



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

Terms of Reference

Review and Assessment of Institutional Capacity for Integrated Watershed Management (IWM)

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Type:	Consulting Firm
Location:	Kathmandu with travel to field
Additional Category:	Resilience and Climate Change
Starting Date:	1 September 2022
Duration:	45 Days till end of October 2022

1. Background

The Mid Mountain watersheds of Nepal are prone to multi-hazards (drought, landslides, and floods) and the impacts are magnifying due to its topographic settings, inappropriate anthropogenic activities, and adverse impacts of climate change. Climate change is intensifying the monsoon rainfall and contributing to accelerating snow and glacial melt rates. The disastrous trends are increasing and contributing to more multi-hazard problems causing damages to agricultural land, physical assets, economic properties, and ecosystem services.

At the other extreme, water scarcity and climate-induced drought hazards have been emerging as one of the major challenges in the mid-hill watersheds in Nepal. The drought stresses in combination with other hazards and socio-economic conditions of local communities, the problem is exacerbating and making society more vulnerable, and sometimes becoming environmental causes of displacement. The temporal and spatial variability of rainfall and runoff is intensifying the problem of excess water during the monsoon and water scarcity during the dry season creating a serious threat to the farming system, and food security.

A long-term solution to this climate change problem is to rehabilitate and maintain the functional integrity of watersheds that have critical functions of water storage and release, infiltration, drainage control with due emphasis on resilient livelihood development. Nepal is transferred into the federal system and the constitution of Nepal is giving the roles and responsibilities among three spheres of government for managing the natural resources, disaster risk, and climate change issues. The coordination and harmonization of policy and institutional frame, adoption of adaptive innovative technology, and building community stewardship are becoming critically important to address these multifaceted problems. To address this, a pioneering initiative is taken through Global Environment Facility (GEF)-Least Developed Country Fund (LDCF) project "Developing climate-resilient livelihoods in the vulnerable watershed in Nepal". The project is being implemented at the pilot scale in the Lower Dudhkoshi watershed, a major tributary of the Sunkoshi sub-basin, located in the eastern part of Nepal.

Project Objective: This project focuses on safeguarding vulnerable communities and their assets from climate change-induced disasters by applying a long-term, multi-hazard approach – with a particular stewardship role for women and marginalized communities. The project



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

also aims to address the functional integrity of the pilot watershed through capturing the policy, institutional knowledge gaps, adoption of new tools and techniques, and interventions of multiple activities at the pilot scale.

Project Working Area: The project area is the confluence of Dudhkoshi and Sunkoshi at the boundary between Khotang and Okhadhunga districts in the eastern part of the country in province 1. The project will focus on activities in the Lower Dudhkoshi watershed that comprises 844 km², 8 local governments units "Palikas" (5 at Khotang and 3 at Okhaldhunga), and 51 wards. The other adjoining watersheds Molung, Likhu, Sunkoshi canyon are being considered for watershed assessment.



Figure: The project area (Lower Dudhkoshi watershed)

Institutions and capacity development on IWM: The Department of Soil and Water Conservation was established in 1974 and since then it is changing its working strategies/modalities in different courses of time to address the emerging problems of soil conservation and

integrated watershed management. For instance, the name of the department was changed from Soil and Water Conservation to Department of Soil Conservation and Watershed Management in 1980, introduced different management options like people's participation, and a contractor-based system. Similarly adopted sub-watershed scale to River Basin scale to manage the effective service delivery, and to cope with the emerging problems. After the commencement of Federalism 2015, the Department of Soil Conservation and Watershed Management and the Department of Forests were merged to form a new entity, the Department of Forests and Soil Conservation. Similarly, District Soil Conservation offices (DSCOs) have been adjusted to the corresponding provinces. During the course of time, the soil conservation and watershed management organization has realized that its roles and responsibilities have been growing significantly, but the existing capacity, appropriate skills/knowledge, and future strategies to cope with the problems are not addressed sufficiently. In addition, the baseline information about the existing skill/knowledge, gap, and other detailed plans/policies and strategies are yet to develop in changing context.

Thus, to address the changing roles and functional delivery, periodic assessments, review, and development of capacity development plans are important to enhance the ability of working officials, and organizations to cope with the emerging challenges. It is an important initiative to catalyze an individual as well as an organization through the identification, processing, and implementation of a series of capacity development (institutional and individual scale) plans such as training, and logistic support which altogether are interdependent and mutually reinforcing.



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

Keeping the above-mentioned scenario, DCRL project is taking initiation to undertake the capacity development plan of the IWM-related organizations at the federal and provincial level that is expected to support the functional delivery of institutions and an individual.

2. Rationale of the Assignment

The governance system of Nepal changed from a central to a federal system and accordingly, the functions and functionaries of the IWM-related organizations are also changed accordingly. During the course of time, diverse roles and responsibilities have been growing significantly, and corresponding skills/knowledge and coping strategies are also required to adjust accordingly. So as to address such coping strategies, there is inadequate baseline information on 1) existing strength, capacity, skills/knowledge of the working officials in line with their functional roles and responsibilities; 2) the capacity development plan of the institutions and an individual to enhance the effective service delivery.

3. Objective

The overall objective is to assess the existing institutional capacities of institutions at the federal and provincial levels, analyze the gap, and develop a long-term institutional technical, functional, and resources plan for Continuous Professional Development (CPD). The specific objectives are;

- To assess the functional roles, responsibilities, and knowledge/skills of federal and provincial IWM institutions (DoFSC, its IWM-related offices/officials, and province 1 IWM offices/officials), including strengths, gaps in knowledge/skills in relation to their functions,
- Develop the capacity development plan of institutions, and individuals to cope with the emerging responsibilities of the institutions and individuals on immediate and long term.

4. Scope of Work

The scope of work for this assignment is as follows;

- I. Inception and Stocktake report:
- II. **Initial Analysis of functional Roles, responsibilities, and challenges:** Analyse the functional roles of the DoFSC and its divisions/sections and its related organizations, and assess the individual level competencies of the working officials related to IWM at all three spheres of government.
- III. **Analyse Policy provisions:** Based on major Ministry of Forests and Environment policies, strategies, and guidelines; examine the human resource development plan, and gaps that are intended to implement in the present and future.



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

- IV. **GAP Analysis:** Analyse the gap based on deliverables to be performed by the institutions and individuals and the existing capacities to deliver the functions. Gap analysis on plans, policies, strategies, and practice in relation to the institutional and individual capacity development on IWM.
- V. **Stock taking of capacity-related resources:** examine the logistic facilities, ongoing human resources plan, training planning, resourcing plan, resources sharing/management plan, co-working procedure and its execution status
- VI. **Develop the Continuing Professional Development (CPD) Plan:** Based on institutional roles, responsibilities, strengths, weaknesses, and opportunities available develop the long-term institutional technical, functional, and resource plan for continuous professional development, propose the capacity transfer mechanisms among 3 tiers of government systems, province 1 related strengths, opportunities, gaps, and plan. The CPD includes a periodic capacity development plan that includes immediate, intermediate, and long-term plans among three tiers of government separately. The plans must include a training plan, resourcing plan, resource sharing/management plan, and co-working procedure based on a review and assessment of institutional capacity for IWM across all institutions involved.

5. Working Approaches and Methodology

The assignment should be approached in such a way that targeted institutions can take ownership of the capacity development plan. The working method should be consultative and participatory. The various organizational capacity assessment and capacity development plan preparation methods and tools could be incorporated into the assignment not only to improve the range of information gathered but also to improve ownership and drive for the implementation plan. The following are the suggested methods to conduct this assignment, however, a consulting firm can propose any relevant methodology that fits the scope of work.

Desk Review: Proper desk studies need to be conducted to collect secondary information on the institutional capacity of related stakeholders and line agencies in the sector of IWM. The team of experts shall go through a detailed review of all relevant ministry of forests and environment, DoFSC and other government policies, and documents related to IWM and the institutional capacity development plan. The desk review also consists of a review of the relevant project documents.

Stakeholders Consultations: The team of experts shall have adequate consultations with the stakeholders/agencies including the Ministry of Forests and Environment, Department of Forest and Soil Conservation (DoFSC) and Basin Management Center-Koshi (BMC-Koshi), provincial Soil and Watershed Management Office (SWMO), and other concerned offices working in the field of watershed management, climate change, drought management, and agriculture promotion. Besides, the consulting firm must coordinate and consult frequently



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

with DCRL team members. A team of experts visits the field to meet and consult with the relevant stakeholders. The maximum number of field visits will be determined in collaboration with the project team (tentative field visit days will be 15), a team of experts, and concerned authorities.

SWOT Analysis: The Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis of concerned institutions is suggested to conduct that helps to examine the capacity development plan. The SWOT analysis shall be conducted with, the Department of Forest and Soil Conservation (DoFSC) and Basin Management Center-Koshi (BMC-Koshi), provincial Soil and Watershed Management Office (SWMO), and other concerned offices working in the field of Integrated Watershed Management (IWM).

OCA/OCDA Tools: The various Organizational Capacity Assessment (OCA) matrices/tools, and Organizational Capacity Development Action (OCDA) tools are suggested to adopt for this assignment.

Formulation of Long-term Institutional Capacity Development Plan: Preparation and submission of a capacity development plan for long-term institutional technical, functional, and resource plan and continuous professional development plan based on the information gathered and suggestions, inputs received from concerned authorities including the DCRL team.

6. Deliverables and Delivery Dates:

Deliverables	The target deadline for all deliverables
✓ Inception Report including details of the methodology, tools, questionnaire, work plan, and timeline including a template of the final report	Within day 7 days from the day of the contract (mid of August 2022)
✓ A draft long-term institutional technical, functional, and resource plan and continuous professional development plan	Within 35 days from the day of the contract (mid of September 2022)
✓ Final Report incorporating feedback from concerned agencies/authorities	Within 45 days from the day of the contract (by end of September 2022)

7. Reporting Requirements

The consulting firm will report to the National Project Manager and Senior Technical Advisor of the DCRL project under the overall guidance of the National Project Director. In addition, the consultant/consulting firm will also work closely with the UNDP's Portfolio Manager. However, the consultants will coordinate with other concerned team members and stakeholders as required. All planned activities and deliverables will be undertaken in close



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

collaboration with the DCRL project team. All deliverables are expected to be delivered electronically and physically as needed by the project.

8. Required Qualification of Human Resources

EXPERTS	QUALIFICATIONS & Work Experience	ROLES & RESPONSIBILITIES
Institutional Capacity Assessment and Capacity Development Plan Preparation Expert	<ul style="list-style-type: none"> ✓ Master's degree (Ph.D. preferred) in Watershed Management, Forestry, Environmental Engineering/Management/Science, Forestry, or another related field. ✓ At least 10 years of relevant experience in the relevant field as per the scope and objective of the assignment. ✓ Experience in organizational capacity assessment, and capacity development plan for the agencies of the Government of Nepal, UN agencies, WB, and INGOs. ✓ Proven experience in OCA and OCDA of at least 3 institutions ✓ Strong leadership, technical competence, and professional skills for timely implementation, coordination, and management of activities; ✓ A demonstrated ability to simplify technical and complicated material in a creative manner is necessary. ✓ Strong interpersonal skills and an ability to work effectively with internal/external partners are essential. ✓ Excellent English and Nepali-language report writing skills 	<ul style="list-style-type: none"> ✓ Plan and execute the assignment from beginning to the end of the assignment ✓ Coordinate and liaison with the project team, relevant stakeholders, etc. ✓ Field/organization visits and conduct capacity assessments for the proposed task. ✓ Ensure the quality of the assignment, track the progress, and accomplish it on time ✓ Develop a long-term institutional capacity development plan ✓ Reporting as per deliverables



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

9. Technical and Financial Proposal

Interested firms will submit a Technical and Financial Proposal, with a description of their experience, as well as a portfolio of previous works.

The Technical Proposal should include, but not be limited to, the following:

- Background, Context, Methodology, and tools to be adopted for the assignment, work plan, and timeline of the assignment
- Proposed Institutional Capacity Assessment and Capacity Development Plan Preparation Experts Resume
- Demonstrated experience in Institutional Capacity Assessment and Capacity Development Plan Preparation and other relevant issues;

The financial proposal should include, but not be limited to, the following:

- The financial proposal shall specify an all-inclusive fee for the assignment
- The Financial Proposal should be in local currency (Nepalese Rupees)
- The field expenses including travel and accommodation need to be included in the proposal.
- VAT document is mandatory

10. SUBMISSION OF PROPOSAL

A consultancy firm/NGO needs to submit the following documents while applying for the assignment:

- I. Technical and Financial Proposal (in a separate sealed envelope)
- II. Firm/NGO Registration Certificate
- III. VAT Certificate
- IV. Latest tax clearance certificate
- V. Firm/NGO Renew Certificate
- VI. Brief profile of the firm/NGO including evidence of similar past experiences
- VII. Signed CV of Institutional Capacity Assessment and Capacity Development Plan Preparation Experts and other proposed team.

11. Duration of the Assignment and Remuneration

The contract duration will be a maximum of 45 days over 2 months period after the signing of the contract effective from 1 September 2022 to 30 October 2022. The consulting firm will submit a complete work plan with a description of activities, periodic deliverables, and time frame in close consultation with the project team along with the inception report. The remuneration of the consultant will be paid based on the prevailing norms of the project. The project will cover the costs of meetings and workshops. However, the expert team will cover all field trip expenses, including travel and lodging.



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

12. Cost Estimate

The cost of human resources and other associated costs to undertake the scope of the assignment are as follows;

Financial Proposal

SN	Particular	Unit	Quantity	Rate	Amount (NRs.)	Remarks
A	HR Remuneration					
1	Institutional Capacity Assessment and Capacity Development Plan Preparation Expert	Days				
	Sub-total (A)					
B	Field Visit					
1	DSA / Subsistence Allowance for experts	Days				
2	Vehicle rental /Local travel	Lump-sum				
	Sub-total (B)					
C	Others (if any)					
	Sub-total (C)					
D	Total (A+B+ C)					
E	VAT (13%)					
F	Grand TOTAL					


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Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

13. Schedule of Payment

The payments will be delivered monthly based on progress submitted by a consultant as follows:

Installment	Milestone	Payments	Dates
1 st	Inception Report including details of the methodology, tools, questionnaire, work plan, and timeline including a template of the final report	20%	By mid of August 2022)
2 nd	A draft long-term institutional technical, functional, and resource plan and continuous professional development plan	60%	By mid of September 2022
3 rd	Final Report incorporating feedback from concerned agencies/authorities	20%	By end of September 2022

14. Working Arrangement

The expert from the consulting firm will work under the overall direction of the National Project Director and National Project Manager and the concerned DCRL team. Similarly, the consultant will further receive technical guidance from UNDP's Portfolio Manager to complete the assignment. The experts will be responsible for managing /her own working station (i.e. laptop, internet, phone, printer/scanner, etc.) and must have access to a reliable internet connection. The consultant should make contact with the relevant officials for consultation in order to obtain the necessary information for this assignment in close coordination.



91 Page



Developing Climate Resilient Livelihoods in the Vulnerable Watershed in Nepal (DCRL)

15. Evaluation Method

Applicants will be evaluated on the basis of the 'Combined Scoring method' that will give due consideration where the technical proposal i.e. work experience in a relevant field related to Institutional Capacity Assessment and Capacity Development Plan Preparation at the national level will be weighted a maximum of 70% and combined with the financial proposal offer which will be weighted a maximum of 30%. Technical proposals will be evaluated based on a desk review. DCRL evaluators will read technical proposals and assess the quality of proposals, portfolios, and submitted profiles. Out of 200 total scores, the score for the technical proposal will be 140, and the financial proposal will be 60. Scores from the desk review will be allocated according to the table below:

Technical Evaluation Criteria	Max. Points
Overall concord between ToR requirements, Understanding of the assignment, and the overall Quality of the Proposal	60
Relevant experience of a firm/NGO in Institutional Capacity Assessment and Capacity Development Plan Preparation and other relevant activities	20
Qualifications, experiences, and competencies of Institutional Capacity Assessment and Capacity Development Plan Preparation expert/s as per required experiences and qualifications	60

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