.
- Process Documentation and Reports Generation

III. SCOPE OF SERVICES

1. Social Intermediation Services

1. Help in social mobilization, rapport building, awareness generation, collection of base line data and gender analysis.
2. Help in formation of Producer Groups(PGs) of farmers and assist in developing Food Security Improvement Plans(FSIPs).
3. Identification of Vulnerable groups in the villages. Facilitate the organization of vulnerable groups into VPGs. Plan in such a way so that maximum coverage is given to the vulnerable groups and the poorest of the poor.
4. Ensure participation of women in programmes and management of project activities.
5. Facilitate the local level institutions in developing and adoption of byelaws, initiating programmes and interventions.
6. Facilitate the VPGs in developing and adoption of byelaws, initiating livelihood programmes.
7. Provide necessary inputs in design and estimates required for developing the watershed plan and other components of GPWDP
8. Awareness generation regarding ESMF and facilitate the communities in the integration of ESMF in all project interventions.
9. Help in mobilizing vulnerable groups to take up entrepreneurship activities viz. IGA activities for alternative livelihood opportunities.
10. Prepare and implement a capacity building action plan to enable the PGs, VPGs, UGs and other CBOs to function effectively.
11. Ensure regular monitoring of the activities of VPGs, PGs, UGs, LCs etc formed under the project.
12. The FNGO will take up for discussions with the community and local institutions, formed in the project villages, important social and environmental issues relevant in the area e.g. sustainability of NRM, soil and water conservation, stall feeding of animals, health,

education, harmful effects of pesticides, alcoholism, sanitation, IGAs, equity, social cohesion, gender issues, social auditing, social fencing, forest fires etc.

13. To supervise record keeping, book-keeping, management of group fund, collection of contributions, compliance to the byelaws and GPWDP.

14. The FNGO will play an important role in the conduction of Participatory M&E (PME). As part of PME the FNGO will be responsible for following deliverables

- Development of Hand Book and action plan on the PME process which will include details on stakeholders, indicators, methods, tools and training plan.
- An annual report summarizing the findings from PME, subsequent decisions and actions taken and general lessons learned. The report should also track the progress with respect to achievement of indicators over the given years.

15. Ensure conduction of periodic self assessment by local institutions.

16. Assessment of the WWMC and GPs functioning as regards transparency *viz.* in work, fund allocation, selection of beneficiaries.

17. Assist in organizing field visits, field tours, on the job training for village level functionaries e.g. accounts and exposure visits as and when required. Ensure sharing of training/ learning/ exposure visit outcomes with the community.

18. Facilitate CBOs in developing byelaws, guidelines and ensure that the VPGs, PGs, UGs and other CBOs maintain the prescribed books which are accurate and updated.

2. Consolidation and Sustainability

1. The FNGO will assist in the consolidation of the village level VPGs, PGs, UGs and other CBOs into cluster federations (LCs) within their program areas.

2. Explore and implement (where feasible) VPGs and PGs to cover the uncovered groups.

3. Develop and implement mechanisms to strengthen the local institutions formed under the project. This will include the following:

- Facilitate the Preparation/strengthening of by-laws by CBOs detailing aspects related to membership, power and functions
- Assist the VPGs and PGs in conducting self-assessment and drawing-up of forward action plans.
- Assist in establishing linkages with UPASAC for Livelihood Financing under Component-3 of the Project.
- Assist in establishing linkages with external agencies, banks, departments and private sector entities.
- Ensure linkages to enable input supplies and output marketing for IGA products.

3. Inputs as resource persons

1. As part of MDT, the FNGO will assist the community/GP in conducting PRA, survey and collection of baseline information.

2. The FNGO as part of MDT will act as resource persons and assist in the preparation of RVC proposals, IGA proposals, GPWDP planning process and integration of ESMF into project interventions, Farming system improvements.

3. Act as resource persons in their respective area of specialization.

4. Reporting and Outputs

1. Carry out comprehensive process documentation of the social mobilization process in the project area.

2. The FNGO will have to generate specified reports and follow the reporting mechanism as laid down by WMD.

The scope of services could be modified based on mutual agreement between the client and the FNGO with a view to better achieving the overall objectives. Keeping in view the overall objective and scope of works, the FNGO would outline the specific steps which would be carried out and their approach in their **Inception Report** to be provided within 30 days after commencement of their assignment.

Information to be included in reports to be submitted by the FNGO:

The FNGO would have to submit the following informations in reports regarding the various activities to be carried out during the contract period.

1. As part of MDT, base line information of each village reviewed and shared with unit level/DPD/RPD/PD/CPD.
2. Various producer groups(PGs) and vulnerable producer groups(VPGs) identified and promoted as PGs & VPGs (numbers).
3. FSIPs, LIPs, RVC proposals, IGA sub plans, GPWDP, AUPs action plans prepared. (Numbers, quality, endorsed by the GPs)
4. In consultation with MDT capacity building action plan for VPGs, PGs / villagers/ groups, implemented (numbers, days)
5. Entrepreneurial activities undertaken for vulnerable groups etc. (numbers, activities)
6. Success stories, case studies.
7. Social and environmental issues taken up with groups/federations/ RVC (numbers, activities)
8. Feedback of monitoring and evaluation of the activities at the field developed and reported.
9. Backward and forward linkages facilitated (numbers, institutions)
10. Report of the Grading/SWOT analysis of PGs/VPGs/ LCs and the forward action plans for further strengthening thereof.
11. Number of federations/collectives formed through project in the project area and their sustenance.
12. Capacity building activities for VPGs, PGs and LCs including all backward and forward linkages – number of groups linked with the Banks and other financial institutions.
13. Generate specific policy level issues related to CBNRM in general and program design and operations in particular.
14. An annual report summarizing the findings from PME, subsequent decisions and actions taken and general lessons learned. The report should also track the progress with respect to achievement of result indicators over the given years.

Reporting Requirements:

The FNGO shall submit to the WMD such reports and documents as specified below in the form, numbers and within the periods set forth. The reports have to be submitted in Hard and Soft copy (numbers to be specified)

1. **Monthly Progress Reports:** Following reports will be submitted to concerning DPDs by the second day of the following month and after the approval of DPD a copy has to be forwarded to the WMD by the seventh day of the following month as per prescribed format
 - Monthly Progress Report (MPR) of PGs, VPGs, UGs, LCs and other CBOs.
 - Report regarding contribution (Anshdan) and beneficiary's cost sharing in project activities.
 - MPR of training conducted at Unit & Division level with the feed back of participants.

2. Consolidated reports enumerating the qualitative review of the project: Following consolidated report will be generated by the FNGO as and when required within a given time period.

2.1 Consolidated report of the activities undertaken as per part-1 of scope of services of FNGO in the TOR including:

1. Quarterly assessment of VPGs, PGs, UGs, LCs etc with their follow up action plan (Quarterly)
2. Impact of training/ adoptions of practices (Six monthly)
3. EDP follow up reports with regards to adoption of IGA and socio-economic enhancement of the weaker section of the society.(Annual)
4. Case studies of project villages as regards to various interventions of project especially the capacity building and participatory (Six monthly)
5. Documentation of the process adopted for social mobilization and to increase women's and vulnerable group participation in project activities. (Six monthly)
6. Consolidated reports enumerating the qualitative review of the project.

2.2 Such other reports, as may be required from time to time will also be generated by the FNGO within stipulated time.

3. Annual Reports: Annual and consolidated report on the contribution of the organization in implementation of ILSP and issues related to the project annual assessment by first week of April. The annual report should also summarize the findings from PME, subsequent decisions and actions taken and general lessons learned. The report should also track the progress with respect to achievement of indicators over the given years.

The FNGO will be responsible for the timely submission of all the reports.

5. Key personnel

- Deployment of Personnel should be at the following levels:
 1. A Facilitator at Unit level (at cluster of approximately 15 GPs each) for all the project units.
 2. A Coordinator at Division level for each division.
 3. A Convener at Regional Project Director level.
- All the field level staff working as Coordinators at division level and as Facilitators should be female staff. The Convener at PD level should preferably be a female staff.
- WMD technical staff and the FNGO personnel will constitute the MDT and are expected to work in close coordination as a unit.
- The proposed key personnel should have the minimum experience prescribed in the qualifications for key personnel.

IV. JOB DESCRIPTIONS OF KEY PERSONNEL

1. Convener at Regional Project Director Level

There shall be one Convener with the overall coordinating responsibility for the FNGO personnel in all the project divisions within the jurisdiction of a Regional Project Director. The convener at Regional Project Director Level would be required to deliver the following services. He /She should preferably be the chief functionary of the FNGO, who would liaison

with the Regional Project Director & PD ILSP at WMD HQ for the smooth functioning of the project.

- Consolidation of information Generated at the division levels.
- Monitoring, Supervision and Guidance to coordinator at division level and facilitator at unit level through regular field visit and through monthly meetings.
- Assist division level coordinator/ Facilitators in planning, implementation, capacity building of community/ village motivators
- Consolidation of community groups at regional level viz. organization of PGs & VPGs into LCs.
- Linking of PGs/VPGs to lending institutions to access credit for different IGAs
- Develop and implement a mechanism to ensure regular monitoring of the activities outputs and outcomes.
- Information dissemination to the lower levels as regards new project development/ change of policy/ compliance to specific orders.
- Environmental and Social Compliance in project interventions.
- Undertake field visit in the project area and plan activities for social mobilization and capacity building with divisional level coordinator
- Prepare community mobilization action plan with the assistance of project staff and concerning divisional coordinator.
- Organise follow up programmes and activities in discussion with Regional Project Director and DPDs.

The FNGO personnel at RPD level would have to work in close cooperation with the PD, ILSP at WMD HQ.

Qualifications: The preferable qualifications of the Coordinator at Project Director Level will be:

- PG in Social Science/ MSW/ Arts/ Economics/ PG Diploma in Rural Development / Bio- Science/ Agriculture
- Minimum five years work experience in rural development particularly in integrated watershed development project.
- Experience should be in rural development/ social mobilization/micro credit and micro enterprises development/ watershed approach.
- Good documentation and report writing skills, communication skills & conversant in local language.
- Computer literate.

2. Coordinator at Division Level

There shall be one Coordinator with the overall coordinating responsibility for the FNGO in each Project Division. The Coordinator at division level would be required to deliver the following services.

- Consolidation of information generated at the village level in the Division. Document and submit monthly report. Help in updating of training reports and inventorization of training and extension material.
- Assist in organizing training, review workshops, field visits and exposure/ study/field tours as and when required at sub-watershed level & micro-watershed level with the assistance of facilitator and MDT members and documentation of events / preparation of reports.
- Facilitate planning process at field level and assist in organizing PRA exercise. Assist MDT in developing Livelihood Improvement Plans for vulnerable producer groups.
- Assist in Participatory Monitoring and Evaluation.

- Participate in awareness building programme at GP level and village level. Prepare follow-up action plan as regards Divisional Community Mobilization Action Plan.
- Assist Facilitators in planning, implementation and capacity building of community/ local institutions/ village motivators through village level training and review workshop. Participate in the sharing of training experience and insights.
- To visit the project villages at least 15 days in a month to ascertain performance of grass root level workers viz. Facilitators and Motivators. Provide the facilitators and village motivators necessary help and guidance in carrying out their task efficiently.
- Consolidation of community groups at division level viz. organizing PGs & VPGs into LCs/ clusters.
- Document the effect of project interventions in their area and to suggest any improvement in the activity/programmes being conducted.
- To ascertain the field training need of the community through the Facilitators and Motivators and convey the above to the DPDs.
- To attend the meetings of RVC, WWC, UGs, VPGs, PGs & LCs and help their office bearers in proper upkeep of records.
- Link PGs for credit mobilization
- Information dissemination to the lower levels as regards new development
- Environmental and Social Compliance in project interventions
- Conduct village level trainings and workshops for the dissemination of ESMF.

Qualifications:

- PG in Social Science/ MSW/Arts /Economics/Agriculture/ Bio-Science/ PG Diploma in Rural Development.
- Minimum three years working experience in rural areas particularly in watershed development concept.
- Knowledge and Experience should be in Rural Development/ Social Mobilization/Micro Credit Linkages, IGA activities/ micro enterprises development.
- Good Documentation and Report Writing Skills, communication skills & conversant in local language.
- Computer literate.

3. Facilitators at Unit Level

A Facilitator would be placed at a cluster of 15-20 Gram Panchayats (Unit). The facilitator would report to the coordinator at the DPD level. The facilitators would be integral part of the MDT. Therefore, they would be required to work in close cooperation with the MDT members and the respective unit level project staff. They would be required to perform the following tasks:

- Facilitators would play an important role in the selection of village motivator by the Gram Panchayat by ensuring that the GP follows the guidelines as laid down for the selection of village motivator. After the selection of village motivators, the facilitators would provide proper and effective guidance and has to work in close cooperation with the motivators.
- Promote and encourage community for effective participation in project activities. Ensure the maximum participation of women in the meetings/activities of RVC/ PGs/ VPGs /UGs. The facilitator along with the motivator will apprise the rural women about government sponsored education, health and family welfare programmes. They will have to participate in awareness building programme at GP level and

village level. Mobilize community and disseminate information regulating participatory approach, objectives, implementation mechanism and ESMF.

- To remain well versed with the works being carried out under the project.
- Introduce the concept of groups activity, mobilize the vulnerable section of the society to form PGs & VPGs, assist them in saving and credit related activities and developing/ adoption of bye laws. The facilitator along with the village motivator will participate in the meetings of PGs, VPGs/ UGs, verify the amount deposited in their account and revolving fund. Facilitate in obtaining regular contribution to the above accounts. Mobilize the VPG for income generating activities and assist in developing Livelihood Improvement Plans (LIPs) for vulnerable groups.
- Collect base line data in all concerning village and assist in PRA including gender analysis with the active participation of GP, RVC and other community member for the preparation of GPWDP.
- Help, instruct and guide the RVC, PGs, VPGs, UGs and other CBOs in keeping their book and record up to date.
- To participate, evaluate and obtain feed back of the training programme on IGAs organized for the vulnerable groups.
- To keep updated information regarding meetings of GPs, RVC, VPGs, PGs, UGs, and devise ways and means for their regularity.
- To assess the impact of project activities in their concerning village and keep updated records of the result due to project interventions. Facilitator has to compile the report at unit level. In case of any doubts has to clarify and verify it at village level with the help of village In charge.
- To make aware the community especially vulnerable groups as regards government/ NGOs sponsored Welfare and Development programme. Encourage village motivators for a establishing linkages of rural women with such activity/ programme.
- Follow-up on village plans and identify methods to strengthen communities capability for sustainable resource management.
- Conduct SWOT/ Grading, Assessment of PGs, VPGs and LCs.

Qualifications:

- Graduate Social Science/ Arts/ Economics/ Science/ Agriculture/ Bio- Science/ Diploma in Rural Development
- Minimum Three years of working experience in community mobilization in rural areas, linkage with Banks etc.
- In case of experience of more than five years in participatory watershed projects, academic qualification may be relaxed.
- Good communication skills, skill in participatory methodology
- Good Documentation and Report Writing Skills

4. Field visits and capacity building of FNGO personnel

- The FNGO personnel would have to undertake prescribed field visits in the following manner:
 - At Village level minimum 20 days field work per month and as per necessity
 - Divisional level minimum 15 days field work per month and as per necessity
 - RPD Level minimum 15 days field work per month and as per necessity
- Monthly assessment of the performance of the FNGO personnel would have to done by the FNGO.

- It is expected that the capacity building/ improvement/ skill up gradation of NGO personnel would be under taken by the FNGO from time to time. The FNGO would be required to submit a capacity building strategy, along with its resource persons for its personnel for the period of assignment.
- The services of the field level FNGO personnel should be supported by inputs from appropriate senior level staff of the FNGO (Head/Director/Consultant) as and when considered necessary.
- Head of the FNGO should take up periodic field visit (minimum 10 days in a month covering all project division) for supervision, monitoring, and performance evaluation of the FNGO personnel.

V. REVIEW OF PERFORMANCE AND TERMS OF CONTRACT

1. Review of performance

- FNGO and the project staff has to work in close cooperation with each other. The work carried out by the FNGO in the field shall be monitored by the respective DPDs / RPD/PD.
- A committee appointed by WMD shall review FNGO's performance half yearly and annually. The committee for one project region viz. Garhwal/Kumaon would comprise of all the DPDs, concerning RPD, and DPD (Trg.) and Senior Social Coordinator at the WMD level and FNGO's representative. At WMD level, the Review Committee will be as given below:-
 - Chief Project Director - Chairperson
 - Additional Director/PD, ILSP - Member
 - Additional Director (M&E) - Member
 - Regional Project Director (Garhwal and Kumaon) - Member
 - DPD (Planning/M&E) - Member
 - DPD, ILSP (DPD, ESA & Training) - Member
 - Chief Finance Officer - Member

The Committee at Regional PD level shall review the FNGO's performance half-yearly and submits its report to PD, ILSP at WMD, while the Review Committee at WMD level shall review annually.

2. Period of the assignment

Period of the assignment would be for three financial years in the beginning. The performance of the FNGO shall be evaluated by the Review Committee at WMD on annual basis and based on satisfactory performance, annual extension shall be granted. The period of assignment may be further extended annually beyond three years, if the WMD thinks it fit to do so in the interest of the Project.

3. Terms of payment

The terms of payment as finalized during negotiations by both parties will be applicable.

4. Accounting and auditing

The agency will open a separate bank account for receipt and expenditure of funds for the contract. The agency will also maintain separately records, accounting and auditing of the funds allocated for the assignment and will submit the copy of the expense statement on a half yearly basis and audit report on an annual basis.

5. Arbitration

In the event of any dispute between the contracted agency and the district level functionaries of WMD, the Govt. of Uttarakhand will be the arbitrator.

6. General

The FNGO would be given access to all documents, correspondence, and any other information relating to the Project and deemed necessary by the FNGO. The FNGO would be provided copies of the Project Implementation Plan; Project Design Document (PDD) of the IFAD; and agreements with the IFAD, guidelines, policies and procedures issued by Project management and implementing agencies and relevant IFAD policies and guidelines (such as IFAD guidelines on Social mobilization, Vulnerable Group Fund, IGA strategy and ESMF and other such guidelines or policy documents)