

# Terms of Reference

## Consultancy Support on developing PPP Status Paper, Policy Brief and Training Module for GFRAS Last Mile Programme (LMP) (2019 to 2024)

### 1. Introduction to the Programme

#### Background on Last-Mile Programme (LMP)

The Last-Mile Programme (LMP) is a broad programme aiming at improving smallholders' access to innovation and pluralistic, demand driven extension services with a focus on engagement of women and youth (as partners and beneficiaries) and RAS delivery through promote public private partnerships. LMP is designed as an overarching programme which can harbour a range of projects funded by various donors tailored to improved delivery of advisory services. An example of such project could be the promotion of employment on youth in the agri-food sector.

The programme clearly focusses on strengthening the delivery capacity of service providers at the country level, since this “last mile” of service provision is the costliest. In this regard, the programme’s corner stone is the establishment and/or the organisational and institutional development of Country Fora (CF) consisting of national stakeholders in Rural Advisory Services (RAS). Experiences in some countries feed the assumption of a strong correlation between the development stage of RAS related CF and the quality of service provision to farmers, to be confirmed through this programme. Interaction and collaboration of CF members strengthen the delivery capacity of service providers as well as the knowledge about and spread of innovation at the country level. The GFRAS Regional Networks (RN), as key implementers of the programme, support agricultural sector stakeholders at country level in setting up and/or strengthening these platforms, stimulate exchange among platforms and manage sub grants assigned to the platforms for building up their activities. Key achievements of the programme are outlined in the Grant Design Document as follows:

- The Overall Goal is: “Improved incomes, sustained market linkages and reduction of climate vulnerability for smallholder farmers (women, men and youth)”.
- The Development Objective is: “Enhanced capacity of public and private service providers of agricultural extension and rural advisory services deliver services to the last mile”.

The strategy for achieving the Development Objective and Overall Goal of LMP is to strengthen business-oriented country networks of advisory service providers (Country Fora) by facilitating the coordination and collaboration between the various RAS stakeholders at country level and enhancing public private partnerships. Moreover, there is need for strengthening the learning in the RAS network about innovations and about delivery of advisory services for improved agriculture. LMP is GFRAS’ flagship programme for developing approaches to invest in better RAS provision by mobilising the comparative advantages at different levels of the GFRAS

network to maximise impact at country level (the results chain of the programme is given in Annex 1).

Agricultural extension services have been used and practiced a long time ago in different countries of the world, having different objectives, definition and changing approaches. Globally, the agricultural extension service delivery has not been free from problems. The major challenges are: problem of coverage, lack of appropriate and relevant technologies, poor policy environment for agriculture and rural development, weak institutional arrangements, inefficient institutional support services such as supply of inputs, credit and agricultural markets, lack of political support and commitment, shortage of funds, etc. In order to solve the problems, different researchers and experts have worked a lot to bring about applicable and sustainable solutions. In this regard, there are emerging views on extension services that includes no longer a unified service and top-down approach; it is a network of knowledge and information support for the rural population; extension needs to be viewed within a wider rural development agenda.

Therefore, development agencies and the government need to act in defining and implementing a coherent extension policy for the pluralistic system (a change in role) – pluralistic extension system that includes growth of multiple service providers, reduced public sector responsibilities, requires change in nature of agriculture research and structure of the agricultural sector. The actors involved in establishing a creative partnership in providing the extension services include the government, private sector, civil society, NGOs, etc. In general, the creation of public-private partnerships (PPPs) is the key under any extension policy reform process. The goals of the extension system should encompass transferring knowledge from researchers to farmers; educating and advising farmers on their decision making; enabling farmers to clarify their own goals and possibilities; and stimulating desirable agricultural development.

LMP believes that Successful replication of PPP models across various production hubs for key commodities can change the agriculture from inefficient, supply driven, low value business scenario to an organized, high-tech, demand-led and high- value orientation and essential to incorporate learnings of previous PPP experiences. Lessons drawn from past experiences such as successful PPP require clear identification of roles, responsibilities and reporting, the sharing of resources and expertise to achieve the better results. PPPs should be able to adapt to constantly changing societal needs and expectations as well as politics, global events and personalities. In addition, partners' cooperation and self-motivation are essential factors for self-sustained PPP linkage. Identification of right partners should be given priority in planning of a PPP model for better agriculture prospects.

Under these circumstances, LMP intends to develop a status paper on present condition of PPP in RAS in Bangladesh. The paper will identify present PPP status in Bangladesh, and how different models have been designed and rolled out. The paper will also identify problems, constraints and challenges in different PPP models, especially the ones that deal with extension service provision.

Based on the PPP status paper, LMP wants the consultant/ firm to develop a 4-6 page bilingual policy brief and a training module on 'Strengthening pluralism in RAS delivery and the role of PPP' for senior managers in RAS organisations.

## **2. Purpose and Rationale of the Assessment**

The objective of this assignment is to develop a status paper on present condition of PPP in RAS in Bangladesh. The paper will identify present PPP status in Bangladesh, and how different models have been designed and rolled out. The paper will also identify problems, constraints and challenges in different PPP models, especially the ones that deal with extension service provision.

Based on the PPP status paper, LMP wants the consultant/ firm to develop a 4-6 page bilingual policy brief. Another objective of this assignment is to developing training module on 'Strengthening pluralism in RAS delivery and the role of PPP' for senior managers in RAS organisations. The training module needs to be tested with senior managers (through group discussion; using online or face-to-face discussion modality), and then finalized and translated in Bangla.

The PPP status paper and training module will help LMP team to facilitate roundtable discussion (policy dialogue) and train key persons representing the pluralistic actors and policy makers on PPP in RAS.

## **3. Major Responsibility of the Consultant/ Firm**

- Develop a comprehensive plan and timeline of secondary data review, PPP status paper and training module development
- Review of relevant programme documents made available to consultant.
- Review external documents on PPP (journals; articles; reports; blogs; etc.)
- Develop status paper on PPP in RAS in Bangladesh as a guidance document for LMP to embark on PPP interventions
- Develop a 4-6 page bilingual policy brief
- Finalize the PPP status paper and policy brief based on LMP team feedback
- Developing Training module on 'Strengthening pluralism in RAS delivery and the role of PPP' for senior managers in RAS organisations
- Testing the module with senior managers (through group discussion; using online or face-to-face discussion modality)
- Finalizing and translating the PPP module in Bangla, the national language.

## **4. Major responsibilities of LMP**

LMP will provide the consultant/firm with the necessary support to undertake and implement the assignment and execute the objectives of this assignment. Such responsibilities include the following:

- Provide initial briefing and contexts of the programme;
- Provide relevant documents and technical support;
- Disburse payment as per the agreed schedule in the contract.

## 5. Key Deliverables and Deadlines

The following deliverables are expected from the consultant/firm by the mentioned deadlines:

Phase	Component	Deliverables	Deadline
Phase 1	Kick off, Desk Research, Workplan finalization	<ul style="list-style-type: none"> <li>• Work Plan &amp; Schedule for PPP status paper and training module development</li> </ul>	August 25, 2020
Phase 2	Develop status paper on PPP in RAS in Bangladesh	<ul style="list-style-type: none"> <li>• status paper on PPP in RAS in Bangladesh</li> </ul>	September 20, 2020
Phase 3	Develop a 4-6 page bilingual policy brief	<ul style="list-style-type: none"> <li>• A 4-6 page bilingual policy brief</li> </ul>	September 30, 2020
Phase 4	<ul style="list-style-type: none"> <li>• Testing the module with 30 senior managers</li> <li>• Finalizing and translating the PPP module in Bangla, the national language</li> </ul>	<ul style="list-style-type: none"> <li>• PPP module in English and Bangla</li> </ul>	October 15, 2020

## 6. Tentative Work Schedule

The consultant/firm is expected to start work on or around the 3<sup>rd</sup>/ 4<sup>th</sup> week of August 2020. This assignment should be completed within six weeks from the starting date, which includes completion of all tasks in the assignment along with the submission of the deliverables as detailed in the key deliverables section. Based on unavoidable circumstances, the period for conducting the assignment might change. A final detailed work schedule will be determined during the kick-off meeting.

Phases	August 2020	September 2020				October	
	W4	W1	W2	W3	W4	W1	W2
Phase 1							
Phase 2							
Phase 3							
Phase 4							

## 7. Proprietary Rights

Any document, information or data entrusted to or produced by LMP/GFRAS in connection with this assignment shall be strictly confidential and cannot be used by the contract employees/firm for any other purpose without the written consent of LMP/GFRAS. LMP/GFRAS reserves the right to terminate this agreement at any time with the consultation of the contracted individual/firm.

## 8. Deliverables and Schedule of Payment

Cost proposals should cover all costs including consultants' fee for conducting the entire assignment until final deliverables submission. This should include remuneration, travel, accommodation, transport, per diems and any miscellaneous costs.

VAT & Tax deduction at source will be applied by the client as per government rules and regulations. The consultant will submit an invoice at the end of each phase.

- 40% of the budget will be released upon completion of **Phase 1**;
- 60% of the budget will be released upon completion of **Phase 4**

**Note:** Government VAT and tax regulation will be applied, and these costs must be included in the financial proposal. LMP will deduct VAT & TAX from the contract value during payment as per rules and regulations of GoB.

The following terms and conditions will apply:

- The payment will be made through account payee cheque/ wire transfer (account name, number, type, bank name, and branch name is required for wire transfer);
- VAT Registration Certificate, TIN and Trade License (if applicable) must be submitted before the agreement is signed.

## 9. Eligibility Criteria

Experience and expertise required for this consultancy assignment are mentioned below:

a. Mandatory requirements:

- At least MSc, degree in agriculture, social sciences, development studies or related discipline would be desirable.
- At least 5 years of practical experience in dealing with PPP model assessments and training module development.
- Experience in cross sector PPP projects will be preferred.
- Proven track record of working collaboratively to achieve a shared goal;
- Relevant university degree;
- Fluency in English and Bangla, both spoken and written.

b. Preferred skills

- Excellent writing skills;

- Excellent intercultural and interpersonal communication skills, including coordination, facilitation and presentation.
- Understanding of market systems development approach especially in WASH sector.

## 10. Bid Submission

All proposals should include:

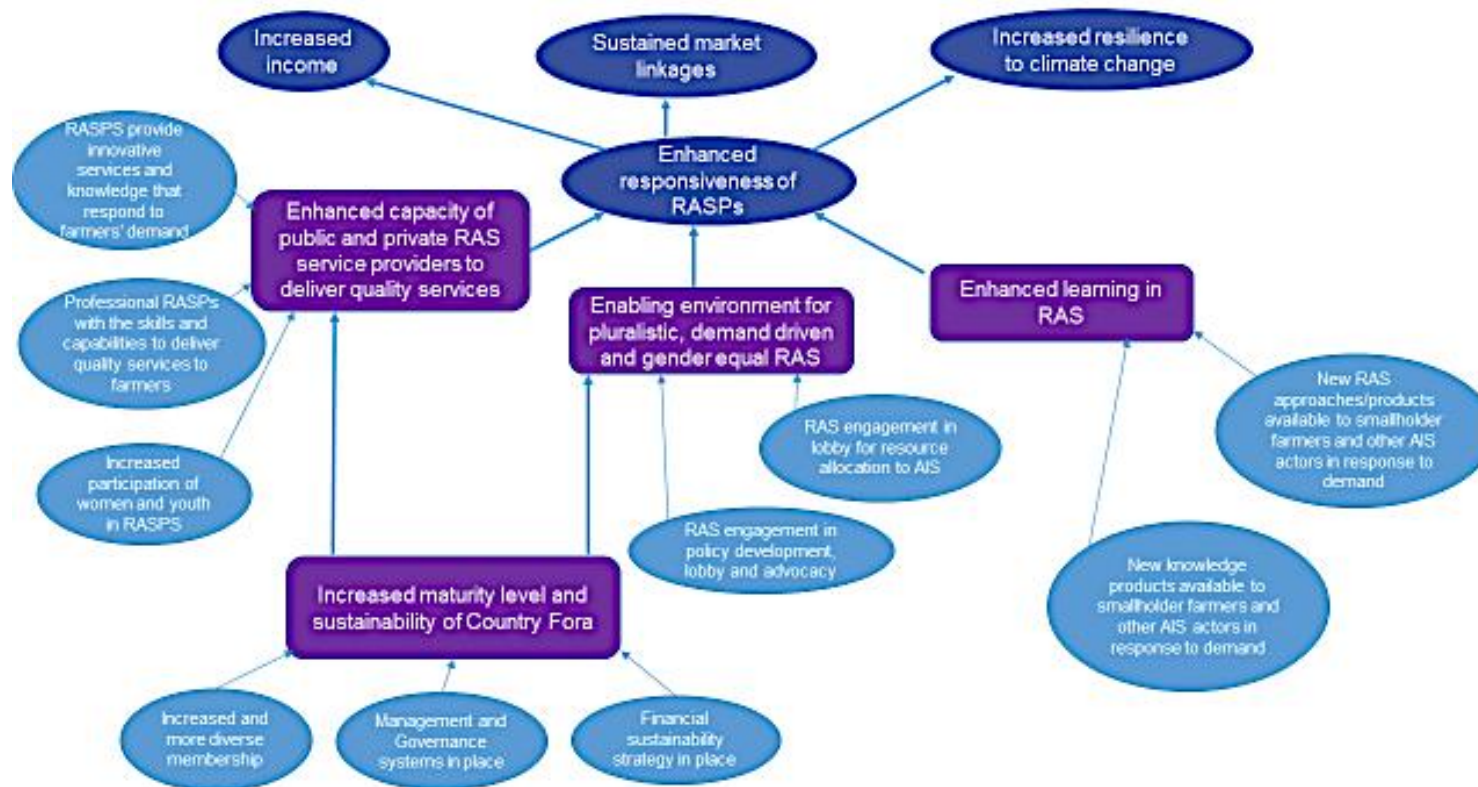
- Cover letter (maximum one page);
- Technical Proposal (maximum 3 pages) which should include:
  - Understanding of the assignment and a detailed work-plan
  - Relevant experience of the consultant/firm
  - Samples of previous work as an annex (if any)
- Financial Proposal (maximum one page): breakdown of cost estimates. This should include, but not be limited to accommodation and travel costs, food expenses, and other items needed for the consultancy.
- If applicable, please also include:
  - Company profile
  - VAT Registration Certificate
  - TIN Certificate
  - Joint Stock Company Registration Certificate
  - Trade License Certificate

Interested and qualified consultants/firms are asked to submit their Technical and Financial Proposals to Md. Afzal Hossain Bhuiyan, Focal person, LMP ( [afzalhb1062@gmail.com](mailto:afzalhb1062@gmail.com) . ) Please write **“PPP Status Paper for GFRAS Last Mile Programme (LMP)”** in the subject line. The proposals should be submitted by **July 29, 2020**. We are only able to consider electronic submissions. Only shortlisted consultants/firms will be contacted and invited for a technical discussion.

**Deadline:** July 29, 2020.

## ANNEX

Annex 1: Figure - The Results Chain for LMP



## Annex 2: Table - Results Framework

Programme Elements	Indicators	Risks & assumptions
<b>Development Objective:</b> Enhanced responsiveness of RASPs (public and private) in targeted countries to the demand for advisory services of socially and economically differentiated categories of farmers	By mid 2024, 40% increase in the number of smallholder farmers accessing advise from CF-affiliated RAS providers during the last 12 months with XX% increase of the number of women and youth	Favourable policy conditions for engagement of public and private actors in RAS
	By mid 2024, 25% increase in the number of smallholder farmers (men, women and youth) utilising advise from CF-affiliated RAS providers during the last 12 months with xx% increase in the number of women and youth	Favourable environment for women and youth participation in agriculture and in service provision
<b>Outcome 1</b> Business oriented CFs sustainably promote RAS service delivery at country level	80% of all participating CFs reach at least stage 4 of the CF maturity scale by mid 2024	RASP stakeholders from both public and private sector are interested in participating in the CFs and for strengthening these also through financial contribution  Policies favourable to public private collaboration on service provision
	At least 50% of the mature CFs have assured funding for core functions (coordination, partnership brokering and policy engagement) by mid 2024	
<b>Output 1.1</b> Increased membership, inclusiveness and diversity of RASPs in the CFs	By mid 2024 the number of RAS providers adhering to CFs increased by XX% and 50% of the newcomers belong to the private sector.	
<b>Output 1.2</b> Management, strategy, legal recognition and governance systems in place	(imbedded in the maturity stage assessment)	
<b>Output 1.3</b> Financial sustainability strategy in place	Imbedded in second indicator under Outcome 1	
<b>Outcome 2:</b> Enhanced capacity of public and private providers of agricultural extension and rural advisory services to deliver appropriate services to smallholder farmers (women, men and youth)	By mid 2014 XX% of the CF affiliated RAS providers that have targeted women and youth as their clients and have increased the number of topics relevant to women and youth	Systems and facilities in place for enhancing the capacity of service providers  Both private and public service providers interested in enhancing their capacity and innovate on knowledge and services Willingness among RASPs to embrace gender and youth policies
<b>Output 2.1</b> RAS providers have the skills and capabilities to deliver quality	By mid 2024 xx% of CF affiliated RAS providers have trained their staff on core competencies as stipulated in the NELK (at least 4 out	



Programme Elements	Indicators	Risks & assumptions
services to smallholder farmers	of 7)	
<b>Output 2.2</b> Increased participation of women and youth in delivery of RAS	Mid 2024 X% of RAS providers affiliated to CF with field staff consisting of 40% women and 40% people below “youth cut-off rate (35 year for men, 40 year for women).	
<b>Output 2.3</b> RASPs develop innovative services and knowledge that respond to farmers demand	By mid 2024 X% of CF affiliated RAS providers operate systems/work culture to collect farmers’ requests for and feedback on services provided	
<b>Outcome 3.</b> Enabling environment for pluralistic and demand driven and gender equal RAS	By mid 2024 X% of RAS-related policies and regulations adopted that promotes pluralistic, demand driven and or gender sensitive RAS	Opportunities and platforms existing in the target countries for policy dialogues  Positive investment climate for agricultural innovation
<b>Output 3.1</b> CF Engagement in policy development, lobby and advocacy	By mid 2024 the number of positions in RAS-related policy dialogue discussed within the CF each year is XX% higher as in 2019	
<b>Output 3.2</b> CF engagement in lobby for resource prioritisation for AIS	In period 2020-2024) CF is XX times officially represented in annual national budget <b>prioritisation exercise</b>	
<b>Outcome 4:</b> Enhanced learning in RAS	By mid 2024 xx% of the CF affiliated members consider the “CF” knowledge network as one of the three key sources for accessing and sharing/ exchanging/ trading in knowledge services;	Favourable environment for digital sharing of knowledge, innovation and service approaches across networks  Intellectual rights and competition aspects in the sharing have been clarified
<b>Output 4.1:</b> CF affiliated RAS actors are better linked to the AIS	By mid 2024, XX% of the CF increased the number of AIS partners they are in contact with by YY%	
<b>Output 4.2:</b> New knowledge products available to CF-affiliated AIS actors	Over the period 2020- 2024 there is an average annual increase of XX% in the number of documented new knowledge products made available on the CF network (compared to the release in 2019)	