Government of India
Ministry of Jal Shakti
Department of Drinking Water and Sanitation
Swachh Bharat Mission (Grameen) [SBM(G)]

Pt. Deendayal Antyodaya Bhawan,
CGO Complex, Lodhi Road, New Delhi-110003

INVITATION FOR EXPRESSION OF INTEREST (EoI)
FOR SELECTION OF A PROGRAMME MANAGEMENT UNIT (PMU)
under SBM(G) of Department of Drinking Water and Sanitation (DDWS)
## IMPORTANT DATES

<table>
<thead>
<tr>
<th>S No.</th>
<th>Particular</th>
<th>Date/Time</th>
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<tbody>
<tr>
<td>1.</td>
<td>Start date of issuance/download of Eol document</td>
<td>27/05/2020 (15:00 hrs)</td>
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<td>2.</td>
<td>Start date of Eol submission</td>
<td>28/05/2020 (09:00 hrs)</td>
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<td>2.</td>
<td>Last date and mode of submission of Eol</td>
<td>17/06/2020 (11:00 hrs) (e-tendering)</td>
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<td>3.</td>
<td>Eol opening date and time</td>
<td>18/06/2020 (11:00 hrs)</td>
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INVITATION FOR EXPRESSION OF INTEREST

Assignment Title: Programme Management Unit (PMU) under SBM(G) of DDWS

The Department of Drinking Water and Sanitation (DDWS) wants to engage a Programme Management Unit (PMU) to support the implementation of the Phase-II of Swachh Bharat Mission- Grameen (SBM-G) program. The PMU is expected to strengthen the existing institutional structure at the Department of Drinking Water and Sanitation (DDWS).

2. The indicative Terms of Reference (ToR) for the services is available at Annexure-7. Final ToR will be included in the RFP document. The forms pertaining to Declaration/Undertaking etc. to be enclosed alongwith the EoI are available at Annexure 1-6.

3. The duration of the contract is initially for 36 months from the date of contract signing which may further be extended for 12 months beyond 3 years with mutual consent and subject to satisfactory performance based on the annual review on the same terms and conditions. However, there shall be an annual review of the performance of the Consultants after every 12 months. DDWS reserves the right to extend the Contract further or terminate earlier without assigning any reason whatsoever.

4. The PMU will provide a dedicated team of experts, as per the requirement, with primarily the following skill sets. The list is indicative and the firm may be required to provide additional services, if required.

   i. Program Management
   ii. Communications
   iii. Knowledge Management
   iv. Capacity Building and Training
   v. WASH
   vi. Monitoring & Evaluation
   vii. IT/MIS
   viii. Solid and Liquid Waste Management
5. The team composition will be as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Units</th>
<th>Man months/unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Communication Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Knowledge Management Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Capacity Building and Training Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>WASH Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>IT/MIS Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Solid and Liquid Waste Management Specialist</td>
<td>2</td>
<td>35</td>
</tr>
</tbody>
</table>

6. DDWS seeks the Expression of Interest from the Agencies/Firms/Organizations fulfilling the following **mandatory eligibility requirements**:

a) Should have at least 5 years’ experience in supporting similar large scale Consultancy projects at National/State level;

b) Should have successfully provided at least 2 PMUs of similar scale/nature at National/State level during the last 5 years, with each such PMU lasting for a minimum of 12 months and having minimum consultancy fee of Rs. 2 crore;

c) Should not be blacklisted by Central/State government or International Agencies and it does not have Conflict of Interest.

d) Should be a legal entity eligible to enter into an agreement/contract with the DDWS

e) Should have the experience and ability to provide skills and services for each of the consultancy services mentioned in para 4 above

f) Should have appropriate skills among the core agency staff;

g) Average annual turnover of the firm/consortium from the Consultancy services must not be less than Rs. 10 crore for the last 3 Financial years ending March 2020 (in case of the non-availability of the audited statement for FY 2019-20, the average annual turnover of the preceding last 3 Financial years shall be considered)

7. Consultants may associate with other firms in the form of a joint venture/consortium to enhance their qualifications/experience especially with regards to handling projects in the social/sanitation sector of Government funded schemes or programmes. However, the eligibility criteria and the average financial turnover shall be met by the lead firm/agency. In case of a consortium, the lead agency must be clearly indicated and will be responsible for the quality and timely delivery of all outputs produced by the consortium under this assignment. After submission of the EOI, change in the Lead consultant and or joint venture/consortium partnership, shall not be permitted.

8. The EOI document submitted by the firms must include:

a) Eligibility statement;
b) Company registration certificate/s / Memorandum of Association of the firm;
h) Audited Financial statements for last three years (in case of the non-availability of the audited statement for FY 2019-20, the average annual turnover of the preceding last 3 Financial years shall be considered);
c) Document/s clearly showing last three year annual turnover figures;
d) Affidavit to the effect that the consulting firm is not barred from participating in any project funded by Government of India or other international agency;
e) Name of the organization, address, phone number, contact person (name & designation), e-mail, legal status, whether applied as a sole firm or as consortium;
f) Copy of PAN, GSTIN/Service Tax registration certificate;
g) Project delivery capability and experience in sanitation sector;
h) An undertaking as per the enclosed formats;
i) List of all PMUs provided and under execution in the last 5 years. Detailed sheet alongwith relevant documents with proper referencing for each PMU, furnishing information as per the table below may be enclosed (maximum 1 page per Project):

<table>
<thead>
<tr>
<th>S No.</th>
<th>Project Name</th>
<th>Period of the Consultancy services for the Project</th>
<th>Client and Funding Agency details</th>
<th>Sector involved (Sanitation sector must be highlighted)</th>
<th>Project Location</th>
<th>Consultancy Fee for the Project (in Rupees lakhs)</th>
<th>Total Cost of the Project (in Rupees lakhs)</th>
<th>Brief about the services provided under the Project</th>
</tr>
</thead>
</table>

**Note:**
1. The agency shall furnish the details of the Completed projects and the On-going projects in separate sheets;
2. The chronology of the Projects should be as per the date of the commencement of the Project;
3. The list of on-going projects should include only those Projects which are concerned with the sanitation sector;
4. Letter of award of Contract mentioning the duration of the Consultancy services and the service cost of the PMU as well as the completion certificate from the Client, in case PMU is already completed, should be enclosed after the List with proper referencing.

9. DDWS will evaluate the EoI of only those firms which shall fulfill the mandatory eligibility requirements as delineated at Para 6 above. The EoI proposals will be evaluated based on the following criteria and weightage as mentioned in the Table below:

<table>
<thead>
<tr>
<th>S No.</th>
<th>Criteria</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>General and overall experience of the firm, including the number of years in operations and experience of similar nature of work</td>
<td>60%</td>
</tr>
<tr>
<td>2.</td>
<td>Skills and services capability of the Firm</td>
<td>25%</td>
</tr>
<tr>
<td>3.</td>
<td>Financial strength of the firm</td>
<td>15%</td>
</tr>
</tbody>
</table>
10. Short-listing of best eligible firms, invitation of Proposal and selection of the PMU will be in accordance to provisions in the General Financial Rules 2017, Manual for Procurement of Consultancy & other Services 2017 and subsequent amendments, if any, issued by Department of Expenditure, Ministry of Finance, Government of India. The PMU will be finally selected as per the Quality and Cost Based Selection (OCBS) method. Bidders/Agencies that secure minimum 75% marks will qualify, of which top 6 will be shortlisted for RFP stage.

11. The detailed EoI document can be downloaded from the Department’s website https://jalshakti-ddws.gov.in/tenders and also from Central Public Procurement Portal (CPP Portal) https://eprocure.gov.in. Any further information related to EoI will be available only on Department’s website https://jalshakti-ddws.gov.in/tenders.

12. The complete EoI indicating the firm’s interest in taking up the assignment with all relevant information as mentioned above, along with copies of relevant documents for verification and full contact address for communication shall be uploaded only on the CPP Portal https://eprocure.gov.in, on or before 17th June, 2020 (11.00 hours). No physical submission of EoI documents shall be accepted before the last date (& time). However, the Consulting Firms which have submitted the soft copies of the EoI on or before the aforementioned deadline on CPP Portal, should submit One Hard Copy of the uploaded EoI within the 3 days after the last date for submission, addressed to Under Secretary (SBM-II), Department of Drinking Water and Sanitation, 4th Floor, Pt. Deendayal Antyodaya Bhawan, CGO Complex, Lodhi Road, New Delhi-110003. It must be noted that the hard copy of the proposal shall be exactly same as the one submitted through the CPP portal. Any difference in the contents between the two would lead to summary rejection of the proposal for consideration at this stage.

Note: The EoI proposal should not be more than 60 pages including all the requisite documents/information etc. (excluding the enclosures of supporting documents). Therefore, precise information/details with proper Indexing and Referencing shall be furnished.

13. Queries, if any, may be referred to the SBM-II Division either through e-mail at magan.lal@nic.in or so-sbmg@nic.in or telephonically at 011-24363214.

(Magan Lal)
Under Secretary to the Govt. of India
Ministry of Jal Shakti
Department of Drinking Water and Sanitation
4th Floor, Pt. Deendayal Antyodaya Bhawan,
CGO Complex, Lodhi Road,
New Delhi-110003
E-mail: magan.lal@nic.in
Tele: 011-24363214

Note: DDWS reserves the right to cancel this request for EoI and/or invite afresh with or without amendments, without liability or any obligation for such request for EoI and without assigning any reason. Information provided at this stage is indicative and DDWS reserves the right to amend/add further details in the RFP.
Certificate

I, __________, working as __________ in __________ organization, am authorized to issue this certificate, certifying that:

i. We have gone through the contents of the advertisement for this eligibility criterion and fulfill all the eligibility criteria as mentioned in the EoI.

ii. All the relevant documents are enclosed along with the documents certifying our eligibility for the above noted assignment.

iii. The details and contents of our eligibility are authenticated and based on the actual work carried out by our agency, as per the record.

iv. We have understood that if, in case, it is found that our agency is not fulfilling any of the laid down criteria, or relevant details/supporting documents are not found to be enclosed, we will not be given any opportunity for any clarifications and our eligibility criteria will be evaluated based on the documents submitted along with the EoI.

Dated: ............

Signature of authorized signatory

Name: ....................

Designation: ..........

[Please affix rubber stamp]
**Annexure-2**

**Assignment Title: Programme Management Unit (PMU) under SBM(G) of DDWS**  
*(Checklist for the eligibility for this assignment)*

<table>
<thead>
<tr>
<th>S. No.</th>
<th>PARAMETERS</th>
<th>Yes or No</th>
<th>Remark/justifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Minimum of Five (5) years of experience in providing services of PMU to Central/State Govt. sponsored projects</td>
<td></td>
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<tr>
<td>ii.</td>
<td>Successfully carried out at least Two (2) PMUs of similar scale/nature at National/State level during the last 5 years, with each such PMU lasting for a minimum of 12 months and having minimum consultancy fee of Rs. 2 Crore for each of these projects</td>
<td></td>
<td></td>
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<tr>
<td>iii.</td>
<td>Experience and ability to provide skills and services for each of the consultancy services mentioned in the Scope of Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>Average annual turnover of at least Rs. 10 Crore in the last 3 preceding financial year (2017-18, 2018-19 and 2019-20) (in case of the non-availability of the audited statement for FY 2019-20, the average annual turnover of the preceding last 3 Financial years shall be considered)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Dated:.............**

**Signature of authorized signatory**

Name:..........................

Designation: .............

[Please affix rubber stamp]

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Magan Lal  
Under Secretary to Govt. of India

Ministry of Jal Shakti  
Department of Drinking Water & Sanitation

New Delhi
## Assignment Title: Programme Management Unit (PMU) under SBM(G) of DDWS

Information sheet from agency

(Document should be enclosed in the same sequence)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Particulars</th>
<th>Remarks, If any</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Name of bidding Agency/Firm/ Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Type of Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Date &amp; Place of incorporation/registered agency (enclose copy of relevant document)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Headquarter address</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Main areas of business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Addresses for correspondence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Name and Designation of Nodal contact person</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Contact number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Email ID</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Applied as sole Firm/in Association with other Firms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Tender ID of the agency used for uploading EoI in CPP Portal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Whether the firm has been blacklisted by any Central Govt./State Govt./PSU/Govt. Bodies/Autonomous/International Agency? If yes, details thereof</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Location of offices in other parts of India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Whether copy of the registration/Memorandum of Association of the organization enclosed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Whether copies of PAN, GSTIN/Service Tax Registration Certificate enclosed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Whether copy of the audited financial Statements for last three financial years enclosed?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Annexure-3**

Magan Lal
Under Secretary to Govt. of India
Ministry of Jal Shakti
Department of Drinking Water & Sanitation
New Delhi
(B) EXPERIENCE OF THE AGENCY

1. Number of PMU projects of similar scale/nature carried out with Central/State Govt. in the last 5 years (having minimum consultancy fee of Rs. 2 Crore and 12 months of minimum duration of PMU)

2. Relevant Experience in sanitation sector:
   - Completed PMU in Sanitation with minimum fee of Rs. 2 Crore and minimum duration of 12 months

3. Ongoing PMU in Sanitation with minimum fee of Rs. 2 Crore and expected minimum contract duration of 12 months

(C) SKILLS AND SERVICES CAPABILITY OF THE AGENCY

1. Number and details of qualification/Experience of Key experts on the roll of Agency. The information may be given in the proforma as attached below.
   (No CV/Certificate is required to be enclosed at this stage)

(D) FINANCIAL STRENGTH OF THE AGENCY

1. Average Annual Turnover figure (Rs. in Crore) for last three years (for consultancy part), to be certified by the registered Chartered Account/Auditor, as per format at Annexure-4.

2. Annual Net Profit of the firm during last three years to be certified by the registered Chartered Account/Auditor, as per format at Annexure-4.

*No box in the Table above should be left blank without mentioning the proper justification in the Remarks column.

<table>
<thead>
<tr>
<th>Proforma for providing information in respect of S No. (C) 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Key Expert (Key Position)</td>
</tr>
</tbody>
</table>

Dated:.............

Signature of authorized signatory
Name:......................
Designation: .........
[Please affix rubber stamp]
### Financial strength of the agency

<table>
<thead>
<tr>
<th>S No.</th>
<th>Financial Year</th>
<th>Whether profitable (Yes/ No)</th>
<th>Annual net profit</th>
<th>Overall annual turnover</th>
<th>Annual turnover from only Consultancy services rendered in India</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Average of the above</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dated: ...............

Signature of authorized signatory

Name: .....................

Designation: ...............

[Please affix rubber stamp]

Counter signed

by Auditor
Assignment Title: Programme Management Unit (PMU) under SBM(G) of DDWS

Format for Affidavit Certifying that Entity is not blacklisted/barred

(On a Stamp Paper of relevant value)

Affidavit

I, M/s ......................, (the name and address of the registered office) hereby certify and confirm that we or any of our promoter(s)/director(s) are not barred or blacklisted by central government or any state government/department/agency/PSU in India or any International Agency from participating in Project/either individually or as member of a Consortium as on ________.

2. We further confirm that we are aware that, our bids for the captioned Assignment would be liable for rejection in case any material misrepresentation is made or discovered at any stage of the short listing/ selection process dated this __________ day of _______ 20___

Name of the Agency: ..............................................

Signature of the Authorized Person

Name of the Authorized Person

Magan Lal
Under Secretary to Govt. of India
Ministry of Jal Shakti
Department of Drinking Water & Sanitation
Govt. of India
New Delhi
Format for Anti-Collusion Certificate
(On the letter head of the Agency)

We hereby certify and confirm that in the preparation and submission of our proposal for the above noted Assignment, we have not acted in concert or in collusion with any other Agency or other person(s) and also have not done any act, deed or thing which is or could be regarded as anti-competitive.

We further confirm that we have not offered nor will offer any illegal gratification in cash or kind to any person or agency in connection with the instant proposal.

Dated:.............

Signature of authorized signatory

Name:......................

Designation: ...............

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1. Introduction

The Department of Drinking Water and Sanitation (DDWS) wants to engage a Programme Management Unit (PMU) to support the implementation of the Phase-II of Swachh Bharat Mission- Grameen (SBM-G) program which will be implemented in Mission mode from 2020-21 to 2024-25. The PMU is expected to strengthen the existing institutional structure at the Department of Drinking Water and Sanitation (DDWS).

2. Background

The Government launched Swachh Bharat Mission (SBM) (Clean India Mission) on October 2, 2014 to accelerate efforts to achieve universal sanitation coverage, improve cleanliness and eliminate open defecation in India by 2019. Said to be the world’s largest behaviour change programme, the Swachh Bharat Mission (Grameen) [SBM(G)] achieved the seemingly impossible task by generating a people’s movement at the grassroots. As a result, the rural sanitation coverage increased from 39 per cent in 2014 to 100 per cent in 2019 with over 10.28 crore toilets built across 36 States/UTs. As of 2nd October 2019, all districts across India had declared themselves Open Defecation Free (ODF).

Having achieved the important milestone of an ODF India, the work on sanitation and the behaviour change campaign continues in order to sustain the gains made under the programme during the last five years (2014-2019), overall cleanliness in villages, and to ensure that no one is left behind. The Government of India, in February 2020, approved Phase-II of the SBM(G) to focus on the sustainability of ODF status and Solid and Liquid Waste Management (SLWM).

The phase II of the SBMG will be another big drive to improve sanitation, hygiene and cleanliness. It aims to promote sustainability of ODF status, better hygiene behaviour amongst the population and improve cleanliness by initiating Solid and Liquid Waste Management (SLWM) projects in the villages of the country. There is a strong emphasis on behaviour change, including a focus on interpersonal communication; strengthening implementation and delivery mechanisms down to the GP level; and giving States flexibility to design delivery mechanisms that take into account local cultures, practices, sensibilities and demands. In addition, the program focuses on capacity building at state, district and GP level.

A key thrust of SBM is the flexibility provided to the States. The States can now, depending on their socio-economic-cultural milieu, adopt strategies considered most appropriate. The Centre is trying to focus on evaluating the actual outcomes and promoting cross-sharing of best practices between the States. Typical outcome parameters include sustainability of ODF in villages and improvement in SLWM including plastic waste management and Fecal Sludge Management.
3. Statement of Objectives

The PMU will work at the national level and will provide a dedicated team to support DDWS in daily project operations. The PMU is also expected to work closely with the States/UTs.

The PMU will include a Program Manager and a team of key experts, who have the requisite experience and are able to support DDWS in implementation of SBM (G) Phase II. It is expected that the PMU Program Manager will work at the DDWS office.

The other key experts along with the Program Manager will also work at the DDWS office. However, logistic supports like PC or Laptop, Telephone (mobile), local transport, etc. shall have to be provided by the consultant/firm to their specialists.

4. Scope of Services

The services that are proposed to be hired are detailed below. The list is indicative and the consultancy firm may be required to provide more services as required for the program. In addition, it may be noted that the activities will have to be done at different levels – National, State, District, and GP. The PMU must have the flexibility to work at these distinct levels, as specified by the scope of services and as determined by the DDWS. The selected agency will provide services through deployment of suitable manpower, having results orientation, potential to lead a thematic unit and ability to extend quality support to states. The manpower deployed should be in accordance with the service requirements of SBM(G) programme of DDWS and capable of delivery of quality service.

a) Program Management: It is expected that a core team (including a Program Manager/team leader) will work closely with DDWS to assist with project management activities. Under the supervision of the PMU-SBM Project Director, the Program Manager will work in close collaboration with other team members, including managing outputs and ensuring smooth implementation of the program. He/she will direct and coordinate with other team members, work out efficient deployment of consulting staff, review the relevant data, preparation of monthly and quarterly reports and other technical reports, encourage the consulting team to produce high quality reports, maintain high standards of output quality, deliver presentation on the outputs/ deliverables/ reports and execute work plan to deliver the project on time and to the satisfaction of client, among other things. In addition to above, the following task shall be performed:

   i. Assist in designing/rolling out of the SBM-G Phase II guidelines and preparation of advisories for supporting States implement the program;
   ii. Assist in day-to-day project implementation;
   iii. Maintain and oversee calendar of events for SBM activities;
iv. Coordinate with various Ministries in Govt. of India, State SBM-G Mission Directorates, other implementation institutions/units in the states, and other partners in the sector;

v. Provide advance support and briefings prior to meetings and appointments;

vi. Support in program governance and manage accountability systems at the national level;

vii. Assist the Project Director to comply with the requirements set forth in the manuals developed for enhancing the quality of program implementation and results;

viii. Review effective utilization of funds by the states;

ix. Review effective implementation of Program Action Plans by the states for improving the effectiveness of SBM-G and propose recommendations to the DDWS for improvement;

x. Provide support to DDWS in monitoring the Results of Swachh Bharat Mission Support Operation (SBMSO) regularly, and provide recommendations to ensure that all results are fully achieved before SBMSO closing;

xi. Provide support to DDWS in establishing an effective and sustainable institutional structure at the central level for sustaining the SBM-G achievements, and in helping DDWS to support the states in establishing their own structures, in achieving the same objective.

xii. Towards the end of SBMSO closing and after that, provide necessary information as required, by following up with the states, for the preparation of Implementation Completion and Results Report (ICR).

xiii. Work closely and coordinate with State teams to ensure smooth implementation;

xiv. Analyze data from States and synthesize and present to Gol;

xv. Prepare reports, briefs, presentations and other documents as needed, including regular progress reports needed under the project;

xvi. Provide inputs into reports, briefs, presentations, and other documentation as needed;

xvii. Identify gaps in implementation, capacity, communications, and develop and implement strategies to address these;

xviii. Undertake field visits as directed by the Project Director and or any authorized representative of DDWS;

xix. Provide support as needed by DDWS;

b) Knowledge Management: For the success of SBM (G) Phase II, past experiences and knowledge has to be synthesized. This will be an essential and initial task to ensure that information is available as guideline, manuals and tool kits are prepared. This information will be prepared for the DDWS, and can be disseminated to States as directed by the Project Director. In addition to above, the following task shall be performed:

i. Lead the development and oversee the implementation of a comprehensive knowledge management strategy;
ii. Implement SBM (G) Phase II KM-Learning strategy and action plan to ensure that the ODF learnings are channelized towards ODF plus;

iii. Identify and execute strategies for closing knowledge gaps within existing systems and propose streamlined approaches to advance knowledge in SBM Phase II implementation;

iv. Provide oversight and technical assistance for development and dissemination of key knowledge and learning products pertaining to phase II of Swachh Bharat Mission;

v. Support research and documentation of SBM(G) and SBM (G) Phase II program across the country including learnings emanated from Program for Results, Swachh Bharat Mission Support Operation, National Annual Rural Sanitation Survey and Swachh Survekshan Grameen;

vi. Identify and disseminate best practices at national, state and district level using various KM tools viz. KM portal, SBM Academy, e-learning modules, workshops and other learning events like Lunch & Learn etc.;

vii. Strengthen existing collaborative learning platforms for dissemination and partnership for SBM (G) Phase II with key stakeholders – donors, private sector players, PSUs, academia etc.;

viii. Contribute towards instituting a documentation mechanism that will facilitate the capturing of lessons learned at the State and District level;

ix. Contribute to data collection for collation and dissemination of best practices in SBM-G program including lessons learnt, course corrective measures to improve program implementation;

dx. Liaise with donor agencies, relevant institutions and networks on innovative learning approaches, knowledge sharing, lessons learnt, and best practices;

xi. Assist States with developing KM plans to develop targeted knowledge products and materials for ODF plus;

xii. Provide oversight and guidance for strategic information dissemination and technical assistance for writing and editing publications;

xiii. Work closely with the communication specialist to ensure that the messaging is consistent across the program and aligned with overall GoI goals and strategies;

xiv. Develop e-newsletters on sanitation achievements, lessons learnt and best practices from the states for bi-monthly dissemination to all state-level implementation units and others engaged in the sanitation sector;

xv. Update reports as necessary

xvi. Any additional task as required by the Project Director

c) **Communications:** Behavior change at scale remains a challenge for sustaining the achievements under SBM Phase-I and is critical for the program’s success in totality. It is important to develop relevant, context and culture specific messages that resonate with people across different parts of India. The communication strategy needs to be targeted
towards and implemented at multiple levels – national, state and district. The communication
specialist will work closely with DDWS in assessing the communication needs for
implementing community approaches for ODF Plus on scale at the national level. The broad
activities will be:

i. Assume responsibility for brand-building and campaign activities across all
formats of media in collaboration with the national creative firm and under the
direction of the Project Director;

ii. Provide inputs into methods for monitoring and assessing WASH practice at the
community level;

iii. Develop and finalize a set of national level communication indicators for
monitoring progress;

iv. Report progress (bi annually) as per agreed communication indicators;

v. In collaboration with the creative firm, contribute to the design/update nationwide
communication campaign, a WASH in schools communication program; and a
community-based/peer-to-peer sanitation and hygiene communication program;

vi. Assist in rolling out of BCC programs developed by the creative teams and
analyze feedback data/reports provided by these teams and from States;

vii. Coordinate with donors (World Bank/UNICEF/GSF etc.) engaged in SBM-G
related communication activities. Liaise with other relevant institutions and
networks in the sanitation community on knowledge sharing and leveraging
resources, lessons learnt, and best practices;

viii. Contribute to/develop multi-media mix communication programs and update
them regularly;

ix. Provide training on BCC to national and state level stakeholders and other
partners involved in the Program;

x. Facilitate organization of workshop, conferences, and consultations as required
from time to time by DDWS at the direction of Project Director;

xi. Provide functional inputs for procurement of communication materials and
channels;

xii. Work closely with media outlets and manage SBM-related messaging;

xiii. Coordinate with line ministries in Government of India for incorporation of
initiatives to spread SBM-agenda across sectors;

xiv. Prepare a section on communication and behaviour change activities undertaken
by DDWS for incorporation in the semi-annual and annual reports

xv. Ensure that communications are consistent in messaging across the program and
aligned with overall goals and strategies;

xvi. Any other work as directed by the Project Director and or any other authorized
representative of DDWS, from time to time;

d) **Solid and Liquid Waste Management:** Sanitation is also closely linked to overall
environmental health. The choice of technology under SBM(G) has been left to the States.
The need to explain the technology of toilets to people still remains. In addition, there is a need to work on post construction management of black water/septage.

i. Support DDWS in disseminating the SLWM Manual together with the Technical guidelines, its use by the states and improvement based on experiences

ii. Work with DDWS in organizing training programs for NGOs of SLWM schemes at State level and for other stakeholders as required;

iii. Build capacities at National, State Implementation units and Knowledge Resource Centers to support effective technological solutions for SLWM and other sanitation technologies;

iv. Review waste generation/collection/transportation/treatment and management across States/districts/GPs and various initiatives taken up both at DDWS and in different states, and to develop a status document outlining the current status & issues and identifying the key gaps to be addressed;

v. Develop modules for ToT of SLWM and sanitation technologies and widely propagate the same;

vi. Reviewing how fecal sludge is handled and various methods for disposal and handling, the level of involvement of the community and the extent to which they received IEC related to their role in the current handling methods;

vii. Ensure awareness and sensitization of environmental sanitation protection of water sources from contamination due to sanitation activities, are an integrated in the program IEC activities;

viii. Review AIPs for compliance with GoI and State legal and regulatory provisions relevant to the environmental and social protection measures;

ix. Review / situational analysis for Non-recyclable solid waste, management of menstrual waste, and in larger GPs per peri-urban areas, hazardous waste, E-waste, biomedical waste, if any;

x. Develop guidelines / toolkits wherever required to ensure that: (a) environmental assessment is an integral part of planning, preparation and implementation of solid waste schemes, wastewater schemes, proposed under the project; (b) supervision, monitoring and evaluation of water and wastewater quality, and environmental indicators are conducted as part of the overall project monitoring program; and (c) safe disposal and monitoring of quality of treated wastewater and compost/sludge from wastewater schemes;

xi. Review the available technical manuals and guidance documents on Solid & Liquid Waste Management and fecal sludge management developed by the government and development partners. Examine various factors to be kept in mind for selection of technologies for different contexts to suggest appropriate and cost effective technologies for the same;

xii. Develop Draft service improvement plans that propose funding mechanisms to improve the delivery of solid and liquid waste collection and disposal, as well as the recycling of the same.
xiii. Review the best practices that have been adopted and scaled up. / have potential to scale up. Assess the platforms to share knowledge across different stakeholders, the initiatives implemented and their effectiveness, to identify potential improvement.

xiv. Work with DDWS in scaling up of GOBAR-dhan (Galvanizing Organic Bio-Agro Resources—dhan) scheme in States through establishing learning platforms, creating readily accessible repositories of ToRs, SLAs, cost estimates for various models of projects and database of credible vendors and technical agencies for States.

xv. Co-ordinate with National Skill Development Corporation (NSDC) to seek its help to develop national occupational standards for sanitary workers both for Solid and Liquid Waste Management separately.

xvi. Support DDWS identify the retrofitting requirements for the toilet technologies adopted in the states and prepare strategies for their implementation and monitoring implementation.

xvii. In coordination with the Knowledge Management Specialist, document both successes and failures wherein local environment has been adversely impacted due to wrong/non – application of environment regulations/guidelines and disseminate the same to State implementation units for enhancement of their knowledge and capacities to undertake corrective measures;

xviii. In compliance with SBM-G guidelines, prepare Training materials that would be used by SLWM stakeholders. Also, preparation of an annual Environment compliance report and submit the same to the Project Director. The compliance report shall also draw water quality data from JJM pertaining to surveillance, monitoring and data analysis in an around implementation sites of SBM-G schemes;

xix. Undertake field visits and review progress as needed.

xx. Any other work as directed by the Project Director and or any authorized representative of DDWS, from time to time.

e) **Capacity Building and Training:** The SBM (G) involves addressing issues of sanitation at scale while also ensuring sustainability. It is important to capture the processes and learnings that are happening in the districts. In addition, the capacity at all levels must be enhanced to sustain the success of SBM(G) Phase-I. The capacity building and training specialist will work closely with DDWS in developing the following:

i. Assessing the capacity needs for implementing community approaches to sanitation on scale at the national level.

ii. Designing and implementing catalytic events for upscaling community approaches across districts and states for achieving sustainable ODF results with speed and on scale.

[Signature]

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Under Secretary to Govt. of India
Department of Drinking Water & Sanitation
New Delhi, India
iii. Preparing learning notes and policy briefs for use by senior policy makers and programme managers for creating an enabling environment for scaling up community approaches.

iv. Identify district-level training agencies in collaboration with States;

v. Assess the capacity building needs at the level of district in collaboration with identified district-level training agencies;

vi. Attend ongoing training sessions conducted by the State Mission Directorates and other agencies working in the sector to understand the analyze the course contents, training methodology, reception/absorption of the course, nature and contents of the curriculum, communication and feedback received from both trainers and trainees;

vii. Assess the existing training infrastructure, utilization of the assets, infrastructure gaps to be addressed, including scope for online and remote training facilities to increase interaction between the trainers, experts and recipients of training to improve retention of knowledge at the implementation levels;

viii. Develop training schedules;

ix. Design program specific training modules which addresses various agendas including participatory and integrated planning in design, construction management, maintenance, reporting, quality control, grievance redressal procedures and social auditing of the program;

x. Build programs to engage and train ‘master trainers’ that can operate at the district level. Develop modules for ‘training of trainers’ on thematic areas including (but not limited to) triggering, behavior change, technological choices, solid waste and liquid waste management, social inclusions and other relevant areas to national and state level stakeholders and other partners involved in the SBM(G) programme.

xi. Develop improved training designs and learning/information materials in coordination with other specialist in the team and State Mission Directorates for different categories of learners and disseminate the same to the State Mission directorates for onward dissemination to the districts and GPs

xii. Review/Update/improve training modules and other materials based on the feedback from training programs, case studies/findings/inferences and recommendations from various thematic studies carried out by MDWS from time-to-time

xiii. Assist DDWS in managing and monitoring of institutions contracted for training programs

xiv. Coordinate with other line ministries for inclusion of specific training modules on SBM-G in their training modules and also conduct ToTs to facilitate integrated wide coverage of SBM-G’s goals

xv. Prepare a section on training and capacity building activities undertaken by DDWS for incorporation in the semi-annual and annual reports

xvi. Any other work as directed by the Project Director and or his/her authorized representative.

[Signature]

Magan Lal

Under Secretary to Govt. of India
f) **WASH**: The WASH Specialist will work directly with the Program Manager, and will be responsible for completing tasks (including preparing reports, briefs, presentations, plan, etc) as directed by the Program Manager and/or Project Director. In addition to above, the following task shall be performed:

i. Assist the Program Manager in management of Swachh Bharat Mission Grameen (SBM-G) operations;

ii. Prepare consolidated progress reports for project management including identification of problems, causes of potential bottlenecks in project implementation, and providing specific recommendations;

iii. Supporting the planning, execution of various IEC/ BCC activity, events and campaigns and development of appropriate communication material;

iv. Developing capacity building plan for ODF sustainability & Plus along with training tools like module, Mobile academy for mobile based training;

v. Develop training materials for training activities, and support the organizing and implementation of capacity building initiatives and strategize campaigns like Swachh Samuhik Sundar Shauchalya etc;

vi. Assist the Project Director to comply with the requirements set forth in the manuals developed for enhancing the quality of program implementation and results;

vii. Synthesize data and present to GoI for informed planning, identify gaps in implementation, capacity, communications, and develop and implement strategies to address these;

viii. Work closely and coordinate with State teams to ensure smooth implementation;

ix. Develop and manage RFP and support procurement of Services for different services to DDWS;

g) **IT/MIS Specialist**: The IT/MIS specialist will help in data analysis of the various indicators under SBM (G) Phase II as directed by the Program Manager and/or Project Director. IT/MIS Specialist will suggest reporting formats in IMIS, and relevant IT tools to track the status of programme. The database and data management will also be carried out by the IT/MIS Specialist. In addition to above, the following task shall be performed:

i. Support the development of SBM (G) Phase II IMIS and Dashboards to capture the SLWM data and progress against other indicators in IMIS;

ii. Improve DDWS website and linkage to information in the website; with recommended draft web-contents, including layout design, navigation, usability/user friendliness, etc. and implement the same upon approval;

iii. Maintain IT-Systems recommend upgrades and assist in improving the same including procurement of equipment necessary for upgradation;
iv. Design and establish anti-hacker and antivirus plan for the website;
v. Support DDWS in development of management dashboards etc. for geo-tagging and reporting;
vi. Make recommendations for software, hardware, and other back-end applications related to Web development and data storage/management platforms to be procured by DDWS to facilitate smooth operation of the website;
vii. Management and comprehensive maintenance of IT infrastructure;
viii. Problem diagnosis and rectification on Operating System and Network Operating System
ix. Provide Network Maintenance Services
x. Work with state level teams to organize data input according to the data analysis plan;
xi. Ensure questionnaire quality, data quality and management adherence- data cleaning and verification methods are implemented for data uploaded in IMIS;
xii. Carryout quantitative analysis of the data collated in IMIS and other surveys contracted by DDWS;
xiii. Design trend analysis consistency checks for quality assurance of the data submitted by consultants recruited for various assessments;
xiv. Prepare analysis report outlining frequencies and cross tabulation tables with primary narrative descriptions based on the requirements of the DDWS;
xv. Design a coding manual with a coding system attributing a name or number for each linked variable, by question, and by instrument;
xvi. Design data screen input format and share with the research teams and State level Mission Directorate data entry teams;
xvii. Generate/prepare Data Analysis Reports based on various assessments and or data collated from IMIS, as directed by the Project Director from time-to-time;
xviii. Reviewing the Data Analysis Report and make any changes deemed necessary in collaboration with the Independent Verification Agency(ies) hired by DDWS for the Surveys such as Swachh Survekshan Grameen etc.;
xix. Prepare and provide necessary analysis reports for incorporation in semiannual/annual progress reports of SBM-G program;
xx. Backup and restoration of data on servers as per backup policies;
xxi. Install / upgrade system software, operating systems and drivers;
xxii. First level troubleshooting on In-house software has to be provided. If additional external assistance required the same must be arranged;
xxiii. Configuration of communication and Network peripherals on to DDWS network both at the DDWS and links with the State Mission Directorates (if any available)
xxiv. Maintain database of the various vendors (Application software, Website, AMC, Warranty service providers etc.) with details like contact person, telephone numbers, escalation matrix, response time and resolution time commitments etc.
xxv. Any other work as directed by the Project Director and or any authorized representative of DDWS.
h) **Monitoring & Evaluation:** The M&E specialist will help in continuous monitoring of the SBM (G) Phase II by assessing/monitoring the implementation of SLWM projects as directed by the Program Manager and/or Project Director. M&E Specialist will suggest reporting formats, relevant outcome indicators building on ODF Plus Index, and relevant tools to track the status. In addition to above, the following task shall be performed:

i. Assist the Project Director in management of Swachh Bharat Mission Grameen (SBM-G) operations;
ii. The M&E person will work with the communication specialist, knowledge management specialist, to bring out success stories from the field;
iii. Support and strengthen the monitoring framework & promote a results-based approach for monitoring and evaluation, emphasizing results and impacts;
iv. Coordinating the Surveys such as Swachh Survekshan Grameen across States conducted by Independent Verification Agency by supporting designing of tools and oversee the use of qualitative and quantitative evaluation techniques;
v. Prepare consolidated progress reports for project management including identification of problems, causes of potential bottlenecks in project implementation, and providing specific recommendations;
vi. Check that monitoring data are discussed with the Project Director in a timely fashion in terms of implications for future action;
vii. Assist in developing formats for baseline of ODF Plus and monitoring the outcomes of baseline survey;
viii. Develop guidelines and formats for ODF plus verification of villages;
viii. Support studies and evaluations to be carried out by DDWS;
ix. Synthesize data and present to GoI for informed planning, identify gaps in implementation, capacity, communications, and develop and implement strategies to address these;
x. Monitor and report States progress against key programme indicators of ODF sustainability and SLWM;
x. Undertake regular visits to the field to support implementation of M&E and to identify where adaptations might be needed;
xii. Any other work as directed by the DDWS

5. Final Output/Deliverables:

The broad deliverables of the assignment are as follows:

<table>
<thead>
<tr>
<th>S No.</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1.</td>
<td>Inception report to be submitted within four (4) weeks of the commencement of the services that includes a detailed Work Plan for effective implementation of Phase-II of SBM-G at National, State and District level</td>
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</tbody>
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Ministry of Jal Shakti
Department of Drinking Water & Sanitation
New Delhi
2. Detailed Monthly progress reports/inputs on all activities, including key issues where additional attention/support is needed from DDWS
3. Brief Quarterly progress reports on all key activities
4. Inputs for all related reports, assessments, presentations and other documents as required by DDWS;
5. In addition, all outputs linked to services described in this ToR will be submitted to DDWS in a timely manner, as required by the Mission Director
6. Additional deliverables may be asked by DDWS based on the services listed in the ToR

6. Schedule for completion of Task:
The duration of the contract is tentatively for 36 months from the date of contract signing which may further be extended for 12 months beyond 3 years with mutual consent and subject to satisfactory performance based on the annual review on the same terms and conditions. However, there shall be an annual review of the performance of the Consultants after every 12 months. DDWS reserves the right to extend the Contract further or terminate earlier without assigning any reason whatsoever.

<table>
<thead>
<tr>
<th>Position</th>
<th>Units</th>
<th>Man months/ unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Communication Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Knowledge Management Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Capacity Building and Training Specialist</td>
<td>1</td>
<td>36</td>
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<tr>
<td>WASH Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>IT/MIS Specialist</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Solid and Liquid Waste Management Specialist</td>
<td>2</td>
<td>36</td>
</tr>
</tbody>
</table>

7. Data, Services and Facilities to be provided by the Client:
   i. Access to all available relevant previous studies, reports, documents and contracts related to the Project on request by PMU. The PMU shall in turn, verify the relevance & correctness of the data/information provided by the DDWS and satisfy themselves about the accuracy of data/information/material before these are used by them. Data/information/material/documents provided to the PMU shall remain the property of the originating agency and shall be provided solely for the purpose of the work to be done under this contract. All such borrowed material shall be returned to DDWS upon completion of the assignment. Apart from data/information/documents provided by the DDWS and that which the PMU could procure from other agencies, the PMU is responsible to collect any other information required for the assignment, through field survey and investigations;
ii. Seating arrangement/space along with Internet/WiFi and telephone/intercom would be provided at the premises of DDWS during the contract period. However, office stationeries, laptops/computers, printers, other IT equipments, local conveyance, etc, should be arranged by the Agency themselves;

iii. The expenses towards field visits, accommodation, etc. will be reimbursed on actual basis as per terms and conditions as will be set-out in the RFP;

8. Reviewing and Monitoring the Consultants work:

The review Committee would consist of officials from the DDWS including the Secretary, Additional Secretary (SBM), Project Director. However, team leader of the PMU will be responsible for overall co-ordination of PMU and shall report the progress etc. to the designated officer(s) of DDWS.

9. List of Key Experts and required Qualifications:

All key professionals listed below shall have ability/willingness to travel at least 25% of the time.

<table>
<thead>
<tr>
<th>S no</th>
<th>Key position</th>
<th>Minimum Qualification</th>
<th>Professional expertise</th>
<th>Area of specific expertise desirable</th>
</tr>
</thead>
</table>
| 1    | Program Manager                     | Master’s degree in environment or civil or sanitary engineering or other relevant discipline (such as social work, business management etc.), skills is essential for this position. | 1. Minimum of 15 years of proven track record in sector planning, designing and project management.  
2. Proven experience in leading a multi-disciplinary team of professionals.  
3. Proven leadership, administration, analytical, communications, interpersonal and project management skills. | Experience of working in community approaches and/or in rural sanitation sector is a strong advantage. |
| 2    | Knowledge Management specialist     | Master’s degree in journalism, communications, sociology, Environmental science, or related field like management, social work, with at least awareness. | 1. Minimum 10 years work experience in communication and documentation or related field.  
2. Experience should also include E-knowledge management experience and in-depth understanding of effective use of social media for generating mass movement.  
3. Have a demonstrated track record of delivering high quality reports on communication activities under taken by employers. | 1. Past experience of working with communities and participatory processes will be preferred.  
2. Preference will be given to those with experience of working in State/national governments managed programs.  
3. Experience of working in community approaches and/or in rural sanitation sector is a strong advantage. |
| 3. Communication Specialist | An advanced university degree in communication for development or the social/behavioural sciences (Sociology, Anthropology, Psychology, Health Education), with emphasis on participatory communication, communication planning, social mobilization and behavioural research  
OR  
A well recognized national/international level 'expert/champion in the sanitation field with immense experience of working in the field at grassroots level. | 1. Minimum 8 or more years of work experience in integrated full service advertising and communications agency in a national level role.  
2. Experience in designing of strategic theme based communications, especially conceptualising communication programs for social development themes/activities and rolling out at state/national levels. | 1. Experience of working in community approaches and/or in rural sanitation sector is a strong advantage.  
2. Experience in management of Government sponsored programs is advantageous. |
|---|---|---|---|
| 4. Solid and Liquid Waste Management Specialist | Post-graduate Degree with specialization in Civil/Environmental Engineering/Environmental Sciences/ Environment Management or related specialization in SWM/LWM/ FSM. | 1. Minimum 7 years’ relevant experience in implementation of solid waste and liquid waste management projects, and understanding of environment and water quality issues.  
2. Should be computer literate with good communication skills to conduct training and capacity building activities.  
3. Knowledge on Standards and specifications on SLWM in rural context. | 1. Experience of working in community based Rural Sanitation Sector and knowledge of environment safeguards is desirable.  
2. Experience in working with Government systems and programs is added advantage. |
| 5. IT/MIS Specialist | Post-graduate Degree in Information Technology, Computer Science/Statistics or a related discipline. | 1. Minimum 7 years’ experience of working on web-content and website development for corporate/government agencies/government affiliates.  
2. Solid knowledge on website security and website hosting service with additional working experience of designing MIS. | Good understanding of the government requirements and administrative functioning of the government is added advantage. |
|   | Degree in Communication, Education, Social sector or related disciplines | Minimum 10 years of experience in training management and developing training communication material in rural development programmes;  
2. Proven experience of using appropriate computer software/programs for training purposes. | Experience of working in community approaches and/or in rural sanitation sector is a strong advantage. |
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<tbody>
<tr>
<td>7.</td>
<td>WASH Specialist</td>
<td>An advanced university degree in a relevant discipline (civil/sanitary/environmental engineering, management, communication etc.)</td>
<td>Minimum 7 years’ experience in a WASH-related sector</td>
</tr>
</tbody>
</table>
| 8. | Monitoring & Evaluation Specialist | Master’s degree in a Development field such as social science, economics, or relevant discipline | Minimum 7 years of professional experience in a performance monitoring and/or evaluation role.  
2. Ability in data analysis, project design, monitoring & evaluation of development activities and experience of working in developing results frameworks, logical frameworks, or similar tools.  
3. Should have knowledge of and experience in monitoring and evaluating programs-including indicator development, study design, and data analysis- in at least two social sector programs. | Experience of working in community approaches and/or in rural sanitation sector is a strong advantage. |

**Note:**

i. No CV or Certificates of the Key experts/Specialists are required to be enclosed at this stage.

ii. The selected candidates by DDWS shall not be relocated/ transferred/ substituted by firm without the prior permission of the Department, so as to ensure the smooth work flow and continuity of the programme.