

Terms of Reference

Hiring of a Consultant Firm for Training Needs Assessment (TNA); Development of Training Strategy, Action Plan, Modules and Materials to support the implementation of Meghalaya Community Led Landscape Management Project under MBMA

I Background, Project Description & Assignment Objectives

1. The World Bank supported ‘**Community – Led Landscape Management Project** (CLLMP) aims to strengthen community-led natural resource management based on a landscape approach in Meghalaya. Meghalaya Basin Management Agency (MBMA) is implementing the Project over a period of 5 years from 2018 to 2023. During the project tenure, communities and related institutions, including relevant line departments of the Government of Meghalaya, will be systematically strengthened for improved governance, livelihood promotion and village development through effective natural resource management in the state.
2. The Project will be implemented in approximately 400 villages using a decentralized and participatory approach, with financial autonomy to the PRIs i.e. the Village Council (Dorbar, Nokma, Doloï) and a Village Natural Resources Management Committee (VNRMC) that will be constituted to support the planning and implementation of NRM interventions. There will be a strong focus on institution-building at the village-level, by ensuring systematic capacity-building on technical, managerial and social development skills, including, but not restricted to resource mapping and data collection, land use planning, project design and monitoring. The Project will also extend such training to communities beyond the targeted project villages and support efforts made by them to access funding from various rural and natural resource initiatives and schemes. Through these processes, the project would ensure convergence of various Centrally and State Sponsored Programs to improve the efficiency of public spending on environmental protection.
3. The Project will also invest in improving the process and outcome delivery, by developing effective systems at the Village, District and State levels to achieve the project’s development objectives. The outputs include knowledge management, information technology systems, financial management, procurement management, citizens’ engagement, conflict resolution, grievance redress and monitoring and evaluation through social audits at the community level.
4. A brief project description and proposed activities under the project is included in Annex 1.
5. The objectives of this assignment are:

- i. Assess capacities of various stakeholders and identify their knowledge, skills and competence gaps with respect to their roles and responsibilities in the project. Provide implementable recommendations to address the identified gaps
- ii. Assess capacities of various institutions and resource organizations that will play a role in addressing training and capacity building of various stakeholders and provide implementable recommendations in strengthening capacities of the said institutions
- iii. Based on the above assessments, develop a robust training and capacity building plan for institutions and individual stakeholders involved in planning, implementation, monitoring and supervision of the project.
- iv. Develop training modules and training materials (including e-learning modules using ICT) that would facilitate training of stakeholders
- v. Roll out a Training of Trainers (in various identified thematic areas) to ensure that identified trainers are adequately capacitated to conduct training and capacity building of other stakeholders through the duration of the project.
- vi. Provide training & capacity building support to project institutions as required

II. Scope of Services

6. The Project seeks to build on MBMA's experience of using concepts such as community-driven development and landscape management approach to NRM. These concepts may be relatively new to several stakeholders in this particular project; The Project builds upon the ongoing activities being implemented by MBMA. This task will focus on institutional strengthening that requires the stakeholders to gain a deeper understanding and improve their skills and enhance capacity to be able to deliver the services. (Stakeholders include officers of concerned Line Departments, project functionaries/ primary service providers/non-government organizations/the rural communities etc. at the state, district, sub-divisions and block levels). Therefore, MBMA is seeking to hire a firm to undertake activities pertaining to training and capacity building of stakeholders associated with the Project.

The assignment envisaged is to be undertaken in two phases. **Phase I** would include:

- A) A Training Needs Assessment of individual stakeholders and institutions

- B) Development of a training and capacity building strategy and action plan/calendar.
- C) Development of Training Modules/materials (including ICT enabled e-learning modules).

Phase II of the assignment would involve:

- D) Delivery of *training to trainers* and *Training and Capacity Building Support* to the project implementing authorities and training institutions

Phase I of the assignment is to be completed within 7 calendar months from date of award of contract where TNA to be completed in 2.5 months from date of award of contract, strategy and action plan to be completed within 6 months from date of award of contract, modules and material development within 7 months from date of award of contract.

In **Phase II** of the assignment, the training of trainers' component is to be completed within 12 calendar months from date of award of contract.

PHASE I

A. Training Needs Assessment Of Individual Stakeholders

7. The Firm will undertake a detailed training needs assessment of all key stakeholders of the project based on the roles and responsibilities each stakeholder is required to perform as envisaged in the project, the knowledge, skills and competence required to perform these roles effectively and the gaps thereof (to be established through the TNA). The assessment would need to focus on both the technical aspects of natural resource management as well as community driven programme management aspects such as inclusion, leadership, participatory processes, processes and procedures to enhance transparency and accountability, mainstreaming gender and vulnerable groups', conflict management etc. Since the project lays a great deal of emphasis on use of Information Communications Technology (ICT) by the stakeholders, the assessment is expected to identify specific training and capacity building needs of the project stakeholders with respect to understanding and use of various ICT tools and applications that would be useful for project planning, implementation, monitoring and evaluation.
8. The assessment will focus on a representative section of stakeholders to carry out the following:
 - i. Determine the numbers and categories of stakeholders that need to be trained or re-trained

- ii. Identify the content and key topics for training development for different stakeholder groups and the mode and duration of training delivery (such as modules delivered through face to face trainings, exposure visits, e-learning and other appropriate techniques);

B. Institutional Capacity Assessment for Delivery of Training to Various Stakeholders under the Project

9. Training institutes such as the State Institute of Rural Development (SIRD), the Forest Training School (FTS) Tura, Conservation Training Institute, (CTI) Byrnihat and others are envisaged to play a leading role in the training and capacity building of stakeholders under the project. In addition to these, there are several NGOs, CBOs and other resource organizations who could play a significant role in training community representatives and community level institutions envisaged under the project to perform their expected roles and responsibilities effectively. A comprehensive assessment of these institutions' capacities to develop/adopt and roll out training and capacity building modules for various stakeholders is critical. The assessment would need to focus on the human resources (both in terms of numbers of qualified & experienced resource persons in each institution as well as the knowledge, skills and competence of available human resources) in these institutions and recommend measures to strengthen institutional capacities to enable these institutions to deliver on implementing training and capacity building strategy developed as a part of this assignment.

C. Develop a Training & Capacity Building Strategy & Action Plan

10. Based on the training needs assessment, the Firm is expected to:
 - i. Develop a comprehensive training and capacity building strategy and action plan for the project. The Action plan would necessarily need to include, but not be restricted to – (a) a training calendar for the various stakeholder groups, (b) duration of each training, (c) frequency of trainings, (d) recommended pedagogy for each trainings and (e) the human and financial resources (cost) associated with the delivery of the trainings.
 - ii. Develop appropriate training content and material using a range of different media, including print, e-learning and multi-media based on stakeholder needs identified. The training modules developed will include the aim, learning objectives, enabling objectives, methodology and immediate reaction questionnaire of each training module and will be developed in English.

- iii. Provide criteria and performance indicators to determine the effectiveness of trainings conducted for post training evaluation in consultation with MBMA and World Bank.

PHASE II

D. Training of Trainers and Provision of Training & Capacity Building Support to Project Institutions

11. After the recommendations emerging from the TNA study and the training action plan are approved by the Project Director, MBMA, recommended trainings will be field tested and fine tuned. Thereafter, the firm will conduct a Training of Trainers (ToT) who will serve as Master Trainers for further delivery of the trainings.
12. Develop Training Manual(s) that will serve as a guide book(s) for the training module to enable Master Trainers trained to impart the training effectively.
13. The firm, in close coordination with the Training and Capacity building team and the Monitoring and Evaluation team of MBMA, will support the State's existing training institutions in the delivery of trainings.
14. *Thematic Areas for Training Needs Assessment of Various Stakeholders:* Under the project, the various stakeholders are expected to have required knowledge, skills and competence in the broad areas as suggested in the table below. The firm would need to identify gaps in the concerned stakeholders' knowledge, skills and competence in these areas and also identify related areas where skill / capacity augmentation would enable better project planning, implementation, monitoring and supervision.

<i>Stakeholder</i>	<i>Thematic Areas (for Training & Capacity Building)</i>
1. MBMA/SPMU	<ul style="list-style-type: none"> • Orientation & sensitisation to community-driven projects • Orientation on CLLMP and concept of landscape-based natural resources management • Project rules & regulations, procedures relating to finance and procurement • Application of ESMF to planning & implementation • Use of ICT and GIS • M&E systems

<p>2. DPMU</p>	<ul style="list-style-type: none"> • Orientation on CLLMP and concept of landscape-based natural resources management • Project rules & regulations, procedures relating to finance and procurement • Application of ESMF to planning & implementation • Community mobilisation basics • Social audit • Citizens' engagement • Communications • Use of ICT and GIS • M&E
<p>3. BPMU</p>	<ul style="list-style-type: none"> • Orientation on CLLMP and concept of landscape-based natural resources management • Community mobilisation basics • Social audit • Citizens' engagement • Communications • Convergence with other government programmes and helping with the exit strategy • Use of ICT and GIS • Record keeping by VNRMC for fiduciary review and audits
<p>4. VNRMC Executive Committee Village NRM Service Providers</p>	<ul style="list-style-type: none"> • Orientation on CLLMP and concept of landscape-based natural resources management • Project rules, regulations, procedures, record keeping, etc. • Project, procurement and contract management • Basic accounting, auditing and financial management • Community mobilisation • Social audit • Citizens' engagement

- Communications
- Leadership
- Conflict resolution
- Gender sensitisation & inclusion
- Use of ICT and GIS
- Technical training on the thematic areas as below

Soil and Water Conservation

Contour Trenches, field bunds, gully plugs, Small water storage structures, Percolation Pits, Well Recharge Pits, Sunken Ponds Drainage Line Treatment (Loose Boulder Structures, Gabion, check weir and small check dams), Afforestation/ Preventing erosion through vegetative cover, Assisted natural regeneration of degraded areas, Slope Stabilization, Community ponds, tanks including de-siltation and rehabilitation

Land Productivity Enhancement

Land levelling for cultivation; De-siltation and rehabilitation of community ponds/tanks; Treatment of alkali soils, de-acidification or detoxification etc. Development of organic fertilizers, farm yard manure, green leaf, tank silt, vermi-compost units; Organic Farming and homestead gardens; Agri-horti-silvi - pastoral model

Springshed Development

Spring Inventorisation; Afforestation, regeneration of natural forests in the immediate catchment of springs; Protection of spring water from contamination; Revival of existing water

	<p>bodies linked to springs; Contour/Staggered Trenches and other measures to increase groundwater percolation, rainwater harvesting; Construction/ Improvement of Spring Chamber/ Collection tank</p> <p>Afforestation, Agroforestry and Community Forestry</p> <p>Forestry/ Agro-forestry; Plantation of fodder trees, grasses, Shrubs, Silviculture treatments; Community forestry activities/ planning; NTFP based activities; Seed production and nursery raising; Restoration of degraded sacred groves; Nurseries for endemic, rare species</p>
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III. Deliverables & Timelines

15. The activities, deliverables expected at the completion of each activity and timelines associated with the expected deliverables is outlined in the table below:

Sr. No.	Activity	Deliverable / Outcome of Activity	Expected Timeline for Deliverables	% Payment of the contract amount
1.	Submission of Inception Report and its acceptance by SPMU and World Bank	Final Inception Report	0.5 months from date of award of contract	10%
2.	Submission and Acceptance of Training Needs	Final TNA and Institutional	Within 2.5 months from date of award	20%

Sr. No.	Activity	Deliverable / Outcome of Activity	Expected Timeline for Deliverables	% Payment of the contract amount
	Assessment (TNA) and Assessment of capacities of training institutions and other institutional resources	Assessment Report	of Contract	
3.	Development of a training and capacity building strategy and action plan	Training & Capacity Building Strategy	Within 6 months from the date of award of contract	20%
4.	Development of Training Modules/materials (including ICT enabled e-learning modules) and a training calendar (concurrent with activity 3 above)	Training Modules/materials (including ICT enabled e-learning modules) and a training calendar	Within 7 months from the date of award of contract	30%
5	Training of Trainers (TOT)	TOT Completion Report	Within 12 months from the date of award of contract	20%

Note: Final deliverables will only be accepted on submission of drafts prior to finalization and discussions around the same. Feedback received from MBMA must necessarily be incorporated in final versions of any deliverable submitted.

IV. Team Composition and Qualification Requirements

Sl. No.	Position	Area of Specific Expertise desired	Minimum Qualification and Professional Experience desired	Estimated Man Months
1	Key Expert 1: Team leader (1)	Minimum 15 years experience in leading team/projects, executing/ providing trainings, preferably with the state/national government and/or donor agencies in the area of environment and natural resources. Well versed in TNA, Direct Trainer Skills, Design of Training and Evaluation of Training. Those having Ph.D would be preferred	Post Graduate Degree	12
2	Key Expert 2: Curriculum Development Specialist – Social Development (1)	Minimum 8 years experience in social development processes including participatory planning, inclusive development, institutional strengthening, gender mainstreaming and social mobilization; content development and/or designing curriculum/ manuals/ training and learning materials. Well Versed with Direct Trainer Skills and Design of Training	Post Graduate Degree	6
3	Key Expert 3: Curriculum Development Specialist – Environment and Natural Resource Management (1)	Minimum 8 years experience in sustainable natural resource management, integrated approaches such as watershed development, landscape approach, climate change adaptation, conservation of biodiversity; content development and/or designing curriculum/ manuals/ training and learning materials. Well Versed with Direct Trainer Skills and Design of Training	Post Graduate Degree	6

Sl. No.	Position	Area of Specific Expertise desired	Minimum Qualification and Professional Experience desired	Estimated Man Months
4	Key Expert 4: Training Methodology Specialist (1)	Minimum 8 years experience in training methodology and module development. Appropriate and extensive experience in the development of publication-quality training material. Well versed with Direct Trainer Skills.	Post Graduate Degree	12
5	Non-Key Experts: Subject Matter Specialists (~10)	Minimum 5 years in executing and conducting training programmes in specific thematic areas	Post Graduate Degree	As required
6	Support Staff: Team Assistants (2)	Minimum 2 years in assisting training teams	Graduate Degree	12

Note: Team Leader and members should have in-depth knowledge of participatory NRM and should be from a related educational background. CVs of only key experts will be evaluated during the technical evaluation stage of the selection process.

Note: In developing the training modules, the firm will need both subject matter specialists in areas such as soil and water conservation, springshed development etc. as well as professionals engaged towards module development such as an editor, graphic designer and in case of e-learning modules, an ICT specialist. For ongoing training and capacity building support to project institutions, various subject matter experts would also be required on an on-call basis. The firm would need to assure the project that they have such expertise available with them on short call.

16. The total time schedule for the key deliverables from the date of award of contract till completion of Tasks by the firm is 12 months for both phases of the assignment.
17. Firm is expected to work closely with the State Program Management Unit, District Program Management Unit and Block Program Management Unit for Training and Capacity Building and other functionaries as delegated by the SPMU.
18. Firm is expected to meet high quality standards in the production of training and learning materials, as these will be circulated in the entire state.

19. Firm will have to present their progress to the SPMU as specified in the time schedule or at any time required by the SPMU.

Client's Input and Counterpart Personnel including Data and Facilities to be provided by the Client

20. The Client will provide CLLMP Project Appraisal Document PIP, COM, and other relevant documents, under its control and copyright, for reference by the Firm
21. If and wherever available, the client may provide experiences and feedback forms of earlier training programmes that are under its control and copyright or are made available by partnering organizations (on request) that the MBMA/SPMU has partnered with in the past.
22. The Client may provide or assign a room to the Firm on request of the latter subject to availability of the same, however the selected firm will be required to make their own arrangements and accordingly make provisions in their proposal.
23. The Client will provide conference halls, meeting rooms, rest rooms, etc as may be required during the assignment for the purpose of presentation, submission of reports, workshops, writeshops, brainstorming sessions and meetings.
24. Personnel of the SPMU, DPMU and BPMU shall provide necessary inputs to the firm with prior approval of the Implementing Authority (MBMA/SPMU Chief)

Composition of the Review Committee and Review Procedures to Monitor Consultant Firm's Work

Chairman: CEO MBMA/PD CLLMP
Member Secretary: DPD Admin and Knowledge Management

Members: DPD Project Implementation

The DPD Community Mobilization and Training will closely monitor the work of the Consultant Firm's Work and Task and provide reports of the same. The reports will be reviewed jointly by MBMA and World Bank before providing approval for acceptance.

Annex 1

PROJECT DESCRIPTION

1. The Project Development Objective (PDO) is to strengthen community-led landscapes management in selected landscapes in the state of Meghalaya.
2. The project will provide targeted support to landscape restoration activities in an estimated 400 villages, in prioritized degraded and highly degraded landscapes, of the state. Benefits will accrue to community members from these targeted villages and to surrounding villages through improvement in natural resources, including an increase in availability of water, and enhanced soil productivity.
3. The ultimate beneficiaries of the project are village communities (estimated number not less than 100,000, 50 percent women) in the targeted landscapes that depend on land, forests, water, and agroforestry for their livelihood. In addition, at least five members from each of the 6,026 villages across the state will benefit from training and capacity building and knowledge-sharing activities. Village councils, traditional leaders, local community institutions such as NRM groups, women, and youth will benefit from the project through capacity building, access to knowledge, promotion of innovation, use of technology for decision making and availability of technical, managerial, and financial support for preparation and implementation of CNRM plans. At the global level, benefits will be from the provision of public goods such as reduced greenhouse gas (GHG) emissions, improved hydrological services, and restored habitats for biodiversity.

PDO Level Results Indicators

- **PDO Indicator 1:** Village NRM Committees functioning with adequate fiduciary capacities and capable of monitoring capacities to lead on landscapes management
 - **PDO Indicator 2:** Share of village-level NRM Plans under implementation according to agreed criteria
 - **PDO Indicator 3:** Share of target beneficiaries with rating 'Satisfied' or above on process and impact of project interventions (disaggregated by gender)
 - **PDO Indicator 4:** Land area under sustainable landscapes management practices
4. **The project will support and inform the GoM's statewide Integrated Basin Development and Livelihood Promotion Programme (IBDLP).** The IBDLP has two pillars: (a) Market Access and (b) Landscape Management for Sustainable Natural Resource Management. The Meghalaya Community-led Landscapes Management Project (MCLLMP) aligns with the latter by strengthening communities and traditional institutions to manage natural resources such as land, springs and other

water sources, forests, and biodiversity, through a landscape approach.¹ It will prioritize about 400 villages in ‘very critical’ and ‘critical’ (degraded) landscapes over 5 years for the planning and treatment of these landscapes. Planning and investments will be preceded by training for communities and project management staff at the field level. The project will also extend such training to communities beyond the targeted 400 villages to amplify the reach of the MCLLMP approach to a larger cohort of villages to take up landscape-based management with funds from other government programs.

5. Participation and leadership of communities in landscape planning and implementation will be central to the project. A community² will lead the preparation of its own NRM plan to promote integrated NRM including, resource mapping, data collection, land-use planning, project design, and monitoring. A village will be the unit of such plans under the project. From an administrative point of view, each landscape will comprise one or more settlements under a traditional tribal institution (Dorbars, Nokma, and Doloji), typically under a single village council. This approach will also facilitate planning for funds from other government programs for convergence of development programs at the village level.

Component 1: Strengthening Knowledge and Capacity for Natural Resource Management (NRM)

6. The objective of this component is to enable the development, assimilation, analysis, and dissemination of knowledge and skills to improve landscape management within the state. This component will comprise the following subcomponents.

Subcomponent 1A: Promotion of traditional knowledge, grass-root innovations, and communication

7. This subcomponent will support (a) state- and regional-level workshops on sharing of unique and traditional NRM practices, relevant for climate change adaptation such as conservation of indigenous varieties of crops, natural spring rejuvenation etc. and lessons from other NRM projects, (b) development of a knowledge management strategy and web platform for sharing of NRM-related knowledge with the community under the MCLLMP and development of knowledge networks, (c) innovation grants to promote and pilot new approaches to sustainable NRM products and services including low cost approaches to increase climate resilience through agroforestry, climate-smart agriculture and spring-shed conservation

¹ There is no single widely accepted definition of this approach. The approach usually refers to decision making to reduce trade-offs between competing land uses (agriculture, forestry, mining, and so on) and multiple livelihood systems in a geographic unit to reduce poverty, increase food production, protect ecosystems, and increase resilience to climate change. The [Ten Principles of Landscape Approach](#) developed through an inter-institutional and intergovernmental process are a useful guide and have also been used to inform the approach in this project. In this project, the agriculture, forest, and other common land and water resources under the jurisdiction of a village is defined as the operational landscape. The terms landscape plan and NRM plans have been used interchangeably. See also Sayer, J, et al. 2013. Proceedings of the National Academy of Sciences, USA. May 2013. vol.110 no.21.

² A community in this case would be defined as a group of households that have rights on the same or adjacent agricultural, forest, or other lands and belong to the same traditional institution (Dorbar Shnong or Chanong) or village and can act together. These are based on the three major ethnic blocks or regions in the state: Khasi Hills, Jaintia Hills, and Garo Hills.

and (d) catalytic activities to encourage CNRM in new villages. For wider adoption of the MCLLMP approach, the District Project Management Units (DPMUs) will encourage communities that complete the initial training to initiate small activities as a demonstration of their interest to take up larger activities.

Subcomponent 1B: Training and capacity building

8. This subcomponent will finance (a) training and capacity-building activities for all stakeholders and beneficiaries on community leadership and management of natural resources and the approaches promoted by the project, (b) development of training facilities at block level Bharat Nirman Rajiv Gandhi Seva Kendra (BNRGSK)/Enterprise Facilitation Centers, and (c) national and international exposure visits for project stakeholders. These training activities will be implemented in coordination with the Meghalaya Institute of Natural Resource Management, Institute of Governance, Department of Science and Technology, State Institute of Rural Development (SIRD), Forest Training Institute (FTI, Tura) and Conservation Training Institute (CTI) of the Soil and Water Conservation Department.

Subcomponent 1C: Preparation of strategies, research, and development

9. This subcomponent will support consultancy services to develop plans and strategies in the following areas: (a) preparation of strategy and action plan for development of an agency of excellence in knowledge management, innovation, climate change adaptation and communications; (b) institutional development study for the IBDLP; (c) preparation of a training plan for the project; (d) baseline study for the project; (e) study on drivers of deforestation and natural resource degradation; and (f) study on rehabilitation of population displaced due to mines.

Subcomponent 1D: Monitoring, learning, and reporting

This subcomponent will support a management information system (MIS) to cover the entire state for tracking performance and implementation progress of the project. The Meghalaya Basin Management Agency (MBMA) will design and establish MIS infrastructure for the MCLLMP that can be scaled up to cater to other requirements of the IBDLP.

Component 2: Community-led Landscape Planning and Implementation

This component will support both planning and implementation of the landscape plans by communities in the selected very high/high priority areas.

Subcomponent 2A: Preparation of community landscape plans

Communities, with the help of project facilitating teams (subject matter specialists) at block-level and village-level service providers, will prepare plans to (a) optimize synergies between programs and funding streams and (b) plan holistically rather than be driven by sector-specific targets. The Community Operations Manual (COM) will outline processes of community consultation and development of CNRM plans. Plan preparation will be preceded by information sharing and awareness on the project

with villages in the priority landscapes, followed by formation of Village NRM Committees (VNRMCs) with operational bank accounts. Funds for plan preparation will be released to those villages whose Expressions of Interest (EOIs) for participation in the project are selected, an agreed number of Committee members receive foundational training on the project and, the VNRMCs sign the Village Grant Agreement³ with the DPMU to carry out plan preparation according to the guidance in the COM.

Subcomponent 2B: Implementation of community landscape plans and implementation support

10. Communities will implement CNRM plans in a phased manner, agreed through an addendum to the Village Grant Agreement between the VNRMC and respective DPMUs after a plan is approved. The addendum will specify the approved funding, milestones, and tranche releases for the plan. Communities will implement agreed first-phase activities in their plan and graduate to the next phase of financing if implementation meets agreed criteria. This approach is meant to incentivize performance-based access to funds by the communities. Interventions needed will be decided by the community in their respective CNRM plans but will be designed to enhance soil and water conservation; soil health improvement and productivity enhancement; spring-shed development and water management; nursery, agroforestry, and community forestry including interventions to introduce climate resilient native species; optimization of shifting cultivation; rehabilitation of areas affected by mining, and other NRM interventions. Criteria for assessing successful implementation will be agreed between the VNRMC and DPMU in the addendum to the Village Grant Agreement.

Subcomponent 2C: Implementation Support to Community Landscape Planning and Implementation

11. The State Project Management Unit (SPMU), with help from the Block Project Management Unit (BPMU) and village facilitators, will provide the geo-spatial data and analysis to inform the planning process in each village and later help monitor progress during implementation. Community members, in addition to village facilitators, will be trained to use some of the tools for data collection and mapping. Activities under this subcomponent will involve acquisition of satellite data; production of maps and reports; and training of technical personnel in the SPMU, selected facilitators, and community members. These tasks will be carried out under the direction of the SPMU.

Component 3: Project Management and Governance

This component will support the strengthening of the institutional capacity and knowledge management of the project implementing entity, MBMA, for the implementation and management of the project including, among others, (a) establishment of the SPMU within the MBMA and support to seven DPMUs,

³ Government of Meghalaya generally refers to the Village Grant Agreement as Memorandum of Understanding

including technical staff and consultants; (b) the incremental costs associated with implementation; (c) administrative support to 20 BPMUs; and (d) technical fiduciary and safeguards oversight and supervision of project activities in the field.

12. The GoM has also prepared a comprehensive Project Implementation Plan which will guide implementation and which will be updated from time to time by the GoM with the prior concurrence of the World Bank.