

**Terms of Reference for Non-Governmental Organization/ Community-Based  
Consultant to Support Enabling and Skilling Communities For Sustainable  
Operation And Management Of Services (Bankura District) under the West Bengal  
Drinking Water Sector Improvement Project**

<b>1. Background</b>	<p>The Public Health and Engineering Department (PHED), of the Government of West Bengal, the implementing agency and the executive agency, is wholly responsible for the implementation of ADB-financed West Bengal Drinking Water Sector Improvement Project (WBDWSIP or the project). A dedicated Project Management Unit (PMU) has been established under the PHED to implement the project. The proposed project aims to provide safe, reliable and continuous drinking water in line with government of India's guidelines and standards and with the Vision 2020 of GoWB to about 1.65 million people in selected Arsenic, Fluoride, and salinity affected areas of North 24 Parganas, (including one neighbouring block in South 24 Parganas), Purba Medinipur and Bankura districts of West Bengal. Project Implementation Units (PIUs) have been established at each of these districts (project districts) to implement project at the local level.</p> <p>The Project will ensure drinking water security through 24/7 piped water supply schemes in the areas covered, strengthen the institutional structures and build the capacities of stakeholders at all levels of service delivery for sustainable operation and maintenance and sustained public health improvement. The outputs comprise:</p> <ul style="list-style-type: none"> <li>• <b>Output 1 Drinking Water Infrastructure Constructed and Upgraded.</b> Project will provide 70lpcd potable water through metered household connections on a 24/7 basis to each household in the rural areas, and potable bulk water at the prescribed national standards to the en-route habitations. The distribution systems will be designed on district metering area (DMA) basis, provided up to the household level including community and government institutions such as schools and <i>Anganwadis</i><sup>1</sup> complete with district meters and domestic water meters, and integrated with smart water management and monitoring tools at the district, block, and Gram Panchayat (GP) levels, such as SCADA and GIS. Bulk water supply systems will be inter-connected on a grid-based supply system where feasible. PHED will be responsible for operating, maintaining and monitoring the bulk water systems, up to boundary of the GP, whereas the GPs will operate and maintain the distribution network within the GPs. The Zilla Parishads (ZP), administrative body at the district level, and Panchayat Samiti (PS)s, administrative body at the block level, will be involved in coordinating, technical support and monitoring role at the district and block level;</li> <li>• <b>Output 2: Institutional Strengthening and Capacity Building for Operational Sustainability.</b> Project will create/strengthen sustainable service delivery institutional structures within the district, block and GP levels, as well as for PHED West Bengal headquarters, introduce innovative practices and high technology on smart water management to create a model for rural water service delivery and bulk water supply systems for the state and the country. It will also provide support to strengthen sanitation policies, regulatory frameworks on and piloting on septage management in West Bengal</li> </ul> <p>PHED will engage a non-governmental organization (NGO) / consulting firm specializing in</p>
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<sup>1</sup>An Anganwadi is a typical pre-primary school and health care consultation center for women and adolescent girls in rural India.

	<p>social sector work including community mobilisation, women in development and innovative development solutions (Project NGO) under WBDWSIP for Bankura district in accordance with the fixed budget Selection (FBS) procedures of the ADB's Guidelines on the Use of Consultants, 2013 (as amended from time to time), for a period of 42 months.</p> <p>The Project NGO will work in close coordination with the Design Supervision and Institutional Support Consultants (DSISC) for the Bankura PIU, and report to the PIU. The PMU, based at PHED headquarters, will take overall responsibility to implement and monitor project progress, supported by the Project Management Consultants (PMC). The Project NGO will be based in the office of the Bankura PIU and work in close coordination with and guidance from the PMU, DSISCs, and capacity building consultants and the project <i>gram panchayats</i> in the district. It will also coordinate with the concerned <i>Panchayat Samitis</i> and <i>Zilla Parishad</i> as and when required.</p>
<p><b>2.Objective of the Assignment</b></p>	<p>The Project NGO will be an NGO or consulting firm experienced in working on community mobilization and rural drinking water supply services delivery related activities at the grassroots level, and will be recruited to support (i) implementation of community awareness and stakeholder consultation program, (ii) institutional strengthening and capacity building of the gram panchayats (GPs) to sustainably operate and manage the assets created under the proposed WBDWSIP and provide services to the consumers and (iii) PHED in delivering outputs under the grant component of the WBDWSIP financed by the Japan Fund for Poverty Reduction, as well as outputs under the Gender Equality and Social Inclusion (GESI) Action Plan for the Project. In particular, for institutional strengthening and capacity building of the GPs, the Project NGO will support the GPs in preparing themselves for effective implementation of the Government Order<sup>2</sup> on Asset Management and Service Delivery and operate and maintain the GP level water supply distribution system.</p>
<p><b>3.Scope of Services, Tasks and Expected Deliverables</b></p>	
<p><b>3.1 Scope of Services, Tasks and Deliverables</b></p>	<p>The Project NGO will be responsible for community mobilization, awareness generation and coordination and facilitation of skill training of local community members in Bankura district only and will work in consultation with PMU/PIU/Contractors/GPs and stakeholders in the project area. The NGO shall co-ordinate with the PMU/PIU, DSISC, other consultants as advised by PMU/PIU and the Project GPs in Bankura district. The Project NGO shall also maintain co-ordination with the concerned Panchayat Samitis (PSs) and Bankura, Zilla Parishad (ZP) as and when required.</p> <ol style="list-style-type: none"> <li><b>1. Inclusive and Gender Responsive Project Implementation</b> <ol style="list-style-type: none"> <li>(i) Work closely with and assist the PMU/PIU/Gram Panchayat/DSISC to ensure that gender-responsive, pro-poor and inclusive project design and implementation is achieved with respect to: (i) project coverage/serviced areas include 100% identified poor clusters; and (ii) project design/implementation considers women's views on facility locations at household and community level.</li> </ol> </li> <li><b>2. Gram Panchayat Level Efficient and Smart Water Management</b> <ol style="list-style-type: none"> <li>(i) Assist the Smart Water Management TA Consultants (the TA consultants) and DSISC to coordinate with Gram Panchayats to establish smart water management and customer care centers at GP level. The smart water management and customer care centers would address billing and tariff collection, accounting, NRW management, enquiries, register, and redress grievances from customers at each project Gram Panchayat within Bankura. The DSISC and the TA consultants in consultation with the PMU/PIU would develop the detailed designs, specifications, bidding documents; support the GPs in procuring the items (required for operationalization of the smart water</li> </ol> </li> </ol>

<sup>2</sup>Government Order on Asset Management and Service Delivery by GPs, Issued by P&RDD department to Project GPs

management and customer care centers) and supervise the installation and operationalization of these centers within the GPs. The Project NGO would closely co-ordinate with the DSISC, PIU, the TA consultants and the GPs at all stages. The NGO will support the TA consultants in local level coordination, community mobilization activities, identification of local training institutes and resource persons, identification of candidates for specific courses etc. for provision of on-the-job training to the GPs by the consultants on efficient running of the smart water management and customer care centers;

- (ii) The Project NGO will assist the DSISC/ Gram Panchayat/PHED and the project consultants in preparing detailed procedure for valve operations and installation of new house service connections. The NGO would also assist the PIUs/ GPs in widely disseminating and consulting stakeholders on the detailed procedures for valve operations and installation of new house service connections with photographic illustrations in local language. The shape, size, design and printing of the materials should be attractive enough to encourage its use by users. The Project NGO will assist the relevant training provider and DSISC to provide on-job training to the (potential candidates and actual) operators/ plumbers/ fitters/ water meter readers on aspects of valve operations, installation of new house service connections, regular O&M of the connections, meter readings and leak detection on a regular basis, with the support of the PIU, DSISC and TA consultants. The NGO would assist the PIU to also tie up with the local Industrial Training Institutes and other institutes in the district for training and certification to recognize them as authorized and certified for undertaking the job;
- (iii) The NGO will support the DSISC and if there is time overlap, with works contractor/operator, to develop detailed procedures for breakdown and preventive maintenance of the water supply system and regularly provide on job training to the Gram Panchayat on these aspects. The contractor would print the detailed procedures with photographic illustrations in the required quantity in consultation with PMU/PIU/ DSISC and make the required copies available for distribution to the Gram Panchayats. The shape, size, design and printing of the materials should be attractive enough to encourage its use by users. The NGO will assist the contractor and PIU in disseminating procedures for breakdown and preventive maintenance of water supply developed by the DSISC/works contractor/operator and making GPs and stakeholders aware of the same.;
- (iv) The NGO will closely co-ordinate with the project and TA consultants, PIU and the GPs at all stages. The NGO would assist the DSISC, PIU and if there is time overlap, the contractor/operator to provide on job training to the GPs on billing and collection system;  
The project consultants shall train the Gram Panchayats in providing input data for the SCADA monitored smart water management system and sensitize the GPs with the support of project and TA consultants, about the interpretation of the output from the SCADA monitoring; and the NGO shall assist the Gram Panchayats in undertaking these tasks;
- (v) The project consultants will develop the leak detection strategy and the NGO will sensitize GPs about the strategy in consultation with the PIU and assist the GPs in rolling it out.

### **3. Capacity Building and Trainings**

- (i) The NGO, DSISC and PMC will support the Gram Panchayat staff in revenue management, promote participatory budgeting of operation and maintenance cost of the water supply system. The NGO will assist the PMC and DSISC to train the GPs in overall management of the tax, transfer and receipts to the GPs by the state government;
- (ii) The NGO will assist the DSISC and PMC to train the GPs in efficiently managing the water supply collection and billing systems. The NGO will assist the PIU in organizing exposure visits of the Gram Panchayat representatives

where such initiatives are being successfully implemented;

- (iii) The NGO will assist the relevant training provider e.g. (Industrial Training Institute) or other specialized technical training institutes and DSISC to train agreed number of local people, minimum 33% women, for each Gram Panchayat, in trade certified plumbers/fitters and other certified technician's training. The NGO will support PMC to provide training on accounting/IT/database management, and on tailored tasks such as assigned billing, collection, accounting, meter reading and calibration, other smart water management training, and help facilitate water and sanitation safety planning and management;

***Establishment of VWSC and their training***

- (iv) Assist the PIU in establishing VWSC in Project GPs where it is not formed, according to the VWSC Guidelines<sup>3</sup> issued by P&RDD and provide them training on roles and responsibilities related to O&M Management of distribution systems
- (v) Develop training calendar and budgets with resource persons that will be involved in delivery of the trainings in consultation with the PMU/ PIU and the concerned Gram Panchayats;
- (vi) The NGO shall organize and/or impart trainings on livelihood enhancement and utility management especially to women and vulnerable groups in GPs (Target: 1/year in each Gram Panchayat, with minimum 33% participants as women, poor and vulnerable, and conduct agreed number of meetings with women and other stakeholders;

***Implementation of Gender, Equity and Social Inclusion (GESI) Plan***

- (i) The NGO shall provide agreed number of trainings to GPs on implementation of Gender Equality and Social Action (GESI) Plan. They shall train master trainers selected from Gram Panchayat members. In parallel, they shall also orient the PMU, PIU, DSISC, project contractors, Gram Panchayat/Block/District officials on GESI Plan and gender responsive-project management and implementation. They shall prepare a training calendar, identify training institutes/trainers as required in coordination with PMU/PIU/PMC/DSISC and arrange agreed number of trainings. They will be responsible for identification of candidates from the local community for the training programs, in coordination with the GPs. Necessary information required to track the implementation progress of the GESI plan would be provided by the NGO to the PMU/PIU/PMC/DSISC on a monthly basis. They shall conduct women-only project orientation seminars. NGOs will also undertake poverty/ethnicity mapping at habitation level using census data and conduct time-use survey as guided by GESI Plan.
- (ii) The selected NGOs shall prepare socio-economic profile of selected areas including social maps using appropriate techniques regarding social, economic, health and sanitation status of the community, especially focusing on the likely improvement in health status of the citizens; likely impact of health and hygiene; community participation and public education program to be implemented during the Project with support from PMC; willingness to pay for wastewater management; ability to pay for improved water supplies; current and likely change in water consumption pattern.

**4. Public Health Improvement and Community Awareness**

- (i) The NGO will prepare a community participation plan in consultation with the GPs, DSISC, PMC and the PIU. The community participation plan should target participation of community at all stages of the project, ensure that the benefits are maximized and the project objectives are met through smooth implementation;

<sup>3</sup>P&RDD's VWSC formation order Ref. 490/PN/0/1/4A-01/2015 dated 10 June 2016

- (ii) The NGO will support the GPs to disseminate to the customers/ end users about the importance of individual house connections, advantages of continuous water supply (24x7 water supply) and convince them to opt for individual house connections. They should involve the communities at the GPs for water conservation and focus on community awareness on health, hygiene and sanitation through agreed number of Gram Panchayat level focus group discussions. The NGO will help the GPs in installing agreed number of billboards, and disseminate other agreed materials, to advocate benefits of access to water and sanitation to women and girl children. The designs shall be developed and tested in the field by the NGO in consultation with the Gram Panchayat and the DSISC and to be approved by the PMU. They will also arrange agreed number and type of public service advertisements on water, sanitation, hygiene and gender in local radio, local newspapers and cable (strip advertisements) television;
- (iii) Regular (numbers and types will be agreed with PMU, PIUs and GPs) awareness programs at schools, focusing on water conservation and sanitation will be organized by the NGO. They will arrange creative activities (e.g. painting/essay-writing/theatre/story-telling/singing etc. with project-related themes) in local schools in the GPs, obtain feedback from children and document and take any required follow-up actions;
- (iv) The NGO will hold sensitization workshops for the elected representatives of the GPs about scientific and sustainable water management techniques;
- (v) The NGO shall conduct Gram Panchayat level workshops on sanitation programs particularly focused for orientation of the local representatives. At least two women/ Gram Panchayat in the project area will be trained as master trainers in community mobilization/awareness campaign on WASH and awareness on project and its benefits;
- (vi) The NGO shall undertake socio-economic survey at Gram Panchayat level which should include assessment of the proportion of BPL/FHH/SC/ST/landless/any other vulnerable households including those without legal title completed, getting access to water supply services in the project GPs. Such data must be made available at individual GPs and at the PIU; and
- (vii) The NGO will support the DSISC in helping the GPs to develop a telescopic tariff plan, based on the consumption pattern and pro poor approach and encourage conservation of water. The NGO shall conduct extensive IEC campaign regarding the importance of the quality of drinking water, telescopic tariffs and focus on changes in behavioral aspects like switching over from traditional practices to continuous water supply in the GPs.
- (viii) The NGO shall support the PMC and DSISC in all project activities at the gram panchayat level and in setting up the new water supply services and customer centers, such as during ring-fencing of the water supply account at every GP, so that GPs can escrow the water revenue and spend only for O&M of distribution network out of the ring-fenced water account, and during the design and establishment of the smart water management.

**5. Documentation and Dissemination**

- (i) The NGO will prepare all reports as required, document successful activities, achievements and lessons learned in print and video form and share those with the PMU/ PIU.

**6. Other activities**

- (i) Prepare and submit monthly progress reports to the PIU;
- (ii) Participate in Project meetings as and when required; and
- (iii) Maintain records/documentation of tasks/activities performed and accounts as required.

**DELIVERABLES**

**The desired outputs & deliverables under this contract are as shown below :**

- (i) Preparation of Inception report after three months of mobilization, progress reports every month, and semi- annual report with summary of work carried out and issues encountered.
- (ii) Prepare and implement work plans for the tasks assigned.
- (iii) Prepare and Implement Community Awareness and Participation Plan targeting all GPs, schools and elected representatives on project services and benefits, water conservation etc.
- (iv) Assist the PIUs, DSISCs and Contractors in training GP/VWSC and women and men involved in Operation and maintenance of water supply system including certified training for plumbers/fitters and in areas accounting/IT/Database Management
- (v) Assist the DSISC, TA consultants and contractors in implementing SMART Water Management at GP level by organising training on billing, collection, meter reading and calibration, leak detection and water conservation, data inputs and reporting on SCADA based monitoring,
- (vi) Implement Gender, Equity and Social Inclusion Plan (GESI) in the GPs through various surveys, training and meetings for the stakeholders as defined in the Project GESI Plan
- (vii) Documentation and dissemination as required
- (viii) Participate and contribute in Project Meetings and briefings as required
- (ix) Preparation of Draft and Final Reports

**4.Team Composition & Qualification Requirements for the Key Experts**

The NGO shall provide an expert team of Professionals to work dedicatedly on the assignment, as per requirements. The person-months inputs of the various professionals are indicative and could be amended based on specific requirement and reasonable justification. The core team of the NGO should have the following minimum staff on full time basis.

Sl. No.	KEY EXPERT	Type	Input (Person-months)
1	Team Leader: GESI and Community Development Specialist	National	30
2	WASH Expert	National	12
3	Communication and Capacity Building Expert	National	10
4	(2 nos of ) Community mobilisers (One must be woman)	National	48
5	IT Support Engineer	National	30
	<b>Sub Total</b>		<b>130</b>
	<b>SUPPORT STAFF</b>		
1	Office Assistant cum Secretary	National	30
	<b>Sub Total</b>		<b>30</b>

**Specific Tasks with Preferred Qualifications and Experiences of Key Persons of NGO**

**Position, Qualification, Experience, Tasks and Responsibilities**

Position	Qualification & Experience	Tasks and Responsibilities
<b>1. Team Leader: Gender, Social Inclusion, and</b>	<ul style="list-style-type: none"> <li>• Graduate in sociology or related field with at least 7 years of experience in</li> </ul>	As the team leader be responsible for preparing work plans based on the

	<p><b>Community Development Expert</b></p>	<p>community development/mobilization, gender development, and community capacity building, especially in the field of water supply and sanitation projects/sector. Experience in working in externally funded projects is desirable but not mandatory.</p>	<p>activities and deliverables agreed under this assignment and in consultation with the PIU/PMU, PMC and DSISC. Conduct planning, supervising and managing the team for deliverables of this assignment. Manage and direct the team to ensure quality inputs and timely completion of activities of the assignment.</p> <p>Coordinate and organize workshops, conduct trainings and capacity building activities, conduct Focused Group Discussions (FGDs) and community consultation during design, – implementation and O&amp;M phase as required.</p> <p>Organize workshops, Focused Group Discussions (FGDs) and community consultation during design – implementation and O&amp;M phase.</p> <p>Co-ordinate with the PMU, PIU, GPs, Contractors, Panchayat Samiti and ZPs and other stakeholders as required and participate in meetings as necessary</p> <p>Prepare reports, documentation related to the assignment in conformity with the standards required and submit them in a timely manner.</p>
	<p><b>2. WASH Expert</b></p>	<ul style="list-style-type: none"> <li>• Graduate in Environmental or Civil or Public Health Engineering or equivalent with at least 5 years of experience in implementing and monitoring WASH projects in urban or rural areas of the state.</li> </ul>	<p>Responsible for implementing and monitoring and technical inputs in activities under the assignment in the project</p> <p>Contribute to the design of technical training, work planning, awareness programs and content development based on</p>

			<p>technical requirements of the project</p> <p>Support Implementation of smart water management and establishment of customer service centers in the GPs, monitoring and organizing certified training to the GP stakeholders</p> <p>Support implementation of Government Order on Asset Management and Service Delivery</p>
	<p><b>3. Communication and Capacity Building Expert</b></p>	<ul style="list-style-type: none"> <li>• Graduates/Post graduates (Mass Communication/Social sciences/relevant) having experience of over 5 years in organizing technical and livelihood trainings</li> <li>• Developing a communication and information dissemination program, strategy and materials.</li> <li>•</li> </ul>	<p>Responsible for capacity building of GPs in SMART Water Management – billing &amp; Collection, data integration at the GP level and at Project SCADA level</p> <p>Organise IT Trainings and monitor them</p> <p>Handholding support to GPs for implementation of SCADA based monitoring, database management and integration with SCADA etc.</p>
	<p><b>4. Community mobilizers</b></p>	<ul style="list-style-type: none"> <li>• Graduate in communications, mass media, political science or related field with at-least 3 years of experience in designing and implementing projects in rural services sector in India.</li> </ul>	<p>Responsible for designing and implementation of Community Awareness and Participation Plan and IEC activities in the Project</p> <p>Contribute to the content of training of master trainers</p>
	<p><b>5. IT Support Engineer</b></p>	<ul style="list-style-type: none"> <li>• Graduate in computer science or related field with at least 3 years of experience in solving technical problems</li> </ul>	<p>Support in setting up computerized systems in project GPs. Support in designing IT trainings.</p>

<p><b>5. Indicative Reporting Requirements &amp; Time Schedule for Deliverables</b></p>	<p>The desired outputs &amp; deliverables under this contract are as shown below :</p>				
	<p><b>Sl. No.</b></p>	<p><b>Milestones</b></p>	<p><b>No of Copies and Form</b></p>	<p><b>Date of Submission</b></p>	<p><b>Recipient</b></p>
	<p>1</p>	<p>Inception Report with approach, methodology and work plans</p>	<p>Five (5) Hard copies and Soft Copy</p>	<p>Within 1 month from the commencement of the contract</p>	<p>PIU, Bankura</p>

	2	Formation of VWSCs if not formed		Within 3 months from the Commencement of the contract	PIU, Bankura
	3	Establish and Operationalize Customer Care Centers in GPs and submit a report	Five (5) Hard copies and Soft Copy	Within 12 months from the Commencement of the Contract	PIU, Bankura
	4	Community Awareness and Participation Plan (CAPP)			
	(i)	Prepare CAPP with activities and budgets	Five (5) Hard copies and Soft Copy	Within 6 months from the Commencement of the contract	PIU, Bankura
	(ii)	CAPP Implementation Report	Five (5) Hard copies and Soft Copy	Within 12 months from the Commencement of the Contract	PIU, Bankura
	5	Training Plans, training modules (In English and Bengali languages) and delivery of various training as below.			
	(i)	Training of VWSCs on their roles and responsibilities and implementation of Government Order on Asset Management and Service Delivery	Five (5) Hard copies and Soft Copy	Within 18 months from the Commencement of the Contract	PIU, Bankura
	(ii)	Training of women and men involved in Operation and Maintenance of water supply system	Five (5) Hard copies and Soft Copy	To be submitted separately for each Training event	PIU, Bankura
	(iii)	Certified Training for plumbers/fitters/accountants and on IT/Database management	Five (5) Hard copies and Soft Copy	To be submitted separately for each Training event	PIU, Bankura
	6	Training Completion Reports	Five (5) Hard copies and Soft Copy	To be submitted separately for each Training event	PIU, Bankura
	7	Print Procedures for installation of new house service connections and for Operations and breakdown & preventive maintenance of the water supply system (English and Bengali languages)	Five (5) Hard copies and 1 copy to each GP including soft copy	Within 18 months from the Commencement of the Contract	PIU, Bankura
	8	Implement SMART Water Management including training on billing, collection, meter reading and calibration, leak detection and water conservation, data inputs and reporting on SCADA based monitoring and submission of a Report	Five (5) Hard copies and Soft Copy	During O&M period.	PIU, Bankura
	9	Gender, Equity and Social Inclusion Plan (GESI) Plan			

	(i)	Prepare Plan with activities and budgets	Five (5) Hard copies and Soft Copy	Within 6 months from the Commencement of the Contract	PIU, Bankura
	(ii)	Implement the plan including surveys, training and meetings and submit an implementation report	Five (5) Hard copies and Soft Copy	Within 18 months from the Commencement of the Contract	PIU, Bankura
	10	Documentation of achievements and best practices on various issues in the project district	Five (5) Hard copies and Soft Copy for each of the topic	As required	PIU, Bankura
	11	Monthly Progress Reports	Five (5) Hard copies and Soft Copy	Monthly from the Commencement of the contract	PIU, Bankura
	12	Completion Report - draft final report and final report	Five (5) Hard copies and Soft Copy	Before completion of the assignment	PIU, Bankura
6. Client's Input and Counterpart Personnel	<p><b>(i) The following Services, Facilities and Property shall be provided by the Client to the Consultant</b></p> <ul style="list-style-type: none"> <li>The Client will provide office space and necessary equipment including desks and chairs, electricity and water supply services, among others, as required.</li> </ul> <p><b>(ii)The following Professional and Support Counterpart Personnel shall be assigned by the Client to the Consultant:</b></p> <ul style="list-style-type: none"> <li>Team for effective coordination with the Consultant</li> </ul>				
7. Client will provide the following inputs, project data and reports to facilitate preparation of the Proposals	<p>The Client will provide all the available reports and documents for the study of the consultants. The client will also assist the consultants to obtain requisite available information from any other department/organization. However, the responsibility of such collection would lie with the consultants.</p>				