

(Benchmarking study for various operating parameters of WAMUL)



Purabi

May 2020

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The West Assam Milk Producers' Co-operative Union Ltd.

PURABI DAIRY

TERMS OF REFERENCE

WAMUL: APART: LMP ISO Con: 2020-21: 01

Dated the 18th May 2020

For Hiring of Consultancy Services to undertake bench marking of various operating parameters of The West Assam Milk producers' Cooperative Union Limited starting from Producer level to Consumer level under the World Bank financed Assam Agribusiness and Rural Transformation Project (APART)

PROJECT & ASSIGNMENT BACKGROUND:

1. The Government of Assam (GoA) through Government of India (GoI) has received/obtained a loan from the World Bank for the Assam Agribusiness and Rural Transformation Project (APART). Assam Rural Infrastructure and Agricultural Services (ARIAS) Society, Government of Assam is the apex coordinating and monitoring agency for APART. The West Assam Milk producers' Cooperative Union Limited (WAMUL) popularly known as Purabi Dairy is the agency for implementing activities under the "Formal Dairy Sector" subcomponent of APART.
2. The development objective of APART is "add value and improve resilience of selected agro value chains focusing on smallholder farmers and agro-entrepreneurs in targeted districts of the State of Assam"
3. There are four components to the project: **The first component (A)** is Enabling Agro enterprise Development, with sub components being (i) enhancing state capacity to attract private investments, (ii) setting up of an Enterprise Development and Promotion Facility (EDPF) (iii) setting up of an Agribusiness Investment Fund (AIF) (iv) establishing stewardship councils. **The second component (B)** is Facilitating Agro Cluster Development with sub-components being- (i) support establishment of cluster level Industry Associations (IAs), (ii) supply chain support. **The third component(C)** is Fostering Market Led Production and Resilience Enhancement with sub components being (i) promoting climate resilient technologies and their adoption (ii) Facilitating market linkages through market intelligence and product aggregation (iii) Facilitating access to and responsible use of financial services. **The fourth component** is project Management, Monitoring and Learning.
4. The project will achieve the proposed PDO by: (i) promoting investments in agro-enterprises, reducing the business and transaction costs, facilitating access to finance for agribusiness entrepreneurs, and, where appropriate, push for process, regulatory and/or policy change; (ii) supporting the development of a modern agro supply chain; improved information communication technologies (ICT) based farm information and intelligence



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services, and alternative marketing channels; and (iii) improving producers' access to knowledge, technologies and infrastructure so that they are able to respond to market opportunities and climate variability. To achieve the PDO, the project will adopt a cluster approach both in terms of production (production clusters) and processing (enterprise clusters)

* TLPD stands for Thousand Liters per Day

5. The West Assam Milk Producers' Co-operative Union Limited (WAMUL), a State level Cooperative Union of Assam was setup by the Government of Assam in 1978 and registered under the Assam Cooperative Societies Act, 1949. At present over 9000 dairy farmers are associated with WAMUL covering 06 districts in its area of operation. WAMUL is the apex milk cooperative union of the entire North East region and is manufacturing and selling milk and milk products under the brand name *Purabi*.

ROLE OF WAMUL UNDER APART:



WAMUL will be the implementing agency for the Third Component C - and sub-component - C.1.3.1 -Milk value chain: Formal sector .The focus of this value chain is productivity enhancement by organizing farmers into Milk Producers Institutions (MPIs) that eventually will get registered as Dairy Cooperative Societies (DCS) and genetic up gradation of Non-descript cows using Artificial insemination, improved feeding through Fodder production demonstration, etc. The project will also install Bulk Milk Coolers (BMC) for handling increased volume of raw milk procurement and maintaining the quality till it is transported to the Processing plant. Solar powered data processor based milk collection units (DPMCU) will be installed at each DCS to ensure transparency in milk reception, weight measurement and quality testing for making producers payments. The project will be leveraging the liquid milk processing and product manufacturing capacity of WAMUL.

OBJECTIVE OF THE CONSULTANCY SERVICE:

6. To undertake benchmarking of its operating parameters pertaining to the entire milk value chain right from Producer Level, Can reception of milk in village based collection centers, their cooling at BMCs, transportation in insulated milk tankers, processing and packaging in liquid milk processing plants for being ultimately dispatched, distributed and sold to retail consumers.

The objective of benchmarking is to evaluate performance metrics of WAMUL and to compare the performance of WAMUL with the performance of two national comparable units/ entities like Samastipur Milk Union/Barauni Milk Union or equivalent and one international comparable unit/entity that share a similar agro climatic patterns with Assam in the complete value chain starting from Producer to Consumer.




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SCOPE OF THE CONSULTANCY SERVICE AND TASK TO BE PERFORMED:

7. Benchmarking activities: This will include the following tasks:

- i. Survey and collection of data pertaining to each of the levels in dairy value chain (milk producer level, collection centre level, milk carriage van transporter level, BMC level, insulated milk tanker level, dairy dock level and marketing level)

An indicative list of parameters to be checked at different levels during the benchmarking study are given below. The consultant would be required to finalise the list of parameters to be initially considered in consultation with WAMUL.

Producer Level	i-Type of Breed ii-Feeding practice iii- Fat & SNF of milk iv- Average milk production/ Producer v-Average milk price /Producer
MPI/DCS Level	i- Total Producers/ MPI or DCS ii- Total Milk Collection per day
BMC Level	i- Fat & SNF test ii- MBRT test iii-Adulterant(Neutralizer, Sugar, Urea, Salt) test
Transportation of Milk	i- Transportation cost/ Litre of milk
Plant Level	i- Fat & SNF testing ii- MBRT testing iii- SPC test iv- Coliform test v- Somatic cell count vi-Antibiotics residue test vii- Aflatoxin test viii-Adulterant (Neutralizer, Sugar, Urea, Salt) test ix- Milk Processed/ Unit of electricity x- Milk Processed / Litre of Fuel xi- Ployfilm yeilding xii- Av. water consumption per day xiii- Fat and SNF Loss xiv-Product yield of Paneer/Curd/Ghee/Cream/Flavoured milk/Lassi etc.
Distributor Level	i-Distributor margin ii- Cold Chain at distributor level iii- No of retail points covered/Vehicle iv- Average distance between retail points
Retailer Level	i- Retailer margin ii- Cold chain at retailer level
Consumer Level	i- Perception on Purabi products

- ii. Selection and collection of data from two national level comparators and one international level comparators falling in the same agro climatic zone as that of WAMUL.

- iii. Data processing and analysis



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- iv. Preparation and submission of report
- v. Final presentation of the benchmarking study

DURATION OF CONSULTANCY ASSIGNMENT:

8. i- The survey, collection of data pertaining to each of the levels in the dairy value chain, data processing and analysis will be completed within three months.
- ii- Report preparation, presentation on the benchmark study and submission of report will be completed by another three months.

DELIVERABLE & PAYMENT SHCHEDULE:

9. The payment towards the charges for bench marking study shall be as per the following schedule:

Particulars	Payment %
After completion of survey and collection of data pertaining to each of the levels in dairy value chain (milk producer level, collection centre level, milk carriage van transporter level, BMC level, insulated milk tanker level, dairy dock level and marketing level)	50
After submission of report	30
After final presentation on the benchmarking study	20

10. APPROACH, METHODOLOGY & STAFFING

Team -For bench marking study of various operating parameters of Purabi Dairy from producer level to consumer level) consists of following key experts and professionals:

- I. Consultant-Subject Specific
- II. Project Associate
- III. Field Surveyor
- IV. Survey Assistant

11. KEY PROFESSIONALS WHOSE CV WILL BE EVALUATED

The Agency/ Firm/Company/Organisation needs to deploy the following key staff.

Sl.No.	Position	Qualification	Experience	Roles and Responsibilities
For Benchmarking Study				
1.	Consultant-Subject Specific	BE/ B Tech/ MSc/ M Tech/ B Sc Dairy/ Food Science/ B Sc/ M Sc Dairy / Food Science/ M. Sc Animal Husbandry/BV	4-5 years experience in milk procurement	a) To monitor, measure and data conclusion, bench mark data conclusion and report presentation. b) To present the implementation cost, trainer and skill developer for concerned stakeholders.



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		Sc/MVSc		
2.	Project Associate	BE/ B Tech/ MSc/ M Tech/ B Sc Dairy/ Food Science/ B Sc/ M Sc Dairy / Food Science/ M. Sc Animal Husbandry/ BVSc/MVSc	2-3 years in Dairy Development/ Animal husbandry	a) To ensure data collection from field. b) To analyse the data and submission of report. c) To ensure proper management and control of field force.

REVIEW AND MONITORING OF THE ASSIGNMENT:

12. The consultants shall prepare and submit a detailed programme/ bar chart indicating schedule of execution of the studies/ works under the scope of this contract within 30 days of signing the agreement.
13. The progress of assignment would be monitored by a committee, constituted by WAMUL against the deliverables developed or to be developed by the Consultant to undertake benchmarking of different operating parameters of WAMUL.



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