

**Government of Assam (GoA)**  
**ARIAS SOCIETY (ARIASS)**  
**Assam Agribusiness and Rural Transformation Project (APART)**  
***Draft* TERMS OF REFERENCE (TOR)**  
**For hiring a consultancy firm for Project Baseline Survey and Monitoring and Evaluation of APART.**

## **BACKGROUND**

1. Government of Assam (GoA), through the Government of India has applied for a credit of US\$200 million from the World Bank (W.B.) for implementation of the proposed **Assam Agribusiness and Rural Transformation Project (APART)**, which is currently under preparatory stage. The proposed Project Development Objective is to -increase value-added and improve resilience in the production and processing of selected agriculture commodities, focusing on small farmers and agro-entrepreneurs in sixteen (16) districts. The targeted districts are: Nagaon, Sonitpur, Barpeta, Karbi Anglong, Kamrup, Dhubri, Golaghat, Kokrajhar, Lakhimpur, Darrang, Cachar, Sivasagar, Jorhat, Goalpara, Morigaon and Nalbari. It is intended to hire a consultancy firm for Monitoring & Evaluation (M&E) of APART
2. The proposed Project Development Objective (PDO) is to *“increase value-added and improve resilience in the production and processing of selected agriculture commodities, focusing on small farmers and agro-entrepreneurs in targeted districts”*.
3. **The project would achieve the PDO by:**
  - a) Promoting investments in agri-enterprises, reducing the business and transaction costs, facilitating access to finance for agribusiness entrepreneurs, and, where appropriate, push for process, regulatory and/or policy change;
  - b) Supporting the development of a modern supply chain; improved information communication technologies (ICT) based farm information and intelligence services, and alternative marketing channels;
  - c) Improving producer's access to knowledge, technologies and infrastructure so that they are able to respond to market opportunities and climate variability.
  - d) By simultaneously intervening along multiple dimensions of the growth nexus (business environment, key infrastructure, access to basic services, local governance), the proposed project aims to remove key constraints to business development and strengthen the platform for growth in agriculture and allied sectors within targeted districts. By doing so, it will contribute to the key aspects of the GoI, GoA and the Bank's CPS strategic objectives related to faster and broader agriculture sector growth and inclusive development.
4. **The project components are summarized below:**
  - a) **Component A: Support to Agri Enterprise Development:** The focus of this component to enhance the pace of agricultural enterprise growth and employment in the targeted districts. This would be done by establishing a cohesive institutional platform, and securing increased private sector investment in the development of value chains, processing and marketing in the targeted districts.
  - b) **Component B: Farm - Market Infrastructure Development:** The focus of this component is to establish a modern supply chain from farm to market that would enable farmers and other value chain participants to access new markets. This would be done by enabling secondary and tertiary processing that creates higher value for the produce; supporting a supply chain infrastructure that prevents wastage and value erosion in transportation, and allows access to more distant markets;

and supporting the development and up-gradation of basic and agriculture-specific infrastructure, including transportation linkages, warehousing capacity and wholesale market facilities.

- c) **Component C: Market-led Production and Resilience Enhancement:** The focus of this component is to enable farmers in the targeted districts to take advantage of the rapidly changing consumer demand and ensuring resilience of agriculture production systems in order to better manage increasing production and risks associated with climate change. This would be done by diversification of their farm production; introduction of climate resilient solutions; improving value realization at the farm level through improved sorting, grading and packing of produce that enhances the average price realized; and facilitate access to a broad set of financial services and their responsible use by farmers and farmer's organizations.
- d) **Component D: Project Management, Monitoring and Learning:** This component will ensure effective implementation of the project activities and monitor and evaluate project implementation progress, outputs and outcomes, building on implementation experience of AACCP. The component inter alia will support: (i) establishment and operations of a Project Coordination Unit (PCU), which will oversee and coordinate activities of the implementing agencies of the project; (ii) establishment and operations of Project Implementation Units in the respective implementing agencies; and (iii) setting up of a monitoring and evaluation (M&E) system for the project, including a project management information system.

**5. The Draft Key Project Indicators (KPI) will be:**

- a) Number of beneficiaries with improved resilience;
- b) Number of new agri-enterprises established;
- c) Number of jobs created by targeted agri-enterprises, including for women (percent);
- d) Increase in value of marketed output at the farmer level;
- e) Direct project beneficiaries (number), of which female (percentage).

**6. CONSULTANCY PERIOD:**

The consultant's services shall commence with effect from the date of signing of the contract agreement. The assignment initially will be for a period of twenty four (24) months. Subject to satisfactory performance by the consultants as assessed by the SPD ARIAS Society, the agreement may be further extended based on the detailed breakup of the cost provided in the agreement, with an increment of 6% per year from the year of original agreement till the year to which the agreement would be extended. Other aspects relating to extension, suspension termination, etc. shall be as per provisions of the contract agreement.

**7. SCOPE OF WORK:** The scope of the consultancy assignment for twenty four (24) months would cover:

- a) A baseline survey to be completed within 6 (six) months from the signing of agreement;
- b) Regularly monitor & report on the project's physical and financial inputs and outputs
- c) Data collection and collation, using independent surveys, and for report preparation;
- d) Monitor & evaluate project processes, institutions and quantify short term output/outcome impacts.
- e) Provide advisory support from the M&E perspective to the PCU/ARIASS for the design of a computerized Project Management Information System (PMIS).

**In case the Consultancy assignment is extended beyond 24 months, the scope of work will then include the following**

- a) Carry out comprehensive outcome focused impact evaluations of the project during Mid-Term and Project Completion. This would include a comparative analysis of project areas with non-project areas with the latter acting a control for comparative purposes.
- b) Regularly monitor & report on the project's physical and financial inputs and outputs for the extended period
- c) Monitor & evaluate project processes, institutions and quantify short term output/outcome impacts.
- d) Provide advisory support from the M&E perspective to the PCU/ARIASS during the design phase of the PMIS and also during User Acceptance Test (UAT) of the software.

**8. THE TASKS TO BE CARRIED OUT BY THE CONSULTANT DURING THE ASSIGNMENT PERIOD (24 MONTHS)**

#	Tasks	Details
a)	Preparation of Inception Report	The inception report should clearly indicate the broad approach of monitoring and evaluation components. This will be discussed with PCU and the approach agreed upon.
b)	Baseline Survey	<ul style="list-style-type: none"> <li>i) The Consultant should design the strategy for preparation of Baseline Status Report which would clarify, among other things, the role of Line Departments and PCU in assisting with data collection</li> <li>ii) Prepare sample strategy for both project and control area</li> <li>iii) Organize collection of baseline information through survey instruments approved and cleared by SPD, ARIASS.</li> <li>iv) Following agreed outcome and intermediate outcome indicators, the agency will develop a strategy for benchmarking data through carefully selected "controls" that allows subsequent analysis of project performance from various comparative perspectives: before/after project; with/without project; target/control group performance; and so on</li> <li>v) The baseline survey shall be completed within six months from date of getting clearance from the SPD ARIASS.</li> </ul>
c)	Six monthly progress monitoring	<p>The Consultants will carry out Six-monthly progress monitoring surveys incorporating:</p> <ul style="list-style-type: none"> <li>i) Up-to-date physical and financial expenditure data compared to annual and end-project targets</li> <li>ii) Comparison of project performance vis-a-vis the Annual and End-Project Targets including Output, Intermediate and Outcome indicators with respect to the Baseline values</li> <li>iii) Successes and project implementation hindrances/problems encountered during the reporting period with suggestions for remedial actions</li> <li>iv) Summary of socio impact evaluation.</li> </ul>
d)	Computerized Management Information System (MIS)	The Consultant will have to provide advisory support from the M&E perspective to the PCU/ARIASS for the design of a computerized Project Management Information System (PMIS). A separate consultancy will be hired for the design & development of the PMIS and the M&E consultants will be required to provide advisory support during the design phase of the PMIS

**In case the assignment is extended beyond the initial twenty four (24) months period, the tasks would include the following:**

#	Tasks	Details
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#	Tasks	Details
a)	Six monthly progress monitoring for the extended period	The Consultants will carry out Six-monthly progress monitoring surveys incorporating: <ul style="list-style-type: none"> <li>i) Up-to-date physical and financial expenditure data compared to annual and end-project targets</li> <li>ii) Comparison of project performance vis-a-vis the Annual and End-Project Targets including Output, Intermediate and Outcome indicators with respect to the Baseline values</li> <li>iii) Successes and project implementation hindrances/problems encountered during the reporting period with suggestions for remedial actions</li> <li>iv) Summary of socio impact evaluation.</li> </ul>
b)	Mid Term Assessment	The Consultants will carry out a Mid Term Assessment Survey that shall include: <ul style="list-style-type: none"> <li>i) An impact assessment of the project to date vis-a-vis the Annual and End-Project Targets including Output, Intermediate and Outcome indicators with respect to the Baseline values</li> <li>ii) Focus on implementation processes and recommend adjustments in the project design and</li> <li>iii) Implementation arrangements to overcome identified bottlenecks</li> <li>iv) A Socio-economic analysis</li> </ul>
c)	End Term Assessment	The Consultants will carry out a comprehensive overall impact assessment including: <ul style="list-style-type: none"> <li>i) Quantitative and qualitative assessment of progress against project development objectives.</li> <li>ii) Comparative assessment of a with/without project situation</li> <li>iii) The impact assessments and analyses would collect and use statistically robust comparable data from non-project areas also.</li> <li>iv) In addition, the study should include socio-economic impacts of the project.</li> <li>v) The End Term Assessment shall also include Sustainability Analysis of all the investments under APART.</li> </ul>
d)	Computerized Management Information System (MIS)	The M&E consultants will be required to provide advisory support during the design phase of the PMIS and also during User Acceptance Test (UAT) of the software.

**9. SERVICES TO BE PROVIDED BY THE CLIENT:** The client would provide the Consultant with the following reports/documents/services:

- a) Project Appraisal Document (PAD) of the project, Annual Work Plan documents and any other document/report/services mutually felt necessary.
- b) Facilitate access to relevant data that is required to fulfill the tasks outlined in the TOR.
- c) Provide, where appropriate, administrative support to the Consulting firm in the conduct of this assignment. The M&E Specialist of the PCU will facilitate coordination with the project implementing departments/agencies.

**10. DELIVERABLES BY THE CONSULTANT:** The Consultant will submit the following reports/documents to the Client (i.e. the State Project Director, ARIAS Society) **during the assignment period of 24 months**, both in soft and in hard copies. The soft copies shall also include all the data compilation sheets, analysis done by the consultants etc. A final E-copy of the report should be submitted to the

Client. All the reports and documents shall be in English language and in mutually agreed formats. Further, all reports shall be in draft form for discussion with the State Project Director before finalisation as indicated below:

#	Deliverables and time frame (For assignment period of 24 months)			
	Reports	No. of Reports	No of Copies of each report	Time Line from the date of signing the contract
<b>a) Inception Report</b>				
	Draft Inception Report	1 (one)	2 (two)	20 days from the date of signing of contract
	Final Inception Report	<b>1 (one)</b>	15 (fifteen)	05 days after comments/approval by the Client
<b>b) Baseline Report</b>				
	Draft Baseline Report	1 (one)	2 (two)	150 days from the date of signing of contract
	Final Baseline Report	<b>1 (one)</b>	15 (fifteen)	20 days after comments/approval by the Client
<b>c) Half Yearly Reports</b>				
	Draft Half Yearly Report	3 (three)	2 (two)	<ul style="list-style-type: none"> <li>The 1<sup>st</sup> half yearly report shall be submitted within 150 days from the date of approval to the Final Baseline Report by the client.</li> <li>Subsequent half yearly report shall be submitted within 150 days of the approval the previous half yearly report</li> </ul>
	Final Half Yearly Reports	<b>3 (three)</b>	15 (fifteen)	20 days after comments/approval by the Client
	<b>Total Reports</b>	<b>5 (Five)</b>		

The Consultant will submit the following reports/ documents to the Client (i.e. the State Project Director, ARIAS Society) **in case the Assignment is extended beyond 24 months**, both in soft and in hard copies. The soft copies shall also include all the data compilation sheets, analysis done by the consultants etc. A final E-copy of the report should be submitted to the Client. All the reports and documents shall be in English language and in mutually agreed formats. Further, all reports shall be in draft form for discussion with the State Project Director before finalisation as indicated below:

#	Deliverables and time frame (If Project is extended beyond 24 months)			
	Reports	No. of Reports	No of Copies of each report	Time Line from the date of signing the contract
<b>a) Half Yearly Reports</b>				
	Draft Half Yearly Report	8 (eight)	2 (two)	<ul style="list-style-type: none"> <li>Half yearly report shall be submitted within 150 days of the approval the previous half yearly report</li> </ul>
	Final Half Yearly Reports	<b>8 (eight)</b>	15 (fifteen)	20 days after comments/approval by the Client
<b>b) Mid Term Assessment Report</b>				
	Draft MTA Report	1 (one)	2 (two)	Within 150 days of the commencement of the 3 <sup>rd</sup> year of the consultancy assignment
	Final MTA Report	<b>1 (one)</b>	15 (fifteen)	20 days after comments/approval by the Client
<b>c) End Term Assessment Report</b>				
	Draft ETA Report	1 (one)	2 (two)	Within 90 days before the last date for closure of the consultancy assignment
	Final ETA Report	<b>1 (one)</b>	15 (fifteen)	20 days after comments/approval by the Client
	<b>Total Reports</b>	<b>10 (Ten)</b>		

## 11. REVIEW MECHANISM:

- a) The State Project Director (SPD), ARIASS either by himself or constitute a committee for the purpose to review the performance of the Consultant bi-monthly and also as & when felt necessary, wherein at least the Team Leader of the consultancy firm will have to remain present.

In addition, the SPD will review all the reports and the performance of the Consultant after every six months during the period of the assignment, wherein all the key experts of the consultancy firm will have to remain present.

b) The M&E Specialist of the PCU will undertake day-to-day monitoring of the assignment

**12. LIST OF KEY PROFESSIONAL POSITIONS WHOSE CV AND EXPERIENCE WOULD BE EVALUATED:** The consultancy firm will have to deploy the following key staff, whose CVs will be Evaluated for the purpose of Evaluation of the Technical proposal:

Sl.	Position (s)	Qualifications and Experience Desired
1.	<b>Team Leader</b> (1 position): Key Expert : K-1	<ul style="list-style-type: none"> <li>• Post-graduate in Economics/ Statistics/ Agricultural Statistics/Agricultural Economics or a closely related field from any recognized university/ Govt. approved Institutions with specific qualifications in the field of M&amp;E</li> <li>• Fifteen (15) years in senior managerial position including at least 5 years of leadership role of executing M&amp;E mandate in government or development projects.</li> <li>• Extensive experience with M&amp;E systems and Result frameworks for international development programs.</li> <li>• Experience with methods and techniques of qualitative and quantitative M&amp;E data collection and analysis, including tracking outcome indicators.</li> <li>• Previous experience of research, evaluation and documentation of public sector reform initiatives.</li> <li>• Strong interpersonal and communication skills and proficiency in English.</li> <li>• People management, leadership and mentoring skills to lead a high-performing team.</li> </ul>
2.	<b>Agriculture Specialist</b> (1 position)  Key Expert K - 2	<ul style="list-style-type: none"> <li>• Post Graduate/Master degree in Agriculture/Horticulture from any recognized university/ Govt. approved Institutions.</li> <li>• 10 years of professional experience with at least 03 years of experience in Monitoring and Evaluation Projects. Experience of Post Harvest Management practices for different Agriculture/Horticulture commodities is desirable.</li> <li>• Experience of working in medium/large size project(s) assisted/funded by any international/national organization and/or any international/national NGO institution and/or experience in working in reputed private sector agribusiness companies</li> <li>• Strong interpersonal and communication skills and proficiency in English.</li> </ul>
3.	<b>Agri Business Specialist</b> (1 position)  (Key Expert)  K – 3	<ul style="list-style-type: none"> <li>• Post-Graduate degree in Marketing/ Agribusiness Management /PGD in Agribusiness Management/PGD in Marketing/ related field from any recognized university/ approved Institutions.</li> <li>• 10 years of professional experience, with a minimum experience of 05 years in Agricultural Marketing, Agribusiness, and Value Chain Development, specifically in the development of market linkages and working experience in the establishment and operations of small marketing enterprises by farmer organization, entrepreneurs.</li> <li>• Experience of working in project(s) assisted by any international/national organization and/or any international/national NGO institution and/or experience in working in private sector agribusiness companies;</li> <li>• Experience of providing technical support to and capacity building of organizations with strong analytical skills, and the ability to synthesize complex concepts and to communicate them effectively</li> <li>• Strong interpersonal and communication skills and proficiency in English.</li> </ul>
4.	<b>Economics Specialist</b> (1 position)	<ul style="list-style-type: none"> <li>• Postgraduate in Economics / Agricultural Economics</li> <li>• 10 years of professional experience in evaluating development projects</li> </ul>

Sl.	Position (s)	Qualifications and Experience Desired
	Key Expert  K - 4	<ul style="list-style-type: none"> <li>• Excellent quantitative and analytical background with experience in designing, implementing and analyzing survey data.</li> <li>• Possesses a demonstrated track record of working with economic and sectoral data and analytical tools and models to conduct economic analyses and produce user-friendly written outputs</li> <li>• Good written and oral communication skills.</li> </ul>
5.	<b>Statistics Specialist</b> (1 position)  Key Expert  K - 5	<ul style="list-style-type: none"> <li>• An advanced degree in Statistics</li> <li>• 10 years of professional experience working in or with statistical agencies or equivalent institutions</li> <li>• Excellent quantitative and analytical background with experience in designing, implementing and analyzing survey data</li> <li>• Advanced skills in descriptive, inferential and advanced statistical applications</li> <li>• Good written and oral communication skills.</li> </ul>

The Consultant may propose any additional specialists that may be required to carry out the assignment. The CVs of the additional specialists will be reviewed as additional CVs, but it will not form a part of the Key professional positions whose CVs will be evaluated during the technical evaluation.