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ROYAL GOVERNMENT OF BHUTAN
Ministry of Agriculture & Livestock
Tashichhodzong, Thimphu: Bhutan



MoAL/RNRJobs/Pro-2/PMU/2025-26/54

March 11, 2026

**ACCELERATE BHUTAN'S JOB TRANSFORMATION THROUGH RENEWABLE
NATURAL RESOURCE VALUE CHAINS (RNR JOBS PROJECT)**

REQUEST FOR EXPRESSION OF INTEREST (REoI)

for

Hiring of Individual Consultant for Baseline Survey

1. Project Background

The Royal Government of Bhutan has received financing from the World Bank toward the cost of the Accelerate Bhutan's Job Transformation Through Renewable Natural Resource Value Chains (RNR Jobs Project) and intends to apply part of the proceeds for the selection of a consulting firm to conduct a comprehensive baseline survey.

2. Scope of Services

The consulting firm will work under the guidance of the Project Management Unit (PMU) and the Ministry of Agriculture and Livestock (MoAL). The primary objective is to establish a scientifically sound benchmark for project performance indicators through a pre-intervention status survey of approximately 4,200 households (3400 treatment and 800 control).

2.1. Inception and Technical Design

- 2.1.1. Conduct a thorough review of the Project Appraisal Document (PAD) and Results Framework to map all Project Development Objective (PDO) and intermediate indicators into measurable survey variables
- 2.1.2. Support the Project Management Unit (PMU) in operationalizing the Difference-in-Differences (DiD) design by establishing a statistically sound sampling framework for treatment and comparison groups, including stratification by value chain and geography.



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- 2.1.3. Produce a field procedure plan, recruitment strategy, and quality control protocols
- 2.1.4. Secure dedicated 4WD vehicles and arrange detailed accommodation for field staff in remote regions.
- 2.1.5. Develop a strategy for a 3-visit re-contact and respondent replacement protocol.
- 2.1.6. Collaborate with the PMU to develop a methodology for weighting respondents based on geography.

2.2. Questionnaire Development

- 2.2.1. Develop detailed household, community, and primary producer-level questionnaires to capture data on productivity, value chain participation, employment, and climate-resilient practices.
- 2.2.2. Program the approved instruments into a secure Computer-Assisted Personal Interviewing (CAPI) platform (e.g., Survey Solutions or KoboCollect) with advanced logic and constraints
- 2.2.3. Provide full translation of instruments into Dzongkha and other local dialects as necessary.

2.3. Training, Piloting, and Quality Assurance

- 2.3.1. Recruit and train enumerators and supervisors on project objectives, ethics, and CAPI tools
- 2.3.2. Conduct a pre-test with non-project households, ensuring each enumerator completes 2–3 interviews, followed by a debriefing and adjustment report.
- 2.3.3. Implement daily data audits, field spot-checks, and independent back-checks on a random sample of interviews



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2.4. Field Data Collection and Management

- 2.4.1. Field the survey strictly within the identified dzongkhags and gewogs for both treatment and control groups.
- 2.4.2. Record precise GPS coordinates and detailed contact rosters to allow for longitudinal tracking in future midline and endline evaluations.
- 2.4.3. Manage tablet hardware and ensure daily syncing of data to a central server for real-time monitoring.
- 2.4.4. Obtain informed consent and comply with international standards for Personally Identifiable Information (PII) protection.

2.5. Data Analysis and Reporting

- 2.5.1. Perform thorough cleaning and provide documented syntax (e.g., STATA do-files or R scripts) for reproducibility.
- 2.5.2. Calculate baseline values for all PDO and results indicators, disaggregated by gender, youth (ages 15-24), and specific RNR value chains.
- 2.5.3. Present preliminary findings in a workshop with PMU and Ministry of Agriculture and Livestock (MoAL) stakeholders.
- 2.5.4. Submit a polished report, anonymized datasets, a comprehensive codebook, and a master key for longitudinal matching.

3. Duration and Estimate of Services

The consultancy will be implemented over a total period of about **60 working days**. This timeframe covers all activities from the inception phase to the submission of the final baseline report.

4. Selection Procedures



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The Project Management Unit (PMU), Ministry of Agriculture and Livestock (MoAL), now invites eligible consulting firms to submit Expressions of Interest (EoI) for conducting the Baseline Survey. Interested firms must provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

The selection criteria are:

1. Legal Status and Experience:

- The firm must be legally registered in Bhutan and authorized to conduct survey and research activities.
- At least **5 years** of proven experience in conducting large-scale household surveys (1,000+ households).
- Specific experience in agriculture, rural employment, labor market studies, or RNR sector value-chain assessments.
- Proven track record in impact evaluation, including quasi-experimental or experimental designs and longitudinal (panel) surveys.

2. Technical and Operational Capacity:

- Demonstrated capacity in digital field data collection using CAPI platforms (e.g., Survey Solutions, KoboToolbox, or SurveyCTO).
- Strong expertise in sampling design, data management, and advanced statistical analysis using software such as STATA, R, or SPSS.
- Proven ability to plan and manage complex field logistics in remote rural areas of Bhutan, including access to a network of trained enumerators and supervisors.



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3. Key Expert Qualifications:

- Team members must possess at least a Bachelor’s degree (Master’s preferred) in Agricultural Economics, Sociology, Rural Development, Statistics, or a related discipline.
 - Collectively, the team must show strong expertise in rural livelihoods, agriculture, and quantitative analysis.
 - Proficiency in English and Dzongkha, with strong communication and interviewing skills for interacting with rural farmers, women, and youth.
5. The attention of interested Consultants is drawn to paragraphs 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers, February 2025” (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.
6. Detailed Terms of Reference (TOR) and other information will be available upon request from the address provided below either through email or in person. ToR is also available in www.moal.gov.bt
7. The consultant will be selected following the Selection of Individual Consultant method of the World Bank Procurement Regulations.
8. Expression of Interest needs to be submitted (either through e-mail or in person or by mail) to the following address by **17:00 hours** on or before **March 19, 2026**. Please clearly mention “Expression of Interest (EoI) for Selection of Consultant for Baseline Survey in the e-mail’s subject line or on the top of the envelope.
9. The authority reserves the right to accept or reject any or all EOIs without assigning any reason, whatsoever.
10. For any clarifications contact following during office hours;
- Sherub Gyeltshen, Project Manager, PMU, RNR Jobs Project at sherubg@moal.gov.bt or
 - Kelzang Wangmo, Procurement Officer at kelzangwangmo@moal.gov.bt

TERMS OF REFERENCE

For the selection of a consulting firm to conduct baseline survey

Project Summary

Project Title	Accelerate Bhutan’s Job Transformation Through Renewable Natural Resource Value Chains (RNR Jobs Project)
Project Client	Ministry of Agriculture and Livestock (MoAL)
Funding Agency	World Bank
Prepared by	Project Management Unit (PMU)

1. Project Background

The Renewable Natural Resources (RNR) sector forms the backbone of Bhutan’s rural economy, supporting livelihoods, employment, and local enterprise development. Despite its central role, the sector faces persistent challenges, including low agricultural productivity, limited value addition, weak market systems, climate-related vulnerabilities, and declining youth interest in agriculture and rural enterprises. These constraints hinder Bhutan’s ability to fully exploit the economic potential of its natural resource-based value chains, particularly for smallholder farmers and rural communities.

In response, the Royal Government of Bhutan, in partnership with the World Bank, is implementing the “Accelerate Bhutan’s Job Transformation through Renewable Natural Resource Value Chains Project (RNR Jobs Project).” The project aims to generate jobs, enhance competitiveness, and promote inclusive economic transformation in selected high-potential value chains. It focuses on strengthening productivity through climate-smart production systems, promoting aggregation, processing, and value addition, and enhancing market access through improved linkages between producers and domestic and export markets. Simultaneously, the project promotes enterprise development and job creation through targeted financial support, incubation services, and capacity-building initiatives, with a strong focus on youth- and women-led agribusinesses.

Component 1 of the RNR Jobs Project targets four priority value chains recognized for their potential to generate income, employment, and private sector engagement:

- **Citrus:** A high-value horticultural commodity constrained by aging orchards, pest and disease pressures, and climate stress.
- **Potato:** One of Bhutan's most commercialized crops, requiring improvements in storage, grading, quality standards, and market access.
- **Dairy:** A core livelihood activity challenged by feed shortages, low productivity, and weak processing and quality systems.
- **Wood-based industries:** An emerging sector with strong job potential, constrained by outdated technologies, skills gaps, and limited competitiveness.

Components 2 and 3 are more market-driven and support agriculture, livestock, and agribusiness that have quality business plans and are seeking improved market and trade linkages.

The project is implemented through a coordinated institutional arrangement led by the Ministry of Agriculture and Livestock (MoAL), involving the Department of Agriculture (DoA), Department of Livestock (DoL), Department of Agricultural Marketing and Cooperatives (DAMC), Bhutan Food and Drug Authority (BFDA) under the Ministry of Health, and the Department of Forests and Park Services (DoFPS) under the Ministry of Energy and Resources, with overall coordination provided by the Project Management Unit (PMU).

To ensure robust results measurement, learning, and accountability, the project places strong emphasis on evidence-based monitoring, evaluation, and impact assessment. A comprehensive baseline survey covering project-targeted dzongkhags and value-chain clusters will collect comprehensive and disaggregated pre-intervention data for all Project Development Objective (PDO), outcome, and intermediate indicators. Beyond establishing indicator benchmarks, the baseline survey is explicitly designed to support future impact evaluation and causal analysis of project results.

The baseline will lay the foundation for a rigorous impact evaluation framework that will enable the project to credibly assess causal impacts on employment, productivity, household

income, household production capacity, and value-chain competitiveness over the project life cycle. It will support the establishment of appropriate treatment and comparison groups, longitudinal (panel) tracking systems, and integrated data structures required for high-quality midline and endline evaluations. This will allow the project not only to track progress but also to determine what changes can be attributed to project interventions and why. The findings will be used to strengthen adaptive management, improve implementation, and support results-based decision-making throughout the project period.

The impact evaluation (IE) designed by the PMU is built upon four foundational pillars: a logical Theory of Change (ToC), a Difference-in-Differences (DiD) methodology, a rigorous sampling strategy, and a longitudinal panel structure.

1. The Theory of Change establishes the causal path from project inputs, such as climate-smart technology, to ultimate impacts like transformed rural jobs, requiring the PMU to ensure all survey questions directly test these logical links.
2. To scientifically prove these impacts, the project utilizes a Difference-in-Differences (DiD) design, which compares changes in outcomes between a treatment group and a statistically similar control group before and after project interventions to filter out external economic or environmental factors. As the evaluation does not rely on randomized assignment of treatment, alternative statistical methods like propensity matching will be used to ensure the statistical validity of the analysis.
3. The selection of an appropriate number of observations within the treatment and control groups is critical. Based on cost and practical considerations, the current sample will consist of 4200 households, of which 3400 are treatment and 800 are control. The sample size must be large enough to detect meaningful changes across the target value chains.
4. Finally, to ensure long-term data integrity, the PMU will track the exact same households through a longitudinal panel structure from baseline to endline. This requires the collection of precise GPS coordinates and contact rosters to maintain a consistent dataset that, combined with the use of digital CAPI tools, a strict 3-visit re-contact protocol, and reproducible cleaning scripts, ensures all project results are transparent, credible, and attributable to the RNR Jobs Project interventions.

2. Objectives

The primary objective of this assignment is to conduct a comprehensive baseline survey for the RNR Jobs Project to establish a scientifically sound benchmark for the project's performance indicators. The baseline will provide the pre-intervention status of households and primary producers in the targeted value-chain clusters. The baseline survey will:

1. Establish pre-intervention values for all Project Development Objective (PDO), outcome, and intermediate indicators.
2. Generate credible evidence on employment, primary producer productivity, market participation, and institutional support systems.
3. Provide a statistically sound foundation for midline and endline evaluations.
4. Inform adaptive project management, targeting, and results-based decision-making.
5. Ensure that the baseline survey fully supports the Impact Evaluation framework established by the PMU and the World Bank through appropriate sampling design, survey instruments, and data systems.

3. Scope of Work

The consulting firm shall work under the overall guidance of the PMU, MoAL, and in close coordination with relevant technical departments and the World Bank Task Team. The firm shall be responsible for the preparing, fielding and execution of the baseline survey in accordance with international good practice and World Bank standards.

3.1. Inception and Technical Design

Following the kick-off meeting and receipt of technical inputs from the PMU, the consultant shall undertake the following foundational tasks:

- Conduct a thorough review of the Project Appraisal Document (PAD) and Results Framework to map all Project Development Objective (PDO) and intermediate indicators into measurable survey variables.
- Support the PMU in operationalizing the Difference-in-Differences (DiD) design by helping to establish a statistically sound sampling framework for both treatment and

comparison groups, as provided by the PMU and World Bank Task Team. This may include a stratified sampling framework to ensure proper representation of different value chains and geographies.

- Produce a comprehensive field procedure plan, including human resource requirements, enumerator recruitment strategies, and robust quality control protocols.
- Securing dedicated 4WD vehicles to ensure zero downtime and safe access to remote household clusters during the collection window.
- Detailed accommodation arrangements for field staff to maintain efficiency in isolated regions.
- Develop a strategy to operationalize a 3-visit re-contact and respondent replacement protocol, requiring field staff to make at least three separate attempts at different times of the day or week to reach a sampled household before it is categorized as a "non-contact." In case of non-contact, the consultant must keep track of all households initially selected for the survey, their reason for non-contact, and the replacement respondent selected.
- Develop, in collaboration with the PMU, a methodology to give weights to respondents based on their geography.

3.2. Questionnaire Development

Based on the Project Development Objective (PDO) and intermediate indicators provided by the PMU, the consultant shall lead the technical drafting and digitalization of the survey instruments:

- Develop detailed household, community, and primary producer-level questionnaires. These must be designed to capture baseline data on agricultural productivity, RNR value chain participation, employment status, and climate-resilient practices.
- Refine the survey tools through iterative drafting rounds, incorporating technical feedback from the PMU and the World Bank Task Team until final approval is secured.
- Provide full translation of the approved instruments into Dzongkha (and other local dialects where necessary) to ensure standardized respondent comprehension and high-quality data.
- Program the finalized instruments into a secure Computer-Assisted Personal Interviewing (CAPI) platform (e.g., Survey Solutions or KoboCollect).

- Integrate advanced digital features, including complex skip logic, range constraints, consistency checks, and automatic timestamps to minimize field entry errors.

3.3. Training, Piloting, and Quality Assurance

The consultant shall ensure the field team is technically prepared and that quality control measures are operationalized:

- Recruit and train a team of enumerators and supervisors on specific project objectives, ethical standards, and the technical use of CAPI digital tools.
- Conduct a field pre-test of digital instruments with a small sample of non-project households to evaluate question clarity, translation accuracy, and digital stability. Ensure that each enumerator conducts 2 to 3 interviews during the pilot. Organize a pilot debrief session to collect all enumerators and supervisors' comments on refining question phrasing, digital logic, and interview flow before the full-scale launch.
- Produce a comprehensive pilot testing report documenting all necessary adjustments made to instruments or digital tools prior to deployment.
- Implement a rigorous QA system including daily data audits, field spot-checks by supervisors, and independent back-checks on a random sample of interviews.

3.4. Field Data Collection and Management

The consultant is responsible for the systematic execution of fieldwork within the project-specific geographic scope, ensuring the high-quality collection of approximately 4,200 survey units:

- Field the survey strictly within the dzongkhags and gewogs identified in the PMU's sampling frame.
- Treatment Groups: Areas where project interventions (RNR value-chain support) will occur.
- Control/Comparison Groups: Statistically similar areas where the project will not intervene, as identified by the PMU for the DiD analysis
- For every sampled unit, the consultant must record precise GPS coordinates and detailed contact rosters (including phone numbers and secondary contacts) to ensure the same households can be reliably tracked for future midline and endline evaluations.

- Set a basis for methodology to strictly implement the 3-visit re-contact protocol to minimize non-response rates and ensure the statistical representativeness of the baseline data.
- Manage all tablet-based hardware and ensure daily syncing of data to a central server (where connectivity permits) to allow for real-time quality monitoring by the PMU.
- Obtain informed consent from all respondents and ensure that data collection activities comply with international ethical standards for respondent confidentiality and PII (Personally Identifiable Information) protection.

3.5. Data Analyzing and Reporting

The final phase involves transforming raw field data into a rigorous analytical baseline report that serves as the foundation for the project’s Results Framework:

- Perform thorough data cleaning and consistency checks. The consultant must provide the complete, documented data cleaning syntax (e.g., STATA do-files or R scripts) to ensure that all data transformations are transparent and reproducible.
- Calculate baseline values for all Project Development Objective (PDO) and intermediate results indicators.
- All analytical findings must be disaggregated by gender, youth (ages 15–24), and specific RNR value chains to allow for the targeted assessment of project impact.
- Present preliminary findings in a validation workshop with PMU and Ministry of Agriculture and Livestock (MoAL) stakeholders, incorporating their feedback into the final report.
- Submit the final Baseline Report along with a comprehensive data codebook and the finalized, anonymized datasets ready for project use.

3.6. PMU Responsibilities and Technical Inputs

To support the consultant’s development process, the PMU, with support from the World Bank, will provide the following foundational inputs:

- The difference-in-differences design and methodology define the treatment and control groups.
- The sampling framework, with or without strata, and with weights as deemed feasible.

- A list of mandatory Project Development Objective (PDO) and intermediate indicators that must be captured in the tools.
- The list of targeted clusters and required sample sizes.
- The PMU will provide timely feedback and formal approval on the draft questionnaires developed by the consultant.

4. Deliverables

The Consultant shall provide the following deliverables:

Deliverable 1: Contract signing and team mobilization

The first deliverable is the formal execution of the contract, which serves as the authorization for the consultancy firm to commence work. Upon signing, the firm is required to:

- Immediate assignment and deployment of the key experts (team leader, data manager, etc.) to begin technical preparations.
- Commencement of the desk review of project documents, including the Project Appraisal Document (PAD) and Results Framework, to align with the PMU-designed Impact Evaluation framework.
- Start of the digital programming of draft survey instruments into the selected platform (e.g., Survey Solutions or KoboCollect).
- Initiation of the recruitment process for enumerators and field supervisors to ensure the training timeline is met.
- Obtaining appropriate administrative approvals for data collection.

Deliverable 2: Inception Package

The Inception Package must be submitted within two weeks of contract signing. It must include a comprehensive Inception Report that incorporates a Detailed Field Procedure Plan covering the following mandatory elements:

- A comprehensive strategy for the deployment of field teams across project-targeted dzongkhags and value-chain clusters.

- Explicit arrangements for specialized transport (4WD/off-road) for remote locations and a detailed lodging plan for field staff to ensure zero downtime during the collection window.
- A strict policy requiring at least three (3) separate attempts at different times of the day/week to contact a sampled household before it can be categorized as a "non-contact."
- Provision of a standardized "Replacement Form" to document any PMU-approved household substitutions with clear justifications to maintain sampling integrity.
- Mandatory protocol for nightly submission of completed interviews to the central server every evening where internet connectivity is available.
- Secondary local backup procedures (e.g., encrypted SD cards or secondary devices) for areas with no connectivity to prevent data loss due to hardware failure or theft before tablets can be synced.
- Documentation of end-to-end encryption methods to safeguard Personally Identifying Information (PII) during storage and transmission.

Deliverable 3: Finalized Survey Instruments and Field Readiness

This deliverable confirms that all technical tools are optimized and the field team is fully prepared for data collection. This milestone is achieved upon the submission and PMU approval of the following:

- Submission of the finalized CAPI link/file (e.g., Survey Solutions or KoboCollect) featuring full skip logic, range constraints, and consistency checks to minimize data entry errors.
- Verification of bilingual support (English and Dzongkha) within the digital tool to ensure clarity during interviews.
- A comprehensive report documenting the results of the field pilot test conducted with non-sampled households.
- The report must detail technical refinements made to the questionnaire, adjustments to skip logic, and observations on respondent comprehension of key RNR value-chain terms.
- Completion of a mandatory 5–7 day intensive training workshop for all field staff.

- Evidence of a "Reserve Pool" strategy: The firm must train 15–20% more enumerators than required and provide a summary of the competency tests used to select the final field team.
- A finalized reference handbook for field staff containing question-by-question instructions, ethical protocols, and procedures for using the CAPI hardware.
- An updated, day-by-day deployment itinerary for each team across the targeted dzongkhags, finalized based on the transport and lodging logistics approved in the Inception Package.

Deliverable 4: Draft Baseline Dataset and Data Submission

This deliverable marks the completion of the primary data collection phase and initial analysis. The firm must provide:

- A comprehensive report providing descriptive statistics and analysis of all key performance indicators (KPIs) as defined in the Project Results Framework.
- Detailed analysis of the targeted value chains, household demographics, and current employment/income status within the project clusters.
- Submission of the complete raw dataset directly from the CAPI server.
- A "preliminary clean" version of the data in STATA (.dta) or SPSS (.sav) format for initial PMU review.
- A formal presentation (PowerPoint) to the PMU and MoAL stakeholders to validate initial findings and discuss any anomalies found in the field.
- A brief technical note summarizing final sample sizes achieved vs. planned, a log of replacements made, and any field challenges that may impact data interpretation.

Deliverable 5: Final Baseline Package

The final payment is triggered only after the PMU and World Bank technical teams verify that the data meets international standards for longitudinal tracking.

- A polished, publication-ready report incorporating all feedback from the PMU, MoAL, and World Bank reviews.
- Executive summary, detailed methodology, thematic analysis, and clear policy recommendations for project implementation.

- A fully labeled and "anonymized" dataset (removing PII for public use while maintaining a secure "master key" for the PMU).
- The database must include unique identifiers for every respondent to allow for precise matching in future midline and endline surveys.
- Provision of the exact computer code (STATA Do-files, R Scripts, or SPSS Syntax) used to transform the raw data into the final dataset. This ensures full transparency and replicability.
- A detailed data dictionary defining every variable, value label, and original survey question reference.
- Confirmation that the final dataset aligns perfectly with the PMU/WB-designed Impact Evaluation framework (Difference-in-Differences) and is ready for causal analysis.

5. Administrative Arrangements and Responsibilities

The PMU, MoAL, will retain overall responsibility for project management, stakeholder coordination, and approval of deliverables. The consulting firm will be responsible for all technical and operational aspects of the baseline survey, including sampling, training, field deployment, supervision, data management, and reporting.

The consultant shall coordinate closely with the PMU, MoAL technical departments, and the World Bank Task Team.

6. Conflict of Interest

The selected firm may support the design of the impact evaluation framework under this assignment but shall not be eligible to bid for or implement the independent midline or endline impact evaluation surveys, to preserve independence and objectivity.

7. Consultant Responsibilities

The consultant shall:

- Deliver outputs in accordance with the agreed work plan.
- Submit regular progress updates to the PMU.

- Ensure strict adherence to ethical standards and data protection requirements.
- Maintain close collaboration with MoAL technical counterparts.
- Ensure knowledge transfer to PMU and designated officials.

8. Client Responsibilities

MoAL and the PMU shall:

- Facilitate access to relevant project documents and stakeholders.
- Support coordination with dzongkhags, gewogs, and agencies.
- Designate focal persons for technical guidance and approvals.
- Review and provide timely feedback on deliverables.

9. Team Composition & Qualifications

The consulting firm must demonstrate the technical, managerial, and operational capacity to conduct a large-scale baseline survey for the RNR Jobs Project. The team should collectively possess strong expertise in rural livelihoods, agriculture, labor markets, data collection, and quantitative and qualitative analysis relevant to Bhutan's RNR sector.

The firm must:

- Be legally registered in Bhutan and authorized to conduct survey and research activities.
- Have key experts with at least a bachelor's degree (master's preferred) in sociology, social sciences, rural development, agricultural economics, forestry, environment, climate change, disaster management, public administration, or related disciplines.
- Have 3–5 years of proven experience in large-scale household or community surveys (1,000+ households), preferably in agriculture, rural employment, climate resilience, or value chain development.
- Demonstrate capacity in digital field data collection, data management, cleaning, and statistical analysis using tools such as SurveyCTO, CSPro, KoboToolbox, STATA, or SPSS.
- Have experience planning and organizing field logistics in remote rural areas.

- Have access to a network of trained enumerators, field supervisors, and data entry clerks.
- Ensure strong communication and interviewing skills, including interaction with rural households, youth, women, and farmers.
- Preferably include gender balance among enumerators and supervisors.
- Proven experience in impact evaluation, quasi-experimental, or experimental designs
- Experience working with panel data and longitudinal surveys
- Capacity in statistical power calculations and causal analysis.

10. Experience and Professional Requirements

The firm shall demonstrate:

- At least 5 years of experience conducting large-scale household surveys.
- Proven experience in agriculture, rural employment, or value-chain studies.
- Strong capacity in sampling, digital data collection, and statistical analysis.
- Availability of a qualified team leader, field manager, data manager, supervisors, and trained enumerators.
- Familiarity with World Bank or development partner-funded surveys is an advantage.

11. Reporting Mechanism

The consultant shall report to the PMU, MoAL. Report requirements include:

- Monthly progress updates during implementation.
- Formal submissions of all deliverables.
- Presentation of findings during the validation workshop.

12. Timeline

The consultancy for the RNR Jobs Project Baseline Survey will be implemented over a total period of 60 working days, covering all activities from inception to submission of the final baseline report. All tasks must be completed within this timeframe.

Fieldwork will be conducted across designated RNR Jobs Project districts, including remote locations that may require additional travel time and logistical coordination. The consultant

is expected to plan and manage resources accordingly to ensure full geographic coverage and data quality.

The assignment will be carried out in the following phases and indicative timeline:

Activity/Deliverable	Tentative Date	Remarks
Inception Phase	Feb 24 – Mar 13	Includes the Inception Report with a refined work plan and team structure. Must include the IE Implementation Note (operationalizing the PMU’s DiD design), a detailed Logistics Plan (confirming 4WD availability), and the 3-visit re-contact protocol.
Pilot Testing & Tool Finalization	Mar 14 – Mar 19	Pre-test report, revised questionnaires, final translated tools
Enumerator Training & Field Preparation	Mar 20 – Mar 27	Trained field team, finalized logistics, and field protocols
Field Data Collection	Mar 28 – May 06	Completed household and community interviews
Data Cleaning & Processing	May 07 – May 13	Raw and cleaned datasets, codebook
Draft baseline report	May 14 – May 18	Draft Baseline Report and datasets submitted to PMU
Validation Meeting	May 19 – May 20	Stakeholder workshop and presentation
Final Baseline Report Submission	By May 25 2026	Final report, final datasets, annexes

13. Ethical Consideration

All baseline survey activities must be conducted ethically, transparently, and responsibly.

- Field staff will follow strict ethical standards to protect participant rights, safety, and dignity.
- Participation is voluntary; respondents will be fully informed of the survey's purpose, data use, and their right to decline or withdraw without consequence.
- Informed consent (written or verbal) will be obtained from all respondents prior to interviews.
- Confidentiality and anonymity will be strictly maintained; no personal information will be shared in a way that identifies individuals or households.
- Digital data will be stored securely with password protection; physical materials will be kept in secure locations.
- Field teams will ensure no harm or discomfort occurs, particularly for vulnerable groups, women, youth, and smallholder farmers, using culturally sensitive and gender-appropriate approaches.
- Enumerators will be trained to respect local customs, avoid coercion, and prevent bias or discrimination.
- All activities will comply with national and organizational ethical guidelines; any ethical issues arising in the field will be reported to the project manager for resolution.

14. Deliverables and payment schedule

The consultancy firm will be expected to deliver the following outputs aligned with project requirements. Payments will be made upon satisfactory submission and approval of each deliverable.

Deliverable	Description	Payment (%) of contract value
Contract Signing and Mobilization	Signing of the contract to facilitate immediate mobilization of the core team, start of questionnaire development, and enumerator recruitment.	10
Inception Package	Submission of the Inception Report, including finalized methodology, work plan, team structure, and sampling framework. Must include detailed 4WD transport logistics, lodging plans for remote areas, and the 3-visit re-contact protocol.	10
Approval of survey tools and fieldwork readiness	Finalization of digital questionnaires (CAPI) with full skip logic and translation. Includes submission of the Pilot Testing Report, enumerator training materials, and competency test results for the final field team selection. Fieldwork begins only after formal PMU approval.	40
Draft Baseline Report and Result Presentation	Submission of the draft report with initial descriptive analysis and key findings. Includes a formal presentation to the RNR Jobs Project team and participation in a stakeholder validation meeting.	10
Final Baseline Report and Clean Dataset	Submission of the final baseline report incorporating all feedback. Delivery must include the complete cleaned dataset, a comprehensive codebook, and the documented data cleaning syntax (e.g., STATA do-files) to ensure reproducibility.	30

15. Evaluation process.

The selection of the consulting firm will follow the Royal Government of Bhutan and World Bank procurement regulations, with a transparent and competitive process:

Stage 1: Preliminary Screening (Eligibility & Responsiveness)

- Verification of submitted documents and minimum eligibility requirements (letter of interest, firm registration, technical and financial proposals, CVs)

Stage 2: Technical Evaluation

Assessment by a PMU/MoAL Evaluation Committee based on:

- Qualifications and experience of the firm and proposed experts
- Relevance of past assignments
- Understanding of the RNR Jobs Project and baseline objectives
- Soundness of methodology, sampling design, and work plan
- Quality assurance and data management approach

Stage 3: Financial Evaluation

- Evaluation of cost reasonableness, completeness, and value for money relative to technical approach

Stage 4: Combined Scoring and Ranking

- Technical Proposal: 70%
- Financial Proposal: 30%
- Highest-scoring firm recommended for contract award, subject to reference checks and negotiations

16. Evaluation criteria

Proposals will be assessed using a combined scoring method, where the technical proposal will carry a weight of 70%, and the financial proposal will carry a weight of 30%.

A. Technical Evaluation (70 Points Maximum)		
Criteria	Weightage	Maximum Points
1. Academic and professional qualifications of key experts	Medium	10
2. Relevant experience of the consulting firm and team in similar baseline surveys, labour market studies, RNR sector assessments, or socio-economic research	High	30
3. Quality, clarity, and suitability of the proposed methodology and work plan in relation to the RNR Jobs Project TOR	High	30
Subtotal technical		70
B. Financial Evaluation (30 points)		
Criteria	Weightage	Maximum points
Total cost of the financial proposal and value for money	100%	30

Total score (technical + financial) = 100 points