

## **Terms of Reference**

### **Manual of Business and Work Procedures**

#### **1. Introduction:**

The National Disaster Management Authority (NDMA) is India's apex-level institution for disaster management. Section 3 of the Disaster Management (DM) Act 2005 provides for setting up the NDMA. Chaired by the Prime Minister, the NDMA is mandated to lay down the policies, plans, and guidelines for disaster management and implement various programmes related to various aspects of disaster management. Section 5 of the DM Act lays down the provision of securing the services of officers, consultants, and employees for the NDMA, while Section 6 lists the powers and functions of the institution.

Since its inception, NDMA has taken several initiatives and programmes to strengthen disaster preparedness and mitigation, improve disaster response and recovery, and support capacity-building activities in the country. However, NDMA's efficiency, effectiveness, and performance can considerably improve by streamlining its decision-making processes, administrative practices and financial systems.

#### **2. Objectives:**

As per the functional framework of NDMA dated 7 August 2023, a Manual of Business and Work Procedures will be prepared, which will guide the collective functioning of NDMA. Through this Manual, NDMA aims to develop specific rules and procedures that encourage collective deliberations and decision-making within the organization. By doing so, NDMA seeks to enhance the quality of its decision-making processes, ensuring that all relevant perspectives are considered, and that policies and programs are formulated with a comprehensive understanding of the issues at hand.

#### **3. Scope of Work**

The Manual would be designed as a comprehensive guide detailing the systematic procedures and processes essential for the effective development of projects and program activities. It serves as a reference for knowledge management processes, ensuring that all the guidelines and publications are prepared with due diligence and observe necessary standards. Additionally, the Manual should encompass a thorough explanation of administrative processes, streamlining tasks such as resource allocation, assignment of work and responsibilities, and overall organizational workflow. Furthermore, it includes a detailed section on financial procedures, which covers budgeting, financial reporting, audits, and other fiscal responsibilities. This ensures financial transparency and accountability in all operations. Overall, the Manual is an indispensable tool that provides clear, step-by-step instructions and protocols to ensure consistency, efficiency, and excellence in all organizational activities of NDMA.

### **3.1 Professional / Technical Services**

#### **a. Developing a Programme/ Project**

NDMA develops and implements several programmes/projects pertaining to different functions of disaster management. The process of programme development needs to be laid down to ensure that its programmes and projects align with its strategic vision by following a rigorous approval process. This involves a comprehensive internal consultation within all relevant NDMA divisions, supported by external inputs from relevant institutions, to derive insights and expertise. The final approval is a collective decision made by NDMA's Members, emphasizing transparency and consensus. This process is meticulously documented for accountability and includes a feedback mechanism for continuous adaptation and improvement of the initiatives, aligning them with evolving disaster management needs.

#### **b. Developing Guidelines/Publications**

NDMA issues guidelines, publications, and advisories on various issues. These guidelines, publications, and advisories need to be issued with due diligence, quality control, and peer-reviewing. The process of issuing the guidelines by NDMA needs to be laid down.

#### **c. Post-disaster Investigations**

Each major disaster should be followed by a reconnaissance mission to undertake a quick assessment of causative factors and impacts. Such an investigation should be considered differently from an assessment of damage and loss. NDMA needs to make a system for supporting such a post-disaster investigation, which could be joined by external experts.

#### **d. Deployment of Teams**

NDMA may need to deploy its teams for various purposes, which may include responding to specific demands from the States, assessment of damage and loss, visits to a hazardous site, etc.

In certain situations, these deployments could be in a foreign country. The process of deployment of the team and expenditures on such deployment need to be laid down.

#### **e. Work with External Agencies**

NDMA may need to work with external agencies, which are of different kinds. There are international financial institutions like the World Bank that have funded NDMA projects. There are UN agencies that need to support NDMA's initiatives as per their approved plans. There are also a few bilateral external agencies that can support NDMA. NDMA

should lay down the process of seeking support from external agencies, which is consistent with the existing government rules.

#### **f. Organizing Conferences/Workshops**

NDMA organizes workshops, webinars, and conferences regularly. These workshops have technical, administrative, and financial requirements that need to be addressed. The process of organizing these knowledge events needs to be laid down in a way that while it is easier for various divisions to organize these events, it should be prepared with greater participation and preparation on part of various teams.

#### **g. Convening Meetings**

NDMA organizes meetings as part of its normal business. However, there are certain meetings which need to be attended by all the Members. The nature of such meetings needs to be specified. There are certain formal meetings at the level of the Chairman and Members. The procedure for convening these formal meetings and the preparation and approval of the minutes of these meetings need to be laid down.

#### **h. External Communications**

NDMA needs to write to Central ministries and organizations, State governments, technical agencies, and international organizations. There are many occasions where communications need to be issued at the level of divisions, whereas certain communications need to be made on behalf of the institution. These communications need to be approved at the proper level. The procedure for approving and issuing these communications needs to be laid down.

### **3.2 Financial Procedures**

#### **a. Budget Preparation**

NDMA prepares the budget every year. The procedure for preparation and approval of the budget, including the Budget Estimates and Revised Estimates, needs to be laid down. The collective process of budget preparation needs to be underlined.

#### **b. Disbursement to the States**

NDMA releases assistance to the State Disaster Management Authorities at the State level. The process of disbursement to the States is considerably delayed due to procedural issues. A more streamlined procedure for the release of funds to the SDMAs can be recommended.

#### **c. Allocation of Budget and Monitoring of Expenditures**

Within NDMA, the procedure for allocation of budget to different divisions, the monitoring of expenditures, and re-appropriation within NDMA needs to be laid down.

Divisions submit their proposals for approval. The procedure for financial scrutiny and approvals through the IFD needs to be laid down.

#### **d. Delegation of Financial Powers**

A scheme of delegation of financial powers can be prepared for NDMA. The delegation of financial powers should look at the practices within other organizations of a similar nature.

Financial powers to the NDMA as a whole and its different functionaries can be suggested, for which appropriate requests can be made to the Central Government.

#### **e. Contingent Expenditures**

As NDMA is a disaster management organization with a responsibility to carry out contingent responsibilities, the organization must get certain financial powers to meet these responsibilities.

A suggestion for these financial powers needs to be made.

#### **f. Procurement of Professional Services**

NDMA is a technical organization, which needs to engage professionals for various services.

These services need to be secured on a flexible basis. NDMA should devise payment systems for the procurement of these expert services. It should recommend a system of payment through consultancy, honorarium, sitting fee, retainership, etc. The rules and eligibility for these payments need to be worked out.

#### **g. Improving the Efficiency of the Financial System**

The financial system of NDMA can be made more efficient by making lump-sum payments for various allowances, adopting automated systems, and delegating powers. There is a need to look at those enabling systems which make the financial processes simpler and quicker.

#### **4. Engaging a Short-term Consultant**

NDMA proposes to hire a short-term consultant on a full-time basis to develop an effective Manual of Business and Work Procedures. This expert will draft the manual, ensuring it covers all aspects of the organization's operations and workflows. Their role includes working closely with stakeholders to incorporate varied insights, resulting in a manual that is both aligned with organizational goals and practical for everyday use.

Additionally, the consultant will ensure that the manual brings the best governance practices of disaster management agencies, which are available internationally, to inform NDMA's working, and the manual serves as the foundation for a strong and efficient operational framework.

#### **4.1 Qualifications and Experience**

The ideal candidate for this short-term consultancy should possess a strong background in governance and institutional frameworks, particularly in the context of the Central government. This includes a broad familiarity with the practice of disaster management, demonstrating an ability to translate complex disaster management protocols into clear, actionable procedures. Additionally, the consultant should be intimately familiar with General Financial Rules and other relevant government procedures, ensuring the manual is compliant and relevant within the government's operational context.

A high level of proficiency in policy analysis, process documentation, and stakeholder engagement is also essential. The candidate should possess excellent communication skills, both written and verbal, to effectively convey intricate concepts and procedures in an accessible manner. Advanced degrees in management, public administration, disaster management, or related fields, coupled with substantial professional experience in government or similar institutions, are highly desirable.

Master's Degree in Management and Public Administration or any other relevant field with Substantial Professional Experience of minimum 10 years.

#### **5. Time Frame**

The proposed short-term consultancy is planned for a duration of three months 29 days. This time frame is proposed to allow the consultant adequate opportunity to thoroughly understand the organization's processes, collaborate with stakeholders, and develop a comprehensive manual.

This period includes phases of research, drafting, stakeholder feedback, and final revisions, ensuring that the manual is both detailed and aligned with the organization's current needs and standards.

#### **6. Remuneration**

Remuneration shall be based upon the qualification, experience of the candidate but within prescribed limits/ extant rules in the handbook for engagement of Consultants issued by NDMA.

#### **7. Supervision of Consultancy**

A team comprising one Member of NDMA and Joint Secretary and senior officials of NDMA will supervise the consultancy and review the proposals and reports.

## **8. Deliverables**

The deliverable of the short-term consultancy will be a comprehensive and well-structured Manual of Business and Work Procedures. This manual will serve as a detailed guide, outlining the organization's operational protocols, workflow processes, and compliance standards. It will include sections on professional practices leading to the development of programmes, financial guidelines adhering to General Financial Rules, and administrative procedures specific to the organization's context. The manual will be designed to be user-friendly, ensuring easy comprehension and application by all staff members. Additionally, it will be a dynamic document structured to allow for future updates and revisions as organizational needs and external regulations evolve.

The final delivery will also include an executive summary and recommendations for implementation and training.