

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society (ARIAS Society)

(An Autonomous Body of the Govt. of Assam)

***Draft Revised* TERMS OF REFERENCE (TOR)**

Hiring of a Consultancy Service Provider (SP) for Setting up & Managing Agribusiness Enterprise Development and Promotion Facility (EDPF)

under the World Bank financed

Assam Agribusiness and Rural Transformation Project (APART)

(A) PROJECT & ASSIGNMENT BACKGROUND

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan from the World Bank for implementation of Assam Agribusiness and Rural Transformation Project (APART). Assam Rural Infrastructure and Agricultural Services (ARIAS) Society is the apex coordinating and monitoring agency for the project. The project will be implemented by eight line departments of GoA including their Directorates/Agencies/Commissionerates. ARIAS Society now intends to utilize a part of the loan to hire a Consultancy Service Provider (SP) agency to set up and manage an Agribusiness Enterprise Development and Promotion Facility (EDPF). The project interventions would be taken up in 16 prioritized districts (undivided as of 1st April, 2016) of Assam i.e. Kokrajhar, Barpeta, Nalbari, Darrang, Sonitpur, Goalpara, Nagaon, Cachar, Karbi Anglong, Golaghat, Dhubri, Morigaon, Kamrup, Jorhat, Sivasagar and Lakhimpur.
2. **Project Development Objective (PDO):** The Assam Agribusiness and Rural Transformation Project (APART) aims to “add value and improve resilience of selected agriculture value chains focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam.”
3. There are four components of APART: **The first component is Enabling Agri 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 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 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 & Learning.**
4. APART would support, value addition in the production and post-harvest segments of prioritized agricultural value-chains; facilitate agribusiness investments through inclusive business models that provide opportunities to smallholder farmers as well as stimulate the establishment of new small and medium agribusiness enterprises; and support resilience of agricultural production systems in order to better manage increasing production and commercial risks associated with climate change and marketing of agro produce, in the targeted districts. The project would adopt a cluster and value chain strategy within the targeted districts to generate economies of scale; promote vertical and horizontal links between local agricultural enterprises; enable diffusion of innovations; leverage network externalities; and channel public support for services and infrastructure.
5. Component A is envisioned to enhance the pace of enterprise growth and employment in the targeted districts. This would be done by establishing a cohesive institutional platform (whose role is economy wide and not sector specific), and securing increased private sector investment in the development of value chains, processing and marketing in the targeted districts. The Subcomponent A2, aims to promote an enabling agriculture enterprise ecosystem in the state. Towards this, the project will establish an Agribusiness Enterprise Development and Promotion Facility (EDPF) to foster and accelerate growth of agro-processing sector, thereby promoting commercialization of agricultural production, increasing value addition and agricultural incomes. The EDPF will identify growth oriented existing and potential entrepreneurs, who are pursuing business opportunities related to postharvest value addition in agriculture and allied sectors, and provide them with a holistic service offering that accelerates their growth and promotes sustainability. It is expected that EDPF will have a catalytic effect, encouraging a new generation of entrepreneurs to enter, grow,

and advance the industry. The project intends to support 1500 nos. of agro enterprises, both new and existing, through EDPF.

6. ARIAS Society is now seeks to hire a consulting firm hereinafter referred as Service Provider (SP) to set up and manage the Agribusiness EDPF as per this ToR and the targets given in this ToR. EDPF will have a head office in Guwahati and sub-offices in Jorhat, Tezpur (Sonitpur) and Silchar (Cachar).

(B) OBJECTIVE OF THE ASSIGNMENT:

7. The objective of this assignment is to set up a functional Agribusiness Enterprise Development and Promotion Facility (EDPF) that will provide pre and post investment support to start up and existing agri entrepreneurs. The objective will include, among others, (i) market scanning for business opportunities; (ii) conducting market and value chain studies of identified commodities; (iii) establishing and operating mentorship programs; (iv) enterprise outreach programs;(v) scouting and disseminating new technologies, including climate resilient technologies; (v) assisting micro, small and medium enterprises(MSMEs) to prepare business and financial proposals and (vi) providing business readiness and business planning support to MSMEs.

(C) SCOPE OF WORK & TASKS TO BE CARRIED OUT BY SERVICE PROVIDER (SP)

8. Assignment Inception & Resource Mobilization

- a. **Inception Report:** The EDPF Inception Report containing the detailed methodology and work plan should be submitted to ARIAS Society within a period of **one month from signing of contract agreement**. The report should be clear and succinct setting out timelines, resources etc for all the proposed activities.
- b. **Setting up of EDPF Offices and Resource Mobilization:** The SP will set up the EDPF head office (HQ) at Guwahati and three sub offices, one each at (i) Jorhat, (ii) Tezpur, and (iii) Silchar along with necessary manpower as given in the ToR within **one month from signing of contract agreement**. The staff to be deployed at HQ and suggestive staffing structure at sub offices and their roles and responsibilities is provided in annex-1.

9. Studies, Surveys and Analyses

- a. **Diagnostic Study:** The SP will conduct a diagnostic study covering enterprise mapping (firms/characteristics of firms, employability, gaps, etc). The study *inter-alia* may involve desktop research; in-country interviews and multi-stakeholder interactions; and a survey of entrepreneurs that fall in the intended beneficiary category. It should be kicked off and concluded with a multi-stakeholder workshop, inviting inputs and discussion around each of the factors. *Diagnostic study should be completed within **four months from signing of contract agreement***.
- b. **Gap Analysis based on the Diagnostic Study:** Gap analysis would be done on enterprise promotion (reviewing the current services being provided and identifying areas where enterprises need most support). The idea is to fill up this gap through EDPF. Gap analysis should be completed within **six months from signing of contract agreement**.
- c. **Market scanning for business opportunities and preparation of generic business plans:** The SP would scan the market for potential opportunities for entrepreneurs to participate in; list out potential areas of investment using well defined criteria; based on this, undertake in-depth study of individual business opportunities and prepare a docket with bankable projects defining the investment needs and potential, that could be taken up by the entrepreneurs (along with techno commercial feasibility). Generic business plans for the identified investment opportunities will be prepared which should be technically, financially and environmentally sustainable. Though these business plans will be generic in nature, SP will ensure that these business plans have a realistic market assessment including demand assessment, technology profiling, raw material sourcing, logistics needed for sourcing raw material, capacity utilization for different scenarios, land requirement, statutory clearances needed for operating the business, licence requirement, realistic assessment of investment and working capital needs, possible sources of funding including ways of leveraging various government schemes/subsidies. These generic business plans should also have detailed financial analysis including cash flows, sensitivity analysis, risks and mitigation strategies, analysis of competition and construction/facility creation phasing (if any). As these business plans would be generic and for optimal capacities they should be fine- tuneable to the scale, investment, technology needs of the

entrepreneur. *This would be completed within **nine months from signing of contract agreement.***

- d. **Refining of existing value chain studies and conducting additional value chain studies:** The SP shall refine the existing value chain studies on banana, rice, maize, mustard, pork and milk. Over and above this, about five additional commodities will be taken up for value chain studies. The SP would prepare a detailed methodology for undertaking this activity and agree with ARIAS Society. Indicatively, the study should cover, among others, the role of value chain participants, cost contribution, margins, gaps, suggested intervention, SWOT analysis, PESTEL (political, economic, social, technological, environmental and legal) analysis. *This activity should be completed within **12 months from signing of contract agreement.***

10. Creating a robust knowledge base:

- a. **Entrepreneurship Learning Modules (ELMs):** The SP will prepare ELMs that could be used by an entrepreneur. These learning modules, based on enterprise life cycle approach, should comprise of (i) fundamentals of business management including strategy, (ii) production and operations management, (iii) organizational behaviour, human resources management, organizational structure, team management etc, (iv) marketing, sales, distribution, promotion, branding, logistics and supply chain management, (v) finance and accounts including funding sources for business start, expansion, modernization etc. *Entrepreneurship Learning Modules should be prepared **within 18 months from signing of contract agreement.***
- b. **Agribusiness Self Learning Tool (ASLT) Kits:** The SP will also develop ASLT Kits. Examples of ASLT kits could include (i) tool kit for entrepreneurs to start a business; (ii) tool kit for mentors; etc. Timeline: *ASLT Kits should be prepared **within 24 months from signing of contract agreement.***
- c. **Business Performance Tracking System:** The SP will also establish a business performance tracking system for the enterprises supported by EDPF. *Business Performance Tracking System should be functional **within 12 months of signing of contract agreement.***

11. Developing and operating a robust mentorship program:

- a. **Establishing a Robust Mentor Network:** The SP will identify and nurture an ecosystem of around 100 mentors for technical backstopping and handholding of mentees (cohort of entrepreneurs that would be supported under the project). SP will be responsible for reaching out and preparing profiles of well-established entrepreneurs/ subject matter experts, academicians, technocrats, angel investors, etc who could mentor the emerging entrepreneurs- advising them on technical and commercial aspects of running a business. The SP will anchor this mentor network and mentor profiles would also be compiled into a *Mentors' Directory*. Guidelines for identifying and selecting mentors will be developed by the SP and shared with the ARIAS Society for approval. The SP will develop mentor training modules so as to standardize the services rendered by mentors. The SP will also develop online mentoring platforms. *The mentor network should be established within **15 months from signing of contract agreement.***
- b. **Mentor Coaching Sessions:** Mentor coaching will be conducted using the training modules developed for the purpose. The duration of one mentor coaching session would be one day. Need based resource persons may also be invited from outside for coaching the mentors (max 2/day). **One state level mentor coaching session will be organized every year, starting from year-2** (preferably in odd semester).
- c. **Mentor-Mentee Workshops:** The SP will hold a series of workshops wherein the potential entrepreneurs and mentors would interact and exchange ideas on establishing, developing and running agri-businesses. Based on the interest and seriousness of the entrepreneur, SP will also facilitate one on one discussion with the mentors. SP will also invite commercial banks to these workshops so as to establish a rapport between the entrepreneur and the banks. Some of the interested bankers may also be invited as mentors. **Starting from year-2, one workshop each year will be conducted at each sub-office** (preferably in the even semester).

12. Enterprise Outreach

- a. **Information, Education and Communication (IEC) Campaign:** This will comprise of concerted communication efforts on awareness building about EDPF and the services provided, through a host of channels like newspapers, local agricultural magazines, newsletters, mass mailers, advertisements, distribution/sending out of flyers, pamphlets, brochures, displays, street plays etc for specific agribusiness sub sectors/ opportunities. The objective of these campaigns will be motivating the potential entrepreneurs to avail the services of EDPF rather than only education. **One campaign each year is planned throughout the assignment period** (preferably in even semester).
- b. **IT based outreach tools:** Apart from the aforementioned efforts, the EDPF will also explore and leverage other tools such as mentor webinars and best practices webinars for disseminating relevant information to needy entrepreneurs. **Starting in year-2, (i) three mentor webinars (one at each sub office)(preferably in odd semester)** for potential and existing entrepreneurs and **(ii)three small business best practices webinars (one at each sub office)** (preferably in even semester) for potential and existing entrepreneurs will be conducted each year.

13. Technology Dissemination:

- a. **Dissemination of innovative agri technologies:** The SP will seek detailed information on agri technologies from both public as well as private sector including research institutions and disseminate them through Technology Dissemination Seminars/workshops/or other relevant methods. The technologies should be “off the shelf technologies” and ready to be commercialized or already commercialized. Through Technology Dissemination processes, EDPF will bring together, both technology suppliers and technology seekers on the same platform and facilitate channelization of these technologies to agri entrepreneurs. Effort would also be made for sourcing international technologies that are relevant to the state. SP would facilitate the interested entrepreneurs in negotiating the deal for technology price, other terms and conditions etc. **Starting in 2nd year, one technology dissemination event will be organized every six months** at state level and 5-10 technologies shall be disseminated through each such event, totalling to 75 technologies for the entire assignment.
- b. **Dissemination of climate resilient technologies:** From amongst the technologies disseminated in “a” above, roughly, at least **one third of the technologies should be climate resilient technologies**, totalling to 25 climate resilient technologies for the entire assignment.

14. Training & Capacity building of the Project staff:

- a. **Training of State level project staff including the line Departments:** *The SP shall train the state level project staff on agribusiness development and promotion of agri entrepreneurship in APART value chains. One training would be organized every year, starting from 2nd year (preferably in odd semester).*
- b. **Training of District level project staff including the line Departments:** The SP will train the District level Departmental and Project staff in their area of operation on agribusiness development and promotion of agri entrepreneurship in APART value chains. **One training would be organized every year by each sub-office, starting from 2nd year (preferably in even semester).**

15. Documentation of best practices

- a. **Success stories/Case studies:** From amongst the individual entrepreneurs who have availed the services of EDPF, *each sub-office* would document the success stories/ case studies. These will be submitted to ARIAS Society as well as given wider disseminations through various channels and forums. **At least one case study/ success story will be documented annually (preferably in odd semester) by each sub-office, starting from 2nd year.**
- b. **Innovative Agribusiness Models:** Each *sub-office* shall document and submit at least **one successful innovative agribusiness model** annually (preferably in even semester) **starting from 2nd year**, worth emulating by other entrepreneurs and replicable in other project geographies. These will be submitted to ARIAS Society as well as given wider disseminations through various channels and forums.

16. Reviewing the business plans of Farmer Producer Organizations (FPOs) & Industry Associations (IAs):

a. **FPO Business Plans:** Under sub-component C-2, the project would organize producers groups into farmer producer organizations (FPOs), and develop and strengthen their capacity and skills to more effectively link to input and output markets. The project would further support these FPOs in setting up their Common Service Centres (CSCs). The CSCs are conceived as small scale aggregation places owned, managed and operated by FPOs. The project will finance 'productive' demand-driven investments, on a grant basis (FPO Grants), to FPOs, for establishing CSCs. Project funding will be provided based on the business plans prepared by them. The grants provided under these activities will be supported at 80 percent of costs with 20 percent contribution by beneficiaries. These CSCs will better enable FPOs to undertake various activities such as bulk purchase of inputs for sale to individual members, marketing of produce, grading and quality control, and enhancing access to distant and higher value markets and bypassing existing market inequities. A total of 100 FPOS and corresponding CSCs are expected to be supported by the project, primarily focusing on prioritized value. The business plans prepared by the FPOs, would be reviewed by the EDPF SP **as and when these are prepared and put up to EDPF SP.**

17. **IA Business Plans:** Under sub-component B-1, the project would mobilize approximately 2,000 enterprises across about 20 geographic clusters into Industries Associations (IAs) at the cluster level; strengthening the capacity of such IAs to develop Agro Industrial Development Plans (AIDPs) laying out an action plan for addressing cluster level obstacles to enterprise growth over the project period; and enhancing access of agri-enterprises to needed technical and Business Development Services (BDSs) including entrepreneurship development training programs. On the basis of the AIDPs, the project will finance, through matching grants (IA Grants), implementation of activities as listed in the AIDPs. Illustrative list of activities, include among others, enhancing availability of a skilled labor pool through skills training initiatives; increasing efficiencies and reducing business costs through developing and sharing of business functions such as information networks, common infrastructure, and joint marketing and branding efforts; and enhancing efficiencies through linkages to specialized technical and BDS such as assistance with developing business plans, introduction of improved technologies, fostering linkages to input suppliers and linkages to debt and investment financing. Interventions with broadly shared benefits across cluster firms and actors – such as common infrastructure, new technology demonstration workshops and skills training initiatives – will be fully financed under this sub-component. Interventions with benefits to specific actors, such as joint marketing and branding efforts by cluster firms and delivery of BDS to firms will be financed on a partial basis, with user fees and community contributions accounting for part of the financing. Required community contributions for these activities increase over the life of the project - starting from 10 percent in year 1 and increasing to 70 percent by the end of the project - so as to ensure sustainability post-project period. The business plans prepared by the IAs, for various activities as per AIDP, would be reviewed by the SP **as and when presented by the IAs.**

18. Business Development Support (BDS) Services

a. **Short term:** This support would be for a period of 4-8 months and *inter-alia* would include business plans preparation/refining, funding facilitation from financial institutions (including banks), access to relevant technologies, entrepreneurship training, including e-learnings, awareness and sensitization on funding sources including various entrepreneurship schemes of government, networking, including virtual networking, etc. Both, prospective and existing entrepreneurs would be eligible for short term support. Table below shows cumulative (all sub offices) targets under this task.

Sl	Activity	Unit	Year-1		Year-2		Year-3		Year-4		Year-5		Year-6		Tot.
			Sem-1	Sem-2											
1	Entrepreneurs facilitated with short term business development support (business plans preparation/ refining, introduction to technology, basics of entrepreneurship training, awareness and sensitization on funding sources, networking, virtual communities, e-learning, funding facilitation etc)	Entrepreneurs	120	120	180	180	240	240	260	260	300	300	400	400	3000
2	Entrepreneurs & bankers interactive meets	Meetings	3	3	3	3	3	3	3	3	3	3	3	3	36
3	Bank funding proposals prepared/refined	Proposals	90	90	110	115	180	180	180	190	225	225	250	275	2110
4	Funding proposals approved by banks	Proposals	60	60	90	90	120	120	130	130	150	150	200	200	1500

b. **Medium term:** This support will be roughly for around 11-18 months with a focus on in-depth business development services. The services would include among others, fund raising, effective linkages for bank credit, business planning for expansion, modernization, diversification, accounting and financial management support, feasibility analysis, training on pitching sessions, financial strategy development, investment strategy, mentorship, innovative and modern technology infusion in the business, IT tools for business

development and expansion, B2B meetings, participation in exhibitions/fairs, customized trainings, segmenting, targeting, positioning of product/service, customer relations, human resource development/team building, procurement, marketing strategy, sales & distribution including export training, rapport building, market research, management team establishment etc. Furthermore, under this activity, the SP would provide training, coaching and capacity building to entrepreneurs/start ups/FPOs/IA members on *Financial Strategy Development, Investment Preparation, Management Team Establishment, Market and Competitive Analysis etc.* The table below shows the cumulative targets (all sub-offices) under this task.

Sl	Activity	Unit	Year-1		Year-2		Year-3		Year-4		Year-5		Year-6		Tot.
			Sem-1	Sem-2											
1	Entrepreneurs facilitated with medium term business development support (marketing, investment, procurement, financial strategy, debt/equity combination, business strategy etc)	Entrepreneurs	0	0	15	15	20	20	25	25	30	30	30	30	240
2	Facilitating dedicated meetings between entrepreneurs and bankers	Meetings	0	0	3	3	3	3	3	3.00	3	3	3	3	30
3	Funding proposals for business expansion, modernization, diversification prepared/refined	Proposals	0	0	10	12	15	15	18	18	20	20	20	20	168
4	Funding proposals approved by banks	Proposals	0	0	10	10	20	20	20	20	25	25	25	25	200

- c. **Long term:** The support provided under long term business development support category will be for a period of 18-36 months. In addition to the medium term support described above, this would include among others, market surveys, customized entrepreneurship modules, linking to subject specific institutions, testing, trials, product launch, business tracking services, B2B meetings, participation in buyer seller meets, advanced entrepreneurship training, IP protection, regulatory compliance, legal assistance, logistics & channel mgt, internships, advisory boards, brand building, support in drawing vision & mission statements etc. The table below shows cumulative targets under this task.

Sl	Activity	Unit	Year-3		Year-4		Year-5		Year-6		Tot.
			Sem-1	Sem-2	Sem-1	Sem-2	Sem-1	Sem-2	Sem-1	Sem-2	
1	Entrepreneurs facilitated with long term business development support (customized entrepreneurship modules, linking to subject specific institutions, testing, trials, product launch, business tracking services, B2B meetings, participation in buyer seller meets, advanced entrepreneurship training, IP protection, regulatory compliance, legal assistance, logistics & channel mgt, internships, advisory boards, brand building, support in drawing vision & mission statements etc)	Entrepreneurs	6	6	6	9	9	9	9	9	63
2	Facilitating one on one meeting with bankers	Meetings	9	9	9	9	9	9	9	9	72
3	Funding proposals for business expansion, modernization, diversification prepared/refined	Proposals	6	6	6	6	6	6	12	12	60
4	Funding proposals approved by banks	Proposals	5	5	6	6	7	7	7	7	50

(D) OUTPUTS, DELIVERABLES & PAYMENT SCHEDULE

19. The following will be targeted outputs, schedule of deliverables and payments

Deliverable Semesters→	Year-1		Year-2		Year-3		Year-4		Year-5		Year-6		Total
	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	S-1	S-2	
D-1: Assignment Inception and Resource Mobilization	10%												10%
D-2: Studies, surveys and analyses	3%	3%											6%
D-3: Creating a robust knowledge base		1%	1%	1%									3%
D-4: Developing and operating a robust mentorship program			1%		1%		1%		1%		1%		5%
D-5: Enterprise Outreach				1%	1%		1%		1%		1%		5%
D-6: Technology Dissemination			1%		1%		1%		1%		1%		5%
D-7: Training and Capacity building of project staff				2%		2%		2%		2%		2%	10%
D-8: Documentation of best practices			1%		1%		1%		1%		1%		5%
D-9: Reviewing the business plans of FPOs & IAs*				2%		3%							5%
D-10: Business Development Support services (short, medium & long term)	2%	2%	3%	3%	3%	3%	4%	4%	5%	5%	6%	6%	46%
Total	15%	6%	7%	9%	6%	9%	7%	7%	8%	8%	9%	9%	100%

*The business plans of FPOs and IAs would be reviewed by the SP as and when presented by the FPOs & IAs & payments shall be made accordingly.

(E) DURATION OF ASSIGNMENT

20. The SP's services shall commence with effect from the date of signing of the contract agreement for a period of seventy two (72) months with a provision for half yearly and annual performance reviews. The SPD will monitor the performance of the consultant agency after every six months and will have the option to foreclose the contract in case the performance of the SP is not satisfactory according to the agreed workplan and schedule for completion of various tasks.

(F) SERVICES/FACILITIES TO BE PROVIDED BY THE CLIENT

21. The Client would provide the SP with the following:

- a. Project Appraisal Document (PAD) and Project Implementation Plan (PIP), Environment Management Framework (EMF), Social Management Framework (SMF), Indigenous Peoples Development Framework (IPF) and other relevant available documents
- b. Facilitate access to relevant available project data that is required to fulfil the tasks outlined in the ToR
- c. Ensuring where appropriate cooperation of concerned line departments for smooth conduct of the assignment

(G) STAFF TO BE EMPLOYED & KEY PROFESSIONALS WHOSE CVS WILL BE EVALUATED

22. The SP will deploy the following staff to accomplish the assignment successfully. CVs of following **four Key Professionals** only (at 'a' below) to be placed in HQ Office will be evaluated:

Note: Roles and responsibilities of staff are provided in annexure-1

a. For EDPF Head Quarter

Sl	Designation	Minimum Educational Qualifications and Work Experience
1	Team Leader & Agribusiness Specialist	Educational Qualification: Post Graduate Degree/Diploma of minimum two years duration in Agri Business Management or a closely related field from a recognised Institute/University Work Experience: At least 10 years of experience in agri business, entrepreneurship development, value chain promotion, agricultural marketing& related activities
2	Agricultural Finance Specialist	Educational Qualification: Post Graduate Degree/Diploma of minimum two years duration in Economics/ Business Administration/ Finance/ Banking or a closely related field from a recognized Institute/ University. Work Experience: At least seven years experience in Agri-business Finance & related activities (not only agriculture finance, but broadly finance to enterprises in MSME sector, preferably in agriculture and allied sectors).
3	Entrepreneurship Specialist	Educational Qualification: Post Graduate Degree/ Diploma of minimum two years duration in Entrepreneurship/ Family Business Management or a closely related field from a recognised Institute/ University Work Experience: At least seven years experience in starting and managing own agribusiness/ training in entrepreneurship development, managing entrepreneurship promotion programs& related activities
4	Incubation Specialist	Educational Qualification: Post Graduate Degree/ Diploma of minimum two years in Agribusiness or a closely related field from a recognized Institute/University Work Experience: At least seven years experience in incubation-supporting and nurturing of enterprises preferably in the agribusiness sector

b. **EDPF Sub-Offices:** *The below mentioned team structure is only suggestive and the consultant will need to propose the number of staff based on their assessment of the work program and the deliverables.*

Sl.	Designation	Minimum Qualifications and Experience
1	Team Leader and Agribusiness Expert	Educational Qualification: Post Graduate Degree/Diploma of minimum two years duration in Agri Business Management or a closely related field from a recognised Institute/ University. Working Experience: At least five years of experience in agri business, investment promotion, value chain promotion, agricultural marketing and related activities
2	Entrepreneurship Expert	Educational Qualification: Post Graduate Degree/ Diploma of minimum two years duration in Entrepreneurship/ Family Business Management or a closely related field from a recognised Institute/University. Working Experience: At least three years experience in starting and managing own agribusiness/ teaching/ training in entrepreneurship management & related activities
3	Agricultural Marketing Expert	Educational Qualification: Post Graduate Degree/ Diploma of minimum two years duration in Agribusiness/ Agri Marketing and Cooperation or a closely related field from a recognized Institute / University. Working Experience: At least three years experience in agricultural marketing& related activities

(H) Reporting and Performance Review

23. The consultant, apart from submitting inception report within 30 days after contract signing, will submit six monthly reports along with invoice clearly indicating the activities performed against the agreed deliverables/workplan. The six monthly reports should be submitted within a period of 21 office working days after completion of every six month period.
24. **EDPF Review Committee:** A committee titled “EDPF Review Committee” will supervise the implementation of EDPF. The EDPF Review Committee will be chaired by State Project Director (SPD), APART. It will have members from different line departments involved in the project and external experts would be invited to the committee on need basis. The EDPF Review Committee shall review and monitor the working of EDPF through quarterly, six monthly and annual reviews. A mid-term review will also be done at the end of the third year.
25. **Review Committees for Studies, Surveys, Modules, Tool Kits etc:** There shall be specific activity review committee/s consisting of Deputy Project Director (DPD) (APART), Govt. officials of respective departments, and expert invitee representative/s for assessment of the study reports, survey reports, modules, tool kits etc.
26. The SP will implement all the activities in accordance with Environment and Social Management Framework (ESMF) developed for APART. A copy of framework will be shared with the SP.

Annexure-1

Staff Position, Roles and Responsibilities at EDPF HQ, Guwahati

A. Team Leader & Agribusiness Specialist

1. Identify new and potential important agribusiness models that are emerging in state, and if considered significant enough, (i.e. having potential for large scale replication), disseminating the same through sub-offices. Conduct participatory workshops and seminars for representatives of the public sector, private sector, and Non-Government Organizations (NGOs) to enhance their awareness and understanding of agribusiness concepts, needs and opportunities; and to obtain feedback on business procedures, access to credit, marketing system deficiencies, and other factors that hinder emergence and growth of agribusiness enterprises. Recommend measures to correct the constraints and to effectively exploit the potential, disseminating the information to sub-offices.
2. Create a role as a point of contact and conduit for information and networking between the agribusiness and trading sector, their associations and the project, Assam State Agricultural Marketing Board (ASAMB) including the Market Intelligence Cell to set up in ASAMB, Assam State Warehousing Corporation (ASWC), the Government of Assam, international agencies in the project and the EDPF sub offices;
3. Ensure that the successes and failures of the new agri business models are rapidly understood and the key issues are rapidly disseminated to the financial institutions, entrepreneurs, business advisors and policy makers so that the issues are addressed timely.
4. Feed information on marketing and business development opportunities into the communication network in the project, so that field staff are well informed, and can advise their beneficiary stakeholders accordingly and capture from field, the feedback on success/failure and modify outgoing messages and upcoming activities accordingly.
5. Assess the factors influencing comparative and competitive advantage of selected commodities and recommend measures for enhancing competitiveness of these value chains through business development support services.
6. Analyze existing and future needs for quality assurance systems to enable agro products to comply with the hygienic, sanitary and phyto-sanitary requirements as necessary.
7. In consultation with private sector stakeholders, capture maximum potential of the Government's development strategies, policy and regulatory framework, and their conduciveness to agribusiness. Identify opportunities in the legal and policy framework to improve the enabling environment for agribusiness.
8. Oversee the EDPF Activities and provide technical inputs for the following:
 - Timely setting up of EDPF head office and sub offices
 - Would be instrumental in conducting the diagnostic study, gap analysis, market scan report, preparation of generic b-plans, refining value chain studies already completed and carrying out new value chain studies.
 - Dissemination of the findings of various studies commissioned to the stakeholders in general and to the EDPF Sub office teams as well as to concerned project functionaries.
 - Understanding the analysis of a series of business case studies that will be documented, new marketing models that will emerge as a result of the project i.e. CSCs, E- markets, warehouse based markets and to access the new financial instruments like warehouse receipts and ensuring that the findings are disseminated to entrepreneurs, financial institutions, agri businesses and farming sector and so also to the EDPF Sub offices and the project authorities.
 - Provide a commentary on markets available for agri & food enterprises and so also various financial products available from financial institutions and providing wide dissemination through sub-office teams.

B. Agricultural Finance Specialist

1. Scouting for new funding sources for agri MSMEs apart from traditional bank financing and connecting the needy entrepreneurs to these non-traditional funding sources through the EDPF sub offices
2. Create a role as a point of contact & conduit for information & networking between the agribusiness & trading sector, their associations, the financial sector & the project, ASAMB and sub offices, on *value chain financing* options, particularly for value chain players who are not financed or under financed at present;
3. Create a role as an interlocutor between the financial sector, the project and the government with respect to financing of agri and food enterprises in the state.
4. Understand the modus operandi of the financial institutions, the new financial products and loaning/funding criteria that are emerging;
5. Encourage the financial sector to understand the financial needs of the agri- business and trading sector and seek to increase the access to finance;
6. Provide a commentary on policy and financial regulations, and on the different financial institutions and their products available in the project geographies;
7. Sensitize the financial sector to new business models, investment opportunities & potential alternatives that will benefit the farming, agri-business & agro-trading sector including the input side of value chains;
8. Ensure that an understating of financial products and institutions in entrepreneurship is gained by project staff and particularly by ATMs & DCCs so that they can advise the relevant project beneficiaries accordingly, ensuring sustainability of the best practices established during project;
9. Be in close liaison with Agribusiness Investment Fund (AIF) (being set up under the project) team, understanding their requirements and providing necessary inputs from project locations as required.
10. Guiding the sub-offices on organizing entrepreneurs- bankers meets and one to one dedicated meetings between the entrepreneurs and bankers as described in the plan of activities.
11. Financial analysis of the business plans submitted by FPOs for CSCs and Industry Associations for Common Facilities as well as business plans of individual start ups and entrepreneurs. This would be a 2nd level financial analysis, first (preliminary) analysis being done at sub-office level.

C. Entrepreneurship Specialist

1. The Entrepreneurship Specialist will be instrumental in conduct of diagnostic study in terms of providing critical inputs with regards to investigating & documenting conditions hindering the growth of agri entrepreneurship in the state & conditions favourable for a robust agri entrepreneurship ecosystem.
2. The Entrepreneurship Specialist would play a key role in the Gap analysis, particularly detailing out the constraints in the emergence and growth of agri enterprises like pipeline, deal-flow, access to markets, scalable production potential, access to finance, infrastructure, regulatory constraints & a secondary support system & interventions required for the competitive growth of the agri entrepreneurship sector.
3. The Entrepreneurship Specialist would develop the generic business plans for starting agribusinesses which would be passed onto sub-offices for customization as per requirement of the needy start up entrepreneurs. For this purpose, the Entrepreneurship Specialist would also train the staff at Sub offices.
4. The Entrepreneurship Specialist would assess and analyse which of the value chain players can be encouraged to expand, modernize or diversify their agri businesses and the interventions which would be required to do it. Accordingly guiding/training the sub-office teams.
5. The Entrepreneurship Specialist would work to engage practicing entrepreneurs to act as mentors in the mentoring program of EDPF. Will also be instrumental in organizing the mentor coaching sessions.
6. The Entrepreneurship Specialist would be involved in reviewing the business plans of Farmer Producer Organizations (FPOs) and Industry Associations (IAs) and suggesting need based changes to the same.
7. The Entrepreneurship Specialist will design the Entrepreneurship Learning Modules (ELMs) and Agribusiness Self Learning Tool (ASLT) kits, do their pilot testing and make necessary changes as per user

feedback. Also, necessary revisions as desired by ARIAS Society would be carried out in these modules and tool kits by the Entrepreneurship Specialist.

8. Entrepreneurship Specialist will compile the documentation of successful case studies of agri entrepreneurs under APART and will disseminate these at relevant forums.

D. Incubation Specialist

1. Incubation Specialist will be responsible for overseeing the business development support process of start up and existing entrepreneurs admitted to the EDPF.
2. Incubation Specialist will work closely with the entrepreneurs admitted to EDPF on their growth expansion plans and regular review/ monitor it. He/she shall provide need based support to entrepreneurs in refining and execution of these growth/expansion plans.
3. Incubation Specialist would contribute to establishing mentors' network, dissemination of new technologies (including conducting of technology dissemination seminars), smooth conduct of outreach activities like IEC campaign & mentor webinars, development of Entrepreneurship Learning Modules and Agribusiness Self Learning Tool (ASLT) Kits and organizing participation in the buyer-seller meets etc. .
4. Providing necessary inputs and feedback to FPO service provider and Cluster Development Technical Agency on how to better market the primary processed agri products from CSCs and manufactured food products from Industry Associations (IAs)/Enterprise Clusters.
5. Exploring and disseminating the entrepreneurship opportunities in marketing of agricultural inputs including seeds, pesticides, fertilizers, Biologicals, plant protection equipment etc.
6. Prepare a docket of services to be provided by sub-offices under the short term, medium term and long term business development support. Accordingly, Incubation Specialist will also train and handhold the sub-office teams in effectively carrying out the activities under these three verticals.
7. Contribute to documentation and dissemination of best practices including success stories and innovative models in agri enterprise development and promotion.
8. Keeping a track of Government schemes (both State and Centre) on agri entrepreneurship promotion and development and exploring opportunities for synergy and convergence between the EDPF activities and the schemes.

Staff Position, Roles and Responsibilities at EDPF Sub Offices each at Jorhat, Tezpur and Silchar

A. Team Leader and Agribusiness Expert

1. Conduct the participatory workshops and guide discussions to obtain feedback on legal, administrative, procedural, and other constraints, including technical faced by existing and start-up entrepreneurs in profitable operation of agribusiness enterprises.
2. Based on the feedback, study the planning, start-up, registration, & operations, supply chain of agri MSMEs to identify the primary inefficiencies, barriers to entry, factors inhibiting profitability, and other underlying problems. Accordingly, providing necessary feedback to the HO which will in turn be channelized to the project authorities, Department of Industries & Commerce.
3. Act as a conduit for the exchange of information between the project, HQ& field staff, the agribusiness community, & convene meetings so that best practices and field lessons are exchanged and learnt freely;
4. Networking with the local agri-business community, their trade and professional associations so that business opportunities and marketing linkages can be fed into the project network. The feedback from agribusiness community and trade associations would also act as a base-point for initiating necessary reforms with respect to attaining an effective agri enterprise ecosystem in the state.
5. To organize, in conjunction with the local agri-business community, their trade and professional associations annual workshops and ensure that the services provided by the EDPF SO are relevant and respond to the needs of the local agribusiness and trading community; Accordingly, making need based changes in the upcoming workplan and also communicating to the project authorities.
6. Coordinate with Entrepreneurship Expert to support needy agri entrepreneurs prepare the business proposals, refining them and follow up with financial institutions to get them sanctioned

7. Carrying out initial review of the business plans prepared by Farmer Producer Organizations(FPOs) and Industry Associations (IAs)
8. To document & disseminate best business practices as learnt from experiences and guidance from the HO team. Also documentation of success stories and successful agribusiness models from his/her SO zone.
9. Closely engaging with local mentors and facilitating mentor mentee interactions (one to one as well as through workshops). Coordination with HO for organizing mentor webinars.
10. Timely submission of progress reports/review reports etc to HO.

B. Entrepreneurship Expert

1. The Entrepreneurship Expert will receive guidance and instructions from Entrepreneurship Specialist at EDPF Head Office for carrying out various activities in his area of operation.
2. The Entrepreneurship Expert will support the HO team for market scanning of business opportunity and preparation of generic business plans.
3. In conjunction with the agribusiness and marketing experts, analyze cost of production and returns for agricultural crops and establish benefits of selling through CSCs over direct selling. Also analysing and disseminating the profitability of different agri enterprise models vis-a-vis technical feasibility.
4. Providing need based inputs to the HO team in refining the value chain studies and carrying out additional value chain studies particularly on the constraints faced by entrepreneurs in the value chain like processors, traders, retailers etc.
5. Organizing mentor-mentee workshops, engaging with mentors and match making of mentors and mentees, follow ups, arranging workshop sessions etc.
6. Contributing to refinement of business plans of agri entrepreneurs on aspects like B:C ratio, break even, IRR and other economic analyses.
7. Contributing to preliminary review of the business plans submitted by FPOs, IAs in his area of operation and submitted the review report/feedback to HO.
8. Contributing to business development support to agri entrepreneurs in short term, medium term and long term verticals, on aspects like basics of entrepreneurship and risk management etc.
9. Documenting case studies in agri entrepreneurship in his/her area of operation and passing onto to Entrepreneurship Specialist in HO for compilation.

C. Agricultural Marketing Expert

1. Review past & present initiatives in marketing of various agri commodities & products in the zone.
2. Studying new and emerging agricultural marketing models, establishing their feasibility and viability, and replicating the successful ones keeping in loop the HO and project authorities.
3. To market the entrepreneurship development and support initiatives of the EDPF and APART in his/her catchment districts
4. To maintain close liaison with District Agricultural Marketing Coordinators (DAMCs) of ATMAs in his catchment districts, disseminating information on EDPF initiatives to progressive farmers, farmer entrepreneurs and other value chain players
5. Disseminating the success stories, case studies on innovative and most successful agri entrepreneurship models in his/her zone with an objective of replication
6. Be in close touch with the Market Intelligence cell of the project and disseminating useful information to agro entrepreneurs as deemed fit on a regular basis
7. Be the face of the EDPF sub office and actively promote its outreach activities through various channels
8. Providing necessary feedback on institutional & policy level challenges in agricultural marketing in the zone, to the HO, so that same can be routed to Govt & project authorities for suitable remedial measures.
