   

Democratic Socialist Republic of Sri Lanka

Ministry of Agriculture.

Agriculture Sector Modernization Project (ASMP)

**TERMS OF REFERENCE (TOR)**

**Hiring of a consultancy company with a team of consultants to undertake a Comprehensive Evaluation of the Role, Functions, Responsibilities of all Agriculture Sector Institutions, Organizations, Statutory Boards operating under the Ministry of Agriculture and other related Ministries, on Agricultural Production and Processing, Research and Extension Services, Product Marketing, Storage and Distribution, regulating input supplies, agriculture insurance and administration of agriculture related legislation, Acts etc. to make recommendations for restructuring the role of these relevant Institutions/ Organizations to improve the efficiency of the entire Agriculture, Livestock and Fisheries Sectors in promoting;**

1. **The financial viability of agricultural livelihoods in food production and distribution**
2. **Food and nutrition security for the entire population**
3. **Foreign exchange earning capacity of the agriculture sector through value chain development approach**

Procurement No: LK-MOA-PMU-351214-CS-QCBS

1. **Background of the proposed Consultancy Assignment**

The Ministry of Agriculture operates with the objectives of implementing supportive agricultural policy to establish food and nutrition security in the country, maintain stable prices for agricultural products and ensure the financial viability of livelihoods in the Agriculture Sector.

There are more than 60 institutes/ organizations[[1]](#footnote-1) operating in the Agriculture Sector under the Ministry of Agriculture and several other ministries. These organizations have been established under different Laws, Acts, and Regulations of the country at different points in time mostly over the last century to serve the Agriculture Sector of the country. Accordingly, it has become clear that there are overlapping functions, duplication of some responsibilities and omission of other responsibilities, and inconsistent policies among these organizations and legal enactments that makes the Agriculture Sector inefficient in the present context of the national economy.

Agriculture Sector Modernization Project (ASMP) is in operation since 2017 with the objectives of supporting to increase agriculture productivity, to improve market access and enhancing value addition of smallholder farmers and agribusiness. The project is more specifically aims at supporting small holder farmers to produce competitive and marketable commodities, improve their ability to respond to market requirements, and move towards increased commercialization. Establishment of modern Agriculture Technology Parks with innovative agriculture technology packages and training & capacity building of smallholder farmers to operate farmer producer organization to respond better to market opportunities are the core elements of the project. The project is in operation, in 12 administrative districts targeting about 15,000 direct beneficiaries. Readiness of the existing institutional setup is one of the critical factor for diffusion of successful modernization efforts of the ASMP into the other parts of the country.

Consequently, a comprehensive evaluation of the existing institutional setup towards restructuring it for optimum utilization of scarce national resources is urgently required to improve the efficiency of the Agriculture Sector in Sri Lanka to meet its future development objectives.

1. **Objectives of the consultancy**

The objective of this consultancy assignment is to carry out a comprehensive evaluation of the role and responsibilities of all public sector institutions/ organizations in the Agriculture Sector and make recommendations to restructure and reorient these organizations, enabling agriculture sector to address the national concerns of ;

1. Promoting financial viability of livelihoods in food production and distribution
2. Reducing the burden to the Government on achieving food and nutrition security of the entire population of the country.
3. Promoting value chain development in the sector that create new job opportunities for the youth and enhance the foreign exchange earning capacity of the sector
4. **Scope of the consultancy**

Comprehensive evaluation of the existing institutional setup in the Agriculture Sector:

* To identify the mandatory objective, role and responsibilities of each state institution/ organization purported to support the Agriculture Sector in Sri Lanka.
* To identify the existing capacity of each organization to deliver on their mandatory role and responsibilities and propose manpower development needs.
* To identify duplication or overlap of responsibilities, inconsistencies and weaknesses in the existing institutional setup and to identify suitable corrective measures, to include closure, amalgamation, restructuring of individual institutions and review and revision of all relevant existing legal enactments that require the same.
* To make recommendations to the relevant authorities, including Ministries of Agriculture and Finance and any other relevant Ministries, to undertake necessary reorganization/ restructuring of relevant organizations by making appropriate changes in legal/ regulatory structure, responsibilities and functional capacity in managing Finances, Human Resources & other physical resources to improve the efficiency of the Agriculture Sector to meet its key objectives.

1. **Tasks of the Assignment**

* A detailed analysis of existing Institutional set up in the Agriculture Sector.
* Detailed analysis of legal setup of individual organizations, relevance and effectiveness of Parliamentary Acts under which statutory boards are established considered in the assignment and propose revisions required to change acts or legal setup.
* Critical comparative evaluation of mandatory objective, role & responsibilities and targets of each institution / organization in the assignment in relation to all others and major limitations / weakness in each setup to perform as per the given mandate.
* Critical review of the availability of resources in terms of Finances, Human Resources and other physical requirements of these organizations and the managerial capacity to administer these resources.
* Critical review of the contribution required from each and every organization under consideration, for the efficient functioning of the Agriculture Sector and compare with the present contribution in order to identify gaps, overlaps and inconsistencies.
* Make recommendations for re-organization/ restricting/ re-structuring/ abolishing existing organizations to achieve national objectives as specified above.

1. **Total payment for the assignment**

The total value of the proposed consultancy assignment is Rs 40 million (Rupees forty million).

1. **Duration of the assignment:**

The total duration of the assignment is 03 months. Commencing from the date of signing the contract.

1. **Qualification & Experience of the Consultants:**

The team of consultants should consist of the experts given in the Table 1.

**Table 1: Expected qualifications and experience of the Consultants.**

|  |  |
| --- | --- |
| **Area of Expertise** | **Expected level of Qualifications & Experience** |
| 1. Team Leader (International) | PhD or Master’s Degree qualification in any related field and   * No of similar assignment undertaken within in last 5 years * No of national or international assignments undertaken within last 5 years |
| 1. Agriculture Scientist | PhD or Master’s Degree qualification in Agriculture (Agronomist/ Soil scientist/ Crop Specialist etc.) or any relevant field |
| 1. Agriculture Extensionist | PhD or Master’s Degree qualification in Agriculture Extension or relevant field |
| 1. Agriculture Marketing Specialist | PhD or Master’s Degree qualification in Agriculture Marketing, Agriculture Economics or relevant field or any equivalent qualification |
| 1. Food Scientist / Food Technologist | PhD or Master’s Degree qualification in relevant field or equivalent qualification  Working experience in the private sector will be an added qualification |
| 1. Legal expert in Organizational and Labour management aspects | LLB or Attorney at Law with at least 10 years of experience in business & labour laws |
| 1. Organizational Management / Administrative and Financial Management Expert | Master’s Degree qualification or equivalent qualification in Organizational Management or Administrative and Financial Management |
| 1. Agri. Business Management/ Value Chain Development Experts | PhD or Master’s Degree qualifications in Agri. Business Management / Value Chain Development  Working experience in the private sector will be an added qualification |
| Working experience**.** | All Consultants should have at least 10 years or above post-qualifying experience in related areas mentioned, as an implementer or Manager |
| Special Experience | Working experience in any research, extension or management team in relation to agricultural development and/ or  Working experience in an agriculture/ food industry related private sector organization as a Manager, or Member of the Board of Directors, and  No of similar assignments undertaken over the last 5 years. |

1. **Work involvement & Method of payment:**

This is a performance-based assignment. Payment will be based on the submission and acceptance of the deliverables. Key deliverables, the respective deadlines, and the payment schedule related to these three (03) months assignments are given in the Table 2 below:

**Table 2: Expected deliverables, deadlines, and payment schedule**

|  |  |  |
| --- | --- | --- |
| **Deliverable (Results)** | **Deadline** | **Payment schedule** |
| 1. Inception Report - A presentation has to be made with the details of the work plan and the methodology of the study. | Within 10 working days after signing the contract Agreement. | 20% of the contract value will be paid after submitting the Deliverable 1, and accepted by the Review Committee. |
| 1. 1st Progress report & presentation, with a discussion | End of the 1 st month after signing the contract Agreement. | 20% of the contract value will be paid after submitting the Deliverable 2 and accepted by the Review Committee. |
| 1. Draft final report & presentation with a discussion. | End of the 2nd month after signing the contract Agreement. | 20% of the contract value will be paid after submitting the Deliverable 3 and accepted by the Review Committee. |
| 1. Final Report & a presentation with a discussion | End of the 3rd month after signing the contract Agreement. | 40% of the contract value will be paid after submitting the Deliverable 4, and accepted by the Review Committee. |

1. **Method of selection of the Consultant**

Procurement method of **Quality and Cost Based Selection** (**QCBS**) is applied for choosing the team of qualified consultants.

1. **Review Committee**

The key deliverables will be reviewed by a special Review Committee appointed by the Presidential Committee on Food Policy and the Ministry of Agriculture.

1. **Contract Management**

Previous policy research studies undertaken by the ASMP has identified the requirement of reorientation / refocusing of some of the organizations in the agriculture sector in order to improve the productivity, marketing of primary products and value chain development in the Agriculture sector, that is imperative for modernization of the agriculture sector in Sri Lanka to meet future demand and challenges.

Accordingly, this contract assignment is awarded by the Agriculture Sector Modernization Project under its sub component of the “Analytical and Policy Advisory Support”.

Contract Management of this assignment will be undertaken by the Policy Specialist of ASMP with the close supervision of the Project Director, ASMP and guidance of the Secretary, Ministry of Agriculture.

1. Complete List of Organization will be given with the RFP document [↑](#footnote-ref-1)