

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society

(An Autonomous Body of the Govt. of Assam)

Project Coordination Unit (PCU) for the proposed World Bank financed Assam Agri-business & Rural Transformation Project (APART)

Agriculture complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)

Tel: +91 361-2332125; Fax: +91 361-2332564; email: spd@arias.in

Draft Indicative

Terms of Reference

For hiring of Consultancy Services for Providing Technical Assistance to Assam Bureau of Investment Promotion (ABIP)

A. BACKGROUND

1. Government of Assam (GoA), through the Government of India has received a loan of US\$200 million from the World Bank (W.B.) for implementation of the **Assam Agribusiness and Rural Transformation Project (APART)**. The Project Development Objective (PDO) is to “**add value and improve resilience of selected agriculture value chains, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam**”. The targeted districts (undivided as of 1st April, 2016) are Nagaon, Sonitpur, Barpeta, Karbi Anglong, Kamrup, Dhubri, Golaghat, Kokrajhar, Lakhimpur, Darrang, Cachar, Sivasagar, Jorhat, Goalpara, Morigaon and Nalbari. The project will adopt a value chain and clusters approach to achieve the targeted objectives. The prioritized value chains are those of (i) cereals (rice, maize), (ii) pulses, (iii) spices and condiments (ginger, turmeric, mustard), (iv) fruits (banana) & vegetables, (v) livestock (pork, milk) & fish and (vi) specialty commodities (eri and muga silk).
2. APART would support, value addition in the production and post-harvest segments of selected 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 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. By adopting a cluster approach, the project would enable all the value chain participants to develop competitive and innovative products that meet market demands rapidly and successfully.
3. There are four components of the project: **The first component is Enabling Agri-Enterprise Development**, with sub components being (i) Enhancing state capacity to attract private investments, (ii) Setting up Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Investment Fund Support (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: rehabilitation of access roads, warehouse & warehouse receipts development, upgradation & modernization of agricultural wholesale markets. **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 & product aggregation (iii) Facilitating access to and responsible use of financial services. **The fourth component is Project Management, Monitoring and Learning** with sub components being (i) Institutional Strengthening, ICT (iii) Project Management, MIS and M&E. More details about the project may be seen at the following url- <http://www.arias.in/apart.php> .
4. A key project thrust will be on increasing investments in Agribusiness sector. For this purpose, an **Assam Bureau of Investment Promotion (ABIP)** has been set up by the GoA under the aegis of “Ease of Doing Business Act, 2016”. The **ARIAS Society in association with Commissionerate of Industries & Commerce (CI&C), GoA seeks to hire a Consulting Agency for providing technical assistance to the ABIP for a period of four (4) years, mainly to support its investment promotion agenda particularly in agribusiness sector. The duration may be extended by the client, with mutual agreement, depending on the need of the client and the performance of the consulting agency as assessed by the review committee.**

B. OBJECTIVE OF THE CONSULTANCY SERVICE

5. The main objective of the assignment will be to support the recently constituted ABIP within the Department of Industries & Commerce, GoA, with respect to the investment promotion agenda, provide support to institutional capacity building, develop and roll out an investment promotion agenda for ABIP's agribusiness related activities and support its implementation

C. SCOPE OF CONSULTANCY SERVICE

6. The scope of the consulting agency includes the following:
 - a) Identify the unique selling proposition for agribusinesses to be attracted to Assam
 - b) Projecting Assam as an attractive agribusiness investment destination in other states & countries
 - c) Supporting the institutional framework and design of ABIP's mandate initially
 - d) Take up agribusiness sector specific investment promotion activities, such as identification of target investors, promotional activities, designing and creation of pitch materials, support to Department of Industries & Commerce in investor outreach within and outside Assam & India amongst others
 - e) The support would also entail grounding of investments through liaisoning with relevant agencies within Govt. of Assam.

D. ACTIVITIES/TASKS TO BE PERFORMED

7. **Staffing the physical interface for investors:** The consulting agency will set up its operations in the Commissionerate of Industries & Commerce, GoA. This activity needs to be completed within **one month** of contract effectiveness. The Consulting agency will be required to deploy necessary fulltime manpower in this facility. Details of key professionals to be deployed and whose CVs will be evaluated for the purpose of selection of the consulting agency, is provided at the end of this ToR.

This physical interface *inter alia* will be required handle walk-in inquiries of investors and also provide necessary information to the needy investors through the web portal of Department of Industries & Commerce (DI&C), GoA and other communication tools.

The consulting agency will also assist the DI&C in disclosing useful information like Assam resource map, sector and sub-sector scan reports, investment opportunities in Assam, copies of marketing collaterals and audio visuals etc in the web portal of DI&C.

8. **Identification and Preparation of Marketing Collaterals:** Based on the sector and sub-sector scan study report (which will be shared by the client), the consulting agency will prepare marketing collaterals like pamphlets, brochures, flyers etc in consultation with the client. Also, pitching materials for five key sub-sectors of agribusiness would be developed with Unique Selling Proposition (USP) of each clearly identified and vetted by the Project. This activity needs to be completed **within six months** of contract effectiveness. The consultancy agency **will have to design** the pamphlets, brochures, flyers etc in consultation with the client. However, the arrangement for the printing and the **cost of printing would be borne by the client.**
9. **Preparation of other outreach/media materials:** The consulting agency will prepare outreach materials like corporate film on ABIP (one time), documentaries (on each investment attractive sub-sector of agribusiness sector) and TV advertisement (rolling as well as before important events like roadshow and investment summits). The content/script of these outreach materials will have to be prior approved by the client. The corporate film on agribusiness investment opportunities in Assam should be completed within **one year** of contract effectiveness, while sub-sector wise documentaries should be completed within **18 months** of contract effectiveness. TV advertisements would be an ongoing feature. The client will be responsible for arranging publicity/broadcasting etc of these outreach materials and towards the same the consulting agency will provide a Media Plan.

Note: The consultant need to bear the **cost pertaining to development** of film/documentary/ Advertisement.

10. **Roadshows (Outstate):** Road show will theme around certain specific sub-sectors and will endeavour to attract investors from certain states. These will have to be conducted in other states of the country based on certain criteria where possibility of lead generation is highest. One roadshow will be organized each year during the contract period.

The client has budgeted for the cost of Roadshows separately and hence this cost will not form part of this assignment. The budgeted cost by the client also include the **travel costs of consulting agency's resources** for meeting the prospective participants/ corporate outside the State and overseas.

However, the consulting agency shall be responsible for providing technical advisory support and also will have to closely coordinate/facilitate for smooth execution of the Road show. *Further, for the 5th year roadshow to be conducted by the Commissionerate of Industries & Commerce, the consulting agency will provide necessary technical knowhow in the Final Report.*

11. **Investment Summit (State):** will be an annual flagship event organized by the Department of Industries and Commerce under the banner of ABIP at Guwahati. One Investment summit will be organized each year during the contract period.

The client has budgeted for the cost of Investment Summit (State) separately and hence this cost will not form part of this assignment. However, the consulting agency shall be responsible for providing technical advisory support for the Investment Summit (State) and also will have to closely coordinate/facilitate for smooth execution of the Summit.

12. **Overseas Investor Outreach:** The Consulting agency will generate leads for overseas investments into Assam Agribusiness sector through various online and offline sources. Prospective leads will be visited along with senior ABIP Govt. officials to make pitches for investing in Assam. One visit per year will be conducted. Interested investors will be invited to Assam. These visits will also be supported by the Consulting agency in association with ABIP and Department of Industries and Commerce, GoA .

The client has budgeted for the cost of Overseas Investor Outreach separately and hence this cost shall not form part of this assignment. However, the consulting agency shall be responsible for providing technical advisory support for the Overseas Investor Outreach and also will have to closely coordinate/facilitate of this activity.

13. **One to one Meetings with Investors (G2B Meetings):** Apart from the events mentioned above, the consultant will also engage in one to one meetings with potential investors with an objective of converting "interest to invest" into "decision to invest". At least one G2B meeting would be conducted every month.

14. **Timely addressing the queries of potential investors:** The Consultant would address the queries raised by potential agribusiness investors, supplying necessary information, if any, as prescribed. This would be an ongoing activity.

15. **Investment Tracking:** The consultant will track and keep a record of each investor on a real time basis right from investment targeting through actual investment made and during implementation. The software for the same would be procured in the first year itself by the client and investor tracking would be an ongoing activity by the consulting agency through the contract period. The client has separately budgeted for the cost of 'Investment Tracking' software and hence this cost will not form part of this assignment. However, the consulting agency shall be responsible for providing technical advisory support during procurement of the software by the client.

16. **Investor aftercare services support:** The consultant shall support ABIP in offering aftercare services to investors. These aftercare services will aim not only at addressing the challenges being faced by investors but also on promoting re-investments in the state. These aftercare services include information and necessary support on renewal of licenses, general information on good manufacturing practices, support services for tax compliance, marketing, technology up-gradation, working capital requirements, accessing Private Equity (PE) / other funds etc during modernization or expansion and general information on new & emerging opportunities in agribusiness/ food processing industry etc.

17. **Investors leads generated and fructified:** The Consultant would generate enough number of leads so as to achieve the final investment target, i.e. 'No. of investments actually made' as shown in chart of deliverables below.

E. CHART OF DELIVERABLES

18. Following will be the deliverables for the Consultant (*with reference to the activities to be performed*):

Sl	Deliverable (<i>with timeline from contract effectiveness</i>)	Y-1		Y-2		Y-3		Y-4	
		Sem.1	Sem. 2	Sem.1	Sem. 2	Sem.1	Sem. 2	Sem.1	Sem. 2
1	Inception Report (<i>within 1 month</i>)	√	-	-	-	-	-	-	-
2	Setting up the physical interface for investors and staffing (<i>within one month</i>)	√	-	-	-	-	-	-	-
3	Identification & Preparation of Marketing Collaterals including pitch mats (<i>within 6 months</i>)	√	-	-	-	-	-	-	-
4	Preparation of other outreach/media materials								
	a. Corporate Film on ABIP (<i>within 12 months</i>)	-	√	-	-	-	-	-	-
	b. Sub-sector specific documentaries (<i>within 18 months</i>)	-	-	√	-	-	-	-	-
	c. TV Advertisements (<i>thorough out</i>)	-	√	√	√	√	√	√	√
5	Roadshows (Outstate)	1	-	1	-	1	-	1	-
6	Investment Summit (State)	-	1	-	1	-	1	-	1
7	Overseas Investor Outreach (visits, leads generated & converted)	-	1	-	1	-	1	-	1
8	One to one Meetings with Investors (G2B Meetings)	6	6	6	6	6	6	6	6
8	Timely addressing the queries of potential investors (<i>thorough out</i>)	√	√	√	√	√	√	√	√
9	Investment tracking (<i>thorough out</i>)	√	√	√	√	√	√	√	√
10	Investor aftercare services support (<i>thorough out</i>)	√	√	√	√	√	√	√	√
11	Investor leads generated & facilitated (minimum nos.)	-	-	20	20	20	20	20	25
12	No. of investments actually made (MoUs signed)	-	-	6	6	6	6	6	6

F. TASK COMPLETION AND PAYMENT SCHEDULE

19. Following will be the task completion and payment schedule

Tasks	Completion Schedule from the date of the contract effectiveness	Percentage payment
1) Inception Report & staffing of physical interface	One month	10%
2) First Semester (of 1 st year) activities completed and first Half yearly report submitted and accepted by client	6 months	10%
3) 2nd Semester (of 1 st year) activities completed and first Annual report submitted and accepted by client	12 months	10%
4) First Semester (of 2nd year) activities completed and 2nd Half yearly report submitted and accepted by client	18 months	10%
5) 2nd Semester (of 2nd year) activities completed and 2nd Annual report submitted and accepted by client	24 months	10%
6) First Semester (of 3rd year) activities completed and 3rd Half yearly report submitted and accepted by client	30 months	10%
7) 2nd Semester (of 3rd year) activities completed and 3rd Annual report submitted and accepted by client	36 months	10%
8) First Semester (of 4th year) activities completed and 4th Half yearly report submitted and accepted by client	42 months	15%
9) 2nd Semester (of 4th year) activities completed and Final report submitted and accepted by client	48 months	15%

Note: The consultant will submit all reports in the draft form for review by the client, and would submit the finalized report shall be submitted after addressing/incorporating the views/comments of the client.

G. SERVICES TO BE PROVIDED BY THE CLIENT

20. The client shall ensure necessary cooperation of District Industries & Commerce Centres (DICC)s and/or other line departments of GoA. The client will share relevant available background information, report on sector-Sub sector scan study, including the results of any preliminary work already conducted.
21. A decent sitting space with minimum basic amenities required to carry out the assignment shall be provided by the Client as a part of physical interface. The consulting agency is required to set up its operations with necessary facilities in the Commissionerate of I&C and towards the same, CI&C will provide necessary space
22. The client shall provide for the activities as indicated in the ToR.

H. COMPOSITION OF REVIEW COMMITTEE TO MONITOR CONSULTANTS

23. The review committee would consist of (i) Commissioner of I&C, GoA; (ii) State Project Director (SPD), ARIAS Society; (iii) Nodal Officer (APART), I&C; (iv) Private Sector Development Specialist (PCU, ARIAS Society); (v) Agribusiness Specialist (PCU); (vi) Agribusiness Specialist (Industries & Commerce Deptt.-OPIU). The SPD/ Commissioner of I&C may also invite other experts/officials as required for the review meeting.

I. PROCEDURE FOR REVIEW OF REPORTS AND STATUS

24. The consultant would 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.

J. CONSULTANT'S INPUTS & RESOURCES REQUIRED

25. The assignment requires a firm or consortium with skills in implementing investment promotion projects including those in agribusiness sector. Continued commitment of the experts is one of the essential key ingredients for desired outcome and impact of the assignment and to ensure that the knowledge, skill etc imparted to ABIP/Deptt of I&C sustain and replicate after the exit of the Consultant. In view of this, no changes in general shall be made in the Key Experts. However, in exceptional circumstances beyond the Consultant's control, substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and acceptable to the client, following due procedures. The consultancy firm needs to deploy the following key staff, whose CVs are to be evaluated during evaluation of the technical proposal:

Sl	Position	Qualification & Experience	Indicative Role in assignment
1	Team Leader cum Investment Promotion Specialist	MBA or equivalent in Finance/ International Business/ Export-Import Management/ Investment Banking or Masters in Economics/ International Trade or a closely related field. At least 12 years of experience in investment promotion activities particularly in developing country context in a managerial/ leadership position. Fluency in Hindi and English, knowledge of local language will be an advantage	<ol style="list-style-type: none"> 1. Developing a mission, vision and strategy for ABIP as per the existing Act that assures, it's promotional activities including domestic and international events and other investment initiatives are given maximum media exposure among national and international stakeholders and counterparts using in-door and out-door media campaign 2. Developing a contemporary media plan that confirms ABIP's long standing reputation using social media such as facebook, twitter and other such tools 3. Support in organizing investment promotion events like investor summits, roadshows and overseas outreach programs 4. Maintaining & updating a database of potential investors and making constant follow ups regarding Agribusiness investments to be made in Assam 5. Content development for marketing collaterals and refining the USPs (if needed) for investments in sub-sectors of agribusiness. USPs for each sub-sector would flow from the sub-sector scan study report 6. Developing sponsorship packages for promotional events of ABIP 7. Establishing and maintaining close relations with popular TV channels to deal with TV advertisements and related activities 8. Contribute to ABIP corporate film and sub-sector documentaries 9. Developing (if not already developed) and updating the web portal of ABIP and ensuring that it is exquisite enough to grab viewer's attention 10. Maintain close coordination with leading IPAs in the country and adopting best practices in the field 11. Represent APART and Government of Assam in coordination meetings, colloquia, regional or international seminars and conferences in areas relevant to the APART/IPA

Sl	Position	Qualification & Experience	Indicative Role in assignment
2	Private Sector Development Specialist	<p>Masters degree or equivalent in Business Administration/ Economics/ Finance/or a closely related field from a recognized university/premier institute</p> <p>At least 8 years of relevant professional experience in the field of private sector development and facilitation of public-private partnerships, preferably in the developing country context including strategy development and implementation at the regional, country or sub-national level, advising or working directly with the private sector in agribusiness, food and allied sector development.</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<ol style="list-style-type: none"> 1. Leverage existing networks to collaborate and foster partnerships for the design, formalization, and management of innovative, private & public-private partnership investments in the state 2. Provide technical assistance to project stakeholders regarding investment promotion and facilitation efforts in identified sub-sectors and geographies by aligning with government priorities 3. Support the ABIP in conducting the pre-requisite research and analytics such as investment attractiveness surveys, investor rating etc 4. Investor interactions to know the challenges to investments in Assam and commissioning studies for detailed investigation of these challenges and suggesting strategies to overcome the same 5. Acting as a point of conduit between the Private sector investors, ABIP and Department of Industries and Commerce, GoA
3	Agri Business Specialist	<p>Post-Graduate/MBA in Agribusiness/ Agribusiness Management /Agricultural Marketing & Cooperation/ Agribusiness Economics or a closely related field from any recognized university/ approved Institutions</p> <p>At least 10 years of professional experience in Agricultural Marketing, Agribusiness, and Value Chain Development, specifically in the development of market linkages and working experience in the establishment and operations of agribusiness enterprises</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<ol style="list-style-type: none"> 1. Carrying out a SWOT analysis of priority sub-sectors of Agribusiness in state and suggesting strategies to build on the strengths and eliminate weaknesses while converting potential investment opportunities into actual investments in the state 2. Assess and document the performance of local Agribusiness enterprises based on existing documents, secondary research and field visits 3. Conduct training of ABIP Govt. Staff and Department staff involved in APART on Agribusiness Management 4. Providing relevant information and feedback to the project M&E team and also enter and update the relevant data in the project MIS 5. Devising ways and means and suggesting implementable strategies on how Agribusiness investments can be strengthened in the state of Assam
4	Business Policy, Investment Climate, Government & Regulatory Affairs Specialist	<p>MBA/ Masters (Econ)/ Masters (Ag. Econ)/ Masters (Industrial Law/ Industrial Relations/Business Law/Business Policy) or a closely related field.</p> <p>At least 8 years professional experience in implementing or administering Govt policies on improving investment climate either at an officer level or in advisory capacity, including working on investment climate improvement projects.</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage.</p>	<ol style="list-style-type: none"> 1. Lead the policy discussions between public and private entities. Understand investors' objectives in target sector or sub-sectors and hurdles being faced by them in making new investments in the state and bringing to the notice of concerned department of Government of Assam for required actions on a priority basis 2. Direct, coordinate and/or participate in identifying, appraising and negotiating opportunities for creation of an enabling environment for private sector development 3. Direct, coordinate and/or facilitate the preparation of policies, guidelines and reports on issues concerning the business environment in the state 4. In consultation with private sector stakeholders, capture maximum potential of the Government's development strategies, policy and regulatory framework, and their conduciveness to agribusiness. 5. Identify opportunities in the legal and policy framework to improve the enabling environment for agribusiness

Sl	Position	Qualification & Experience	Indicative Role in assignment
			<p>6. Carry out a SWOT analysis of existing policies on improving investment climate & suggest measures for building on the strengths and eliminating the weaknesses.</p> <p>7. Analyze existing and future needs for quality assurance systems to enable agro products of importance to the state and where private investment is likely to come, with the hygienic, sanitary and phyto-sanitary requirements</p> <p>8. Conveying certification, clearance and legal requirements to the investors for agri and related businesses to be set up in the state</p> <p>9. Facilitating testing and trials of new products manufactured by agribusiness investors in the state to fulfil the legal/regulatory requirements</p> <p>10. Providing need based inputs in formulating the MoUs to be signed between the private investors and GoA</p> <p>11. Sorting out amicably any legal issues which arise between the investors and GoA</p> <p>12. Acting as GoA representative at various forums/public meetings with regards to business regulatory aspects</p> <p>13. Providing legal inputs for signing strategic alliances with other state Govts/Country Govts by GoA</p> <p>14. Providing information to investors on taxes, incentives, penalties etc</p>
5	Corporate Communications Specialist	<p>Masters or equivalent in Mass Communication/Corporate Communication/Media Studies/Journalism or a closely related field</p> <p>At least 8 years of professional experience in managing outgoing communiqués to media/public in private/public sector, designing IEC campaigns, marketing collaterals, press notes, arranging press conference etc in the context of developing countries</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<p>1. Preparing newsletters and informational material for ABIP including news releases, advertorials, feature articles, web pages, social media, internal communication, and video/multimedia scripts, etc.</p> <p>2. Identify the primary, secondary, and tertiary audiences to be targeted by ABIP communication efforts, which support the implementation of the project;</p> <p>3. Identify and craft priority communication messages and delivery channels to reach priority audiences;</p> <p>4. Create communication tools and products and oversee the dissemination of these messages;</p> <p>5. Ensure the quality standards are maintained in content, editing and presentation;</p> <p>6. Monitor the effectiveness of messages and recommend changes to the communications strategy based on lessons learned;</p> <p>7. Supporting the Team Leader cum Investment Promotion Specialist in designing relevant outreach tools</p> <p>8. Prepare the outreach materials and the media plan for publication/broadcasting of these materials</p> <p>9. Serving as a point of contact for media</p>
6	Investment Facilitation & Aftercare Services Specialist	<p>MBA in Finance/ International Business or Masters in Economics/International Economics/Industrial Relations or a closely related field</p> <p>At least 8 years of professional experience in facilitating private sector investments to state/central governments</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<p>1. Receives, informs, advises and assists investors for setting up new agribusinesses in the state</p> <p>2. Channelizing the incentives and benefits to the investors with respect to the investments made, as appropriate</p> <p>3. Providing appropriate information on business environment, regulations and laws</p> <p>4. Implements the government policy w.r.t. investor aftercare</p> <p>5. Contributes to the training of investor staff through seminars and training sessions</p> <p>6. Drafting of MoUs for agribusiness investments into the state and ensuring their proper implementation</p> <p>7. Assists local and foreign investors in their business start up matters through the single window/ one stop</p>

Sl	Position	Qualification & Experience	Indicative Role in assignment
			Shop 8. Ensuring availability of frequently needed information/ database by investors at welcome desk and online 9. Fostering Public-Private Partnership and partnership between local and international companies 10. Assists investors in the process of land acquisition and allotment 11. Organizing/hosting visits of foreign investors to Assam 12. Advocates on behalf of investor in the improvement and facilitation of investment procedures

Note: This is a draft indicative ToR and the same will be updated and will be finalized at the RFP stage and further updated at the Contract signing stage following the procurement norms of the World Bank.
