



ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society

(An Autonomous Body under Govt. of Assam)

Project Management Unit (PMU) of the Asian Development Bank financed

Assam Sustainable Wetland and Integrated Fisheries Transformation (SWIFT) Project

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Draft Indicative Terms of Reference (ToR) for Livelihood Coordinator

(A) BACKGROUND OF THE PROJECT AND CONTEXT OF ENGAGEMENT:

1. The Sustainable Wetlands and Integrated Fisheries Transformation (SWIFT) project seeks to promote the sustainable management of Assam's wetland (beel) ecosystems and fisheries development by actively engaging local communities in the management process and enhancing their economic and livelihood conditions. SWIFT's integrated approach combines institutional strengthening for ecosystem conservation with the development of the beel fisheries value chain. This dual focus benefits both the environment and the local community, ensuring long-term sustainability and economic growth.
2. Specifically, the project is aligned with the following impact: income of small-scale food producers of Assam enhanced (Assam Vision 2030, Fisheries Sector); and the project will have the following outcome: beel fishery productivity and community-based sustainable wetland management enhanced in the state of Assam. Three outputs are envisaged.
3. **Output 1: Institutional capacity and regulatory framework for sustainable beel ecosystem and fisheries management strengthened.** The output aims to reform the current government system on beel management, particularly the leasing system. It will support the following activities: (i) updating relevant beel management and fishery acts, regulations, and rules for community-based management, and preparing public awareness-raising materials; (ii) preparing rules or guidelines for community-based beel management system, considering various hydrology of wetlands, channels, agro ecological situations, and providing necessary training on the subject; (iii) preparing a sustainable operational model as a project exit plan; (iv) capacity building and training of the Department of Fisheries (DoF) staff and other allied public institutions, including the state's wetland authority, in latest fisheries stocking and conservation techniques, community-based beel management best practices, and use of digital technologies; (v) supporting research and development in beel management and fisheries, including carbon sequestration benefits from beel management, climate change impacts and adaptation measures, seed production and breeding, and ex-situ conservation of endangered species; (vi) strengthening beel community-based institutions – specifically Beel Development Committees (BDCs); and (vii) operating beel management monitoring system through the development of project information system and beel fisheries knowledge platform, complementing the state wetland authority's wetland notification process.
4. **Output 2: Community-based fisheries business developed and beel community income diversified.** The project will ensure the sustainability of beel community-based institutions by enhancing their financial viability and strengthening women's and marginalized groups' participation in economic activities. The project will: (i) support the development or strengthening of the Beel Development Committees (BDCs), some of whom are or will operate as fisheries cooperatives; (ii) conduct capacity building for these BDCs through training in organizational and financial management, as well as branding, marketing and processing along the value chain; (ii) provide public sector support for the development of community-based fisheries value chain infrastructure, including fish landing sites and local aggregation points/centers; (iii) promote private sector led fisheries commercialization by creating

matching grant facilities for hatchery, feed mill, primary processing and other value addition initiatives; and (iv) support other income generation activities for self-help groups through strengthening or revitalizing self-help groups based on their needs assessment.

5. **Output 3:** Beel conservation and restoration planned and managed. The project addresses habitat loss caused by the loss of connectivity with the adjacent river and decreasing water depth, and macrophyte growth that hinders fisheries productivity in beels. The beel restoration approaches will focus on: (i) beel demarcation; (ii) beel rejuvenation, such as de-weeding and desilting; and (iii) beel's water inflow and outflow control improvement, including desilting, constructing embankments, installing silt trace, building water retaining structures and peripheral bunds, and installing bio-filters.
6. **Implementation arrangements:** A dedicated SWIFT Project Management Unit (PMU) has been established within ARIAS Society, headed by the State Project Director (SPD), ARIASS, and is responsible for overall project execution and ensuring the achievement of project objectives. Further, the Project Implementation Unit (PIU) (currently housed in the ARIAS Society) is also established under the leadership of the Director of Fisheries (DoF), Guwahati. Moreover there are, five (5) Cluster Project Implementation Unit (CPIUs) spread across the five Zonal Offices of the Fisheries Department, each headed by the Deputy Director of Fisheries (DDF). The CPIU managed by DDF shall be reporting to the PIU headed by the Director of Fisheries.
7. **Context of Engagement:** The SWIFT Project seeks to improve the livelihoods and resilience of wetland-dependent communities through sustainable, climate-resilient, and market-oriented farm and non-farm livelihood interventions. The Project envisages promoting integrated livelihood development encompassing fisheries, agriculture, livestock, non-timber forest products (NTFPs), value chain development, entrepreneurship, and community-based enterprises through participatory planning and implementation. These interventions will be implemented through Beel Development Management Committees (BDMCs), Self-Help Groups (SHGs), and other community institutions in close convergence with Panchayati Raj Institutions (PRIs), line departments, ASRLM, NGOs/Service Providers (SPs), and other development partners.

The PIU and the CPIUs are responsible for planning, coordinating, implementing, monitoring, and reporting on these livelihood interventions in accordance with the Project Administration Manual (PAM), Community Operations Manual, Environmental and Social Management Framework (ESMF), Gender Action Plan (GAP), and the applicable policies and guidelines of the Government of Assam and the Asian Development Bank (ADB). To ensure effective implementation of the Livelihoods Component at the field level, the Project intends to engage **four (4) Livelihood Coordinators (LCs), one for each designated CPIU**, who will provide technical and operational support for community mobilization, livelihood planning, enterprise development, capacity building, convergence, monitoring, and knowledge management across the assigned project clusters. This Terms of Reference (ToR) has been developed accordingly. The Livelihood Coordinator will play a key role in designing, implementing, and monitoring community-based livelihood interventions under the project.

(B) OBJECTIVE OF THE ASSIGNMENT

9. The overall objective of the assignment is to provide technical, operational, and field-level leadership for planning, implementing, coordinating, and monitoring the livelihood interventions under the Assam SWIFT Project within the assigned CPIU. The **Livelihood Coordinator** shall facilitate participatory livelihood planning, promote sustainable farm and non-farm livelihood opportunities, strengthen community institutions including BDMCs, SHGs, Producer Groups, and other community-based organizations, and support the development of viable livelihood enterprises and market linkages. The **Livelihood Coordinator** shall ensure effective convergence with line departments, Panchayati Raj Institutions (PRIs), ASRLM, NGOs/Service Providers (SPs), and other stakeholders; facilitate capacity building of community institutions and frontline functionaries; support preparation and implementation of Village Livelihood Plans and business plans; monitor project progress

and outcomes; document best practices; maintain project records and MIS; and ensure timely achievement of livelihood targets in accordance with the Project Administration Manual (PAM), Community Operations Manual, Annual Work Plan, and the applicable policies and guidelines of the Government of Assam and the ADB.

(C) TASKS AND RESPONSIBILITIES:

The **Livelihood Coordinator (LC)** will support the PIU and CPIU in all aspects and will be primarily responsible for development, implementation, and supervision of the activities of the Livelihoods component in the assigned district of the particular cluster. S/He will also be responsible for cooperating with team members and service providers to provide professional advisory services to target groups, develop innovative interventions, as well as knowledge management.

10. Specifically, the **Livelihood Coordinator (LC)** will:

- a) Lead in the development of appropriate sustainable livelihood program intervention to contribute to social economic empowerment/resilience; ensure synergies with fisheries, environmental, gender and social components of the Project according to the overall programme objectives
- b) Identify priorities and design livelihood interventions including supporting, needs assessment (including market assessment).
- c) Coordinate & roll out farm and non-farm livelihoods activities in the intervention villages/blocks as per approved action plan in a time bound manner.
- d) Development of Inception sites, livestock clusters, higher order enterprises including, Business plan development, marketing, etc.
- e) Develop covering all the four pillars of farm livelihoods viz agro ecological/fishery practices, livestock, value chain development and NTFP.
- f) Be responsible for Village Livelihood Plan preparation and effective implementation of various livelihoods programs in the villages of a cluster-monitoring day-to-day operations and direct engagement with the community for mobilization.
- g) Collect and analyze program data, and capture and share lessons learned and best practices for specific projects, to facilitate improvements in decision-making and contribute to the Livelihood & Markets learning agenda;
- h) Nurture the community-based organizations like Beel Development Management Committees (BDMCs), SHGs, Farmer collectives, common interest groups, forest protection committees, and so on.
- i) Support the operationalization and tracking of business and marketing plans for all project-supported organisations (BDMCs, producer groups, Self-help groups, cooperatives, farmers' associations, etc.) through joint planning and monitoring.
- j) Orchestrate collaboration action with the team, partners, PRIs, associated government departments, and the community.
- k) Undertake regular monitoring of various activities of the SWIFT project and guide BDMC, SHGs etc in performing their duties through field visits and review
- l) Facilitate convergence with line departments.
- m) Provide enabling support to the Frontline functionaries in the public - systems, Panchayats, and community resource persons in the villages.
- n) Facilitate capacity building of Farm cadre and other stake holders as per structured module
- o) Maintain the records of the interventions offline/online and facilitate MIS updation.

- p) In collaboration with team, develop and deliver annual/quarterly/monthly work/activity plans, follow up the implementation of plans and ensure timely review/adjust them to achieve committed target.
- q) Identify and document best practices
- r) Contribute to internal project reports through regular tracking reports on the growth, management and overall development of the community organisations supported by projects.
- s) Undertake any other responsibility assigned by PMU/PIU/CPIU.

11. **Coordination with the Assam State Rural Livelihoods Mission (ASRLM):** As SWIFT project will work in close coordination with the ASRLM, leveraging its institutional platforms and aligning with its principles to ensure sustainability and scalability of project's livelihood interventions. The Livelihood Coordinator (LC) will facilitate this convergence and support planning, implementation, and monitoring of livelihood activities at the community level in close collaboration with ASRLM teams. Accordingly, the LC will support and strengthen community-based livelihood initiatives by facilitating effective convergence with ASRLM at district and block levels, promoting sustainable income-generating activities. ***Towards this-the Livelihood Coordinator (LC)-CPIU will -***

- a) Act as a liaison between the Project and ASRLM at district/block level for coordinated implementation of livelihood activities.
- b) Facilitate the preparation and implementation of livelihood plans in alignment with ASRLM's Micro-Credit Plans (MCPs) and Annual Action Plans.
- c) Mobilize, support, and build capacities of SHGs, VOs, Cluster Level Federations (CLFs), and Producer Groups.
- d) Coordinate and organize training programs for SHG members and community cadres on livelihoods, entrepreneurship, and financial literacy.
- e) Assist in identifying and promoting viable farm, off-farm, and non-farm livelihoods aligned with market demand and local resources.
- f) Facilitate access to credit, government schemes, and revolving funds through ASRLM's institutional mechanisms.
- g) Support development of value chains and market linkages for products/services of SHGs and Producer Groups.
- h) Document best practices, success stories, and lessons learned for knowledge sharing.
- i) Monitor field activities, collect data, and report progress to the Project Implementation Unit (PIU) and share updates with ASRLM counterparts.

(D) ESSENTIAL QUALIFICATIONS, EXPERIENCE & DESIRED SKILL

12. **Qualification:** Masters/Post-graduate degree in Livelihoods, Entrepreneurship Development, Food Security, Agriculture and allied subject (Agricultural Extension), Agribusiness, value chain Development, Rural Development, Social sciences, or a related field.

13. Supplemental training in Income Generation/Entrepreneurship, Gender Analysis/ Mainstreaming, Micro finance preferred

14. **Professional Experience:**

- a) **Minimum 5 (five) years** of professional experience in promoting livelihoods interventions in areas including Skills Training, Micro-Lending, Micro-Savings, Employment Generation, Alternative/Additional Income Generation, and Social Protection, Set up of Economic Cooperatives, Cash Transfer Grants, etc.
- b) Experience of working with ADB/World Bank or other donor-funded development

programs will be an added advantage.

15. **Other Knowledge, Additional Competences:**

- a) Strong spoken, analytical, and writing skills with advanced knowledge of and proficiency in MS Office (MS Teams, Word, Excel, Outlook, PowerPoint).
- b) Fluency in English and demonstrated ability to communicate in the local language.
- c) Commitment, team spirit, reliability, diplomatic skills, and intercultural understanding.
- d) Proven human and interpersonal management competencies.
- e) Innovative problem-solving skills.
- f) Exceptional interpersonal skills and cultural competencies
- g) Ability to think strategically and drive project implementation.

(E) **DURATION OF CONTRACT, NOTICE PERIOD ETC**

16. The initial contract period of the **Livelihood Coordinator (LC) -CPIU** will be for eleven (11) months and the contract shall become effective from the date of signing of the agreement by the **LC-CPIU** and the SPD, followed by the date of joining by the **LC-CPIU** and shall automatically terminate after eleven (11) months, if not terminated or cancelled or closed earlier by SPD based on the provisions of the contract agreement. The continuity of the **LC-CPIU** beyond eleven (11) months will depend upon **LC-CPIU** performance, requirement of the position, and availability of project funds, and as decided by the SPD, ARIAS Society based on the feedback from the Director of Fisheries, Head of PIU and the decision shall be final and binding in this regard.

Note: Further, as per the Executive Order No. FEC (II).670250/5 Dated 26-02-2026 of the Finance Department, Govt. of Assam, any renewal or extension of contract for contractual personnel shall be effected only after a clear break of at least two (2) working days between the expiry of the existing contract and commencement of the renewed/extended contract and availing prior concurrence of Finance dept as per DFPR, 2022.

17. Pursuant to the provision in the contract agreement, the contract agreement with the **LC-CPIU** may be terminated by either side at any point of time during the contractual period by serving a 30 (thirty) days' notice without assigning any reason and without thereby incurring any liability to the Director of Fisheries/ Govt. of Assam/ ARIAS Society. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the closing date of SWIFT project. The Govt. of Assam/ ARIAS Society shall not undertake any responsibility for subsequent deployment of the incumbent.
18. The **LC-CPIU** shall not assign or sub-contract, in whole or in part, his/her obligations to perform under this ToR, except with the reporting officer's prior written consent. The **LC-CPIU** will have to serve the **CPIU** on full time basis and report to the concerned Zonal Deputy Director Fisheries, CPIU and also to the Deputy Project Director (DPF) under the overall command of the Director of Fisheries, Assam.
19. The assignment is purely contractual in nature and the SPD-ARIAS Society reserves the right to terminate or cancel the assignment and/or shorten its duration or extend the duration, irrespective of whether the assigned tasks of **LC-CPIU** as per the ToR has been completed or not, based on the requirements or availability of the project funds or performance and/or conduct of the **LC-CPIU** or for convenience as determined by the SPD ARIAS Society, without thereby causing any liability to the **LC-CPIU** or to the Government of Assam or the Government of India or the ADB. Whatever be the reason for termination, the **LC-CPIU** shall comply with the termination order forthwith without any reservation.

(F) REMUNERATION AND PAYMENT TERMS

20. Depending on the qualifications, experience, competency, and remuneration of the last assignment of the candidate, the consolidated fixed remuneration of the successful candidates selected for the position of **Livelihood Coordinator (LC) -CPIU** will be determined and mutually agreed with the selected candidate, which shall be within the range of **Rs.50,000/= to Rs.60,000/= per month**. Taxes as applicable shall be dealt with as per applicable laws.
21. In cases the successful/selected candidate's last drawn monthly remuneration is lesser than the advertised range of the consolidated fixed monthly remuneration, the offered remuneration shall be minimum of the range of remuneration mentioned above, unless otherwise approved by the competent authority based on exceptional merit and project requirements.
22. In cases the successful/selected candidate's last drawn monthly remuneration is higher than the advertised range of the consolidated fixed monthly remuneration, the offered remuneration shall be maximum of the range of remuneration mentioned above, unless otherwise approved by the competent authority based on exceptional merit and project requirements.
23. In case the successful/selected candidate happens to be a retired Government Servant, relevant rules of the Government shall be applicable and the monthly fixed remuneration of the incumbent shall be fixed based on the principle of "Last Pay – Minus – Pension" of the Government of Assam.
24. Travelling, Boarding, Lodging and Food expenses for approved official tours outside the Guwahati/PIU/HQ will be reimbursed as per the HR Policy of ARIAS Society and as provided in the contract agreement.

(G) TRAVEL REQUIREMENT

25. The **Livelihood Coordinator (LC) -CPIU** will be required to undertake field-visits within the jurisdiction of the CPIUs allotted to him and visit to the project sites with the approval of Zonal Deputy Director of Fisheries, concerned CPIU.

(H) REPORTING AND PERFORMANCE REVIEW

26. The **Livelihood Coordinator (LC) -CPIU** will report to the Deputy Director of Fisheries, head of respective CPIU i.e. Zonal Project Coordinator. The **Livelihood Coordinator (LC) -CPIU** shall also report to the Deputy Project Director, PIU under the overall command of the Director of Fisheries. The quality of service and performance of the **LC-CPIU** will be reviewed by the Deputy Director of Fisheries, head of respective CPIU on a quarterly basis and the annual performance review will be undertaken by the PMU based on the feedback provided by the PIU and CPIU.

(I) FACILITIES TO BE PROVIDED:

27. The **LC-CPIU** will be given access to all documents, reports, correspondence, contacts available and any other information as deemed necessary for smooth accomplishments of tasks assigned by the Deputy Director of Fisheries, head of respective CPIU i.e. Zonal Project Coordinator.
28. The **LC-CPIU** will be provided with one office table in the CPIU along with computer, printer, computer/office consumables, and internet access.
29. The PIU will pay the consolidated fixed monthly remuneration as per the contract agreement. No other payment whatsoever (except reimbursement of travelling expenses) shall be paid.
30. Will not be provided with any clerical assistance.

Note: This is a draft ToR and the SPD, ARIAS Society reserves the right to change, update or modify this ToR at any stage till recruitment process is completed.