

DEPARTMENT OF WATER RESOURCES

TERMS OF REFERENCE

Country:	India
Project Name:	Odisha Integrated Irrigation Project for Climate Resilient Agriculture (OIIPCRA)
World Bank Project ID:	P163533
Title of Consulting Services:	Engagement of Strategic Support Team for the offices of the Agriculture Production Commissioner, Odisha and the Additional Chief Secretary, Water Resources under the "Odisha Integrated Irrigation Project for Climate Resilient Agriculture (OIIPCRA)"
Contract Type:	QCBS (80:20) (Time Based)
Period:	29 th August, 2023



ODISHA COMMUNITY TANK DEVELOPMENT AND MANAGEMENT SOCIETY

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Terms of Reference for Selection of a Consultant [Firm]
to provide a Strategic Support Team [SST] for
Agriculture Production Commissioner [APC] Secretariat
and Additional Chief Secretary [ACS] Secretariat
in the Water Resources Department [WRD], Government of Odisha

1. Project Background:

- 1.1. The Department of Water Resources, Government of Odisha (GoO) is implementing “Odisha Integrated Irrigation Project for Climate Resilient Agriculture (OIIPCRA)” with the support of the World Bank. The Project development objective is “to intensify and diversify agriculture production, enhance climate resilience and improve water productivity in selected cascades of Odisha”. The project’s focus is on small and marginal farmers, Pani Panchayats (PPs), Farmer Producer Organizations/ Farmer Producer Companies (FPOs / FPCs), Primary Fisher’s Cooperatives (PFCs) and agricultural entrepreneurs, including women and vulnerable groups.
- 1.2. The project has four components, i.e., Component 1: Climate-smart intensification and diversification of production; Component 2: Improving access to irrigation and water productivity; Component 3: Institutional capacity strengthening and Component 4: Project management.
- 1.3. The objective of Component-3 is to improve overall capacity of GoO for interdepartmental planning, coordination and implementation of cross-sectoral programs in the agriculture and water resource sectors with the view of strengthening farmers’ capacity to adopt to climate change. In this respect, a Strategic Support Team (SST) will assist the Agriculture Production Commissioner (APC) and the Additional Chief Secretary, Water Resources (ACS, WR) for improving planning and convergence, coordination, oversight, monitoring, analytics, policy formulation, and partnerships building. Besides ensuring better OIIPCRA outcomes, strengthened offices of the APC and ACS, WR would help guide the state’s long and short-term vision for water and Agriculture & Allied (A&A) sector development and adaptation/mitigation of climate change, build the state’s capability to deliver programs, and help forge strategic long-term partnerships for improved performance of relevant sectors.

2. Strategic Support Team (SST):

It is proposed to engage a consulting [firm], working in A&A and water sectors to provide the SST and undertake various tasks to achieve the aforesaid objective and as detailed in, but not limited to the scope of work section listed in following section. The SST to be housed and reporting to APC and ACS, WR will provide inputs required by GoO for implementation of various policies or ongoing programs/schemes in both the sectors.

3. Need for Engagement of an Agency:

- 3.1. This ToR envisages two secretariats - in the office of the APC and ACS, WR for the purposes of improving planning and convergence, coordination, oversight, monitoring, analytics, policy formulation, and partnerships building among various departments, technology providers, academic institutions, international agencies and other stakeholders as may be required. The setting up of these secretariats is critical for achievement of OIIPCRA objectives as well as delivery of the 5T agenda of the

GoO - Technology, Teamwork, Transparency, Time and Transformation. This SST would be a strategy and knowledge driven team and not merely a PMU.

3.2. The broad strategic outcomes for the engagement of the SST will be:

- 3.2.1. Intensify and diversify agricultural production, and enhance climate resilience, through improvement of climate resilient and sustainable agriculture practices by farmers through food systems approach and integrated farming methods
- 3.2.2. Achievement of optimum water sustainability by rigorous and continued monitoring based on engineering and data backed mechanisms and technological innovations.
- 3.2.3. Track increase in farmers' income from agriculture and allied sectors and develop road map for its accelerated and uniformity across the state and farmers' communities. This will be achieved through planning and promoting diversification of the agricultural production basket to high-value products such as vegetables, higher monetisation of its cereal produces and higher income from livestock farming. Diversification implies both horizontal (area expansion) and vertical (value addition and agro-processing)
- 3.2.4. Achieve better efficiency of budgetary spend of GoO on A&A and water sectors.

3.3. Overall, the SST team will work with several departments of GoO, including but not limited to, departments such as Agriculture & FE, Water Resources, F&ARD, Cooperation, Panchayati Raj & Drinking Water, Rural Development, on a regular and all other departments as per requirement.

4. Duration of the Assignment: The services of the agency will be for a period up to **3 (three) years from the date of contract** and may be extended depending on need and performance, or be curtailed to be co-terminus with OIIPCRA project period i.e., December 2025.

5. Scope of Services:

5.1. The SST will work overall at the state level and support the following:

- 5.1.1. Developing a decision support system (technology enabled) for improved oversight & monitoring to enable evidence backed decisions across key schemes and initiatives of the departments. Work on developing systems on price forecasting, capacity building, digitization, analytics-based planning, etc.
- 5.1.2. Undertake functional reviews of the departments, directorates including district, division and field offices, as may be required.
- 5.1.3. Prepare a comprehensive capacity building plan for the officers addressing identified gaps and aligned to emerging needs of GoO, particularly for planning and concurrent monitoring of projects and schemes.
- 5.1.4. Identification, setup and engage with Advisory Group comprising of eminent experts to provide external perspective for advocacy and policy change.
- 5.1.5. Improvement in implementation and delivery of schemes/services to rural masses by GoO through improved planning, coordination and convergence among the 5 departments.
- 5.1.6. Ensuring full and effective utilization of the budgets through facilitating ideas, concepts and work on creating a shelf of projects for financing under state budgets and other sources.

5.2. Specifically for the APC office, the SST will:

- 5.2.1. Assess the current status of implementation of *Samrudhi- Agriculture Policy, 2020* and develop a roadmap for its effective implementation.
- 5.2.2. Design strategy for institutional re-organisation and inter-departmental coordination for better functioning and ensuring that the roles of various departments and institutions evolve with the changing realities and modernisation, especially with the recent focus on increasing the income of the farmers.
- 5.2.3. Improve partnerships with organizations (e.g., ICAR, CGIAR centres) working on projects whose scope is broader than any of the individual departments.
- 5.2.4. Design mechanism to ensure smooth coordination between departments in order to enable better and fast decision-making process.
- 5.2.5. Mainstream climate resilience and disaster-proofing of agriculture in Odisha.
- 5.2.6. Enabling knowledge sharing through facilitating exposure visits of officials of the Department within India and overseas for best practices.
- 5.2.7. Provide necessary support to the department of A& FE in implementation of OPIICRA projects.
- 5.2.8. Discharge any other responsibility to be assigned by the APC.

5.3. For Water Resources Department:

- 5.3.1. Design and oversee appropriate mechanisms for planning, monitoring and concurrent evaluation of ongoing programs, projects and schemes.
- 5.3.2. Establish a performance management mechanism for the officers to ensure the available Human Resource (HR) is managed and groomed efficiently.
- 5.3.3. Prepare a comprehensive capacity building plan for the officers addressing identified gaps and aligned to emerging needs of GoO, particularly for planning and concurrent monitoring of projects and schemes.
- 5.3.4. Identify and facilitate partnership with leading technical and knowledge partners for sourcing technical and operation knowledge, as well for identifying and assigning departmental staff for capacity enhancement based on capacity building plan.
- 5.3.5. Designing & oversee implementation of plan for climate resilient water use to increase the productivity and sustainability of crops.
- 5.3.6. Enabling knowledge sharing through exposure visits of officials of the Department within India and overseas for best practices in order to inform evolving policies and new projects.
- 5.3.7. Prepare scheme briefs, media briefs, social media content and support in documentation of scheme, success stories, case studies, thematic materials, annual reports, newsletters, periodicals etc.
- 5.3.8. Support SPMU, OCTDMS in implementation of OIIPCRA.
- 5.3.9. Discharge any other responsibility to be assigned by the ACS, WR.

6. Team Composition & Qualification Requirements for the Key Experts [and any other requirements which will be used for evaluating the Key Experts]

6.1. These high-level human resources are expected to work for about **180-240** days per year for the engagement period, including being physically present in Bhubaneswar in a planned manner and/ or participate virtually in meetings whenever required and are expected to undertake tours within Odisha and outside, as may be required.

6.2. Please note that key experts will not be evaluated at the shortlisting stage.

6.3. The Consultant will be expected to deploy sufficient amount of manpower required to successfully deliver the tasks to ensure satisfactory completion of the assignment. An indicative manpower requirement for the assignment must include Key Experts of suitable qualifications and experience for the key positions as tabulated below:

Key Position Number*	Key Position Title and Expected Role	Nos.	O/o APC/ ACS, WR/ Both Offices	Minimum Qualification and Professional Experience	Indicative Person Months
K1	Team Leader Program Implementation Consultant	1	Both Offices	<p>Minimum Qualification: Master's Degree in Public Policy/ Administration from reputed National/ International Institution/ University</p> <p>General Experience: Minimum 15 years of professional experience.</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - at least 5 years of experience in implementing State Government initiatives in multilateral projects; - experience of monitoring and evaluation of programs - Prior experience in managing teams of 10-12 members, located for support to government agencies. 	30
K2	Agribusiness/ Value Chain Expert:	1	APC	<p>Minimum Qualification: Master's Degree in Agriculture from reputed National/ International Institution/ University</p> <p>General Experience: Minimum 15 years of professional experience.</p>	30

				<p>Specific Experience:</p> <ul style="list-style-type: none"> - at least 5 years of experience in implementing State Government initiatives - experience of deep and demonstrable knowledge of agribusiness and/or value chain - Past experience of policy level work, including working on private sector agri-investment programs 	
K3	Agriculture Economist:	1	APC	<p>Minimum Qualification: PhD in Economics with specialisation in agriculture economics from reputed National/ International University</p> <p>General Experience: minimum 15 years of professional experience</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - at least 5 years of experience in policy research, policy formulation, evaluation - experience of working with Central/ State Government and multi-lateral organization in the area of economics, agriculture or environment. - Prior experience in economic modelling and price forecasting, along with the usage of statistical software and application of economic and econometric theories in context of agriculture in 	30
K4	Institutional Strengthening & Capacity	1	APC	<p>Minimum Qualification: Master's degree in Public Policy, Public Administration or social sciences from</p>	30

	Building (IS&CB) Expert			<p>reputed National/ International University</p> <p>General Experience: minimum 10 years of relevant and proven experience</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - Experience in undertaking functional review of government agencies, and lead & manage institutional capacity building across the agriculture and allied sector - Experience in developing strategy for implementing human resource needs and planning for various related agencies, design methodologies that guide learning and capacity building meetings through the use of participatory techniques - Experience in leading discussions and forge collaborations with leading institutions 	
K5	Water/ Hydrology Expert	1	ACS, WR	<p>Minimum Qualification: Masters or equivalent degree in civil engineering/ geology/ hydrology/ environmental sciences from reputed National/ International University</p> <p>General Experience: minimum 10 years of relevant experience</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - must possess the capability to work with specifically-designed computer modelling packages to assess the most effective methods of managing available water 	30

				<ul style="list-style-type: none"> - experience of working with government agencies at the State or Central level - capable to undertake research, develop and maintain safe and sustainable domestic or natural water management strategies for optimisation of quantity, quality and availability of water from various sources in the state; Assist and plan responses to specific weather conditions, such as cyclones, droughts and floods, and assess the impacts of such events on farmers 	
K6	Design Expert	1	ACS, WR	<p>Minimum Qualification: Masters or Bachelors' degree in Civil Engineering with specialisation in design of hydrological structures from reputed National/ International University</p> <p>General Experience: minimum 10 years in the field of design of irrigation structures and systems</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - <i>experience of working with government agencies at the State or Central level</i> - <i>The engagement of the Design Expert is expected to be more intensive, in the initial phase of 12 to 18 months, leading to the completion of designs</i> 	30
K7	Participatory Irrigation Management (PIM) Expert	1	ACS, WR	<p>Minimum Qualification: Master's degree in Civil Engineering/ Agriculture from reputed National/ International University</p>	30

				<p>General Experience: minimum 10 years of relevant and proven experience</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - <i>Atleast 2-years' experience in managing implementing large scale irrigation management system</i> - <i>will provide technical inputs relating mainly to proposed improvements at the on-farm water management level through the participatory process. Specific attention will be given to consulting closely with water user groups, farmers and institutionalisation of the Pani Panchayats (PPs). Suitable strategies and programmes for building the capacity of PPs will be formulated by closely working with the PP setup in WRD. The specialist will introduce high efficiency irrigation systems, sustainable operation and maintenance (O&M) and improved land and water management practices amongst PPs.</i> 	
K8	Monitoring & Evaluation Specialist	1	ACS, WR	<p>Minimum Qualification: Master's degree preferably in statistics, economics or related field from reputed National/ International University</p> <p>General Experience: minimum 5 years in the design and implementation of M&E for Government's development projects</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - Experience in designing tools and strategies for data collection, analysis 	30

				<p>and production of reports with proven MIS skills, especially in the development of MIS software using database software</p> <ul style="list-style-type: none"> - Experience in developing and strengthen monitoring, inspection and evaluation procedures for concurrent monitoring of activities, expenditures and progress in ongoing projects and schemes of department of WR, evaluation of system, overall progress on achievement of results 	
K9	Technology and Data Consultant	2	Both Offices	<p>Minimum Qualification: Master's Degree in Engineering/ Computer Applications/ Computer Science or any other related fields from reputed National/ International Institution/ University,</p> <p>General Experience: minimum 5 years of experience</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - at least 2 years of experience in implementing technology systems and programs for government agencies. - Experience of citizen-facing (or G2C) programs, particularly in service delivery and data analytics for planning and policy 	30

K10	Data Analysts	2	ACS, WR	<p>Minimum Qualification: Master's Degree in Data Analytics/ Statistics/ Economics or any other related fields from reputed National/ International University</p> <p>General Experience: minimum 5 years of relevant profession</p> <p>Specific Experience:</p> <ul style="list-style-type: none"> - with at least 2 years of experience in supporting projects and programs for Government Departments and agencies 	30
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7. The employer fixed the upper-limit of remuneration against each of the consultants/ experts which shall be adhered to while quoting for financial bids. However, the firms/ agency is free to quote the cost of reimbursable and operational charges if any excepting the cost towards remuneration which shall be with in the upper-limit as per Table 8.1.

Table: 8.1 Remuneration Structure of the Experts/Consultants per month:

Sl.	Positions Agreed to Conditionally by FD	Nos of posts	Remuneration Upper-limit INR
For o/o APC			
1	Agri-business/ Value chain expert	1	3,70,000
2	Agriculture Economist	1	3,45,000
3	IS&CB Expert	1	3,70,000
4	Technology and Data Consultant	1	2,90,000
For o/o ACS, DoWR			
1	Hydrology expert	1	3,45,000
2	Design Expert	1	3,45,000
3	PIM Expert	1	3,15,000
4	M&E Specialist	1	3,10,000
5	Technology and Data Consultant	1	2,90,000
6	Data Analyst (2 Nos.)	2	2,90,000
7	Programme Implementation Consultant	1	3,40,000
Grand Total Positions		12	39,00,000

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