

# **ARIAS SOCIETY**

## **Assam Rural Infrastructure and Agricultural Services Society (ARIAS Society)**

(An Autonomous Body under Govt. of Assam)

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### **Draft TERMS OF REFERENCE (TOR)**

#### **Hiring of a Consultancy Service Provider for Setting up & Managing Agribusiness Enterprise Development and Promotion Facility (EDPF)**

### **Background**

1. The Government of Assam (GoA) through Government of India (GoI) has applied for a loan from the International Development Association (IDA) for implementation of Assam Agribusiness and Rural Transformation Project (APART). Assam Rural Infrastructure and Agricultural Services (ARIAS) Society is the main coordinating agency for the project. The project will be implemented by eight line departments of GoA including their directorates/agencies/Commissionerates. ARIAS Society now intends to utilize a part of loan to hire a Consultancy **Service Provider (SP)** agency to set up and manage an Agribusiness Enterprise Development and Promotion Facility (EDPF).
2. **Project Development Objective (PDO):** The Assam Agribusiness and Rural Transformation Project aims to “increase value-added and improve resilience in the production and processing of selected agriculture commodities, focusing on small holder farmers and agro-entrepreneurs in targeted districts.”
3. There are four components to 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) setting up of an Agribusiness SME Investment Fund (iv) establishing stewardship councils. **The second component is Facilitate Agro Cluster Development** with sub-components being- (i) support establishment of 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) developing climate resilient production clusters (ii) setting up Farmer Common Service Centres (CSCs) and Market Intelligence Cell (MIC) (iii) Facilitating access to and responsible use of financial services. **The fourth component is project Management, Monitoring and Learning.**
4. 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.
5. Component A is envisioned to enhance the pace of enterprise growth and employment in the targeted districts. This would be done by establishing a cohesive institutional platform (whose role is economy wide and not sector specific), and securing increased private sector investment in the development of value chains, processing and marketing in the targeted districts. The Subcomponent A2, aims to promote an enabling agriculture enterprise ecosystem in the state. Towards this, the project will establish an Enterprise Development and Promotion Facility (EDPF) to foster and accelerate growth of agro-processing sector, thereby promoting commercialization of agricultural production, increasing value addition and agricultural incomes. The EDPF will identify growth oriented entrepreneurs, who are pursuing business opportunities related to postharvest value addition in agriculture and allied sectors, and provide these entrepreneurs with a holistic service offering that accelerates their growth and promotes sustainability. It is expected that EDPF will have a catalytic effect, encouraging a new generation of entrepreneurs to enter, grow, and advance the industry. It is estimated that about 1500 nos Enterprises both new and existing will get established or expanded operations with the support of EDPF.
6. ARIAS Society is seeking to hire a consulting firm to set up and manage the EDPF initially for a period of two years, with possibilities of extension for further years depending upon performance of the agency.

7. The Project Coordinating Unit (PCU) of the ARIAS Society will have the overall responsibility for the EDPF. The service provider contracted from the private sector will be responsible for EDPF operations. The PCU will: ensure that EDPF remains fully aligned to and supportive of the state’s economic policies and the objective of enabling agri enterprise development in state; it will oversee the implementation of EDPF by the Service Provider including approving annual work plans and budgets; lead the process of disseminating learning arising from enterprises supported and stakeholder interactions towards creating a more conducive local business enabling environment. The contracted service provider will staff EDPF’s offices and manage its on-going program of activities. The service provider will provide business development advisory and incubation services to the identified agri enterprises and facilitate their access to financial services

**Objective of the Assignment:**

8. The objective of this assignment is to set up the Enterprise Development and Promotion Facility (EDPF) that will provide pre and post investment support to start up and existing agri entrepreneurs. This will include, among others, market scanning for business opportunities; conducting market and value chain studies of identified commodities; establishing and operating mentorship programs; scouting new technologies, including climate resilient technologies; assisting small and medium entrepreneurs to prepare business and financial proposals; providing business readiness and business planning support to MSMEs; and providing incubation services to emerging agri entrepreneurs. It will also organize agriculture policy seminars, thereby providing a forum for relevant stakeholders to discuss improvements in the agribusiness investment climate.
9. The EDPF is expected to increase the contribution of the agribusiness sector to Gross Domestic Production (GDP) of the State and an improved agri entrepreneurship ecosystem in Assam leading to significant increase in employment generation. EDPF is also expected to improve the ability of agribusinesses in Assam to produce and efficiently market their products both in the state as well as outside the state.

**Scope of Work**

10. The broad scope of the assignment for 24 months (unless otherwise stated) would encompass the following:
- a. Create a body of knowledge, informative network of producer / market linkages (involving the stakeholders- producers, processors, wholesalers, commission agents, exporters and retailers)
  - b. Establish an on-going flow of information related to agribusiness, which will accelerate the economic development of Assam Agribusiness Sector.
  - c. Promote various business activities either supporting agriculture or based on agricultural production and post harvest technology.
  - d. Developing an improved agri entrepreneurship ecosystem in Assam leading to growth of agribusiness industry and number of jobs in this industry

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

11. The detailed scope of the EDPF assignment for this contract shall be as under:

Activity Schedule	
<b>Activity -1</b>	<b>Management and administration of EDPF</b>
<b>Description</b>	The SP will set up the EDPF HQ Office at Guwahati and three sub offices at (i) Jorhat for Upper Assam, (ii) Nagaon for Central/Lower Assam and (iii) Silchar for Barak Valley. The staff to be deployed at HQ and sub offices and their roles and responsibilities are provided in annex-1
<b>Output / Deliverables</b>	Setting up along with manpower the head office and sub offices of EDPF Timeline for setting up offices and resource mobilization: 3 months
<b>Activity -2</b>	<b>Diagnostic study</b>
<b>Description</b>	The SP will conduct a diagnostic study to understand the key agribusiness entrepreneurship ecosystem factors that influence i) the likelihood of an entrepreneur’s ability to start and grow a competitive agribusiness, and ii) the feasibility of an agribusiness incubation approach. This would be a scenario assessment on factors like geographical distribution of entrepreneurs, availability of markets, scalable production potential, access to finance, infrastructure and regulatory constraints and stakeholder sentiments. The study will involve desktop research; in-country interviews and multi-stakeholder interactions; and a survey of entrepreneurs that fall in

<b>Activity Schedule</b>	
	the intended beneficiary category. It should be kicked off and concluded with a multi-stakeholder workshop, inviting inputs and discussion around each of the criteria. <i>Diagnostic study will be carried out by Head Office (HO) team with inputs from Sub Offices (SOs).</i>
<b>Output / Deliverables</b>	Diagnostic study report. Timeline: 6 Months (from date of agreement signing)
<b>Activity -3</b>	<b>Conducting a Gap Analysis based on the Diagnostic Study</b>
<b>Description</b>	Gap analysis would be done for financial, technical and entrepreneurship/MSME support services available to agribusiness entrepreneurs vis-à-vis the opportunities, needs and challenges expressed. Examples of relevant information providers could be business incubators, accelerators, Business Development Service (BDS) providers, technology extensions providers, grant schemes, business angels, funds, and banks etc. Here it is important to focus on the specific services being provided to entrepreneurs and specific gaps existing rather than focusing on portfolio of services and portfolio of needs. The idea is to fill up this gap through incubation and other support services through appropriate offerings. <i>This will be done by HO team.</i>
<b>Output / Deliverables</b>	Gap analysis report Timeline: 8 months (from date of agreement signing)
<b>Activity -4</b>	<b>Market scanning for business opportunities (&amp; preparation of generic b-plans)</b>
<b>Description</b>	The SP would scan the market for potential opportunities for entrepreneurs to participate in; list out potential areas of investment using well defined criteria; based on this undertake in-depth study of individual business opportunities and prepare a docket with bankable projects defining the investment needs and potential that could be taken up by the entrepreneurs (along with techno commercial feasibility). <i>Generic business plans for the identified investment opportunities will be prepared which should be technically, financially and environmentally sustainable.</i> Though these business plans will be generic in nature, SP will ensure that these business plans have a realistic market assessment including demand assessment, technology profiling, raw material sourcing, logistics needed for sourcing raw material, capacity utilization for different scenarios, land requirement, statutory clearances needed for operating the business, license requirement, realistic assessment of investment and working capital needs, possible sources of funding including ways of leveraging various government schemes/subsidies. These generic business plans should also have detailed financial analysis including cash flows, sensitivity analysis, risks and possible mitigation strategies, analysis of competition and construction phasing. As these business plans would be generic and for optimal capacities they can be fine-tuned to the scale, investment, technology needs of the entrepreneur. <i>This would be done by HO team with inputs from SO teams.</i>
<b>Output / Deliverables</b>	Market Scan Report 20 Generic B-plans for starting relevant agri based enterprises in Assam Timeline 12 months (from date of agreement signing)
<b>Activity -5</b>	<b>Refinement of existing value chain studies and conducting value chain studies of new commodities</b>
<b>Description</b>	The SP shall refine the existing value chain studies on banana, rice, maize, mustard, pork and milk. Over and above this, about five more commodities will be taken up for value chain studies. The study shall include following activities, but not limited to: (i) participatory meetings with value chain stakeholders of each cluster such as – producers, aggregators, transport facilitators, storage facilitators, commission agents, wholesalers, retailers and ultimate consumers, (ii) analysis of potential for new value chains, volume & value of the selected crop with respect to its production, postharvest management practices, processing, storage, transport and marketing, (iv) analysis of the data / information collected from various reliable sources, (v) feedback from market participants and other relevant agencies, (vi) understanding on the role of stakeholders (vii) cost contribution analysis per stakeholder (viii) Margins at each level of value addition (ix) Gaps and issues in value chains (x) suggested intervention (xi) SWOT analysis for each value chain (xii) PESTEL (political, economic, social, technological, environmental and legal) analysis and SWOT analysis for interventions suggested. (xiii)

Activity Schedule										
	Comparative study of stakeholders' role and cost contribution in each cluster separately. <i>This would be done by HO team with inputs from SO Teams.</i>									
<b>Output / Deliverables</b>	6 existing value chain studies refined and 5 new Value Chain Study Reports 14 months (from the date of agreement signing)									
<b>Activity- 6</b>	<b>Developing and operating a robust mentoring program</b>									
<b>Description</b>	<p><b>Establishing Mentor Network:</b> The SP will identify and nurture an ecosystem of mentors and mentees. SP will be responsible for reaching out and preparing profiles of well-established entrepreneurs/ subject matter experts, academicians, technocrats, angel investors, etc who could mentor the emerging entrepreneurs- advising them on technical and commercial aspects of running a business. The SP will anchor this mentor network and mentor profiles would be compiled into a Mentors' Directory. Guidelines for identifying and selecting mentors will be developed by the SP and shared with the project authorities for their approval. The SP will develop mentor training modules so as to standardize the services rendered by mentors. The SP will also develop online mentoring platforms. <i>The mentor network will be anchored by HO team.</i></p> <p><b>Mentor Coaching:</b> Mentor coaching will be conducted for three days in a year using the training modules developed for the purpose. Need based resource persons may also be invited from outside for coaching the mentors. <i>These coaching sessions will be done at HO.</i></p> <p><b>Mentor-Mentee Workshops:</b> The SP will hold a series of workshops wherein the potential entrepreneurs and their mentors would interact and exchange ideas on establishing, developing and running new businesses. Issues that arise from these workshops that directly affect the "ease of doing business" should be flagged so that these can provide information for undertaking policy changes. Based on the interest and seriousness of the entrepreneur, SP will also facilitate one on one discussion with the mentors. SP will also invite commercial banks to these workshops so as to establish a rapport between the entrepreneur and the banks. Some of the interested bankers may also be invited as mentors. <i>These workshops will be done at Sub-offices.</i> In years 2, 3 and 4, one workshop at each sub office and in years 5,6 and 7, two workshops at each sub office will be conducted.</p>									
<b>Output/ Deliverables</b>	A Mentors' directory with profiles of at least 20 mentors from different sectors and functions (within 16 months from the date of agreement signing) Mentor coaching-one session (three days) every year Mentor-mentee Workshops:									
	Initial contract		In case the contract is extended							
	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Total		
	--	3	3	3	6	6	6	27		
<b>Activity -7</b>	<b>Technology Dissemination Seminars</b>									
<b>Description</b>	The SP will conduct <b>tech scouting workshops (at State Level)</b> for creating awareness about innovative agri technologies in specific areas of operation. The SP will seek information on agri technologies from both public as well as private sector including research institutions and disseminate them through these seminars. The technologies should be "off the shelf technologies" and ready to be commercialized or already commercialized. Through Technology Dissemination seminars EDPF will bring together, both technology suppliers (licensors) and technology seekers (potential licensees) on the same platform and facilitate channelization of these technologies through agribusinesses to farmers' fields Effort should also be made for sourcing international technologies that are relevant for the state. The SP will facilitate linkages of entrepreneurs with other organizations/ labs/pilot plants as required.									
			Initial contract		In case the contract is extended					
<b>Output / Deliverables</b>	Years		Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7	Total
	Tech dissemination seminars		1	1	1	1	1	1	-	6
<b>Activity-8</b>	<b>Facilitating Access to Finance</b>									
<b>Description</b>	The SP will facilitate one on one dedicated meetings between entrepreneurs and commercial banks in order to facilitate access to finance (both investment as well as working capital). Information dissemination on access to commercial loans will also be carried out by the client. The feedback from entrepreneurs, bankers and other such stakeholders/ networks will be									

Activity Schedule									
	channelized to relevant authorities/ forums such as State Level Bankers Committee (SLBC) etc., in order to initiate discussions on streamlining procedures for accessing bank loans, funds, etc. <i>Majority of the activities for fund mobilization will be carried out at sub offices.</i>								
Output / Deliverables	Amount of bank finance mobilized for the entrepreneurs (Rs. Lakhs)								
	Initial contract		In case the contract is extended						
	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Total	
	--	980	620	480	490	630	500	3700	
Activity –9	<b>Enterprise Outreach</b>								
Description	<p>a) <b>Information and Communication Campaign:</b> will comprise of concerted communication efforts on awareness building about EDPF and the services provided through a host of channels like newspapers, local agricultural magazines, newsletters, mass mailers, advertisements, distribution/sending out of flyers, pamphlets, brochures etc for specific agribusiness sub sectors/ opportunities. The objective of these campaigns will be motivating the potential entrepreneurs to avail the services of EDPF rather than just education. The campaigns will be carried out by centrally by the HO team covering all project areas. One campaign each year is planned throughout the project period.</p> <p>b) <b>Workshops for Industry Associations (IAs):</b> The project would facilitate formation and registration of around 17 Industry Associations among the enterprise cluster as a part of sub-component B-1. One workshop each year will be organized for these Industry Associations. These workshops will also facilitate peer learning among industry associations and resource optimization. They will cover not only business fundamentals to expand, diversify or modernize businesses by individual cluster members but also synergies which can be achieved to develop their businesses as groups. Some of these workshops could be held in collaboration with national, state level industry consortia/association (like FICCI, ASSOCHAM, CII, FINER).</p> <p>c) <b>Buyer –Seller Meets:</b> which are structured in order to promote the products and services of agribusinesses being promoted in the state. Apart from offering increased visibility, these meets also serve the purpose of creating awareness about the market and connecting enterprises to distant but relevant markets. <i>One buyer seller meet is planned (duration 2-3 days) annually at state level.</i></p> <p>d) <b>IT based outreach tools:</b> Apart from the aforementioned efforts, the EDPF will also explore and leverage other tools such as mentor webinars and best practices webinars for disseminating relevant information to needy entrepreneurs. One mentor webinar and one best practice webinar will be conducted each year at State level.</p> <p><b>Note:</b> all the above activities (a-d) will be conducted at state level</p>								
Output / Deliverables		Initial contract		In case the contract is extended					
	Years	Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7	Total
	Info & Comm. Campaign	1	1	1	1	1	1	1	7
	Workshops for IAs	1	1	1	1	1	1	1	7
	Mentor webinar	1	1	1	1	1	1	1	7
Best practice webinar	1	1	1	1	1	1	1	7	
Activity – 10	<b>Business Readiness and Business Planning Support</b>								
Description	<p>a) The EDPF (HO) will prepare a <b>Directory of funding organizations</b> as a ready reckoner for entrepreneurs to find best funding source for their enterprise.</p> <p>b) Training would be provided to entrepreneurs/start ups/FPOs on the following (3 trainings every year, <i>one training at each sub office</i>, starting from 2<sup>nd</sup> year of the project):</p> <ul style="list-style-type: none"> <li>• Financial Strategy Development</li> <li>• Investment Preparation</li> <li>• Management Team Establishment</li> <li>• Market and Competitive Analysis</li> </ul>								
Output / Deliverables	Preparation of Directory of funding organizations (at HO): 6 months from the date of contract agreement signing								
		Initial contract		In case the contract is extended					

Activity Schedule									
	Years	Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7	Total
	Entrepreneurs training	0	3	3	3	3	3	3	18
<b>Activity – 11</b>	<b>Reviewing the b-plans of FPOs for CSCs and IAs for CFCs</b>								
<b>Description</b>	<p>Around 100 Farmer Producer Organizations (FPOs) would be formed in the agri commodity production clusters of the project. These FPOs are expected to set up their own Common Service Centres (CSCs), partly funded by the project. The business plans for CSCs prepared by FPOs with the assistance of FPO service provider will be reviewed by EDPF. Similarly, as mentioned earlier, the project would also be facilitating formation and registration of around 17 Industry Associations from enterprise clusters. These IAs depending upon their District Agro Industrial Development Plans, may come up with proposals for setting up Common Facility Centres (CFCs), partly to funded by the project. These proposals will also be reviewed by EDPF.</p> <p>Initial review will be done by the respective sub-offices and final review will be done by HO. The feasible and promising plans/proposals will be recommended to the project authorities for deciding on project assistance. Though the activity will demand driven a rough estimate of quantities is given below.</p>								
<b>Outputs/ Deliverables</b>		Initial contract		In case the contract is extended					
	Years	Y-1	Y-2	Y-3	Y-4	Y-5	Y-6	Y-7	Total
	CSC B-plans to be reviewed		15	76	8				99
	CFC B-plans to be reviewed		7	10					17
<b>Activity-12</b>	<b>Creating a Robust Knowledge Base</b>								
<b>Description</b>	<p>The SP will prepare an operational knowledge base that could be used by an entrepreneur throughout the life cycle of the enterprise (entrepreneurship modules). The knowledge base modules should comprise of fundamentals of business management including <b>strategy, operations management, organizational behaviour, human resources management, organizational structure, products and markets, operations, finance including major expenditures, sources of financing</b> across the stages of the life cycle of the enterprise (from start up to mature business and expansion). Knowledge base should also cover <b>fundamentals of accounting, sales, marketing, promotion, branding, distribution, logistics etc.</b> EDPF will also develop <b>tool kits</b>. Examples could include tool kit for entrepreneurs to start a business; for mentors; etc. The SP will also establish a <i>business performance tracking system</i> of the enterprises supported by EDP.</p>								
<b>Output / Deliverables</b>	<p>The following modules for agri entrepreneurship will be developed within 18 months from the date of contract agreement :</p> <ol style="list-style-type: none"> <li>1. Strategic Agribusiness Management in Assam</li> <li>2. Agri Enterprise Operations Management</li> <li>3. Organizational Behaviour and Human Resource Management in Agribusiness Enterprises</li> <li>4. Marketing of Agricultural Products</li> <li>5. Operations Management in Agribusiness Enterprises</li> <li>6. Agri Enterprise Financing in Assam</li> <li>7. Accounting in Agribusiness Enterprises</li> <li>8. Sales and Distribution Management in Agribusiness</li> <li>9. Agro Logistics and Supply Chain Management</li> <li>10. Value Chain Approach to Agribusiness</li> </ol> <p>Note: the above modules will be developed by the HO team, with inputs from sub office teams. Need based number of modules will be supplied to SOs by HO.</p> <p>The following tool kits will be developed within 24 months from the date of agreement signing</p> <ol style="list-style-type: none"> <li>1. Mentor Tool Kit</li> <li>2. Investor Tool Kit</li> <li>3. Starting Your Own Business Tool Kit</li> </ol>								

<b>Activity Schedule</b>	
	<p>4. Tool Kit for Gender Mainstreaming in Agri Entrepreneurship</p> <p>Note: Tools kit will be developed by HO team, with inputs from SO teams. Tool kits in sufficient numbers will be supplied to SOs by HO</p>

### **Roles and Responsibilities of the EDPF SP**

12. The Roles and Responsibilities of the EDPF SP will include:

- a. The EDPF SP shall work under overall guidance of the State Project Director (SPD), APART. The SP will report regularly the progress of work to SPD and as and when desired by the SPD.
- b. **Inception Report:** The SP Organization will develop a methodology and work plan for first two years for EDPF implementation which will be agreed with PCU. The Inception Report containing the methodology and work plan should be presented to PCU *within one month from the date of signing Contract Agreement with the SP*. The Inception Report shall also include:
  - i) **Overview of Agri-business in Assam vis-a-vis India:** The current approach of the State to agri-business and strategy for achieving greater commercialization of the agricultural sector and opportunities available for the State. How to enhance the investment in agriculture with the development of the small and medium entrepreneurship with the techno financial help.
  - ii) **EDPF Detailed Work Plan including GANTT Charts:** This will be clear and succinct setting out timelines, resources etc for all the proposed activities mentioned above.
- c. **Monitoring & Evaluation:** Timely Report submission of EDPF activities for M&E and MIS. The systems developed for MIS and M&E in APART shall cover all the activities of EDPF.
- d. **ESMF:** All the activities under EDPF shall be implemented in accordance with Environment and Social Management Framework developed for APART. A copy of framework will be shared with the SP.
- e. **Intellectual Property Rights (IPR):** Various studies, documents, surveys, and results that will be created in due course of implementation of EDPF will be intellectual property of the Project.
- f. **Reporting:** The SP shall submit Periodical Reports to PCU, the formats for which shall be developed by SP and agreed upon by PCU. The monthly, quarterly, half yearly, annual, mid-term report, project completion reports (as the case may be) regarding all the EDPF activities prepared in coordination with the M&E Agency of the Project, will submitted to the PCU in a timely manner.
- g. **Audit:** The systems developed for Internal & External Audit in APART will cover all the activities of EDPF. The SP shall submit necessary financial information to the PCU, as & when required by PCU, to address the issues related to EDPF working raised in Audit report, in order to prepare Audit Compliance Report/s in time.
- h. Any other instructions of SPD related to the assignment will have to be complied with promptly.

### **Payment Schedule**

13. Payment schedule to the Service Provider shall be as follows

Sl.	Mile Stone	Timeline from the date signing of agreement	% of Payment of the contract price
1.	Inception Report	Within 30 days	5%
2.	1 <sup>st</sup> Half yearly Report against activities completed as per Activity Schedule given above	Within 6 months	15%
3.	1 <sup>st</sup> Annual Report against activities completed as per Activity Schedule given above	Within 12 months	30%
4.	2 <sup>nd</sup> Half yearly Report against activities completed as per Activity Schedule given above	Within 18 months	20%
5.	2 <sup>nd</sup> Annual yearly Report	Within 24 months	30%

	against activities completed as per Activity Schedule given above		
		<b>Total</b>	<b>100%</b>

### Period of Service

14. The SP's services shall commence with effect from the date of signing of the contract agreement. The assignment initially will be for a period of twenty four (24) months. Subject to satisfactory performance by the SP and need of the project as assessed by the State Project Director (SPD), ARIAS Society, the assignment may be extended for further period.

### Services to be provided by the Client

15. The Client would provide the SP the following:
- Project Appraisal Document (PAD) and Project Implementation Plan (PIP)
  - Facilitate access to available relevant data that is required to fulfil the tasks outlined in the ToR
  - Ensuring necessary cooperation of the project Line-departments as required
  - Any other support/service whatsoever will not be provided by the client

### Key Professionals whose CV and qualifications will be evaluated (EDPF HQ)

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

- a. For EDPF Head Quarter

Sl.	Designation	Desired Qualifications and Experience
1	Team Leader & Agribusiness Specialist	Graduate in Agriculture or allied science with Post Graduation in Agri Business Management (ABM)/MBA-ABM/MABM/ PGDBM- Agri Business Management/PGDABM from reputed institute/University with at least 15 years of experience in agri business, investment promotion, value chain promotion, agricultural marketing
2	Agricultural Finance Specialist	Post Graduate in Economics or MBA / PGDBM in Finance or a closely related field from a recognized University with at least 10 years experience in Agri-business Finance & Policy Advisory
3	Agricultural Economist	Post Graduate in Economics/ Agricultural Economics, Commerce or a closely related field from a recognized University with at least 10 years experience Economic & financial analysis
4	Agricultural Marketing Specialist	Graduate with MBA (Agribusiness)/MBA (Agri Marketing and Cooperation) / PGDABM from a recognized University/Institute with around 10 years experience in agricultural marketing

- b. EDPF Sub-Offices (three CVs should be submitted for each position at three sub-offices)

Sl.	Designation	Minimum Qualifications and Experience
1	Team Leader and Agribusiness Expert	Graduate in Agriculture or allied science with Post Graduation in Agri Business Management (ABM)/MBA-ABM/MABM/ PGDBM-Agri Business Management/ PGDABM from reputed institute/University with at least 10 years of experience in agri business, investment promotion, value chain promotion, agricultural marketing
2	Agricultural Economist	Post Graduate in Agricultural Economics/Economics or Commerce from a recognized University with at least 10 years experience Economic & financial analysis
3	Agricultural Marketing Expert	Graduate with MBA (Agribusiness)/MBA (Agri Marketing and Cooperation) / PGDABM from a recognized University around 7 years experience in marketing

### Governance Structure

17. Following will be the Governance structure of EDPF

- a. **EDPF Review Committee:** A committee "EDPF Review Committee" will supervise the implementation of EDPF. The EDPF Review Committee will be chaired by State Project Director (SPD), APART. It will have members from different line departments involved in the project. The EDPF Review Committee shall review and monitor the working of EDPF through quarterly, six monthly and annual reviews.

- b. **Review Committees for Studies, Surveys, Publications, etc:** There shall be specific activity review committee/s consisting of Govt. officials of respective departments, SPD (APART) and expert invitee representative/s of EDPF in consultation with PCU etc. which will supervise the implementation of specific major activities of EDPF.

## Annexure-1

### Staff Position, Roles and Responsibilities at EDPF HQ, Guwahati

#### A. Team Leader & Agribusiness Specialist

1. Identify new and potential important agri marketing / agribusiness models that are emerging in state, 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 and rural finance sector. Conduct participatory workshops and seminars for representatives of the public sector, private sector, and non-government organization (NGOs) to enhance their awareness and understanding of agribusiness concepts, needs and opportunities; and to obtain feedback on business procedures, access to credit, marketing system deficiencies, and other factors that cause market distortions.

Using the feedback, carry out a rapid assessment of the agribusiness sector from input distribution to production, harvest, post-harvest, processing, and marketing to identify significant constraints and potentials; and recommend measures to correct the constraints and to effectively exploit the potentials disseminating the information to sub-offices.

2. Create a role as a point of contact and conduit for information and networking between the agribusiness and trading sector, and their associations and the project, the Marketing Board, the Government of Assam and the EDPF sub offices;
3. Ensure that the successes and failures of the new agri marketing models are rapidly understood and the key issues are rapidly disseminated to the financial institutions, entrepreneurs and business advisors.
4. Feed information on market opportunities, business opportunities into the communication network in the project, so that field staff are well informed, and can advise their clients and capture from field, the feedback on success/failure and modify messages and activities accordingly.
5. Assess the factors influencing comparative and competitive advantage of selected commodities and recommend measures for enhancing competitiveness.
6. Analyze existing and future needs for quality assurance systems to enable agro products to comply with the hygienic, phyto-sanitary and social requirements.
7. In consultation with private sector stakeholders, capture maximum potential of the Government's development strategies, policy and regulatory framework, and their conduciveness to agribusiness. Identify opportunities in the legal and policy framework to improve the enabling environment for agribusiness.
8. Oversee the EDPF Activities and provide technical inputs for the following:
  - Dissemination of the findings of various studies commissioned by the Project to the stakeholders in general and to the EDPF Sub office teams.
  - Understanding the analysis of a series of business case studies that will be carried out, new marketing, models that will emerge as a result of the project i.e. CSC, E- markets, and local aggregators of the product to access the new financial instruments like warehouse receipts and ensuring that the findings are disseminated to entrepreneurs, financial institutions, agri businesses and farming sector and so also to the EDPF Sub offices
  - Provide a commentary on markets, product and evergreen business models and on the different financial institutions and their product on the project website/portal.
  - Coordinate with technical agencies and financial analysts to facilitate handholding of PCs in a systematic and time responsive manner.
  - Review reports and aid Project initiatives in agribusiness, and small- and medium enterprises (SMEs) development in the State to identify areas that have received Project support.

## **B. Agricultural Finance Specialist**

1. Scouting for new funding sources for agri MSMEs apart from traditional bank financing and connecting the needy entrepreneurs to these non-traditional funding sources through the EDPF sub offices
2. Create a role as a point of contact and conduit for information and networking between the agribusiness and trading sector, their associations, the financial sector and the project, the Marketing Board and the sub offices, so that policy, trading and farming needs can be better tuned with one another;
3. Create a role as an interlocutor between the financial sector, the project and the government.
4. Understand the modus operandi of the financial institutions, the new financial products and loaning criteria that are emerging;
5. Encourage the financial sector to understand the financial needs of the agri- business and trading sector and seek to increase the access of finance;
6. Provide a commentary on policy and financial regulations, and on the different institutions and their products available in the project geographies;
7. Sensitize the financial sector to new business models, investment opportunities and potential alternatives and newer financial products that will benefit the farming, agri-business and agro-trading sector including the input side of agri value chain;
8. Ensure that an understating of financial products and institutions in entrepreneurship is gained by project staff and particularly by ATMAs & DICCs so that they can advise their clients accordingly;
9. Be in close liaison with Agribusiness SME Fund, understanding their requirements and providing necessary inputs from project locations

## **C. Agricultural Economist**

1. The Agricultural Economist will carry out research and information gathering for the Agribusiness Specialist and Finance Specialist and act as an alternate on their behalf.
2. In conjunction with the agribusiness and marketing specialists, analyze cost of production and returns for agricultural crops and agro products. Using economic rate of return, domestic resource cost, and effective protection rate or other appropriate approaches, conduct market analysis to assess the comparative advantage and competitiveness of the products in the domestic and international market.
3. Analyse the marketing costs for crops and agro products and recommend measures to achieve greater profitability and competitiveness.
4. Assess the implications on competitiveness of current policy and regulatory initiatives for the development and growth of the agribusiness sector by comparing the cost of services provided by the public and private sectors and NGOs; recommend measures for enhancing competitiveness of the agribusiness sector.
5. Estimate the economic benefits from reductions in transaction costs resulting from simplifying the procedures for business start-ups, operations, and access to credit, improvements in marketing systems, and other constraints to be addressed.
6. Carry out economic and financial analyses, including a least-cost analysis of alternative institutional arrangements, to determine the viability of the proposed enterprises and the distribution of the investment benefits among stakeholders; carry out sensitivity and risk analyses

## **D. Agricultural Marketing Specialist**

1. Review past and present initiatives in marketing of the various agricultural commodities and products in the State, advising the project authorities on simplifying and improving the same.
2. Help the regional teams conduct participatory workshops and seminars and guide discussions to obtain feedback on deficiencies in agricultural marketing systems that inhibit efficiency and profitability, including but not limited to marketing information and intelligence, transportation and post harvest infrastructure,

packaging, standardization and grading, quality assurance and meeting the requirements of international buyers including the WTO and other trade initiatives.

3. To recommend appropriate management techniques for rural market operations, assess the need for detailed commodity-oriented markets.
4. Determine the need for market information and intelligence systems at Project and the grassroots levels, to help agribusiness enterprises identify domestic and international market opportunities, how and where these systems should be set up, and the capacity building required for operating the systems.
5. Assess the potential for establishment of farmers' organizations for marketing and recommend an institutional framework for accomplishing this in conjunction with the regional teams.
6. Examine the existing market systems for agricultural inputs including seeds, pesticides, fertilizers, and other inputs, and recommend strategies for improving their availability.

#### **Staff Position, Roles and Responsibilities at EDPF Sub Offices each at Jorhat, Nagaon and Silchar**

##### **A. Team Leader and Agribusiness Expert**

1. Conduct the participatory workshops and guide discussions to obtain feedback on legal, administrative, procedural, and other constraints, including technical to start-up and profitable operation of agribusiness enterprises.
2. Based on the feedback, study the planning, start-up, registration, and operation of small and medium agribusiness enterprises to identify the primary inefficiencies, barriers to entry, factors inhibiting profitability, and other underlying problems.
3. Provide information, advice, and acting as a two way conduit for information between field staff and the EDPF HQ and PCU staff;
4. Act as a conduit for the exchange of information between the project, HQ and field staff, the agribusiness community, and convene meetings so that best practices and field lessons are exchanged;
5. To have a network with the local agri-business community, their trade and professional associations so that business opportunities and marketing linkages can be fed into the project network
6. To organize, in conjunction with the local agri-business community, their trade and professional associations annual workshops and ensure that the information provided is relevant and responds to the needs of the local agribusiness and trading community;
7. Also to coordinate with Economist to prepare the business proposals and follow up to get them sanctioned
8. To review the business plan prepared by farmer producer companies for CSCs and under the Business Development Support (BDS) vertical
9. To identify the technical and financial input required by the CSCs and other agro enterprises in the region and guide them accordingly.
10. Conducting participatory workshops and seminars as per instructions from Head Office & guide discussions to obtain feedback on deficiencies in agricultural marketing systems that inhibit efficiency and profitability, including but not limited to marketing information and intelligence, transportation and post-harvest infrastructure, packaging, standardization and grading, quality assurance and meeting the requirements of international buyers.
11. To recommend appropriate management techniques for rural market operations, assess the need for detailed commodity-oriented markets.
12. Determine the need for market information and intelligence systems at the grassroots levels in the catchment area of sub office, to help agribusiness enterprises identify domestic and international market opportunities, and building their capacity to realize these opportunities.

## **B. Agricultural Economist**

1. The Agricultural Economist will carry out research and information gathering for the Agribusiness Expert and act as an alternate on his behalf.
2. In conjunction with the agribusiness and marketing experts, analyze cost of production and returns for agricultural crops and agro products. Using economic rate of return, domestic resource cost, and effective protection rate or other appropriate approaches, conduct market analysis to assess the comparative advantage and competitiveness of the products in the domestic and international market.
3. Analyse the marketing costs for crops and agro products of the region, and recommend measures to achieve greater profitability and competitiveness, in turn passing on this information to the EDPF HO.
4. To carry out economic and financial analysis of dominating agro enterprises in the region, replicating the success stories and provide suggestions to entrepreneurs where such deficiencies exist.
5. Estimate the economic benefits to the agro enterprises in the region, from reductions in transaction costs resulting from simplifying the procedures for business start-ups, operations, and access to credit, improvements in marketing systems, services provided by EDPF and passing on the information to HO for collation.
6. Developing alternate farm plans for existing farm models (being followed by majority farmers) and disseminating these at various farmer forums and also passing on to HO. Testing the actual benefits accrued by farmers by adopting these alternate farm plans and maintaining a record of cumulative benefits so gained by the farming community in the region

## **C. Agricultural Marketing Expert**

1. Review past and present initiatives in marketing of the various agricultural commodities and products in the region.
2. Studying new and emerging agricultural marketing, establishing their feasibility and viability, and replicating the successful ones keeping in loop the EDPF HO
3. To market the entrepreneurship development and support initiatives of the EDPF and APART in his catchment area districts
4. Will maintain close liaison with AME of ATMA in his catchment districts, disseminating information on EDPF initiatives to progress farmers, farmer entrepreneurs and other value chain players
5. Documenting success stories of innovative agri entrepreneurship and disseminating them in the region with an objective of replication
6. Be in close touch with the market intelligence cell of the project and disseminating useful information to farmers and agro entrepreneurs as deemed fit on a regular basis
7. Be the face of the EDPF sub office and actively promote it through various channels etc.
8. Providing necessary feedback on institutional and policy level challenges in agricultural marketing in the region, to the HO, so that same can be routed to Govt and project authorities and suitable remedial measures can be taken.

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