

Livelihood enhancement of the small farmers in SAARC region through small scale agro-business focusing on value chain development

ToR: Project Completion Report

1. About the organization

The Head of the States or government established the South Asian Association for Regional Cooperation (SAARC) on the 08th Day of December 1985. Seventh Asian Nations: Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka were the founder members of the regional association. Later Afghanistan became the eighth member country in 2007.

SAARC Agriculture Centre (SAC) is the Regional Centre of excellence dedicated to accelerate and promote thematic discussion and capacity building in agriculture and allied sectors for ensuring livelihood, food and nutritional security in South Asia. Realizing the immense contribution of agriculture over the lives and livelihood of the people of South Asia, the Apex body of the South Asian Association for Regional Cooperation (SAARC) established the SAC as the First Centre to cater the farming-sector needs of its Member States and currently the Centre has earned the prestige and honor to become the “Centre of Excellence in South Asia”.

The SAC is relentlessly working to document, disseminate and promote farmer-friendly technologies in the broad field of crops, livestock and fisheries after due contemplation to environment, emerging pest and trans-boundary diseases, food security and safety, climate change and finally the consumer health and wellbeing for the regional growth and prosperity. In this direction, the SAC is currently working hard to mitigate conventional and emerging, challenges programs, project and policy guidelines in the much-needed areas.

Vision: To establish an exploitation and poverty-free society, where justice, good governance, gender-equality and environment concerns will prevail.

Mission: Not relief, but release the potential of the disadvantaged rural communities by ensuring their active participation in resource management towards their sustainable socio-economic development.

Goal: To develop socio-economic status of the poor and extreme poor in view of poverty reduction and livelihood development through systemic management of resources with the emphasis of women empowerment.

2. About the Project

South Asian Region comprises one of the higher largest populace regions in the World with 1.6 billion people which represents 24.2 % of the World population. The agriculture sector provides employment to 70% of the population and contributes to 24-50% of GDP. Average across the region, almost 60% of the regional population depends on agriculture for their livelihood. Operating with average land holding of less than 1 hectare more than 25% fall below poverty and face acute shortage of food. This regional population is also vulnerable to malnutrition.

Fruits and vegetables have been contributing significantly to the agricultural economy of the SAARC Member Countries. The SAARC Member Countries produce significant quantities of indigenous and exotic varieties of fruits and vegetables. Most Member Countries of SAARC in the past several years have been maintaining positive growth in the production of fruits and vegetables indicating the increasing role that they are playing in enhancing farmers' incomes, alleviating poverty and improving the quality of nutritious diet. In most of the SAARC Member Countries vegetables are obvious priorities as they are less risky to grow as compared to fruits. The agricultural sector in the region encounters some challenges which include high post-harvest loss, inadequate processing facilities and skills, poor linkages of supply chain to the specialized markets, lack of modern production and processing technologies, high price of necessary inputs. On the basis of the findings, this project "Livelihood enhancement of the small farmers in SAARC region through small scale agro-business focusing on value chain development" is proposed to test the model in 2 pilot sites per participating countries.

Goal of the Project

Promoting modern agri-businesses model in selected sites with a major focus on promoting small agro-processing equipment for quick value addition to fruits and vegetables.

Objectives of the Project

- To identify and replicate successful food processing technologies and models for fruits and vegetables in South and South-East Asia Region
- To increase skill and capacity of smallholder farm families on value addition to the locally produces fruits and vegetables
- To increase income and improve livelihoods of the small holders
- To promote empowerment of rural women and create employment through promotion of agri-businesses
- To develop value chain of the agricultural produces and products and mainstreaming the locally produced commodities

Outputs

- Promoted the culture of Entrepreneurship
- Incremental sales received by farmers and others
- Increased access to improved technologies and good post-harvest practices (GPP)
- Infrastructure facilities established and upgraded as a result of SDF support
- Enhanced Capacity of farmers and others regarding improved technologies and good post-harvest practices (GPP)

Outcomes

- By 2020, at least 75% of the farmers using the new practices are earning at least 15% more income than under the conventional methods (none will be left behind earning less)
- Post-harvest losses for selected vegetables and fruits reduced by 10 % as a result of new practices

Project Information

- Project starting date: 08 October 2018 (As per PFA signed)
- Project cost: 2.15 Million USD including IAs contribution (1.71 million USD from SDF and 0.43 million in kind contribution from IAs)
- Project duration: 02 Years
- Participating Member Countries: 05 (Except Afghanistan, Nepal and Pakistan)

Funding Agency: SAARC Development Fund (SDF)

Project Coordinating Agency: SAARC Agriculture Centre (SAC)

Implementing Partners:

- Rural Development Academy (RDA), Bangladesh
- Department of Agriculture, Bhutan
- M.S. Swaminathan Research Foundation(MSSRF), Chennai, India
- Ministry of Fisheries and Agriculture, Maldives
- Department of Agriculture, Sri Lanka

3.Project Completion Report

A project completion report is a final item that the Project Coordinator delivers at the end of a project. The project coordinator documents every step of the project to assess its overall success. This report offers an overview of the project for senior management teams to determine which aspects were successful. In addition, the completion report provides an opportunity to examine future improvement strategies and develop best practices for future projects.

Generally, a project completion report contains the project's objective, the necessary processes, and how the team fulfilled those procedures. In addition, it provides a brief overview of the project's challenge, opportunities, goals, and success indicators. The summary may also contain a concluding statement to outline the report's content. The project completion report often contains the essential information but may vary in length, the typical information generally illustrated in the completion report are:

- Initial project parameters, including requirements from stakeholders, budget, and schedule
- Evidence of objectives, goals, and achievements
- Evidence that customers have received their deliveries
- Invoices from suppliers, interested parties, and other sources
- Release or transfer leftover resource records
- Feedback from top management, team members, and stakeholders on each phase's performance evaluations
- Separate archive folder containing all project files and correspondence
- Request for permission to close the project

Typically, a project closure report starts with the project's name, the team or individual members' names, the project director and executive sponsors' names, and the current date. This information enables the implementation of the report and assists senior management or stakeholders in identifying the project's details. Listing the relevant team or its members also facilitates the institutional ability to contact the team with further questions or request explanations.

4. Purpose of PCR

1. The project combined completion report is prepared to document the important interventions made under the project
2. To highlight the outcomes, and extract valuable lessons for future endeavors
3. It provides a comprehensive summary of the project's goals, execution, and results, ensuring clear communication to stakeholders and informing future project planning
4. Essentially, it's a tool for accountability, learning, and improvement

5. Approach and Methodology

The project completion report is to be prepared by hiring an independent consultant/consulting firm through using secondary information available in the project coordinating office or in the office of the collaborative countries. All information is to be collected through reviewing the quarterly and annual reports of the project in the focal point office/Coordinator office or with the concerned regional offices at the collaborative countries. Information to be gathered for all sorts of project events like training, seminar, workshops and important visitors. The project's outcomes are to be aligned with the development objectives sets during the project formulation.

Finally, the consultant/Firm is expected to propose a suitable methodology for carrying out the work and fulfilling the objectives of the PCR. The consultant/Firm is free and encouraged to be as

creative as possible in arriving at a suitable methodology that will ensure that the objectives of the PCR are fully met in a timely and efficient way. The consultant/Firm is required to elaborate a detailed PCR-methodology as part of their Work plan. A detailed approach and methodology to finalize the PCR is to be suggested by the consultant in compliance with the, goal, objective and Result Resource Framework (RRF) of the livelihood enhancement project. If necessary, the consultant/Firm should have to consult with the project coordinators and other officials as per necessity.

After final selection, the consultant/Firm is to require discuss the methodology with the SDF concerned person.

Finally, after completion of the report the consultant/Firm will have to present the major issues and outcomes of the project in the concluding workshops of the project.

6.Scope of Works

A Project Completion Report's scope typically covers summarizing project outcomes, documenting final deliverables, verifying acceptance, and assessing lessons learned. It should also include a post-project review, recognition of outstanding work, and archiving final records. The report also includes verifying final project deliverables and documenting any remaining open issues.

The consultant/Firm is to cover the key areas within the scope of a Project Completion Report:

- Review all the quarterly and annual reports of the project produced during the project's tenure
- Prepare an appropriate template of the project completion report and approve it before hand from the project director
- The completion report is to include a concise overview of the project (objectives, overall success/impact etc.)
- Detailed documentation of all completed project outputs, including reports, products, and services
- A review of the project's effectiveness, performance, and adherence to the original plan
- Identification of key insights (lesson learned) and recommendations for future projects
- A formal review of the project's performance, including a discussion of successes and failures
- Acknowledgment of individuals or teams who contributed significantly to the project's success
- Ensuring that knowledge gained during the project is shared with relevant stakeholders

7. Quality and Ethical Standards

The consultant/Firm hired should take all reasonable steps to ensure that the Project Completion Report is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are project farmers, and to ensure that the PCR is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability.

- a) Utility: The PCR must be useful and will be used by SAC/SDF.
- b) Feasibility: The PCR must be realistic, and managed in a cost-effective manner.
- c) Ethics & Legality: The PCR must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved.
- d) Impartiality & Independence: The PCR should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.
- e) Transparency: The PCR activities should reflect an attitude of openness and transparency.
- f) Accuracy: The PCR should be technical accurate, providing sufficient information about the data collection, and interpretation methods so that its worth or merit can be determined.
- g) Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- h) Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

8. Deliverables

All written documents are to be submitted in English using Microsoft Word in both soft and hard copy. The main body of all reports should be written in simple, non-technical language (i.e., plain English), with any technical material to be presented in annexes. All primary data collection of the PCR will remain the property of SDF as per the PFA and must be submitted electronically and in a clear and comprehensible format in Microsoft Excel and Word. The consultant will provide the following deliverables to the SAC within the timeframe stated

- a) **Inception Report:** by 10 working days after signing the contract, a detailed report on the consultant's proposed final PCR design and methodology will be submitted to SAC. This will provide preliminary understandings based on document review, rationale, and a detailed description of the methodology and tools, analytical methods, and detailed work plan for the entire exercise.
- b) **Interview Notes and List of Resource Documents:** The Consultant/Firm shall provide summaries of all key meetings, and discussions conducted during the study and copies of any relevant documents and reports gathered during the endline by (timeline).
- c) **Summary Presentation of Findings:** The Consultant/Firm shall present initial findings to SAC for review, comment, and feedback by (timeline). A PowerPoint presentation and handout (maximum of two pages) shall be prepared for the presentation through a workshop to the project stakeholders preferably via an online platform. The Consultant shall consider SAC and stakeholder comments and revise the draft report as appropriate.
- d) **Findings brief:** The Consultant/Firm should provide a brief of the findings corresponding to the objectives of the study that can be widely circulated. The brief of the study could be within three pages.
- e) **Indicator Table with Value:** The Consultant/Firm should provide an indicator table including the values which got in the endline study.

- f) **Final Database:** The consultant/Firm should review, recheck, and finalize the data/information set before starting the final report.
- g) **Final Report will sketch with the following headings:** The final report will contain a short executive summary (not more than 1,000 words) and a main body of the report (not more than 12,000 words) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, recommendations and action points related to these.
 - a) Acknowledgements
 - b) Acronyms
 - c) Glossary
 - d) Executive Summary
 - e) Introduction/Background
 - f) Rationale and Objectives of the PCR
 - g) Scope of the PCR
 - h) Methodology
 - i) Findings and Discussion
 - j) Recommendations
 - k) Conclusion and lessons learned
 - l) References

Annexes, including:

- a. Scope of Work
- b. Data collection tools
- c. Key data sets, including interview transcripts
- d. List of key informants

9. Consultant/Consultant Firm requirements

The Consultant or firm should have previous working experience in providing such kinds of services. Should have expertise in the areas of the said post-harvest management/agriculture. The expected qualifications of the independent consultant/firm are given below:

- a) **Education (20 marks):** Individual or the team leader of the firm should have a minimum Master's Degree in Post-harvest management/Agriculture, PhD will be the additional advantage. Post harvest knowledge/ Food processing assurer/trainer will get preferences to conduct the PCR as food processing is the main concern of the livelihood project.
- b) **Experience (30 marks):** The consultant/firm should have 10 years of working experience in research including 5 years of experience in the value chain approach focusing post-harvest management. PCR preparation experience in development projects especially environmental sustainability, Horticulture, post-harvest, economic viability, micro-enterprise development, nutrition, sectoral policy review/analysis, and value chain

development will add additional value. Experience in evaluating any projects/sectoral study funded by IFAD/World Bank/ADB/DANIDA and/or any other UN agencies will preferable.

- c) **Publication (20 marks):** The consultant/firm should have at least 3 publications in an international/national journal related to post harvest fruits and vegetables. However, agriculture related sectoral publications may be considered for the selection of the consultant.
- d) **Familiarity (10 marks):** Familiarity with the following areas: a) Environment & Climate Change, b) small horticulture enterprise, c) livelihoods d) employment, e) pro-poor development, f) gender and nutrition g. post-harvest techniques/technologies
- e) **Language (10 marks):** Excellent writing and oral communication in English is required.
- f) **Computer Literacy (10 marks):** MS Word, Excel, PowerPoint, SPSS/Strata.

10. Proposal submission:

Potential candidates from all member states of SAARC are eligible to apply for carryout the project completion report of the livelihood enhancement project of SAC.

The proposal should include the following below six items.

- i. **Cover letter:** Clearly summarizing Consultant experience and competency as it pertains to this assignment
- I. **Technical proposal:** Not exceeding eight (08) pages expressing an understanding and interpretation of the ToR, the proposed methodology, relevant experience and time and activity schedule.
- II. **Financial proposal:** Itemizing estimated costs for services rendered (daily consultancy fees), accommodation and living costs, transport costs, stationery costs, and any other related supplies or services required for the review in BDT and modality of payment. Please also attach a TIN/Registration Certificate.
- III. **Detailed CVs** of all professionals who will work on the process. CVs of proposed PCR team (will add additional value), please attach a table describing the level of effort (in number of days) of each team member in each of the PCR activities.
- IV. **Professional references** are needed to provide two or three references from your previous clients.
- V. **A short example from previous PCR** report (value chain preferred) that is relevant to this work (5-7 pages)

(Application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted for the next step in the application process and the selection panel does not have the ability to respond to any requests for application feedback. Please take note that expressions of interest that do not cover these requirements will not be considered.)

Application Procedure: Please email complete applications to email. dryounusali1972@gmail.com or director@sac.org.bd

Deadline for Application: The application deadline is 15 June 2025

Interested individuals/firm will provide a technical proposal. The proposed budget is included consultancy fees, field data information, and other necessary costs. The VAT and Tax will be deducted at source as per the government rules. Interested consultants are invited to submit their technical and financial proposal along with a detailed CV and one page of cover letter by (timeline). The SAC will form a review committee to analyze the applications, shortlisting, and interview, select the firm/individual and execute the deed of contract.

11. Payment

SAC will use the SDF funds for paying the cost of the report to the assigned individual or firm subject to the completion of all deliverables and reports acceptance of SAC/SDF by deducting VAT and TAX at source as per the Government rules. Payments will be made based on the following percentages and milestones:

- a) 1st Payment (30% of total contract value): The 1st payment will be made upon submission and acceptance of the inception report by SAC.
- b) 2nd Payment (30% of total contract value): The 2nd payment will be made upon submission and acceptance of the draft report by SAC.
- c) Final Payment (40% of total contract value): The final payment will be made upon acceptance of the final report by SAC.

12. Timeframe

The PCR shall be conducted expectedly in two months from start of the study, and is scheduled to preferably start in the (third week of June 2025). The consultant will submit the final report latest by (15 August 2025). The timeline will be finalized as agreed by the consultant and SAC

13. Disclaimer

The SAC reserves the right to amend the terms of reference at any time as required upon mutual discussion with the consultant. The SAC reserves the right to terminate the contract at its sole discretion in case of non-compliance of the terms and conditions that will be finally agreed. The consultant will never be used this report/ information for his/her own needs. If it requires, the consultant must take prior permission from the SAC.