

Draft Indicative Terms of Reference (ToR) four Project Appraisal Experts (PAEs) for appraisal of business plans/ proposals submitted by Industry Associations for setting up Common Facility Centres (CFCs) under APART

(A) BACKGROUND AND 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 in association with Commissionerate of Industries and Commerce (one of the implementing agencies of the Project) now intends to hire **four Proposal Appraisal Experts (PAEs) for evaluating the business plans/ proposals submitted by Industry Associations for setting up Common Facility Centres (CFCs) on contractual basis, to be positioned at the Assam Industrial Development Corporation (AIDC), Guwahati under the Department of Industries and Commerce.**
2. The development objective of APART is “*add value and improve resilience of selected agricultural 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 an Agribusiness Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Investment Fund (AIF) support (iv) establishing stewardship council. **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 sub-component B-1** of the Project i.e. *support establishment of cluster level industry associations* aims to enhance competitiveness of agri-enterprises in specific geographic clusters. This subcomponent, implemented by the Department of Industries & Commerce, seeks to impact approximately 2,000 enterprises across about 20 geographic clusters by mobilizing them into Industries Associations (IAs) at the cluster level; strengthening the capacity of such IAs to develop Agro Industrial Development Plans (AIDPs) laying out an action plan for addressing

cluster level obstacles to enterprise growth over the project period; and enhancing access of agri enterprises to needed technical and Business Development Services (BDSs) including entrepreneurship development training programs. On the basis of the AIDPs, this subcomponent finances, through matching grants (IA Grants), implementation of activities as listed in the AIDPs. Illustrative list of activities, include among others, enhancing availability of a skilled labor pool through skills training initiatives; increasing efficiencies and reducing business costs through developing and sharing of business functions such as information networks, common infrastructure, and joint marketing and branding efforts; and enhancing efficiencies through linkages to specialized technical and Business Development Services (BDS) such as assistance with developing business plans, introduction of improved technologies, fostering linkages to input suppliers and linkages to debt and investment financing. Interventions with broadly shared benefits across cluster firms and actors – such as common infrastructure, new technology demonstration workshops and skills training initiatives – will be fully financed under this 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 specialist technical service organizations as needed. Entrepreneurship training is planned to be provided through IFC's Business Edge program and through other similar entrepreneur-development training programs.

6. The business plans/ proposals for setting Common Facility Centres (CFCs) on the basis of Agro Industrial Development Plans (AIDPs) will be submitted by the Industry Associations to the Project. In order to evaluate the business plans/ proposals, ARIAS Society in association with Commissionerate of Industries & Commerce wishes to engage **four** individual Consultants i.e. **Project Appraisal Experts (PAEs) to be positioned in Assam Industrial Development Corporation (AIDC), Department of Industries and Commerce.**

(B) OBJECTIVES OF THE ASSIGNMENT AND SCOPE

7. The scope of position for **PAE, to be positioned in the AIDC** mainly involves evaluation and appraisal of the business plans/ proposals submitted by the Industry Associations (IAs) for setting up of Common Facility Centres (CFCs) with the grant support of APART.
8. *The key job responsibilities of PAE include*
 - a. The **PAE** will work in close coordination with the team of Assam Industrial Development Corporation (AIDC) in evaluating/ appraising the business plans/ proposals received from the Industry Associations formed under APART for setting up Common Facility Centres (CFCs). Preparation of business plans/ proposals will be facilitated by the Cluster Development Technical Agency already engaged by the Project.
 - b. To provide feedback for improvement of the business plans/ proposals so as to make them more viable & feasible so that the business plans/ proposals are more investment ready.
 - c. To maintain, close coordination with the District Industries and Commerce Centres (DICC)s- the implementing agencies for the scheme at the District level. He/ she will also work closely with the concerned experts/ specialists at the Project Coordination Unit (PCU) of ARIAS Society.
 - d. To work closely with the international organizations/ knowledge partners engaged by the Project for technical assistance in respective value chains as applicable, depending upon the type of proposals received. These include **(i)** International Rice Research Institute (IRRI), Philippines **(ii)** International Potato Centre (CIP), Peru **(iii)** World Vegetable Centre, Taiwan **(iv)**

International Livestock Research Institute (ILRI), Kenya **(v)** International Centre for Living Aquatic Resources Management (ICLARM) or WorldFish, Malaysia **(vi)** Indian Council of Agricultural Research (ICAR)-National Research Centre (NRC) on Pig, Guwahati and **(vii)** ICAR-Directorate of Rapeseed & Mustard Research (DRMR), Bharatpur.

- e. To keep a track of the progress made in setting up and operationalization of the Common Facility Centres (CFCs) after approval i.e. procurement, commissioning, functioning etc vis-à-vis the approved business plan/ proposal.
- f. Liaison with banks and other financial institutions for credit support to IAs for CFCs based on the business plans/ proposals and ensuring smooth & expeditious flow of bank credit to beneficiary IAs/ Special Purpose Vehicles (SPVs) formed for the purpose. Encouraging IAs for timely repayment. Also, closely working with select banks for availing loans & other services at attractive terms compared to other banks. Working towards signing of agreements with banks for customized services to APART IAs/SPVs.
- g. Evaluation, appraisal and in-depth financial analysis of the business plans submitted by the IAs to the Project for setting up of Common Facility Centres (CFCs) with the grant support of the Project.
- h. Testing and establishing the economic and financial viability and feasibility of business plans/ proposals submitted by IAs for setting up Common Facility Centres (CFCs) with the Project's funding support.
- i. Documentation of success stories, innovative agribusiness models emerging out of the CFC initiative under APART and disseminating at various forums like APART Newsletters, magazines, social media, print & other electronic media.
- j. Representing the Project at various forums like meetings, seminar, symposia & other events, as needed.
- k. Any other task assigned by the Reporting Officer.
- l. **Travel Requirements:** PAE will take up field visits/tours to the project locations, CFCs, District Offices etc with the approval of Reporting Officer. Occasional out of state visits may also be required as directed.

(C) QUALIFICATIONS, EXPERIENCE, AGE ETC

9. **Educational Qualification:** Master degree/ Post Graduate Diploma (minimum two years duration) in Finance/Business Administration/ International Business/ Economics or a closely related field.
10. **Working Experience:** At least **seven (7)** years of experience in Project appraisal, evaluation, business plan preparation, financial analysis etc.
11. **Computer Skills:** Must have proficiency in the use of Internet based applications, Graphics, MS Word, MS Excel and MS Power Point and other related applications. *Very strong command on financial analysis particularly of business plans, proposals etc and other business statistics tools/ softwares is essential.*
12. **Language:** Fluency in English and Hindi.
13. **Age:** Age of the candidate should not be more than **50** years as on **1st Jan, 2021**.
14. **Desirable:**
 - a. Ability to work effectively in teams as well as independently;
 - b. Good communication and presentation skills; the candidate is expected to show initiative, synthesis, organization and personal dynamism, should be able to independently prepare reports, plans based on appraisal, analysis, evaluation etc;
 - c. Experience of working in multi stakeholder environment and multi-tasking;
 - d. Fluency in Assamese, Bengali, Bodo and other local languages;

(D) DURATION OF THE CONTRACT, NOTICE PERIOD ETC

15. The tenure of the PAE is intended for entire remaining duration of the project and co-terminus with the project i.e. September 2024. However, continuity of the PAE beyond **eleven (11) months** from the date of signing the agreement and joining the position, will depend upon his/her performance. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the APART's closing date, without thereby incurring any liability to the GoA/PCU/ARIAS Society/World Bank/GoI, etc. The contract with PAE 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 PCU/ARIAS Society or the Government of Assam shall not undertake any responsibility for subsequent deployment of the Consultant.
16. The PAE shall not assign or sub-contract, *in whole or in part*, his/her obligations except with the Reporting Officer's prior written consent. The PAE will have to serve the project on full time basis. He/she will provide services from the office of Assam Industrial Development Corporation (AIDC), Guwahati.

(E) REMUNERATION, PAYMENT TERMS & LEAVE

17. Depending on the qualifications, experience, competency, and also the remuneration/pay package of the last assignment, the consolidated fixed remuneration of the PAE will be determined and mutually agreed, which could be in the range of **Rs. 11.40 lakh to Rs. 19.20 lakh per year**. This annual rate shall be inclusive of all taxes, health/service related insurance, all allowances, cost of accommodation and food, conveyance to attend the office etc. *In case of exceptionally talented candidates and having longer relevant experience i.e. more than 11 years, the remuneration can go up to 25.80 lakhs per annum. However, the final decision in this regard will be taken by the SPD, ARIAS Society.*
18. Travelling, Boarding & Lodging expenses for approved official tours outside HQ will be reimbursed as per prevailing Project rules.
19. The remuneration will be given in equal monthly installments and the performance-linked-incentive will be provided quarterly based on the performance and achievement against the mutually agreed deliverables by the PAE. Taxes as applicable shall be dealt with as per applicable laws.
20. The provisions of leave would be as per prevailing Project rules.

(F) REPORTING AND PERFORMANCE REVIEW

21. The PAE will report to the Head of the Operational Project Implementation Unit (OPIU), Industries & Commerce. The performance of the PAE will be reviewed accordingly on quarterly basis.

(G) FACILITIES TO BE PROVIDED

22. Access to all the required documents, correspondence, and any other information associated with the project, as deemed necessary and shared office space at AIDC, Guwahati, along with necessary facilities like computer, printer, scanner, internet connectivity etc.

Notes:

1. ***This is a draft ToR and SPD reserves the right to modify the ToR, including increasing or reducing the number of positions any time before the recruitment process is completed.***
2. ***ARIAS Society is an equal opportunity employer and strongly encourages women candidates to apply.***