

INTEGRATED RURBAN DEVELOPMENT AND CLIMATE RESILIENCE PROJECT (IRDCRP)

Terms of Reference (ToR): Implementation Support Firm (ISF)

Component 1:

Promotion of Climate-Smart Production, Value Addition, and Inclusive Access to Markets Implementation Support and Technical Facilitation

1. Background and Introduction

The IRDCRP is a World Bank–financed initiative that aims to strengthen climate resilience and improve rural livelihoods through inclusive economic transformation. The Project consists of 5 main components (refer to Project Operation Manual or POM). A key focus of the project is to build Productive Partnerships (PPs) between producer organizations (POs), private sector actors, and public sector agencies to develop value chains in the agriculture, livestock, plantation, and fisheries sectors.

The component 01: “Promotion of Climate Smart Production, Value Addition, and Inclusive Access to Markets” is largely targeted to support growth oriented small and medium producers to establish and/or upgrade their market linkages with off takers in a market driven, profitable and sustainable way, while intensifying and adding value to their production.

Productive Partnership (PP) approach will be used, and once identified, PPs will be provided with technical assistance from the Implementation Support Firm (ISF), which will be hired by the PMU for this task. This ISF will be/ responsible for operationalization of the PPs to successfully achieve goals set in their business proposals.

2. Objectives

The main objectives of this consultancy assignment are as follows:

ISF will be closely working with short-listed POs to achieve their targets and will be reporting to the PMU. ISF will support selected POs in identifying markets, bridging with financial institutions and buyers, transferring technical knowhow and BP implementation support, capacity building of selected organizations, mentoring for business management, and finally supporting POs in their final closing reports.

To develop business proposals for selected EOIs of POs through a **financing arrangement, which includes commercial banks, POs own resources, and the matching grant provided by the project**, that align with the following thematic areas:

- Priorities of the GOSL specifically, MOALLI, Ministry of Plantation and Community Infrastructure, and Ministry of Fisheries (e.g. foreign exchange earnings and savings)
- Strengthening inclusive value chains
- Cold chain management and establish proper logistic management systems
- Enhancing productivity and market access
- Establish and upgrade Producer Organizations and strengthen their capacities

- Promoting climate-smart and sustainable practices
- Creating rural employment, especially for youth and women
- Strengthening resilience to climate shocks

To support execution of all activities under Subcomponents 1.1 and 1.2 of the projects, from promotion and implementation support of the Productive Partnerships Approach to preparation of closing reports for business proposals, ensuring continuous transactions between buyers and POs. Scope of work is given in detail below.

3. Scope of Work

The ISF will closely work with the POs for the following key tasks:

A. Business Proposal Development

- Closely liaise with the producer organizations and support them in identifying the local and international potential markets.
- Support multi-stakeholder consultations across value chains (suppliers, producers, buyers, processors, exporters, the relevant government institutions, bankers, etc.).
- Conduct value chain diagnostics and market analysis to support the selection of economically viable Business Proposals.
- Ensure the feasibility of technical, financial, social and environmental analysis of selected business proposals.
- Support integration of market access, production, risk management, and sustainability strategies in the business proposal.
- Support POs to identify the milestones of every activity of the business proposal (Beneficiary contribution, loan component, investment of grant, production, loan repayment, performance of the BP, etc.).
- Ensure social inclusion, gender sensitivity, and climate resilience in the business proposal.
- Support development of comprehensive, economically, socially, and environmentally viable Business Proposals (BPs) for every short-listed Producer Organizations (POs).
- Provide support to 10 at initial stage and 40 at the final stage of productive partnerships with business plans financed by the project.

B. Stakeholder Engagement and Facilitation

- Identify and engage relevant value chain actors with potential Producer Organizations (buyers, input suppliers, logistics providers, etc.) and relevant line ministries and organizations.
- Support coordination of meetings, signing MoU/agreements/Letter of Intent between POs, buyers, financial institutions and other private/public sector stakeholders (Ministry of Agriculture, Livestock, Land and Irrigation, Ministry of Plantation, Ministry of Fisheries, and other relevant government institutions).
- Facilitate interactions between POs, buyers, financial institutions, and service providers.
- Support facilitation of BPs financial structuring, including bank contribution and co-investment, as per the POM.
- Organize pre-appraisal, appraisal meetings and validation workshops with the relevant stakeholders.

C. Implementation of Business Proposals.

- Support POs in implementing their Business Proposals with the relevant stakeholders based on the proposed Business Implementation Plan, to ensure achievement of the milestone with special reference to continuous transactions with the buyers/exporters indicated with the buyers' targets set in the Business Proposal.
- Provide technical backstopping to POs during early implementation of BPs.

D. Capacity Building and Training

- Strengthen the institutional capacity of POs in governance, management, and technical areas.
- Deliver targeted training on entrepreneurship, financial literacy, marketing, and sustainability. (- for Producer groups)
- Identify and support the adoption of digital tools and climate-smart practices.
- Build the capacity of the relevant stakeholders and their field officers.

E. Technical and Sectoral Backstopping

- Work closely with the Technical Committee (TC) to ensure business proposals meet sector standards.
- Address cross-cutting issues: gender inclusion, climate resilience, environmental and social safeguards.
- Provide necessary technical assistance, business expansion support, formation, and formalization of Productive partnerships.

F. Due Diligence and Quality Assurance

- Support PMU in conducting due diligence and quality assurance on POs, buyers, and financiers (e.g. rules and regulations, especially the aspects of procurement, record keeping, environment and social safeguard, and social inclusion, etc.).

G. Monitoring and Reporting

- Tracking implementation progress of approved Business Plans.
- Support monitoring and documentation of progress, challenges, and outcomes.
- Assist in organizing validation workshops and review meetings with TC and PMU.
- Submit periodic progress reports and Final Completion Reports to PMU.
- Document lessons learned best practices, and innovative approaches.
- Contribute to knowledge products and communication outputs developed under the project.
- Report implementation issues and challenges to the PMU and stakeholders.
- Provide solutions for the issues and challenges identified during the implementations

4. Composition and Key Personnel of the ISF

The ISF team should be multidisciplinary and include professionals with expertise in:

No.	Positions
01	Team Leader (full Time)- 01 position
02	Business Development & Marketing Specialist - 01 position
03	Economist / Financial Expert - 01 position
04	Technical Field Experts - 01 position
05	Training, Institutional and Capacity Building Specialist - 01 position
06	Partnerships and Financial Services Specialist (Financial Institutions) - 01 position

Qualification and Experience of Key Experts required to be employed by the ISF

No	Key Personal	Key responsibilities	Educational Qualifications	EXPERIENCE
01	Team Leader/Expert with Agribusiness (<i>Project management, Stakeholder Liaison</i>)	<p>Lead the overall assignment and manage the multidisciplinary team of ISF, PMU, DOA. MASL, etc ensuring timely delivery of all tasks.</p> <p>Serves as the main point of contact with WB, PMU and MOLLI.</p> <p>Oversees quality assurance, and coordinates stakeholder engagement and reporting.</p> <p>should bring in additional technical expertise relevant to the Business proposals</p>	Post Graduate Degree in project Management/Agri Business /or Other Relevant Field	<p>1 5 years of post-qualified experience in Agri. Business, 5 years of experience in similar type of projects</p> <p>3 years of experience as a Team Leader in project funded by international agencies.</p>
02	Business Development & Marketing Specialist (<i>Analyzing Business Proposals of POs preparation of professional BPs and execution</i>)	<p>Assess government policies, ongoing and proposed programs for development of agribusiness</p> <p>Conduct Rapid Value Chain studies for Business Proposals of POs</p> <p>Undertake market analysis for priority value chains and proper costing of value chain infrastructure</p> <p>SWOT Analyses of selected POs</p> <p>Conduct feasibility studies for value chain interventions for selected FPOs/PUCs and prepare Feasibility Report with Economist/Financial expert</p> <p>Preparation detailed Business Proposals for selected FPOs/PUCs with Economist/Financial expert</p>	Post Graduate Degree (Master's degree and above) in business development, or related field.	<p>15 years of post-qualified experience as Business development and Marketing</p> <p>5 years of experience in similar type of projects</p>

		<p>Preparation of input requirement, Bill of Quantities regarding activities of Business Proposals</p> <p>Conduct required farmer mobilization sessions/trainings prior to get their active participation for execution of Agribusiness & Value Chain related activities</p> <p>Find exporters/buyers to ensure continuous transaction</p> <p>Assist Farmer Companies to sign the Agribusiness – Partnership Agreements with Buyers</p> <p>Execution of Business Proposal</p>		
03	Economist / Financial Expert (Economic and Financial analysis of BPs)	<ul style="list-style-type: none"> • Conduct financial and economic analyses for Business Proposals of POs Develop financial modelling (NPV, IRR/EIRR, payback period, Cost Benefit Analysis, Social Cost Benefit Analysis), and sensitivity analyses. • Assesses viability of business Proposals, • Develops investment and financing plans. • Work with Business Development & Marketing Specialist to develop Business Proposals 	<p>Post Graduate Degree (Master's degree and above) in economics, finance, or business administration</p> <p>Or</p> <p>Bachelor's degree in economics, finance, or business administration with two (02) additional years of related experience.</p>	<p>Minimum 7 years of experience in economic analysis, financial modelling, investment planning,</p>

04	Technical Field Experts (execution of the climate smart agriculture related activities.)	<ul style="list-style-type: none"> Analyse the CSA practices and technologies of Business Proposals of Selected POs Develop and support to implement CSA practices Develop a crop calendar and implement Develop curriculum and organize training programs for the farmers and field level officials on climate smart agricultural practices Link POs with DOA, MASL, EDB etc Introduce Climate resilient technology Package Coordinate with the Business Development and Marketing Specialists of ISF/ PMU Develop operational manuals and leaf lets on Climate Smart Agriculture Practices 	Post Graduate Degree in Agriculture/ Agronomy or relevant field	15 years of post-qualified experience in Agriculture 5 years of experience in similar type of projects
05	Training, Institutional and Capacity Building Specialist	<ul style="list-style-type: none"> Prepare Operational Guides for POs which basically refers all major working involvements and procedures relevant to the POs (Eg. – ordinary business affairs, production procedures, guidelines for collective savings, 	Post Graduate Degree in Sociology/ Organizational Development/Community development/ Agriculture Extension/Agriculture Training/Agriculture education/Other Relevant Field	15 years of post-qualified experience in formation, fostering, training and capacity building activities of Producer Organizations. 5 years of experience as an Expert in Farmer organization development in similar type of

		<p>profit sharing, collective investments, acquisition & maintenance of collective assets, quality maintenance guidelines, and etc.).</p> <ul style="list-style-type: none"> • Carry out the relevant awareness sessions & exposure visits to pre-prepare the POs for submitting BPs • Assess the training and capacity building needs • Identify specific capacity building requirements and define the skills needed for the different stakeholders of the project at the field level • Design and cost capacity building workshops • Identify and cost appropriate training materials for various target groups • Coordinate Training of Trainers workshops and PO training at National, Provincial and Divisional levels • Guide & supervise POs to conduct regular meetings (meetings of the Board of Directors (BOD), Quarterly Progress Review Meetings with relevant parties especially with the Business Partners, 		<p>projects.</p>
--	--	---	--	------------------

		<p>Project & DOA staff etc.).</p> <ul style="list-style-type: none"> • Guide & supervise POs to keep and maintain records, files, meeting minutes, all other documentations and communications related to the Business as well as Non-Business-related affairs of the FCs <p>Assist to prepare initial Summary Business Plans</p>		
06	Partnerships and Financial Services Specialist (Financial Institutions)	<ul style="list-style-type: none"> • Identify, engage, and develop strategic relationships with financial institutions (commercial banks, development banks etc) • Work with the financial Institutions to obtain loans for Business Proposals of POs • Management of Blended Finance for POs • Stakeholder Collaboration and coordination across Partner Institutions 	<ul style="list-style-type: none"> • Post Graduate Degree (Master's degree and above) <p>in Finance, Economics, Banking, Business, or related field. Professional Banking qualification preferred).</p>	<p>15 years of post-qualified experience in financial sector engagement, partnership development, banking/financial services, partnerships, or development finance, Strong understanding of credit appraisal, risk management, and Agriculture sector financing</p> <p>Proven negotiation and relationship-management skills</p> <ul style="list-style-type: none"> • Proven negotiation and relationship-management skills with public and private sector

				stakeholders. • Experience in similar type of projects.
--	--	--	--	--

Short-term Experts with their Qualification and Experience that required to be employed by the ISF:

Categories of Short-term Experts:

- i. Value Chain Development Experts needed for specialized value addition activities -eg -Jackfruit processing
- ii. Civil /Mechanical etc Engineering Experts needed for specialized engineering activities- eg. Fresh cut vegetable processing machinery
- iii. Livestock/Fisheries/Spice crops etc
- Iv. Contract Specialist

The number, category, and type of experts to be engaged as a short-term consultancy shall vary depending on the nature, scope, and complexity of the tasks to be undertaken. Accordingly, the Implementation Support Firm (ISF) shall determine the appropriate mix of expertise required to effectively deliver the assigned outputs.

In addition, the ISF shall have the flexibility to engage short-term experts, as and when required, to address specific technical, operational, or advisory needs that may arise during project implementation. Such engagements shall be made strictly in accordance with project requirements and agreed implementation arrangements, in consultation with PMU.

Qualifications and Experience of Short-Term Experts:

Short-term experts shall possess relevant academic qualifications and demonstrated professional experience in their respective specialized fields as outlined above. They shall have proven knowledge and practical skills directly related to the assigned tasks, along with adequate experience in similar assignments.

Availability of Project Management Unit (PMU) Staff

In addition to the experts listed above, the Project Management Unit (PMU) will make its staff available as required, to support implementation of the Productive Partnership activities. The PMU team includes the Deputy Project Director (Component 1), Climate Smart Agriculture Specialist, Business Development and Marketing Specialist, Value Chain Specialist, Agri-Business Specialist, Environment Specialist, Social Safeguard Specialist, Water Management Specialist, Senior Project Engineer (Civil), Senior Project Engineer (Irrigation), Institutional Development and Capacity-Building Specialist, ICT/IEC Specialist, M&E Specialist, and MIS Officer.

If the required expertise is not available within the PMU, or if additional specialized inputs are needed, the consultant may engage external experts to provide the necessary support on an as-needed basis.

5. Reporting and Coordination

- The ISF will report to the Project Director of IRDCRP and work in close coordination with the rest of the PMU and Technical Committee (TC).
- The ISF will participate in regular review meetings convened by the PMU and TC.
- The PMU will facilitate government stakeholder engagement and provide necessary policy- level clearances.
- ISF is expected to maintain close coordination with relevant government ministries/agencies, financial institutions, and value chain stakeholders throughout the assignment.

6. Reference Documents and Facilities:

The following documents, including but not restricted to, are available at the PMU office for reference.

- a. Project Appraisal Document (PAD)
- b. Aide Memoires of Implementation Support Missions of the World Bank.
- c. Project Operational Manual
- d. Documents /Reports related to relevant projects such as: ASMP, SAPP, CSAIP, etc.

7. Timeline for Completion of the Overall Tasks after the commencement:

NO	TASK/ACTIVITY	Should complete before the allocated time, (After the Commencement)
i.	Preparation of Inception Report, work plan and time frame for awareness raising & outreach, and development of Business Plans and implementation of the whole Contract	2 weeks

ii.a	Organize pre-appraisal, appraisal meetings, and validation workshops with the relevant stakeholders.	6 weeks
ii.b	Report of value chain diagnostic study and market analysis conducted with consultation of main stakeholders (core) of the selected EOIs to develop economically, socially, and environmentally viable Business Proposals)	
ii.c	Reports of technical, financial, social and environmental analysis of selected EOIs (to develop economically, socially and environmentally viable Business Proposals.)	
iii	Training Needs Assessments (TNA) for POs and Extension staff. Report on TNA	8 weeks
iv.	Facilitate interactions between POs, buyers/exporters, financial institutions, and service providers	9 weeks
v.	Preparation of detailed cost estimates, technical specifications, and bidding documents Preparation of implementation plan including logistics arrangements, training plan and institutional Strengthening support plan and recommended technology packages (field establishment/Cold chain/Value addition/ processing and packaging centers, etc.	12 weeks
vi	Preparation of economically, socially, and environmentally viable Business Proposals (BPs) of short- listed POs to the Independent Evaluation Committee and get it Authorized	15 weeks
vii	Facilitate financial structuring, including bank contributions (50% loan) and co-investment (25% PO contribution)	16 weeks
viii	Signing Agreements/MOU/A letter of Intent with buyers/Exporters and POs Signing Partnership Agreements with PO, PMU and the financial institutions.	16 weeks

ix	<p>Implementation of BPs and close monitoring, technical assistance, etc.</p> <p>A) Conducting Training on managing a business as per the training and capacity development plan submitted and approved</p> <p>B) Conducting Training on strengthening POs (PO strengthening plan should be submitted based on the initial maturity assessment test. Institutional strengthening and evaluation are based on the maturity score at the inception and maturity scores are assured at different stages of maturity.)</p> <p>C) Conducting technical training</p>	18 weeks
x	<p>Implementation of technology packages (close monitoring, technical assistance, etc.)</p> <p>Submission of operational manuals for the technology package.</p>	Till the End of the implementation of Business Proposal
xi	Implementation of Environmental & Social safeguards and IPM packages	Till the End of the implementation of Business Proposal
xii	Business Plans are operational in accordance with the Business plan	Till the End of the implementation of Business Proposal

8. Deliverables and Payment Milestones

The allocated consultancy fee will be paid according to the following schedule:

Item No	Description and Milestone	Means of Verification	Total milestone payment (%)
1.	After the submission and acceptance by the Project Review Committee of the Inception Report.	Completion of Inception Report, work plan and time frame for awareness raising & outreach, and development of Business Plans and implementation of the whole Contract	5%
2.1	Organize pre-appraisal, appraisal meetings, and validation workshops with the relevant stakeholders.	Reports of pre-appraisal, appraisal meetings, and validation workshops	2%
2.2	After submission and acceptance of the reports of value chain and market analysis conducted with consultation of the main stakeholders (core) of the selected EOIs (to develop economically, socially and environmentally viable Business Proposals.) (Identified gaps and proposed measures should be mentioned in the report, and if any challenges occur, mitigatory measures should be mentioned. Availability of land and land tenure issues should be considered under VC analysis, and steps taken should be mentioned to avoid any delays in implementation).	Report on the value chain diagnostic study and market analysis	5%
2.3.	After submission and acceptance of the reports on feasibility of technical, financial, social and environmental analysis of selected Business proposals (to develop economically, socially and environmentally viable Business Proposals.)	Report of Technical, financial, social and environmental	5%

3.	After completing Training Need Assessments (TNA) for POs and Extension staff	TNA reports	5%
4.	After submission and acceptance of the report of interactions between POs, buyers, financial institutions, and service providers	Reports of interactions between POs, buyers, financial institutions, and service providers	3%
5	After completing the preparation of detailed cost estimates, technical specification, bill of quantities, technology package and implementation plan. including logistics of each Business Plan (e.g., Field establishment/Cold chain/value addition/ Processing & Packaging Centers, etc.)	Reports of Technology packages including specifications, detailed cost estimates (Bill of Quantities), Implementation plan, and Supervision plans	10%
6	After submission and after receiving authorization to proceed of economically, socially, and environmentally viable Business Proposals (BPs of short-listed POs by the Independent Evaluation Committee)	Business Proposals	5%
7.	After facilitating financial structuring, including bank contribution (50% loan) and co-investment (25% PO contribution)	Partnership Agreement between the PO, PMU, and the Financial Institutions Performance of the facilitation of financial structure, progress reports	5%
8.	After signing Partnership Agreements -50% of the payment tranche after signing the agreement -50% of the payment tranche based on the performance of the agreement (evidence of continuous transactions)	Performance of the partnership agreement (MoU/Agreement/Letter of Intent) Continuous transactions/ Payment proof from buyers	5% 5%
9. a	After conducting Training on managing a business as per the training and capacity development plan submitted and approved	Training reports and attendance sheets	5%

9.b	Training on strengthening POs and their capacities to sustain their organizations as a sustainable entity.	Training Report on strengthening POs.	5%
9.c	After conducting technical training	Training reports and attendance sheets	5%
10.a	After completion of the implementation of Business proposal. (implementation plan, training plan, Institutional Strengthening support plan and implementation of technology packages)	Monthly progress report in line with the implementation of the business proposal.	5%
10.b	Preparation of operational manuals for the technology package	Operational manuals	5%
11	After completing the implementation plan of the Environmental & Social safeguards and IPM packages	Implementation of the EMP, SMP and IPM packages	5%
12	After the Business Plans are operational in accordance with the Business plan, with an established organizational and management Structure	Final Report	15 %

Note: All the above Payment milestones will be reviewed and recommended for payment by the Project Review Committee.

9. Reports, Plans, and Progress Reviews:

All the reports and plans (Inception report, Monthly/Quarterly/Annual progress reports, Final report, etc.) produced by the ISF will be reviewed and cleared by the PMU.