

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society

(An Autonomous Body under Govt. of Assam)

Project Coordination Unit (PCU), Proposed World Bank aided Assam Agribusiness and Rural Transformation Project (APART)

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Draft TERMS OF REFERENCE (TOR)

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

Background

1. Government of Assam (GoA), through the Government of India has applied for a loan of US\$200 million from the World Bank (W.B.) for implementation of the proposed Assam Agribusiness and Rural Transformation Project (APART), which is currently under preparatory stage. The proposed Project Development Objective (PDO) is to “increase value-added 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 silk. Expected duration of the project is for seven years.
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 small 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. A key project thrust will be on increasing investments in Agribusiness sector. An Assam Bureau of Investment Promotion is being set up by the Govt. of Assam under the aegis of Ease of Doing Business Act, 2016. The Project Coordination Unit (PCU) of ARIAS Society in association with Department of Industries and Commerce seeks to hire a Consulting Agency for providing technical assistance to Assam Bureau of Investment Promotion (ABIP) for a period of four years mainly to support its investment promotion agenda particularly in agribusiness sector.
4. 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 of an Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Fund Support (iv) establishing stewardship councils. **The second component is Facilitate Agro Cluster Development** with sub-components being- (i) support establishment of cluster level Industry Associations (IAs), (ii) supply chain infrastructure support to establish a modern supply chain. **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.**
5. The Key Project Indicators (KPIs) are:
 - a) Farmers reached with agricultural assets or services (number), of which female (percentage);
 - b) Value add measured by:
 - i. Increase in quality as measured by price premium of commodities sold by beneficiaries in the selected value chains;
 - ii. Share of selected commodities sold through new marketing channels.
 - c) Resilience measured by: Farmers adopting improved agricultural technology (gender disaggregated).

Objective of the Assignment:

6. The main objective of the assignment will be to set an investment promotion agenda for ABIP and support its implementation particularly in Agribusiness sector.

Scope of Work

7. The broad scope of the assignment:
 - a. Projecting Assam as an attractive investment destination in other states as well as other countries;
 - b. Supporting the ABIP in the improvement of investment climate in the state;
 - c. Supporting ABIP in supervision and administration of the speedy processing of applications and issue of various clearances required to be issued by competent authority or authorities of the State Government under various state enactments, for setting up of industrial or service sector undertakings in the State of Assam.

Activities to be carried out by the Service Provider (SP)

8. **Setting up the physical interface for investors and staffing:** The consulting agency will set up its operations with necessary facilities in the Directorate of Industries and Commerce, Guwahati (Assam). Through the investor interface infrastructure, necessary information will be provided to needy investors through web portal and other communication tools. Walk in inquiries of investors would also be handled through this physical interface. The interactive and dynamic web portal will also have useful information like Assam resource map, sector and sub-sector scan reports, investment opportunities in Assam, copies of marketing collaterals and audio visuals etc. The agency will also deploy necessary manpower for this purpose. Details of key professionals to be deployed and whose CV will be evaluated for the purpose of shortlisting and selection of agency, are provided at annex-1. This activity needs to be completed within three months of contract signing.
9. **Preparation of Marketing Collaterals:** Based on the sector and sub-sector scan study reports (which will be shared by the client), the consulting agency will prepare marketing collaterals like pamphlets, brochures, flyers etc in consultation with the client. This activity needs to be completed within six months of contract signing.
10. **Preparation of audio-visual outreach materials:** The consulting agency will prepare audio visual outreach materials like corporate film on ABIP (one time), documentaries (on each investment attractive sub-sector of agribusiness sector) and TV advertisements (rolling as well as before important events like roadshow and investment summits). The corporate film on ABIP should be completed within one year of agreement signing, while sub-sector wise documentaries should be completed within 18 months of agreement signing. TV advertisements would be an on-going feature.
11. **Roadshows (Outstate):** Road show will be a focused one day event which will theme around certain specific sectors and will endeavour to attract investors from certain states. These will be conducted in other states of the country based on certain criteria where possibility of lead generation is highest. The morning session of the event will be general presentations and projections of the state, while in the afternoon one to one B2B, B2G, and B2C meetings will be facilitated. Two roadshows will be organized in the 2nd year and thereafter one each year till fourth year.
12. **Investment Summit (State):** will be an annual flagship event organized by the Department of Industries and Commerce under the banner of ABIP preferably at Guwahati. It will be a single day event along with exhibition on the sidelines. Each summit will target around 100 investors. One Investment summit will be organized each year starting from 2nd year. The investor feedback will also be gained in the investment summit and will feed into investment climate improvement strategies and policy recommendations to the GoA.
13. **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 starting from year-1, will be conducted. Interested investors will be invited to Assam. These visits will also be anchored by the Consulting agency in association with ABIP and Department of Industries and Commerce, GoA.
14. **Investment Tracking:** The consultant will track and keep a record of each investor right from investment targeting through actual investment made and during implementation. For this, necessary software would be

procured by the consultant and it will be linked to project MIS and M&E. The software would be procured in the first year itself and investor tracking would be an ongoing activity.

15. **Investor aftercare services support:** The consultant 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 PE / other funds etc during modernization or expansion and general information on new opportunities in agribusiness/ food processing industry etc.
16. **Agribusiness Investment MoUs signed:** The following will be the target schedule for number of MoUs signed for actual agribusiness investments in the state-

Year	Year-1	Year-2	Year-3	Year-4	Total
No. of MoUs	--	12	12	12	36

TASK COMPLETION AND PAYMENT SCHEDULE

17. Following will be the task completion and payment schedule:

Sl.	Tasks	Timeline from the date signing of agreement	% of Payment of the contract price
1.	Inception Report	One month	10%
2.	First year activities completed and first annual report submitted	One year	20%
3.	2 nd year activities completed and 2 nd annual report submitted	Two years	20%
4.	3 rd year activities completed and 3 rd annual report submitted	Three years	20%
5.	4 th year activities completed, 4 th annual report and final report submitted	Four years	30%
		Total	100%

Note 1: All payments will be made upon full task completion and report submission.

Services to be provided by the Client

18. The Client would provide the SP the following:
- Project Appraisal Document (PAD) and Project Implementation Plan (PIP)
 - Facilitate access to relevant available data that is required to fulfil the tasks outlined in the ToR
 - Ensuring, where appropriate cooperation of concerned line departments for smooth conduct of the assignment

Key Professionals whose CV and qualifications will be evaluated

19. The CVs of following Key Professionals will be evaluated:

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 15 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"> Developing a marketing strategy for ABIP 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 Developing a contemporary media plan that confirms ABIP's reputation using social media such as facebook, twitter and other such tools Organizing investment promotion events like investor summits, roadshows and overseas outreach programs Maintaining and updating a database of potential

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			<p>investors and making constant follow ups regarding Agribusiness investments to be made in Assam</p> <ol style="list-style-type: none"> Content development for marketing collaterals and refining the USPs (if needed) for investments in sub-sectors of agribusiness. USPs for each sub-sector would be available from the sub-sector scan study report Developing sponsorship packages for promotional events of ABIP Establishing and maintaining close relations with popular TV channels (marketing deptt.) to deal with TV advertisements and related activities Contribute to ABIP corporate film and sub-sector documentaries Developing (if not already developed) and updating the web portal of ABIP and ensuring that it is exquisite enough to grab viewer's attention Maintain close coordination with leading IPAs in the country and adopting best practices in the field Represent APART and Government of Assam in coordination meetings, colloquia, regional or international seminars and conferences in areas relevant to the APART/IPA
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 10 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"> Leverage existing networks to collaborate and foster partnerships for the design, formalization, and management of innovative public-private partnership investments in the state Provide technical assistance to project stakeholders regarding investment promotion and facilitation efforts in identified sectors and geographies by aligning with government priorities Support the ABIP in conducting the pre-requisite research and analytics such as investment attractiveness surveys, investor rating etc 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 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"> 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 Assess and document the performance of local Agribusiness enterprises based on existing documents, secondary research and field visits Conduct training of ABIP Govt. staff and Department staff involved in APART on Agribusiness Management Providing relevant information and feedback to the project M&E team and also enter and update the relevant data in the project MIS Devising ways and means and suggesting implementable strategies on how Agribusiness investments can be strengthened in the state of Assam
4	Entrepreneurship Development Specialist	<p>MBA or equivalent in Entrepreneurship/ Entrepreneurship Development/ Entrepreneurship Management/Family Business Management/ Agribusiness/ Agricultural Economics/ Economics or a closely related field</p> <p>At least 10 years of professional experience in managing/administering Entrepreneurship</p>	<ol style="list-style-type: none"> Identify new and potential important agribusiness models that are emerging and if considered significant enough, (i.e. having potential for large scale replication) commissioning studies so that their effectiveness, impact and profitability is well understood by the broader agriculture and agri business sector. Conduct participatory workshops and seminars for representatives of the public sector and private sector to enhance their awareness and understanding of

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		<p>development programs particularly in Agribusiness sector. Candidates having experience of business incubators in managerial capacity preferred. Past experience of managing own agribusiness would be an advantage.</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage.</p>	<p>agribusiness concepts, needs and opportunities; and to obtain feedback on business procedures, access to credit, marketing system deficiencies, and other factors that cause hindrance in the takeoff of an effective agri entrepreneurship ecosystem in the state</p> <ol style="list-style-type: none"> 3. Create a role as a point of contact and conduit for information access and networking with industry associations (both in the state and outside), private sub-sector associations in agribusiness 4. Ensure that the successes and failures of the new agri entrepreneurship models are rapidly understood and the key issues are rapidly disseminated to the financial institutions, other entrepreneurs, business advisors and other relevant stakeholders 5. Assessing the possibilities of food and agribusiness entrepreneurship models based on project commodities value chains and disseminating the feasible and viable modes at relevant forums 6. Documenting the success stories in agribusiness entrepreneurship & disseminating them at wider scale for learning of other existing and emerging entrepreneurs
5	Business Policy & Investment Climate 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 10 years professional experience in implementing or administering Govt policies on improving investment climate either at an offer 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 each target sector or sub-sector 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 in 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 6. Carry out a SWOT analysis of existing policies on improving investment climate & suggest measures for building on the strengths and eliminating the weaknesses.
6	Corporate Communications Specialist	<p>Masters or equivalent in Mass Communication/ Corporate Communication/Media Studies/ Journalism or a closely related field</p> <p>At least 10 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 developmental countries</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<ol style="list-style-type: none"> 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. 2. Identify the primary, secondary, and tertiary audiences to be targeted by ABIP communication efforts, which support the implementation of the project; 3. Identify and craft priority communication messages and delivery channels to reach priority audiences; 4. Create communication tools and products and oversee the dissemination of these messages; 5. Ensure the quality standards are maintained in content, editing and presentation; 6. Monitor the effectiveness of messages and recommend changes to the communications strategy based on lessons learned; 7. Supporting the Team Leader cum Investment Promotion Specialist in designing relevant outreach tools 8. Serving as a point of contact for media
7	Government & Regulatory Affairs Specialist	<p>MBA/Masters in Public Policy Management/ Political Science/ Industrial Law/Business Law or a closely related field</p> <p>At least 10 years professional experience in</p>	<ol style="list-style-type: none"> 1. 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 2. Proper and clear dissemination of Govt policies on setting

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		<p>managing Govt affairs/ regulatory portfolio in a private (preferably agribusiness) firm with sound knowledge of certifications, clearances, testing and trial requirements for agricultural inputs, food and other agri products. Should Having basic knowledge of intellectual property management would be a plus.</p> <p>Fluency in Hindi and English, knowledge of local language will be an advantage</p>	<p>up new agribusiness in the state</p> <ol style="list-style-type: none"> 3. Conveying certification, clearance and legal requirements to the investors speciality products agribusinesses in the state 4. Facilitating testing and trials of new products manufactured by agribusiness investors in the state to fulfil the legal/regulatory requirements 5. Providing inputs in formulating the MoUs to be signed between the private investors and GoA 6. Sorting out amicably any legal issues which arise between the investors and GoA 7. Acting as GoA representative at various forums/public dealing with regards to business regulatory aspects 8. Providing legal inputs for signing strategic alliances with other state Governments/Country Governments by GoA 9. Providing inputs on formulating agribusiness enabling Govt policies in the state 10. Providing information to investors on taxes, incentives, penalties etc
8	Investment Facilitation Specialist & 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 10 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>	<ol style="list-style-type: none"> 1. Receives, informs, advises and assists investors for setting up new agribusinesses in the state 2. Channelizing the incentives and benefits provided by the Investment as appropriate 3. Providing appropriate information on business environment, regulations and laws 4. Implements the government policy w.r.t. investor aftercare 5. Contributes to the training of investor staff through seminars and training sessions 6. Drafting of MoUs for agribusiness investments into the state and ensuring their proper implementation 7. Assists local and foreign investors in their business start up matters through the single window/ one stop 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 the improvement and facilitation of investment procedures

Note: This is draft ToR which may be modified at RFP stage.
