

***Draft Indicative Terms of Reference (ToR)***  
**Enterprise Clusters Specialist (ECS)**

**(A) BACKGROUND & OBJECTIVES OF THE PROJECT**

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan from the World Bank for the Assam Agribusiness and Rural Transformation Project (APART). The Assam Rural Infrastructure and Agricultural Services (ARIAS) Society is the apex coordinating and monitoring agency at state level for the Project. ARIAS Society now intends to apply a portion of this loan for engagement of an **Enterprise Clusters Specialist (ECS)** on contractual basis to be positioned at Project Coordination Unit (PCU) of ARIAS Society.
2. The development objective of APART is “add value and improve resilience in selected agricultural value chains, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of the State 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 an Agribusiness Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Investment Fund (AIF) support (iv) establishing sector stewardship councils. **The second component is Facilitating Agro Cluster Development** with subcomponents 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 and Learning.**
4. The project will achieve the PDO by: (i) promoting investments in agri-enterprises, reducing the business and transaction costs, facilitating access to finance for agribusiness entrepreneurs, and, where appropriate, push for process, regulatory and/or policy change; (ii) supporting the development of a modern agri supply chain; improved information communication technologies (ICT) based farm information and intelligence services, and alternative marketing channels; and (iii) improving producers’ access to knowledge, technologies and infrastructure so that they are better able to respond to market opportunities and climate variability.
5. The **objective of sub-component B-1 i.e. Support establishment of cluster level Industry Associations (IAs)** is to enhance competitiveness of agri-enterprises in specific geographic clusters. This sub-component, implemented by the Department of Industries and Commerce, will seek to impact approximately 2,000 enterprises across about 17 geographic mega clusters by mobilizing them into Industries Associations (IAs) at the cluster level; strengthening the capacity of such IAs to develop District level Agro Industrial Development Plans (AIDPs) laying out an action plan for addressing cluster level obstacles to enterprise growth over the project period; and enhancing access of agri-enterprises to needed technical and Business Development Services (BDSs) including entrepreneurship development training programs.
6. On the basis of the AIDPs, this subcomponent will finance, through matching grants (IA Grants), implementation of activities as listed in the AIDPs. Illustrative list of activities, include among others, enhancing availability of a skilled labor pool through skills training initiatives; increasing efficiencies and reducing business costs through developing and sharing of business functions such as information networks, common infrastructure, and joint marketing & branding efforts; and enhancing efficiencies through linkages to specialized technical and Business Development Services such as assistance with developing business plans, introduction of improved technologies, fostering linkages to input suppliers and linkages to debt and investment financing.
7. Interventions with broadly shared benefits across cluster firms and actors – such as common infrastructure, new technology demonstration workshops and skills training initiatives – will be fully financed under this

subcomponent. Interventions with benefits to specific actors, such as joint marketing and branding efforts by cluster firms and delivery of BDS to firms will be financed on a partial basis, with user fees and community contributions accounting for part of the financing. Required community contributions for these activities increase over the life of the project - starting from 10 percent in year 1 and increasing to 70 percent by the end of the project - so as to ensure sustainability post-project period. BDS to cluster enterprises will be provided through the EDPF – under Component A – and through other specialist technical service organizations as needed. Entrepreneurship training will be provided through IFC's Business Edge program and through other similar entrepreneur-development training programs.

8. Under the sub-component B-1, an (Enterprise) Cluster Development Technical Agency (CDTA) has been hired in the Project for organizing the members of the enterprise clusters into Industry Associations (IAs) and registering these IAs under suitable Act like the Societies registration Act. The CDTA has a senior team at State level and smaller three member junior teams in each enterprise cluster. CDTA would further support the IAs in developing Agro Industrial Development Plans (AIDPs) for availing funding support under the project for development of common facilities in the enterprise clusters. Review of business plans prepared with the support of CDTA for various common facilities required by IAs, arising out of AIDPs, would be done by the Agribusiness Enterprise Development and Promotion Facility (EDPF) being set up under the project.

### **(B) OBJECTIVES OF THE ASSIGNMENT & SCOPE**

9. The **Enterprise Clusters Specialist (ECS)** will *inter alia* be responsible for overall smooth implementation of the enterprise cluster initiative of the project i.e. sub-component B-1 being implemented by Commissionerate of Industries and Commerce. The ECS would monitor and supervise the work of Cluster Development Technical Agency (CDTA) hired under the project. The ECS may also be involved in final screening of AIDPs. Further, if required, the ECS may also be involved (as a member of the Committee constituted for the purpose) in final screening of business plans and recommend the meritorious proposals to the competent authority for financial support under the project. The ECS would also be instrumental in training and capacity building of the State level CDTA team and other project staff.
10. *The key Job Responsibilities include the following:*
  - a) ECS will closely oversee the working of Cluster Development Technical Agency (CDTA) including among others, making need based changes to the work plan of CDTA and vetting it, regularly reviewing the CDTA work and suggesting mid course corrections, if any, required.
  - b) Various formats, templates, mobilization protocols, SOPs, operational manuals etc would be developed by CDTA in consultation with ECS. ECS would carry out the need based changes in these documents and recommend to SPD for finalization in consultation with Commissionerate of Industries and Commerce. ECS would also develop an enterprise cluster rating scale for evaluating the enterprise cluster performance.
  - c) ECS will train the state level CDTA staff and selected district/cluster level staff in enterprise cluster protocols, principles of association, cooperation, joint effort gains, economies of scale, experiential learning, self help, group dynamics, synergies of togetherness and on the regulatory framework of cooperation/ societies etc. In addition, ECS will also train the state level CDTA team to help clusters/IAs define their vision, mission, and strategies with respect to identified key challenges of the Cluster.
  - d) ECS will ensure that the CDTA cluster level staff is in place & updated and they understand the local cluster dynamics well. For this purpose, ECS may recommend various trainings, visits etc for CDTA cluster level staff.
  - e) ECS will finalize the reporting arrangements, structures, channels and formats for CDTA including from cluster to state level reporting and ensure that all the reports are submitted timely. On the basis of reports, ECS would appraise the SPD on the progress made and milestones achieved w.r.t. this sub-component of the project. ECS will also ensure that any observations of the SPD/ Project Authorities are complied timely by the CDTA.
  - f) ECS would liaise with Department of Industries and Commerce at Secretariat level and Commissionerate level and DICC level; building Institutional networks especially with (enterprise/export) promotion agencies & institutions.

- g) ECS will ensure that Enterprise Clusters and IAs related information is fed into project MIS and also the information is provided to project M&E Agency both at cluster and state level.
- h) ECS will ensure that the work of CDTA adheres to the Environment Management Framework (EMF) and Social Management Framework (SMF) of the project and the activities are carried out within the purview of these two frameworks. Further, ECS may facilitate training of CDTA staff (state & cluster level) on EMF and SMF with the support of Environment Management Specialist and Social Sector Management Specialist at ARIAS Society.
- i) ECS would document the case studies, success stories and innovative models emerging from the enterprise clusters initiative of the project and disseminate them at various platforms. ECS may be required to draft press notes in consultation with the Public Information and Communication Specialist (PICS) on major milestones achieved in the enterprise clusters initiatives. Also, ECS would provide technical content w.r.t. component B-1 to project Information, Education and Communication (IEC) agency.
- j) ECS would represent the project at various forums like seminars, symposia, summits, press conferences and other such events as directed by the SPD.
- k) ECS would support the CDTA in networking project clusters with other similar clusters in the State as well as outside the State. Synergies of collaboration with other similar clusters would also be explored.
- l) ECS will undertake commissioning of various studies to identify the policy issues concerning the growth of agri enterprise clusters and raising such issues at various forums and bringing to the attention of Project Authorities to sort out these issues.
- m) Any other task as assigned by the State Project Director (SPD), ARIAS Society.
- n) **Travel Requirements:** The ECS will be required to undertake field-visits and tours to the project sites with the approval of SPD. Occasional out of state visits may also be required as directed by the SPD.

**(C) QUALIFICATIONS, EXPERIENCE, AGE, ETC**

6. **Educational Qualification:** Master degree/ Post Graduate Diploma (minimum two years duration) in Agribusiness/ Agribusiness Management/ Agricultural Economics/ Agricultural Extension/ Agribusiness Economics/ Rural Management/ Rural Development/ Development Studies/ Development Economics/ Business Entrepreneurship/ Entrepreneurship Management/ Food Processing/ Food Science & Technology/ Post Harvest Management/ Post Harvest Technology or a closely related field from any Govt. recognized University/Institutions.
8. **Working Experience:** Minimum 7 years of work experience related to enterprise development or cluster-based interventions. ECS should also have experience in public / private sector interfaces especially on firm level interventions (G2B) and on cluster based policy advocacy.
9. **Computer Skills:** Must have proficiency in the use of Internet based applications, Graphics, MS Word, MS Excel & MS Power Point and other related applications.
10. **Language:** High level of fluency in English and Hindi
11. **Desirable Qualifications, Experience, Skills etc:**
  - a) Experience of working in complex, multi stakeholder, fast moving environment and ability to work under pressure, respecting strict deadlines and multi tasking
  - b) Experience in promoting agri based enterprise clusters
  - c) An understanding and experience in the use of innovative technologies in promoting enterprise clusters
  - d) Knowledge of Assamese and/or Bengali & other local languages
  - e) Good social, analytical, inter-personal and planning skills
  - f) Self-motivated and possessing ability to work independently as well as in teams.
12. **Age:** Age of the candidate should not be more than **50 years as on 1<sup>st</sup> January, 2020.**

**(D) DURATION OF CONTRACT, NOTICE PERIOD ETC.**

13. The tenure of **ECS** is intended for entire duration of the project and co-terminus with the project period of APART. However, continuity of the **ECS** beyond **eleven (11)** months from the date of signing the agreement will depend upon his/her performance. The decision of the SPD will be final and binding in this regard. The contract management shall be as per the HR Policy of the ARIAS Society.
14. The contract with **ECS** may be terminated by either side at any point of time during the contractual period by serving a 30 days' notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/ PCU/ ARIAS Society. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the APART's closing date. The ARIAS Society or the Government of Assam shall not undertake any responsibility for subsequent deployment of the consultant.
15. The **ECS** shall not assign or sub-contract, *in whole or in part*, his/her obligations to perform under this Contract, except with the SPD's prior written consent. The **ECS** will have to serve the ARIAS Society on full time basis under overall command of State Project Director, ARIAS Society and provide services from the PCU at Khanapara, Guwahati. The resignation/termination shall be as per HR Policy of the ARIAS Society.

**(E) REMUNERATION, PAYMENT TERMS AND LEAVE**

16. Depending on the qualifications, experience, competency, and also the remuneration/pay package of the last assignment, the consolidated fixed monthly remuneration of the ECS will be determined and mutually agreed, which could be in the range of **Rs. 11.40 lakh to Rs. 25.80 lakh per year**. This annual rate shall be inclusive of all taxes, health/service related insurance, all allowances, cost of accommodation and food at Guwahati, conveyance to attend the office etc. Taxes as applicable will be dealt with as per applicable laws. The remuneration will be enhanced on an annual basis, based on the HR Policy of the ARIAS Society.
17. Travelling, Boarding & Lodging expenses for approved official tours outside Guwahati will be reimbursed as per HR Policy of ARIAS Society.
18. The remuneration will be given in equal monthly installments and the performance-linked-incentive will be given quarterly based on the performance and achievement against the mutually agreed deliverables by the **ECS**. Taxes as applicable shall be dealt with as per applicable laws.
19. The provisions of leave would be as per HR Policy of ARIAS Society.
20. No house rent allowance or any other allowance shall be paid by the PCU. No other payment whatsoever (except reimbursement of official travelling expenses) shall be paid, except as agreed with the **ECS** by the SPD, ARIAS Society.

**(F) REPORTING AND PERFORMANCE REVIEW**

21. The **ECS** will report to the SPD, ARIAS Society. In the absence of SPD, he/she will report to the Deputy Project Director or as directed. Annual performance review will be done as per the HR Policy of the ARIAS Society.

**(G) FACILITIES TO BE PROVIDED BY THE PCU**

22. Access to all the required documents, correspondence, and any other information associated with the project and as deemed necessary. The **ECS** will be provided with one office cubicle/workstation in the PCU along with computer, printer, computer/office consumables, and internet access. *The ECS however will not be provided with any clerical assistance.*

***Note: This is a draft ToR and SPD, ARIAS Society reserves the right to change, update or modify this ToR at any stage till recruitment process is completed.***