

## **Terms of Reference**

### **PROJECT MANAGEMENT CONSULTANCY FOR**

**“Meghalaya Integrated transport Sector Development Project for Improvement of Livelihood and Empowerment Of Women in Remote Tribal Areas”.**

#### **1. Introduction**

Meghalaya is famous for its natural scenic beauty and has big potential for development of tourism in addition to agriculture, forestry, handicraft, and minerals. Meghalaya is a matrilineal society and adequate livelihood opportunities for women are a key priority. As part of its development policies, Government of Meghalaya is implementing various programs for development of tourism, agriculture, handicrafts, rural livelihood, employment generation, and women empowerment. It is perceived that adequate transport infrastructure and efficient transport services (focus of the proposed project) are essential for successful implementation of these programs.

The absence of last mile connectivity and transport services impact the transport costs which are about 25 percent higher compared to other places in India reducing the competitiveness of agriculture and businesses.

Due to limited road space, traffic management and parking issues, Shillong and other urbanized locations experience long traffic congestions, especially during peak working hours. The reasons for the under-developed transport network are inadequate funds, their inefficient utilization, and low institutional capacities and knowledge base of the transport agencies.

**2. Objective of the Project:** To improve transport connectivity and efficiency and modernization of transport institutions in Meghalaya.

The project will focus *“to provide a well-connected efficient, good quality and safe transport network on long-term basis in a cost-effective manner maximizing economic and social outcomes”*. This will involve taking a holistic view of the entire transport sector in the state and introduce innovations, efficiency, and new ways of doing business at various stages to manage the transport sector, ensuring value for money. This will involve:

- (i) Integrating transport and development agenda thus resulting in more job-creation, better incomes, and realization of the SDGs( Sustainable Development Goals ) ;
- (ii) Integrating various modes of transport -roads, railways, waterways, urban transport, and air transport to operate as part of one system for optimal performance;
- (iii) Integrating transport infrastructure with transport services to reduce overall transport costs thereby increasing the competitiveness of agricultural, industries, and businesses;
- (iv) Integrating climate resilience, green growth, asset management, and safety in the transport sector thus making the sector more resource efficient, reducing carbon footprint, minimizing GHG and contributing to health outcomes.

The project is structured around three components:

**Component-1: Improved transport connectivity:** The component will aim to improve transport connectivity on critical sections of an integrated transport network plans using climate resilient and green technologies, innovative designs, and improved delivering framework for transport infrastructure. This will include (i)improvement / rehabilitation of important stretches of State Highways (SH) and Major District Roads (MDR); (ii) construction of stand-alone bridges and replacement of existing semi-permanent timber bridges using innovative designs; (iii) improvement of existing rural roads (not covered under PMGSY); (iv) construction of foot bridges and tracks connecting small and scattered population in difficult terrains, (v) pilot projects on construction of ropeways, foot bridges and tracks, and(vi) improvement of last mile connectivity to important tourist places for the development of tourism potential in the state .

Under the project, construction of 3 major bridges and 3 ropeways on PPP model is envisaged in addition to the activities mentioned above.

**Component-2: Transport Efficiency Improvement:** The component will aim to reduce congestion and transport costs, and improve urban mobility, road safety, and passenger and goods transport services. The main contributor to high cost of

transportation and inefficiency are congestion and travel time in urban areas, weak logistics for freight, and inefficient transport services. This will focus on (i) the needs of farmers, vulnerable population and women to facilitate inclusive growth, (ii) use of clean fuel, and (iii) effective participation of private sector participation in delivering and operating transport services.

**Component –3: Institutional Modernization:** The component is intended to introduce modern transport sector management and operation systems, thereby rendering the sector more responsive to evolving transportation needs and continuously improving and modernizing the ways of doing business for better efficiency and performance in transport agencies based on latest research, innovations, and best practices through development and implementation of TSMP

### **3. Implementation Arrangement**

The Meghalaya Infrastructure Development and Financing Corporation (MIDFC), Department of Planning, Government of Meghalaya, Shillong is the implementing agency for the project. A dedicated Project Management Unit (PMU) has been established in MIDFC at Shillong, headed by a Project Director and supported by other staff responsible to implement the project with the support of various divisions (PIUs, Project Implementation Units) of Public Works Department , Traffic cell of Police Department, Transport Department, Tourism Department, Community & Rural Development (C&RD) Department, Department of Urban Affairs, Agriculture Department, Health Department, Education Department, and Meghalaya Basin Development Authority (MBDA), of Government of Meghalaya. MIDFC now proposes to engage a management consultancy firm of repute to work as the Project Management Consultant (PMC) for the project, hereinafter called “Consultant” to assist it to effectively implement the project focusing on various project components. The Consultant is essentially to provide high quality management and implementation support (through a small team of experts) to MIDFC by working as an integral part of the MIDFC/PMU.

The Consultant will be selected in accordance with the procedures set out in the World Bank’s Guidelines: Selection and Employment of Consultants under IBRD

Loans and IDA Credits & Grants by World Bank Borrowers (Procurement Regulations) (current edition).

#### **4. Objective of the Project Management Consultancy Services**

The objective of the services is to provide high quality professional advice and management & implementation support to the MIDFC to effectively implement, with the support of the line departments executing the project components, various components under the project. In order to achieve this objective, the Consultant will provide support to ensure each and every activity of all the components of the project is completed without any cost and time overrun.

#### **5. Scope of the Consultancy Services**

The PMC will be responsible for effectively leading and taking initiative to efficiently manage and implement various components under the project. PMC will be responsible for advising, assisting and acting on behalf of the MIDFC when so authorized, for the effective management of the different components of the project. The quality of the Project Management Consultant would be of the standard expected under the Project Agreement with the World Bank. Overall scope of the PMC services shall be as indicated herein below but not limited thereto.

##### **Task-1: Familiarization with the project**

1. The Consultant's team will be expected to be fully familiarized with the Project along with its different components and executing agencies for the same.
2. The PMC will get acquainted with all the work done and reports/documents prepared under the project prior to the Consultant's engagement.
3. The Consultant will carry out Documentation of all works done related to the Project prior to the Consultant's engagement.
4. The PMC is expected to get familiarized with the World Bank contribution to the project, their support, guidelines and regulations for project implementation.

##### **Task-2: Road safety Management**

1. Conduct a review/validation of the earlier safety audit recommendations on sample project roads, if any.

2. Review of designs/DPRs of some sample project roads from safety considerations and submit the review report along with the recommendations to the PMU/PWD/other relevant line departments (PIUs) if any. Finalize the mitigation measures after discussions with the PMU/PWD/other relevant line departments (PIUs) if any & DPR Consultants and include the same in the DPRs.
3. Assist PMU/PWD/other relevant line departments (PIUs) if any in obtaining document/material/information from other stakeholders related to multi sector road safety like Police, Transport, and Health& Education department.
4. Assist PMU/PWD/other relevant line departments (PIUs) if any for the procurement of external independent safety audit experts during Development, Construction and O&M Phase.
5. Assist PMU/PWD/other relevant line departments (PIUs) if any engagement of Consultant to prepare Road safety Action plan in the state.
6. Review and ensure compliance with work zone safety measures during construction works.

### **Task-3: Institutional strengthening**

1. Assist PMU/PWD/other relevant line departments (PIUs) if any for the engagement of consultant for improving institutional effectiveness in the transport related departments of the state of Meghalaya.
2. Review the outputs of the Consultant and advise PMU/PWD/other relevant line departments (PIUs) if any to address any gap in the implementation.

### **Task-4: Skill Development (Training)**

1. Review the existing Human Resource Strategy/Training framework of transport related departments of the state of Meghalaya and its implementation. Suggest the gaps and improvements required to support capacity building of the agencies/departments.

2. Prepare training materials and training programs for the personnel (different level personnel) of road/transport agencies, contracting industry, micro enterprise contractors including women entrepreneurs of the state.
3. Identify national and international institutes for imparting training and conducting workshops. For conducting workshops, a provisional sum of INR 02 million is kept under the PMC services.
4. Assist PMU/PWD/other relevant line departments (PIUs) if any in engagement of Consultant for conducting study/on job training tours, within country as well foreign countries, related to skill development of the personnel of transport related departments/agencies. For conducting such study/on the job training tours a provisional sum of INR 08 million is kept under the PMC services.
5. Review the implementation of such programs and workshops and offer value addition.

#### **Task-5: Asset Management**

1. Review the existing system in PWD for updating road inventory and condition surveys of the pavement & structures along with the periodicity for updating. Suggest any modifications if required considering the best practices in the sector.
2. Review the existing system of preparing Annual Maintenance Plans and suggest modifications required if any, making the system simplified for ensuring a holistic approach for the entire road network of the state as a whole.
3. Review existing maintenance policies of the state and suggest further refinements and also prepare a time bound Action Plan for implementation the same.
4. Assist PMU/PWD/other relevant line departments (PIUs) if any in development and implementation of innovative maintenance contracts (performance based) involving local communities/Self Help women Groups for off-the-carriageway maintenance activities.

5. Assist PMU/PWD/other relevant line departments (PIUs) if any in engagement of Consultant for carrying out some of the above activities and review the progress of the Consultant.

#### **Task-6: Procurement Activities**

1. Assist PMU/PWD/other relevant line departments (PIUs) if any in formulation of REOs, TORs & RFPs for procurement of various consultancies under the project, including evaluation and award of the same.
2. Assist PMU/PWD/other relevant line departments (PIUs) if any in evaluation of bids of construction works and award of the same.
3. Assist PMU/PWD/other relevant line departments (PIUs) if any in contract signing of the works contracts and contracts of Consultancies.

#### **Task-7: Designs & DPRs of road works and bridge works under the Project**

1. Review the outputs of the consultants (on sample basis) engaged by PMU/PWD/other relevant line departments (PIUs) if any for the designs and framing DPRs of Roads & Bridges under the Project.
2. Undertaking the ground verification of the provisions suggested by the Design & DPR consultants and suggesting modifications if any, on the basis of actual ground conditions. PMC Consultant to undertake ground verification of four sample roads in each zone (East and West) of the state and all the bridges over 30 m span under the project.
3. Assist PMU/PWD/other relevant line departments (PIUs) if any and DPR consultants to design sample roads on Green and Climate Resilient technology as well as new technologies. Carry out review of innovative elements being adopted in the design of the road infrastructure to ensure its durability and capacity to take care of the adverse climatic effects, being in hills.

#### **Task-8: Contract Management of all components during execution under the project**

1. Assist PMU/PWD/other relevant line departments (PIUs) if any in reviewing/monitoring the work completion programs submitted by the contractors/line departments (PIUs) and suggest any modifications for timely completion of the works without any cost overrun.
2. Assist PMU/PWD/other relevant line departments (PIUs) if any from time to time in contract management and also in the variations/rates (for new items) proposed by the contractors.
3. Assist PMU/PWD/other relevant line departments (PIUs) if any in addressing claims preferred by the contractors, if any.
4. Provide guidance/advice to the PMU/PWD/other relevant line departments (PIUs) if any in any contract related matters.

**Task-9: Improvement of Transport Efficiency in the State and improve urban mobility by reducing congestion**

- i. Prepare TOR for engagement of a Consultant for conducting studies to improve transport services facilitating better utilization of road network by providing reliable and safe passenger and goods transport services and improvement of urban mobility by reducing congestion.
- ii. Review the output of the Consultant with a special focus on addressing travel needs of women and poorer population and identifying complementary interventions required to maximize impact of roads on agriculture supply chain and enhancement of tourism potential in the State.

**6. Reporting Requirements:**

6.1 The Consultant will submit the following Reports:

- (a) Inception Report: To be submitted within thirty days after the date of commencing the services. The Inception Report shall specify the detailed methodology, staffing schedule and the inputs required from MIDFC to deliver the services.
- (b) Quarterly project progress reports: to be submitted by the 10<sup>th</sup> day of the month following the quarter



(c) Reports to be discussed during the various implementation support missions of the World Bank. These reports should include the findings of the stakeholders' workshops, areas needing improvements, and recommendations to enhance project outcomes.

(d) **Final Report:** to be submitted within thirty days upon completion of the services containing the main lessons learnt from the assignment.

6.2 **Quantity:** Five (5) hard copies in English and Electronic copy in PDF format suitable for posting on MIDFC website.

6.3 The Consultant shall discuss and agree with MIDFC about the contents of the reports.

## **7. Consultant's Team**

7.1 The project will finance a Project Management Consultant to support high quality and timely implementation of the project. As a result of the project funding, levels of work outputs are expected to increase significantly. The services of the PMC are expected to provide the required management support to achieve the planned outputs. Particular attention will be given in the evaluation of proposals on how the consultant team mobilizes to provide support to the MIDFC. Consultants are encouraged to propose a staffing plan and mobilization plan that best suits the needs of the project. 210 person-months of key professionals are anticipated to be required for this assignment over a three-year period. Consultants shall make the provision accordingly in their financial proposals.

### **7.2 The core team of the PMC key personnel will consist of:**

- a) Project Management & Institutional Development Expert (Team Leader)
- b) Senior Highway Engineer
- c) Road safety Expert
- d) Senior Structural/Bridge Engineer
- e) Procurement/Contract management Expert cum PPP Expert

- f) Social cum Environmental Expert
- g) Urban Transport Planner
- h) Logistics Expert
- i) Transportation Engineer with field experience of Ropeways
- j) Public Transport Expert
- k) IT Expert
- l) GIS Expert

CVs of the following key experts will be evaluated for award of the services:

1. Project Management & Institutional Development Expert (Team Leader)
2. Senior Highway Engineer
3. Procurement/Contract management Expert cum PPP Expert
4. Social cum Environmental Expert
5. Urban Transport Planner
6. Transportation Engineer with field experience of Ropeways
7. Public Transport Expert

CVs of the following key experts shall also be provided by the consultants with the proposal; in case CV of any of these experts is not found as per the requirement, the selected firm shall replace the same with a suitable person.

1. Senior Structural/Bridge Engineer
2. Logistics Expert
3. IT Expert
4. GIS Expert
5. Road Safety Expert

7.3 The experience and qualifications of the key personnel would be as under:

Sl. no.	Position	Professional Experience	Educational Qualification	Specific Expertise
1	Project Management & Institutional Development Expert (Team Leader)	Minimum of 15 years Experience in infrastructure projects out of which minimum 7 years' experience in Transport sector with 3-4 years of experience in roads & highways field.	Essential: MBA/ PG (Diploma) in Management/ Construction Management with engineering background from a recognized institute.	<p>He/ She should have proven record of project management of the infrastructure projects especially roads/highways and modernization of Institutional framework of infrastructure related bodies/institutions like PWDs/NHAI/MORTH/ large infrastructure companies etc.</p> <p>Experience in World Bank/ ADB aided projects shall be given additional weight age. He/ She should also have good overall knowledge of planning and contract management aspects of infrastructure projects especially in road &amp; highways sector.</p>
2	Senior Highway Engineer	Minimum 10 years of Experience in road & highways' sector, out of which 3 years should at least be in the hills.	Graduate in Civil Engineering with Post Graduate Degree in Civil Engineering with specialization in Highways / Transportation / Geo. Tech from a recognized institute.	He/ She should have thorough experience on design and planning of highway projects. He/ She should be well versed with the application of highway design software.
3	Senior Structural / Bridge Engineer	Minimum 10 years of Experience on design and construction of bridges & structures. Knowledge of various internationally accepted	Graduate in Civil Engineering with Post Graduate Degree in Civil Engineering	He / She should have experience on design and construction of steel bridges in hills. He / She should have proven record of planning & management and latest

		design codes & methodologies and familiarity of best practices is essential. At least three years experience on the design and construction of steel bridges of span more than 50m.	with specialization in structural / bridge engineering from a recognized institute.	<p>engineering practices in the field of construction &amp; maintenance of bridges. He / She should have experience of planning &amp; monitoring geotechnical and hydraulic investigations for the bridges and interpreting the findings thereof. The candidate must have capability to design bridges with various alternative materials and structural arrangements.</p> <p>He should be able to provide on the job training in Bridge Engineering to the concerned staff of PWD.</p>
4	Procurement/ Contract management Expert cum PPP Expert	Minimum 15 years of experience of which at least 10 years on procurement of works. Out of which at least 7 years experience on roads & highways projects.	Graduate in Civil Engineering from a recognized institute.	<p>He / She should have in depth knowledge of FIDIC conditions of contracts, preparation of procurement documents including terms of references for the procurement of various consultancy services under the project, evaluation of prequalification applications, preparation of civil works documents, bid evaluation and analysis of rates.etc.</p> <p>Experience of at least two World Bank / ADB aided projects of roads / and highways is essential.</p> <p>Experience of at least one PPP project related to transport infrastructure is essential.</p>
5	Social cum Environmental Expert	Minimum 10 years experience out of which at least 5 years experience in hills.	Masters degree in social sciences / environmental	Experience of working as social / resettlement expert for civil engineering projects and experience on

		Experience of working as social / resettlement expert for civil engineering projects and experience on environmental impact assessment of development projects is essential.	sciences	environmental impact assessment on at least two World Bank / ADB aided projects of roads / highways are essential.
6	Public Transport Expert	He / She should have minimum 7 years experience of the related field	Master Degree in Urban and Regional planning/ planning (infrastructure) from a recognized institute	He / She should have experience of working in public transport model including assessing the demand based on the requirements of the city demography.
7	Urban Transport Expert	He / She should have minimum 10 years professional experience in urban planning / urban transport planning	Master Degree in Urban Transport planning & Management / Urban and Regional planning / Transport planning / planning (infrastructure) from a recognized institute	He / She should have experience of transport planning in at least two big cities of the country. Experience in hill city will be treated as additional qualification and attract more weight age.
8	G.I.S Expert	He / She should have minimum of 10 years professional experience of the related field.	He / She should have graduate degree in civil engineering / computer science/ GIS from a recognized institute.	He / She should have worked as GIS Expert in at least 4 projects, out of which at least two projects related to transport sector. Experience in roads / highway sector will be given higher weight age.
9	Logistic Expert	He / She should have	He / She should	He / She should have

		minimum 10 years professional experience in the field of logistics of any area like transport / supply chain of perishable / non-perishable agriculture products / import / export activities.	have post graduate degree in any discipline from a recognized institute.	minimum experience of three years in the field of logistics of agriculture products.
10	I.T. Expert	He / She should have minimum of 15 years professional experience of the related field.	He / She should have graduate degree in civil engineering / computer science from a recognized institute	He / She should have worked IT Expert in at least 4 projects, out of which at least two projects related to transport sector. Experience in roads / highway sector will be given higher weight age.
11	Road Safety Expert	Minimum 10 years of Experience in road& highways' sector, out of which 3 years should at least be in the hills.	Graduate in Civil Engineering from a recognized institute with road safety training certificate from a recognized institution like CRRI / IAHE etc.	He/ She should have thorough experience on design, procurement and planning of highway projects in hills. He / She should have wide experience of road safety audit of roads / highway projects in all the three phases (development / construction / maintenance phases).
12	Transportation Engineer with field experience of Ropeways	He/ She should minimum 10 years of Experience in road& highways' sector.	Graduate in Civil Engineering with Post Graduate Degree in Civil Engineering with specialization in Highways / Transportation from a recognized institute .	He/ She should have field experience of handling at least one Ropeway Project.

7.4 The function of team leadership will be dealt with by the Project Management & Institutional Development Expert. In the absence of the Team Leader, Senior Highway Engineer could be designated as Team Leader with prior approval of the PMU.

7.5 During the implementation of the project, the Team would need to be supplemented with support staff and associated specialists and advisers from time to time to provide support in accomplishment of various assignments indicated above. In addition, the consultant can engage highly qualified experts for specialized tasks with the prior approval of the Employer, for which a provisional sum of INR 01(one) million is kept under the PMC services.

## **8. Inputs by the MIDFC/PMU/PWD (PIU)/Relevant Line Departments (PIUs)**

8.1 The MIDFC would create a dedicated Project Management Unit headed by a senior officer for the implementation of the project, as Project in charge. The Consultant's Team shall support the PMU Project in charge and his dedicated Project Team in fulfillment of the tasks assigned.

8.2 The Consultant will work as part of the PMU office and PWD/Relevant Line Departments (PIUs) will provide access to the required information and other assistance as required to effectively undertake this assignment. Any relevant document available with the PWD/Relevant Line Departments (PIUs) would be shared with the Consultant's team for limited purposes of the assignment.

## **9. Deliverables:**

Reports as narrated at point no. 6 above. In addition, the consultants will be required to provide its comments on various documents and reports to be prepared by the line departments (PIUs) during the course of the implementation of project. Review reports on various project related documents shall also be submitted by the consultants as required by the Employer / **PMU/PWD/other relevant line departments (PIUs) if any.**

## **10. Location and duration of services:**

(i) The PMC will be based in Shillong, the capital city of Meghalaya state. The Consultant should arrange for his office accommodation at Shillong (nearly 500 sq. ft. floor area) including electricity & water and watch and ward facilities.

(ii) The PMC should provide at their own all the logistics, consumables, furniture, furnishers, Computers, Laptops (including software/other associated peripherals) and equipment etc. required for providing services smoothly and the PMC shall make the provision in their financial proposals accordingly.



(iii) No provision for the purchase of vehicles shall be made by the Consultants in the financial proposals. For transportation cost, the Consultants shall make provision for the rental of vehicles (including running and maintenance charges) towards transportation in their financial proposals.

(iv) The duration of services will be initially for three years, extendable for a further period of three years subject to the performance of the PMC.

**11. SITE VISITS / OUTSIDE STATE VISITS :** Number of visits to the site of works cannot be decided at this stage , the visits will depend on the requirement felt during the period of PMC services , as such a Lump Sum provision of Rs.01(one) million be made in the financial proposals as provisional sum. However the Travelling allowance shall be reimbursed only as below:

(i) For journeys outside the State, Economy class Air Fare / 2<sup>nd</sup> Class AC Train fare / AC Taxi from Shillong to the destination station. Within the State, all the journeys shall be made by road in PMC's vehicles.

(ii) Hotel accommodation with a maximum room rent of Rs.5,000/= (plus taxes) in the capital of the States & Delhi and Rs.3,000/= (plus taxes) at other places outside the State with production of receipt / voucher.

(iii) for the journeys inside the State , hotel accommodation with a maximum room rent of Rs.2,000/= (plus taxes) for key professional staff/ advisors / experts and @ Rs.1,000/= per day for the support staff will be admissible, provided absence from Shillong / Head Quarter involves night stay , with production of receipt / voucher.

(iv) For local transport at shillong, PMC will use its vehicles, while at destination (outside State travel) transport will be reimbursed as per actual. For expenses up to Rs.500/= no voucher will be required while for more than Rs.500/= voucher is required for reimbursement.

(v) For journeys outside the State, Per Diem @ Rs.2,000/= per day in the capital of states & Delhi (complete NCR) and Rs.1, 000/= per day at other places will be paid only to key professional staff/ advisors / experts.

(vi) For journeys within the State, Per-diem @ Rs.1,000/= per day for key professional staff/ advisors / experts and @ Rs.500/= per day for the support staff will be admissible, provided absence from Shillong / Head Quarter involves night stay. In case of no night stay, per diem @ 50% of these rates will be admissible provided absence from Shillong / Head Quarter is more than 8 hours.

(vii) Outstation journeys shall be made / taken only after the written permission of the Employer / Project Director, MIDFC.

**12. Study Tours within the Country / abroad:** The consultant may have to arrange study tours / workshops etc. as well as out station study tours within the country / outside the country , for which a provisional sum of INR 05 (five) million is kept under the PMC Services. The expenses under this head shall be incurred with the prior written permission of the Employer against proper vouchers.