DEPARTMENT OF SCHOOL EDUCATION
GOVERNMENT OF NAGALAND

REQUEST FOR EXPRESSION OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)

REOI Ref. No.: DSE/NECTAR/WB/REOI-01/19

SELECTION OF AN AGENCY FOR ESTABLISHING MANAGEMENT UNIT TO SUPPORT

"NAGALAND: ENHANCING CLASSROOM TEACHING AND RESOURCES" (NECTAR)

Principal Director
Department of School Education
Government of Nagaland
Kohima

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)

Country – INDIA
Project – NAGALAND: ENHANCING CLASSROOM TEACHING AND RESOURCES

Assignment Title – SELECTION OF AN AGENCY FOR ESTABLISHING A MANAGEMENT UNIT TO SUPPORT "NAGALAND: ENHANCING CLASSROOM TEACHING AND RESOURCES (NECTAR)" PROJECT

Reference No. – DSE/NECTAR/WB/REOI-01/19

1. The Department of School Education (DSE), Government of Nagaland (GoN) has applied for financing from the World Bank toward the cost of the Nagaland Education Project – The Lighthouse / Nagaland: Enhancing Classroom Teaching and Resources (NECTAR) Project, and intends to apply part of the proceeds for consulting services.

2. The project is being prepared with the development objective of improving the learning experience in select schools, and enhancing school education governance and management across the state. The project's key focus areas are (a) enhancing governance and management capacity at the state level to improve overall service delivery in the school education sector; and (b) deeper learning reforms and infrastructure upgradation in select schools.

3. The consulting services ("the Services") are for establishing a "Management Unit" to support the "Nagaland: Enhancing Classroom Teaching and Resources (NECTAR)" project with requisite experience and capabilities. The support will be in the form of coordination across various project stakeholders and assistance to government counterparts for successful preparation and implementation of the project for achieving its objectives. The detailed Terms of Reference (TOR) for the assignment is attached as **Annexure-I**.

4. The selected consulting firm will deploy high-performing resources to establish a Management Unit under the administrative framework of Department of School Education at Kohima, Nagaland and such Management Unit will not be responsible for implementing the program directly. The initiatives shall be implemented directly by the GoN, or by other external agencies. External partners would be hired directly by the Government.

5. The Services will be delivered for a tentative period of 6 (Six) Years, with two distinct phases of support – Project Preparation, and Project Implementation. While the selection applies for the whole duration, i.e. (tentative) six years of project preparation and implementation, contracting for the two phases will be separate and sequenced. The contract for project implementation shall commence once all services of the contract for project preparation have been delivered and accepted in accordance with the provisions of the contract.

6. The GoN intends to select an eligible firm, or a consortium of firms, or joint ventures (hereinafter collectively called "Consultants"), who can deliver the Services by entering into a contractual agreement with the DSE, GoN.

7. Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a consortium, a joint venture and/or a sub-consultancy. Consultants may explore opportunities for associating with Civil Society Organizations and/or Academic Institutions/ UN institutions based out of the North East region. In the case of a consortium, or a joint venture, all the partners in the consortium or the joint venture shall be jointly and severally liable for the entire contract, if selected.

8. The selection process will involve two stages. The first stage, called an "Expression of Interest" will be utilized to shortlist a set of Consultants who are prima-facie interested, eligible, and capable to deliver the Services. The second stage, called a "Request for Proposal" (RFP) will be utilized to make the final selection. The entire selection process will be in accordance with the Quality and Cost Based Selection (QCBS) method as set out in Section VII, paragraph 7.3 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised August 2018 ("Procurement Regulations"). The TOR for the assignment, as provided in Annexure 1, is expected to largely remain the same for the two stages of selection. This Request for Expression of Interest constitutes the first stage of the selection process.

9. The DSE, GoN invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should submit one single document, **as brief as possible**, to showcase relevant information demonstrating that they have the required qualifications and experience to perform the Services. The Expression of Interest (EoI) should include the following information which shall form part of the short-listing criteria:

a) Organizational set-up and structure, overview of services provided, and market eminence (maximum two pages).

b) Initial understanding of this Request for Expression of Interest and rationale for applying (maximum one page).

c) Proposed team structure for delivering the Services, including CVs (each maximum two pages) of Key Experts. Please refer to Section 4 of the TOR for more details. Please note that individual CVs will not be evaluated during the EoI stage, but an overall assessment of the proposed team structure and resource strength will be used as a criterion for selection.

d) Experience of past / ongoing assignments (maximum ten) indicating expertise in providing project management services similar to the nature of this assignment. Consultants are encouraged to prioritize recent assignments in school education sector with Central or State governments in India or similar other countries, and assignments undertaken in the North Eastern states in India. Please enclose a list of relevant assignments delivered / ongoing, duration, a brief about their scope of work and its relevance to the current EOI, client name and address, contact details, assignment value, and performance certificates (if available). Please also indicate the name of the team leader of the assignment team at the time of initiating the assignment, and whether the individual continues to be currently employed by the Consultant. Details of each experience should be presented in a maximum of one page (the page limit excludes performance certificates).

e) Details of Consultant's financial standing, with annual turnover preferably for the last three years.

10. The attention of interested Consultants is also drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the Procurement Regulations, setting forth the World Bank's policy on conflict of interest.

11. Further information can be obtained at the address below during office hours. Queries may also be mailed at lighthousenaga@gmail.com, with the subject line – **"Query _Management_Unit_<*Name of the Firm*>".** Please account for delays in response to queries.

12. Expressions of interest must be mailed at lighthousenaga@gmail.com, with the subject line – "**EoI_Management_Unit_<*Name of the Firm*>**" by 23.59 Hrs 27th January 2020.

Address for Communication:

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Upper Bayavu Hill, Kohima – 797001, Nagaland, India

Tel: +91-370-2260044

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ANNEXURE - I
TERMS OF REFERENCE
Establishing Management Unit to Support "Nagaland: Enhancing Classroom Teaching and Resources"

1. BACKGROUND

The Department of School Education (DSE) of the Government of Nagaland (GoN) is in the process of launching *Nagaland Education Project – The Lighthouse*, with the key goal being the improvement of quality of school education in Nagaland. The GoN has requested the World Bank to support the project.

The World Bank supported "Nagaland: Enhancing Classroom Teaching and Resources (NECTAR)" project is being prepared with the development objective of improving the learning experience in select schools, and enhancing governance and management across the state. The project's key focus areas are (a) enhancing governance and management capacity at the state level to improve overall service delivery in the education sector; and (b) deeper learning reforms and infrastructure upgradation in select schools. The outputs of the project are expected to be monitored through a Results Framework and will be synchronized with a Disbursement Linked Indicators (DLI) matrix.

DSE is the key implementing agency for the project and serves as the nodal agency for overseeing and co-coordinating implementation and fund flows. It will also be the main procurement agency, handling procurement of all goods and services including civil works for infrastructure upgradation, multi-media content development, ICT hardware and consulting services etc. The State Council for Educational Research and Training (SCERT) is responsible for curriculum and syllabus development for the elementary level, content and materials production for the elementary level, research and survey activities, the development of teacher educators, and capacity building of District Institutes of Education and Training (DIETs), Block Resource Centres (BRCs) and Cluster Resource Centres (CRCs). The Nagaland Board of Secondary Education (NBSE) is responsible for state level examinations for the school system for the secondary and higher secondary level. The SCERT and NBSE are academic partners of the project.

2. OBJECTIVE(S) OF THE ASSIGNMENT

The DSE, GoN, intends to select an agency ("Consultant") to establish a "Management Unit" to support the "Nagaland: Enhancing Classroom Teaching and Resources (NECTAR)" project with requisite experience and capabilities. The support will be in the form of coordination across various project stakeholders and assistance to government counterparts for successful preparation and implementation of the project for achieving its objectives. The selection shall be applicable for a tentative period of 6 (Six) Years, with two distinct phases of support – *Project Preparation*, and *Project Implementation*. While the selection applies for the whole duration, i.e. (tentative) six years of project preparation and implementation, contracting for the two phases will be separate and sequenced. The contract for project implementation shall commence once all services of the contract for project preparation have been delivered and accepted in accordance with the provisions of the contract.

The Consultant will deploy high performing resources to establish a Management Unit (MU) under the administrative framework of DSE at Kohima, Nagaland. The MU will report to the Project Management Unit (PMU) within the DSE, and primarily support four key agencies: (i) DSE, (ii) Samagra Shiksha Office, (iii) SCERT, and (iv) NBSE with respect to all their activities and responsibilities under the project. The MU will also be responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including providing support to PMU to report on the Results Framework, Disbursement Linked Indicators (DLIs) and their verification, and other project achievements.

It is expected that the Consultant will primarily focus on project preparation support (with the defined scope), and implementation of the identified strategic initiatives as part of the project, and will deploy resources with extensive experience in providing hands-on implementation support while working with public officials. The MU will serve as a nodal centre of action for all activities.

As part of its strategic function, the MU will support the government in identifying fit-for-purpose infrastructure for learning environment reforms in Nagaland and ICT infrastructure for governance reforms, based on government's strategic direction, align the needs with the latest market trends, and support DSE in procurement, development, deployment, and maintenance of such relevant learning environment and ICT infrastructure.

It is expected that the Consultant will proactively assess, evaluate, and provide recommendations on the bouquet of interventions planned / in-progress, and their utility towards meeting project objectives. During the *project implementation phase*, it will take the lead in supporting the procurements of relevant vendors, assess their conformance to specifications, requirements and service levels, and manage multiple and diverse stakeholders related to all initiatives. In this context, the Consultant shall support in achieving both strategic and operational objectives effectively and shall also make sure that all technology infrastructure is installed and operated effectively.

The engagement with the Consultant will also involve the time of the senior management of the Consultant who will be responsible for setting up regular review meetings with the DSE, SCERT, NBSE, and World Bank and provide executive reports on progress and key challenges on all activities. He/she will also exchange the best practices/learning from other similar MUs that the Consultant manages to ensure quality of the highest order in the delivery of the services. The senior management from Consultant will be responsible for necessary continuity throughout the engagement, and the overall strategic direction.

It is expected that the Consultant will be extremely swift and agile in mobilizing and deploying the MU team; setting up the pre-requisite project management tools, document management system, contract management system, etc.; developing the operational plan; and laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract. **The successful delivery will be the execution of on-ground activities and achievement of results, and not the provisioning of ideas, advice, and plans.**

3. **SCOPE OF SERVICES, TASKS (COMPONENTS) AND EXPECTED DELIVERABLES**

This scope is divided into 2 parts, corresponding to the two phases, i.e. preparation and implementation. At the risk of being repetitive in parts, this is expected to drive clarity on the exact scope and ensure smooth transition from preparation to the implementation phase. The Preparation Phase is 12 months, and the Implementation Phase is expected to be resume thereafter for another 60 months.

Project Preparation Phase

Consulting support is required under the following categories:

A. ***Project Management Support***

a) Overall management of NECTAR Project Preparation: Create an organized work plan for the project preparation with activities, milestones, timelines and resource plans and continuously monitor the schedule and activities. Prepare and disseminate a RACI matrix (Responsible, Accountable, Consulted, and Informed) for all key tasks and an escalation matrix for management of time/scope creeps. The consultant will leverage effective project management practices and relevant tools to track progress as per plan and provide a simplified dashboard for executive information around project progress and milestones. The unit should have capabilities, processes, and tools for issue tracking, document management, and reporting.

b) Establish performance objectives and deadlines for preparation tasks, measure deviations, detect issues/inconsistencies in the plans, plan revisions, and communicate to stakeholders, including through the use of Gantt charts and dashboards easily understood by stakeholders, wherever appropriate and applicable.

c) Report on progress and results accomplished in specified time intervals across all areas of the work plan, cumulative deviations from plan and schedule, corrective actions taken, revisions undertaken, outstanding issues and expected actions from various stakeholders. The report should preferably be generated as part of the project management practices, and include dashboards easily understood by stakeholders, wherever appropriate and applicable.

d) Support the DSE with project preparation activities, inter alia gathering and analyzing data, conducting primary and secondary research, producing reports, conducting due-diligence on request of the DSE, planning and managing events, and managing preparation related documentation.

e) Serve as the primary vehicle for all communication between various stakeholders; liaise with government institution and organizations concerned with the project preparation like DSE, SCERT, NBSE, and DIETs.

f) Draft all key documents related to the project preparation including preparation of agenda, invites, briefing notes, presentations, and meeting minutes for all key meetings; ad-hoc reports related to the project preparation on need basis; reports and presentations for the World Bank; file notes for government proceedings; official memos, notices, orders, and letters; procurement and

contractual documents (more elaborated at sl. no D below) ; communication materials for various stakeholders; marketing materials such as project briefs, achievement booklets and pamphlets, case studies, etc. Create an electronic copy of all project related documents, including legacy documents from the beginning of the project period, and store, edit, seek feedback on, and ensure most recently updated and final copies of all project related documents on the cloud repository provided to the DSE by the World Bank.

g) Organize key events related to the project such as conferences and seminars, round table discussions, knowledge exchange forums, special training programs, field visits/missions by senior government officials and/or World Bank officials, etc.; prepare all documentation required for such events; and provide event management and logistics support.

h) Undertake and/or coordinate, whichever is applicable as per the specific task, necessary activities to ensure that project preparation is in alignment with the World Bank's Environmental and Social Framework, inter-alia management of land records, and stakeholder consultations, awareness creation, knowledge dissemination, and grievance redressal, with school management committees, school management and development committees, and communities.

B. *Financial Management (FM) Support*

a) Support DSE to liaison with government institutions and organizations concerned with the project preparation like DSE, Samagra Shiksha Office, SCERT, NBSE, DIETs, and other relevant institutions towards management of financial data – collection, analytics, and reporting.

b) Support DSE to deal with all FM matters as per the norms and guidelines of GoN and World Bank. It includes preparation of annual work plans, budgets, accounting of financial transactions and implementation of sound FM practices.

c) Support DSE in the preparation of financial reports (IUFRs) and facilitate in audit.

C. *Monitoring and Evaluation Support*

a) Support the DSE with primary, including baseline, data collection, and desk research to provide inputs on project concept and project appraisal documents, on project design, and on results framework that the GoN and the World Bank will jointly agree to use to monitor the achievements of the project.

b) Support the DSE to assess monitoring, inspection and evaluation procedures and tools of the DSE, GoN, so that plans may be established to strengthen and/or develop procedures and tools, as the need may be, during the project implementation.

D. *Procurement and Vendor Management Support*

a) Undertake overall responsibility of developing the Procurement Plan for the project as agreed with the World Bank. For all procurement activities to ensure readiness of the project, under the readiness criteria of the Department of Economic Affairs (DEA), the MU responsibilities will include drafting all key procurement documents (in line with Procurement Regulations of the World bank) which includes, Notifications of tenders, newspaper advertisements (as applicable), EoI, RFP, assisting in preparing reports/ minutes draft contract agreements, etc.,
The Consultant shall also assist in preparing PPSD (Project Procurement Strategy for Development) in line with World Bank' format and guidance, will conduct market analysis and preparing approach to market, conducting vendor meetings at various stages, supporting evaluation of proposals, assist in seeking World Bank clearances and fulfilling all other World Bank requirements as needed, and assist in preparing award recommendations.

b) Provide advice and implementation support on all aspects of procurement and vendor management including but not limited to supporting DSE in playing the lead role in procurement under the project as per, among others, World Bank financial and technical rules where applicable, in making use of e-procurement system where available, in ensuring sufficient number of procurement staff at DSE and field-level resources for supervision, and closing gaps identified. Effectively manage all contracts under the project, preferably by using an electronic contract management system.

c) Support DSE in end-to-end vendor management activities including maintenance of a detailed, written audit trail of all discussions and agreements in the document management system established as per para A ("Project Management Support") above, documentation of key personnel and the team details (structure, numbers) of vendors, documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.

d) Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations including but not limited to efficient functioning of DSE procurement committees, developing a system of procurement planning, suggest improvement in bidding process, competition among bidders, contract administration and site supervision, on-time contract completion, prevention of cost overruns, quality assurance, and complaint redressal mechanism. In particular, prepare a procurement manual and standard bidding documents, implement a system of procurement planning, ensuring timely approval of awarding contract by DSE, initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

Project Implementation Phase

Consulting support is required under the following categories:

E. ***Project Management Support***

i) Overall management of NECTAR Project: Create an organized work plan for the project with activities, milestones, timelines and resource plans and continuously monitor the schedule and activities. Prepare and disseminate a RACI matrix (Responsible, Accountable, Consulted, and Informed) for all key tasks and an escalation matrix for management of time/scope creeps. The consultant will leverage effective project management practices and relevant tools to tracks progress as per plan and provide a simplified dashboard for executive information around project progress and milestones. The unit should have capabilities, processes, and tools for issue tracking, document management, and reporting.

j) Establish performance objectives and deadlines for preparation tasks, measure deviations, detect issues/inconsistencies in the plans, plan revisions, and communicate to stakeholders, including through the use of Gantt charts and dashboards easily understood by stakeholders, wherever appropriate and applicable.

k) Report on progress and results accomplished in specified time intervals across all areas of the work plan, cumulative deviations from plan and schedule, corrective actions taken, revisions undertaken, outstanding issues and expected actions from various stakeholders. The report should preferably be generated as part of the project management practices, and include dashboards easily understood by stakeholders, wherever appropriate and applicable.

l) Support the DSE with project activities, inter alia gathering and analyzing data, conducting primary and secondary research, producing reports, conducting due-diligence on request of the DSE, planning and managing events, and managing preparation related documentation. Several of these activities have been detailed below.

m) Analyze project financing conditions and results framework of the project, including the Disbursement Linked Indicators (DLIs) and their verification protocols, and actions as per Program Action Plan (PAP).

The government may hire an Independent Verification Agency (IVA) to validate the achievements as per DLIs. The MU will manage the work of the IVA, fulfill its site-visit and data requests, review the deliverables, and ensure appropriate communication with the World Bank for reporting its findings.

n) Serve as the primary vehicle for all communication between various stakeholders; liaise with government institutions and organizations concerned with the Project implementation like DSE, Samagra Shiksha Office, SCERT, NBSE, and DIETs.

o) Draft all key documents related to the project including preparation of agenda, invites, briefing notes, presentations, and meeting minutes for all key meetings; ad-hoc reports related to the project on need basis; reports and presentations for the World Bank; file notes for government proceedings; official memos, notices, orders, and letters; procurement and contractual documents; communication materials for various stakeholders; marketing materials such as project briefs, achievement booklets and pamphlets, case studies, etc. Create an electronic copy of all project related documents, including legacy documents from the beginning of the project period, and manage all project related documents using an electronic document management system.

p) Organize key events related to the project such as conferences and seminars, round table discussions, knowledge exchange forums, special training programs, field visits/missions by senior government officials and/or World Bank officials, etc.; prepare all documentation required for such events; and provide event management and logistics support.

q) Support development of software and appropriate architecture for EMIS and other digital learning resources for the Lighthouse schools, by supporting articulation of system requirements, vendor procurement and management, user-testing, and ensuring implementation is in compliance to the architecture design and the agreed IT standards and SoPs and documents are released on time

r) Support planning, setup and monitoring of learning environments that are transformable, multifunctional, internet-connected, and conducive to learning, multifunctional science laboratories and libraries, and age-appropriate furniture, equipment and laboratories that allow for transformations and rearrangement of spaces for practicing of different types of teaching and learning.

s) Undertake and/or coordinate, whichever is applicable as per the specific task, necessary activities to ensure that project implementation is in alignment with the World Bank's Environmental and Social Framework, inter-alia periodic stakeholder consultations, surveys, awareness creation, knowledge dissemination, and grievance redressal, especially with regard to the Lighthouse Schools.

F. *Financial Management (FM) Support*

d) Lead and implement the overall FM of the NECTAR project, including but not limited to preparing of annual work plans / budget proposals, monitoring of fund flows and internal controls, supporting DSE and SCERT/DIETs in processing payments and strengthening FM practices, building accounting capacity in the DSE and SCERT.

e) Undertake all accounting activities related to the project such as preparation of financial reports (IUFRs) and year-end financial statements.

f) Continuously follow-up so that disbursement modalities for each DLI are met in accordance with the verification by the Independent Verification Agency.

g) Liaison with government institutions and organizations concerned with the Project implementation like DSE, SCERT, NBSE, DIETs, etc. for FM, data collection, and reporting.

h) Liaise with CAAA office on World Bank disbursements and support DSE and GoN in reconciliation of claims (IUFRs) admitted and disbursed.

i) Manage and coordinate internal and year end project audit (external audit) activities so that the required audit reports are delivered to 'The World Bank' by their respective due dates. Ensure effective compliance to the internal/external audit observations.

j) Carry out any other FM work assigned by DSE from time to time.

G. _Monitoring and Evaluation Support_

c) Perform overall monitoring and evaluation of NECTAR Project including but not limited to developing annual reporting including from various planned EMIS, tracking DLIs and project's outputs and outcomes, and evaluating the project's effectiveness and the impact of different activities.

d) Develop and strengthen monitoring arrangements/systems, inspection and evaluation procedures using the various EMIS, instruments, and policies that will be implemented.

e) Monitor all project activities, progress towards achieving the Project outputs and outcomes, and associated expenditures, as directed by the DSE.

f) Recommend improvement to the project design by supporting frequent reviews and analyses of performance and assessment data at all levels, and use change management approaches for problem solving, and document successes and failures through After Action Reviews.

g) Develop monitoring and impact indicators for the project success as described in the framework which will be jointly agreed upon between the GoN and the World Bank to monitor milestones for achieving the project development objectives.

h) Plan and conduct appropriate evaluations as per agreed strategy to inform project design and logic.

i) Suggest strategies to the Head of the Project Management Unit (PMU) within the DSE for improving the efficiency and effectiveness of the Project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.

j) Report monthly, quarterly, half-yearly and annual progress on all project activities, and support the PMU to report to the Steering Committee.

H. _Procurement and Vendor Management Support_

e) Manage the procurement as listed under Preparation stage (as applicable) and vendor management activities to achieve agreed results including but not limited to procurement of civil works for infrastructure up-gradation, multi-media content development, hardware, software, applications, advocacy and other consulting and non-consulting services.

f) Undertake overall responsibility of managing the Procurement Plan for the project as agreed with the World Bank, driving individual activities as per the Procurement Plan, and periodically revising the plan as needed. For all procurement activities under the Procurement Plan as well as other procurement activities that fall within the purview of the overall project, the MU responsibilities will include drafting all key procurement documents such as newspaper

advertisements, expressions of interest, requests for proposals, draft contract agreements, etc., conducting market scan and preparing approach to market, conducting vendor meetings at various stages, supporting evaluation of proposals, seeking World Bank clearances and fulfilling all other World Bank requirements as needed, and recommending award of contracts.

g) Provide advice and implementation support on all aspects of procurement and vendor management including but not limited to supporting DSE in playing the lead role in procurement under the project as per, among others, World Bank financial and technical rules where applicable, making use of e-Procurement system, ensuring sufficient number of procurement staff at DSE and field-level engineers for supervision, and closing gaps identified. Effectively manage all contracts under the project preferably by using an electronic contract management system.

h) Support DSE in end-to-end vendor management activities including maintenance of a detailed, written audit trail of all discussions and agreements in the document management system established as per para A ("Project Management Support") above, documentation of key personnel and the team details (structure, numbers) of vendors, documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.

i) Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations including but not limited to efficient functioning of DSE procurement committees, developing a system of procurement planning, suggest improvement in bidding process, competition among bidders, contract administration and site supervision, on-time contract completion, prevention of cost overruns, quality assurance, and complaint redressal mechanism. In particular, prepare a procurement manual and standard bidding documents, implement a system of procurement planning, ensuring timely approval of awarding contract by DSE, initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

4. **TEAM COMPOSITION AND QUALIFICATION REQUIREMENTS FOR THE KEY EXPERTS (AND ANY OTHER REQUIREMENTS WHICH WILL BE USED FOR EVALUATING THE KEY EXPERTS)**

Based on the scope of services, the Consultant shall assess the actual requirement of the Key Experts for carrying out the assignment for different activities during the period of engagement. A reasonably sized team of Non-Key Expert(s) and allocation of additional senior management time may also be required to support the Key Experts. The broad indicative requirement of the Key and Non-Key Experts has been indicated in the tables below. This team composition is generalized, and the Consultants are free to prepare their own estimates of individual Key and Non-Key Experts required, their time inputs necessary to deliver the Services, and include the corresponding cost in their final proposals at the RFP stage. The proposed team structure as estimated by the Consultant also needs to be submitted at the EoI stage.

The Key Experts are expected to have experience in projects financed by international development organizations, and results-based projects. The curricula vitae (CVs) of the professionals, signed by the

Consultant and the individuals and dated, shall be provided with the Technical Proposal at the RFP stage. These CVs of the professionals identified as Key Experts will be evaluated for Technical Score during the technical evaluation at the RFP stage. At that stage, preference will be given to teams with a majority of Key Experts who are based in Kohima. Once technical proposals are received and opened after the RFP stage, consultants shall not be permitted to change the Key Experts. It is also expected that the CVs (each maximum two pages) of tentatively proposed Key Experts will be submitted at the EoI stage. While individual CVs will not be evaluated during the EoI stage, an overall assessment of the proposed team structure and resource strength will be used as a criteria for selection.

The CVs of the professionals proposed under Non-Key Experts need not be submitted at either the EoI or the RFP stage. However, preference will be given to teams that commit to at least 50% of non-key experts who can communicate in Nagamese. The successful Consultant shall also submit the CVs of Non-Key Experts on award of the contract and shall obtain approval from the Head, Project Management Unit (PMU), DSE.

Key Experts

Sl.	Position (Number)	Qualifications, Skills and Experience	Person-Months Per Year	
			Project Preparation Phase	Project Implementation Phase
1.	**Engagement Leader (1)**	• Post-Graduate degree or equivalent in Management • Minimum 12 years of progressive experience in strategy, implementation, and transformation projects with at least 8 years' experience in managing/leading medium- to large-scale Central/State Government projects in the education sector • Experience as Team Leader/ Project Director/ Programme/ Project Manager for minimum 5 projects in the public sector • Strong background in project management, implementation, monitoring, and evaluation • In-depth knowledge of education sector in India; governance in education systems; teacher-related policies, issues, and international experiences; use of technology in education; school infrastructure enhancement • Experience of working with government agencies in the education ecosystem in India preferred • Track record of relevant publications and thought leadership • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector	3	3
2.	**Delivery Manager (1)**	• Post-Graduate degree or equivalent in Management • Minimum 8 years of progressive experience in strategy and transformation projects with at least 5 years' experience in managing/leading medium- to large-scale Central/State Government projects in the education sector • Experience as Team Leader/Project Director/ Programme/Project Manager for minimum 3 projects in the public sector • Strong background in project management, monitoring, and evaluation • Knowledge of education sector in India; governance in education systems; teacher-related policies, issues, and international experiences; use of technology in education; school infrastructure enhancement • Exceptional leadership skills to manage diverse stakeholders and lead clients in public	12	12

		sector		
3.	**Monitoring & Evaluation Lead (1)**	• Post-Graduate degree in Management, Economics, Social Sciences, or M.Sc. (Statistics), or similar relevant disciplines from a reputed national/international institution • Minimum 8 years of experience in development sector monitoring, data management, and research with minimum 5 years' experience in managing/leading monitoring and evaluation functions of medium- to large-scale Central/State Government projects in the education sector • Experience and exposure to education indicators and data systems in India • Extensive experience in conducting studies and impact evaluation of large scale national/state level projects of Central/State Government in India	12	12
4.	**Finance Lead (1)**	• Bachelor's / Post Graduate degree in Accounting and Finance from reputed University. Preference will be given to CA/CMA/MBA (Finance) • Minimum 8 years of experience in working on financial management systems and procedures including preparation of financial manuals, reports and financial statements. • Good understanding of government accounting policies and procedures. • Candidates with financial management experience in projects financed by international development organizations will be accorded preference • Experiences of working in social sector projects of State/Central Government of India • Proficiency in English • Good computer knowledge is essential.	12	12
5.	**Procurement and Vendor Management Lead (1)**	• Graduate degree from a reputed national/international institution; post-graduation preferred • Minimum 8 years of experience in designing and/or executing procurement of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing institutions • Extensive knowledge and experience in vendor and contract management, preferably using online contract management tools • In-depth understanding of government procurement norms, guidelines and rules; knowledge of World Bank procurement guidelines highly desirable • Excellent writing and documentation skills, and good command on both English and Hindi languages	12	12

Sl.	Position (Number)	Qualifications, Skills and Experience	Project Preparation Phase	Project Implementation Phase
6.	**Governance/ Service Delivery/ Education System Management Specialist (1)**	• Post-graduate degree in Education, Learning and Development, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution • Minimum 10 years of experience in school education ecosystem in India • In-depth understanding of domestic and international policies and projects in education, governance and service delivery, teacher cadre management, and use of ICT in education	9	6
7.	**Technology Lead (1)**	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 12 years of experience in technology/operations management, implementation of technology including software application design, development, and architecture preferably in public sector projects; experience with designing and implementing mid- to large-scale education systems highly desirable • Should have architected and executed at least two major software applications or portals end-to-end • In-depth knowledge of industry best practices, education technology solutions, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure solutions. • Experiences of working in education project of State/Central Government or Central/State PSU	12	12
8.	**Expert Civil Works (2)**	• Bachelor/Master's Degree in Civil Engineering from a reputed University/College. • Minimum 10 years of experience in the civil constructions specifically with institutional or academic building works. • Management experience of minimum 5 years as a Project Manager (Civil) is considered essential; should have handled major construction projects • Knowledge of Auto CAD, STAAD, Primavera or Similar CAD software.	12	12

Non-Key Experts

Sl.	Position (Number)	Qualifications, Skills and Experience	Person-Months Per Year	
			Project Preparation Phase	Project Implementation Phase

1.	**Program Coordinator (2)**	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience of working in/with central/state governments in India in consulting or implementation role • Experience of documentation, report writing and preparing presentations • Experience in teaching and education research preferred	12	12
2.	**Technology and Data Systems Analyst (2)**	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences, IT or similar relevant disciplines; post-graduates preferred • Minimum 6 years of experience in functional and/or technical design of software, and software development preferably in public sector projects; experience with large scale e-education systems highly desirable • In-depth knowledge of software development lifecycle, technical architectures, web services and data models, requirements and design specifications, networking infrastructure, operations and maintenance of IT infrastructure including physical and on-cloud databases, middleware, network, and storage; industry best practices, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure services	12	12
3.	**Community Outreach Associate (2)**	• Graduate degree in Social Work, Development Studies, Development Management, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in community outreach, engagement, and mobilization; social work; working with school management committees, or related fields • Experience of awareness campaigns and knowledge of formal stakeholder management and design thinking tools preferred • Knowledge of the education sector and experience of working in politically demanding setups highly desirable • Excellent verbal and written communication skills, negotiation and sales skills an asset	12	12
4.	**Monitoring & Evaluation**	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates	12	12

	Associate (1)	preferred • Minimum 4 years of experience in development sector monitoring, data management, and research • Experience with studies and impact evaluation of large scale national/state level projects of Central/State Government in India • Proficiency in using statistical analysis software, such as SPSS, STATA, Excel; qualitative data analysis software (such as QSR) will be an asset.		
5.	**Procurement and Vendor Management Associate (2)**	• Graduate degree from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in executing procurement of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing agencies • Knowledge and experience in vendor and contract management, preferably using online contract management tools • Excellent writing and documentation skills, and good command on English	12	12

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

<u>*Reporting Requirements*</u> –

Within 4 months of starting the assignment, the MU will prepare an inception report that will include the detailed work plan and implementation schedule, RACI and escalation matrices, priority actions and milestones. In addition, the MU will prepare a brief monthly report on the activities performed within 10 working days from the end of each month, and a detailed quarterly report within 10 working days from the end of each quarter. The MU will also submit a final project report within one month of the completion of the project. The MU will also be responsible for recording minutes of all relevant meetings and submitting them within 5 working days of each meeting.

The detailed contents of the reports on the status of project implementation will be discussed and agreed with the MU. However, the reports are proposed to contain the following topics:
- Summary of main issues and obstacles, including recommended corrective action
- Summary of project progress, key accomplishments, including financial snapshots and progress against Project results framework and DLIs
- Progress and activities of the vendors including details of work accomplished
- List of invoices issued by vendors and their status
- Financial Progress - Status of Budget and Payments, IUFRs and Audit
- Progress of systems development and other deliveries
- Progress of construction activities versus original schedule
- Planned activities for the next reporting period
- Changes in the scope of the Project and scope of services, including the list of issued change orders, if any
- Annexes (plans, schedules, progress photographs);

The MU will report to the Head, Project Management Unit (PMU), DSE. In addition, the MU will provide periodic reports and supply any additional information relevant to the project on a need-basis to the Task Tam Leader, World Bank. The quality of service and performance will be reviewed as per the norms of the project.

6. CLIENT'S INPUT AND COUNTERPART PERSONNEL

The Client will be responsible for the following –
a) Providing the Consultant access to all required documents, correspondence, and any other information associated with the project and as deemed necessary for performance according to the intended terms of reference
b) Providing the Consultant office space along with internet access, as determined by the Head, Project Management Unit (PMU), DSE.