

# Sindh Resilience Project (SRP)

## Terms of Reference for Organizational Capacity Assessment of Sindh Irrigation Department

### **Background:**

Sindh Irrigation Department is overall in-charge to manage the irrigation system of Sindh. Functions of department is not limited only to manage the canal irrigation system but it also includes River Indus flows control through barrages, canal system, small recharge dams to protect communities and their livelihoods.

Sindh has always been vulnerable to natural disasters i.e. Floods, Droughts, Cyclones, Heat waves, etc., because of its geo-graphical location. In recent past province has faced heavy losses to public & private infrastructures, livestock, livelihood etc. worth billions of rupees. Sindh Irrigation Department, being responsible to cater water needs of the province for agriculture and domestic use, its role has been increased in present era to cater with these disasters, by managing floods and drought through improved infrastructures, and having timely and up-to date information about river beds, hydraulic structures, digitalized maps and Hazard & Risk mapping.

Government of Sindh approached The World Bank for financial assistance in construction of Flood Protection Embankments, Small recharge dams and strengthening the Institutional capacity of departments for effective disasters mitigation and risk management.

A project with cost of USD 120 Million has been designed to cater the immediate need of province in disaster management. Project has been named as “**Sindh Resilience Project**” and designed for Sindh Irrigation Department and Provincial Disaster Management Authority.

The overall objective of project is to improve Infrastructure and building an effective system for Resilience. Under the irrigation component following task are included:

- a. Improvement flood protection structures that include restoration, strengthening, and up-gradation of flood embankments.
- b. Construction small recharge dams.
- c. Technical Studies, Establishment of Decision Support System, Up-gradation of Soil Mechanics and Hydraulics Laboratory, Capacity assessment and Capacity Development and trainings of staff etc.

### **Objective**

The objectives of the consultancy are to:

- Conduct detailed organizational capacity assessment of Sindh Irrigation Department;
- To review the related ongoing and planned programs and projects being funded by the Government and Donors to assess gaps and avoid overlapping and duplication;

- To identify the capacities requirements in terms of human, equipment's/ devices/ instrumentation/ laboratory/ machinery, material and technical resources for resilience;
- Identify needs and gap areas for improvement and prioritize critical activities to be funded under the project, with a view to increase capacity for flood and drought management.

### **Scope of Work:**

The firm shall be responsible for undertaking following tasks:

#### **1. Institutional Capacity Assessment for Resilience**

- Undertake a detailed literature review of the available departmental project's and administrative documentations, reports, notifications and directives to come up with an informed contextual analysis of the mandate and responsibilities of Sindh Irrigation Department;
- Undertake consultations with the relevant stakeholders, one to one meetings and to systematically identify, the technical capacity interventions required to enable the SID to effectively perform the responsibilities assigned to them in routine and emergent duties related to flood and drought;
- Review related ongoing and planned development programs being funded by the Government and donors avoid overlapping and duplication;
- Liaise with the concerned stakeholders to identify any emerging priorities not captured in the existing documentation and thinking out of box to develop coping mechanisms;
- Based on the literature review and initial consultations with SID officials, prepare a capacity assessment work plan and checklists prior to initiating the capacity assessment activity;
- Design an organizational capacity assessment tool for review and approval of the concerned stakeholders, preferably through a workshop;
- Draft a capacity assessment report in light of the consultations and technical inputs of the concerned effectively capturing the priorities of the SID. The report should capture the capacities requirements in terms of human resources technical perspective, planning and design knowledge equipment's/ devices/ instrumentation/ laboratory/ machinery, available materials including computing system/IT/software's, and identify technical existing capacities.
- Identify critical activities to be supported under the study in close consultation with the SID.

#### **2. Training Needs Assessment (TNA)**

- Review existing relevant literature for TNA at SID;
- Develop TNA work plan in consultations with SID officials;
- Review the existing organogram, staffing structure of SID and assess capacities of SID staff and SRP-PMT against mandated responsibilities;
- Utilize a range of tools to collect information from key technical staff at varied levels for determining capacity needs;

- Develop a TNA report that will feed into the capacity enhancement plan for SID and SRP-PMT.

**Deliverables:**

1. Inception report containing detailed work plans and assessment tool(s) within one (1) month of signing of contract;
2. Preliminary training needs assessment report with proposed training plan for SRP-PMT within two (2) months of signing of contract;
3. Interim report acceptable to the client, comprising of draft assessments, to be submitted after four (4) months of signing of the contract;
4. Detailed Final Report of the organizational capacity assessment and Training Needs Assessment within six (6) months of signing of contract;
5. Proposed list of costed activities for capacity building to be supported under the project;
6. Recommend range of trainings for SID and SRP-PMT.

**Expected Time Frame:**

The assignment will be completed within six (6) months after signing the contract between Client and the Consulting Firm.

**Coordination:**

The consulting firm will report to the Project Director, Sindh Resilience Project or any other staff designated. All work must be approved by the Project Director or the designated staff.

**Qualifications:**

The interested firm must:

- Be a tax registered consultancy firm incorporated for at least five (5) years;
- The firm having experience of working with Sindh Government would be desirable;
- The firm and its staff must have experience of offering similar services and have completed similar projects of this scale and complexity;
- Consulting firm should propose a comprehensive approach, methodology, and work plan for the timely and effective completion of assignment.

**Indicative Payment Structure:**

The ‘Consultant’ will be paid the lump-sum amount for undertaking the assignment according to the submission and client’s approval of deliverables. All other costs would be considered included in the lump-sum costs.

<b>S. No.</b>	<b>Benchmark</b>	<b>Payment</b>
1.	Mobilization Advance upon singing of contract	5%
2.	Approval of Inception report	15%
3.	Approval of interim report	30%

4.	Approval of final report	50%
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**Selection Process**

Procurement will be completed following the Selection Based on Consultants Qualification (CQS) method in accordance with paragraph 3.7 of World Bank's Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants] by World Bank Borrowers, January 2011 (revised July 2014).