



**Institutional Strengthening of Gram Panchayats (ISGP) Project
Panchayats & Rural Development Department
Government of West Bengal**

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**Institutional Strengthening of Gram Panchayats (ISGP) Project
Credit No. (4758-IN)**

**Hiring of Consultant for supply of Capacity Building Spearhead Teams under ISGPP
[Package No. WB/ISGP/C/019(R-6)]**

Call for Expression of Interest

No: 663/ISGPP/20E-2(Proc)/104

Date: 19.06.2014

Government of India has received a credit equivalent to US\$ 200 million from the International Development Association (IDA) towards the cost of the Institutional Strengthening of Gram Panchayats Project (ISGPP) in West Bengal. ISGP Project under Panchayats and Rural Development Department, Government of West Bengal as implementing agency intends to apply part of the proceeds of this credit to payments under the contract for **“Hiring of Consultant for supply of Capacity Building Spearhead Teams under ISGPP”**.

1. The ISGP Project now invites professionally accredited **Consultancy/ HR firm** of National repute to indicate their interest in for Providing **“Hiring of Consultant for supply of Capacity Building Spearhead Teams under ISGPP”**.

The firm must provide the following:

A) The Consultant/ HR firm shall deploy the following Spearhead Teams:

- i. Senior Capacity Building Specialist -1**
- ii. Training Specialist -1**
- iii. Engineer/Environment Specialist -2**
- iv. Finance/Procurement Specialist -2**
- v. Social Development Specialist – 2**

a) Senior Capacity Building Specialist.

Qualifications and Experience

The consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of leading and managing Training and Capacity Building. The Consultant will:

- i. Have a Masters degree in social sciences, business management, organizational development or related fields or equivalent combination of education and experience;
- ii. Demonstrated experience (at least 8 years) in conceptualizing and delivering on training and capacity building for public sector or large private/non government sector organizations or projects;

- iii. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, engage with government officials, familiarity with local government, and a flair for developing and delivering on capacity building initiatives;
- iv. Skills in project management and good skills in writing and communications;
- v. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- vi. Fluency in spoken and written English and Bangla is a must.
- vii. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

b) Training Specialist.

Qualifications and Experience.

The consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- i. Have a Masters degree in social sciences or related fields or equivalent combination of education and experience;
- ii. Demonstrated experience (at least 5 years) in conceptualizing and delivering on training for govt. or large private/non government sector organizations or projects;
- iii. Proven leadership qualities including a flair for conducting training programs, ability to lead multi-disciplinary teams and working with govt. officials and elected representatives, and;
- iv. Skills in project management and good skills in writing and communications;
- v. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- vi. Fluency in spoken and written English and Bangla shall be a must;
- vii. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

c) Engineer/Environment Specialist.

Qualifications and Experience.

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in engineering or environment. The Consultant will:

- i. Have a Masters degree in Engineering or related fields or equivalent combination of education and experience;
- ii. Demonstrated experience (at least 6 years) in conceptualizing and delivering on capacity building in the area of Engineering/Environmental Management for govt. or large private/non government sector organizations or projects;
- iii. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- iv. Skills in project management and good skills in writing and communications;
- v. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- vi. Fluency in spoken and written English is a must, while written and spoken skills in Bengali is highly desirable for the adequacy of the assignment; and
- vii. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

d) Finance/Procurement Specialist.
Qualifications and Experience.

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- i. Have a Masters degree in social sciences or related fields or equivalent combination of education and experience;
- ii. Demonstrated experience (at least 6 years) in conceptualizing and delivering on capacity building in Financial Management, including Procurement, for govt. or large private/non government sector organizations or projects;
- iii. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- iv. Skills in project management and good skills in writing and communications;
- v. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- vi. Fluency in spoken and written English is a must, while written and spoken skills in Bangla shall be highly desirable for the adequacy of the assignment;
- vii. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

e) Social Development Specialist.
Qualifications and Experience.

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- i. Have a Masters degree in social sciences or related fields or equivalent combination of education and experience;
- ii. Demonstrated experience (at least 5 years) in conceptualizing and delivering on capacity building in the area of Social Development and Inclusion/Gender for govt. or private/non government sector organizations or projects;
- iii. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- iv. Skills in project management and good skills in writing and communications;
- v. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- vi. Fluency in spoken and written English is a must and working knowledge of Bangla is preferable;
- vii. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

2. The Consultant/ HR firm shall deploy the aforesaid **Spearhead Teams** to undertake the tasks detailed in this assignment. The proposal must be supported by detailed CVs of the proposed spearhead team members.
3. The Consultant/HR firm will be selected in accordance with the **CQS** (Selection Based on the Consultants' Qualifications) procedure set out in World Bank's Guidelines: Selection and Employment of Consultants by Bank Borrower, January 2011 available at www.worldbank.org/procure.
4. The assignment is expected to commence by August 2014 and will be for a period of 17 months but not later than 31.12.2015

5. Interested Consultant/ HR firms may obtain further information at the address given below from 10.30 – 17.00 hours from Monday to Friday.
6. For details please refer to the Terms of Reference (ToR) enclosed as **Annexure-1**.
7. Expression of Interest in a sealed envelope (along with information indicating qualification to perform the Services) super scribed "**EoI for Hiring of Consultant for supply of Capacity Building Spearhead Teams under ISGPP**" must reach the following address not later than **7th July, 2014 (5.00 PM)**.

**Project Manager ISGP Project and
Joint Secretary to the Government of West Bengal
Panchayats & Rural Development Department.**

**ISGP Project, Panchayats & Rural Development Department,
Millennium City IT Park, Tower - II, 3rd Floor (Unit D), DN - 62, Sector – V, Salt Lake,
Kolkata-700 091**

8. The EoIs are to be submitted in Hard copy only.

Sd/-
**Project Manager ISGP Project and
Joint Secretary to the Government of West Bengal
Panchayats & Rural Development Department**

Annexure-1.

Terms of Reference (ToR) for Hiring of Consultant for supply of Capacity Building Spearhead Teams under ISGPP

Institutional Strengthening of Gram Panchayats Project (Credit No.-4758-IN) TERMS OF REFERENCE (TOR)

SENIOR CAPACITY BUILDING CONSULTANT – SPEARHEAD TEAM

Implementing Agency: ISGP Project authority of WBSRDA, Panchayats & Rural Development Department, Govt. of West Bengal

Period of Consultancy: August 2014 to Dec 2015

Type: Individual; 1 Consultant

Location: Kolkata, with travel to Districts

1. INTRODUCTION TO POSITION

The consultant shall be responsible for formulating and implementing capacity building and training initiatives for the project, especially in respect of building capacities of GPs as a part of the project, and in doing so, carry out the necessary management and coordination tasks. The expertise of the consultant may also be utilized for revision of TOT modules and training of the trainers on revised modules.

The consultant reports to the Capacity Building Manager at the State Coordination Unit in Kolkata. The consultant shall be based in Kolkata but shall involve considerable travel to districts, including placement / relocation to district HQs for extended periods e.g. up to two months.

The consultancy contract shall commence in August 2014 and shall remain valid until December, 2015.

2. ABOUT ISGP PROJECT

West Bengal has been a frontrunner in installing decentralised local governance system in India. Over the years the state has demonstrated strategic vision backed up by strong commitment towards rural decentralisation by ensuring regular elections for three tier Panchayati Raj Institutions (PRIs), entrusting them with responsibility of implementing various rural development programmes and bringing on board need based institutional reforms to create an enabling environment for PRIs to evolve as robust institutions in the context of effective local governance and decentralised service delivery and financial autonomy. Panchayats & Rural Development Department, Government of West Bengal, in concurrence with the Government of India, is currently implementing a project for Institutional Strengthening of Gram Panchayats (ISGP Project) in West Bengal with credit support from the World Bank. The World Bank is providing a credit support of US\$200 million through IDA. The project became legally effective from 03.09.2010 and the scheduled closure of the project is on 31.12.2015. The project mainly focuses on:

- Untied performance based fiscal transfer to GPs for creation of public goods and services and establishing a robust system for performance based grant transfer to GPs;
- Enhancing capacity of GPs to become strong as institution and effectively manage and utilize enhanced resources for effective service delivery as per local needs;
- Strengthening PRI performance monitoring system and citizen involvement to ensure transparency and accountability;

Project Development Objective (PDO): To develop institutionally strengthened Gram Panchayats.

Achievement of the PDO will be measured in terms of following key Project Outcomes:

- a) 80% of selected 1,000 GPs have well-functioning fiduciary and planning systems as measured through the annual performance assessments;
- b) A performance-based grant transfer system is well established to roll out to other GPs.

Project Area: The project was being implemented in 1000 GPs spread across 9 districts of West Bengal, selected on the basis of better overall performance as per district-wise monthly performance report (2008).

The project in the post-midterm (MTR) phase will continue work in the 1,000 GPs that were selected as the project universe at start of the project, and will provide capacity building initiatives in an additional 1,211 GPs (including 684 remainder GPs in the nine districts) as indicated in Table (1) below:

TABLE (1): DETAILS OF GRAM PANCHAYATS IN ISGPP DISTRICTS AND PROPOSED INCLUSION IN POST-MTR PHASE

District	Total Number of Gram Panchayats	No. of existing GPs under the Current ISGP Project	No. of New GPs to be included in March 2014
Bankura	190	113	77
Birbhum	167	99	68
Burdwan	277	165	112
Coochbehar	128	76	52
Dakshin Dinajpur	65	39	26
Howrah	157	93	64
Nadia	187	111	76
Paschim Medinipur	290	172	118
Purba Medinipur	223	132	91
Hoogly	207		207
North 24 Parganas	200		150
South 24 Parganas	310		170
Total in Project Districts	2,211	1,000	1,211

Project Cost: Total cost of the ISGP Project is US\$235 million. Out of this, US\$200 million will be funded by the World Bank through its International Development Association (IDA). This will be matched by a State funded untied grant of US\$35 million as counterpart financing (The existing State Finance Commission grant to be given to the selected 1000 Gram Panchayats during 2010-11 to 2014-15 will be considered as the State share for this Project).

Core Project Components:

The ISGP Project consists of 4 major components as follows:-

Component 1 – Grants to Gram Panchayats: This component consists of two sub-components:

- a) Block Grants to Gram Panchayats: An untied performance based annual Block Grant (to be increased in a phased manner over five years) is being provided by the State Government to the eligible GPs for creation of public goods and services. The block grant is untied in nature. However, there is a negative list of activities attached to it in accordance with GPs' prescribed functional responsibilities and environmental cum social safeguard issues.

Annual Block grant allocations are made on per capita basis following an agreed formula (grant simulation) based model. In order to become eligible to access this annual block grant, GPs within the universe of 1000 GPs are required to pass a score based annual performance assessment exercise conducted on the basis of institutional performance benchmarks (on planning and budgeting; project execution and service delivery; accounting, financial reporting and audit; participation, transparency and accountability) every year. For the first two years (2010-11 & 2011-12), performance based block grants were released to eligible GPs that fulfilled following four Mandatory Minimum Conditions (MMCs):

- i. Preparation and approval of GP Plan and budget (form 36) within 31st January
- ii. Minimum 60% expenditure performance (first three quarters; available discretionary funds i.e. Own source revenue, State Finance Commission grant, Central Finance Commission grant and ISGP block grant)
- iii. Gram Panchayat Management System (GPMS) is operational and classified as 'excellent'
- iv. 'Clean' external audit (by AG/ELA) (not adverse or disclaimed)

2012-13 onwards, full score based external Annual Performance Assessment (APA) of GPs conducted by an independent agency followed by a Quality Assurance (QA) exercise validating the quality of annual assessment process is operative and eligible GPs need to achieve a set of score in addition to fulfilling all 4 MMCs in order to become eligible for block grant. One round of such APA and QA took place in 2012. On the basis of this exercise, the Department publishes/published the list of GPs eligible for block grant along with allocated amount every year during the month of October. The grant is released in favour of eligible GPs during the month of May.

b) State-funded Untied Grants to Gram Panchayats: (US\$35 million)

This component consists of the third State Finance Commission grant allocated to the selected 1000 GPs as per existing norms and arrangements of Government of West Bengal.

Component 2: Capacity Building for GPs: This component caters to the need of strengthening institutional capacity of GPs to deliver basic services and to specifically meet the objectives and performance indicators associated with this project. The following key initiatives are going on under this component:

- Formal training of GPs on institutional issues [implemented by STARPARD (Society for Training & Research on Panchayats & Rural Development] –another agency under P&RD Department.
- Mentoring and handholding support to GPs through mentoring teams (on planning & governance, financial management & procurement and rural engineering) at the GP level (A team of 3 mentors/17 GPs on an average; currently a total of 62 teams are in place)
- Systems development (through Technical assistance from consulting agencies) on issues like planning, Gram Panchayat Management System (GPMS), social audit, grievance mechanisms, revenue mobilization, computer aided project design etc.
- Demand-led trainings to GPs.
- Exposure visits for GPs to well performing GPs.
- Strengthening of Internal Audit system at the GP level

Component 3: State Oversight and Monitoring of PRIs: The key objective of this component is to strengthen P&RDD's existing systems for monitoring performance of PRIs including annual performance assessment of selected GPs and overall monitoring and evaluation of the ISGP project. Key initiatives taken up or to be taken up under this component are:

- Annual performance assessments and quality assurance assessment of targeted GPs
- Strengthening GP external audit procedures (For this, support will be provided to the office of the Accountant General/ELA for strengthening GP external audit component)
- Improvement of internal monitoring and reporting systems of P&RDD
- ISGP Project progress monitoring
- Various evaluations of the project (Baseline, mid-term, end-line and other evaluation studies)

Component 4: Programme Management and Implementation: This component supports overall management and implementation of the ISGP project. It includes

- Overall Project management and implementation
- Project Information, education and communication (IEC) activities & Citizens Communication activities
- Project reporting

Implementation and Monitoring Arrangements: The ISGP Project is implemented by the Panchayats & Rural Development Department, Government of West Bengal through ISGPP Cell of West Bengal State

Rural Development Agency (WBSRDA) an agency under P&RDD. ISGP Project SCU was created under WBSRDA for implementation, supervision and reporting of the ISGP Project.

District level implementation of ISGP project is facilitated by District Coordination Units (DCU) set up in project districts. The three additional districts being taken up will have teams in place by March 2013. Mentoring teams for providing handholding support to GPs are managed through DCUs. Additional Executive Officer, Zilla Parishad / ADM(Panchayat) is the nodal officer for ISGP in the district. For this purpose, AEO ZP has been given an ex-officio designation of Additional District Executive Officer of WBSRDA.

Another agency under Panchayats & Rural Development Department named STARPAR (Society for Training & Research on Panchayats & Rural Development) is responsible for implementing formal training (of GPs) component of the project through District Training Centres and Extension Training Centres located in different districts. District Panchayats & Rural Development Officer (DP&RDO) looks after progress of formal training of GPs in the district. District Panchayats & Rural Development Officers have also been given an ex-officio designation of Deputy District Executive Officer (DDEO) of WBSRDA. A MoU was signed between WBSRDA and STARPAR for this purpose.

3. RATIONALE OF THE SPEARHEAD CAPACITY BUILDING TEAM

The Mid-Term Review of the ISGP Project was carried out during July-Sep 2013, and one of the agreed actions was to strengthen the Capacity Building Component (Component 2). The MTR showed that there were number of challenges that constrained capacity building and hence, the performance of the project. The identified areas of improvement included better targeting of formal training to different levels of need in participants, and linkage to results in terms of skill-building, application of training and hence, changes in the GPs' institutional performance. Other issues to be addressed included the structure of training programs, the pedagogy and content, and proper monitoring of results of training. The MTR also identified, in the wake of a large number of recently elected GP representatives needing to be trained that would occupy STARPAR for a considerable period of time, the imperative of mobilizing and deploying, by the ISGP Project, a Spearhead Capacity Building Team for providing strategic and high-impact training support to strengthening the formal training sub-component in consonance with the other sub-components under Capacity Building.

The Spearhead Capacity Building Team shall comprise competent Capacity Building and Training consultants (a team of 8 professionals), to be located at State HQ and across districts (on a regional basis). The group will consist of two Capacity Building and Training Specialists, and other Sector Capacity Building Specialists in the areas of Environment/Engineering, Social Development, and Procurement/Finance.

Under the guidance of the project, the consultant team shall undertake a rapid review of the current training materials and delivery; develop/adapt these for result oriented delivery, to address the issue of absorption and retention for a heterogeneous participant profile; plan and deliver training programs and monitor/evaluate results on an ongoing basis. The above training and capacity building efforts need to cover more than 2,000 Gram Panchayats in the short time frame of 15 months.

4. ROLES AND RESPONSIBILITIES

The Senior Capacity Building consultant shall lead the Capacity Building Spearhead Team under the guidance of the Project, and deliver on the result-oriented accelerated training and capacity building objectives of the Project.

The SCB consultant will:

- a) Lead the review and revision of the training material and delivery mechanisms used at present;
- b) Lead the development and testing of modified material and pedagogy that address the issue of absorption and retention for a heterogeneous participant profile.
- c) Lead the development and implement the delivery of short-term targeted trainings, i.e. especially training programs for specific target groups, for both elected representatives as well as GP

employees. This will also involve the CB Specialist in developing and organizing immersions and crash courses on a regional basis and measuring the results for improvement. The team's own delivery shall be selected and supplementary in nature – and shall be restricted to ISGP GPs only.

- d) Set up systems and protocols for, and operationalize the response to emergent training demands from GPs. The SCB shall devise methods for the team to elicit and deploy team members and other resources to respond on emerging needs and demands.
- e) Consolidate the modified training material and training methodologies for use by STARPAR in their state-wide capacity building efforts.
- f) Carry out all other activities as and when needed by the project to help deliver the capacity building component in an effective manner, achieving the project performance indicators. This will include support to implementation and use of the training tracking and results management system, and support to systems development activities.

5. REPORTING AND REVIEW

The consultant shall report to the Capacity Building Manager of ISGPP, who reports to the Project Manager. The performance of the consultant shall be subject to the periodic review by the project.

6. APPLICANT QUALIFICATIONS AND EXPERIENCE

The consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of leading and managing Training and Capacity Building. The Consultant will:

- viii. Have a Masters degree in social sciences, business management, organizational development or related fields or equivalent combination of education and experience;
- ix. Demonstrated experience (at least 8 years) in conceptualizing and delivering on training and capacity building for public sector or large private/non government sector organizations or projects;
- x. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, engage with government officials, familiarity with local government, and a flair for developing and delivering on capacity building initiatives;
- xi. Skills in project management and good skills in writing and communications;
- xii. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- xiii. Fluency in spoken and written Bengali and English is a must.
- xiv. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

Institutional Strengthening of Gram Panchayats Project (Credit No.-4758-IN)
TERMS OF REFERENCE (TOR)

TRAINING CONSULTANT – SPEARHEAD TEAM

Implementing Agency:	ISGP Project authority of WBSRDA, Panchayats & Rural Development Department, Govt. of West Bengal
Period of Consultancy:	August 2014 to Dec 2015
Type:	Individual; 1 Consultant
Location:	Kolkata / Cooch Behar

1. INTRODUCTION TO POSITION

The consultant shall be responsible for formulating and implementing formal capacity building and training initiatives for the project, especially in respect of building capacities of GPs as a part of the project, and in doing so, carry out the necessary management and coordination tasks, under the guidance of the project. The expertise of the consultant may also be utilized for revision of TOT modules and training of the trainers on revised modules.

The consultant reports to the Senior Capacity Building Consultant of the Capacity Building Spearhead Team. The position shall be based in Kolkata or in Cooch Behar, but shall involve considerable travel to the districts, including placement / relocation to district HQs for extended periods e.g. up to two months.

The consultancy contract shall commence in August 2014 and shall remain valid until December 2015.

2. ROLES AND RESPONSIBILITIES

The Training Specialist in the Capacity Building Spearhead Team shall under the guidance of the Senior Capacity Building consultant of the Spearhead Team, develop/review and deliver directly and indirectly on a result-oriented accelerated training and capacity building activities of the Project in the area of training methodologies and application.

The Training Specialist will:

- a) Review and revise the training materials and delivery mechanisms used presently;
- b) Put together a rapid review of the existing training materials and aids used in the project with inputs from sectoral specialists, and identify ways to improve on them in terms of delivery.
- c) Assist in the development and testing of modified material and pedagogy that address the issue of absorption and retention for a heterogeneous participant profile.
- d) Respond to emergent training needs and demands from GPs and district/Block-level stakeholders through the development and testing of delivery methodologies.
- e) Assist in the development and implement the delivery of short-term targeted trainings, i.e. especially training programs for specific target groups, for both elected representatives as well as GP employees. This will also involve developing and organizing immersions and crash courses on a regional basis and measuring the results for improvement. The team's own delivery shall be selected and supplementary in nature – and shall be restricted to ISGP GPs only.
- f) Assist in the consolidation of the modified training material and training methodologies for use by STARPARD in their state-wide capacity building efforts.
- g) Carry out all other activities as and when needed by the project to help deliver the capacity building component in an effective manner, achieving the project performance indicators. This will include support to implementation and use of the training tracking and results management system, and support to systems development activities.

3. REPORTING AND REVIEW

The consultant shall report to the SCB consultant, the team leader for the spearhead team, who reports to the Capacity Building Manager at the SCU. The performance of the consultant shall be subject to the periodic review by the project.

4. APPLICANT QUALIFICATIONS AND EXPERIENCE

The consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- viii. Have a Masters degree in social sciences or related field or equivalent combination of education and experience;
- ix. Demonstrated experience (at least 5 years) in conceptualizing and delivering on training for govt. or large private/non government sector organizations or projects;
- x. Proven leadership qualities including a flair for conducting training programs, ability to lead multi-disciplinary teams and working with govt. officials and elected representatives, and;
- xi. Skills in project management and good skills in writing and communications;
- xii. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- xiii. Fluency in spoken and written English and Bangla shall be a must;
- xiv. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

Institutional Strengthening of Gram Panchayats Project (Credit No.-4758-IN)

TERMS OF REFERENCE (TOR)

ENGINEERING / ENVIRONMENT CONSULTANT – SPEARHEAD TEAM

Implementing Agency:	ISGP Project authority of WBSRDA, Panchayats & Rural Development Department, Govt. of West Bengal
Period of Consultancy:	August 2014 to Dec 2015
Type:	Individual; 2 Consultants
Location:	Kolkata / Districts

1. INTRODUCTION TO POSITION

The consultant shall be responsible for formulating and implementing formal capacity building and training initiatives for the project, especially in respect of building capacities of GPs in the technical and engineering area, as a part of the project, and in doing so, carry out the necessary management and coordination tasks, under the guidance of the project. The expertise of the consultant may also be utilized for revision of TOT modules and training of the trainers on revised modules on the topics related to the consultant.

The Consultant reports to the Senior Capacity Building Consultant of the Capacity Building Spearhead Team at the State Coordination Unit in Kolkata. The consultant shall be based in Kolkata or any of the districts, but is expected to undertake considerable travel to project districts, including placement / relocation to project district HQs for extended periods e.g. up to two months.

The consultancy shall commence in August 2014 and shall remain valid until December 2015.

2. ROLES AND RESPONSIBILITIES

The Engineering/Environment Specialist in the Capacity Building Spearhead Team shall under the guidance of the Senior Capacity Building Consultant of the Spearhead Team, develop/review and deliver directly and indirectly on a result-oriented accelerated training and capacity building activities of the Project in the area of Environment and Engineering.

The Engineering/Environment Consultant will:

- a) Review and revise the training material and delivery mechanisms used at present in the areas of Engineering and Environmental Management;
- b) Assist the team in the development and testing of modified materials and pedagogy for engineering and environment related matters that address the issue of absorption and retention for a heterogeneous participant profile.
- c) Respond to emergent training needs and demands from GPs and district/Block-level stakeholders in the area of engineering and environmental management, especially with ESMF and the functions of Nirman Sahayak.
- d) Assist the team in the development and implement the delivery of short-term targeted trainings, in the areas pertaining to engineering and environmental management for both elected representatives as well as employees. This will also involve developing and organizing immersions and crash courses on a regional basis and measuring the results for improvement. The team's own delivery shall be selected and supplementary in nature – and shall be restricted to ISGP GPs only.
- e) Assist the team in setting up systems and protocols for, and operationalize, the response to emergent training demands from GPs.
- f) Assist the team in the consolidation of the modified training material and training methodologies for use by STARPARD in their state-wide capacity building efforts.

- g) Carry out all other activities as and when needed by the project to help deliver the capacity building component in an effective manner, achieving the project performance indicators. This will include support to implementation and use of the training tracking and results management system, and support to systems development activities.

3. REPORTING AND REVIEW

The consultant shall report to the Senior Capacity Building Consultant, the team leader of the CB spearhead team, who reports to the Capacity Building Manager of ISGPP. The performance of the consultant shall be subject to the periodic review by the project.

4. APPLICANT QUALIFICATIONS AND EXPERIENCE

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in engineering or environment. The Consultant will:

- viii. Have a Masters degree in Engineering or related fields or equivalent combination of education and experience with adequate exposure in Environmental engineering;
- ix. Demonstrated experience (at least 6 years) in conceptualizing and delivering on capacity building in the area of Engineering/Environmental Management for govt. or large private/non government sector organizations or projects;
- x. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- xi. Skills in project management and good skills in writing and communications;
- xii. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- xiii. Fluency in spoken and written English is a must, while written and spoken skills in Bengali is highly desirable for the adequacy of the assignment; and
- xiv. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

Institutional Strengthening of Gram Panchayats Project (Credit No.-4758-IN)
TERMS OF REFERENCE (TOR)

FINANCE / PROCUREMENT CONSULTANT – SPEARHEAD TEAM

Implementing Agency: ISGP Project authority of WBSRDA, Panchayats & Rural Development Department, Govt. of West Bengal

Period of Consultancy: August 2014 to Dec 2015

Type: Individual; 2 Consultants

Location: Kolkata/ Paschim Medinipur

1. INTRODUCTION TO POSITION

The Consultant shall be responsible for formulating and implementing formal capacity building and training initiatives for the project, especially in respect of building capacities of GPs in the area of financial management and procurement, as a part of the project, and in doing so, carry out the necessary management and coordination tasks, under the guidance of the project. The expertise of the consultant may also be utilized for revision of TOT modules and training of the trainers on revised modules on the topic related to the consultant.

The Consultant reports to the Senior Capacity Building Consultant of the Capacity Building Spearhead Team at the State Coordination Unit in Kolkata. The position shall be based in Kolkata or West Medinipur but shall involve considerable travel to project districts, including placement / relocation to district HQs for extended periods e.g. up to two months.

The consultancy contract shall commence in August 2014 and shall remain valid until December 2015.

2. ROLES AND RESPONSIBILITIES

The Finance/procurement Consultant in the Capacity Building Spearhead Team shall under the guidance of the Senior State Capacity Building Consultant of the Spearhead Team, develop/review and deliver directly and indirectly on a result-oriented accelerated training and capacity building activities of the Project in the area of financial management and procurement at the GPs.

The Finance/Procurement Consultant will:

- a) As part of the spearhead team, review and revise the training material and delivery mechanisms used at present.
- b) Carry out a rapid review of the existing training materials and aids used, and identify ways to improve on them in the area of GP procurement, contract management and GP-level accounting practices (including GPMS).
- c) Assist in the development and testing of modified materials and pedagogy that address the issue of absorption and retention for a heterogeneous participant profile.
- d) Assist the spearhead team in responding to emergent training needs and demands from GPs and district/Block-level stakeholders through inputs on GP procurement, contract management and Local Fund Management (including GPMS);
- e) Assist in the development and implement the delivery of short-term targeted trainings, i.e. trainings for specific target groups, for both elected representatives and GP employees, with inputs in the areas of GP procurement, contract management and GP accounting (including GPMS). This will also involve participating in immersions and crash courses on a regional basis and measuring the results for improvement. The team's own delivery shall be selected and supplementary in nature – and shall be restricted to ISGP GPs only.
- f) Assist in the consolidation of the modified training material and training methodologies for use by STARPAR in their state-wide capacity building efforts.
- g) Carry out all other activities as and when needed by the project to help deliver the capacity building component in an effective manner, achieving the project performance indicators. This will include

support to implementation and use of the training tracking and results management system, and support to systems development activities.

3. REPORTING AND REVIEW

The consultant shall report to the Senior Capacity Building Consultant, the team leader of the Capacity Building Spearhead team, who reports to the Capacity Building Manager at the SCU. The performance of the consultant shall be subject to the periodic review by the project.

4. APPLICANT QUALIFICATIONS AND EXPERIENCE

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- viii. Have a Masters degree in related fields or equivalent combination of education and experience;
- ix. Demonstrated experience (at least 6 years) in conceptualizing and delivering on capacity building in Financial Management, including Procurement, for govt. or large private/non government sector organizations or projects;
- x. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- xi. Skills in project management and good skills in writing and communications;
- xii. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- xiii. Fluency in spoken and written Bengali and English is a must.
- xiv. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.

Institutional Strengthening of Gram Panchayats Project (Credit No.-4758-IN)

TERMS OF REFERENCE (TOR)

SOCIAL DEVELOPMENT CONSULTANT – SPEARHEAD TEAM

Implementing Agency:	ISGP Project authority of WBSRDA, Panchayats & Rural Development Department, Govt. of West Bengal
Period of Consultancy:	August 2014 to Dec 2015
Type:	Individual; 2 consultants
Location:	Kolkata/Burdwan

1. INTRODUCTION TO POSITION

The consultant shall be responsible for formulating and implementing formal capacity building and training initiatives for the project, especially in respect of building capacities of GPs in the area of Social Development as a part of the project, and in doing so, carry out the necessary management and coordination tasks, under the guidance of the project. The expertise of the consultant may also be utilized for revision of TOT modules and training of the trainers on revised modules on the social development and systemic issues.

The consultant reports to the Senior Capacity Building Consultant of the Capacity Building Spearhead Team at the State Coordination Unit in Kolkata. The position shall be based in Kolkata/Burdwan but shall involve considerable travel to project districts, including placement / relocation to district HQs for extended periods e.g. up to two months.

The consultancy contract shall commence in August 2014 and shall remain valid until December 2015.

2. ROLES AND RESPONSIBILITIES

The Social Development Specialist in the Capacity Building Spearhead Team shall under the guidance of the Senior State Capacity Building Consultant of the Spearhead Team, develop/review and deliver directly and indirectly on a result-oriented accelerated training and capacity building activities of the Project in the area of Social Development.

The Social Development Consultant will:

- a) Assist the team in the review and revision of the training material and delivery mechanisms used at present.
- b) Carry out a rapid review of the existing training materials and aids used in the area of Social Development, and identify ways to improve on them.
- c) Assist in the development and testing of modified materials and pedagogy that address the issue of absorption and retention for a heterogeneous participant profile.
- d) Assist the team in operationalising protocols to elicit and respond to emergent training needs and demands from GPs and district/Block-level stakeholders in the area of Social Development.
- e) Assist in the development and implement the delivery of short-term targeted trainings, in the areas pertaining to Social Development, Inclusion and Gender, for both elected representatives as well as employees. This will also involve assisting in the development and organization of immersions and crash courses on a regional basis and measuring the results for improvement. The team's own delivery shall be selected and supplementary in nature – and shall be restricted to ISGP GPs only.
- f) Assist the team in the consolidation of the modified training material and training methodologies for use by STARPAR in their state-wide capacity building efforts.
- g) Carry out all other activities as and when needed by the project to help deliver the capacity building component in an effective manner, achieving the project performance indicators. This will include

support to implementation and use of the training tracking and results management system, and support to systems development activities.

3. REPORTING AND REVIEW

The consultant shall report to the Senior Capacity Building Consultant, the team leader of the Capacity Building Spearhead Team, who reports to the Capacity Building Manager at the SCU. The performance of the consultant shall be subject to the periodic review by the project.

4. APPLICANT QUALIFICATIONS AND EXPERIENCE

This consultancy requires a dynamic, experienced and analytical professional with demonstrated experience of managing capacity building and training in social development. The Consultant will:

- viii. Have a Masters degree in social sciences or equivalent combination of education and experience;
- ix. Demonstrated experience (at least 5 years) in conceptualizing and delivering on capacity building in the area of Social Development and Inclusion/Gender issues for govt. or private/non government sector organizations or projects;
- x. Proven leadership qualities including ability to lead teams, mobilize multiple stakeholder support, and a flair for conducting training programs;
- xi. Skills in project management and good skills in writing and communications;
- xii. Familiarity with India in general and East India, prior exposure to work in West Bengal will be preferable;
- xiii. Fluency in spoken and written Bengali and English is a must
- xiv. The candidate must be willing to travel extensively including temporary relocation in other districts lasting up to two months.