

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society

(An Autonomous Body of Govt. of Assam)

Project Coordination Unit (PCU) of the World Bank financed

Assam Agribusiness & Rural Transformation Project (APART)

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Draft Indicative Terms of Reference (ToR)

For Incubation Manager (BIM) for Guwahati Biotech Park Incubation Centre (GBPIC)

(A) BACKGROUND AND OBJECTIVES

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan from the World Bank (IBRD: International Bank for Re-construction and Development) for the Assam Agribusiness and Rural Transformation Project (APART). The Project Development Objective (PDO) of APART is to “add value and improve resilience of selected agri value chains focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam”. The Assam Rural Infrastructure and Agricultural Services (ARIAS) Society, an autonomous body of the Govt. of Assam, is the apex coordinating and monitoring agency for the Project.
2. The APART project will achieve the PDO by: (i) promoting investments in agri-enterprises, reducing the business and transaction costs, facilitating access to finance for agribusiness entrepreneurs, and, where appropriate, push for process, regulatory and/or policy change; (ii) supporting the development of a modern agri supply chain; improved information communication technologies (ICT) based farm information and intelligence services, and alternative marketing channels; and (iii) improving producers’ access to knowledge, technologies and infrastructure so that they are able to respond to market opportunities and climate variability. To achieve the PDO, the project will adopt clusters (production and enterprise) and value chain approach. The project will be implemented in 16 districts¹ (undivided as of 1st April, 2016) of Assam.
3. There four components of APART: **The first component is Enabling Agri Enterprise Development**, with sub components being (i) enhancing state capacity to attract private investments, (ii) Setting up an Agribusiness Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Investment Fund (AIF) support (iv) establishing sector stewardship councils. **The second component is Facilitating Agro Cluster Development** with subcomponents being- (i) support establishment of cluster level Industry Associations (IAs), (ii) supply chain support. **The third component is Fostering Market Led Production and Resilience Enhancement** with sub components being (i) promoting climate resilient technologies and their adoption (ii) facilitating market linkages through market intelligence and product aggregation (iii) facilitating access to and responsible use of financial services. **The fourth component is project Management, Monitoring & Learning.**
4. Under the Subcomponent A2, it is envisaged to set up an Enterprise Development and Promotion Facility (EDPF) for providing incubation services to emerging agri- entrepreneurs. A professional service provider agency will hired from the private sector for EDPF operations. The service provider will provide business development advisory and incubation services to the identified agri-enterprises and facilitate their access to financial services. In this context it is being considered to provide support under APART to the Guwahati Biotech Park (GBP) (a registered society under the Science & Technology Department of the GoA.) towards fulfilment of the overall objective the subcomponent-A2. The GBP owns and manages the Guwahati Biotech Park Incubation Center (GBPIC), which is intended for the entrepreneurs interested in creating their own business plan, and cooperates with them to transform an innovative idea into a successful business.
5. The GBP & the GBPIC was set up by the GoA to promote business in biotechnology and allied areas through entrepreneurship development particularly in the North-Eastern region of the country. The major objective of the park is to facilitate faster growth of biotech industry and to accelerate the R&D activities in biotechnology and related fields with effective utilization of the rich natural resources of this region and to educate and utilize local human resources. The incubation labs nurture young entrepreneurs by providing them with ready space. The entrepreneur is thus freed of the burden of investing upfront. The entrepreneurs are able to use the core facilities at GBPIC in the pilot stage of their business plan and validate their scientific ideas. On validation of the concepts these incubatees further go on creating and developing new business and employment opportunities.

¹ Nagaon, Sonitpur, Barpeta, Karbi Anglong, Kamrup, Dhubri, Golaghat, Kokrajhar, Lakhimpur, Darrang, Cachar, Sivasagar, Jorhat, Goalpara, Morigaon and Nalbari

6. The State Project Director (SPD), ARIAS Society in association with GBP now intends to hire a **Business Incubation Manager (BIM)** for GBPIC, as per these ToR, to be positioned in the GBPIC.

(B) OBJECTIVES OF THE ASSIGNMENT & SCOPE

7. The **Business Incubation Manager (BIM)** will report to the **Chief Executive Officer (CEO), Guwahati Biotech Park (GBP)** (*under the overall command of the SPD, ARIAS Society*) and will support the GBP in managing its incubation centre *inter-alia* in designing and conducting Mentoring and Training Programs for Startups as per need analysis, networking with cross sector business incubators and startup ecosystem, scouting and building pipeline of potential incubatees; idea recognition and proofing, pre-incubation support and assistance to potential startups, business and financial planning for the incubator, facilitate incubatees in the areas of strategy, business plan development, market analysis, company registrations, IP protection, channelizing incubatees to the right funding sources, monitor and review progress of incubatees, graduation and exit support. In particular the responsibilities of the BIM include the following:
 - a) **Business Incubation Expert (BIM)** will oversee and monitor the incubatee and incubatee space operations right from admission of incubatees to GBPIC to their graduation and keeping a track of their progress even after graduation.
 - b) **BIM** will ensure that all the available space for incubatees is occupied profitably and rentals are paid by the incubatees timely. Moreover, he/she will ensure that incubatee space is maintained properly as per the agreement and there is no damage etc whatsoever to the property of GBPIC. In case of any defaults by the incubatees, suitable corrective actions are initiated.
 - c) To ensure that the operations of the GBPIC are carried out as per the assigned mandate of GBPIC and also serves the overall broad mandate of GBP.
 - d) To ensure that scouting and screening of agro/biotech entrepreneurs by the notified committee is done in a hassle free and transparent manner and bring to the notice of the CEO, if any deviations from the plan are observed.
 - e) Scouting of promising agri/food/biotech based technologies from academic and research institutions including NRDC and other similar organizations and their commercialization to needy entrepreneurs/incubatees in a time and cost efficient manner and make sure that the transfer of technology from licensor to licensee is as smooth as possible.
 - f) To review the progress of incubatees regularly i.e. quarterly, six monthly, yearly basis or as and when required and provide suggestions on improvement. Reporting to CEO, the cases where incubatees are not coming up even after repeated reminders, continued mentoring, handholding etc.
 - g) Be instrumental in developing and administering entrepreneurship modules/tool kits/ training sessions and other knowledge materials for incubatees and their regular updating. In addition, the **BIM** will contribute to the Entrepreneurship Development Programs (EDPs) organized by the GBPIC.
 - h) Organizing contests, pitching sessions, bootcamps etc for the prospective and existing incubatees to help them avail the benefits of various central, state Govt and other schemes aimed at biotech start ups eg. BIRAC, India Innovation Growth Program (IIGP), NRDC Schemes, Agribusiness Booster (AbB), Power of Ideas (PoI), Villgro programs, Start up India, Stand up India, Atal Incubation Mission, schemes under Assam Biotech Policy etc. as well as in-house schemes of GBPIC.
 - i) To obtain regular feedback from incubatees regarding the services of GBPIC and make suggestions for improvement
 - j) To institutionalize a robust mentoring program for the incubatees of GBPIC with the support of mentors from the industry, research, academia and biotech-preneurs etc.
 - k) To sort out any issues which the GBPIC is facing in its smooth working. In case, the issues are not sorted out at his/her level, the same would be escalated to higher authorities.
 - l) To develop extensive networks with other business incubators in the country and abroad and explore opportunities for collaborations, joint initiatives to achieve synergies, convergence etc
 - m) To liaise with various ministries, departments of Government of India and GoA for availing various schemes for the incubator and writing proposals, timely submission and follow up etc.
 - n) To ensure that the incubation facilities are being utilized in an optimal manner and accordingly suggesting increase/decrease in the intake of incubatees to the CEO.
 - o) To train, manage and motivate an efficient team of professionals at the GBPIC.

- p) Documenting success stories, case studies, innovative business models of incubatees and disseminating at various forums as directed.
- q) Any other task assigned by the CEO, GBP and/or by the State Project Director, ARIAS Society.
- r) **Travel Requirements:** The **BIM** may be required to undertake field-visits and tours to incubatees' sites, concerned central and state ministries, departments and agencies with the approval of CEO, GBP.

(C) QUALIFICATIONS, EXPERIENCE, AND AGE ETC.

- 6. **Educational Qualifications & Working Experience:** Master degree/ Post Graduate Diploma (min two years duration) in Business Administration/ Economics/ Finance/ Technology Management or a closely related field from any recognized University/Institution. The **BIM** must have at least **five years** experience in managing the operations of a large business incubator/technology business incubator in the capacity of incubator manager/team leader/CEO or a similar position.
- 7. **Computer Skills & Language:** The **BIM** must have proficiency in the use of Internet based applications, Graphics, MS Word, MS Excel and MS Power Point and other related applications. **Language:** Fluency in English & Hindi (*desirable: Knowledge of Assamese and/or Bengali*).
- 8. **Age:** Age of the candidate should not be more than **50 years as on 1st September, 2018. However, in case of exceptionally talented candidate(s) having requisite qualification & having wide relevant experience, the age limit may be relaxed at the discretion of the SPD, ARIAS Society.**

(D) DURATION OF CONTRACT, NOTICE PERIOD ETC.

- 9. The tenure of **BIM** is intended for the entire duration of the APART project and co-terminus with the project period of APART. However, continuity of the **BIM** beyond one (1) year from the date of signing the agreement will depend upon his/her performance. The decision of the CEO and the SPD shall be final and binding in this regard. The contract management shall be done as per the HR Policy of ARIAS Society.
- 10. The contract with **BIM** may be terminated by either side at any point of time during the contractual period by serving a 30 days' notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/ PCU/ ARIAS Society/GBP. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the APART's closing date. The GBP/ARIAS Society or the Govt. of Assam shall not undertake any responsibility for subsequent deployment of the consultant.
- 11. The **BIM** shall not assign or sub-contract, *in whole or in part*, his/her obligations to perform under this Contract, except with the CEO's prior written consent. The **BIM** will have to serve the GBP on full time basis under overall command of the CEO, GBP and the SPD, ARIAS Society and provide services from the GBP at Guwahati. The resignation/termination shall be as per HR Policy of ARIAS Society.

(E) REMUNERATION, PAYMENT TERMS AND LEAVE ETC.

- 12. Depending on the qualifications, experience, competencies, recent remuneration, etc. of the candidate, the consolidated annual Cost to Project (CTP) for the **BIM** will be determined and mutually agreed with the successful candidate, which could be in the range between **Rs.6.60 lakh to Rs.19.20 lakh** per year. However, in case the selected candidate's current remuneration or CTC with 30% enhancement is below Rs.6.60 lakh/year, the lower remuneration will be offered. Similarly, in case of exceptionally talented candidates, the ARIAS Society may offer a remuneration higher than Rs.19.20 lakh/year linked to his/her current remuneration/CTP. The agreed annual CTP shall be inclusive of remuneration, performance-linked-incentive, communication allowance, health/service related allowance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the PCU, etc. The CTP may be enhanced on an Annual Basis, based on the HR Policy of the ARIAS Society.
- 13. The remuneration will be given in equal monthly installments and the Performance-Linked-Incentive (PLI) will be given quarterly based on the performance and achievement against the mutually agreed deliverables by the **BIM**. Taxes as applicable shall be dealt with as per applicable laws.
- 14. Travelling, Boarding, Lodging and Food expenses for approved official tours outside Guwahati will be reimbursed as per the HR Policy of ARIAS Society.
- 15. The provisions of leave would be as per HR Policy of ARIAS Society.

16. No house rent allowance or any other allowance shall be paid by the PCU. No other payment whatsoever (except reimbursement of official travelling expenses) shall be paid, except as agreed with the **BIM** by the SPD, ARIAS Society.

(E) REPORTING AND PERFORMANCE REVIEW

17. The **BIM** will report to the CEO, GBP on a day-to-day basis (*under overall command of the SPD, ARIAS Society*). Quarterly/Annual performance review will be done as per HR Policy of the ARIAS Society.

(F) FACILITIES TO BE PROVIDED TO BIM

18. The **BIM** will be given access to all documents, reports, correspondence, contacts available with the GBP and any other information as deemed necessary for smooth accomplishments of tasks assigned. The **BIM** will be provided with one office cubicle/workstation in the GBP along with computer, printer, computer/office consumables, and internet access. *The BIM however will not be provided with any clerical assistance.*

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