

REQUEST FOR EXPRESSION OF INTEREST

Reference No: HPSRLM F005/45/1/2025 NRLM **Dated:**07/02/2026

Borrower/Implementing Agency Name: Himachal Pradesh State Rural Livelihood Mission, Rural Development Department, Government of Himachal Pradesh.

Name of Project: Resilient Action for Development and Disaster Recovery Himachal Pradesh (Ready-HP)

Assignment Title: Selection of a Consultancy firm for "Project Management Consultancy (PMC) for READY-HP project under HP State Rural Livelihood Mission (HPSRLM)

Country: India IDA Credit No: P513815

Reference No: HPSRLM F005/45/1/2025 NRLM

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Date of opening of tender: 28.02.2026

1. Background

The Government of Himachal Pradesh has applied for financing from the World Bank towards the cost of the Resilient Action for Development and Disaster Recovery in Himachal Pradesh (HP-Ready), and intends to apply a part of the proceeds for Consultancy Services under the project.

The Project will be implemented in all the severely affected districts of Himachal Pradesh. The project aims at the emergency recovery of critical transport corridors, public buildings, power sector recovery, water sector recovery, allied irrigation and sanitation work, and livelihood aspects. To ensure resilience and sustainability, the project also aims to include institutional strengthening and carry out needful reforms. PMC will be supported by field-level teams for the implementation of field-level work.

2. Objective of the Assignment

The objective of the consulting services ("the Services") is to support the Himachal Pradesh State Rural Livelihoods Mission (HPSRLM) in the overall management, coordination, monitoring, and reporting of the Resilient Livelihoods component under the READY-HP Project, in accordance with World Bank guidelines, the Project Appraisal Document (PAD), and the Project Procurement Strategy for Development (PPSD).

A Concept Note has been prepared as the strategic framework for implementation of livelihood interventions under READY-HP. The Project Management Consultant (PMC) engaged under this assignment shall be responsible for operationalizing and implementing the livelihood interventions in line with this Concept Note and approved project arrangements.

The PMC shall provide comprehensive support to HPSRLM across the full project lifecycle, including planning, inter-agency coordination, implementing 12 value chains for livelihood, monitoring and reporting, capacity building, procurement support, contract administration, and financial management. The PMC shall ensure that all activities are implemented in a timely, efficient, and transparent manner, and in full compliance with World Bank fiduciary, procurement, and safeguard requirements, as well as agreed institutional and implementation arrangements.

The detailed ToR is available at Annexure-A.

The short-listing criteria are:

3. Eligibility and Experience Criteria – Livelihood PMC

Sl. No.	Requirement / Eligibility Criteria	Details Required / Evaluation Parameters	Supporting Documents / Remarks
i	Experience of the Firm	<ul style="list-style-type: none"> • Minimum 10 years of experience in providing consultancy/project management services at the National and/or State level in India or abroad 	<ul style="list-style-type: none"> • Brief organizational profile • Certificate of incorporation/registration • Self-declaration on years of experience
ii	Relevant Project Experience	<ul style="list-style-type: none"> • Experience of working on a minimum of 5 similar assignments in the last 5 years related to livelihoods, value chains, rural development, MSMEs, FPOs, or producer collectives • 2 similar assignments shall be funded by World Bank / multilateral/bilateral agencies. 	<ul style="list-style-type: none"> • List of relevant assignments (last 5 years), including Project title, Client, Duration, Contract value, and Brief scope of work. • Copy of Letter of Award / Contract / Completion Certificate
iii	Experience in Project Management & Coordination	<ul style="list-style-type: none"> • Demonstrated experience in PMC / PMU / TSU-type roles • Coordination with government departments, SRLMs, field institutions, TSAs, and consultants 	<ul style="list-style-type: none"> • Assignments descriptions clearly highlighting PMC / coordination responsibilities
iv	Geographical Experience	<ul style="list-style-type: none"> • Experience of working in hill states, difficult terrain will be an added advantage 	<ul style="list-style-type: none"> • Assignment locations and projects details
v	Disaster Project's Experience	<ul style="list-style-type: none"> • Experience of working in disaster-affected regions 	<ul style="list-style-type: none"> • Assignment location and projects details
vi	Financial Capacity	<ul style="list-style-type: none"> • Average annual turnover of at least INR 50 crore during the last 3 financial years 	<ul style="list-style-type: none"> • Audited financial statements for the last 3 years • CA-certified turnover certificate
vii	Legal & Statutory Compliance	<ul style="list-style-type: none"> • Firm must be legally registered and compliant with all statutory requirements 	<ul style="list-style-type: none"> • Firm registration certificate • PAN • GST registration
viii	Non-Blacklisting Declaration	<ul style="list-style-type: none"> • The firm should not be blacklisted or debarred by any Central/State Government department or by the World Bank/ any other multilateral agency 	<ul style="list-style-type: none"> • Self-declaration on firm's letterhead

Note

1. Similar assignment means livelihoods, value chain development, rural enterprise promotion, community institutions, or market-led interventions.
2. For the purpose of assessing Relevant Project Experience, bidders must demonstrate either completed projects or ongoing projects that have been in implementation for at least one year.
3. The firm should produce the supporting documents and proofs as required in the shortlisting criteria above for ranking preparation.

Shortlisting of Consultants will be done based on their relative ranking determined after evaluation of the experience and qualifications claimed by them, on the basis of the documents furnished with the Expression of Interest.

The attention of interested Firms is drawn to paragraphs 3.14, 3.16 and 3.17 of section III of the World Bank's "Procurement Regulations for IPF Borrowers" (February 2025), setting forth the World Bank's policy on conflict of interest.

A Consultant will finally be selected in accordance with the Consultant qualification method (CQS method based on the criteria set out in the World Bank's "Procurement Regulations for IPF Borrowers" (February 2025)

The Terms of Reference (ToR) for the Project Management Consultancy (PMC) are attached as Annexure A.

Further information can be obtained at the address below from 10:00 hours up to 17:00 hours (IST) except on the State Government's declared holidays. The last date for the submission of clarification by the bidders is 13.02.2026. The clarification shall be submitted online to the given email id below and must be attached in a PDF and a Word file.

nrlmhp@gmail.com

Expressions of Interest (EoI) must be uploaded on clearly marked "Expression of Interest for Project Management Consultancy for SRLM- HP-READY" on the **hptenders.gov.in** before 16:00 hours (IST) on 27-02-2026

Important Note: No proposals (Technical or Financial) are required at this stage. Based on the information provided by interested consulting firms, the Authority will prepare a shortlist of a single firm and subsequently seek detailed Technical and Financial proposals from the single firm.

Annexure – A: Terms of Reference (TOR)

Project Management Consultancy (PMC) for the READY-HP project under HP State Rural Livelihood Mission (HPSRLM)

A. Background

Himachal Pradesh, a hilly state in the western Himalayas of India, is highly vulnerable to climate vagaries and disasters. The state is increasingly witnessing the adverse effects of climate change, resulting in significant loss of human lives and damage to critical infrastructure. Frequent natural disasters have compelled the State Government to divert substantial resources toward restoring damaged infrastructure. Resilient recovery and restoration of damaged assets and building resilience for future disasters are the main challenges faced by the state. To address these ongoing challenges, the Government of Himachal Pradesh (GoHP), with support from the World Bank through the Resilient Action for Development & Disaster Recovery – Himachal Pradesh (READY-HP) Project, aims to enhance resilience across critical infrastructure sectors, with a particular focus on water supply and management.

The READY-HP aims to support resilient recovery from the impacts of the 2025 monsoon season through building back better, while strengthening the state's capacity for resilient recovery and risk-informed development. READY-HP will support the Government of Himachal Pradesh (GoHP) with resilient recovery of key assets for the three most affected public service sectors - transport, water and sanitation, and power - as well as strengthening livelihoods. Achieving this goal requires investments in immediate recovery and reconstruction of assets and strengthening institutional capacity for systemic risk reduction. The design of READY-HP draws from the experience of previous recovery projects and prioritises the adoption of institutional reforms that are otherwise difficult to implement. This approach is critical to not only ensure resilience is a priority in the recovery of assets addressed through the limited financing of READY-HP, but also to enable institutions to mainstream resilience building across their departmental efforts, and to ultimately reduce the impacts of natural hazards.

The subcomponent "Resilient Livelihood" will strengthen existing value chains and establish new value chains for resilient practices in the farm, non-farm and rural tourism sectors across 12 business segments¹. This sub-component will enhance and expand new products and services across value chains by targeting key bottlenecks. Technical Service Agencies (TSA) will support the overall process, starting with the evaluation of the current products and services based on the latest market intelligence, and subsequently identifying, designing and implementing key interventions for each value chain. These interventions will include: (a) establishing sustainable community business organizations (CBO) to organize artisans, producers, farmers and service providers; (b) delivering market-led trainings and skill upgrading; (c) providing technical support for product design, development, innovation and creation of strategic market linkages, while incorporating disaster risk considerations; (d) improving access to finance; (e) facilitating participation in marketing and trade events; (f) building pipeline of market orders for CBOs; (g) supporting business continuity planning; (h) strengthening disaster preparedness capacities. The value chain development will also include a grant facility accessible to CBOs (no individuals) to finance activities for their specific contexts, such as exposure visits, procurement of raw materials, development of common facility centres for production processes, infrastructure improvements, and product innovation. In order to implement the said subcomponent, HPSRLM has proposed onboarding a Project Management Committee (PMC). This document describes the Terms of Reference for this consultancy services.

¹Kullu Weaves, Chamba Embroidery, Chamba Footwear, Pine Needle Crafts, Chamba Metal Crafts, Wool Products, Apple Products, Seabuckthorn Berry Products, Turmeric Products, Hazelnut Products, Honey Products, Community Based Tourism

B. Implementation Arrangements

The project shall be implemented through a central Project Management Unit (PMU) housed within the Disaster Management Cell (DMC), Department of Revenue (DoR), Government of Himachal Pradesh. The PMU shall be responsible for overall project coordination, day-to-day management, monitoring, fiduciary oversight, and consolidated reporting for the READY-HP Project.

For implementation support to the Resilient Livelihoods subcomponent, a Project Management Committee (PMC) shall be established and hosted by the Himachal Pradesh State Rural Livelihoods Mission (HPSRLM). The PMC shall function as a dedicated implementation and coordination unit for livelihood-related activities, including value chain development, engagement of Technical Service Agencies (TSAs), capacity building, market linkages, and grant facilitation. The PMC shall work under the strategic oversight and monitoring of the SRLM and also report to the Department of Revenue, ensuring alignment with project objectives and World Bank requirements.

C. Objectives

The overall objective of the consultancy is to support the Himachal Pradesh State Rural Livelihood Mission (HPSRLM) under the READY-HP Project by providing comprehensive implementation support for Subcomponent 2.4 “Resilient Livelihoods.” This includes strengthening existing value chains and establishing new ones for resilient practices in farm, non-farm, and rural tourism sectors across 12 business segments in disaster-affected areas of Himachal Pradesh, through effective TSA coordination, procurement/finance management, monitoring, and knowledge dissemination.

D. Specific Objectives

- Oversee operational and liaison functions, recruit community/cluster coordinators, and engage state line departments with defined, approved roles to ensure timely TSA onboarding and intervention rollout.
- Coordinate with TSAs across 12 value chains for progress updates, phased onboarding (min 5-6 VCs by Feb 2026), and execution of activity plans.
- Assist in drafting RFPs/ToRs per World Bank regulations, support contract awards, maintain performance databases, ensure STEP updates, and process quarterly budgets/grants.
- Track PDO indicators, provide day-to-day follow-up on project sites, update SRLM CEO, PMU and World Bank team, and address challenges for smooth subcomponent progress.
- Review/collate TSA reports Quarterly, develop completion reports with 5-year sustainability strategies, and support.

E. PMC Responsibilities

The Project Management Committee (PMC) shall be responsible for end-to-end coordination, monitoring, and performance management of livelihood interventions under the project. The PMC will ensure timely planning, execution, and reporting of all activities undertaken by Technical Service Agencies (TSAs) and other stakeholders, in line with approved Terms of Reference (ToRs), budgets, and World Bank guidelines.

Key responsibilities include preparation and submission of periodic progress reports, facilitation and approval of quarterly action plans and budgets, continuous monitoring of TSA activities across all clusters, and proactive resolution of implementation bottlenecks in coordination with SRLM and relevant stakeholders. The PMC will also ensure that value

chain development interventions are implemented effectively across all 12 clusters, aligned with market-led approaches and resilience objectives.

In addition, the PMC shall manage time-bound milestones, including development of ToRs, onboarding of Area/Cluster Coordinators and TSAs, facilitation of STEP training, and timely release of advance payments to TSAs. The PMC will ensure compliance with approved procurement methods and World Bank requirements throughout implementation.

The PMC will be accountable for value chain maturity and market outcomes, including registration and operationalization of producer group companies, facilitation of market linkages and business tie-ups, achievement of minimum confirmed market orders, and submission of TSA completion reports. These completion reports shall include exit and sustainability strategies and five-year business plans for each cluster to ensure long-term livelihood resilience.

F. Outline of the Tasks to be Carried Out (Scope of the Services):

1. Overall Management of the Subcomponent 2.4 (Resilient Livelihood)

- PMC will be responsible for key operational and liaison functions in relation to the implementation of the livelihood subcomponent.
- PMC will be responsible for recruiting community/cluster coordinators in each value chain specific regions/districts preferably from the community who are the beneficiary of the said intervention. PMC will be issuing ToR and managing the recruitment process for this position, and ensuring the hiring process has been completed before the TSA onboarding and the subsequent intervention.
- PMC will engage relevant state line departments to add value in the said intervention, and whenever required. In the case of Line Department engagement, PMC will ensure the roles of the department are well defined and approved by the SRLM's CEO.
- PMC will be in touch with the PMU/PIU as and when required for various operational engagements as defined in its scope of work by the SRLM.

2. Management of the Technical Service Agencies (TSAs)

- PMC will be responsible for regular coordination with Technical Service Agencies (TSA) responsible for all 12 value chain development activities in the target districts in terms of the operational requirements in the field, at the community level, from SRLM and PIU through Liaison official.
- PMC will be responsible for ensuring regular updates on implementation progress by the TSAs in all 12 value chains.
- PMC will ensure TSA onboarding processes are completed in time to begin the intervention in all 12 value chains in a phased manner. PMC will need to get approval for the implementation phases, in which the first phase needs to target a minimum of 5/6 value chain development activities starting by 28th February 2026.
- PMC will be responsible for ensuring TSA is onboarded in compliance with World Bank norms and HPFR 2009 and other prevailing rules and regulations of H.P. Government.
- PMC will ensure the timely execution of activity plans shared by TSAs and regularly coordinate with the operations team to make sure smooth and successful running of the planned activities.

3. Managing Procurement and Finance

- Assist PIU in drafting procurement documents (requests for proposals (RFPs), terms of reference (ToRs), bid documents, etc.) for works to be undertaken under this project, in accordance with World Bank procurement regulations.

- Provide support with contract finalization and awards, especially for large consultancy, works, and goods contracts.
- Establish systems for monitoring contractor/consultant performance, ensuring adherence to work plan, timelines, deliverables, and quality standards. This will include compliance with technical requirements as well as environmental and social aspects.
- Maintain a database of contracts and ensure systematic documentation of amendments and variations. Identify areas of delays/improvements, if any, and recommend and support the implementation of the mitigation measures to bridge the gaps.
- Provide support to the PIU for audits/procurement reviews.
- PMC will ensure that all procurements and fund utilization comply with World Bank norms and HPFR 2009 & other prevailing rules and regulations of the HP Government.
- Any other support regarding procurement, contract management, monitoring of payments and ensuring timely execution.
- Ensure compliance with the World Bank's procurement regulations and requirements throughout the project implementation.
- PMCs will be responsible for developing quarterly action plans, including a financial budget and getting it approved by SRLM. Based on the action plans and agreed project cost tables, PMC will be responsible for providing support to update the information in the systematic tracking of exchanges in procurement (STEP) platform for World Bank prior approval through the SRLM liaison office and planning all the procurement-related activities.

4. Monitoring and Administration of the Subcomponent 2.4

- PMCs will be responsible for updating the CEO (SRLM) on the progress made in the value chain development related activities taken up in all 12 value chains by TSAs.
- PMC will be responsible for updating the World Bank team in technical front and facilitating Bank missions in the field.
- PMC will be ensuring day to day follow up on progress made in all the project sites and address challenges (if any).
- PMC will be responsible for measuring the tangible impact of the intervention through the PDO indicators and the supporting intermediate indicators approved in the project paper.
- Key objectives of PMC are to be fully responsible for all the monitoring and the overall progress of the livelihood subcomponent and its major development objectives as per the PDO.

5. Knowledge dissemination (Reporting and documentation)

- PMC will be responsible for reviewing progress reports received from all the value chains through TSAs and collating the progress of the subcomponent biannually in order to submit it to the concerned Department (including SRLM, RD) and the World Bank.
- PMC will ensure that project completion reports, including the sustainability strategy, are well developed from all 12 value chains.
- PMC will be responsible for reviewing business plans for at least 5 years that have been submitted by each TSA for their respective value chains before the completion of the project.
- PMC will be responsible for drafting the project completion report for the said subcomponent and will be available for inputs required by the World Bank team for ICR (Internal Completion Report).

G. Scope of work

1. Livelihood Specialist (as part of the PMC Team, 3 members)

1. Provide monitoring and technical support to technical support agencies (TSA) and other local/regional stakeholders/line departments for preparing quarterly actionable plans, a detailed scoping/diagnostic report on developing a robust community led non-farm, farm, horticulture and community-based tourism value chain for identified regions (max 12 value chains).
2. Facilitate, monitor and provide technical support for scoping/mapping/diagnostic exercise with concerned TSAs and all relevant state Line Departments and ensure all the supports are provided from the key data sources to successfully complete the exercise in a timely manner.
3. Provide technical and facilitation support to TSAs for developing a quarterly (or otherwise) actionable implementation plan and budget that includes services to be procured and a detailed calendar of activities. The implementation plan will need to have a blueprint of the type of clients the targeted region/district will potentially attract, detailed summary of value chain wise periodic activity plan received from TSAs, analysis of potential challenges in relation to geographic, economic, political, social, and ecological aspects and ensuring the activity plans are approved by SRLM (or other key concerned authorities) in stipulated time in order for smooth implementation of approved activities in the field.
4. Robustly facilitate all the key requirements of Technical Service Agencies (TSA) and actively collaborate for ensuring strategic trainings in key business aspects (but not limited to) such as developing market led products (including tourism market), strategic capacity building, climate informed artisanal practices, financial inclusion, institution building, CFC development and actionable collaborations are implemented and completed to client's as per the TSA's ToR within the time frame mutually agreed by the TSA and concerned Line Department.
5. Regularly update the World Bank Team on monitoring the project status and periodic progress as per the approved action plan and facilitate the World Bank team's field missions.
6. Provide support to TSAs to strategically develop local allied/ancillary, complementary livelihood activities from off-farm and Non-Farm segments that can additionally boost livelihood opportunities of the targeted communities and add further value to existing and upcoming businesses relating to all the targeted value chain-led businesses.
7. In facilitating and monitoring TSA activities, provide technical support and facilitate Off-Farm and Non-Farm value chain developments, specifically in the segments of the following:
 - Market-led capacity building activities, trainings
 - Product development, pricing, design, marketing
 - Introducing Internationally recognized standards relevant for the off-farm, non-farm, and community-led tourism sector
 - Support in production of informational and promotional materials for both sectors, e.g., brochures, catalogues, leaflets, videos, digital maps
 - Facilitating development and implementation of online platforms for the Producer group's promotion and sales, E-commerce presence
 - Facilitate participation in National and International fairs and festivals, exhibitions
 - Develop interactive platforms such as maps with all off-farm and non-farm workshops and showrooms for the tourism market, etc.

2. Procurement Specialist (as part of the PMC team, 1 member)

1. Ensure quarterly budgets received from TSAs towards implementation support for all 12 value chains are reviewed and processed towards approval within the stipulated time frame.

2. Work closely with TSAs to provide technical support in preparing budgets as per the project norms and enable them to have an adequate understanding of eligible and ineligible expenses.
3. Work closely with the SRLM's finance team to have a thorough understanding of the World Bank's STEP submission system.
4. Work collaboratively with TSAs and Cluster level coordinators to ensure quarterly (or otherwise) budgets are submitted at least 2 weeks in advance to allow the concerned approving authorities to have minimum time for internal reviews and approvals accordingly.
5. Ensure yearly SRLM budgets towards the READY-HP project's livelihood subcomponent are processed within the stipulated period from PMU/PIU.
6. Provide support to the PMC and SRLM Team in preparing the biannual progress report.
7. Facilitate and provide support in reviewing Grant requests from TSAs and ensure the same has been processed in time to be credited to the CLF in the designated block of the said district(s).
8. Provide technical support to PMC's livelihood team and review the progress of the implementation activities carried out by the TSAs.
9. Ensure negotiations in contract terms and agreements with vendors are addressed in a timely manner.
10. Manage and maintain vendor contracts, ensuring all the terms are met satisfactorily.
11. Manage cost and budgets, build and maintain strong relationships with service providers and ensure all the compliances are adequately met as per the project's policies and procedures.

3. Financial Specialist (1 member)

1. Analyse financial data, assess the performance of key stakeholders and partners and identify risks and address the same accordingly.
2. Prepare and Review Budgets with inputs from TSAs from all 12 value chains, consolidate quarterly budgets and provide technical support in the overall financial planning of the livelihood subcomponent.
3. Be responsible for preparing regular reports on accurate financial statements, reports, and presentations for management, clients, or concerned authorities.
4. Ensure all the compliances are adhered to as per the internal policies, financial regulations set by the World Bank and PMU.
5. Ensure financial records are maintained, processing transactions (payroll, invoices, payments), and reconciling accounts.
6. The consultant will be closely working with the PMC livelihood team and TSAs to develop a long-term financial strategy in order to prepare a robust sustainability plan for each value chain.
7. The consultant will be responsible for developing an actionable Stakeholder Communication strategy and actively participating in resolving issues with internal and external parties.

4. Monitoring & Evaluation specialist (1 member, Intermittent position)

1. Develop and refine comprehensive M&E frameworks, performance indicators (KPIs), baselines, and target aligned with project objectives.
2. Design and conduct evaluations, impact assessments, and research studies using quantitative and qualitative methodologies to measure project outcomes in livelihood enhancement and rural development.
3. Collect, analyze, and manage data from field activities, utilizing statistical tools (e.g., SPSS, STATA, or Excel) to generate reports, dashboards, and evidence-based recommendations.

4. Build capacity of project staff and stakeholders in M&E tools, data quality assurance, and reporting protocols, with a focus on State/National Rural Livelihood Mission standards.
5. Monitor project progress through regular field visits, risk assessments, and adaptive management strategies, prioritizing interventions in disaster prone areas of Himachal Pradesh.
6. Prepare periodic reports (quarterly, annual) for submission to Revenue Department and the World Bank, including the ensuring compliance with procurement, financial management, and disclosure requirements.
7. Collaborate with government departments/agencies and nonfor profit organizations to support in gathering progress information, compilation of information and preparation of necessary reports as required.

5. Business Continuity Planning specialist (1member, Intermittent position)

8. The consultant will be responsible for defining policies, specific support the project can provide, and accordingly suggesting resource allocations and project goals.
9. Will be responsible for establishing a framework for the entire BCP process, specifically designed for the livelihood subcomponent of READY-HP.
10. As part of the Risk analysis, identify threats (natural, supply chain, etc.) and vulnerabilities.
11. Analyse impacts on critical business functions, data, and assets relevant to 12 skill-specific value chains
12. Develop a Prioritization list of functions based on recovery time objectives and recovery point objectives.
13. As part of the Strategy Development, the consultant will be expected to develop mitigation and recovery strategies for target beneficiaries from all 12 value chain clusters.
14. Address single points of failure and implement redundancy, and accordingly develop a work plan for alternate work sites, communication channels, and backup
15. As part of the Documentation and planning, the consultant will be responsible for creating detailed, accessible procedures for emergency response and recovery.
16. Develop a detailed Outline of roles, responsibilities, and contact lists for the response team and include communication plans for internal and external stakeholders.
17. As part of the Testing, Training, Maintenance and ToT guidelines, develop training programs for staff on their roles and work closely with Technical Service Agencies (TSAs) to integrate the BCP modules within the TSA's implementation plan.

6. Community Resource Person for Disaster Preparedness (1member, Intermittent Position)

1. As part of facilitating Community Disaster Management Plans (CDMPs), the consultant is expected to guide the community in developing and documenting tailored disaster plans that outline roles, responsibilities, and procedures for different hazards.
2. As part of resource Mapping and Coordination, the consultant will be expected to create comprehensive inventories of available local services, shelters, supplies, and experts and establish formal or informal agreements with local organizations and authorities.
3. As part of training and capacity Building, the consultant will be expected to raise awareness by disseminating information on potential hazards, early warning systems, and precautionary measures through campaigns, workshops, and community meetings, using local languages and cultural practices.
4. The consultant will be expected to organize and Lead Training Programs for community members and local volunteer teams in skills such as basic first aid and medical response, light search and rescue techniques, evacuation procedures and

managing shelters, psychological first aid and effective communication strategies during an emergency.

5. The consultant will be expected to conduct Drills and Exercises by leading mock disaster drills to test the effectiveness of plans, practice response, and improve coordination among local response teams.
6. The consultant will be serving as the vital link between PMC, TSAs, residents, community leaders, local government agencies, NGOs, and official emergency management authorities (e.g. SDMA, DDMA, etc.).
7. Advocacy and Inclusion: Advocating for the specific needs of vulnerable populations (e.g., the elderly, children, individuals with disabilities, and economically disadvantaged groups) to ensure they are meaningfully included in all planning and response efforts.
8. Establishing Communication Channels: Helping to set up reliable communication systems (e.g., local FM networks, telephone trees) for disseminating timely warnings and information during an event.

H. Duration:

The consultancy assignment is for 5 years and is expected to run for the entire duration of the READY-HP Project. The performance shall be reviewed at the end of each year. Based on the satisfactory performance being confirmed, and the requirement of the consultants hired, and changes hereby agreed, by the project authorities, the contract shall continue for the subsequent year. If the performance is found to be unsatisfactory, the employer will have the right to terminate the contract as per the termination provisions of the contract. The contract will be continued based on performance, project needs, and availability of funds.

I. Final Outputs that will be Required of the Consultant:

Deliverables fall into two simple categories: Performance-Based for key setup tasks like creating ToRs and onboarding teams, paid as fixed amounts when completed; and Operational Support (full 60 months) for ongoing monitoring and help, paid Quarterly.

1. Performance-Based Deliverables

These focus on verifiable setup milestones as follows.

S#	Deliverable	Description/Scope	Timeline	Acceptance Criteria/Basis for Payment
1	Inception Report & Work Plan	Detailed Inception plan for TSA onboarding, quarterly actions, team deployment (Livelihood, Proc, Finance), M&E Plan, Implementation Plan with WBS (Work Breakdown structure)	30 days	SRLM CEO approval; STEP submission confirmed
2	ToRs Developed	For Cluster Coordinators (Phase 1: min 5 VCs), TSAs (Phase 1: min 6 VCs), and Line Dept roles	15-60 days	CEO sign-off
3	Cluster Coordinators Onboarded (Phase 1)	Recruitment/management per ToR; community-preferred hires	1.5 months	Signed contracts; deployment in districts
4	TSAs Shortlisted/Selected	RFP/ToR drafting, procurement per WB guidelines, STEP	3 months	Evaluation report: contracts awarded

	(Phase 1)	updates		
5	M&E Framework	M&E Framework prepared and approved	3 months	Approval email/letter for M&E Framework
6	TSA Advance Payments Released	Facilitate approved advances to selected Phase 1 TSAs	3 months	Funds transferred; implementation started
7	Phase 1 Diagnostic Studies Completed	TSA-led scoping/mapping for Phase 1 clusters; Line Dept inputs	4 months	Consolidated report to CEO
8	Phase 2 ToRs/Onboarding Initiated	Coordinators/TSAs for remaining VCs (up to 12 total)	8-12 months	ToRs approved; selection processes started.
9	M&E: Mid-Term Evaluation Report	Based on the World Bank documentation requirement detailed evaluation report to be submitted	25 th Month	Submitted approved Mid-Term Evaluation Report
10	Phase 1 Producer Groups Registered	Ensure CBOs are operational in Phase 1 clusters	30 months	SRLM registration certificates verified
11	Quarterly Action Plans & Budgets (Q1-Q4)	TSA plans reviewed/approved; budgets for 5-6 VCs processed	Every 3 months	SRLM approval; funds released to TSAs
12	BCP Framework & CDMPs Drafted	Risk analysis, strategies, training modules for 12 VCs; community drills planned	10 months	Review feedback from TSAs/SRLM
13	Phase 1 Producer Groups Operational	CBO registration and operations verified	20-30 months	Operational verification report
14	Phase 2 Producer Groups Registered	Ensure CBOs are operational in Phase 1 clusters	40 months	SRLM registration certificates verified
15	Phase 2 Producer Groups Operational	CBO registration and operations verified	30-45 months	Operational verification report
16	M&E: Final Impact Assessment Report	Detailed final Impact Assessment Report.	58 th Month	Approved Impact Assessment Report

Operational Support Deliverables (Months 1-60)

S#	Deliverable	Description/Scope	Frequency/Timeline	Acceptance Criteria/Basis for Payment
1	Monthly Progress Reports	TSA updates, PDO indicators, bottlenecks, procurement/FM status	Monthly	Submitted to SRLM CEO; PMU copy shared

2	Quarterly TSA Action Plans/Budgets	Facilitation, approvals, STEP updates; market-led trainings, tie-ups	Every 3 months	CEO approval; execution verified
3	Quarterly Progress Reports	TSA collation, challenges addressed, value chain impact (PDO tracking)	Every 3 months	Submitted to SRLM/RD/PMU
4	M&E: Quarterly Progress Reports	Overall project performance report based on the defined targets	Every 3 months	Submitted to SRLM/RD/PMU
5	M&E: Annual Progress Reports	Overall project performance report based on the defined targets	Every year end from the contract signing date	Submitted to SRLM/RD/PMU
6	Annual Budget/Compliance Logs	WB Procurement adherence; contract Databases, audits support	Annually	PMU; no major findings
7	TSA Performance Monitoring	Field coordination, issue resolution, market exposures/orders	Throughout	Quarterly summaries to SRLM/PMU; DLI/RF Progress
8	Market Orders & Business Tie-ups	Confirmed orders per TSA ToRs; private player MOUs	24-50 months	Order documents/MOUs verified
9	TSA Completion Reports	5-year business plans, sustainability strategies for 12 VCs	52-60 months	WB ICR inputs incorporated
10	Knowledge Products	Reviewed TSA business plans (5-yr), sustainability strategies	Biannual (from 12 months)	Knowledge Products Documentation
11	M&E: Field Monitoring	Execute one field visits (min. 3 project district) with verification checklists and database updates in real-time.	One visit for one month (total 18)	Submission of Field Visit reports with supporting information.
12	Final Completion Report	Subcomponent synthesis, exit strategy for 12 VCs	52-60 months	Final Completion Report. Stagewise exit.

J. Team Composition for PMC

(7 members, 5 full-time and 3 intermittent positions)

S#	Key positions	Number	Duration	Minimum qualification and professional experience
1	Senior Livelihood Specialist/Project Lead (key team member)	1	Full-time (60 months)	<ul style="list-style-type: none"> At least 15 years of experience out of which 8 years in leading, designing, implementing, and monitoring livelihood enhancement and income restoration programs, community tourism, horticulture support preferably in areas. Prior experience working with World Bank / ADB / Government-funded projects will be a plus. Master's degree preferably in Management, Rural Development, Economics, Social Work, Development Studies, or a related field from a recognised university. Prior Experience with any State body NRLM/SRLM is a must. Prior experience of working in Himachal Pradesh or hilly terrain will be a plus. Team management skills across multi-clusters. Project management certification will be added advantage.
2	Livelihood Specialist (key team member)	2 (2 for the 1 st phase, 3 rd consultant to be onboarded before Phase 2)	Full-time (60 months)	<p>Qualifications:</p> <ul style="list-style-type: none"> Master's degree preferably in Management, Rural Development, Agriculture, Agricultural Economics, Social Work Development Studies, or a related field from a recognised university. At least 8 years of experience in designing, implementing, and monitoring livelihood enhancement and income restoration programs, Community Tourism, Horticulture marketing, Value chain diagnostics/market linkages, preferably in rural or disaster-affected areas. Prior experience working with World Bank / ADB / Government-funded projects will be a plus. Experience in community mobilisation, value chain development, skill development, self-help group (SHG) strengthening, and micro-enterprise promotion. Prior experience of working in Himachal Pradesh or with other State or National Rural Livelihood Mission is a plus.

				<ul style="list-style-type: none"> • Prior Experience with any State body or National Rural Livelihood Mission. • Prior experience of working in Himachal Pradesh or hilly terrain will be a plus.
3	Procurement Specialist (key team member)	1	Full-time (60 months)	<p>Qualification:</p> <ul style="list-style-type: none"> • Master's degree in finance, Commerce, supply chain management, business, particularly in the segment of social work and development studies. • Strong skills in negotiation, communication and analytical thinking. • Minimum 10 years of prior experience working as Procurement official in government project. • Minimum of 8 years' professional experience with the World Bank, ADB, or other donor-funded agencies. • CPPP/PDPP/ Contract Management/ any other procurement certification is must.
4	Finance Specialist (key team member)	1	Full-time (60 months)	<ul style="list-style-type: none"> • CA/ICWA/MBA degree in finance/ Commerce. • Strong skills in negotiation, communication and analytical thinking. • Minimum 8 years of professional experience as a finance expert is a must. • At least 1 Year Prior experience of working in World Bank / ADB / Government-funded projects. • Prior experience of working in Himachal Pradesh in MSME or Livelihood sector.
5	Market Linkages Specialist	1	Full-time (60 months)	<ul style="list-style-type: none"> • Master's in Agri-Business/Marketing/Rural Development • 8+ years facilitating buyer-seller linkages, trade fairs, and e-commerce for producer groups • Experience securing confirmed orders, private sector MOUs, and CFC development in Tourism/livelihood value chain promotion, product innovation support
6	M&E Specialist	1	Part-time position, for 18 months	<ul style="list-style-type: none"> • Master's in social sciences, Management, Statistics, Economics, Public Policy, Development Studies, or related fields.

				<ul style="list-style-type: none"> • At least 5 years in M&E, evaluation, or research, often in the development/non-profit segment. • Technical skills in developing M&E Frameworks, Data analysis and understanding of evaluation methodologies & impact assessment. • Prior experience of working in Himachal Pradesh or with other State or National Rural Livelihood Mission is a plus.
7	Business Continuity Planning specialist	1	Part-time position, for 18 months spread across the project period	<ul style="list-style-type: none"> • Master's Degree: A degree in Business Administration / Agri business or other relevant streams, IT, Risk Management, or a related field. • Experience: At least 7 years in BCM for livelihood value chains in disaster-prone areas, Risk Management, experience in community led development projects, especially operations experience in communities impacted by natural disasters is a plus. • Core competencies: Business Impact Analysis (BIA), Crisis/Incident Response, Risk Assessment, Plan Development, Testing & Maintenance, and Crisis Communication. • Experience in Risk assessment and business operations. • Prior experience of working with World Bank / ADB / Government-funded projects, working in Himachal Pradesh or with other State or National Rural Livelihood Mission will be preferred. • Prior experience of working in Himachal Pradesh or with other State or National Rural Livelihood Mission is a plus.
8	CRP for disaster preparedness	1	Part-time, for 24 months spread across the project period	<p>Qualifications:</p> <ul style="list-style-type: none"> • Master's degree, social science or related stream is preferred • At least 5 years of experience in the field related to social sector development. • TSA coordination experience. • Language: Fluent in the local language with a strong communication (spoken and written) skills. • Experience with SHGs, social mobilization, or rural livelihoods, specifically from the region

				<p>impacted by natural disasters, developing CDMPs is preferred, minimum of 5 years of experience is a must. Prior experience in the HP or State Rural Livelihood Missions is a plus.</p> <ul style="list-style-type: none"> • Prior experience of working in Himachal Pradesh or with other State or National Rural Livelihood Mission is a plus.
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Note

1. During the 60-month implementation period, the Consultant shall deploy and maintain a dedicated on-site team at the SRLM office to provide continuous technical support and facilitate coordination with district and block-level livelihood units.
2. The maximum age limit for all key personnel shall be 60 years, and for other staff shall be 50 years, as on the date of submission of the proposal.
3. All key personnel must possess relevant experience in similar livelihood and value-chain development assignments, preferably in geographically challenging, hill, or disaster-prone regions, to effectively discharge responsibilities outlined in the Terms of Reference (ToR).
4. The Consultant shall, in consultation with and subject to approval of the CEO, deploy additional resources such as field teams, including enumerators, livelihood specialists, data analysts, MIS and administrative staff, to support planning, implementation support, and report preparation without any extra cost to the client.

K. Payment Schedule

1. Performance-Based Payments (40% - Fixed Lump-Sum Milestones Only)

S#	Exact Deliverable	Description/Scope	Payment %	Cumulative %	Acceptance Criteria
1	Inception Report & Work Plan	TSA onboarding plan, team deployment, M&E Plan, STEP training request	4%	4%	SRLM CEO approval + STEP confirmed
2	ToRs Developed	Phase 1 Coordinators (5 VCs), TSAs (6 VCs), Line Dept roles	4%	8%	CEO sign-off on all ToRs
3	Phase 1 Cluster Coordinators Onboarded	Recruitment, 5+ community hires	2%	10%	Signed contracts + deployment
4	Approved M&E Framework	Project M&E Framework prepared, Discussed and approved.	2%	12%	

5	Phase 1 TSAs Shortlisted/Selected	RFP drafting, WB procurement, STEP updates	4%	16%	Evaluation report + contracts awarded
6	TSA Advance Payments Released	Approved advances to Phase 1 TSAs	2%	18%	Funds transferred + implementation start
7	Phase 2 ToRs/Onboarding Initiated	ToRs for remaining VCs + selection start	2%	20%	ToRs approved + procurement launched
8	Quarterly Action Plans & Budgets (Q1-Q4)	4 quarters of TSA plans/budgets approved	2% x 4 (8%)	28%	SRLM approval + funds released
9	Mid Term Evaluation Report	A detailed evaluation report to be submitted	1%	29%	Approved Mid Term Evaluation Report
10	BCP Framework & CDMPs Drafted	Risk analysis, strategies for 12 VCs	1%	30%	TSAs/SRLM review feedback received
11	Phase 1 Producer Groups Registered	CBOs registered in Phase 1 clusters	2%	32%	SRLM registration certificates verified
12	Phase 1 Producer Groups Operational	CBO operations verified in Phase 1	2%	34%	Operational verification report
13	Phase 2 Producer Groups Registered	CBOs registered in Phase 2 clusters	2%	36%	SRLM registration certificates verified
14	Final Impact Assessment Report	Detailed report on final impact assessment against the approved concept note	2%	38%	Approved Final Impact Assessment Report
15	Phase 2 Producer Groups Operational	CBO operations verified in Phase 2	2%	40%	Operational verification report

2. Operational Support Payments (60% - Recurring Deliverables Only)

S#	Exact Deliverable	Description / Scope	Frequency	Payment %	Cumulative %	Acceptance Criteria
1	Monthly Progress Reports	Covering all aspects of the assignment	Monthly	10% (0.5% after every quarter)	10%	Submitted to SRLM CEO + PMU copy

2	1. Quarterly TSA Action Plans / Budgets 2. Quarterly Progress Reports. 3. M&E: Quarterly Report	1. Facilitation support, STEP updates, trainings 2. TSA collation, value chain impact tracking. 3. M&E: Quarterly Monitoring & Evaluation Report	Quarterly	20% (1% per quarter)	30%	1. CEO approval and execution verified. 2. Submitted to SRLM / RD / PMU. 3. Submitted to SRLM / RD / PMU.
3	1. Annual Budget & Compliance Logs 2. Annual Monitoring & Evaluation Report	1. WB contract database compliance 2. Based on the progress as per the Work Plan	Annually	5% (1% per year)	35%	PMU review with no major audit findings
4	TSA Performance Monitoring	Field coordination, issue resolution	Throughout project	10% (0.5% Quarterly)	45%	Quarterly summaries and DLI progress verified
5	Market Orders & Business Tie-ups	Confirmed market orders and private MOUs	Months 24–50	4%	49%	Order documents / MOUs verified
6	TSA Completion Reports	Five-year plans for 12 Value Chains	Months 52–60	4%	53%	WB ICR inputs incorporated
7	Knowledge Products	Reviewed business plans, sustainability documents	Biannual (from Month 12)	4%	47%	Documentation approved
8	Final Completion Report	Sub-component synthesis and exit strategy	Months 52–60	3%	60%	Stage-wise exit certified

Note

- All deliverables shall be deemed final only upon written approval of the CEO or his/her designated authority, after due incorporation of comments and observations from the PMU as well, wherever applicable.
- The Consultant shall submit all reports in both hard copy (one set) and digital formats, including editable Word/Excel files and searchable PDF versions. Any analytical report, databases, or design layouts shall also be provided in a digital format.
- Periodic technical, financial, and progress review meetings shall be convened by the PMU with participation of concerned line departments and representatives of the

World Bank. The Consultant shall present progress status, key findings, outcomes, and emerging issues, and shall implement decisions and recommendations arising from such reviews.

- Day-to-day coordination and communication shall be carried out through the designated Nodal Officer appointed by the CEO.
- Statutory deductions, including Income Tax, GST, and other applicable levies, shall be deducted at source in accordance with Government of India regulations and shall be borne by the Consultant.

L. Data, Services and Facilities to be provided by Client:

SRLM will provide office space in Shimla, and any modifications, remodelling and alterations, such as office cabins/partition walls, additional office furniture, etc., if required, will be in scope of the SRLM and funds from this project may be utilised during the implementation period.

SRLM will also facilitate access to existing project data.

Composition of the review committee to monitor PMC work and review process:

SRLM, under the guidance of the CEO, will form an internal review committee which will periodically (monthly) review the performance of the PMC as per the agreed ToR. Any issues and observations raised by the committee will need to be amicably sorted by the PMC team in close coordination with SRLM.

M. Services and Facilities for Project Implementation

- The PMC shall make independent arrangements for office infrastructure, utilities, ICT equipment, software, transportation, travel, and logistics. All such costs shall be deemed included in the Contract Value.
- SRLM, PMU, and partner departments shall facilitate access to existing project data, field institutions, clusters, and intervention sites, as required for effective implementation.

N. Data Ownership and Intellectual Property Rights (IPR)

- All data, documents, databases, software code, designs, surveys, studies, reports, training materials, and other outputs (including editable versions) generated under this assignment shall be the exclusive property of the Government of Himachal Pradesh, vested with SRLM.
- The Consultant/PMC shall have no ownership or proprietary rights over such materials and shall hand over all outputs in full upon completion or upon request.

O. Consultant Obligations and Restrictions

- The Consultant is granted a limited, non-exclusive, non-transferable right to use project materials solely for the purpose of executing the assigned scope of work.
- No reproduction, modification, dissemination, or commercial use of project materials shall be permitted without prior written approval of SRLM/GoHP.
- Upon termination or expiry of the contract, the Consultant shall surrender all materials and certify destruction of any retained copies.

P. Confidentiality

- The Consultant shall treat all project-related information as strictly confidential and shall implement appropriate data security and access controls to prevent unauthorized use or disclosure.
- Any actual or suspected breach of confidentiality or IPR shall be immediately reported to the designated Nodal Officer.
- Violation of confidentiality or IPR provisions may result in termination of the contract, forfeiture of payments, and liability for damages, in accordance with World Bank procurement and consulting services guidelines.

Q. Cyber Security Compliance

- All digital systems, databases, MIS tools, and ICT solutions developed or used under the Livelihoods subcomponent shall comply with Government of India / NIC cybersecurity standards.
- The Consultant shall also adhere to applicable World Bank ICT procurement and data protection guidelines, ensuring robust cybersecurity, data privacy, and risk management throughout the project lifecycle.