

Innovative Change Collaborative
Services Pvt. Ltd.

Strategy Manual
**ASSAM AGRIBUSINESS
GROWTH LAB**



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1. AGRI ECOSYSTEM IN ASSAM

1.1 AGRICULTURE SECTOR

Agriculture is the principal occupation of the majority (60%) of the rural population in Assam in terms of employment and livelihood. The agriculture sector provides employment to more than 50 per cent of the workforce and supports more than 75 percent population of the state directly or indirectly. Growth in the agricultural sector stands at 4.5 percent annually and contributes 17.89 percent to the State Gross Domestic Product. The total area under operational holding is 29.99 lakh hectares distributed among 27.20 lakh operational holders with an average land holding of 1.10 hectares. About 85 percent of these holders belong to small and marginal categories. The gross cropped area has been reducing every year due to various reasons viz. soil erosion, urbanization, construction of road, population explosion, etc. and the productivity of the major crops like rice, pulses, and oilseeds is lower in Assam compared to the national average.

1.2 AGRI ALLIED SECTOR

Assam is the largest producer and consumer in North East of livestock products, with 90 per cent of the rural households rearing some form of livestock, especially pigs. Assam has the highest pig population in India. Fishery is an important allied activity for the people of the region, especially in Assam, which has a large number of water bodies and floodplains. Assam is a key producer of a number of spices such as chilly, ginger and black pepper, which are mostly organically grown and have huge export potential. The food processing sector is highly unorganized and there are shortages of modern equipment and infrastructure facilities such as scientific slaughterhouses, storage facilities such as cold preservation units and temperature-controlled vehicles and all-day power supply, etc.



2. ASSAM AGRIBUSINESS GROWTH PROGRAM

CIIE will drive the Agribusiness Growth Program strategy by deploying its enterprise development process and customize it as per the local needs, incorporating ICCo's experience of working with enterprise at district level among the various agri and related value chains. CIIE will follow the approach of ecosystem builder and business which is already validated in different regions. The program will focus on the multi-pronged strategy:



Extensively working with local ecosystem stakeholders associated within APART project like IRRI, Department of Agriculture, Horticulture, Fisheries, District Administration



Provide technical assistance to agri enterprises through best in class experts from NIFTEM, Existing incubators of Assam - IIT Guwahati, Assam Agriculture University



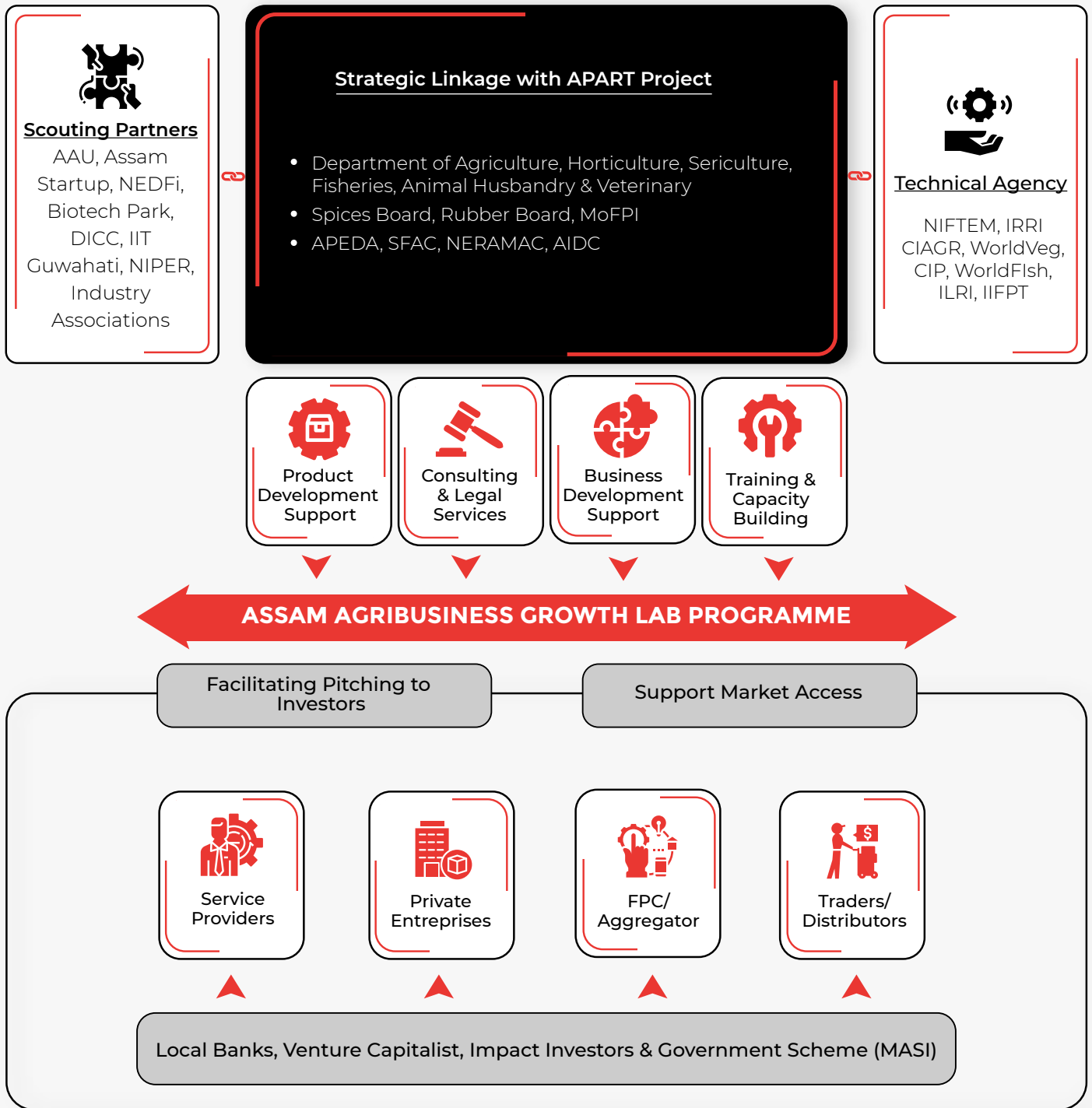
New product and market development by facilitating partnership and linking assam enterprises with CIIE's enterprise network



Access to finance support will be blended with government convergence schemes from state (MASI) and central (BIRAC, DoNER, DST) level and other investors comprising NEDFi, Local cooperative banks, Social Alpha etc. In addition to that CIIE in house catalytic funding will also be leveraged for potential/eligible enterprises

CIIE brings in the mentor/expert based on the local context of Assam, with proven processes, effective technology and local stakeholders to execute this program ensure the success for enterprises.

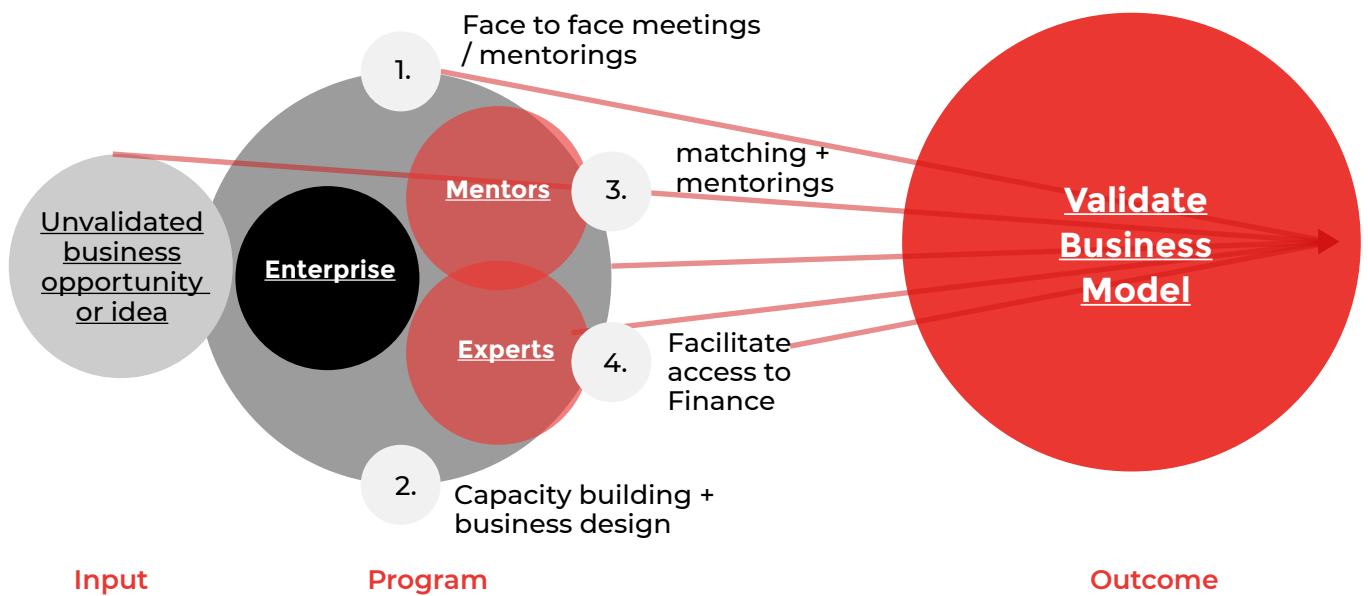




The agriculture ecosystem in the country is changing at a fast pace where there is a greater adoption of innovation around traditional farming methods for better production and high yield as well as inclination towards switching to high value more risk prone produce through adoption of technology, better processes and supply chain systems.

An accelerator program focused on supporting the entrepreneurial activities around the agri and allied sectors can help bridge this gap of production as well as per capita income of people connected with the sector. In the long run this can also decrease the state production and consumption gap for basic products like milk, poultry etc.

GROWTH LAB FOR AGRIBUSINESS



KEY COMPONENT OF PROGRAM

Face to Face Meeting	Matching, Mentoring & Evaluation	Capacity building + business design	Facilitating access to Finance
<ul style="list-style-type: none"> • With industry experts and mentors • Focused meetings between start-up teams & 'mentors' to discuss the identify and mitigate specific challenges that they face. 	<ul style="list-style-type: none"> • Match synergies, people, goals and expectations between teams and mentors • Assign mentors to teams based on feedback & mutual interest • Monitor actively • Evaluate continuously 	<ul style="list-style-type: none"> • Interactive sessions by experts to help the teams explore and discuss various aspects of their startup venture, proposed business model & its validation • Discussions, experience sharing and learning through talks with successful entrepreneurs 	<ul style="list-style-type: none"> • Connect teams with potential customers, channel partners & other resources (other than capital) • Provide direct support through direct involvement as well

3. GOAL AND OBJECTIVES OF THE PROGRAM

3.1 GOALS

The Agribusiness growth program would concentrate on select components of the Assam Agri and Rural Transformation Project (APART). Under the various components of APART, this project would be facilitating Sub Component A2 Enterprise Development and Promotion Facility under Component A i.e Enabling Agri Enterprise Development.

The project would also ensure that the enterprises which are selected in program, support or add value to the objectives or have linkages to the other components of APART. Such linkages would provide overall support in achieving specific milestones under APART and strengthen the Agri sector in Assam. The program would enable growth of such enterprises and also create meaningful impact and job opportunities for the local population at a ground level.

3.2 OBJECTIVES

The program would identify various gaps in the Agri and allied sectors and identify local entrepreneurs which are solving such problems. The program through supporting enterprises would work towards meeting specific objectives which are underlined below-

3.2.1 Capacity Building of Agri and Allied Enterprises

During the 4 years of the project CIIE.CO would select 100 Agri and allied enterprises (25 in each year) including 28 women led enterprises. Such enterprises would be selected based on a well-defined process of evaluation and shortlisting. The project would ensure that these enterprises are well-connected to the components of APART and compliment the overall project.

3.2.2 Enterprises to Develop New Products and Services

As a part of the program, enterprises would be encouraged and supported to develop new products and services which will create new opportunities for business growth. The program would also work towards introducing incremental improvement in the current products and services of the selected enterprises, thereby adding considerable market value and creating opportunities for them to explore new markets.

3.2.3 Adoption of New Technologies, Techniques and Methodologies

Enterprises would be supported to develop new technologies adopt techniques and methodologies which can enhance their production capabilities as well as help them expand in newer markets and regions thereby accelerating their growth.

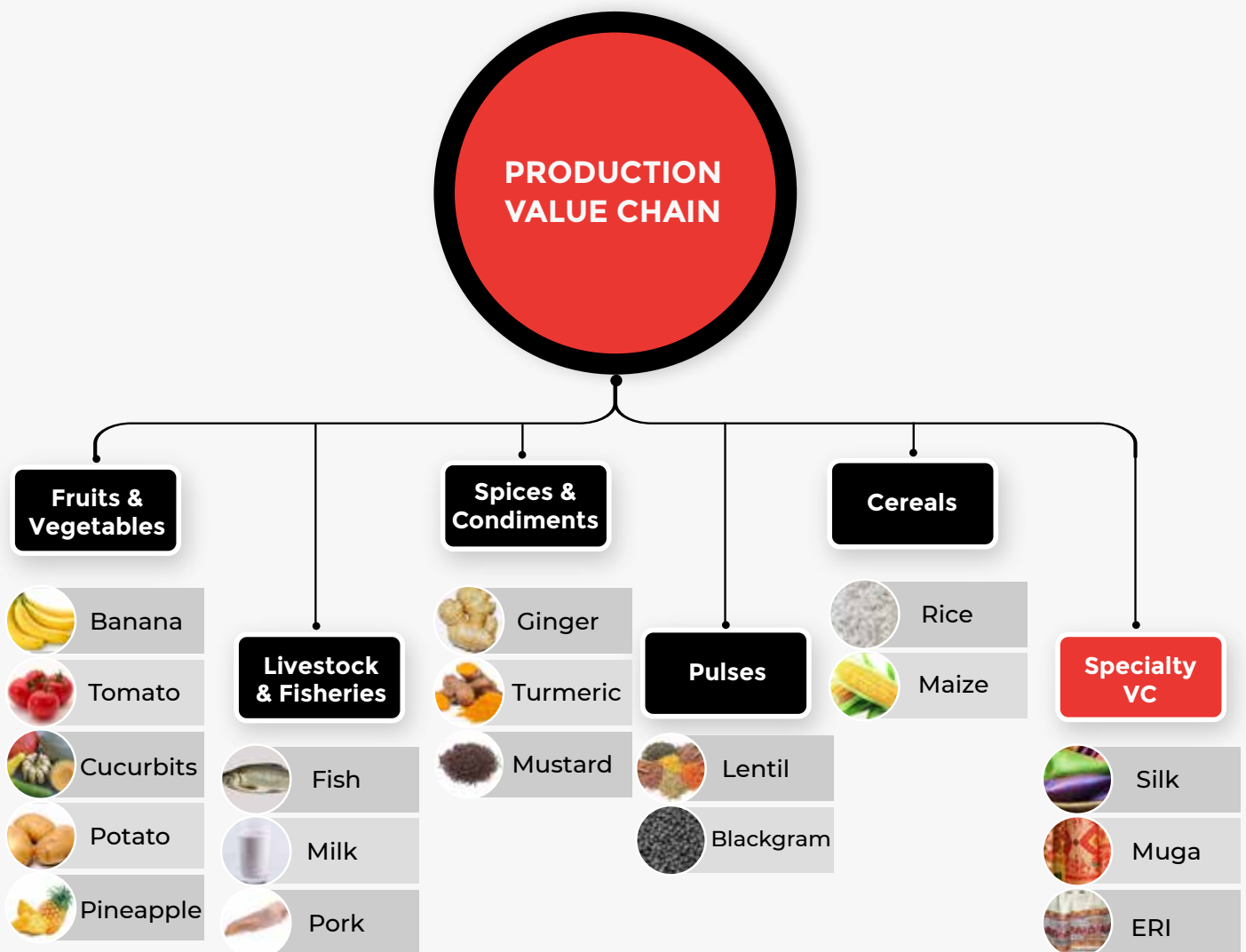
3.2.4 Improving Food and Quality Standards

Through the program enterprises would be supported to improve their food, quality and packaging standards to compete in the larger markets. Such technical support will ensure that they are easily able to procure various licenses and approvals for providing their products and services to larger markets.

3.2.5 Enable Financial Assistance to Selected Enterprises

Enterprises selected in the program would be provided support to improve their business pitch/reports which can provide them with access to finance from investors, banks, NBFCs and under the specific schemes initiated by the State government of Assam and the Government of India. Such assistance would help them grow and sustain their business in the short and medium term.

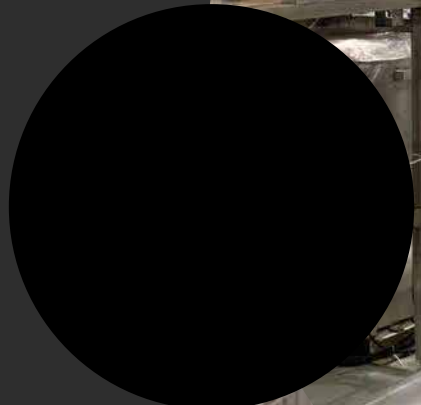
4. ENTERPRISE INTERVENTION AREA



Through the interventions of various components under APART, farmers working in certain product value chains are directly getting support in form of technical know-how, quality inputs, and financial assistance to build and improve upon their capability to increase productivity and quality of farm produce. Special knowledge driven exercises are being undertaken by the 17 Industry associations formed as a part of the project. These Industry associations are doing the work of strengthening the technical knowhow of the farmers as well as development of common Facility centres (CFCs) which would house specific equipment in these districts. This has been conceptualized and implemented so as to benefit farmers and micro entrepreneurs to add value in their produce and/or process the produce so as to provide better income to these farmers and micro entrepreneurs.

The ground level work done in these regions would ensure that the farmers and micro entrepreneurs are able to generate better income, develop self-employment opportunities within communities leading to better livelihood.

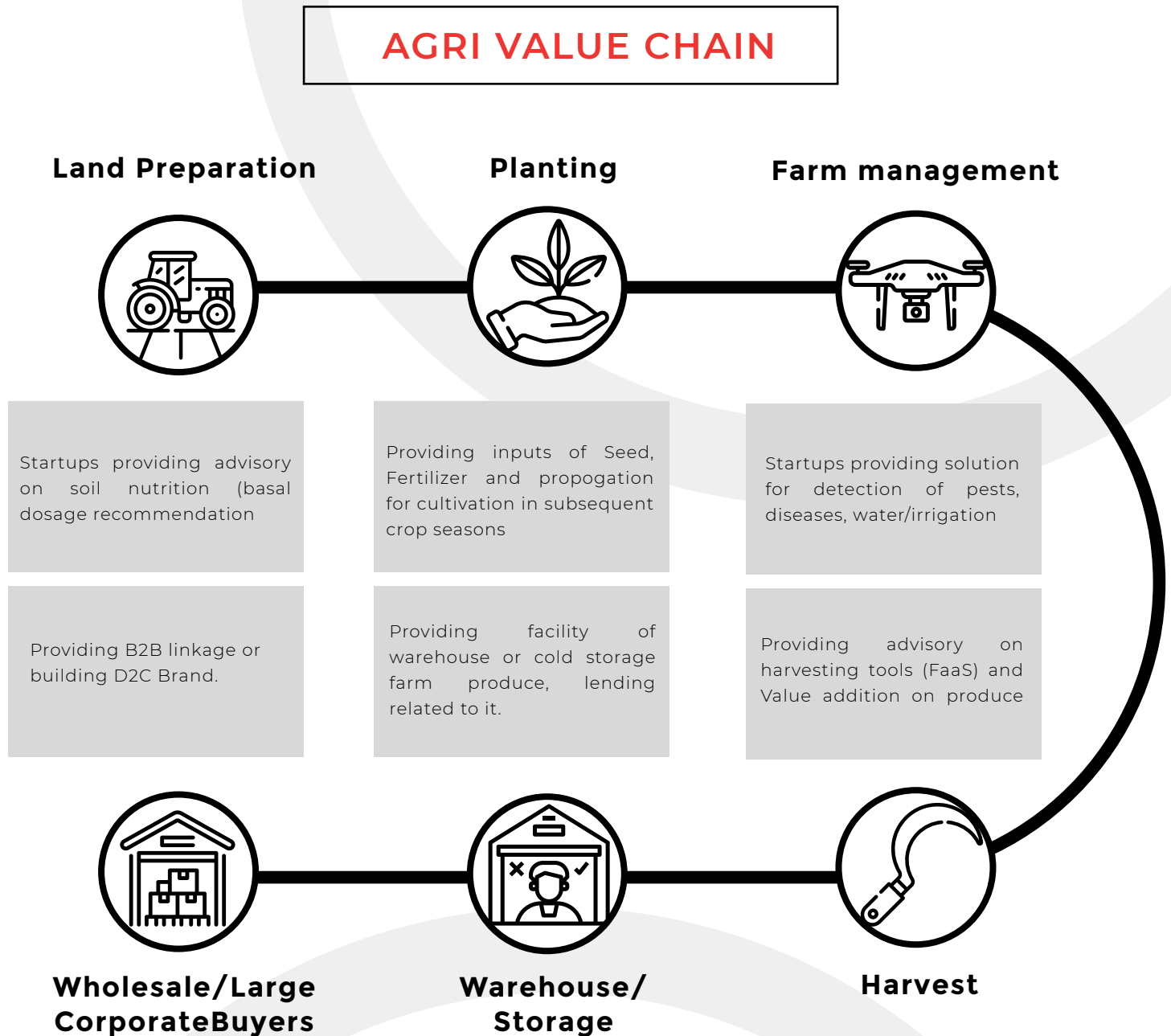
In order to enhance and catalyze these efforts it is also important to identify entrepreneurs which are working towards building products and services in the Agri and allied sectors which can be supported and scaled up through technical, functional and business guidance, mentoring and access to finance..



4.1 SPECIFIC OPPORTUNITY AREAS TO IDENTIFY ENTERPRISES

4.1.1 Farm Inputs

Focus would be on enterprises which are offering innovative farm inputs that can improve the productivity of the farmers/decrease their input costs/fetch better market prices for their produce. Enterprises working in such areas can include innovative bio fertilizer and bio pesticides ventures, companies providing seedling to farmers.



Current Situation & Opportunity: Most farm input enterprises are trading enterprises in Assam. There are micro enterprises like Pabhoi Greens in Biswanath which are involved in production of organic seeds. There are small enterprises that produce inputs like vermicompost, but their operations are small and localized.

World Vegetable Centre, which has become part of the greater APART project shall be approached to guide potential entrepreneurs to set up seed production centers initially with seeds of varieties suitable for this region. Other International and Multilateral Institutes that have become part of the greater APART project shall also be approached to provide similar assistance.

4.1.2 Production Services and Equipment

Such equipment and services include farm maintenance during the crop season including supplying of irrigation equipment, alternate power solutions, harvesting equipment and machinery, post-harvest equipment, for grading sorting and drying, etc. Enterprises working towards developing solutions to bring down such costs for marginal and medium sized farmers through aggregation models, innovations in bringing down cost for such machines etc.



Current Situation & Opportunity: There are nano operators that provide tractor, thresher and irrigation services to farmers at local levels especially in districts that are involved in multiple cropping. These nano enterprises give out their services for hire after completing their own field operations. Only surplus paddy transplants and vegetable seedlings are available for sale. Manual labour is usually contracted out for field operation for field work such as field preparation, transplantation, harvesting, threshing, etc. Therefore, there is a scope of encouraging enterprises that could take up organized production and equipment hire.

Drying of paddy is a serious issue that the farmers of Assam face. High humidity of paddy results in FCI refusing to purchase the paddy, due to which traders and Rice Mill owners purchase paddy from farmers at half the Minimum Support Price (MSP) that the Government has stipulated, use their own drying facility and sell the paddy to FCI in states where such purchases are organized. IRRI has solutions like the Solar Bubble Dryer that could be utilized to encourage potential entrepreneurs to set up drying units. There is a possibility that such a dryer could be utilized for drying of other commodities such as ginger, turmeric, chillies, etc thereby increasing the scope of operation for an entrepreneur.

4.1.3 Agri-Processing

Enterprises adding value to farm produce by processing it into food ingredients/ready to eat food products would be given priority. Such enterprises would have to focus not only on the business but also ensure right that they are able to build direct linkages to farmer/FPCs and other communities to pass on the benefits directly to them. Such enterprises would include food processing units, packaging units, drying units, etc.

Current Situation & Opportunity: Value addition through processing is common for commodities such as grains (paddy and maize), oil seeds (mustard and rapeseed) and tea. The processing units for vegetables or fruits are limited to pickle, squash and jam making units. There are a few units that are doing well and have turnover over Rs. 4 crores (Rupees Four Crores only) in the processing of chilli, ginger and turmeric. There are opportunities in the areas of drying and processing of spices and vegetables. As mentioned in the earlier

section affordable solar drying technologies such as the Solar Bubble Dryer and their suitability for drying spices and vegetables could be explored through research partners.

Meat processors have recently come up and are ready to increase their businesses. These meat processors have also set up their own backward linkage and marketing linkages. They are however still small in size and operation but are in prime position for scaling up their operations.

4.1.4 Warehousing & Storage

Enterprises which are providing warehousing and storage facilities to farmers and also support in logistics through innovative technologies and business models thus reducing the burden of cost on marginal farmers would be supported to scale their services. Such enterprises would include affordable warehousing solution providers, aggregators of warehouses, innovative solutions for climate control in warehouses, etc.



Current Situation & Opportunity: Most warehouses are from grain storage and usually for the storage of paddy/rice for the Food Corporation of India (FCI). Cold storages and warehouses are available in most districts for the storage of commodities like potato and onion by traders who bring their products from outside Assam and sell them in Assam. Farmers do storage of paddy at farm level in small storage spaces called 'bhorals'. Cooperative cold storages for storing potatoes are currently in operation in Barpeta and Biswanath.

4.1.5 Logistics and Supply Chain

Enterprises working in the areas of building cost effective solutions to logistics in the agri industry which directly or indirectly benefit the small and medium farmers and micro entrepreneurs in the region would be scouted and supported. Also, specific ventures working towards innovative solutions for transport of perishable goods thereby decreasing wastage would be supported under the program.



Current Situation & Opportunity: Some small meat processors have created or are in the process of creating their supply chain for both purchase of poultry and pork from farmers as well as marketing of final processed meat through retail chains or through online marketing. There are a few corporate bodies that provide complete logistic support to poultry farmers in terms of supply of one day old chicks, feed, medicines, etc and also have contracts with the farmers for final sale of the poultry birds. However, there is a debate on whether such arrangements have been beneficial for the farmers in real terms.

There are weekly markets and daily markets for the sale of vegetables in Assam. Vegetables are usually brought by farmers to their local markets from where traders bring the products to bigger markets such as Pamohi (in Guwahati). Retailers then purchase from the markets such as Pamohi or Jorhat. Small traders also have contracts with individual farmers whereby through the payment of some advance the farmer is obliged to sell to the trader a price slightly lower than the market price and the produce is then brought by the traders to the bigger markets like Pamohi, Kharupetia and Barpeta.

4.1.6 Market Linkages

Enterprises supporting farmers and micro entrepreneurs in the sector to provide direct market access for their produce would be supported under the initiative. Such enterprises can be developing farm to fork models, expanding markets for products which are regional, providing B2B services to the farmers. Also enterprises which are working on providing access to finance to farmers through innovative models would be given preference.

Apart from the above key emphasis would be given to some of the Agri Allied industries where local consumption exceeds production. There are capabilities in the region to fill the gaps and entrepreneurial initiatives in these industries are required to reduce such gaps in production and consumption. Such key enterprises are required in the Dairy, poultry, piggery and many other industries where such gaps are identified.

The above areas of interventions would be clearly marketed during the application process in order to receive applications which fulfil the sectoral eligibility criteria of the program. Such key challenges would enable the acceleration of the sector through entrepreneurial activity in the region and in the long run lead to less dependency on government stimuli in the region in the Agri and Allied sector.

Current Situation & Opportunity: Prior to the Covid19 pandemic a few enterprises made efforts to start online retail of vegetables and meat products. However, such enterprises did not survive. The Covid19 pandemic made such enterprises viable during the pandemic, but these again fizzled out as the situation began to normalize. However, those providing hygienic meat and fish products seem to have survived and are ready to expand their operations. The possible reason could be because the online demand for meat or fish are specific and the choices are limited, which makes the ordering process easy and quick. In the case of vegetables the choices and quality of the products would vary and only a physical inspection before purchase satisfies the customer.

4.1.7 One District One Product

This Central Government scheme adopts the One District One Product (ODOP) approach to reap the benefit of scale in terms of procurement of inputs, availing common services and marketing of products. ODOP for the scheme will provide the framework for value chain development and alignment of support infrastructure. There may be more than one cluster of ODOP products in one district. There may be a cluster of ODOP products consisting of more than one adjacent district in a State.

Support for agricultural products would be for their processing along with efforts to reduce wastage, proper assaying, and storage and marketing.

For providing support existing individual micro-units for capital investment, preference would be given to those producing ODOP products. However, existing units producing other products would also be supported. In the case of capital investment by groups, predominately those involved in ODOP products would be supported.

Support to groups processing other products in such districts would only be for those already processing those products and with adequate technical, financial, and entrepreneurial strength. New units, whether for individuals or groups would only be supported for ODOP products.

Support for common infrastructure and marketing & branding would only be for ODOP products. In case of support for marketing & branding at the State or regional level, the same products of districts not having that product as ODOP could also be included.

The Department of Commerce is focusing on agriculture crops on a cluster approach for support for exports under the Agriculture Export Policy, and the Ministry of Agriculture is also focusing on a cluster approach for the development of specific agriproducts in districts having a comparative advantage. The ODOP approach of the scheme would lead to easing in providing common facilities and other support services.

Assam has identified the following commodities for each district of Assam.

S.No.	District	District Name
1)	Baksa	Honey
2)	Barpeta	Milk Products
3)	Biswanath Charali	Potato
4)	Bongaigaon	Turmeric
5)	Cachar	Pineapple
6)	Charaideo	Rice (soft rice) based products (Pitha, puffed rice, flaked rice)
7)	Chirang	Lemon
8)	Darrang	Mustard Products
9)	Dhemaji	Mustard Products
10)	Dhubri	Chilli
11)	Dibrugarh	Mustard Products
12)	Dima Hasao	Ginger
13)	Goalpara	Banana
14)	Golaghat	Black Rice
15)	Hailakandi	Aercanut
16)	Hojai	Sugarcane (Jaggery, Wine)
17)	Jorhat	Chilli
18)	Kamrup (R)	Banana
19)	Kamrup(M)	Fruits & Vegetables (Pickles)
20)	Karbi-Anglong	Ginger
21)	Karimganj	Aercanut
22)	Kokrajhar	Mushroom
23)	Lakhimpur	Piggery (Smoked Meat)
24)	Majuli	Mustard Oil/Seed
25)	Morigaon	Groundnut Products
26)	Nagaon	Fruits and Vegetables (Pickles Enterprises)
27)	Nalbari	Rice (Soft and Sticky rice) based products (Pitha, puffed rice, flaked rice)
28)	Sivasagar	Rice (Red rice) based products (Pitha, puffed rice, flaked rice)
29)	Sonitpur	Jackfruit
30)	South Salmara	Cashewnut Processing
31)	Tinsukia	Citrus Products
32)	Udalgiri	Potato
33)	West Karbi-Anglong	Ginger

5. REGIONAL SCOPE OF THE PROJECT

Under APART, majority of the 33 districts are covered under different components and the value chain, hence CIIE.CO accelerator would ideally cover majority districts for intake of the applications from enterprises. But in order for smooth functioning of the program it is important that there is concentrated outreach in specific districts and regions which are feasible for the team as well as entrepreneurs to travel at the time of scouting and promotion and during the implementation of the program. Some of the enterprises operating in agri and allied domains in the state of Assam and are suitable for program application process are mentioned in Annexure A. The list is indicative and not exhaustive.

Hence the promotion and outreach would be concentrated to districts a). which are near to the city of Guwahati, b). have considerable entrepreneurial activities in the region, c). have major academic centres in the region. Besides that, the project will also focus on the 24 districts where the APART project is operational.

Having said that the team would ensure that exceptional enterprises from other districts do not get left behind due to the physical constraints. CIIE.CO would provide equal opportunity to all enterprises and the criteria for evaluation and selection would not have a constraint for physical distance of the enterprise in case the applicant is deserving fulfils the eligibility criteria. But we will build checks and measures in such cases to ensure complete participation of such candidates during the program duration.

Project Districts (24 Districts)



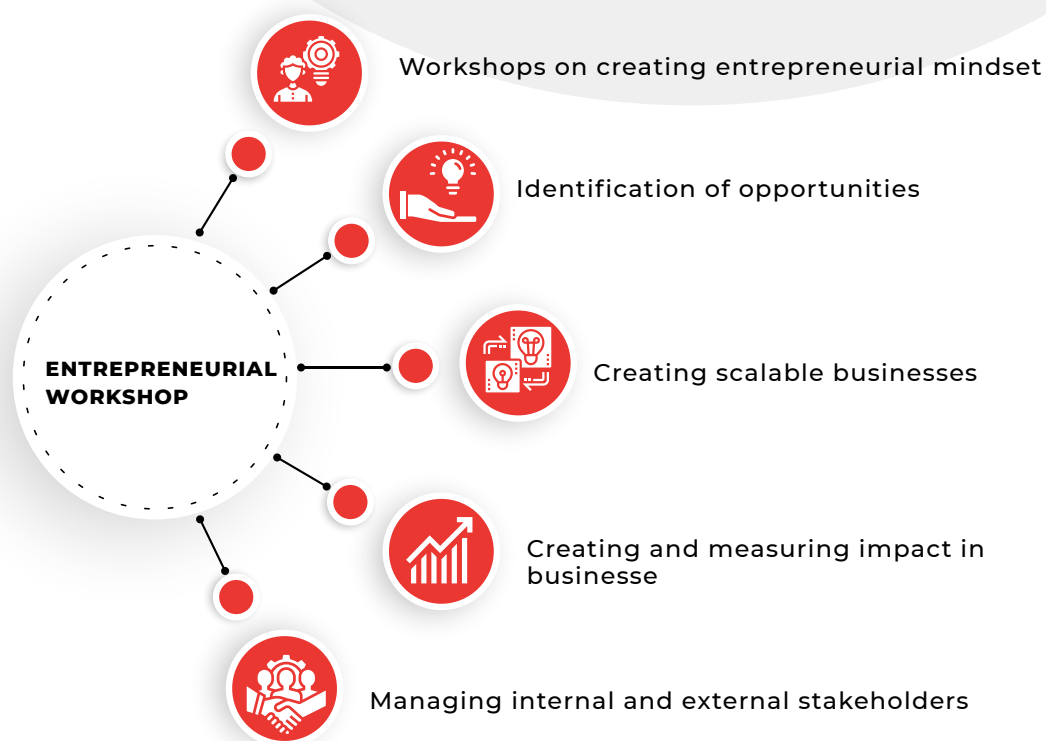
6. THE AGRIBUSINESS GROWTH SUPPORT PROCESS

The business growth program for Agri and Allied enterprises in Assam would focus on building capacity in business as well as for entrepreneurs. The program would work on increasing the competency of the entrepreneurs through specific training modules for making them understand how to build scalable businesses through access to markets, building backward and forward linkages and getting access to finance. The program would also offer technical support to the enterprises to improve quality standards, introduce new methods and practices into business and adopt available technology to better manage and grow their business.

Some of the key strategies and partnership which would be leveraged during the program to address the above mentioned support would include –

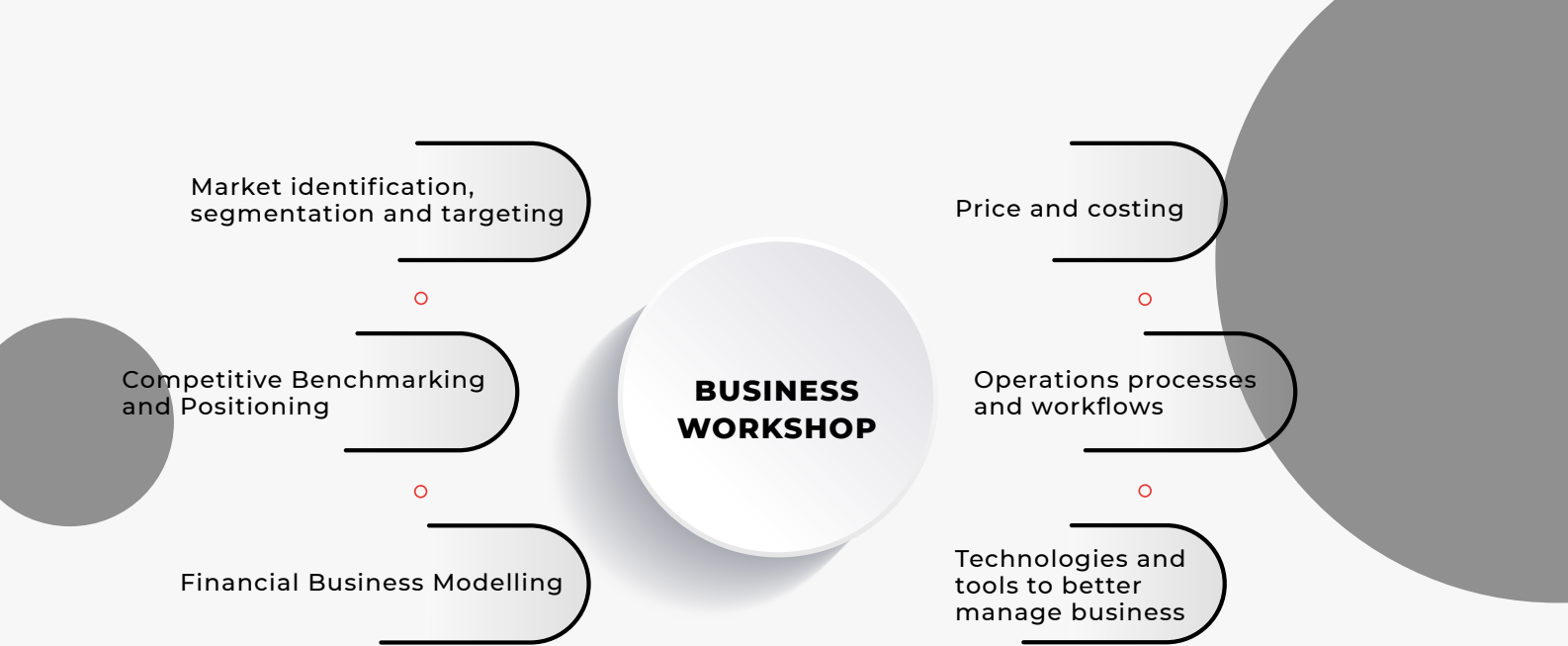
6.1 ENTREPRENEURIAL WORKSHOP

Specific focus would be given on the entrepreneurial learnings of the selected entrepreneurs. It is important to build the entrepreneurial mindset and impart some of the best known methods and practises which help them better manage and grow their business. Such workshops and 1-1 sessions would ensure that the program not only focuses on the enterprise development but also emphasis on the growth and grooming of the entrepreneur. CIIE.CO has been a pioneer in the space of developing entrepreneurial mindset through our programs and ecosystem development activities. Some of the core program activities would include -



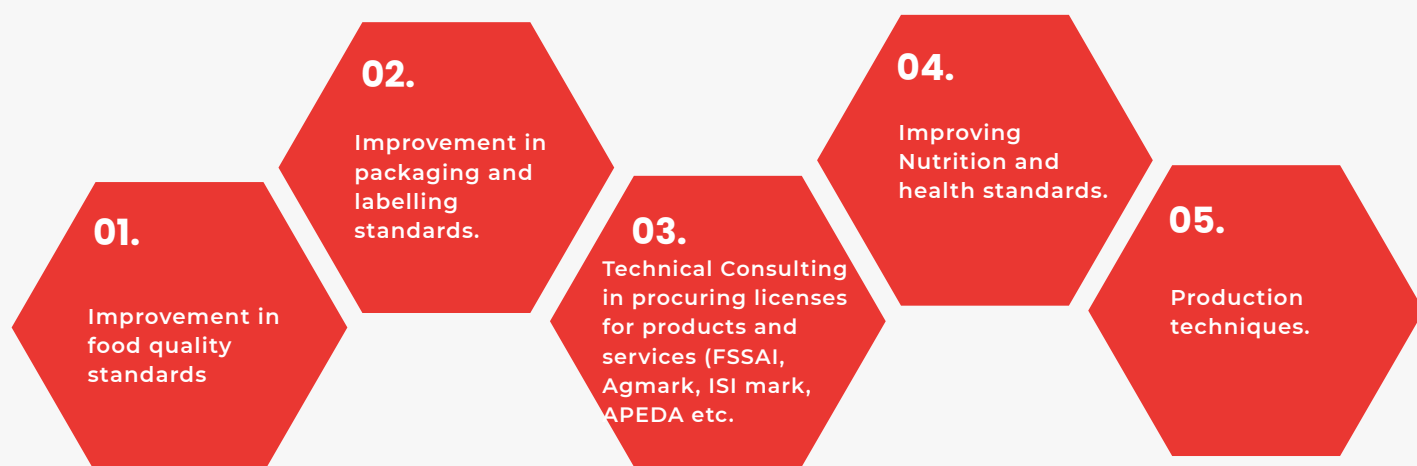
6.2 BUSINESS WORKSHOPS

Enterprises selected in the cohort would go through a rigorous process of understanding some of the basic concepts of managing business. It is important for any scalable business to monitor, manage and build basic strategies for business which would help them grow. Usually most traditional or 1st generation entrepreneurs lack the skills necessary to manage and grow a business due to which their vision for the company becomes to myopic and the growth stagnates. CIIE.CO would be imparting such knowledge to these entrepreneurs through experts, successful entrepreneurs, and mentors. Such business workshops and 1-1 sessions would include –



6.3 PROVIDING TECHNICAL ASSISTANCE

Enterprises in each segment would be provided handholding in some of the key product and operational challenges. Such assistance would be provided on a 1-1 basis after in-depth analyses of their products, operations, production methods, licensing standards. The Technical Assistance will be carried out in close consultation with National Institute of Food Technology Entrepreneurship and Management (NIFTEM) to the agri enterprises which includes technology transfer, food quality improvement and developing technical DPRs. Key gaps would be identified in these areas and through specialised partnerships with key experts, consultants, technical agencies and institutions, etc. CIIE.CO would be building such relationships in Assam as well as bring the expertise to the region through national level network already established by CIIE.CO. Some of the areas of providing technical handholding to enterprises would include –



6.4 ACCESS TO MARKETS

Key to growth for any enterprise is to access new markets where their products and services can be introduced. Through specialised partnerships in Assam and other states, such partners would be introduced with the enterprises and collaborative opportunities could be explored mutually between them. CIIE.CO would be building such partners in the region of Assam and other states as per the requirements of the individual enterprises and initiate the conversation amongst both the entities. To access the international markets for assam enterprises, CIIE will use its alumni network to provide the global business proposition for assam based agri enterprises. Leverage of such a network would ensure scalability of the enterprise as well as revenue growth. Some of the partnerships which would be leveraged would include –

CIIE.CO AGRI PORTFOLIO

Stage	Inputs	Farming	Irrigation	(IOT and Automation)	Harvest & Storage	Post Processing	Market Place Linkages	Other Farm Services
POC								
Prototype			Neerx					
MVP					Tan90			
Early but inconsistent Revenues				Bharat Rohan			Desigo Milk, Camel Charisma, Katori Fresh	
				Aerologiks				
			Cultyvate					
Consistent Revenues	Barrix	Tractor Aur Kisaan, Cold Farms, Sickle Innovation	Flybird		Tessol			Agrisk, Jay Kisaan, Pay Agri
			Bore Charger		Agricx, Apna Godam, Bebe Foods, Krimanshi, GramShree, SuperZop, Carmel Organics, Innofarms, Parvata Foods			

- Meetings with market associations
- Connect to various distributors in the region
- Connect to online platforms for expanding to virtual markets Connect to online platforms for expanding to virtual markets
- SATYAVATI is a brand created recently by ICCSPL to market products ranging from spices to handloom from North East of India. Convergence of energies in marketing of products from enterprises selected through the APART programme could be explored through SATYAVATI.

6.5 ACCESS TO FINANCE

The key to growth for any scaling enterprise is access to finance. CIIE.CO through its partnerships locally and nationally with banks, NBFCs, government schemes, investors, micro angel funds, CSRs would enable such conversations. For the scaling up finance, the active stakeholders like NEDFi, Next Impact Fund, CIIE Catalytic funding will be mobilized under the program. Enterprises would be assisted in developing their pitch decks, DPRs through external consultants and proper training would be imparted to entrepreneurs to present their businesses to different stakeholders. Some of the focus training and assistance provided to entrepreneurs for raising finance would include –

- Preparation of business plans
- Preparation of business presentations
- Preparation of DPRs (connect to external agencies)
- Imparting presentation skill sessions
- Introduction to various investment modes
- Connect to different investors including Banks, government schemes, angel investors etc

Financial assistance through MASI (My Assam Startup Id) is a key funding for agri enterprises at state level. The eligible enterprises for the selected cohort will be directed to MASI under the category of sustenance allowance, one time idea2POC grant and scale up grant. Besides that regional rural bank and cooperatives banks are the key players of financing for agri enterprises looking for postharvest working capital needs.

7. KEY PERFORMANCE INDICATORS FOR THE ACCELERATOR PROGRAM

In order to meet the objectives of the project the program would follow certain KPIs to measure the outcome and impact of the program. These KPIs would ensure that the program is running on track and aligned to meeting the objectives of the project. KPIs of the project would be shared post completion of each major activity proposed for the project as well as on a monthly basis during the acceleration program duration.

KPIs which would be shared with the APART team would include –

Stage	KPIs	Activity	Description
Pre-Acceleration Activities	Enterprise On-Boarding: 100 Enterprises (28 Women Led) in 4 years 25 Enterprises Per Year (7 Women Led)	Outreach	Outreach
			Number of target audience reached
			Digital Medium
			Offline Medium
			Through Program Partners (Eg. IAs)
		Roadshows	Total number of roadshows done in different regions
			Total number of registrations for each roadshow
			Total number of participants in each roadshow
		Applications	Number of applications received through different mediums
			Number of Applications received from different Agri and Allied sectors
			Number of applications received from women promoters
			Total number of complete applications received for each program
		Evaluation and Shortlisting	Total number of complete applications which meet the eligibility criteria
			Total number of applications shortlisted in the first round of evaluation
			Total number of applications shortlisted in the second round of evaluation
			Total number of applications which pitch to the final investment committee
		Selection	Total number of Enterprises selected in the cohort
			Total number of women led enterprises selected

During the Acceleration Program	<p>Activities Mapping to Outcome:</p> <ul style="list-style-type: none"> • Develop entrepreneurial Mindset • Introduce better business Practises • Provide technical assistance • Introduce market connects and business • Partners for backward and forward linkages • Improve pitch quality and introduce to finance opportunities 	Baseline Evaluation	Products/services offered by each selected enterprise
			Manufacturing/servicing process adopted by each enterprise
			Quality testing done for each enterprise
			Current turnover of the enterprise
			Current use of technology in manufacturing, distribution, marketing, operations by each enterprise
			Current funding requirements of each enterprise
			Employment created directly/indirectly
		Key Activities	Number of Entrepreneurial workshops
			Number of Business workshops undertaken
			Number of technical workshops undertaken
			Number of financial workshops undertaken
			Number of 1-1 mentoring sessions with enterprises
			Number of specialized business mentoring sessions for enterprises
			Number of technical mentoring sessions for enterprises
			Number functional mentoring sessions for entrepreneurs
Outcome Mapping	Number of consulting sessions done for each enterprise		
	Number of business partners introduced during the program		
	Number of Investors/financial schemes introduced during the program		
	Number of Demo Days scheduled		
	Number of Investor Pitch scheduled during the program		
	Program Outcome:		
	<ul style="list-style-type: none"> • Number of Enterprises introducing new products, services or processes (5) • Enterprises with better quality standards (5) • Growth in Enterprise Turnover (20%) • Enterprises adopting new technologies (5) • Finance Mobilized by the enterprises (10Cr) 	Increase in the number of products, services or process (Compared to Baseline)	
	Number of enterprises with quality standards improvement (Post Testing)		
	Growth in turnover achieved by each enterprises (vis-à-vis Compared to Baseline)		
	Number of enterprises which adopted new technologies (Compared to Baseline)		
Finance mobilized for each enterprise			
Increase in employment generated by the enterprise (Compared to Baseline)			
Support provided to previous enterprises post the program			
Access to network for previous cohort enterprises			

8. GOVERNANCE STRUCTURE

8.1 GOVERNANCE STRUCTURE

8.1.1 Core Team Members

CHINTAN BAKSHI

Head of Regional Incubation at CIIE.CO. Chintan would be supervising the project.

SHASHI GUPTA

AVP Regional Incubation, would be leading the implementation of the project at the ground level in Assam Reports to Chintan

AFREEN RAHMAN

Implementing the entrepreneurship development activities including mobilizing networks for supporting the enterprises. Reports to Shashi

PRADYUT BORAH

Pradyut would be assisting the enterprises in finance mobilization through various government schemes, banks and NBFCs, investors, etc Reports to Shashi.

AMITAV DUTTA

Amitav would be focused on incubation process and monitor the progress of selected cohort as per the agreed deliverables. Reports to Shashi

RIMI PHUKAN

Rimi would be supporting in communication and visibility aspects of the program and also assist in partnership development. Reports to Shashi

Apart from the core team members the program would also be assisted by special experts from the CIIE.CO and ICCO management for specialized and functional expertise. Such team members include –

SHAILJA SHUKLA

Research Associate

AMRIT TIWARI

Legal and Finance Associate

ANKIT GARG

Portfolio Analyst

SHIVAM CHOUBEY/ ABHISHEK PUROHIT/ J SALIM VALI

Catalytic Capital Managers

KUNAL UPADHYAY/ PRIYANKA CHOPRA/ J SALIM VALI

CIIE.CO Leadership Team.

ALAY BARAH/ NIRJUMONI DUTTA/ MONICA BANERJEE

ICCO Management

8.1.2. Role of ICCo

ICCo and its affiliates is the sub-consulting agency for the project. ICCo (Innovate. Collaborate. Change) India Org, is a value driven social development organization providing technical and knowledge support to individuals and organizations to ensure lasting social impact, specifically towards agri enterprise development in North-eastern states.

ICCo offers tailored solutions for different communities including business and finance linkages support for micro enterprises to build and expand local markets. ICCo believes that 'Innovative' strategic thinking and 'Collaborative' effort are the key to bring a desired change in the society.

With partnership with CIIE.CO, ICCo would support the project implementation through three key approaches –



Strategic Partnerships



Co-implementation



Service Delivery

ICCo is operating in Assam from the last 10 years and possesses knowledge and database of assam agri business which will be utilized under this program. The existing partnership with local stakeholders will be used for smoothly conducting the scouting, acceleration and access to finance interventions with selected enterprises. The knowledge base gathered from various value chains like ginger, turmeric, piggery etc will be used under the program during the business workshops. Besides that under the ongoing program of enterprise development in partnership Sasakawa Peace Foundation will provide the pipeline for potential enterprises under the program.

ICCo will be instrumental in customizing the processes deployed by CIIE within the program. Having ICCo in this project would provide CIIE.CO the strength and knowledge on the ground level, which would increase the effectiveness of the program.

8.1.3. External Stakeholder

1. ARIAS Society (APART)

APART would provide necessary support and advisory as necessary to implement the project. Such support would include –

- Providing 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 liaison with relevant government departments for implementation and convergence.

9. ESCALATION MATRIX

9.1 CLIENT QUERIES

All official communication/queries related to the project by the client (ARIAS Society) would be directed towards the Team Leader of the Project. If the team leader is not able to resolve the query in a stipulated time or there is a gap identified in the implementation process which is not satisfactorily being addressed by the Team Leader, the same would be highlighted to the Project Supervisor for resolution.

9.2 COORDINATION FOR IMPLEMENTATION

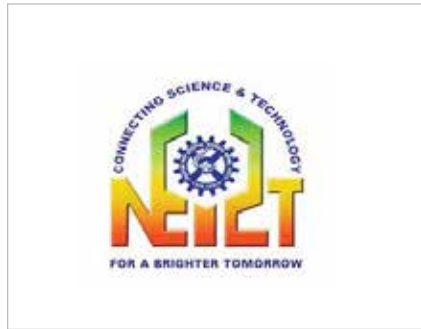
The ARIAS, APART team may from time to time coordinate with the key experts on the basis on specific requirements related to execution of the program. All such communication would be marked to the team leader in cc for better coordination and monitoring of action.

- *APART team members*
- *Department of Agriculture*
- *Department of Horticulture*
- *Department of fisheries*
- *Indian Council for Agricultural Research*
- *State Innovation and Transformation Aayog*
- *International Rice Research Institute*
- *International Livestock Research Institute*
- *World Vegetable Centre*
- *FSAI representative*
- *Spice Board representative*
- *Assam Science Technology and Environment Council*
- *Indo-Israeli Centre of Excellence for Vegetables Protected Cultivation*
- *Assam Agriculture University*
- *World Fish*

KEY STAKEHOLDERS

Some of the key stakeholders who are currently working or are expected to be part of the program for success of the APART program

STARTUP INCUBATORS



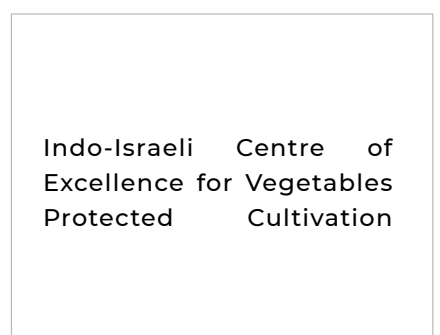
UNIVERSITIES AND INSTITUTES



NATIONAL GOVERNMENT DEPARTMENTS/ ORGANISATION/ BODIES



INTERNATIONAL INSTITUTES AND BODIES



GOVERNMENT AND NON-GOVERNMENT AUTONOMOUS INSTITUTES /BODIES



COMMERCE AND TRADE ORGANISATIONS



ANNEXURE A: LIST OF EXISTING ENTERPRISES

S.No.	Name of Enterprise	District Name	Sector
1)	Pigzee	Kamrup Metro	Meat Production, Aggregation, Processing, Retail
2)	C K Udyog Pvt Ltd	Jorhat	Honey (Inputs, Aggregation, Processing & Marketing)
3)	Papumoni Hazarika	Golaghat	Honey (Inputs, Training, Production, Marketing)
4)	Pabhoi Greens	Biswanath	Organic Primary Producer, Organic Seed Input Producer
5)	Karbi Anglong Agro Processing Industry Pvt Ltd	Karbi Anglong	Aggregation and Processing of Chillies, Giner, Turmeric, etc
6)	D B Industries Pvt Ltd	Biswanath	Bamboo handicrafts and furniture manufacturer
7)	Tamul Plate Manufacturing Pvt Ltd	Barpeta	Aggregation and manufacturer of Arecanut sheath plates
8)	Aryan Mushroom Farm	Nalbari	Mushroom production, processing and marketing
9)	Kraftinn Pvt Ltd	Jorhat	Bamboo handicrafts aggregation and online marketing
10)	Brahmaputra Valley Aromatic Oil Industry	Nagaon	Nursery, Citronella, emongrass, pachauli farmer and processor
11)	Rocery.in	Kamrup Metro	Aggregator, meat processor and marketing
12)	Dong Valley Creations Pvt Ltd (Beyondarie)	Kamrup Metro	Wild and speciality tea production & online marketing
13)	Madhur Dairy	Jorhat	Milk aggregator, producer and processor
14)	Madhur Food Products	Sonitpur	Food processing
15)	Bazzari Fndae Private Limited	Jorhat	Spices
16)	Kuhi Food Products	Nagaon	Food processing
17)	Green app	Tinsukia	Spices
18)	Arohan Foods	Kamrup Metro	Piggery Processing
19)	Kamdhenu	Kamrup Metro	Food Processing (pickles & mustard based products)
20)	KDG Food Pvt Ltd	Nalbari	Food Processing
21)	Allied Crop Care Pvt Ltd	Udalguri	Seed production
22)	Bor Noi Organics Pvt Ltd	Kamrup Metro	Food processing/Organics
23)	Ecofarmtek	Kamrup Metro	Hitech Agriculture- Hydroponics
24)	Frontal Agritech Pvt Ltd	Jorhat	Ghost Chilli export
25)	Arohon Foods Pvt Ltd	Kamrup Metro	Pork Processing
26)	Aromica Tea	Kamrup Metro	Tea
27)	Tholua Pratisthan Pvt. Ltd	Kamrup Metro	Food Processing
28)	Agro Origin	Kamrup Rural	Agro Farming
29)	Axom Farm Machinery	Kamrup Metro	Farm Equipment
30)	North East Farm Sales Promotion	Kamrup Metro	Processing and Packaging

