

**North East Livelihood Promotion Society (NELPS)**  
Ministry of DoNER, Govt of India  
House No. 102, DilipHuzuri Path  
Dispur, Guwahati-781006

***Terms of Reference (ToR) for Comprehensive Review of Community Development Plans (CDP)***

**(Draft)**

**I. Background**

NERLP is a World Bank funded rural poverty reduction project of the Ministry of Development of North Eastern Region (DoNER). The project seeks to empower rural poor and improve livelihoods of about three lakh households in 1645 villages(58 blocks) across eleven districts of four project states, namely, Mizoram, Nagaland, Sikkim, and Tripura. The districts are Aizawl and Lunglei in Mizoram, Peren and Tuensang in Nagaland, South, and West Districts in Sikkim and West Tripura, Khowai, Sipahijala, Unokoti and North Tripura

The objective of the project is *“to improve rural livelihoods especially that of women, unemployed youth and the most disadvantaged, in four North Eastern States”*. It aims at improving communities’ access to credit and other financial services by forming more than 26,000 SHGs and 1200 VOs, sustainably increasing incomes of the poor by forming 500 producer groups/producer organizations, improving natural resource management by local communities and converging with government programs by forming 1,645 Community Development Groups (CDGs), addressing unemployment by skilling 20,000 youth, and engaging in fruitful partnerships with expert organizations to focus on cluster development through value chains development and natural resource management.

**II. Project Components**

The project has five components, namely, social empowerment, economic empowerment, partnership development and project management. The project components focus on improving livelihoods of the most disadvantaged people in the targeted areas by building community based organizations and developing partnership with Government and other institutions for knowledge, skill, credit, insurance, extension and market.

- **Social Empowerment:** This initiative seeks to empower rural communities by creating sustainable community institutions; improving inclusiveness and ensuring equity in social, gender and environment.
- **Economic Empowerment:** Increase livelihoods through diversification of income and employment opportunities by supporting SHG and SHG Federation with investment support; supporting Community Development Group for Community Development Plan; supporting Producer Organization for business activities based on value chain and supporting youth for skill development training and placement.
- **Partnership Development:** Development of partnership with various service providers including technical support institutions, public and private sector organizations, financial institutions, etc., with the aim of dovetailing further resources required for the success of the project.

- Project Management: This component includes governance, implementation, coordination, learning and quality enhancement efforts.
- Livelihood Model & Value Chain Developments: demonstration of successful livelihood models, value chain development in both farm sector and non-farm sector.

Under the component ‘Economic Empowerment’, and sub component ‘Community Development Financial Support’ funds are provided to Community Development Groups (CDGs) to undertake village level activities such as development of common natural resources (land development, water management, forest, etc.) and small village infrastructures that directly enhance local livelihood activities (such as storage, grading, testing and collection centres). These are assets created for use by the community and are called Community Development Projects (CDPs). Investments in CDPs are expected to benefit at least 60% of CDG members.

The project has formed Community Development Groups (CDGs) at village level in project villages to plan, execute and manage CDPs. The executive body of the CDG comprises 5 male and 4 female members directly elected from a general body comprising three representatives from each household in the village. Currently, 1300 CDPs are being implemented in project villages in NERLP.

A typical CDP is financed through a combination of project grants (maximum of Rs.10 lakhs), convergence with government schemes and community contribution in the form of labour and locally available construction materials.

These CDPs though small scale in nature, some of these projects trigger environmental and/or social safeguard policies of the World Bank (See Annexure 1 for list of policies triggered). Therefore, as part of project preparation, Environment Management Framework (EMF) and Social Management Framework documents were prepared to help address environment and social issues within the ambit of national and state level legislations and WB operational policies. As part of the project design, the CDPs are to be screened for any potential adverse social and environmental impacts, as well as to enhance their positive social, economic and environmental impacts. The environmental and social management frameworks have provided guidelines for the sustainability of CDPs.

The project has till date completed implementation of 128 CDPs and another 1172 CDPs are in different stages of implementation. The CDPs covers many interventions viz. -irrigation, infrastructure, afforestation, land reclamation, water conservation, catchment area protection, village electrification etc. Therefore, it is important to understand the technical, economic, environmental and social benefits/impacts derived from CDPs and the institutional performance of CDGs in implementing these activities under the project along with the gaps and scope for further improvement to ensure sustainability. The thematic study is proposed to capture the impact and suggest measures towards sustainability.

### **III. Objective of the Assignment**

The objective of the assignment is to assess the technical, economic, environmental, social and institutional performance of a sample of CDPs that have been designed and implemented by Community Development Groups (CDGs) under the technical supervision of NERLP in 11 districts of four project states. (See *Annex 1* for details of district-wise number and types of CDPs). More specifically, the study will assess the following:

1. **Technical performance:** Are the CDPs **technically reliable**? Are they addressing the *needs of the community* as expressed during the preparation of the CDP? Are they having a positive impact (or at least no negative impact) on the environment? Have the CDPs been able to ensure better and sustainable uses of natural resources to the extent possible?
2. **Financial and Economic performance:** Are the CDPs *financially viable*? Is there adequate revenue to cover costs (operational and/or capital costs)? Is the societal investment (project grant and other's contribution) in CDPs commensurate with the *economic welfare*<sup>1</sup> delivered by them?
3. **Environmental and social performance**
  - Integration of the environment guidelines (or environmental precautions to avoid adverse impacts on the environment) during the process of CDP implementation (construction, operation and management etc).
  - Technical appropriateness of the CDPs in terms of natural resource management, environmental conservation, pollution prevention etc.
  - Ecological/environmental benefits of the CDPs on livelihoods, community health and safety etc.
  - Participation of women and other vulnerable and marginalized groups (SC non poor, Poor ; Poorest of Poor; and ST population (only in states of Tripura and Sikkim)
  - Benefits derived from the CDPs by poor people of the village (scheduled caste/tribes, women, landless families, families whose heads are women, peoples working with backward professions etc.)
  - Change in livelihood sources and income levels. Change in community behaviour patterns relating to out-migration, social ills such as alcoholism
4. **Institutional performance:** Are CDGs able to operate and maintain CDPs? Were CDGs able to plan CDPs taking into account needs of different sections of the population? Were CDGs able to execute CDPs while ensuring good quality and adherence to cost norms?
5. **Performance of NERLP in planning and executing CDPs:**
  - a. What was the role of NERLP in constituting CDGs? How did NERLP build the capacity of the CDGs in organizational management and implementing activities like CDPs? How did NERLP capacitate CDGs in handling proper and quality community procurement?
  - b. What was the role and performance of NERLP in planning and execution of CDPs? How were CDGs supported to ensure quality and cost control during execution of CDP?
  - c. What are the institutional arrangements after commissioning of the CDP? Are they appropriate and adequate?

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<sup>1</sup>Broadly, financial viability refers to the CDP's operations returning sufficient returns to cover O&M costs and/or capital costs. The revenues in this case are tariffs collected for use of the CDP. Economic returns are value of benefits enjoyed by the users (individually or collectively or both). For example, an irrigation CDP would collect tariffs from users for operating the system. Tariffs are financial revenue streams and should be such that it covers O&M costs adequately, at least for the CDP to be financially viable. However, the economic returns in this case are the increased income enjoyed by users either due to increase cropped area/high yields and/or decreased costs of irrigation.

6. Overall, the study is expected to assess and quantify the impact of CDPs in physical and financial/economic, social and environment returns as well as comment on the role and performance of NERLP in rolling out CDPs on such as vast scale.

#### **IV. Scope of the Assignment**

7. The assignment will cover the following key steps:

##### **A. Desk review of CDPs**

8. The selected team of consultants will review the database of CDPs available at RPMU, NERLP to classify them by geography and typology<sup>2</sup>. They will also review the documentation to understand the process of sanctioning a CDPs as well monitoring it during implementation

##### **B. Selection of Sample of CDPs**

9. The consulting team will select a sample of CDPs such that different typologies and geographies (11 districts spread over 4 states) are adequately represented and results obtained from this study could be extrapolated to the entire portfolio of CDPs promoted by the NERLP. The final sample will be finalized in consultation with NERLP and the World Bank.<sup>3</sup>

##### **C. Field review of Selected CDPs**

10. Based on the sample selected, the team will prepare a check-list/questionnaire for each set of stakeholders to be covered during the field visit. This check-list will be finalized in consultation with NERLP and the World Bank
11. The consulting team will physically visit sites of selected CDPs, hold discussions with CDGs, beneficiaries, SHG leadership, assess/estimate the technical, financial/economic performance of the CDP, role and performance of CDGs as an institution, etc. Specifically, the team will comment on the performance of CDGs post-installation and commissioning and the sustainability of the CDP from a financial and institutional point of view.
12. The team will also review the documentation of the CDP at all levels from CDG, block, district to RPMU level. It will interact will all relevant stakeholders such as Area Coordinators, District Engineer, District NRM Coordinator, District Project Manager, District Accounts Officer and relevant staff at the RPMU.
13. At the district level it will specifically, review the role of district engineer and the process by which s/he assisted the CDGs in improving the design of the CDP and in ensuring quality during execution of the CDP.

##### **D. Preparation of CDP performance report**

14. The team will analyse the results from the field review and other interactions carried out and prepare a draft version of the “CDP Performance Report”. This will not only present the results of the review, but also extrapolate the same to cover the entire portfolio of CDPs promoted by NERLP. The extrapolation will cover, physical, financial and economic benefits being delivered through CDPs in the project.

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<sup>2</sup>Irrigation, market sheds, , high value nursery, etc.

<sup>3</sup>One way of selecting the sample would be to cover the best performing and worst performing CDPs under each typology in each district. This is only a suggested method. The selected consultants are expected to finalise the same in consultation with the project team.

## V. Duration of the Assignment

15. 8 months from the time of the team signing the contract. However, given that several projects are still under implementation, the team may also consider carrying out the field survey in two parts, starting first with covering districts that have a relatively larger number of CDPs completed and moving onto other districts during the later part of 2<sup>nd</sup> quarter of 2018-19.

## VI. Consulting Team

16. A 2-member team comprising the following skills sets would be needed to complete the assignment:

Team	Number	Skill set required	Qualifications	Time needed in man months
Team Member – Technical and/or Institutional	1	10+ years experience in managing/evaluating watersheds, natural resource management, irrigation schemes, civil construction, etc.  Excellent communication (Hindi, Bengali and other local NE languages, preferred) and writing skills (English)  5-6 years work experience with NGO/Community based organisations will be preferred	B.Tech/BE, Diploma in Engineering (Civil preferred), BSc.(Agri, Environment Science, Natural Science)	4
Team Member – Financial and/or Institutional	1	10+ years experience in financial analysis of small community enterprises, FPOs, etc.  Excellent communication (Hindi, Bengali and other local NE languages, preferred) and writing skills (English)  5-6 years work experience with NGO/Community based organisations will be preferred	Bachelor/PG Degree in Economics, Accounting, Financial Management, Business Management, Rural Management	4

One of the two team members will also cover the institutional aspects of the study and will have relevant experience in the form of working with Community Based Organizations, etc.

## VII. Support from the NERLP

17. NERLP will provide the following support to the service provider:

- a) Full access to NERLP database on CDPs
- b) Full access to documentation of selected CDPs
- c) Project Related Documents - Environment Management Framework (EMF), Environment Guidelines and Tribal Development Framework (TDF)
- d) Facilitate interacting with the identified stakeholders including local community/CDG/SHG leadership
- e) Organize field visit to selected CDP sites
- f) Provide a points person at RPMU to facilitate interaction with the team on a day-to-day basis

## VIII. Annex 1: District-wise completed CDPs

State	District	Total CDPs Completed
Mizoram	Aizawl	31
	Lunglei	13
Nagaland	Peren	12
	Tuensang	05
Sikkim	South Sikkim	28
	West Sikkim	28
Tripura	North Tripura	08
	West Tripura	03
<b>Total</b>		128

Interested candidates may submit your's CV to this email id ([pm.procurement.nerlp@gmail.com](mailto:pm.procurement.nerlp@gmail.com)) on or before 9<sup>th</sup> Aug, 2018.