

Society of Integrated Coastal Management (SICOM)  
Ministry of Environment and Forests,  
Government of India

## **Request for Expression of Interest**

***Sub: Selection of Consultants for HR Agency to support National Project Management Unit (NPMU) in setting up of complete HR system, recruitment of Staff, developing HR Policy and designing performance appraisal system ICZMP (Integrated Coastal Zone Management Project) Credit No. 4765 – 0 IN***

The Government of India, the Ministry of Environment and Forest has received a credit from the World Bank for Integrated Coastal Zone Management Project in India, and intends to apply a part of the credit for the purpose stated above. SICOM intends to select and appoint consultants for HR Agency to support National Project Management Unit (NPMU) in setting up of complete HR system, recruitment of Staff, developing HR Policy and designing performance appraisal system. The selection and appointment of the consultants will be accordance with the selection procedures based on Consultant's Qualification, set out in the World Bank Guidelines for selection and employment of consultants –May 2004 and revised October 2006 and January 2011.

SICOM invites eligible consultants who have experience in the similar assignments, and proven track record in setting up of complete HR system, recruitment of Staff, developing HR Policy and designing performance appraisal system indicate their interest in providing the services. Interested consultants must submit the "Expression Of Interest" accompanied with the profile of organization, experience including details of their experience in similar assignments, human resources strength.

Interested consultant may visit our website [www.sicommoef.in;www.envfor.nic.in](http://www.sicommoef.in;www.envfor.nic.in) for information and the draft terms of reference.

Expression of Interest must be sent to the address given below within 7<sup>th</sup> October,2013

National Project Director  
Society of Integrated Coastal Management  
(Ministry of Environment and Forests)  
Government of India  
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New Delhi-110003  
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# **Terms of Reference for HR Agency to support National Project Management Unit (NPMU) in setting up of complete HR system, recruitment of Staff, developing HR Policy and designing performance appraisal system;**

## **1. Background:-**

The World Bank Assisted Integrated Coastal Zone Management (ICZM) Project is being implemented by the Government of India (GOI) and the state Governments of Gujarat, Orissa and West Bengal in the Phase-I and Phase-II is proposed to cover all 13 coastal States/UT.

The project has four components, as described below:

- i. **Component One: National ICZM Capacity Building:** The national component will include [i] mapping ,delineation and demarcation of the hazard lines ,and delineation of coastal sediment cells all along the mainland coast of India;[ii]mapping, delineation and demarcation ,as required, of the ecologically sensitive areas(ESAs), also all along the mainland coast of India;[iii] capacity building of the MoEF as the secretariat for the national Coastal Zone Management Authority(NCZMA), and nation-wide training program for integrated coastal zone management ;and [iv] setting up and operationalization of the new National Centre for sustainable Coastal Management(NCSCM).
- ii. **Component Two: Piloting ICZM approaches in Gujarat:** This component will support preparation of an ICZM plan for the coastal sediment cell which includes the Gulf of Kachchh. To Complement ICZM plan preparation the component will support capacity building of the Forest and Environment Department, Gujarat State Pollution Control Board (for Monitoring and enforcing pollution control in the coastal areas), Gujarat Environment and Ecology Research Foundation (for developing relevant research capacity in coastal reefs), and the Bhaskaracharya Institute of Space Applications and Geo-Informatics (for preparing GIS-enabled mapping and decision support tools for the coastal areas). This component would also support priority investments, all located in the gulf of Kachchh, to complement the ICZM plan and capacity building sub –components, and would include the following:[A] conservation and protection of coastal resources-(i) mangrove plantation,(ii) coral reef regeneration,(iii) coastal shelterbelt plantation and (iv) a marine aquarium at Dwarka, through a private-public-partnership model;[B] environment and pollution management-(i) completing the environmental sanitation of Jamnagar city to prevent further degradation of the coral reefs;[C] livelihood security of coastal communities-(i) livelihood improvement activities in the non-forest villages of the coast and (ii) ecotourism and related livelihood improvement activities for villages within the protected areas.
- iii. **Component Three: Piloting ICZM approaches in Orissa:** This component will include preparation of an ICZM plan for the coastal sediments cells which include the stretches of Paradip-Dhamra and Gopalpur Chilika and capacity building of the forest and Environment Department, Orissa state Pollution Control Board (for monitoring and enforcing pollution control in the coastal areas) and the Chilika Development Authority (for species and wetland research). The Priority investment concentrated in the two reaches of Gopalpur-Chilika and Paradip-Dhamra will include [A] conservation and protection of coastal resources-(i)protection of olive ridley turtle and other aquatic wildlife,(ii) mangrove plantation,(iii) conservation of archaeological heritage, which serve as cyclone shelters at times of distress, and (iv) a pilot work in shoreline protection for village Pentha;[B] environment and pollution management-(i) environmental sanitation of the coastal town of Paradip to reduce pollution load at the coastal stretches known for nesting habitats and [C] livelihood security of coastal communities-(i)

livelihood improvement support in 60 fishing villages in the periphery of the Chilika lake and the Gahirmatha wildlife Sanctuary to develop allied farming activities,(ii) support to fisher-people groups in developing small-scale tourism activities,(iii) support to fishing communities in developing small-scale industrial and marketing activities, such as coir-making and (iv) provision of cyclone shelters in the thirteen remaining coastal villages, where cyclone shelters were not constructed from earlier programs.

- iv. **Component Four: Piloting ICZM approaches in West Bengal:** In West Bengal, the project will support preparation of an ICZM plan for the coastal areas of West Bengal. A capacity-building sub-component will support the Forest and Environment Department West Bengal state Biodiversity Board (for research, monitoring and protection and/or conservation of the biodiversity resources), the Calcutta university (for research on microbial biodiversity), and the institute of Environmental studies and Wetland Management (for geomorphologic and wetland research, and for supporting completion of a Sunderban resources interpretation center through an NGO). The priority investment will be located in the coastal stretches of Digha-Shankarpur and Sagar island in the Sundarban, and will include[A] conservation and protection of coastal resources-(i) mangrove plantation,(ii) a pilot work in shoreline protection for Digha beach based on the learning from previous protection works,(iii) a pilot work in shoreline protection for the southern end of Sagar island,(iv) rehabilitation of the marine aquarium at Digha;[B] environment and pollution management (i) completing the sewerage system and environmental sanitation of Digha to prevent flow of sewage onto the sandy beach,(ii) cleaning and environmental improvement of the Digha beach, and solid waste management in Digha (iii) improvement of the fish auction centre at Digha and (iv) distribution of grid electricity in Sagar island to replace diesel generation and prevent soil and water pollution; and [C]livelihood security of coastal communities-(i) improvement in fishery based livelihood systems and (ii) support to CBO coordinated livelihood improvement and market access, afforestation-based livelihood improvement as well as promotion of local small-scale tourism and ecotourism activities.

GOI's Ministry of Environment & Forests (MoEF) and the relevant state Government Departments have set up registered societies (National and state level PMUs),to exclusively lead and coordinate project activities on a full time basis and directly implement some of the project sub components. National Project Management Unit (NPMU), also called (SICOM) and each state Project Management Unit (SPMU) will have multiple line departments as Project Executing Agency (PEA) These PEAs will implement individual pilot activities.

The SPMUs will be responsible to manage the respective state Project Components 2, 3 and 4.However the NPMU will have an overall coordination, facilitation and supervision role in the state components .NPMU is exclusively responsible for implementation of the project component 1, which includes facilitation and support to the three PEAs involved in the Component 1 to implement the respective activities as per agreed procedure to achieve the targeted quality and outcome.

**NPMU HR Cell:** The NPMU is not having any HR cell presently.

## **2. Objectives:-**

1. To prepare detailed HR manual and operational guidelines for NPMU (with necessary formats; with inclusion of all elements described below and other elements of HR functions), and ensure that all policies are compliant to the applicable national and state laws and regulations.
2. To design recruitment methodology and selection framework for the NPMU.
3. To design and roll out performance appraisal system for NPMU including Job description, KRA (Key Responsibilities Areas), KPIs (Key Performance Indicators) of each employee/consultant/outsourced employee and staff contract policy, and templates for staff and consultant contracts.
4. To map Annual Work Plan with the KRA and KPIs of all individual staff/consultant/outsourced employee.
5. To design, implement and install a comprehensive and customized Human Resource management software which will include all the following automated processes:
  - a. Processes for Hiring, Joining, Separation of staff/consultants/outsourced employees;
  - b. To maintain recruitment and all other employment related records (including a system to track the files and hard copies of the records).
  - c. Processes for salary structuring and preparation and revision of the HR policies of the organization.
  - d. Leave Requisition and Approval, Travel Requisition and Approval,
  - e. Employee time recording systems and records;
  - f. Performance Management, including (i) regular monitoring, including monitoring by self and supervisors, of KRAs and KPIs of individual staff/consultants/outsourced employees so that work as per Annual Work Plan is achieved in time; (ii) periodic performance evaluation including self-assessment and peer assessment individual staff/consultants/outsourced employees; (iii) monitoring of appropriate respectful workplace behaviour of individual staff/consultants/outsourced employees; (iv) performance enhancement and remedial modules.
  - g. Employee engagement processes including evaluation of incentives and disincentives; and registration and resolution of grievances of individual staff/consultants/outsourced employees. .
6. To initiate and complete recruitment process.
7. To design and conduct HR Training Programmes and Workshops.
8. To provide necessary and timely support to PEAAs of NPMU and SPMUs on HR related issues.

## **3. Key Task and Responsibility:-**

### **I. Developing HR Policy and operational guidelines**

HR Agency will work closely with NPMU to finalize the HR policy document that outlines the framework based on which a detailed HR Operational Manual will be developed. The policy will provide guidelines on

- (i) the recruitment process,
- (ii) principles of compensation,
- (iii) performance appraisal and assessment system,
- (iv) contract termination

and other key elements of the policy as may be deemed necessary by the management of the NPMU. Based on the HR policy, HR Agency will develop a HR operational Manual that will include:

- (i) Organizational Structure including supervision and reporting linkages;
- (ii) Detailed Profiles of various position and job description;
- (iii) Sourcing and recruitment process which will include head hunting, open advertising process etc;
- (iv) Business process and standard on initiation and completion of recruitment process;
- (v) Staff capacity Building and learning and development;
- (vi) Compensation and salary structure;
- (vii) Performance Appraisal System;
- (viii) Incentive (both monetary and non monetary) and disincentives (both monetary and non monetary)
- (ix) Contract termination;
- (x) Attendance and leave;
- (xi) adoption of other best practices etc.

## **II. Respectful Workplace Behaviour & Grievance Redressal Mechanism:-**

Further, HRR has to suggest mechanism for addressing grievances of employees. This needs to be prepared with special focus on sexual harassment to women employees, discrimination behavior at work, negative appraisal of performance etc. A detailed procedure of recording grievances of employees, its timely redressal, scope for further appeal if any of the parties concerned are not satisfied will be considered important output by the HRR agency. This also includes the details of the authority within the organization to address the grievances.

## **III. Designing Recruitment Methodology, Job Description, Staff Contract Policy and Recruitment of suitable individuals.**

**IV.** HR agency will be responsible for designing recruitment and selection methodology, developing KRA, KPIs, Job descriptions and staff contract policy; and conducting recruitment of suitable candidates.

## **V. Implementation of Human Resources management software:-**

HR agency will be responsible to design and implement a comprehensive and customized HR management software. The software should be such that (i) it is temper-proof and secure, (ii) the specific modules, such as for time records, KPI and KRA setting, self-assessment of performance, leave requests and so on, are available to the office computers of each individual

staff/consultants/outsourced employees, and their supervisors, and (iii) it should prevent unauthorized sharing of personal and contract information.

which will include Hiring, Joining, Leave status, Travel Performance Management, exit/separations, Salary Structuring, Computation of Salary, TDS, PF, ESIC and other Statutory requirements, framing suitable HR Policies and its updating from time to time.

HR agency will also provide necessary and adequate training to SICOM/NPMU staff in handling the software.

The comprehensive and customized Human Resource management software will include all the following automated processes, and any other processes and elements to implement the HR Policy and Operational Guidelines:

- a. Processes for adoption and revision of the HR policies of the organization
- b. Processes for Hiring, Joining, Separation of staff/consultants/outsourced employees;
- c. To maintain recruitment and all other employment related records (including a system to track the files and hard copies of the records).
- d. Automated structuring, computation of salary and all other benefits; deduction, accounting and certification for TDS, PF, ESIC and other Statutory requirements; deduction, accounting and certification for all insurances for all employees; documentation of the salary processes, and automated generation of printed salary and other certificates as relevant.
- e. Leave Requisition and Approval, Travel Requisition and Approval,
- f. Employee time recording systems and records;
- g. Performance Management, including (i) regular monitoring, including monitoring by self and supervisors, of KRAs and KPIs of individual staff/consultants/outsourced employees so that work as per Annual Work Plan is achieved in time; (ii) periodic performance evaluation including self-assessment and peer assessment individual staff/consultants/outsourced employees; (iii) monitoring of appropriate respectful workplace behaviour of individual staff/consultants/outsourced employees; (iv) performance enhancement and remedial modules.
- h. Employee engagement processes including evaluation of incentives and disincentives; and registration and resolution of grievances of individual staff/consultants/outsourced employees.

**VI. Preparation of Annual Work Plan and mapping of KRA and KPIs with the Annual Work Plan.**

HR Agency will be responsible to develop KRA (Key responsible Areas) and KPI (Key Performance Indicators) of each employee/consultant/outsourced employee and will be mapped with the Annual Work Plan of NPMU. Annual Work Plan will be jointly developed by the HR agency and the management of the NPMU. The Annual Work Plan will clearly list out the activities, outputs, delivery time.

**VII. Regularly monitoring and reviewing of KRA and KPIs of each employee/consultant/outsourced employee.**

HR Agency will be responsible for regularly monitoring and reviewing of KRA and KPIs of each employee/consultant/outsourced employee so that Annual Work Plan can be achieved on

time. Timely report will be submitted to NPD-SICOM and corrective and necessary action will be taken by HR Agency.

**VIII. Capacity Building and Training Programmes:-**

The HR Agency shall conduct training need assessment and coordinate with specialized agency to organize Employees Skill Training programmes.

**IX. Support on legal issues related to HR.**

The HR Agency will also provide legal assistance in case of any issues related to labour and other statutory laws as applicable during the course of the contract.

**4) Key Staff Profile of HR Manager/Executives:-**

Sr. No	Key Manager	Profile Required
1	Task Manager	A person with at-least 10 years of experience preferably in Government sector in developing systems related to human resource management with demonstrable experience in writing HR policy for organizations, operational manual preparation, training and knowledge transfer skill. S/he should have a PG-HR, MBA or equivalent from an institute of repute in India.
2	Sr. Organizational Development/HR Expert	S/he should be a qualified organizational Development/HR expert with at least 3+ years of experience in carrying out the assignment or jobs related to HR in any sector. S/he should have a PG-HR, MBA or equivalent from an institute of repute in India
3	Coordinator	S/he should be PG-HR or a related discipline with at least 3+ years of experience in HR selection, payrolls management, managing legal compliances related to HR administration, grievance redressal, office management and logistic coordination.

## **5. Period of Assignment:-**

Initially the assignment is for a period of 1 year .However the contract may be extended depending on the performance, requirement and or on mutual agreement.

During the assignment period SICOM may request for replacement of staff (s) with or without assigning any reason for such replacement. HRA will replace such staff(s) immediately upon the request.

## **6. Reporting:-**

The HRA will report to the National Project Director or his authorized representative.

## **7. General Information:-**

Consultants shall provide on a full-time basis two qualified personnel namely 1.) **Sr. Organizational Development/HR Expert** and 2.) **Coordinator** to the NPMU to do all the above activities . These 2 full time staff will be supported by senior staff of the Consultant. These personnel from the Consultants shall have regular working hours of the NPMU (which is the same as the working hours of the Government of India staff).However frequent travel to the location of PEA and SPMU may be required. On such travels TA/DA for travelling shall be reimbursed as per the admissible rules of NPMU.

## **8. Review and Monitoring of the Assignment:-**

The HRA will prepare a detailed time-bound implementation work plan for implementation of the aforementioned task. In case, NPMU has any objection related to assignment deliverables, it will inform to the HRA in writing. The HRA will comply with the recommendation made by NPMU and accordingly complete the assignment at no additional cost. A joint monthly review mechanism will be put in place and represented by core members of NPMU and HRA agency.

## **9. Output and Deliverables, Schedule of Delivery and Payment:-**

**Contract would be divided into three Parts:-A, B & C – but all will run in parallel.**

**Part A: - Implementation of HR Software.**

**Part B: - HR Policy and Manual Preparations.**

**Part C: - Implementation of HR Manuals, Policies, Day to Day HR Functions/Activities.**



<b>Stage</b>	<b>Deliverables</b>	<b>Attributable/Contents</b>	<b>Timelines</b>	<b>Payments Terms</b>
1	Implementation of HR Software:- Employees Data Base, Leaves, Travel Attendance, Reimbursements etc.	PART A	1 Week	50% of Part A
2	Preparation of Annual Work Plan	PART B	2 Weeks	20% of Part B
3	Preparation of JDs, KRA ,KPIs, and Mapping with Annual Work Plan	PART B	3 Weeks after Stage 2	30% of Part B
4	Updation of KRA,KPIs in the HR Software	PART A	1 Week after Stage 3	25% of PART A
5	Designing Recruitment, Exit, Operational Policies in the HR Manual.	PART B	2 Weeks after Stage 3	15% of PART B
6	Designing Performance appraisal, Incentives, Contract Policies, Grievance Redressal Systems, Training Need Assessments, Policies in respect of Domestic and International Travelling, Medical Facilities, Statutory Facilities like:- Group Insurances, Accident Policies, Leave Encashment, Gratuity and Provident Funds etc. Other remaining aspects of the Manual	PART B	3 Weeks after stage 5	20% of PART B
7	Implementation of remaining HR Software and updations	PART A	1 Weeks after Stage 6	10% of Part A
8	Final Approval from Client	PART A and B	1 Week	15% of PART A and B.
9	Implementation of HR Manuals, Policies, Day to Day HR Functions/Activities etc	PART C	Full Time Consultants	Fixed Consultancy Charges Per month on the basis of Progress Reports.

**FACILITIES TO BE PROVIDED BY THE NPMU:**

- NPMU will provide office spaces within the NPMU Office in New Delhi, for the 2 full-time staff, and 1 part time senior staff of the Consultants. Consultants' full time staff will have the holiday calendar applicable for the NPMU staff. Consultant's staff may avail any other leave in agreement with the NPMU Head of Finance , except for any prolonged period of leave or absence of their staff from the NPMU office, the Consultants' shall provide suitable and acceptable alternative staff and an advanced notice to the NPMU Head of Finance
- For full-time staff a work day will mean a work-day spent in work within the NPMU office, or at site visits or field visits in agreement with the NPMU Head of Finance. Consultants shall not bill NPMU for staff absent from working,
- NPMU will reimburse the actual cost of accommodation and travel to the individual staff of the Consultants, based on proof of expenditure, for any travel or site visit or field visit directed (or agreed) and approved by the NPMU Head of Finance Note that no such expenditure will be reimbursed for local travel within the National Capital Region of Delhi.
- Unless the direction is acutely unreasonable, Consultants' staff will not refuse or ignore a direction from NPMU for travel in connection with their performance of work within these terms of reference, to the Project States of Gujarat, West Bengal and Orissa, particularly to the offices of the SPMU and the state level PEAs; or to the offices of PEAs responsible for Project Component 1 at Bangalore and Chennai.
- No other facilities or input will be provided by the NPMU or on its behalf.

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