

**TERMS OF REFERENCE OF CONSULTING SERVICES FOR
BASELINE SURVEY AND POST SURVEY ACTIVITIES NGOS
Grant Implementation Unit (GIU), JFPR**

A. Background and Objectives

1. On 16 September 2010, ADB approved the provision of loans under the Multitranchise Financing Facility (the MFF) for up to \$170 million OCR funds for the Government of India to implement the Agribusiness Infrastructure Development Investment Program (AIDIP) MFF 0045-IND.

B. The Investment Program

2. The investment program aims to address three main constraints on agriculture growth: (i) outdated technologies and management; (ii) lack of public investment in linking infrastructure (such as roads from production areas to collection points); and (iii) lack of private sector investment and management in modern marketing infrastructure (such as cold chains, controlled atmosphere storages, and automated grading). Using an integrated value chain (IVC) approach, the investment program will invest in essential infrastructure to support integrated value chain development for high value horticultural commodities. The investment will support (i) site development and agribusiness infrastructure, (ii) linking infrastructure to ensure connectivity and basic services across the value chain, (iii) backward links to the production areas through contract farming and producer companies, and (iv) capacity building to strengthen technical and managerial skills along the value chain. The investment program area covers selected regions of Bihar and Maharashtra, two states that have adopted different agri-marketing policies: Bihar promotes the provision of agri-marketing as a private-sector-led function, and Maharashtra enables greater private sector participation but leaves the role of regulator and market manager with the public sector.

3. To facilitate and further strengthen linkages with farmers and producers and ensure inclusion of farmers with small scale/small landholdings a grant of \$3 million equivalent under the Japan Fund for Poverty Reduction (JFPR) 9147-IND: *Improving Small Farmers' Access to Market in Bihar and Maharashtra*, is being provided by ADB. Following are the four broad components of the grant assistance:

- **Component A:** Assistance towards formation of Farmer Groups and Producer Companies, wherein small-scale Fresh Fruit and Vegetable (FF&V) producer-farmers are grouped together to aggregate their produce into larger volumes and linking/integrating them to private sector buyers/purchasers (developed under AIDIP) for ensuring better returns; improve production techniques, systematic improvement of the quality of the produce, increased post harvest activities to give value addition to the produce, etc. The farmer groups will later be integrated/federated in to producer companies for improving professionalism in the operations
- **Component B:** Assistance for improving the farmers' capacity to meet the requirements of the market to fetch higher returns for their produce. A broad range of capacity development skills is envisaged which includes business management skills, technical skills, and organizational management skills. The component also includes exposure visits for the farmers to other areas where farmers have successfully formed farmer groups and or producer companies, along with other interventions which has led to successful increase in production and increased income from sale of their produce.
- **Component C:** Facilitation of Farmer-Buyer Linkages for these small-scale farmers. This component aims to help farmers and buyers identify and

develop sustainable partnerships that are outside the traditional marketing systems.

- **Component D:** This component supports the project management, monitoring and evaluation activities to ensure successful implementation of the project's goals and objectives. The activities under this component includes overall project coordination, implementation, supervision, management, procurement, accounting, auditing and reporting; preparation of work plans, conducting baseline surveys, poverty impact assessments, benefit monitoring and evaluation and final dissemination workshop.

C. Impact and Outcome

4. The impact of the overall investment program (AIDIP and JFPR) will be higher value of horticulture products captured by the stakeholders of the IVCs in selected regions of Bihar and Maharashtra, as the private sector brings in world-class technology and modern management, increased integration and linkage of agriculture production with main stream markets and increased income to farmers thereby improving their quality of life. The investment program outcome will be the investment in and management of eight or more IVCs, including small-scale farmers, by the private sector.

5. The impact from the interventions of the JFPR Project is expected to increase income of small-scale farmers in Bihar and Maharashtra through access to alternative higher-return markets. The outcome will be the enhanced integration of small-scale FF&V farmers, including female and scheduled caste (SC) and scheduled tribe (ST) farmers, into the horticulture value chains in those states. The expected outputs of the Project in Bihar will be (i) organizing 6 farmer groups comprising approximately 600 farmers in a financially sustainable manner; (ii) 1 well-performing farmer groups are turned into a self-sustaining producer companies; (iii) members of farmer groups trained in business, technical and organizational management skills that enable them to interact with markets; (iv) 20 percent of farmer groups enter into higher-value markets by the end of the project and establish long-term mutually beneficial agreements with buyers; and (v) project beneficiaries' income increases by 30 percent within 3 years after the project.

D. Scope of Work

6. The scope of work under the TOR is structured into two phases which address (i) the establishment of a baseline for developing training and capacity building plan, project evaluation and impact monitoring and (ii) the implementation of IVC backward linkage programs including general awareness and extension programs and implementation of training and capacity building activities. The scope of work includes, but not limited to the following:

1. Phase 1: Baseline Surveys

7. Phase 1 will support the design, piloting and enumeration of a JFPR backward linkage beneficiary survey including a control group to establish a baseline for assessing the impact of AIDIP and its backward linkages. The backward linkage program will undertake awareness programs in the supply catchments for the proposed AIDIP IVC infrastructure in Bihar to enable producers to supply future high value horticultural commodities. The survey will be linked with the selection of lead farmers that will receive intensive capacity building in HVC production, group formation and commodity aggregation benefits.

8. The survey will need to ensure that these farmers and farmer groups they represent are captured within the sampling frame of the baseline survey. Bidders will propose their methodology and sampling strategies as part of their proposal based on their understanding

of the JFPR and AIDIP documentation and implementation strategies. The sampling framework will need to be justified in terms of the rigor it provides for assessing performance and impact and will be negotiated as part of the survey work planning that will be undertaken by the successful bidder.

9. The work plan will detail the design of the survey instrument which will as a minimum involve a face to face interview. The unit of survey will be the rural producer household that is disaggregated into farm and non-farm income, with the farm income being presented by commodity. The inclusion of non-farm income linked to the household enables disaggregation of development benefits of HVC from other primary production income sources and non-farm income sources. The survey instrument, including draft questionnaire, will be reviewed for comments by the GIU before embarking on pre and actual survey. The bidder will determine the number of enumerators and the enumeration time for the survey within the agreed delivery date. The survey will be completed, data entry and data quality checks undertaken and a detailed analysis of the data reported to the GIU. Survey findings will need to be disaggregated by gender, smallholders, poor, vulnerable within the proposed population size.

10. The survey report will clearly establish the nature and performance of rural production including agriculture and horticulture, the development assets available to rural producers and how these are utilized. The survey will also cover key social and demographic indicators (if any not covered below) of the beneficiaries, including poor and vulnerable farmers, in the identified villages in the Nalanda and Muzzafarpur regions in Bihar and the linkage to markets through distance and time to market variables and the extent that existing commodities are aggregated and how in terms of local coordination mechanism and their connectivity to market and supply chains. The survey should cover at least, but not limited to the following indicators:

- (i) Area of cultivated land and land ownership – whether the land is owned or share-cropped;
- (ii) Cropping patterns, cropping history yields and off-take for the various crops grown;
- (iii) Production inputs used and their source, including average annual expenses used for purchase of production inputs;
- (iv) Availability of water for farming activities and its use;
- (v) Size and make-up of farm family; extent and type of labor inputs (family members, hired);
- (vi) Proportion of production of fruits and/or vegetables used at home and quantities sold in the market or marketing agents, including the proportion of HVC and traditional crops sold to traditional markets vs. buyers;
- (vii) Annual average crop sales value and commodity gross margins;
- (viii) Sale intervals of each crop/harvest (production cycles, product wise);
- (ix) The nature of marketing arrangements including the identification of current markets, mode of sales, and buyers;
- (x) Sale of produce is in credit or cash down – credit period and norms/terms of credit;
- (xi) Success rate in timely receipt of payment from credit sales;
- (xii) Is storage facility available with the individual and or public storage available on rent; if yes, for which products (collect details on the facility); if no, what type of facility and location of the facility is desired. If yes, is storage space used for unsold products; if no, why?;
- (xiii) Average volume of produce wasted or rot due to lack of storage space/timely sale of product/vagaries of weather/market prices, etc.;
- (xiv) Do these farmers have crop insurance? If yes details of insurance, compensations received, etc., if no – reasons;
- (xv) Average annual family income from farming and non-farm activities;

- (xvi) Average annual family savings of these farmers;
- (xvii) Level of farmers' technical knowledge and skills on modern production and post-harvest activities; Current production and post-harvest practices;
- (xviii) Any on-farm value addition done? Willingness to do so in the future? If no – reasons;
- (xix) Access to technical information regarding production and post-harvest practices including source; what additional information do they expect?
- (xx) Experience in marketing/sale negotiations;
- (xxi) Experience in group activities—types of group, membership, functions, etc.;
- (xxii) Any serious farming problems concerning production, post-harvest practices, marketing, and group activities faced by the farmers currently;
- (xxiii) Access to and source of market information;
- (xxiv) Access to and source of credit; Interest rates and status of repayments;
- (xxv) Gender analysis—roles of women in farming activities, marketing, needs;
- (xxvi) Capacity/willingness of women/groups to engage in alternative agricultural based income generation activities;
- (xxvii) Types of training received and their sources both for farmers and women folk/groups till date;
- (xxviii) Are there existing farmer/producer groups/women groups engaged in farming activities. Willingness to form crop based farmer groups. (If yes collect details and provide reasons for both yes and no answers); and
- (xxix) Willingness to align with a professional private sector value chain network and follow their norms towards farming and other post harvest activities; If yes collect details and reasons; If no – reasons.

Other duties:

- Prepare and submit draft report with detail analysis vis-à-vis the goals, objectives and activities proposed under the JFPR and AIDIP projects;
- Incorporate recommendations for type of farmer groups/producer companies to be formed, and any other intervention required to integrate their business (production) with the proposed IVCs to avail additional benefits;
- Draw up specific indicators for monitoring and evaluation of the impacts on the interventions introduced, at various stages of the project and as such design baseline sample with future re-sampling requirement built into the sampling frame;
- The Organization/ NGO shall conduct workshop to disseminate the findings and recommendations to all stakeholders after incorporation of the comments/suggestions/inputs on the draft final report in a formal workshop at the state level. Final report to be submitted to the GIU after incorporation of specific –relevant inputs from the workshop. Final report will also include details of the sample to enable future sampling; Students from Agriculture curriculum (preferably from the local communities) should be engaged for survey and/or post survey activities; and
- Submit final report and data collected in printed and electronic formats to the Project Director.

Delivery period: 2 months from the date of signing of contract with GIU.

Team composition: The Organization/ NGO team for phase 1 will include a Team leader/Project Manager with exhaustive experience in agriculture sector, Survey coordinator, Statistician Analyst, Training Specialist, Social Development Specialist, Surveyors and data entry operators. Students from agriculture/botany and or other local institutions may be used for survey activities, to build local capacities.

2. Phase 2: Project Implementation and Supervision

11. Phase 2 will develop and implement a backward linkage and HVC value chain awareness and extension throughout the two AIDIP in Nalanda and Muzzafarpur regions.

- (i) Conduct participatory meetings in each production cluster and based on the findings from the survey identify suitable groups/form appropriate product based groups/strengthen existing groups – as applicable. Formation of groups must be requirement based and not target based;
- (ii) Facilitate participation of farmer groups/relevant women groups in specific training programs designed to suit the needs based on the feedback from the survey;
- (iii) In consultation with the farmer groups, develop operational guidelines and or bylaws for the farmer groups;
- (iv) In consultations with GIU, conduct FF&V demand and market analysis vis-à-vis the production levels of these small scale farmers to support design of specific interventions to improve the capacity, quality and production thereof of these small scale /poor/vulnerable farmers in the identified villages and enhance their ability to cater market demands thereby increasing their share in the supply market;
- (v) Based on the above findings, formulate strategies and work plans for approval of GIU and assist the latter in implementation of the same;
- (vi) Assist the farmer groups in identifying and facilitating long-term agreements with buyers and or partners of IVCs proposed to be established under AIDIP;
- (vii) Organize exposure visit for farmer groups to other project areas and provide refresher training with lead farmers as required;
- (viii) Prepare quarterly progress reports and or any other specific issue based reports as required by the GIU;
- (ix) Monitor and evaluate the performance of the farmer groups and update the baseline data/information on a regular basis and provide analysis report at the end of the financial year;
- (x) Select well performing farmer groups and explore scope of forming producer companies for better bargain power in the market; and
- (xi) Assist GIU in undertaking awareness campaigns on the project;

3. Outputs/Deliverables and Timeframe

- (i) Phase-1: Baseline Survey Component:
 - (a) Baseline Survey Design and Questionnaires;
 - (b) Information Dissemination and Data Confirmation Workshops; and
 - (c) Approved Final Baseline Survey Report
- (ii) Phase-2: Project Implementation Component:
 - (a) Awareness campaign on IVC and backward linkage programs;
 - (b) Product-based farmer groups formed;
 - (c) Manual on Operational Guidelines and Bylaws for the farmer groups;
 - (d) Draft of FF&V demand and market analysis report with strategies and workplan and specific recommendations on suitable interventions for approval by GIU interventions, such as trainings, seminars and workshops, implemented and training curriculum and modules developed;
 - (e) Exposure visits conducted in other project areas;
 - (f) Agreements between farmers and buyers formed;
 - (g) Producer companies established with selected farmer members;
 - (h) List of qualified organizations or individuals that could serve as intermediaries for future marketing efforts;

- (i) Quarterly progress report; and
- (j) Awareness campaign.

Delivery period: Within 20 months from the date of signing the contract.

Team composition: The Organization/ NGO team for phase 2 should include at least 3 persons on full time basis in the field one Agriculture Specialist, Social/Community Development Specialist, Training Specialist¹ and 1 extension agent in the block to cater coordinate and support project activities in the field on a daily basis. Other experts that will be engaged include: Retail Marketing and Management Specialist, Accountant and Village Extension agents.

Phase 1 -Baseline Survey Component	
1	Project Manager -cum Agriculture Specialist
2	Survey Coordinator
3	Social Development Specialist
4	Training Specialist
5	Statistics Analyst
6	Data Entry Operators
7	Surveyors
8	Support Staff (1 nos)
Phase 2 –Project Implementation Component	
1	Project Manager -cum Agriculture Specialist
2	Social /Community Development Specialist
3	Retail Marketing Management Specialist
4	Training Specialist
5	Accountant
6	Extension agents (1 per spoke x 6 spokes x 36 months)
7	Village Extension agents (2 per spoke x 6 spokes x 36 months)
8	Support staff (2 nos)

a. Project Manager cum Agriculture Specialist

Qualifications: The Project Manager cum Agriculture specialist should possess a University degree or above in agriculture or related subject, with at least 8 years' relevant experience in agricultural and rural development, especially marketing agricultural produce. Should have working knowledge and experience in agriculture research, practices and conducting training programs in India. Experience in FF&V industry and assisting smallholder farmers in marketing their products will be preferred. Fluency and working knowledge in English, and Hindi is a must, along with excellent writing and communication; and computer skills will be preferred. The expert should also have in-depth knowledge of survey design, database management, data collection, data analysis, and report compilation.

Tasks: The specialist will include but not limited to:

- Design the baseline survey, field test, analyse and finalise the results;
- Hire and train relevant enumerators to conduct the baseline survey;

¹ These three specialists will base in GIU with extensive travel to the project area for implementation of project activities.

- Supervise these enumerators and conduct spot checks to ensure the quality of the baseline survey;
- Design and construct a database and register all the baseline survey data;
- Design complaints handling mechanism, and a system to keep track of the types of complaints and how they were handled. Regular reports must be developed regarding the handling of complaints;
- Develop regular monitoring reports, collect the data, and compile into regular reports. All the results should be recorded in the database;
- Develop poverty impact assessment tools, field test, and then finalize;
- Hire and train relevant enumerators to conduct the poverty impact assessment. Supervise these enumerators and conduct spot checks to ensure the quality of the survey data;
- Record the data in the database in electronic format;
- Compile data and submit final Baseline report;
- Plan and supervise the FF&V production programs and activities;
- Help the formation of farmer groups;
- Identify potential input providers and research institutions with which the farmer groups could partner for improving production practices;
- Provide refresher training during the project for various activities as directed by the project manager and project director;
- Provide inputs for training programs and activities;
- Provide inputs to Project manager and GIU Head for bi-annual reports;
- Assist the process of establishment of producer companies;
- Supervise the formation and activities of Farmer groups;
- Assist the farmer groups in establishment of producer companies and linkage with IVCs being set up under AIDIP;
- Coordinate with other institutions/programs working in this sector; and
- Prepare quarterly progress reports on progress of activities/ implementation in the formats given by the GIU.

b. Survey Coordinator

Qualifications: The Survey Coordinator will have a degree on information management or equivalent, and will have at least 3 years of experience carrying out surveys, survey supervision and data processing. S/he will assist the consultant team and the GIU in carrying out the necessary surveys under the direction and guidance of the Team Leader/ and or Project Director. The Specialist will have demonstrated knowledge in computer and software applications.

Tasks: The tasks of the specialist will include but not limited to the following:

- Assist the consultant team in development of survey questionnaire and data entry formats;
- Train the surveyors and data entry operators on data to be collected and data entry in formats developed for the survey;
- Outline survey requirements, techniques, and methodologies relevant for planning, scheduling and execution of the survey;
- Supervise the surveyors and carryout random checks of the data collected by the surveyors;
- Assist the team leader in preparation of presentation of the facts from the survey; and
- Review the accuracy of the data entered by the data entry operators.

c. Training Specialist

Qualifications: The Training Specialist will have a degree in communication, education, or related disciplines and will have at least 5 years of experience in training management and development training communication material in rural development programs. He or she will assist the Organization/ NGO and the GIU by assuming responsibility for development and organization of project specific training activities. The Specialist will have demonstrable experience of using appropriate computer software/programs.

Tasks: The tasks of the specialist will include but not limited to the following:

- Provide inputs relating to the training needs based on analysis of data collected from the survey;
- Assist the GIU to prepare project-specific training programs (for all project sub-components), that address various agendas including participatory and integrated planning and designing of various training and capacity building programs, and develop indicators for monitoring, evaluation, quality control, and auditing of the programs;
- Assist GIU-consulting team in developing training schedules that include designated trainers and assist with the logistical arrangements to implement the training;
- Work with the GIU and other specialists in the team to identify appropriate training institutions, and impart trainer of training programs to develop strong set of trainers who can provide the extended training services to other farmer members of various groups in the project area; and
- Advise GIU and consultant teams on the training materials, audio-visual materials, brochures, newsletters, and other public awareness literature required for the project.

d. Retail Marketing Specialist

Qualifications: The Marketing Specialist should have a University degree/post graduation in agri-business /marketing or related subject with at least 5 years' experience in retail supply chain management and marketing of horticulture commodities. In-depth knowledge and good network with management personnel of organized wholesale and retail food chains engaged in procurement of fruits and vegetables, preferred. Fluency and working knowledge in English, and Hindi is a must, with excellent writing, communication and computer skills preferred.

Tasks: The tasks of the specialist will include but not limited to the following:

- Plan and supervise the project market linkage programs and activities for the farmer groups and producer companies formed under the project;
- Develop and conduct marketing training courses/modules for lead farmers, farmer groups and producer company members/ management personnel;
- Train and assist lead farmers, farmer groups, extension agents and producer company management personnel in identification of potential buyers in profitable value chains, exporters, retailers, food processing units and or the IVCs established under AIDIP, create linkages and marketing arrangements to procure produce (FF&V) from these institutions;
- Advise lead farmers and producer company management personnel in negotiating sales to potential buyers; and
- Monitor marketing program progress and provide inputs to Project Manager for incorporation in the quarterly progress reports.

e. Social Development Specialist

Qualifications: The Social Development Specialist should have a University degree/post graduation in Social Sciences or equivalent with at least 5 years experience in socio-economic analysis, including gender analysis, community mobilization, social development, local institutional development, and capacity building. Fluency and working knowledge in English, and Hindi is a must, along with excellent writing, interpersonal communication skills. Computer skills and willingness to travel frequently to remote rural areas is also a must.

Tasks: The tasks of the specialist will include but not limited to:

- Provide inputs to the team leader to finalize the baseline survey;
- Conduct participatory rural appraisal and focus group discussions to gain a better understanding of the overall socio-economic situation in the area along with a gender assessment;
- Identify and finalise socio-economic indicators to be incorporated in the baseline survey;
- Analyse the data collected and provide inputs for the project design;
- Examine ways to most effectively organize farmers to allow them to take advantage of economies of scale. Priority should be given to the creation of female farmer only groups or caste-specific groups within the socio-cultural context;
- Recommend how the Project can address small farmers' needs, with a special emphasis on the integration of female farmers and other farmers from the vulnerable strata into the value chains to increase their incomes;
- Monitor and evaluate project activities, especially from a social perspective, i.e., participation and empowerment of the vulnerable people;
- Provide inputs to project manager for quarterly progress reports; and
- Review and report on the compliance to social safeguard requirements of ADB in all project activities.

f. Extension Agents

Qualifications: The Extension agents should have a University degree/post graduation in agriculture or related subject with at least 3 years' experience working at field level with small scale fruit and or vegetable cultivation farmers and has proven ability to effectively transfer improved production and post harvest practices to farmers to help improve the shelf life of the produce. Extensive knowledge and understanding of cultivation and production aspects in the project area is important. Fluency and working knowledge of English, and Hindi is a must. He /she should possess good interpersonal communication skills, and willing to travel extensively in the rural areas.

Tasks: The Extension agents' scope of work will include but not limited to:

- Provide on-field training to lead farmers and members of farmer groups on improved vegetable and/or fruit production and post-harvest practices;
- Maintain ongoing contact with production group farmers to identify and assist in solving production, post-harvest and marketing problems;
- In coordination with the Project manager and his team, plan and conduct farmer field days and other workshops to impart knowledge and build local capacities of farmers to integrate them in producer companies and link them to the proposed IVCs;
- Plan and supervise establishment and maintenance of lead farmer demonstration plots;

- Train village extension agents on the above activities;
- Monitor and supervise village extension agents and lead farmer activities; and
- Monitor and evaluate farmers' progress and results in applying training and provide inputs to the project manager for the required reports.

g. Village Extension Agents

Qualifications: The Village extension agents should have at least passed high school or above with over 5 to 7 years of experience in agriculture activities in the field and has excellent rapport with the farmers and other procurement agents in the project areas. Previous work experience as representative of farmers imparting training/awareness campaigns etc., for Govt., donor or research driven institutions preferred. Extensive knowledge and understanding of cultivation and production aspects in the project area is important. Fluency and working knowledge of Hindi is a must. He /she should possess good interpersonal communication skills, and willingness to travel extensively in the rural areas.

Tasks: The village agents will report to Extension agents and their scope of work will include but not limited to:

- Provide on-field training to lead farmers and members of farmer groups on improved vegetable and/or fruit production and post-harvest practices;
- Extensive interaction with production group farmers to identify and assist in solving production, post-harvest and marketing problems and monitoring of their activities;
- In coordination with the Project Manager and his team, conduct farmer field days to carry out awareness campaigns on the benefits of formation of producer companies and integration with IVCs; and
- Submit activity /progress reports regularly to Extension Agents and Project Manager on the activities undertaken in prescribed formats.

h. Statistics Analyst

Qualifications: The Statistics Analyst should have a strong background in statistics, with experience in the areas of research methodology, survey techniques and statistical inference. The analyst should have sufficient knowledge on statistical analysis software and database management. Must have an advanced university degree in Statistics/ Applied Statistics and possess at least 5 years work experience in universities, research institutions, and has been involved in development project(s).

Tasks: The Statistics Analyst will undertake the following:

- Identify the size of samples for the surveys to be conducted;
- Assist in the formulation of the survey design and participate in the production of the survey questionnaire;
- Assist in field testing questionnaires and identify weaknesses that must be corrected;
- Assist in ensuring proper inputs of survey data;
- Conduct statistical analysis on the result of the baseline survey; and
- Assist in writing baseline survey report.

i. Accountant

Qualifications: The Accountant will have a minimum of five years if relevant professional experience in financial management or account administration. S/he should have a university degree in Business Administration, Finance or Accounting.

Experience in working with international organizations preferred as well as knowledge of ADB's financial procedures, including procurement and contracting. The Accountant should also have good communication and social skills and fluency in English and excellent writing and computer skills.

Tasks: The Accountant will undertake the following:

- Develop and maintain the accounting system for the project in accordance with the Operational Manual and ADB guidelines;
- Provide information necessary for the preparation of quarterly, annual and other financial statements as necessary;
- Be responsible for the implementation of accounting registration and control procedures;
- Maintain proper control of imprest account. This includes but not limited to the preparation of payments, adequate bank statements, documentary proof for all disbursements, and relevant documents to apply for the imprest account replenishment;
- In consultation with the GIU Head, prepare the draft annual budget;
- Prepare request for withdrawal of funds and all necessary documentation'
- Prepare on the basis of information transmitted by the different specialists, all contracts between the project and contractors. Verify the accuracy of all financial data with the standard norms and record all transactions in the appropriate file;
- Review and verify all requests for payments for sub-projects or other contractors' expense statements and prepare necessary payments.

4. General Responsibilities of the contracted organisation

12. The firm/organisation/NGO will be responsible to:
- (i) Ensure that the projects objectives are realized in an efficient and effective manner and agreed TOR are adhered;
 - (ii) Maintain a rapport and coordination with government agencies so as to ensure convergence of resources and schemes;
 - (iii) Recruit and deploy adequate staff in conformity with project requirements;
 - (iv) Apply project resources for the purposes intended and deploy them in a manner that produces desired outcomes;
 - (v) Ensure that the required capacities and skill sets of staff, target groups and their institutions are built up and upgraded regularly during the course of the project;
 - (vi) Keep all the concerned project related agencies informed of developments in the project on a regular basis;
 - (vii) Uphold and sustain the values underlying the project -probity, transparency, accountability and equity – at all levels of interaction and operation;
 - (viii) Participate, contribute and share acquired expertise and experiences with other project partners, agencies and communities, etc.;
 - (ix) Maintain proper accounts of the expenditure incurred and other record of activities during the execution of the contract; and
 - (x) Develop measures for systematic documentation of project progress by department.

5. Reporting arrangements

13. The consultants will report to the Mission Director, state Horticulture Mission, Bihar or his/her designated officers assigned to the project.