

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 a Consultancy Service for Technical Assistance to Stewardship Council in Fishery, Piggery, Perishables and Spices & Condiments Sectors to be set up for APART

Background

1. The Government of Assam (GoA) through Government of India (GoI) has applied for a loan from the World Bank (WB) 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 agency for providing “Technical Assistance to Stewardship Council in Fishery, Piggery, Perishables and Spices & Condiments Sectors to be set up under APART” *initially for a period of two years*, extendable to further periods depending upon the performance of the agency and project requirements.
2. **Project Development Objective (PDO):** The Assam Agribusiness and Rural Transformation Project aims to “increase value-added and improve resilience of selected agriculture value chains, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam”.
3. There are four components of the project: **The first component is Enabling Agri enterprise Development**, with sub components being (i) enhancing state capacity to attract private investments, (ii) setting up 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.**
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. Stewardship Council would set under this component. This stewardship council will cover four sectors namely (i) Fishery, (ii) Piggery (iii) Perishables (fruits & vegetables) and (iv) spices & condiments. The main objective of this stewardship council will be to act as a platform for engaging industry leaders and stakeholders of the given value chain to act in concert to develop and implement sustainable strategies for their value chain. The aim is to strengthen, information, coordination and linkages in the targeted value chains and institute a sustainable mechanism for effective public-private sector dialogue. It is expected that the council, will identify constraints (policy, institutional, etc.) and workforce development, strategies, skill gaps that are needed to be bridged to raise productivity and competitiveness of the respective value chain.
6. ARIAS Society is seeking to hire a consulting firm to provide technical assistance to this multi-sectoral stewardship council mainly in the areas of (i) preparation of detailed action plans and, feasibility studies, for the sustainable growth of the identified value chains, (ii) providing technical assistance to develop a market based

vision and strategic action plan for each value chain, and (iii) providing need based investment support on the basis of business plans prepared by council for development of each targeted value chain.

7. The Project Coordination Unit (PCU) of the ARIAS Society will have the overall responsibility for the Stewardship Council. However, setting up, day to day management and functioning responsibilities of the stewardship council will be shared by the (i) Department of Fisheries for fish value chain (ii) Animal Husbandry and Veterinary Department including Assam Livestock & Poultry Corporation (ALPCo) for Pork value chain (iii) Directorate of Horticulture & Food Processing for Spices and Condiments as well as for perishables (fruits and vegetables). The consulting agency will provide technical support to the council as mentioned above in para 6 and other need based support as required from time to time. The PCU will ensure that this multi-sector stewardship council 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 work of consulting agency including approving annual work plans and budgets.

Objective of the Assignment:

8. The contracted agency will be responsible for achievement of the following objectives under multi-sector stewardship council set up as a part of APART-
 - a. Stakeholder mobilization from all the four value chains i.e. Fishery, Piggery, Perishables (fruits and vegetables), Spices & Condiments;
 - b. Preparation of vision document for the stewardship council;
 - c. Feasibility studies in the four value chains as mentioned above;
 - d. Preparation of business plans for value chain development (implementation to be partly funded under the project as matching grants);
9. Apart from the above, the contracted agency will also support the stewardship council in (i) formation and management of a policy dialogue group which would identify policy and regulatory level constraints in the four sectors (ii) organizing sectoral seminars and policy communication seminars and (iii) publications like sectoral reports, policy briefs, newsletters etc.

Scope of Work

10. The broad scope of the assignment:
 - a. Supporting GoA through APART with feasible and viable policy recommendations for overall improvement and development of four value chains i.e. (i) Fisheries (ii) Piggery (iii) Perishables (fruits and vegetables) (iv) Spices and Condiments
 - b. Establishing linkages and networks among primary and secondary value chain players for improving efficiency and effectiveness for four value chains mentioned above
 - c. Awareness creation and dissemination on important developments and improvement strategies in the concerned value chains through a series of publications and events.

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

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

Activity Schedule for Main Activities	
Activity -1	Stakeholder mobilization & Diagnostic Reports
Description	The consultant will mobilize the important stakeholders in the four value chains i.e. (i) Fisheries (ii) Piggery (iii) Perishables (fruits and vegetables) (iv) Spices and Condiments. These stakeholders will represent all segments of the value chains i.e. production, processing, marketing as well as support service providers. The inputs from these stakeholders will feed into sector/value chain diagnostics and will help in identifying the major constraints prevalent across the project in efficient functioning of these value chains. These will form the basis of strategies formed to raise the productivity as well as competitiveness in the value chains.
Output / Deliverables	Diagnostic report of the four value chains i.e. (i) Fisheries (ii) Piggery (iii) Perishables (fruits and vegetables) (iv) Spices and Condiments under APART districts Timeline: 6 months from the date of agreement signing.

Activity -2	Preparation of Vision Document								
Description	<p>The consultant will prepare a Vision Document 2030 for the four sub-sectors i.e. (i) Fisheries (ii) Piggery (iii) Perishables (fruits and vegetables) (iv) Spices and Condiments under APART districts. The vision documents will clearly specify the current status of important indicators in the four value chains and the expected status in the year 2030. This document should be in light of the Assam Vision 2030 document and four specific Sustainable Development Goals (SDGs) being addressed through APART i.e.</p> <p>Goal 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture, by enhancing income, food security, and nutrition of large number of rural population, where the majority of Assam’s poor people reside.</p> <p>Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all by promoting a broad-based agriculture growth and employment in rural areas, where more than two-third of state’s population is employed.</p> <p>Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation by rehabilitating and modernizing rural roads, common service centers, agro-processing units and farm structures with enhanced resilience features of flood protection.</p> <p>Goal 13 – Take urgent action to combat climate change and its impacts and reduce GHG effects of agriculture production by promoting a wide range of water saving technologies and agricultural practices expanding areas for high value crops with less water, improved livestock and fish rearing practices, and by enhancing awareness, and human and institutional capacity on climate change mitigation, adaptation, and impact reduction.</p> <p>The vision document must provide a roadmap and milestones at short term spans to monitor progress. The roadmap must also include indicators to measure the process as well as impact of intervention in order to guide revisions or omissions required in a policy/ programme. This document will also be guided by the feasibility studies conducted during first year of the project.</p>								
Output / Deliverables	<p>Vision 2030 document for (i) Fisheries (ii) Piggery (iii) Perishables (fruits and vegetables) (iv)Spices and Condiments of Assam</p> <p>Timeline: 24 Months from date of agreement signing (to be initiated in year-2 of project)</p>								
Activity -3	Feasibility Studies								
Description	<p>Sectoral feasibility studies on suggested interventions in diagnostic reports will be conducted by the consultant in the four sectors as indicated above. These feasibility studies will cover techno economic and social viability of the interventions suggested and will feed into the vision document. These studies will also indicate how the growth projections will be supported through sub-component interventions and their cost and returns analysis over the project duration.</p>								
Output / Deliverables	<p>Four feasibility studies-one in each of the focus sectors</p> <p>Timeline: 12 months from date of agreement signing</p>								
Activity -4	B-plans preparation								
Description	<p>The consultant will support sector management companies/organizations in the abovementioned sectors in preparation of their business plans for expansion, diversification or modernization of their businesses. These b-plans should be technically, financially and environmentally sustainable. These b-plans will capture 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 including financial analysis.</p>								
Output / Deliverables	Sector ↓	Initial Contract		In case the contract is extended					Total
	Year →	2017	2018	2019	2020	2021	2022	2023	
	Fishery	--	1	1	1	1	1	1	6
	Piggery	--	1	1	1	1	1	1	6
	Perishables	--	1	1	1	1	1	1	6
	Spices & Condiments	--	1	1	1	1	1	1	6
	Total	--	4	4	4	4	4	4	24
Activity Schedule for Support Activities									

Activity -5	Formation and Management of a Policy Dialogue Group								
Description	The consultant will support the council in the formation and management of a Policy Dialogue Group which will be multi sectoral in composition with senior level experts from the four sectors comprising of policy makers, academia, researchers, corporates and civil society professionals. The major role of this policy dialogue group will be to act as a think-tank to identify policy and regulatory level constraints in the four focus sectors and convey the same along with strategies to address the constraints to GoA through PCU, APART. It will also focus on sectoral capacity building needs. The group will meet at least once a year. The view-points emerged from these meetings would feed into the policy communication seminars.								
Output / Deliverables	The group would be formed in the first year of the project. The schedule of meetings of the group is mentioned below								
	Year	Initial Contract		In case the contract is extended					Total
		2017	2018	2019	2020	2021	2022	2023	
	Min. No. of meetings	1	1	1	1	1	1	1	7
Activity- 6	Sectoral Seminars and Policy Communication Seminars								
Description	The Consultant will support the stewardship council in organizing one sectoral seminar each year starting from year-2 of the project. The seminar will be of four days duration and one day will be dedicated for each sector i.e. (i) Fishery (ii) Piggery (iii) Perishables (fruits and vegetables) and (iv) Spices and Condiments. In these seminars issues of concern in each of the sectors will be discussed at length and suitable sector specific strategies will be carved out to address these challenges. Apart from this, the consultant will also support the stewardship council in organizing one policy communication seminar each year starting from year-2 of the project. In this policy communication seminar view-points emerged from the policy dialogue group meetings will be discussed at length with the value chain stakeholders at large and will be validated. Each policy communication seminar will of two days duration and will be followed by release of a compendium of policy recommendations.								
Output/ Deliverables	Year→	Initial contract		In case the contract is extended					Total
		2017	2018	2019	2020	2021	2022	2023	
	Sectoral seminar	--	1	1	1	1	1	1	6
	Policy Communication Seminar	--	1	1	1	1	1	1	6
Activity –7	Publications								
Description	The Consultant will support the Stewardship Council in bringing out publications like (i) sectoral reports in the four focus sectors and (ii) policy briefs. The sectoral reports will focus on the ongoing scenario in the sector at state level, national level and international level and how the challenges and loopholes can be converted into opportunities for overall development of the sector. Specifically, the sectoral report would harp upon sector potential, market size, major players and their market shares, current and past trends, growth projections (if any), a SWOT and PESTEL analysis of the sector, international best practices and major factors influencing the growth of the sector etc. Policy briefs will be sent advisory notes for media & Government.								
Output / Deliverables	Years	Initial contract		In case the contract is extended					Total
		2017	2018	2018	2019	2020	2021	2022	
	Sectoral Reports (one in each sector per year)	--	4	4	4	4	4	4	24
	Policy briefs (one in each sector per year)	--	4	4	4	4	4	4	24

Roles and Responsibilities of the Consultant

12. The Roles and Responsibilities of the Consultant will include:
 - a. The Consultant shall work under overall guidance of the State Project Director (SPD), APART, ARIAS Society. The consultant will report regularly the progress of work to SPD through officer incharge Stewardship Council.

- b. **Inception Report:** The Consultant will develop a methodology and work plan for first two years for implementation of the Stewardship Council Program 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 Inception report shall also include:
 - i) Brief Overview of Fishery, Piggery, Perishables and Spices and Condiments in Assam vis-a-vis India
 - ii) Consultant's Detailed Work Plan including GANTT Charts
- c. **Intellectual Property Rights (IPR):** Various studies, documents, surveys, and results that will be created in due course of implementation of Stewardship Council program will be intellectual property of the Project.
- d. **Reporting:** The Consultant shall submit Periodical Reports to PCU, the formats for which shall be developed by the Consultant 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 activities carried out by the consultant, prepared in coordination with the M&E Agency of the Project, will submitted to the PCU in a timely manner.
- e. **Audit:** The systems developed for Internal & External Audit in APART will cover all the activities of Consultant under Stewardship Council. The Consultant shall submit necessary financial information to the PCU, as & when required by PCU, to address any issues raised in Audit report, in order to prepare Audit Compliance Report/s in time.
- f. 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 st Half yearly Report against activities completed as per Activity Schedule given above	Within 6 months	15%
3.	1 st Annual Report against activities completed as per Activity Schedule given above	Within 12 months	30%
4.	2 nd Half yearly Report against activities completed as per Activity Schedule given above	Within 18 months	20%
5.	2 nd Annual Report against activities completed as per Activity Schedule given above	Within 24 months	30%
Total			100%

Period of Service

14. The Consultant'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 Consultant 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:
 - a. Project Appraisal Document (PAD) and Project Implementation Plan (PIP)
 - b. Facilitate access to relevant available data that is required to fulfil the tasks outlined in the ToR
 - c. Ensuring, where appropriate cooperation of concerned line departments for smooth conduct of the assignment

Key Professionals whose CV and qualifications will be evaluated

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

Sl.	Designation	Desired Qualifications and Experience
1	Team Leader & Agri Policy Specialist	Graduate in Agriculture or allied science with Post Graduation in Agri Business Management (ABM)/ MBA-ABM/ MABM/ PGDBM- Agri Business Management/ PGDABM/ Agricultural Economics from reputed institute/ University with at least 15 years of experience in agri business, writing policy briefs, documenting media strategies, corporate communication etc.
2	Piggery Specialist	Graduate in Veterinary Science with or MBA / PGDBM (Agribusiness) or a closely related field from a recognized University with at least 10 years experience in animal husbandry (preferably piggery sector)
3	Fishery Specialist	Graduate in Fisheries with MBA/ PGDBM (Agribusiness) or a closely related field from a recognized University with at least 10 years experience in Fisheries (preferably inland fisheries) sector
4	Perishables (Fruits & Vegetables) Specialist	Graduate in Agriculture/ Horticulture with MBA/ PGDBM (Agribusiness) or a closely related field from a recognized University/ Institute with around 10 year experience in handling fruits and/ or vegetables at commercial scales
5	Spices and Condiments Specialist	Graduate in Agriculture/ Horticulture with MBA/ PGDBM (Agribusiness) or a closely related field from a recognized University/ Institute with around 10 year experience in handling spices and/ or condiments at commercial scales
