

Engagement of an Agency for managing projects under Innovative/Challenge Fund

Expression of Interest (EoI) Pack

**Change Management Unit
Municipal Affairs Department, GoWB
HC Block Sector 3 Bidhannagar Kolkata 106
www.changekolkata.org**

SECTION 1: INTRODUCTION

The Change Management Unit (CMU), under Municipal Affairs Department, Government of West Bengal, entrusted with the responsibility of implementing Innovative/Challenge Fund (I/CF) program hereby invites expressions of interest from eligible applicants to act as an Agency for managing projects under Innovative/Challenge Fund(I/CF) .

Any registered organization, with past experience and credentials in the fields covered in the 'Scope of Work' as indicated in the Terms of Reference (Section 4 of the Eol Pack), can apply for this job either singly or in a consortium. In case of a consortium, the 'lead firm' and the 'consortium member(s)' need to be clearly identified. In case of a successful bid, the CMU shall execute the Contract only with the lead firm and the consortium members will be deemed to be associates only. **However, single applicant will be preferred over a application in consortium.**

The current tendering process will be done on two stage system. In the first stage interested/eligible organisations will be invited to submit their Eols based on which CMU will prepare a list of most eligible applicants (4-6 in no.). In the 2nd stage, the shortlisted applicants will be requested to submit their technical and financial proposals based on which the final selection will be done and contract will be awarded. **The tenure of such contract will be initially for a period of 1 year, commencing from October 2012.**

Interested applicants are requested to go through this "Eol Pack" to successfully participate in the 1st stage of the tendering process.

This Eol Pack contains:

- Section 1 : Introduction
- Section 2 : Guideline for preparation & submission of Eol
- Section 3 : Format of Eol
- Section 4 : Terms of Reference

The last date & time of submission of Eol is 03-09-2012 by 4.00 PM at the office of the Project Director, Change Management Unit, HC Block, Sector 3, Salt Lake City, Kolkata – 700 106.

For further information regarding I/CF & CMU you may visit the link to Innovative/Challenge Fund at www.changekolkata.org

Query/ies in this regard may be sent to kuspcmu@gmail.com till 24-08-2012 and addressed to the Project Director, CMU. Please write in the subject line as 'Queries for I/CF – Procurement of an Agency'. Responses to such queries will be put up in the CMU website without disclosing the identity of the applicant posting such queries.

SECTION 2: GUIDELINE FOR PREPARTION & SUBMISSION OF EOI

Interested applicants are guided as below to successfully participate in the 1st stage of tendering process.

1. The Eoi shall be:
 - a. Prepared only as per the format provided in Section 3 of this Eoi Pack.
 - b. Typed in English only in A4 size paper and the pages properly numbered.
 - c. Within a limit of 10 A4 size pages for single side printing or 5 A4 size pages for both side printing.
 - d. Duly signed and by a competent authority in all the pages.
 - e. Submitted in one hard copy only.
 - f. Accompanied by a forwarding letter.
2. **NO OTHER DOCUMENT SHALL BE SUBMITTED WITH THE EOI.**
3. The last date and time for submitting the Eoi is 03-09-2012 by 4.00 PM. The Eoi with a forwarding letter must be submitted in a sealed envelope, clearly marking on top Eoi for Engagement of an agency for managing projects under Innovative/Challenge Fund. The same shall be submitted and addressed to the office of the Authority –
The Project Director, Change Management Unit, ILGUS Bhawan, HC Block, Sector III, Bidhannagar, Kolkata – 700 106
4. Eois sent by e-mail, fax etc will not be accepted.

SECTION 3: FORMAT OF EOI

A complete Eoi shall look as below:

- Cover page
- Contents
- About the Applicant (lead firm in case of consortium) -page count starts from this point onwards.
 - o Name of the applicant organisation
 - o Registration details
 - o Address of the registered office with telephone no & email & website
 - o Address of Kolkata office telephone no & email & website
 - o Contact person for this assignment with telephone no & email
- Similar/near similar work experience in the last three years. (to be provided as per the table below)

Sl	Name of similar work	Name of client and clearly specify if it is a government body	Yearly value of work in Indian Rupees	State/s in India where the work was executed	Nature of work in brief

- Brief write up on understanding of the ToR.
- Declaration that the applicant (lead as also its partner, if applicable) or any of its/ their staff had not been at any point of time blacklisted by any Government or its agencies or court of law or any donor organization.
- Brief of court/legal cases pending, if any.

SECTION 4: TERMS OF REFERENCE

1. Introduction

- The Municipal Affairs Department, Government of West Bengal has been implementing a unique program called the Innovative/Challenge Fund (I/CF) for the last few years. This Fund was created to support civil society organizations in taking up pro-poor development activities in the urban areas of the State. (Kolkata Municipal Corporation was outside this program domain). The implementation of the Innovative/Challenge Fund is being overseen by the a registered Society called the Change Management Unit located at the ILGUS Bhavn, HC Block, Sector 3, Salt Lake City.
- The Change Management Unit (CMU) was created under the aegis of the Municipal Affairs Department, GoWB to oversee the execution of an urban reforms program called the Kolkata Urban Services for the Poor (KUSP) which was funded by the Department of International Development (DFID), Government of UK. The Innovative/Challenge Fund was one of the program components of KUSP.
- This Fund has till date supported 207 projects in 89 urban local bodies in the State directly benefiting more than 2.5 lakh urban poor. Its works have been accolade with Indian Urban Space Award 2010 by the Ministries of Urban Development and Housing and Urban Poverty Alleviation, Government of India. (for more information about various projects log on to www.changekolkata.org).
- The I/CF had been, like its umbrella program of KUSP, was launched with financial support of DFID. Although KUSP Program has now concluded in March 2011, I/CF is destined to continue for some more time with legacy fund of DFID. In addition to this, I/CF also receives financial support from the Jamsetji Tata Trust, Mumbai, to run the show.
- **To assist in smooth functioning of the I/CF, the CMU engages an outsourced team of professionals which acts as the secretariat for this program. Currently, the I/CF is managed through one such team. Since the tenure of this Agency is coming to an end, the CMU has decided to initiate the current tendering process for appointment of the same.**

2. Objective

The objective of appointing the Agency is to act as managers to the Innovative/Challenge Fund and assist the CMU. M A Department, GoWB in executing tasks, as listed below, in successfully managing the fund. This will include extending all possible assistance in making the Fund function smoothly

3. Scope of work

The specific scope of work is as follows. Activities to fulfill the objectives, if not a part of scope of work, will also be deemed to be a part herein.

Programme Management

- Will explore all potential opportunities for scaling up the fund and mobilising funds from other donors/ agencies/ private sector/ individuals with an objective of the enhancing the fund pool.
- Identify opportunities for convergence, look out for funds for future sustenance of the fund from other donors, agencies, private organisations, individuals, prepare road map for merging other fund and receipts through similar process
- Avoid overlaps with other Government schemes and programmes. In this connection, inform both Government and applicants of the various other schemes so as to leverage other funds for the benefit of all
- Update the communication strategy for the fund and ensure its proper reach-out both thematically and geographically amongst the community and eligible bidders. Organising reach-out workshops, issue based seminars and developing print and media based materials for adequate coverage. Development of a website, newsletters, brochures and all such materials for a wider coverage. Lookout for and assist CMU in participation in national and international awards on a regular basis. The Agency should ensure dissemination of case studies, success stories, good practices and showcase good projects through appropriate medium of communication.
- Update the operations manual prepared by CMU based on learnings from implementation and as may be required, on a periodic basis
- The Agency will make suitable recommendations to the CMU on redefining the thematic areas of funding removing overlaps, fuzziness and ensuring that the themes have adequate clarity and vision
- Preparation and updation of a monitoring and evaluation system both for the fund and projects. Ensure learnings generated during the process to be suitably incorporated in programme strategy. The Agency should encourage a feedback loop through which it will gain knowledge of how the community views the fund and take corrective steps to strengthen the programme. This will include identifying local sources for independent advice where appropriate.
- Monitoring physical and financial progress to ensure organisations fully account for funds previously disbursed before further funds are released
- Provide vision and direction to the fund by suitably advising the CMU in making decisions.

Project Management

- Invitation of proposals from qualified applicants, desk and field appraisal of concept papers and proposals, recommending to the Selection Committee on acceptance or rejection. Informed judgments about the organisations' capacity in these areas will be required.
- Explaining themes to applicants, application criteria, approach of the fund, explaining concepts, examples of projects to potential applicants. The Agency will also proactively search out for innovative projects which could be suitably funded. They will also identify large institutions which are able to scale up operations and give wider reach to the fund

Capacity building

- Take on initiatives for capacity building of applicants during preparation of proposals and after sanction of project
- Skill based trainings, trainings on technical and financial issues, to staff, OD assessments and skill building, supportive supervision of projects, mid-term and milestone evaluations of projects and suggesting mid-course corrections

Fund Management

Ensure free flow of funds between CMU and projects and see that progress is not hampered due to insufficient funds. This will also include tracking the funds and removing blockages for early remittance

- Preparation of detailed budget for the fund and its submission for remittance of funds. The Agency should ensure that the process of budgeting is done on rational basis and avoid over-budgeting to the extent possible
- Request CMU on release of funds for projects and other grants on a timely basis. The Agency should avoid misuse of funds and use of funds for purposes other than that of the Innovative/Challenge Fund

Compliance

- The Agency will report to the CMU, maintain accounts as per operating manual and get accounts certified as per requirements of CMU and GoWB. The accounts will be open to further audit by any Agency including the CAG and appropriate Government agencies
- Ensure projects comply with reporting, accounting and audit requirements of the fund. The Agency should devise appropriate policy for organisations so as to provide incentive and disincentive for complying with compliance requirements
- Prepare the ground and facilitate for mid term reviews and liaise with the evaluation and impact assessment consultants and others to facilitate cross programme evaluation, impact assessment and lesson learning for both the Challenge Fund and individual projects.
- Compliance with procurement and contracting guidelines of CMU

Other tasks

- Other tasks which will need to be done in order to fulfill the objectives of KUSP and I/CF and as per guidelines
- Other tasks as may be negotiated with CMU, GoWB, DFID from time to time
- All other secretarial and office functions as may be required in relation to operations of the Fund.

4. Volume of work

Currently there are 31 ongoing projects. This is likely to increase in the future. For more details and current update refer to link 'Ongoing Projects' under Innovative/Challenge Fund in www.changeekolkata.org

5. Deliverables

The tentative deliverables under this assignment are given in Annex. More detail /explicit deliverables will be shared with the short listed agencies during the 2nd stage of tendering only.

6. Tenure of the Job

- The successful Contract for this Job will be executed for a period from 1st of October 2012 to 30th of September 2013. At the sole discretion of the CMU, this may be extended for a further period of one more year.

6. Team composition

Based on the scope of work and deliverables, the Agency shall mobilise a competent team with sufficient number of human resources so as to successfully accomplish the agreed upon deliverables for the assignment.

Among others, the team shall

- a. Have a designated team leader and she/he will always be available on call. She/he shall be post graduate with at least 10 years of relevant work experience. It is desirable that the candidate has exposure of working with the Government, donor agencies and multi-sector development projects.
- b. Finance Head (1 Full time): A qualified Chartered Accountant.
- c. Technical associates and Financial associates shall be graduates with at least 5 years of relevant work experience

The Agency shall station their team in the office space provided by CMU in ILGUS Bhawan premises in Salt Lake.

The team members must be fluent in speaking/reading Bengali. The members must be physically fit to undertake extensive travels. Female team members will be preferred as the most important stakeholders of this program are poor urban women.

7. Tentative Payment Schedule

Payment will be made to the Agency on a quarterly basis.

8. Reporting

The Agency shall report to the Project Director, CMU.

Annex

	Deliverables
(A)	Program Management
1	New Project Selection Committee in place
2	New projects launched ; identify potential project themes/applicants across the State by own effort
3	State wide thematic Data base of NGOs/CBOs
4	Meetings of the Project Selection Committee for new project selection in the entire tenure
5	Updated operation manual of I/CF
6	Quarterly monitoring reports by FM team
7	Quarterly action taken report against audit observations
8	Monthly meetings of FM team with Grantee during visits in field/office
9	Creation of panel of experts for Base line/Mid term and End term evaluation report
10	End term evaluation reports
11	Broadbasing ICF fund source from other donors
12	Monthly progress report by FM team
13	Monthly review meeting between CMU and FM team
14	MIS creation & maintenance
15	100% monthly UC compliance by all grantees
16	100% fund requisition mobilised in a month
17	Quarterly meeting with JTT/other donors
18	Plan review meeting after every 3 months
19	Convergence meetings with other departments for better resource utilization and avoid overlapping
(B)	Communication
1	Exposure visit(s) for the MiC, Secy, PD, PM , Representatives from MA Deptt, others from CMU, Members of Project Selection Committee and others
2	Thematic films
3	film for donor agency
4	long duration film for I/CF
5	case study booklets both in English and Bengali
6	Other documentation
7	Newsletters
8	Workshops/seminars
9	Preparation of yearly I/CF calendar, other fliers etc
10	Participation in awards
11	Inventory of IEC Materials prepared by I/CF Grantees.
12	Participation in fairs by I/CF Grantees
13	Newspaper/other media coverage like social networking sites
14	Updated I/CF website
15	Erection of posters/hoardings
16	Convergence/sharing Meeting with other departments
17	Communication with CDS grantees in Bengali
18	Annual meet for I/CF
(C)	Capacity Building
1	Regular capacity building of the members of selected agency
2	Capacity building of grantees in project management/ financial management

	Deliverables
	and related issue to help them in smooth execution of projects
3	Orientation of NGO grantees about ULB
4	Training on KUSPWIN (financial package prepared by CMU and used by all grantees for accounts and reporting) to all grantees under I/CF.
5	Quarterly progress meeting between the Grantee/ULB/FM/CMU at ULB for all projects
6	Training of grantees on DPR preparation, report preparation.
7	Process documentation
8	Orientation and cooperation with CMU engaged audit team
9	Exposure visit/cross learning workshop for grantees and others
	Compliance
1	Ensure project compliance as per procurement & contracting guidelines of CMU & I/CF
2	Maintain reports and records for audit other purposes
3	Quarterly reports for onwards submission to JTT
4	Annual reports for onwards submission to JTT
5	MIS and other reports