TERMS OF REFERENCE (ToR)

for

Selection of a Consultant (Firm) for

Functional Review of Forestry Institutions in

Himachal Pradesh

Integrated Development Project for Source Sustainability and Climate Resilient Rainfed Agriculture (HPIDP)

(HP Forest Department)

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1.**Background**

In Himachal Pradesh 68.16 percent of the total geographical area is classified as forest area, and 27.73 percent of the total geographical area is under forest cover (ISFR, 2021). The forestry sector is closely linked to the state's economy directly and indirectly and has the potential to contribute to growth that is resource-efficient, sustainable, low-carbon and can help to create employment and business in even the most remote regions of the state. Himachal Pradesh Forest Department and its allied institutes are responsible for the development, conservation, management, utilization and sustenance of the forests in the state. The Forest Department and related institutions play an important role in efficient management of forest and wildlife resources through capacity building of the personnel and community; and finding solutions to the subject matter problems through research and development.

The Government of Himachal Pradesh (GoHP) is implementing the Integrated Development Project to improve upstream watershed management and increase agricultural water productivity in 428 Gram Panchayats of 10 districts (Shimla, Solan, Sirmour, Bilaspur, Hamirpur, Mandi, Kullu, Chamba, Kangra and Una) in the State, with financing from the World Bank. Himachal Pradesh Forest Department is the nodal agency for the project implementation and functioning.

HP-IDP – A Brief

The Integrated Development Project (IDP) is investing in measures in upstream catchment areas to improve source sustainability, sustainable land and watershed management and increase agricultural water productivity in selected Gram Panchayats in Himachal Pradesh.

The project has 4 components:

i) Sustainable Land and Water Resource Management

ii) Improved Agricultural Productivity and Value Addition

iii) Institutional Capacity Building for Integrated Watershed Management

iv) Project Management

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1. https://www.hpidp.org/uploads/reports/1584701631.pdf

Component 1: Sustainable Land and Water Resource Management

This component promotes participatory and sustainable land and water management (SLWM) through financing the planning and implementation of upstream investments in selected micro-catchments. This component focuses on improved ecosystem management, improved forest cover, increased water quality and sediment regulation (climate resilience), reduced erosion (and thus reduced disaster risk from landslides), and improved community participation (including women, youth, and disadvantaged groups) to benefits from Sustainable Landscape Management. GP-level resource management plans (GP-RMPs) are prepared to ensure that local investments are properly targeted and appropriate to the local geographic and socio-economic context. The component comprises two sub-components:

Subcomponent 1A: Improved planning for participatory and sustainable land and water management

Subcomponent 1B: Implementation of participatory and SLWM investments as identified by the GP-RMPs

Component 2: Improved Agricultural Productivity and Value Addition

This component supports interventions in downstream areas where the primary (existing or potential) water use is for irrigation in agriculture. It seeks to augment the use of irrigation as a principal strategy for shifting from low-value production to climate resilient crop varieties and higher-value production but also with a focus on increasing climate resilience and water productivity to maximize the financial returns for water use. The proposed activities also focus on reducing pressure on forests and contribute to increased carbon sequestration and reduced erosion. This component has the following two sub-components:

Subcomponent 2A: Improved water productivity

Subcomponent 2B: Adoption of Climate Smart Technologies and Diversification into High-Value Crops

Component 3: Institutional capacity building

The long-term objective of this component is two-fold: firstly, to support a more comprehensive and holistic approach to manage the state's forest and water resources while recognizing competing uses within the state and in other states; secondly, to improve service delivery including through better alignment of the structure of HPFD to its institutional

mandate 3 and by strengthening its capacity for Sustainable Landscape Management, as reflected in the sub-components below:

Subcomponent 3A: Improving the governance structure for sustainable landscape management.

Subcomponent 3B: Institutional reform and strengthening of the Himachal Pradesh Forest Department

Component 4: Project Management

This component supports the project management function, including key staff and operational costs. It also supports the project monitoring and evaluation functions, as well as grievance redress mechanism along with project communications and outreach.

2.Objective(s) of the Assignment

To analyze the key institutional challenges that limit the performance of the forestry sector as a whole and inhibit delivery of sustainable landscape management. The work will develop ownership for the vision and goals of the reform process and in collaboration with allied institutes and key stakeholders develop a time bound action plan and roadmap for implementation.

3. Scope of Assignment

The institutions in scope of this review are the Himachal Pradesh Forest Department and all its subsidiaries (Training Wing, Research Wing, Wildlife Wing, IT wing, Working Plan, Personnel Management, Capacity Building and other allied wings). The consultants shall assess the overall functional effectiveness and efficiency of existing capacity and gaps in the HPFD organizational structure (institutional and operational aspects), its service functionality, departmental capacities, and productivity of field offices and material resources which also include individual staff skills. The ultimate output of the assignment will be a final functional review report with details of a realistic and feasible plan to address the identified gaps in the short, medium and long term. The report should also provide a plan which can be implemented using the budget allocation.

3.1 The scope of assignment includes but may not be limited to the following:

(i)   Review of working and functioning of the Himachal Pradesh Forest Department and all its subsidiaries (Wildlife Wing, Forest Corporation, Training and Research Wing, Forest Management, IT wing, Working Plan, Personnel Management and other allied wings).

(ii)   Review of effectiveness of various programs and schemes of the Department.

(iii)   Review of effectiveness of important citizen-oriented services provided by the Department.

(iv)   Review of effectiveness of community-based organizations (CBOs) like VFDS, JFMCs, and EDCs, SHGs*, User Groups or other community groups formed/promoted by the Forest Department.

(v)   Review of Interface between Forest Industries, Forest Research Institutions and Forest Department.

(vi)   Review of sustained implementation of learning from Externally Aided Projects.

(vii)   Review of alignment of HPFD as per HP Forest Sector Policy 2005.

(viii) Review of Result Framework Document for HPFD.

(ix)   Review of any other relevant sector/area/institutes that may come up during discussions.

4.   Approach of the Assignment

4.1   Forest sector functional review through PROFOR:

The approach "Assessing and Monitoring Forest Governance" is a guide to diagnosing strengths and weaknesses in forest governance using a tool developed by PROFOR (Program on Forests) [2]. The tool consists of a set of indicators and a protocol for scoring the indicators. The indicators are in the form of multiple-choice questions about aspects of forest governance. Some cover general features of governance, some touch on specifics, and some serve as proxies for factors that are difficult to assess directly. Taken as a whole, the tool examines forest sector governance broadly, serving as a self-assessment to identify areas deserving improvement. Recognizing that local involvement is the key to successful reform, the tool's protocol uses a workshop format, where stakeholders meet to discuss governance issues in the sector and try to come to agreement on scoring the indicators. Putting assessment in the hands of stakeholders promotes discussion, identifies areas of consensus, and builds momentum for change.

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*Acronyms stand for Village Forest Development Society, Joint Forest Management Committee, Eco Development Committee, Self Help Group respectively.
2. https://www.profor.info/sites/profor.info/files/AssessingMonitoringForestGovernance-guide.pdf

It is envisaged that between one and four separate workshops will be held to be organized by the consultant (as per PROFOR approach). The workshops will be participated by but not restricted to the representatives of the following:

(i)   Representative staff of in-scope institutions.

(ii)   HPFD staff (Field Offices)

(iii)   External stakeholders: civil society (EDC's, JFMC's, VFDS's, GP, NGO's, academics, community members, and other local government representatives.).

(iv)   Integrated Watershed Management (IWM) workshop: focusing specifically on IWM and involving state institutions, departments and other relevant stakeholders.

The modalities of workshops shall be finalized in discussion with consultant at inception stage of the assignment. The consultant will implement the approach as described in "Assessing and Monitoring Forest Governance", particularly from Step 3 'Identify Stakeholders and Key Issues' to Step 9 'Chart Follow-Up Actions'. A plan of follow-up activities identified during the functional review workshop will be developed (Step 9 'Chart Follow-Up Actions'). Based on the recommendations of the review committee field visits may also have to be taken up by the consultant as and when required and found necessary. The consultancy will have a wider consultation with all the stakeholders from all the individuals, institutions and concerned organizations to arrive at any decision.

4.2   The above workshops will include, but not be limited to the following themes:

i) Review Mandates

a) Review mandates of the HPFD and allied institutions in scope and identify responsibility and accountability for compliance with laws, acts, regulations, policies, procedures and regulations.

b) Assess and review the mandate for each relevant department/institute, mapping their responsibilities and relationships between the departments and other stakeholders.

c) Address the alignment of institutional mandates of HPFD (and any other relevant state or other institution) for integrated watershed management (IWM) to maximize the contribution from natural resources in reducing negative water-related impacts and consequences, avoid environmental degradation, boost water output, and increase biomass production.

d) Some of the key mandates are:

    i.   Contribution of HPFD to State level Income and social welfare.

    ii.   Increasing tree cover to meet national and state level commitments (NDC).

    iii.   Maintaining and enhancing the integrity of forested landscapes.

    iv.   Maintaining and enhancing the health and vitality of forestry and wildlife ecosystems.

    v.   Better regulation and provisioning of forestry goods and services as per the sustainability assessments.

    vi.   Enhancing, maintaining, and protecting wildlife habitats, biodiversity and ecologically sensitive forestry areas.

    vii.   To increase the climate resilience of forested landscapes in the context of climate change.

    viii.   Enhancement of forest productivity (regeneration, carbon stocks).

ii) Effectiveness of in-scope institutions

a) Assess the effectiveness and efficiency in performance management, work procedures, policies, resource management and their impact on the quality of the services to be provided by the department.

b) Assessment of the budget procedures, and their adequacy to the mandates of the departments, regional and other allied offices.

c) Identification of the organizational deficiencies influencing the performance of the departments, field offices and identification of the advantages of the organization and its strengths. Recommend revisions to organizational structure.

iii) Staffing

a) Assessment and review of organizational set up of HPFD; assess the qualification and experience of the current staff and evaluation of overstaffing or understaffing situations with the identification of their influence on the performance of the department as an institution.

b) Determine the "fit" between existing and future staff requirements.

iv) Facilities, technology and equipment:

Assessment of the financial resources (budget and effective disbursement), office facilities, availability of equipment's and their impact on institutional efficiency and quality of the services/products. Determine the "fit" between existing and future requirements (particularly office space, vehicles, IT software, training equipment etc.) both at headquarter and field offices.

v) Communication and Convergence:

Review the pattern of communications between the Department offices (inter and intra departmental communication) and allied forest institutes (like research institutes and other stakeholders) as well as the community. To assess whether, the inter and intra communication of the interests, problems, decisions and policies amongst the Department subsidiaries and involved stakeholders is done and understood satisfactorily.

vi) Reporting:

Analyze, consolidate and produce functional assessment report with the proposed road map and capacity building plan for short, medium and long-term implementations.

5.   Business process reengineering:

(i)   Draw on the discipline of 'Business Process Reengineering' and the Follow-Up Actions to conduct 'deep dive' investigation of specific key processes that have been identified as problematic. Confirm with HPFD senior management the list of in-focus processes.

(ii)   Perform an initial assessment of processes and map these processes using flowchart, swim-lane diagrams, etc.

(iii)   Analyze these processes, identifying problem areas in terms of quality, cost, timeliness or accountability and utilize various tools to diagnose the issues, including Root Cause Analysis, Cause and Effect Analysis.

(iv)   With the support of relevant process develop consensus to:

   a) Redesign the process roles and tasks, in consultation with staff or stakeholders who are directly involved. Use brainstorming to create a selection of improvement options and narrow these down by testing them using various filters for cost and practicality, etc.

b) Develop a time bound action plan and roadmap for departmental change and identify key milestones and dependencies in the way forward.

c) Identify the necessary investments (financial, social, technological, technical, etc.) needed to support implementation of the change process identified.

d) Prepare a final report with the time bound action plan including a monitoring framework which will include revisiting the internal benchmarks on an annual basis and linking to process improvement metrics.

e) Where technological solutions are identified and agreed with prepare detailed User Requirements Specifications (URS). These must be of sufficient quality and specificity that they can be used to procure software development services to deliver the needed business process improvements in an efficient way.

6. Duration of the Assignment

The duration of the consultancy/assignment shall be approximately 9 months (36 weeks) from the time of contract signature.

7. Team Composition and Qualification Requirements for the Key/Non-Key Experts

This assignment will be undertaken by a consulting organization that demonstrates they have the capacity and track record to undertake the above work tasks and activities with desired complexities and scale. The consultants should have knowledge of the forest sector and experience of institutional review of Government Departments and of the disciplines related to the diagnosis of issues with, and improvement of business processes. The following are the minimum qualifications required by the Consultant and should be specifically identified in the proposal for this assignment:

(i)   Understanding of the forest sector, its functioning, processes and stakeholders. Good knowledge of governance of forest sector and natural resources management, and familiarity with governance and forestry issues in India (Himachal Pradesh/hilly states) and internationally.

(ii)   Understanding and experience in Integrated Watershed Management, sustainable forest management, biodiversity conservation, landscape and catchment-based management plan formulation and implementation.

(iii)   Extensive experience in institutional/public performance/functional review and of business analysis.

(iv)   Experience in business process reengineering, business process improvement, continuous process improvement, total quality management or similar.

(v)   Understanding of User Requirement Specifications and their preparation.

(vi)   Team leader or atleast one of the Key Experts should have experience of working on a PROFOR methodology based assignment.

(vii)   Excellent facilitation skills and extensive experience in workshop facilitation with multi-stakeholder audiences.

(viii)   Good speaking and writing skills in English and Hindi.

The Consultant shall be expected to deploy sufficient amount of human resources required to successfully deliver the assignment. An indicative human resource requirement for the assignment duration must include but may not be restricted to experts of suitable qualifications and experience against the positions as tabulated below:

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
K1	**Project Team Leader** Expert in managing team and delivering results for complex projects, with desirable experience of forest sector change management. **Expected Role**: • The Team Leader will lead the assignment and be responsible for planning, co-ordination, supervision, timely and satisfactory delivery of the assignment duly taking into consideration inputs provided by the review committee. • Ensure the quality of deliverables. • Lead progress review meetings,	1	**Qualification:** Post Graduate Degree in Forestry /Forest Management/Natural Resource Management or related course. **Experience:** • At least ten (10) years of experience in forestry sector its management and functioning activities. At least five (5) years' experience of working with the communities. • Should have managed at least two similar assignments nationally/internationally. • Should have working experience of planning, organizing, managing, measuring and	9

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
	workshops and other discussions.		monitoring of programs related to the assignment. • Experience in working of Govt. /Externally Aided Projects/Public Sector Undertakings	
K2	**Forest Governance Expert** Expert in assessment and functional review of government forest institutions at state or national level and in bringing about meaningful governance change in these settings. **Expected Role**: • The expert will draw on his/her knowledge of the forest sector governance, including key trends in forest management and development, and consult relevant background literature, especially on indicators/measurements of forest governance. • Compile the forest governance background paper assessment report on the status of forest governance in Himachal Pradesh. • Produce a fully assessed, refined, and customized indicator-based questionnaire. • Author an issues report summarizing findings, identifying governance areas requiring improvement, including a proposed forest	1	**Qualification:** Post Graduate Degree in Forest Governance/Forest Management or related course. **Experience:** • At least ten (10) years of experience in forest management and governance. • Should have conducted at least one similar type of assignment in forestry sector. • Experience of working in an international assignment is desirable.	4

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
	governance reform strategy / list of follow-up actions. • Act as facilitator for successful conduct of workshops, lead the participants through the questions and help them come up to a consensus-based rating of the indicators.			
K3	**Senior Forestry and Institutional expert** Expert in assessment and functional review of forest or other institutions at state level and in bringing about meaningful organizational change in these settings. **Expected Role**: • Review, analyze, and propose improvements to all associated relevant documents. • Recommend actionable solutions addressing forestry-related challenges. • Interact with Key informants of departments/institutions w.r.t the functioning of departments/institutions at various levels. • Formulate landscape or catchment management plans, process improvement, and reporting. • Act as facilitator and contribute for successful conduct of workshops, lead the participants through the questions and help them come up to a consensus-based rating of the indicators.	1	**Qualification:** Post Graduate Degree in Forestry, course in related subject. **Experience:** • Extensive knowledge of forestry and forest governance and rural development issues in Himachal Pradesh • Minimum 10 years of experience of assessment and review of forest institutions at national/state level and being an agent for institutional change. • Should have experience of working with communities and Govt./Externally Aided Projects/Public Sector Undertakings.	9

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
K4	**IT Expert** Expert in assessment and review of the IT and Management Information Systems (MIS) in forest or other institutions. **Expected Role**: • To introduce IT solutions in support of forests and other related institutions. • Compile high quality User Requirement Specifications (URS) that respond to users' needs and the needs of vendors when preparing bid documents to deliver software in compliance with such URS.	1	**Qualification:** Post Graduate Degree in Information Technology, Computer Science, Geospatial Sciences. Professional certifications related to MIS, GIS, Systems Analysis and any other relevant IT certifications. **Experience:** • Professional certifications related to MIS, GIS, Systems Analysis, and any other relevant IT certifications. • Minimum five (5) years of experience of large-scale IT systems for government or large institution at state, national or international level. • Proven track record of developing technology solutions with stakeholders, adapting IT solutions to different cultural, regulatory, and environmental contexts.	6
K5	**Forest Economist/ Industry Analyst** Expert in management of primary and secondary processing companies in the forest sector and in monitoring, analyzing and improving forest-based business processes and value-chains at institutional level for maximizing economic contribution. **Expected Role**: • Contribute as an expert in management of primary or	1	**Qualification:** Post Graduate Degree in Forest/Business Management and other relevant subjects. **Experience:** • Minimum work experience of 7 years as a Team Member in forestry/ management of forest resource processing companies or in related subject. • Should have working experience of working with communities, including vulnerable populations	6

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
	secondary processing companies in the forest sector. • Provide inputs and suggestions regarding contribution of HPFD to state level income and identify revenue generation sources. • Provide inputs related to monitoring, analyzing and improving forest-based business processes at institutional level. • Provide inputs and suggestions to improve the already existing value-chains of Non Timber Forest Products to maximizing their economic contribution to communities • Also identify the constraints which hinder the smooth working of value chains and mechanism to improve the same. • Contribute towards main report writing on the above issues. • Act as facilitator for successful conduct of workshops, lead the participants through the questions and help them come up to a consensus-based rating of the indicators.		and preferably with international exposure.	
K6	**Lawyer/Public Policy Expert** Expert in analyzing and advising on forestry and environment related policies, laws, and regulations. **Expected Role**: • Helping develop proposals and concept papers for concerned jurisdictions and new policies.	1	**Qualification:** Bachelor's degree in Legislative Law (LLB), with specialization in Environment/Forest Law. **Experience:** • Minimum work experience of 5 years as a Team Member in advising on proposed policies,	6

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
	• Drafting regulations covering a wide variety of topics, such as forestry, environment, community rights and other legal issues. • Analyze existing forest policies, laws, and regulations, and advise on the prosecution of the same. • Act as facilitator for successful conduct of workshops, lead the participants through the questions and help them come up to a consensus-based rating of the indicators.		laws, and regulations. • Experience of proposals and concept papers development for concerned jurisdictions and new policies in related subjects.	
K7	**Social Expert (with a forestry background)** Expertise in addressing social issues related to forestry, forest fringe/forest dependent communities, Grievance Redressal Mechanism, etc. **Expected Role**: • Community engagement and consultation and analyze community use of forests and the challenges of sustainable forest management in Himachal Pradesh context. • Act as facilitator for successful conduct of workshops, lead the participants through the questions and help them come up to a consensus-based rating of the indicators.	1	**Qualification:** Post Graduate Degree in Sociology/Rural development/Social Anthropology /allied areas. **Experience:** • Should have minimum work experience of five (5) years of working with forest dwelling/forest fringe communities and issues regarding forests and people. • Addressing social issues matters related to a subject, preferably in public sector for internal/external target audiences/groups of people or in related subject. • Should have experience of working with communities, including vulnerable	6

Key Position Number	Key Position Title and Expected Role	Nos. Required	Minimum Qualification and Professional Experience	Indicative/Estimated Person Months
			populations on issues like community rights and responsibilities for forest and forest resources.	
TOTAL KEY EXPERT MONTHS				**46**

Qualification Requirements/Desired Experience of the Non-Key Expert(s):

NON KEY [NK] EXPERTS				
Non-Key Position Number	**Non-Key position Title and Expected Role**	**Nos. Required**	**Minimum Qualification and Professional Experience**	**Indicative/Estimated (Person months)**
NK1	**Facilitator** **Expected Role:** Ensure effective dialog and participation during key stakeholder meetings and workshops, with an emphasis on the capacity of being able to reach consensus of diverse stakeholders.	1	**Qualification:** Graduation Degree in Sociology/ Rural Management /Natural Resource Management/Forestry related areas from recognized Institution. **Experience:** • Experience of 5 years or more in similar assignment with skills related to working on various applications on computers/laptops, work and spreadsheets, etc. • Verbal and writing communication skills in English and Hindi languages.	9

8. Composition of Review Committee to monitor consultant's work

A Review Committee comprising experts from HPFD and HPIDP will be constituted to review the progress on the milestones as per the payment schedule and the drafts and final outputs of the assignments. Tentative composition of the Review committee is as under:

- Executive Director (ED), HPIDP
- Deputy Director Admin. (DDA), HPIDP
- HPFD Officer/s (to be nominated by HoFF)

- Subject Matter Specialist (SMS Forestry), HPIDP
- Any other requisite expert

9. Input and facilities to consultant

- HPFD and HP-IDP shall guide the consultants through discussions to help them understand the assignment.
- HPFD and HP-IDP will facilitate the consultant during the assignment and feedback sessions where interaction between the concerned officials and the consultant is required.

10. Reporting Requirements and Time Schedule for Deliverables

Sr No.	Deliverables	No. of hard copies(along with soft copy)	Time of submission (Weeks)	Amount (%) to be paid upon acceptance of deliverable by the client
1	**Contract Signature**	-	T	5 %
2	**Inception meetings and submission of Inception report acceptable to the Client:** Including report outlining work plan, schedule, methodology, assumptions and refinements to approach.	3	T+ 2 Weeks	5 %
3	**Initial stock-taking/assessment report**: Draft background assessment report summarizing and giving baseline situation of the present state of forest governance in Himachal Pradesh, other key mandates, past review outcomes and other important reports, status scenarios and documents as recommended during preliminary meeting. Identification of stakeholders for workshop and number and group of participants in each workshop.	3	T + 5 Weeks	0%
4	**Revised draft of stock-taking/assessment report**: Refined background paper to be distributed to workshop attendees in advance.	3 Soft copy distribution to all the identified stakeholders.	T + 7 Weeks	10%
5	**A fully assessed, refined and customized indicators and questionnaire**;	3	T + 9 Weeks	0%

	Customized, fully assessed and refined indicator based governance questionnaire along with clarity on the relevance and usefulness in the assessment. Organize stakeholder workshops. Organize Follow up workshops if required.			
6	**First draft of issues report** (based on outputs from the stakeholder governance workshops); A general summary of the strengths and weaknesses identified, plus a detailed listing of how the participants scored each indicator, as explained in their notes or presentations.	5	T + 14 Weeks	0%
7	**Final draft of issues report:** Rectified final report summarizing findings and governance areas requiring improvement. Distribution of the report to the participants.	5	T + 16 Weeks	10%
8	**Finalize follow-Up actions** Document the Follow-up actions and secure agreement from relevant institutions and stakeholders on identified priority areas and processes.	5	T + 18 Weeks	10%
9	**Business process improvement plan:** Finalize refined action improvement plan (consensus based) for priority sectors, including time schedule in agreement with the constituted review committee, HPFD and relevant stakeholder on list of in-focus processes and areas.	5	T + 22 Weeks	10%
10	**Detailed user requirements specifications:** Draft and distribute for internal review the user requirements specification (URS) developed for priority processes including areas needing IT and other technological solutions in addition to others.	5	T + 30 Weeks	0%
11	**Complete URS:** Finalize user requirements specification document.	5	T + 36 Weeks	50%

*All activities will be paid on a lump-sum basis according to the payment schedule.