North East Rural Livelihoods Project (NERLP)
Project Completion Report (PCR)

Draft Terms of Reference (ToR) for Hiring of 2(Two) Senior Consultants

1. Background

The NERLP started in 2012 with duration of seven years and is being implemented in four states in the North East region of India - Nagaland, Sikkim, Tripura and Mizoram. It is intended to achieve an upward trend in livelihood productivity among participating local community groups located in various ecological zones in the North East region through participatory and demand-driven investment choices and collective action, with support from value-adding partnerships. The project has the following components: (i) Social empowerment through support to Project Facilitation and Community Mobilization and Institution Building; (ii) Economic empowerment through investment support to Self- Help Groups and Producer Organizations, investment support for community development, skill development and placement support and support for innovative activities; (iii) Partnerships development for financial support linkages, technical support linkages and marketing support linkages; (iv) Livelihood models and value chains for supporting the post-harvest infrastructure and processing; and (v) Project management and monitoring and evaluation.

2. Objectives of the Assignment

The general objectives of the assignment are to prepare the **Borrower's Project Completion Report (PCR)** to:
   a. Assess the achievements of the project,
   b. Identify key lessons learned,
   c. Review the secondary data and information available that will contribute to the PCR, and
   d. Apprise the project staff of requirements for the PCR.

These assessments will be based on:
   i. Field visits,
   ii. Interactions with various project stakeholders (beneficiaries, government agencies, project officers, World Bank staff),
   iii. Interactions with project staff and with officials from the Ministry of Development of the North East Region (MDoNER) in Guwahati and Northeast Council (NEC) in Shillong,
   iv. Review of relevant project documents (PAD, restructuring papers, progress reports, mid-term review report and supervision mission Aide-Mémoires), and
   v. Review of status and content of other relevant documents, such as case studies, impact evaluations, third party assessments.

NERLP there seeks to hire the services of 2(two) senior consultants to prepare the Project Completion Report (PCR) based on the above objectives.

3. Detailed Scope of Work

Under the overall supervision of the Project Director, Chief Operations Officer and in close collaboration with project staff and consultants, the PCR consultants will lead the preparation of the PCR (according to the specific tasks outlined below). The PCR consultants will travel to the selected project sites to interact with project teams, beneficiaries and any other relevant stakeholders. Where required and possible, the PCR consultants will conduct Focus Group

Discussions (FGDs) and mini workshops to collect primary information on project impacts, with the assistance/facilitation of counterparts from the NERLP the PCR consultants's tasks will be to:

i) Review all relevant project documents, including the PAD, project restructuring papers, Aide Memoires, progress reports, project presentations, and thematic reports and notes;

ii) Collect relevant information to conduct a comprehensive review and assessment of activities, achievements and results in each of the project components.

iii) Assign analytical focus to the effectiveness and impact of the livelihood activities, infrastructure sub-projects and microfinance and financial inclusion activities under the project.

iv) Identify information and data requirements and liaise with the project staff and consultants to develop a complete and accurate results framework for the NERLP

v) Review information from secondary sources, including similar reports of livelihood projects across India, to provide additional information for the analysis.

vi) Identify data gaps that need to be filled prior to developing the PCR and identify concrete ways to fill those gaps through field visits and stakeholder meetings particularly with project staff and government counterparts in MDONER, NEC and in all the project states and districts.

vii) Lead the preparation of a high-quality PCR with the collection of all necessary data.

The PCR consultants will work as a team and in cooperation with each other having good understanding among them.

4. Reporting Mechanism

The RPMU is the implementing agency for this consultancy assignment. The Project Director and Chief Operations Officer will have overall responsibility for management of the contract. The consultants are expected to report directly to the PD during the assignment and work closely with him and other Bank officials.

5. Review Mechanism

All reports and documents will be submitted in soft copy to the RPMU. All reports and documents will be submitted in Draft. The RPMU will review the reports and documents and provide comments to the consultants as soon as is practicable. The consultants will address the comments of the Bank and submit as Final Reports within two weeks of receipt of comments.

6. Duration of the Consultancy and fees

The duration of this assignment is 45 (forty five) days for each of the consultants from the date of start of the Contract. Consultancy fees are payable for the number of working days (duration of the assignment as mentioned above) within the period of consultancy to each of the consultants. The start date of the contract will be from 17th June 2019 and the final report submission date shall be on or before September 14, 2019. It will require intensive desk work, meeting, discussions and travel to NERLP project areas during this period.

7. Key Skills & Experience required for the Assignment

The assignment will be undertaken by Consultants who can complete it within the contract period. The consultants should be well experienced in writing project reports in the standard of World Bank supported Livelihood projects having completed at least two assignments of the similar kind. Besides the consultants should have good Analytical and Documentation Skills. Experience in report writing in projects similar to NERLP will be an added advantage.

8. Key Deliverables & Time Line and Payment Schedule

The consultants are responsible for the following deliverables.

Sl.NO	Description of Deliverables	Expected Delivery date (in Days)	% Payments
1.	Prepare the conceptual framework of the PCR and data gaps, following the detailed guidance given in the annex	15 days after start of contract (1st July 2019)	10%
2.	Develop the draft PCR based on review of all secondary materials	45 days after start of contract (31st July 2019)	30%
3.	Submit preliminary data and report results of FGDs and workshops with project beneficiaries to inform the PCR	75 days after start of contract (30th August 2019)	20%
4.	Develop the draft final and final PCR.	90 days after start of contract (14th September 2019)	40 %

All deliverables have to be acceptable to RPMU and World Bank.

9. Remuneration

The possible remuneration will be in the range between ₹ 10,000 - ₹ 20,000 per day for the number of working days (duration of the assignment as mentioned above) within the period of consultancy. Apart from these TA/ DA will be provided as per project norms.

10. Services to be provided by the Client

RPMU, Guwahati and respective state level DPMUs shall provide:

Project documents – Project Appraisal Document, Project Implementation Plan; latest available data on MIS; other guidelines issued from time to time; and any specific study undertaken by RPMU or DPMU.

Logistical support through respective DPMU is necessary to undertake and complete the assignment.

11. Ownership of Data and Report

North East Livelihood Promotion Society (NELPS) shall be the owner of the outputs and other deliverables of the consultancy. The consultant will have no right of claim to the assignment or its outputs. Any report/document/material produced as part of these assignments shall be deemed to be the property of NERLP and the consultants will not have any claim over such outputs and will not use or reproduce the contents of the documents without the explicit written permission of NERLP.

While there is no set content, it is a fundamental document from the Borrower side, to capture what Government and Implementing Agency consider important events, achievements, and lessons learned, and detailed record of what was done and spent. The PCR will be a key input into the World Bank's Implementation Completion and Results Report (ICRR).

It is therefore important to prepare a draft PCR prior to the first World Bank ICRR) mission. This gives opportunity for dialogue between Government and the Bank on the common understanding of results, factors contributing and performance of the different parties.

The PCR will use heavily information from annual reports, range of past studies (including M&E reports and MTR), the impact and thematic assessments, management information system (MIS) and financial management system (FMS) reports.

Below is a comprehensive list of suggested contents – the length of the main document is not specified but while it should be comprehensive it should also be readable (suggested 100 pages maximum) – extensive tables should go into annexes. Pages numbers are only indicative.

Executive Summary (maximum 10 pages)
- This will also form part of ICRR document.
- Focus on major changes in project, achievements by key indicators, factors for success, performance, future/ sustainability, and lessons learned.

1. **Introduction (1-2 pages)**
   - Background and rationale of project from government perspective at start of project.
   - Also, briefly explain links to previous phases of project, if relevant, and importantly, relationship to other government programmes and policies.
   - Provide overview of report purpose and structure.

2. **Description of the situation at the beginning of the project– 2 pages**
   - This can come from PAD, or other analyses (e.g. livelihoods analyses, or sector analyses).
   - Also Baseline report is a main source document.
   - Also, if necessary get secondary data.
   - Or even ICRR of a previous phase.

3. **Objectives and expected results** of project (and original and revised targets) **(1 page)**
   - Original PDO and if it has changed.
   - Description of key performance indicators – how are we measuring achievement of objectives (by component) and describe changes in indicators. Include table?
   - Detailed operational indicators used can be included in Annex.

4. **Structure of project and summary description of design of components (3-4 pages)**
   - Describes overall components and their rationale.
   - Scope and major targets of the project.

- Geographical area and number of villages, beneficiaries expected, scope, hectares etc.
- Any major modifications along the way in the components and why the changes were made – which were formally agreed, which others done without formal change.
- Reallocations of budget between components.
- Very useful to include a Box on Timeline (where relevant with dates) of major changes in direction, restructuring, governance, implementing arrangements, financing structure, other big events.
- Changes in the government thinking on the project (e.g. village companies into Village Organizations, societies – or switch in disbursement mode, institutional set up).
- Major bottlenecks and how they were addressed.

5. **Principles and basic processes of the project (2 pages)**
   - **e.g. core village development** process, micro-watershed planning process.
   - Overall description and the non-negotiables and principles.
   - Core guidelines and procedures.
   - Any major changes in core process and its principles and major procedures (e.g. community contributions, approval system).

6. **Detailed Analysis of Component Activities and Achievements/Results (about 25-40 pages)**
   By component/sub-component
   - Start with summary of overall achievements and results in relation to original and revised targets – focusing on targets achieved (outputs and intermediate results, not PDO outcomes or impacts – see later section 7): number of village organizations, active members, number of infra, microfinance progress, producer groups, extent of delivery of inputs to farmers etc. Present only summary figures in text, referring to details in tables.
   - Then detailed description of major activities and results of the project by component **and** subcomponent, as per original and revised project designs (similar outline to Annual report). Please note it is important to account for all sub-components in the original PAD, even if they have been dropped during project:
     o Refer to example attached on structure of components (for Sri Lanka livelihoods project SCDLIP).
   - These may be mainly based on Thematic Studies (see separate note for details), and impact assessment findings, draw on other past studies, case studies, etc.
   - For each component, and if necessary also by sub-component: activities, outputs, and intermediate results, wherever they exist – should refer to RF and Overall Workplan and Budget indicators (using MIS data, thematic studies findings, independent **impact assessment,** etc.).
   - Breakdown and analysis of different uses of funds of for example community investment funds, producer group profiles, type of agriculture interventions, type of infrastructure, how microfinance funds have been used at household level, is usefully presented here.
   - Detailed tables and descriptions, long case studies, can be in Annexes/working paper.
   - Will describe changes in components and procedures along the way and why they were done.
   - Should describe for each component who did it and how.

7. **Overall achievement of outcomes and impacts (4-5 pages)**
   – This section brings together information relating to overall results (outcomes) and impacts of the project.
   – Focus on PDO indicators.
   – This must draw on findings from **impact assessment** where possible – also some of the thematic studies will look at this.
   – It is important to distinguish wherever possible what is the **attribution** of the project to outcomes and impacts i.e. what is really due to project and not to other projects or wider economic effects for example. A good impact assessment with controls and comparisons will help or comparing to other relevant secondary statistics.
   – Which beneficiaries have been reached.
   – Inclusion and distribution of benefits.
   – Role of women and women and youth empowerment.
   – With analysis of why successful or not fully achieved.
   – Include also any other unexpected impacts and possible negative impacts and results.

8. **Changes in community and institutional capacity (4 pages) – especially for CDD and community-based type projects**
   – Overall summary achievements on training, capacity and institution building – Specific training and community development discussed under relevant component in section 6 above.
     o Overall capacity built at community/village organization level, and confidence built to tackle new issues.
     o Wider technical capacity changes by farmers, villagers, youth (e,g, on IT), that will help in future activities.
     o Institutional change of support institutions at different levels (e.g. front line extensionists, district agencies, policies).
     o Role of women and marginalized groups in organizations, and leadership.

9. **Innovations and successes (2-3 pages)**
   – Major innovations – highlight.
   – Good practices and how they have spread or been taken up by other programmes.
   – Draw from case studies and thematic studies.

10. **Costs and expenditures (2 pages)**
    – Original budget.
    – Utilization of funds Government and WB, by component and subcomponent.
    – Expenditure monthly reports.
    – Have expenditures year by year, by component, from the beginning.
    – Contribution by community, and Government and World Bank.
    – Make small assessment of relative expenditure on implementation versus management and HR.
    – Major changes made in budget allocation, and reasons why (check annual reports, Aide Memoires, especially at restructuring).
    – Changes due to exchange rate.
    – Detailed tables in Annex.

11. **Programme management (10 pages)**

- Implementation unit and Governance structure. Explain original rationale for choice of structure.
- **Support activities** - description of history and effectiveness of the below elements for the project:
    i. Financial management and procurement,
    ii. Safeguards summary
    iii. M&E & MIS
    iv. Human resources management
    v. Communication and IT
    vi. Etc.

12. Sustainability and efficiency (4-5 pages)
- What is likelihood of activities being sustained after project ends?

  a) At community level (*thematic studies* should describe this), for example:
    - of different livelihoods activities (how viable are they in the long run)
    - of community institution functioning and operational sustainability
    - of microfinance functioning and operational sustainability (if relevant).

  b) At support institution level – how will State or national Ministry, at national and local level, sustain support to villages.

  c) How will other agencies (training institutions, NGOs, etc. continue applying their strengthened capacities and support.

- If economic and financial analyses have been made, what are rates of return etc.
- Are there any comparisons with other projects and government programmes on costs, savings for unit results (these are sometimes easier for local infrastructure)?
- Contributions of **project to policy or government programme change**… Which will help scale up or continue the project process.

13. Relationship with partners and collaborations (1-2 pages)
- Overall assessment of performance of the Government and implementing agency.
- Support and interaction with the World Bank (strengths and weaknesses), from the point of view of the Borrower.

14. Overall lessons learned (3 pages)
- In particular how they could inform existing or future programmes.
- Possible challenges must be also discussed: what should have maybe been done differently!

Annexes

Include as many as necessary and detailed tables – remember this is final account of the project! It will be very hard to gather such data in the future.