

GOVERNMENT OF KERALA
REBUILD KERALA INITIATIVE
1st Floor, North Block, Government Secretariat,
Thiruvananthapuram – 695001, Kerala
Phone: 04712517276, 2518946; email: rkisecretariat@kerala.gov.in

**INVITING EXPRESSION OF INTEREST FOR ENGAGEMENT OF PROJECT
MANAGEMENT SUPPORT SERVICES (PMSS)**

***NAME OF PROJECT:* Resilient Kerala Development Program**

Reference No. RKI-1/PMC/01

Date: 09.03.2019

The Government of Kerala (GoK), has applied for financing from the World Bank toward the cost of the Kerala State Transport Project-II (KSTP-2) and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include appointment of a Program Management Consultants (PMC) to assist the Chief executive Officer, Rebuild Kerala Initiative (RKI) in Program Management and monitoring implementation of RKDP in the state of achieve early recovery from the floods of August 2018 and rebuild a resilient Kerala to achieve the objective of the “Nava Keralam” vision. The scope of the assignment shall include Program Management, and implementation supervision, for a period of four years. An indicative Terms of Reference (ToR) for this assignment is available at: **at: www.kerala.gov.in and www.rebuild.kerala.gov.in.**

The Rebuild Kerala Initiative (RKI), Government of Kerala (GoK) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- i. At least 10 years’ experience in managing similar and or large scale projects. Experience in implementation of institutional reforms and supervision of multi-sectoral programs in India - a must, and overseas will be an advantage;
- ii. The firm should have successfully completed consultancy assignments of Project/ Program Management Consultancy (PMC) in the past, including at least two multiple sector program management/implementation. Multiple sectors shall be a combination of at least 3 sectors, such as roads, water resource management, agriculture, fisheries, urban and rural infrastructure, flood management, structural financial management, environment and social safeguards, to name a few.
- iii. Successful completion of consultancy assignments for projects/programs financed by multilateral funding agencies with at least contract not less than Rs. 10 crore in the past 5 years.

- iv. Experience in procurement and financial management and implementation of environment and social sector programs for projects/programs financed by multi-lateral financing institutions - is a must;
- v. Extensive experience in development of IT applications and website content is required;
- vi. Experience in application of latest GIS based mobile applications for program implementation, data collection, processing, monitoring and evaluation – is a must.
- vii. Availability of appropriate skills among core agency staff.

The attention of interested Consultants is drawn to paragraph 3.14 of the World Bank's Procurement Regulations for IPF Borrowers, *Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services, July 2016*, setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications.

A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Consultant Guidelines.

Further information can be obtained at the address below during office hours between 1000 to 1700 hours.

Expressions of interest must be delivered in a written form to the address below (in person, or by post) by **April 30, 2019** up to **3.00 pm**.

“Chief Executive Officer (RKI), Government of Kerala, 1st Floor,
North Block, Government Secretariat, Thiruvananthapuram, Kerala–
695001”

RKI reserves the right to accept or reject any or all offers in full/part without assigning any reasons whatsoever.

Sd/-

Dr. Venu V. I.A.S
Chief Executive Officer, RKI
Government of Kerala.

Terms of Reference

REBUILD KERALA INITIATIVE

PROJECT MANAGEMENT SUPPORT SERVICES (PMSS)

Reference No. RKI-1/PMC/01

A. Background:

The heavy monsoon of 2018 brought widespread flooding to several districts of Kerala and triggered thousands of small to big landslides. The extreme and prolonged rainfall spell in August led to the worst flooding in Kerala in nearly a century, impacting almost 5.4 million people, one-sixth of the State's population. Government of Kerala (GoK) has recognized that a traditional approach to recovery and reconstruction would not lead to comprehensive preparedness for future disasters and the floods should be taken as "*a challenge and an opportunity to rebuild the State to ensure better standards of living to all sections of the society*".

GoK has established the Rebuild Kerala Initiative (RKI), the State's coordination modality for reconstruction efforts, and is formulating a new vision for building a Green and Resilient Kerala. The RKI will bring about a perceptible change in the lives and livelihoods of its citizens by catalyzing the State's transformational shift towards risk-informed sustainable development.

RKI is preparing Rebuild Kerala Development Program with the objective of supporting Kerala's resilient recovery from the August 2018 floods; and to enhance Kerala's resilience against natural disasters and climate change impacts through policy and investment actions all priority sectors. RKI intends to hire the a Project Management Support Service to help it implement the RKDP through the various department and agencies of the GoK and through financing from internal and external sources.

B. Objective:

The PMSS is expected to provide technical, management and secretarial support to RKI and involved line departments, including their executing agencies and other partner institutions/stakeholders in investment planning, technical exploratory studies, development of sectoral policies, training and capacity building, technical reviews, in addition to program monitoring and evaluation, progress monitoring, reporting, communication, grievance redress and feedback, etc.

The scope of work of the proposed services shall include but be not limited to the following:

C. Scope of Work:

- a. Providing support in development, management, monitoring and evaluation of the investments and policy/institutional development initiatives with professional inputs to RKI and other implementing agencies;
- b. Assist in design updation/development, implementation supervision of priority investments and ensuring integrated, sustainable and resilient planning, and implementation approaches to ensure effective and efficient impacts from investments by the government, its agencies and or private sector;
- c. Support the RKI and other implementing entities in procurement of works, goods, and services using appropriate methodology to ensure efficiency, transparency and compliance with financing agencies processes and procedures.
- d. Support and provide technical inputs as required to RKI on various technical studies and other investment plans developed/assessed by other implementing agencies in the state, guide, provide technical assistance and or prepare detailed project reports (DPRs) wherever necessary based on the urgency advocated in the assessments, and or as per the directives of the CEO of RKI;
- e. Develop and help implement a robust communication strategy for institutionalization of change management emerging from the reform agenda and investments.
- f. Review, comment and provide suggestions for improvements in interventions proposed by various line departments, development plans, basin master plans, sub-basin plans and other studies/investment proposals received for review by RKI and by other relevant stakeholders/partner institutions and facilitate consolidation and integration of data collected and analysis reports in a data base.
- g. Carryout thematic assessments of sectors under the guidance of the RKI to support improvements in proposed investments by the state and private sector.
- h. Ensure integration of all investment plans developed by various institutions and projects by providing comments/suggestions and improvements in the investment designs and costs to align it with the overall investment plans developed based in various assessments;
- i. Assist and help GoK and its agencies/departments/institutions to implement institutional reforms in Kerala;
- j. Development and implementation support for training and capacity building plans including reforms to institutionalize multi-disciplinary, sustainable and resilient planning approach across sectors and departments revolving around convergence of efficient use and application of resources for improving resilience of the state to natural disasters and impacts of climate change.
- k. Explore and support in establishing institutional cooperation with external technical institutions (both within India and overseas) to develop knowledge bases and linkages for real time sharing of knowledge, data collection and technologies to reduce adverse environment and climate change impacts in the state.
- l. Plan and support knowledge exchange programs and exposure tours national/international.

- m. Support departments/institutions in implementation of IT based project development, management and monitoring systems for the implementing agencies and train them in usage of the same with related training and capacity building of users;
- n. Carry out random sample supervision of constructions undertaken by line departments and evolve systemic solution to address the deficiencies and help implement the solution through the line agencies and submit status report to CEO,RKI.
- o. Conceive and help implement a Program Management System (PMS) to monitor and evaluate program implementation and reporting on real time basis.
- p. Prepare regular program monitoring reports and other briefs as required by the RKI and other implementing agencies.
- q. Trouble shoot line agencies in the implementation and supervision of the works.
- r. Help conduct necessary workshops/ seminar/ public consultations as required from time to time and as required by RKA;
- s. Ensure the timely flow/exchange of information and documents among program partners.
- t. Any other work as directed/requested from time to time by RKI and authorized agencies involved in the project.

D. Duration, Delivery and Payment Milestones

Duration:

The consultants would be hired initially for a period of 2 years. This may be extended by 2 years dependent on the need and performance of the unit.

Deliverables:

1. Monthly and fortnightly reports on all areas mentioned in the scope of work.
2. MIS reports, reviewed reports by experts, comments by experts on sectoral studies.
3. Creation of a dashboard and performance monitoring of the RKI program.
4. Preparation of Terms of Reference, RFPs, sector presentations, work updates, project profiles etc as and when required.

E. Proposed team composition, desired qualification and experience

Sl. No.	Designation	Qualification and experience	Key tasks
1.	Program Supervisor (Part time)	<ul style="list-style-type: none"> • Masters in management/ finance/ public policy/ infrastructure management. • At least 15 years in development and management of large multi sector public programs. • Experience in public program and policy management. • International experience and exposure. • Experience in Kerala would be an added advantage. 	<ul style="list-style-type: none"> • Supervise the program management unit. • Ensure the quality on all output that has been prepared. • Final sign off and responsibility for all major deliverables barring those agreed otherwise.
2.	Program Leader (full time)	<ul style="list-style-type: none"> • Post graduate degree/Masters in Management. • At least 8 years' experience. • Experience of working with the government. • Specialization in finance would be an added advantage. • Should have managed teams before and should be exposed to a myriad of development and social issues. 	<ul style="list-style-type: none"> • Lead the PMSS team. • Strategic Advice and development of management framework

<p>3. MIS/IT specialist (full time)</p>		<ul style="list-style-type: none"> • Post graduate • Bachelors in computer/ software engineering/ science or equivalent. • At least 8 years' experience in designing MIS applications for large government projects for large projects. • Experience in developing a dashboard and using data analytics for decision making. • Experience in systems management will be an added advantage. 	<ul style="list-style-type: none"> • Designing of MIS, data entry and reporting systems for efficient monitoring and administration of program activities of RKI. • Provide close support for all program monitoring and evaluation data collection and processing requirements • Training and technical support for application and use of MIS systems by implementing and executing agencies to facilitate timely progress reporting. • Ensure interface provisions with the existing systems operated by the executing agencies under the KSWAN. • Any other work related to ICT services as required by RKI.
---	--	--	---

4.	Program Executive (Water) (full time)	<ul style="list-style-type: none"> • Post graduate in a related field. • Graduation in civil engineering. • At least 3-5 years of experience in the sector. • International experience and exposure to water resources management will be a positive 	<ul style="list-style-type: none"> • Work with the implementing department/entities in planning and implementation of water sector works, specifications, design guidelines, survey and investigation methodologies, maintenance mechanism, resilient designs, etc. • Develop capacity development plan in line with the program objectives and policies and help implement it. • Support on-the-job training to personnel of line agencies and departments. • Support and implement quality control and project management framework, mechanism and tools.
5.	Program Executive (Agriculture) (full time)	<ul style="list-style-type: none"> • Masters degree in Agriculture. • Graduate degree in agriculture. • At least 3-5 years' experience of working in agriculture sector with sector issues or policies in India or similar countries. • Knowledge of sectoral interlinkages particularly with irrigation systems, agriculture production technologies. • Experience in working in Kerala will be a positive. 	<ul style="list-style-type: none"> • To support implementing agencies and RKI in dealing with sector reform program and its implementation. • Provide technical and strategic assistance and other stakeholders in reviewing investments plans and provide inputs/suggestions/comments for incorporating and integrating activities with linkages to ongoing agriculture development

			programs in the State
6.	Program Executive (transport) (full time)	<ul style="list-style-type: none"> • Post graduate degree. • Graduation in engineering preferably civil engineering. • At least 3-5 year experience of working on transport sector policy and institutional issues and cross linkages. 	<ul style="list-style-type: none"> • Support implementing department/entities in planning and implementation of transport sector works, performance contracts, specifications, design guidelines, survey and investigation methodologies, maintenance mechanism, resilient designs, etc. • Support on-the-job training to personnel of line agencies and departments. • Help plan and implement quality control and project management framework, mechanism and tools.

7.	Program Executive (Social development)	<ul style="list-style-type: none"> • Post graduate degree. • Graduation in social science/development. • 3-5 years of experience in participatory development, women empowerment, gender impacts, inclusion aspects, etc. in project planning and implementation 	<ul style="list-style-type: none"> • Support RKI and other implementing agencies in establishing benchmark values for project progress monitoring, including preparation and evaluation of outsourced social surveys (included in monitoring and evaluation consultancy package). • Support implementing agencies in further identifying the special needs of specific/vulnerable groups such as landless and marginal farmers, women, embankment squatter population, and other minority groups such as scheduled tribes and castes. • Assist in development and establishment of a robust compliant/grievance handling mechanism (GRM). • Help monitor/oversight of training and capacity building programs organized by line departments and RKI, NGOs, and other stakeholders, and help provide training on participatory planning, required, gender mainstreaming, and other social issue.
----	--	---	---

<p>8. Program Executive (Environment & forest management) (full time)</p>	<ul style="list-style-type: none"> • Post graduate degree. • Graduation in environment science/engineering. • At least 3-5 year experience in environmental management of large projects. • Knowledge of Impact assessments, management plan preparation and implementation. 	<ul style="list-style-type: none"> • Support development of environmental data collection systems for RKI Program investment plans prepared under the project. • Help analyze assessment reports and other studies and provide comments as appropriate. • Support implementing agencies in undertaking initial environmental examination/due diligence of the designated activities undertaken in RKI program. • Assist in monitoring contractors' activities that may have environmental impacts through periodic and recurrent spot checks, and submit reports to the team leader for incorporation in the progress reports. Highlight non-compliance to the project director to ensure remedial actions. • Support in conducting specialist training for field staff and contractors on environmental monitoring and management arrangements to be followed under the Project.
---	--	--

9.	Economist/ Finance specialist (part time)	<ul style="list-style-type: none"> • Post graduate degree in economics/finance. • At least 10 years in conducting economic and financial analysis of complex investment projects. • Working experience on public finances and resource mobilization for large program. • Knowledge of budgeting, accounting and audit mechanism in large public/private sector organizations. 	<ul style="list-style-type: none"> • Financial and Economic analysis if program interventions. • Cash flow analysis and resource budgeting. • The analysis must be made comparing the “without” sub-project situation with the “with” sub-project situation and include the following. • Sensitivity and risk analysis on parameters that are uncertain to evaluate sub-project risks. • Distributional analysis to determine impacts on stakeholders. • Any other work as required from time to time.
10.	Transport specialist (part time)	<ul style="list-style-type: none"> • Post graduate in engineering/management. • Graduation in engineering preferably civil engineering. • At least 10-year experience in planning and implementation of large transport works and • Experience of working on transport sector policy and institutional issues and cross linkages. • International experience and exposure. 	<ul style="list-style-type: none"> • Guide the implementing department/entities in planning and implementation of transport sector works, performance contracts, specifications, design guidelines, survey and investigation methodologies, maintenance mechanism, resilient designs, etc. • Develop capacity development plan in line

			<p>with the program objectives and policies and help implement it.</p> <ul style="list-style-type: none"> • Provide on-the-job training to personnel of line agencies and departments. • Help plan and implement quality control and project management framework, mechanism and tools. • Trouble shoot on technical issues.
11.	Water resources specialist (part time)	<ul style="list-style-type: none"> • Post graduate in water resources engineering/management. • Graduation in civil engineering. • At least 10-year experience in planning and implementation of infrastructure projects preferably. • International experience and exposure to water resources management. 	<ul style="list-style-type: none"> • Guide the implementing department/entities in planning and implementation of water sector, performance contracts, specifications, design guidelines, survey and investigation methodologies, maintenance mechanism, resilient designs, etc. • Develop capacity development plan in line with the program objectives and policies and help implement it. • Provide on-the-job training to personnel of line agencies and departments. • Help plan and implement quality

			<p>control and project management framework, mechanism and tools.</p> <ul style="list-style-type: none"> • Trouble shoot on technical issues
12.	Agriculture specialist (part time)	<ul style="list-style-type: none"> • Master's degree Agriculture - Preferably doctorate in a related subject/topic. • At least 10 years' experience of working in agriculture sector with sector issues or policies in India or similar countries. • Knowledge and exposure of issues and agro-ecological conditions of Kerala. • Knowledge of sectoral interlinkages particularly with irrigation systems, agriculture production technologies. • Experience on agri-sector reform 	<ul style="list-style-type: none"> • To support RKI and implementing organizations in dealing with sector reform program and its implementation. • Assist in providing inputs for enhancement of agriculture activities in the agro-ecological zones. • Provide analytics based strategic support for development and operationalizing programs, preparation of documentation, review of existing programs • Provide technical and strategic assistance and other stakeholders in reviewing investments plans and provide inputs/suggestions/comments for incorporating and integrating activities with linkages to ongoing agriculture

			development programs in the State.
13.	Environment and Forest management specialist (part time)	<ul style="list-style-type: none"> • Post graduate in environment science/engineering. • At least 10 year experience in environmental management of large projects. • Knowledge of Impact assessments, management plan preparation and implementation. 	<ul style="list-style-type: none"> • Support development of environmental data collection systems for RKI Program investment plans prepared under the project. • Analyze/review assessment reports and other studies and provide comments as appropriate. • Guide implementing agencies in undertaking initial environmental examination/due diligence of the designated activities undertaken in RKI program. • Assist in monitoring contractors' activities that may have environmental impacts through periodic and recurrent spot checks, and submit reports to the team leader for

			<p>incorporation in the progress reports. Highlight non-compliance to the project director to ensure remedial actions.</p> <ul style="list-style-type: none"> • Conduct specialist training for field staff and contractors on environmental monitoring and management arrangements to be followed under the Project.
14.	Social development specialist (part time)	<ul style="list-style-type: none"> • Post graduate degree in social science/development. • 10 years of experience in participatory development, women empowerment, gender impacts, inclusion aspects, etc. in project planning and implementation. 	<ul style="list-style-type: none"> • Assist RKI and other implementing agencies in establishing benchmark values for project progress monitoring, including preparation and evaluation of outsourced social surveys (included in monitoring and evaluation consultancy package). • Assist implementing agencies in further identifying the special needs of specific/vulnerable groups such as landless and marginal farmers, women, embankment squatter population, and other minority groups such as scheduled tribes

			<ul style="list-style-type: none"> and castes. • Assist in development and establishment of a robust compliant/grievance handling mechanism (GRM). • Develop processes and mechanisms for resolving social conflicts in project-areas and related activities undertaken; • Help monitor/oversight of training and capacity building programs organized by line departments and RKI, NGOs, and other stakeholders, and provide training on participatory planning, required, gender mainstreaming, and other social issue.
15.	Communication Specialist (part time)	<ul style="list-style-type: none"> • Postgraduate in mass communication/media management. • 8 years' experience in design and implementation of communication strategies for large corporates/programs. • Experience in awareness generation, outreach programs and multimedia information management and grievance redress systems. 	<ul style="list-style-type: none"> • Develop a communication strategy for the RKI. • Develop and specify core messages, internal and external audiences, communication channels, types of media, frequency of dissemination, and feedback etc. • Support IAs and RKI in designing and implementation of Program awareness and outreach programs for activities being carried out under RKI; • Develop multi-media information dissemination platforms including

			<p>newsletter, brochures, videos etc. on the achievement/ progress of the project implementation.;</p> <ul style="list-style-type: none"> • Help organize workshops, and other information dissemination events, public consultations etc., for public disclosure of information; • Facilitate and document case studies of best practices and lessons learned and disseminate these to internal and external audiences
16.	Procurement specialist (part time)	<ul style="list-style-type: none"> • Post graduate degree in engineering, business administration; • At least 8 year experience procurement, supply management in large organizations or projects in public or private sector; • Experience in procuring services from consultants and services contracts in funded projects; • Preferably knowledge and exposure of working with procurement process of multilateral and bilateral agencies; • Graduate/ post graduate in Commerce or accountancy with at least 5-8 years' experience in management of large infrastructure projects accounts and or of large organizations, 	<ul style="list-style-type: none"> • The procurement specialist will work closely with line departments and to improve their procurement systems and processes; • Help prepare standard bidding documents for procurement of goods, works and services - Help prepare guidelines and benchmarks for procurement system management; • Review sample contracts and assess gaps and help address the systemic issues; • Help procurement scheduling and planning for all the implementing agencies and RKI and create an electronic

		<p>preferably in Kerala;</p> <ul style="list-style-type: none"> • Experience in working with Tally - a must 	<p>monitoring and management system (dashboard).</p>
<p>17.</p>	<p>Accounts assistant (part time)</p>	<ul style="list-style-type: none"> • Graduate/ post graduate in Commerce or accountancy with at least 5-8 years' experience in management of large infrastructure projects accounts and or of large organizations, preferably in Kerala; • Experience in working with Tally - a must 	<ul style="list-style-type: none"> • Maintain books of accounts for RKI; • Prepare and submit monthly account statements with bank reconciliations; • Prepare annual financial statements for review and approval of RKI's High Level Committee; • Submit accounts for annual audits and support the auditors in the audit process; • Prepare annual budgets and expenditure statements; • Review and conduct transactional audit

			<p>of implementing agencies for projects/activities financed by RKI programs;</p> <ul style="list-style-type: none">• Ensure timely payment to contractors and service providers;• Any other work as directed by the CEO from time to time.
--	--	--	--