

CONTRACT FOR CONSULTANT'S SERVICES

Lump-Sum

Project Name: Assam Agribusiness and Rural Transformation Project (APART)

Project No.: P155617; IBRD loan No.8780-IN

Contract No.: ARIAS/APART/I&A/151/2016/Pt-3/70

Name of Assignment: Providing incubation and acceleration support to the Agri enterprises under the Assam Agribusiness and Rural Transformation Project (APART)''

[Procurement Plan Reference: IN-ARIAS-188261-CS-QBS]

between

Assam Rural Infrastructure and Agricultural Services Society

ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);
Tel: 0361-2332125; email: spd@arias.in

and

M/s CIIE Initiatives (Lead),
CIIE Building, IIM Ahmedabad New Campus,
Vastrapur, Ahmedabad, Gujarat – 380015;
Email: chintan@startupoasis.in

With Sub Consultant:

M/s ICCo and its affiliates,
A-45, Ground Floor, Sector 2, Noida,
Uttar Pradesh – 201301

Country: India

Dated: 1st February, 2021

TABLE OF CONTENTS

| | |
|---|---|
| 1. Services..... | 3 |
| 2. Term | 3 |
| 3. Payments..... | 3 |
| 4. Project Administration | 5 |
| 5. Performance Standards | 5 |
| 6. Inspections and Auditing | 5 |
| 7. Confidentiality | 5 |
| 8. Ownership of Material | 6 |
| 9. Consultant Not to be Engaged in Certain Activities | 6 |
| 10. Insurance | 6 |
| 11. Assignment | 6 |
| 12. Law Governing Contract and Language | 6 |
| 13. Dispute Resolution | 6 |
| 14. Termination | 6 |

List of Annexes

| | |
|--|----|
| Annex A: Terms of Reference and Scope of Services..... | 8 |
| Annex B: Consultants Personnel and Corresponding unit rates..... | 12 |
| Annex C: Consultants Reporting Obligations..... | 14 |

**CONTRACT FOR CONSULTING SERVICES FOR PROVIDING INCUBATION AND
ACCELERATION SUPPORT TO THE AGRI ENTERPRISES UNDER THE ASSAM
AGRIBUSINESS AND RURAL TRANSFORMATION PROJECT (APART)**

CONTRACT No. ARIAS/APART/I&A/151/2016/Pt-3/70

THIS CONTRACT ("Contract") is entered into this 1st February, 2021 by and between Assam Rural Infrastructure and Agricultural Services Society ("the Client") having its principal place of business at Project Coordination Unit, Agriculture Complex, Khanapara, G.S. Road, Guwahati-781022, Assam, India, and M/s CHE Initiatives (Lead); With Sub Consultant: M/s ICCo and its affiliates, ("the Consultant") having its principal office located at CHE Building, IIM Ahmedabad New Campus, Vastrapur, Ahmedabad, Gujarat – 380015. WHEREAS, the Client has received financing from the World Bank which is being used for this contract (and accordingly the relevant provisions of Bank's Procurement Regulations and Anti-Corruption Guidelines shall be applicable to this Contract), and the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. **Services**
 - (i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").
 - (ii) The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services.
 - (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."
2. **Term**

The Consultant shall perform the Services during the period commencing 1st February, 2021 till 48 months from commencement or till end of the project whichever is earlier, or any other period as may be subsequently agreed by the parties in writing.
3. **Payment**
 - A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed Rs. **7,59,07,675/-** (Indian Rupees seven crore fifty nine lakh seven thousand six hundred and seventy five only)[GST exempted]. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.
 - B. Schedule of Payments The schedule of payments is specified below¹

¹ Fill in based on required outputs as described in Annex A (Terms of Reference) and Annex C (Reporting Requirements). Avoid front-loaded payments. Advance payments in contracts with firms require a bank guarantee for the same amount.





**State Project Director
ARIAS Society**

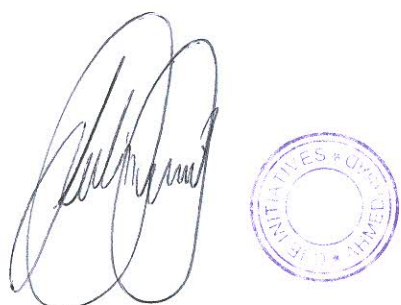
The following will be targeted outputs, schedule of deliverables and payments

| Sl | Deliverables | Duration of the activity | Due Date from contract effectiveness | Payment (%) of contract price |
|----|--|--------------------------|--------------------------------------|-------------------------------|
| 1 | Signing of contract | - | T | |
| 2 | Strategy and operational manual for Incubation and acceleration of Agri Enterprises, | 2 weeks | T+2 weeks | 10 % |
| 3 | Selection of 25 enterprises | 48 weeks | T+50 weeks | 10% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicator 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 10 % |
| 4 | Selection of 25 enterprises | 48 weeks | T+98 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 10 % |
| 5 | Selection of 25 enterprises | 48 weeks | T+146 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 15 % |
| 6 | Selection of 25 enterprises | 48 weeks | T+194 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 15% |
| 7 | Final report submission | 6 weeks | T+200 weeks | 15 % |
| | Consolidated report submission including impact measurement & success story documentation for at least 25 agri enterprises and acceptance by ARIAS based on the program Indicators and enterprise performance indicator | | | |

Program Indicators and Enterprise performance indicators – Target values

| Program Indicators | YR1 | YR2 | YR3 | YR4 |
|--|-----|-----|-----|-----|
| Number of enterprises selected for incubation & acceleration | 25 | 25 | 25 | 25 |
| Number of women led enterprises enrolled in the program | 7 | 7 | 7 | 7 |
| Increase in employment by participating firms | 125 | 125 | 125 | 125 |

| Enterprise performance Indicators | YR1 | YR2 | YR3 | YR4 |
|---|------|------|-----|-----|
| Number of enterprises that introduced a new product, service or process | 5 | 5 | 5 | 5 |
| Number of firms with improved food quality standards (based on testing at beginning and end of program) | 5 | 5 | 5 | 5 |
| Growth in enterprise turnover | 20 % | 20 % | 20% | 20% |
| Number of firms adopting improved technologies | 5 | 5 | 5 | 5 |
| Finance mobilized by the enterprises (in crores) | 10 | 10 | 10 | 10 |




State Project Director
ARIAS Society

C. **Payment Conditions**

Payment shall be made in *Indian Rupees*, no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4. Payments shall be made to Consultant's bank account. The details are mentioned below;

The account details are:

| | |
|---|---|
| Account name | CIIE INITIATIVES |
| Account number | 0711160987 |
| Name of Bank | KOTAK MAHINDRA BANK |
| Address of Bank Branch, with contact Tel. No. and email | SHOP 6&7 . SIDHI VINAYAK COMPLEX, SHIVRANJANI CHARRASTA, SATELLITE AHMEDABAD-380015 |
| IFSC code | KKBK0000810 |
| GST registration no. | Not Applicable |
| Pan Number | AADCC5039P |

4. Project A. **Coordinator.**

Administrat
ion

The Client designates State Project Director as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. **Reports.**

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. **Performance Standards**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory. The Consultant shall permit, and shall cause its Sub-Consultants to permit, the World Bank and/or persons or auditors appointed by the World Bank to inspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to

6. **Inspections and Auditing**

provide the Services and performance of the Contract. Any failure to comply with this obligation may constitute a prohibited practice subject to contract termination and/or the imposition of sanctions by the World Bank (including without limitations determination of ineligibility) in accordance with prevailing Bank's sanctions procedures.

7. **Confidentiality**

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.




 State Project Director
 ARIAS Society

8. **Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software².
9. **Consultant Not to be Engaged in Certain Activities** The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest) resulting from or closely related to the Consulting Services for the preparation or implementation of the Project
10. **Insurance** The Consultant will be responsible for taking out any appropriate insurance coverage.
11. **Assignment** The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
12. **Law Governing Contract and Language** The Contract shall be governed by the laws of *Government of India*, and the language of the Contract shall be³ *English*
13. **Dispute Resolution⁴** Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the India.
14. **Termination** The Client may terminate this Contract with at least Twenty One (21) working days prior written notice to the consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:
- (a) If the consultant does not remedy a failure in the performance of its obligations under the Contract within Fifteen (15) working days after being notified, or within any further period as the Client may have subsequently approved in writing;
 - (b) If the Consultant becomes insolvent or bankrupt;
 - (c) If the consultant, in the judgment of the client or the Bank has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices (as defined in the prevailing World Bank's sanctions

² Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 8.

³ The law selected by the Client is usually the law of its country. However, the Bank does not object if the Client and the Consultant agree on another law. The language shall be English, French, or Spanish, unless the Contract is entered into with a domestic firm, in which case it can be the local language.

⁴ In case of a Contract entered into with a foreign Consultant, the following provision may be substituted for paragraph 13: "Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force."




 State Project Director
 ARIAS Society

procedures) in competing for or in performing the Contract.

- (d) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.
- (e) Upon termination of this Contract, the Client shall make payment for Services satisfactorily performed prior to the effective date of termination

FOR THE CONSULTANT




(Salim Vali, Partner-Catalytic Capital, CIIE.CO)
M/s CIIE Initiatives (Lead)
 CIIE Building, IIM Ahmedabad New Campus,
 Vastrapur, Ahmedabad, Gujarat - 380015;
With Sub Consultant: ICCO and its affiliates,
 ICCO, Address: A-45, Ground Floor,
 Sector 2, Noida, Uttar Pradesh - 201301
 Email: chintan@startupoasis.in; salimv@iima.ac.in


FOR THE CLIENT



State Project Director
 ARIAS Society

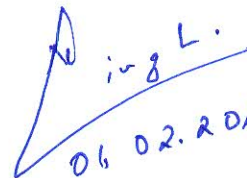
(Vinod Seshan, IAS)
State Project Director
Assam Rural Infrastructure and Agricultural
Services (ARIAS) Society,
 Project Coordination Unit, Agriculture Complex,
 Khanapara, G.S. Road,
 Guwahati-781022 (Assam, India);
 Tel: 0361-2332125; Email: spd@arias.in

Witness -1:

Nilesh Jain
 G.M. - CIIE


Witness -2:

MIRIN SINHA
 Financial Services Specialist


 06.02.2021.

ANNEX A: TERMS OF REFERENCE

For hiring a consultancy firm for Consultancy Service Provider for providing incubation and acceleration support to the Agri enterprises under the Assam Agribusiness and Rural Transformation Project (APART)

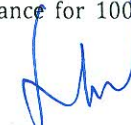
(A) PROJECT & ASSIGNMENT BACKGROUND

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 is being implemented by eight line departments of GoA including their Directorates/Agencies/Commissionerates. The project interventions would be taken up in 24 prioritized districts of Assam i.e. Kokrajhar, Barpeta, Nalbari, Darrang, Sonitpur, Biswanath, Goalpara, Nagaon, Hojai, Cachar, KarbiAnglong, West KarbiAnglong, Golaghat, Dhubri, South Salmara, Morigaon, Kamrup, Kamrup Metro Jorhat, Majuli, Sivasagar, Charaideo, Hailakandi and Lakhimpur. ARIAS Society now intends to utilize a part of the loan to hire a **Consultancy Service Provider (SP)** agency to incubate and provide business development support to agri enterprises.
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.. 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. Out of these 1500 enterprises, 100 enterprises to be incubated and provided with business development support with the support of an agribusiness incubator.
6. ARIAS Society now seeks to hire an agribusiness incubator hereinafter referred as Service Provider (SP) to incubate and provide business development support to 100 agri enterprises. The service provider will offer a comprehensive support program ranging from incubation services, business development support service, networking support, facilitating access to finance, and facilitating market linkages with potential buyers.

(B) OBJECTIVES

7. The key objective is to incubate, provide business development support and facilitate access to finance for 100 agri enterprises:
 - a. Detailed analysis of the agri enterprises landscape in Assam
 - b. Identify 100 early stage agri enterprises





State Project Director
ARIAS Society

- c. Business Incubation services to the agri enterprises including personalized coaching & mentoring, business development services
- d. Facilitating access to finance for the agri enterprises

(C) SCOPE OF WORK

The scope of work for the service provider entails the following aspects. These shall include but not limited to:

8. Identify 100 early stage agri enterprises:

This activity involves identifying 100 early stage agri enterprises. Early stage agri enterprise can be a registered enterprise which is operational for at least 6 months.

- Developing a robust mechanism for the identification/ admission of the potential entrepreneurs, qualification criteria, broad criteria for the selection of agri enterprises
- Organize entrepreneurship awareness activities to attract aspiring entrepreneurs to apply for incubation
- There may also be a need to create awareness about the project and publish expression of interest for agri enterprises to participate in the incubation programme.
- The selected agency can utilize different traditional and/or innovate outreach media like the print media, social media etc including both online and off line methods for this activity.

9. Business Incubation services for the agri enterprises

The service provider will be responsible for developing a operational model suitable for the agri enterprises that includes a comprehensive program for business incubation services to be offered to the agri enterprises that the project will be working with.

- 9.1. Personalized coaching and mentoring: Engaging in mentoring sessions for the startups and devising a complete curriculum and program of mentorship for startups selected for incubation. This shall include working on specific areas such as business plans, accessing capital, marketing, and other topics depending on the startup's business identified needs.
- 9.2. Business development support: Technical assistance that is designed to help enterprises achieve their specific goals. This can include a variety of forms of operational support, such as investment readiness support and technical assistance like Business validation, peer learning, on-ground support and alliances to help the entrepreneur address the challenges of commercializing a business model.
- 9.3. **Access to Markets:** Trainings, mentorship, and networking opportunities of this project will help entrepreneurs expand their businesses into identified domestic and global markets. This will include helping firms meet target market standards on food quality and safety parameters.
- 9.4. **Access to technologies:** Training sessions at workshops to be provided to entrepreneurs to enhancing their knowledge and skills to improve their access to capital and access to market through leveraging the technology. This may be facilitated by clearly identifying gap to frontier technologies for the firm. Through identifying appropriate technologies for adoption and through bringing technology suppliers and technology seekers (entrepreneurs) on the same platform.
- 9.5. **Business Performance Tracking System:** The SP will also establish a business performance tracking system for the enterprises to be supported by the program.
- 9.6. **My Assam Startup Id (MASI) Recognition:** The SP to facilitate enterprises (eligible and applicable) to get recognized as a startup under the Assam Startup Policy.
- 9.7. Convergence / access to existing central and state government enterprise support schemes as appropriate.

10. Facilitating access to finance for agri enterprises

Most agri enterprises lack skills in finance management or investment attractiveness. Thus, there is a need for long-term support in competitiveness development, with a special focus on finance management and investment readiness. The key activities to be performed by the service provider are (i) Coaching & Seminars - aiming at getting agri enterprises investment ready through improving regulatory compliance, record keeping etc; (ii) developing a business plan and a commercial loan application (ii) Guidance - assisting in identifying the right source of funding; (iii) Matchmaking - helping to find the right enterprise-finance match.

- 10.1. Develop a specific fundraising plan including appropriate investment instruments and capital requirements for each of the enterprises.
- 10.2. Perform an objective assessment of business plans and help enterprises refine the business plans. This will enable enterprises to demonstrate their full potential to prospective financial institutions/ investors.



State Project Director
ARIAS Society

- 10.3. Conduct matchmaking sessions in order to enable contact between entrepreneurs and potential investors. These events could take the form enterprises B2B meetings, trainings, district level investors forums, facilitate meetings with financial institutions, investors and support enterprises with presentation and pitching.

(D) DURATION

11. Total Duration of this program will be 48 months. 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.

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

12. The Client would provide the SP with the following:
- 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
 - Facilitate access to relevant available project data and report that is required to fulfill the tasks outlined in the ToR
 - Ensuring where appropriate, cooperation of concerned line departments for smooth conduct of the assignment
 - Synthesis report of agri enterprise survey done under the project.
 - Advice on relevant government schemes for convergence and in liaisoning with relevant government departments for implementation of convergence.

(F) OUTPUTS, DELIVERABLES & PAYMENT SCHEDULE

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

| Sl | Deliverables | Duration of the activity | Due Date from contract effectiveness | Payment (%) of contract price |
|----|---|--------------------------|--------------------------------------|-------------------------------|
| 1 | Signing of contract | - | T | |
| 2 | Strategy and operational manual for Incubation and acceleration of Agri Enterprises, | 2 weeks | T+2 weeks | 10 % |
| 3 | Selection of 25 enterprises | 48 weeks | T+50 weeks | 10% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicator 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 10 % |
| 4 | Selection of 25 enterprises | 48 weeks | T+98 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 10 % |
| 5 | Selection of 25 enterprises | 48 weeks | T+146 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 15 % |
| 6 | Selection of 25 enterprises | 48 weeks | T+194 weeks | 5% |
| | Incubation and acceleration of enterprises | | | |
| | Progress report submission and acceptance by ARIAS based on the program Indicators and Enterprise performance indicators 50% of firms meet at least three performance indicators (as provided in section G of this ToR) -10% 75% of firms meet at least three performance indicators - 15% (checks may be carried out by the Client, if needed) | | | 15% |
| 7 | Final report submission | 6 weeks | T+200 weeks | 15 % |
| | Consolidated report submission including impact measurement & success story documentation for at least 25 agri enterprises and acceptance by ARIAS based on the program Indicators and enterprise performance indicator | | | |




State Project Director
ARIAS Society

(G) Program Indicators and Enterprise performance indicators – Target values

| Program Indicators | YR1 | YR2 | YR3 | YR4 |
|---|------|------|-----|-----|
| Number of enterprises selected for incubation & acceleration | 25 | 25 | 25 | 25 |
| Number of women led enterprises enrolled in the program | 7 | 7 | 7 | 7 |
| Increase in employment by participating firms | 125 | 125 | 125 | 125 |
| Enterprise performance Indicators | YR1 | YR2 | YR3 | YR4 |
| Number of enterprises that introduced a new product, service or process | 5 | 5 | 5 | 5 |
| Number of firms with improved food quality standards (based on testing at beginning and end of program) | 5 | 5 | 5 | 5 |
| Growth in enterprise turnover | 20 % | 20 % | 20% | 20% |
| Number of firms adopting improved technologies | 5 | 5 | 5 | 5 |
| Finance mobilized by the enterprises (in crores) | 10 | 10 | 10 | 10 |

(H) Reporting and Performance Review

13. The reports will be submitted to SPD, ARIAS Society, as per the schedule of deliverables in "F" above. The reports to emphasize on performance matrix on the above indicators, including both program and enterprise performance indicators. The reports will be reviewed by a committee consisting of Financial Services Specialist, Procurement and Contract Management Specialist, Private Sector Development Specialist, Value Chain Development Specialist, Agribusiness Specialist, Fishery Coordinator, Agriculture Coordinator, Cluster Coordinator, M & E Specialist, Market Analyst at PCU. The State Project Director would chair the review meetings and s/he may also invite other subject experts as required for the review meetings. The SP would also be required to make a presentation to the committee mentioned above after submission of each report at mutually agreed dates. The observations of the committee would have to be addressed within the given time.
- 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.

(I) KEY PROFESSIONALS WHOSE CVS WILL BE EVALUATED

14. The SP will deploy adequate staff to accomplish the assignment successfully. CVs of following four Key Professionals will be evaluated:

| Sl | Designation | Minimum Educational Qualifications and Work Experience |
|----|----------------------------------|---|
| 1 | Team Leader & Incubation Manager | Educational Qualification: Post Graduate Degree/Diploma of minimum two years duration in Business Management or a closely related field from a recognized Institute/University Work Experience: At least 7 years of experience in running / managing an incubator entrepreneurship development, value chain promotion, marketing & related activities |
| 2 | 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 / 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 recognized Institute/ University Work Experience: At least seven years experience in starting and managing own agribusiness/ business / 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 |






State Project Director
ARIAS Society

ANNEX B: CONSULTANT'S PERSONNEL AND CORRESPONDING UNIT RATES**A. Key Expert**

| Key Expert | Name | Position (as in TECH-6) | Person-month Remuneration Rate | Time Input in Person/Month from Tech 6 | Indian Rupees |
|------------|---------------|---------------------------------------|--------------------------------|--|---------------|
| Exp 1 | Shashi Gupta | Team Leader & Agribusiness Specialist | Home -1,15,000 | Half Month | 1,18,11,463 |
| | | | Field- 1,15,000 | Half Month | |
| Exp 2 | Afreen Rehman | Entrepreneurship Specialist | Home -N/A | | 78,74,309 |
| | | | Field- 1,15,000 | Full Month | |
| Exp 3 | Pradyut Borah | Finance Specialist | Home -N/A | | 78,74,309 |
| | | | Field- 1,15,000 | Full Month | |
| Exp 4 | Amitav Dutta | Incubation Specialist | Home -N/A | | 78,74,309 |
| | | | Field- 1,15,000 | Full Month | |

B. Non-Key Experts

| | | | | | |
|---------------------------|---|-----------------------------|-----------------|------------|--------------------|
| Exp 1 | Shailja Shukla | Research Shukla | Home -84,000 | Half month | 5,00,000 |
| | | | Field- N/A | | |
| Exp 2 | Amrit Tiwari | Legal and Finance Associate | Home - 50,000 | Half month | 24,00,000 |
| | | | Field- N/A | | |
| Exp 3 | Ankit Garg | Analyst Portfolio | Home -50,000 | Half month | 6,00,000 |
| | | | Field- N/A | | |
| Exp 4 | Shivam Choubey, J Salim Vali Abhishek Purohit | Catalytic Capital Manager | Home - 65,625 | Half month | 15,75,000 |
| | | | Field- N/A | | |
| Exp 5 | RimiPhukan | Communication Specialist | Home - N/A | Full Time | 34,99,693 |
| | | | Field- 67,000 | | |
| Exp 6 | Nandita Das | Associate | Home -N/A | Full Time | 8,74,923 |
| | | | Field- 20,000 | | |
| Exp 7 | Kunal Upadhaya Priyanka Chopra Chintan Bakshi J Salim Vali | CHIECO Management | Home - 1,10,000 | One Day | 52,00,000 |
| | | | Field- N/A | | |
| Exp 8 | Alay Barah Nirjumonni Dutta Monica Banaerjee | ICCO Management | Home -19,000 | Half Day | 9,18,669 |
| | | | Field- N/A | | |
| Total remuneration | | | | | 5,10,02,675 |





State Project Director
ARIAS Society

CONSULTANT'S REIMBURSABLE EXPENSES

| Sl No | Type of reimbursable | Unit | Per Unit Cost | Quantity | Amount |
|-------------------|--|----------------|---------------|----------|--------------------|
| 1 | Baseline & Market Intelligence Data Collection | Trip | 9000 | 15 | 135000 |
| | Application Intake | | | | |
| 2 | Social Media Campaigns (ads, FB, instagram, OTT, Whatsapp) | per campaign | 30000 | 4 | 120000 |
| 3 | Roadshows (Venue, Hospitality & Travel) | per roadshow | 25000 | 12 | 300000 |
| 4 | Advertisements (print media etc) | per advert | 200000 | 4 | 800000 |
| 5 | Program Video for intro & Visibility benefits) | per video | 85000 | 2 | 170000 |
| 6 | Program Launch Event (Guwahati) (Venue & Hospitality) | per event | 200000 | 1 | 200000 |
| | Business Orientation Exercise (BOE) | | | | |
| 7 | Event Hospitality & Logistics | per session | 15000 | 24 | 360000 |
| 8 | Functional Specialist Fees | per day | 10000 | 36 | 360000 |
| 9 | Functional Specialist travel (Lodging & Boarding) | per travel day | 10000 | 48 | 480000 |
| 10 | Cohort Enterprise Travel | per day | 2000 | 600 | 1200000 |
| | Business & Functional Clinics | | | | |
| 11 | Event Hospitality & Logistics | per clinic | 5000 | 200 | 1000000 |
| 12 | Functional Specialist Fees | per clinic day | 10000 | 200 | 2000000 |
| 13 | Functional Specialist travel | per travel day | 8500 | 200 | 1700000 |
| 14 | Cohort Enterprise Travel | per day | 2000 | 200 | 400000 |
| | Showcase | | | | |
| 15 | A Pitch event to catalyse equity and debt funding | per program | 300000 | 4 | 1200000 |
| | Technical Assistance | | | | |
| 16 | Business Process improvement for enterprises | per startup | 20000 | 100 | 2000000 |
| 17 | Product Quality for enterprise | per startup | 48000 | 100 | 4800000 |
| | Team Travel | | | | |
| 18 | Travel | per travel | 9000 | 200 | 1800000 |
| 19 | Boarding & Accommodation | per travel day | 2500 | 1200 | 3000000 |
| | Administration and ICT | | | | |
| 20 | Office Rent & Miscellaneous | per year | 600000 | 4 | 2400000 |
| 21 | ICT costs for project data gathering and monitoring (accelerator App & Affinity) | per year | 120000 | 4 | 480000 |
| Total Cost | | | | | 2,49,05,000 |

CONSULTANT'S SUMMARY OF COST

| Item | Cost |
|--|---|
| | Indian Rupees |
| Cost of the Financial Proposal | |
| Including | |
| (1) Remuneration | 5,10,02,675 |
| (2) Reimbursable | 2,49,05,000 |
| Total Cost of the Financial Proposal | 7,59,07,675 |
| Indirect Local Tax Estimates-to be discussed and finalized at the negotiation if the Contract is awarded | |
| (i) GST | N/A (GST exempted-not for profit Technology Business Incubator) |
| (ii) Any other applicable Taxes etc. | N/A |
| Total Estimate for Indirect Local Tax | N/A |

State Project Director

ANNEX C: CONSULTANT'S REPORTING OBLIGATIONS

Program Indicators and Enterprise performance indicators – Target values (Clause G of ToR)

| Program Indicators | YR1 | YR2 | YR3 | YR4 |
|---|------|------|-----|-----|
| Number of enterprises selected for incubation & acceleration | 25 | 25 | 25 | 25 |
| Number of women led enterprises enrolled in the program | 7 | 7 | 7 | 7 |
| Increase in employment by participating firms | 125 | 125 | 125 | 125 |
| Enterprise performance Indicators | YR1 | YR2 | YR3 | YR4 |
| Number of enterprises that introduced a new product, service or process | 5 | 5 | 5 | 5 |
| Number of firms with improved food quality standards (based on testing at beginning and end of program) | 5 | 5 | 5 | 5 |
| Growth in enterprise turnover | 20 % | 20 % | 20% | 20% |
| Number of firms adopting improved technologies | 5 | 5 | 5 | 5 |
| Finance mobilized by the enterprises (in crores) | 10 | 10 | 10 | 10 |

Reporting and Performance Review (Clause H of ToR)

The reports will be submitted to SPD, ARIAS Society, as per the schedule of deliverables in "F" above. The reports to emphasize on performance matrix on the above indicators, including both program and enterprise performance indicators. The reports will be reviewed by a committee consisting of Financial Services Specialist, Procurement and Contract Management Specialist, Private Sector Development Specialist, Value Chain Development Specialist, Agribusiness Specialist, Fishery Coordinator, Agriculture Coordinator, Cluster Coordinator, M & E Specialist, Market Analyst at PCU. The State Project Director would chair the review meetings and s/he may also invite other subject experts as required for the review meetings. The SP would also be required to make a presentation to the committee mentioned above after submission of each report at mutually agreed dates. The observations of the committee would have to be addressed within the given time. 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.





State Project Director
ARIAS Society