

**Govt. of Jharkhand**  
**Rural Development Department**  
**Jharkhand State Livelihood Promotion Society**  
2nd Floor, JSAMB Building, Itki Road, Hehal, Ranchi - 834005, Jharkhand  
Phone No. 0651-2951915/2951916  
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No: JSLPS/942

Date: 09.09.2021

Proc. Ref. No. : IN-JSLPS-253270-CS-QCBS

**REQUEST FOR EXPRESSION OF INTEREST (REOI)**  
**for Consultancy Services for Providing Technical Support in Scale-up of Market**  
**Access and Capacity Building of FPOs under JOHAR Project**

Jharkhand State Livelihood Promotion Society invites "Expression of Interest" from the eligible registered consultancy agencies to submit their interest for providing consulting services for "**Scale-up of Market Access and Capacity Building of FPOs**" under JOHAR Project in Jharkhand.

Interested agencies may submit their "Expression of Interest" in a sealed envelope clearly superscripted as "**Expression of Interest for Scale-up of Market Access and Capacity Building of FPOs under JOHAR**" latest by **15.30 hours on 06<sup>th</sup> October'2021**. Interested agencies may obtain further information and procedures for submitting "Expression of Interest" by downloading the REOI document from *Procurement* → *Services* section of the official website of JSLPS i.e. **www.jslps.org**.

Sd/-  
**Chief Executive Officer**  
**JSLPS**

**Govt. of Jharkhand**  
**Rural Development Department**  
**Jharkhand State Livelihood Promotion Society**  
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**REQUEST FOR EXPRESSION OF INTEREST (REOI)**

**(CONSULTING SERVICES – AGENCY SELECTION)**

**Assignment Title: - Consultancy Services for Providing Technical Support in Scale-up of Market Access and Capacity Building of FPOs under JOHAR Project**

The project titled **Jharkhand Opportunities for Harnessing Rural Growth (JOHAR)** being implemented by Jharkhand State Livelihood Promotion Society under the aegis of Rural Development Department, Government. of Jharkhand with financing from the World Bank towards the project implementation cost and intends to apply part of the proceeds for hiring of an agency to provide consulting services.

The consulting services (“the Services”) include hiring of an agency for undertaking the **Consultancy Services for Providing Technical Support in Scale-up of Market Access and Capacity Building of FPOs under JOHAR Project** for a period of 18 months subject to extension of further period based on the requirement of JSLPS and performance of TSA. The details activities are mentioned in the draft Terms of Reference (*Annexure – B*).

Jharkhand State Livelihood Promotion Society (JSLPS), now invites eligible consulting agencies to indicate their interest for providing the services. Interested agencies should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

The short-listing criteria are as follows.

- a) The agency should have an independent legal existence, registered under the applicable Act. [Submit proof of Registration Certificate, Articles and Memorandum of Association].
- b) The agency should have minimum 3 (three) years of experience in the relevant field of Market Access and Capacity Building of FPOs.
- c) The agency should have an average annual turnover of Rs. Two Crore Seventy Lakhs or more during last three financial years and preferably have a positive net worth. Out of the total turnover, at least Rs. 1.35 crore should be from similar assignment. [Relevant documents viz, audited financial statements and a certificate from Chartered Accountant in support of satisfying the criteria should be submitted].
- d) The agency should have prior experience and have successfully completed at least 2 similar assignments, in the last 5 years, in sectors specific to that of the

proposed assignment. Experience in Government sector especially related to livelihoods sector projects and having a working experience in Jharkhand shall be preferred. [Submit proof of Successful Completion].

- e) The agency should have a well-qualified and sufficiently experienced team, in house, or should be in a position to commit about their own network/association.

Interested agencies may submit their application expressing interest in the prescribed Performa annexed herewith [Annexure – A & Annexure – A(1)] in sealed envelope with each page of the application signed by an authorised signatory, including the pages comprising the annexure.

The attention of interested agencies is drawn to paragraph 1.9 of the World Bank's *Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers* (January 2011 revised July 2014) ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment: conflict between consulting activities and procurement of goods, works or non-consulting services; conflict among consulting assignments; and relationship with Borrower's staff.

The Consultants may associate with other agencies in the form of a joint venture or a sub consultancy to enhance their qualifications. The submission should clearly indicate the type of association whether a joint venture (JV) or sub consultancy.

A Consultant will be selected in accordance with the Quality & Cost Based Selection (QCBS) method set out in the Consultant Guidelines.

Expressions of interest (in prescribed format) must be delivered in a written form only to the address below by person or through postal/courier services latest by **15.30 hours of 06th October'2021** by super-scribing/marketing the envelope as **"Expression of Interest for Scale-up of Market Access and Capacity Building of FPOs under JOHAR Project"** at the following address. Please note that EOIs shall be accepted by the aforesaid methods only within the stipulated period of submission.

**Address:**

The Chief Executive Officer,  
Jharkhand State Livelihoods Promotion Society  
2nd Floor, JSAMB Building, Itki Road,  
Hehal, Ranchi - 834005, Jharkhand  
Phone No. 0651-2951915/2951916  
Email – joharjharkhandproc@gmail.com

Sd/-  
**Chief Executive Officer**  
**JSLPS**

## Annexure-A

**Attachment 1: Format for Submission of Information to JSLPS, Ranchi to provide consultancy services for Providing Technical Support in Scale-up of Market Access and Capacity Building of FPOs under JOHAR Project.**

### Submission Requirements

<b>A – Consultant Company’s Profile [Maximum 2 Pages]</b>																									
1.	Organizational	<i>Provide a brief description of the background and organization of your firm/entity. The brief description should include:</i> <ul style="list-style-type: none"> <li>• Ownership details</li> <li>• Date and place of incorporation of the firm,</li> <li>• Objectives of the firm,</li> <li>• Availability of appropriate skills among staff.</li> </ul>																							
2.	Financial: (Minimum average annual turnover of Rs. Two Crore Seventy Lakhs during the last three financial years required.	<i>Provide the turnover on the basis of the audited accounts of the previous three financial years in Indian Rupees.</i> <table border="1" style="width: 100%; text-align: center;"> <tr> <th style="width: 33%;">2017-18</th> <th style="width: 33%;">2018-19</th> <th style="width: 33%;">2019-20</th> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </table>				2017-18	2018-19	2019-20																	
2017-18	2018-19	2019-20																							
<b>B – Consultant Agency’s Experience [Maximum 15-20 pages]</b>																									
1.	Experience of working on government, externally aided, or livelihoods sector projects in India. <b>At least 3 years of experience required.</b> <b><i>Please provide details of up to 10 such assignments (you may add more rows).</i></b> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th style="width: 20%;">Name of Project</th> <th style="width: 25%;">Services provided</th> <th style="width: 20%;">Client and Country</th> <th style="width: 20%;">Duration of Assignment</th> <th style="width: 15%;">Value of Contract (Rs)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Name of Project	Services provided	Client and Country	Duration of Assignment	Value of Contract (Rs)															
Name of Project	Services provided	Client and Country	Duration of Assignment	Value of Contract (Rs)																					
2.	Experience in providing consulting services in the relevant field (Minimum 2 similar nature of assignment:																								
	Name of the Client (GoI/Externally Aided Project)	Nature of the assignment	Location and coverage (entire state, country, etc.)	Duration of Assignment (In month)	Value of Contract (Rs. Lakh)																				
Please enclose copy of the contract as evidence																									

3.	<p>Two Experts to be proposed with experience Development Sector or Externally Aided Project in the areas of Agriculture or similar nature of works at-least for a period of 3 years. Both experts proposed should have experience in government, externally aided, or livelihoods sector projects and specifically with leading similar nature of assignment in accordance with the draft TOR at-least for a period of 3 years. Detailed CVs are not required at REOI stage, it should be submitted if the agency qualifies for RFP stage.</p> <p>Among other information, the brief CVs should include the following information in the following format:</p>			
	Name of the proposed Expert			
	Designation			
	Experience of 3 years in Development Sectors or any externally aided projects			
	Name of Project	Experience in Developing systems which ensure efficient operations of Scaling up Market Access and Capacity Building of FPOs etc.	Client and State	Duration of Assignments (In month)

If the Consultant has formed a consortium, all the above details of each member of the consortium and the name of the lead partner, shall be provided.

**Annexure – A(1)**

**Declaration**

Date: \_\_/\_\_/\_\_\_\_

**To whom so ever it may be concern**

I/We hereby solemnly take oath that I/We am/are authorized signatory in the firms/ Agency/ Institute/ Company and hereby declare that "Our firms/ Agency/ Institute/ Company do not face any sanction or any pending disciplinary action from any authority against our firms/ Agency/ Institute/ Company or partners." Further, it is also certified that our firm has not been blacklisted/debarred by any government or any other donor/partner organization in past.

In case of any further changes which effect of this declaration at a later date; we would inform the JSLPS accordingly.

Authorized Signatory  
(with seal)

## **ANNEXURE – B**

### **Draft TOR for hiring of Technical Support Agency (TSA) for “Scale-up of Market Access and Capacity Building of FPOs under JOHAR Project”**

#### **1. Background:**

Jharkhand Opportunities for Harnessing Rural Growth Project (hereafter JOHAR project) is a World Bank assisted project being implemented since September 4, 2017 for six years by the Jharkhand State Livelihood Promotion Society (JSLPS), an autonomous society under the aegis of Department of Rural Development, Government of Jharkhand.

The JOHAR project aims to enhance agricultural incomes of rural producers through increased productivity, improved market linkages and value addition; supported by strengthening extension services and improving access to credit. The emphasis will be on economic integration and enhancing rural livelihood opportunities of the most disadvantaged groups including women. The project will support climate-resilient agriculture, access to agricultural markets, water and natural resources management. It will also support enhancement of rural livelihood opportunities through encouraging diversification, lowering production costs, strengthening market linkages, skill development and self-employment. About 2 lakhs households in rural Jharkhand are targeted to benefit from the project over six years. The sources of investment include project support, state program convergence, partnership with the private sector and community contribution.

Project interventions is focused on the sub-sectors of High Value Agriculture, livestock (small ruminants), NTFP, fisheries and irrigation. Although the project works across these five sub-sectors, the typology of the interventions reaching each geographic cluster (15 villages in a block) of households is limited to pre-determined primary and secondary sub-sectors.

The project is being implemented in 68 blocks within 17 districts of the state. The primary project beneficiaries are the rural households, the majority of whom are women SHG members, including from SC, ST, and smallholder and landless households in selected blocks of rural Jharkhand. The beneficiary households are largely from the SHG households supported by NRLM and are selected for inclusion in the project through a participatory, community-driven process that employs well-defined criteria including their actual/potential ability to generate marketable surplus production.

The sub-sector-wise outreach is 150,000 households for High Value Agriculture and Irrigation, 50992 households for livestock, 34,500 households for fishery and 58,400 households for NTFP interventions. However, there is an overlap of beneficiaries since each household benefits from interventions of at least two sub sectorsthat have potential to add economic value to the households. Therefore, effectively the target number of householdislittle over 200,000. A significant part of these beneficiaries is in LWE areas.

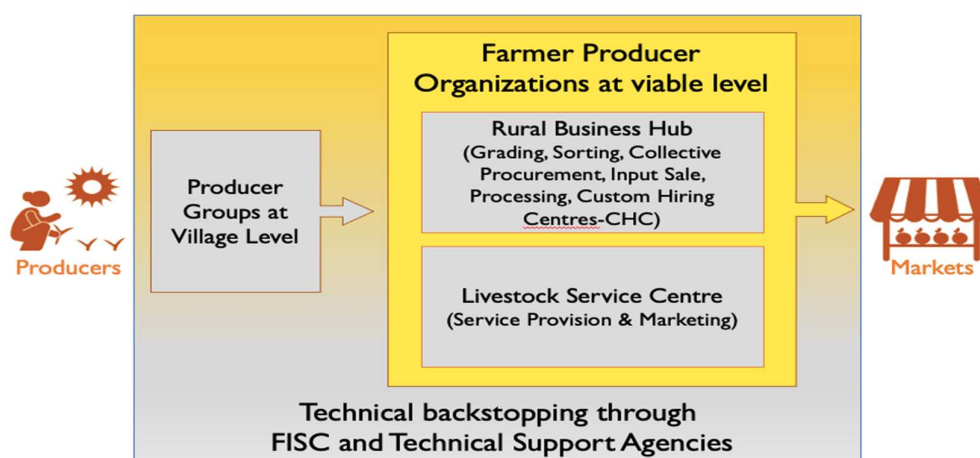
The initial focus of the project is to initiate activities of the sub sectors with members of mature SHG's who are willing to become the members of the PG's. Thus, all such blocks where mature SHG's exist are targeted. The project has a focus on enrolling all the households in the blocks to join the intervention (please refer to the PAD of JOHAR project for more information on the project).

#### **2. THE INSTITUTIONAL MODEL IN JOHAR**

JOHAR focuses on key commodities which has potential of high growth and providing high returns to the producers. The key commodities in the project are as follows:

S. N.	Sub-Sectors	Commodities
1	High Value Crops	Banana, Papaya, Cauliflower, Chilly, Cabbage, Tomato, French Beans, Okra, Cucurbits and others
2	Fishery	Inland Fisheries, Cage Culture, Pen (RFF) Culture
3	Livestock	Goat, Backyard Poultry, Pig, Broiler, Layer
4	NTFP	Lac, Tamarind, Chironjee, Honey, Moringa, Lemon Grass, Tulsi, Jackfruit etc.

All these commodities are presently under cultivation and being sold in individual capacities resulting in poor returns. Lack of negotiation power and poor access to bigger markets further adds to the problem. In this context, it becomes important to design an institutional framework through which market-based interventions is been implemented. To make the produce reach the best market and in the most cost-effective way, the following institution model is being executed:



Under this model, the Producer Groups (PGs) at the village level undertakes functions such as aggregation, procurement, primary sorting & grading etc at the village level. The aggregated produce feeds into the Rural Business Hubs (RBH) i.e. a business unit of the FPO established at the appropriate level based on economic viability. The RBH acts as a service centre for the functions like aggregation, sorting, grading, processing of the produce procured from the PGs. It also helps with sale of inputs to farmers along with the management of the Custom Hiring Centers (CHC) for lending the small farm machineries on rental basis. The FPOs build the market linkage for the final produce available at RBH. The community however doesn't have the binding to buy/ sell through FPOs.

The FPO based on Livestock nature which requires efficient and effective service delivery at the door-step to reduce livestock mortality and assure good returns. In this case, the PGs take services from the Livestock Service Centre (LSC) formed at a level which is economically viable. The LSCs have staff including a Cluster Livestock Manager and community professionals. For instance, the Pashu Sakhis (PS) delivers doorstep services such as vaccination, de-worming, castration. They also sell feed which is one of the business functions of the LSC. The LSC coordinates with the veterinary agencies departments (govt. and non- govt.) through the FPO for curative services apart from other services to improve the last mile delivery of services based on a revenue generation model. The JOHAR field team facilitates the process and the technical agency provides the technical support for the production enhancement. In case of fisheries, there is no need for an exclusive FPO but the fish producers can collaborate with the existing FPOs for marketing services. Due to the nature of services required and small group size of the



fishery producers, a PG platform is likely to be adequate for input supply and health care services.

It is important for the FPOs to have sustainable market linkages. However, capacities of the FPOs at block level being not sufficient at the initial phase to explore and maintain such linkages. To ensure such linkages and leverage the huge volumes of various FPOs, the FPO Incubation & Support Cell (FISC) at the state level creates linkages with institutional buyers and develop marketing strategies for the brands to be promoted by the FPOs. It also explores and mobilize credits and finances for the FPO business. The FISC has a team of multidisciplinary professionals from the field of Public-Private Partnerships, Institution Building, Value Chain & Enterprise Development, Agri-business and Agri-Finance.

### **3. THE CURRENT STATUS OF THE PROJECT**

Jharkhand Opportunities for Harnessing Rural Growth Project (hereafter JOHAR project) is a World Bank assisted project being implemented since September 4, 2017 for six years by the Jharkhand State Livelihood Promotion Society (JSLPS), an autonomous society under the aegis of Department of Rural Development, Government of Jharkhand.

The Project has been conceptualized to increase agricultural income of the rural population by introducing various interventions targeting improved productivity, better market linkages and value addition; supported by strengthening extension services and improving access to credit. The project approach envisages three critical areas of Sustainability, Convergence and Economic Viability. Therefore, the project focus is on promoting climate-resilient agriculture, water and natural resources management, crop and income diversification, lowering production costs, skill development, market linkages and creating self-employment.

Under the project, Farmers Producer Organizations (FPOs), in the form of producer companies, have been formed and supported to create sustainable institutions, which can aggregate demand as well as supply of agri-inputs and output, respectively. These institutions are also being supported by providing training, capacity building and market intelligence and market linkages.

The current status (till July'21) of transaction of the JOHAR FPOs are as follow:

<b>Sl. No</b>	<b>Name of FPO under JOHAR</b>	<b>Total transaction till 15<sup>th</sup> Nov (In Lakhs)</b>
1	GumlaRaidih Agri Producer Company Limited	246.54
2	BasiaPalkot Farmer Producer Company Limited	155.45
3	PurbiSinghbhumMahilaAjeevika Producer Company Limited	177.14
4	DakhshiniKoel Producer Company Limited	170.00
5	Rajrappa Kisan Producer Company Limited	235.48
6	Santhal Pargana Mahila Producer Company Limited	205.94
7	Murhu Nari Shakti Kisan Producer Company Limited	493.33
8	Churchu Nari Urja Farmer Producer Company Limited	334.45
9	Gharonj Lahanti Mahila Utpadak Producer Company Limited	117.84
10	SarayfulMahila Farmer Producer Limited	116.01
11	Sarhul Ajeevika Farmer Producer Company Limited	64.48
12	Kolhan Agri Producer Company Limited	75.52

Sl. No	Name of FPO under JOHAR	Total transaction till 15 <sup>th</sup> Nov (In Lakhs)
13	MahilaJagriti Producer Company Limited	101.40
14	Sarjombaa Agri Producer Company Limited	119.03
15	GiridhanMahila Producer Company Limited	287.00
16	Uttari Koel Farmer Producer Company Limited	144.49
17	Aakarshani Producer Company Limited	99.91
18	Luguburu Farmer Producer Company Limited	168.60
19	Dhalbhum Narishakti Ajeevika Producer Company Limited	107.10
20	Gramin Anda Utpadak Swalambi Sahkari Samiti	1489.90
	<b>Total</b>	<b>4909.61</b>

Current businesses by these FPOs have been achieved with minimal investments in permanent infrastructure, limited manpower and to in an evolving relationship with the farmers, which need an aggressive push for enhanced engagement.

#### **4. NEED FOR SCALE-UP PHASE ON MARKET ACCESS AND CAPACITY BUILDING OF FPOS AROUND MARKET ACCESS**

The growth of businesses transactions in short time of two years, enthusiasm about FPOs work in communities and active participation of women Directors in FPOs' Boards have raised high hope for expansion. As discussed above, the FPOs have started transactions without much investments on permanent structure. Given that FPOs are not playing much role in higher-up of product value chain, they unable to realize higher value for produce. This is mainly due to lack of value adding infrastructure such as primary and secondary processing (IQF, pickle manufacturing, chips, jams etc.). FPOs can also take advantage of time arbitrage and trade facilitation by creating storage, warehousing and marketing infrastructure.

For sustaining the business activities and setting-up permanent business structures for FPOs, which can consistently help member farmers on various aspects of agricultural production and marketing, FPOs need to be supported for next level of handholding.

The specific objective of providing additional handholding support will be to help FPOs in setting-up required marketing and value chain infrastructure and strengthen their position in market to bring desired changes and efficiencies in the value chains of identified product categories. In general, the extended support shall target to achieve followings –

- a) Each FPO is facilitated for identification of at least one infrastructure for better marketing of produce (e.g. Distribution Centre, Storage infrastructure, Wholesale / Terminal markets, Farmers Market or any other such facility).
- b) At least one infrastructure is created for each component (HVA / NTFP / Livestock), if feasibility is proved.
- c) Out of total 20FPOs, 50% of FPOs are supported for preparing techno-economic feasibility / detailed project report for setting-up value adding / processing infrastructure (e.g. packaging facility, milling facility, IQF / cut vegetables, meat processing, packaging and branding activities);
- d) Average annual turnover of FPOs achieved at Rs. 2.00 Cr. by end of FY 2022-23.

- e) Around 25% of FPOs have their own backward integration for agri-input supply (e.g- Distribution-ship of Agri-inputs / livestock inputs, seed production, bio-fertilizer production or any such activity)
- f) A state level FPO federation is created for mutual cooperation amongst all the FPOs for joint marketing, branding and business collaboration.

## **5. OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this consultancy is to develop a system within the Producer Companies through which they can access better markets. This will include the capacity building of the key stakeholders in the value chain on market information, intelligence and access. The assignment also focuses on building the capacities of the Producer Organizations on being pro-market and undertaking businesses in an efficient way.

The specific objectives are as follows:

- a) To increase the market information amongst the FPOs on primary, secondary and tertiary agricultural & allied market.
- b) To improve the content of market information in a useable form by Consolidating/aggregating the collected market information. To help them use the intelligence tools for making long term decisions based on predictive and past data and its analysis on markets and prices and hence accessing the best markets for best returns.
- c) To develop the capacities of the FISC team &FPOs of JOHAR to make the best use of market information & intelligence through effective analysis and ways of accessing best markets.
- d) To develop the capacities of the Producer Companies on input demand assessment, estimation of marketable surplus, logistics requirement, product handling, operation and farmers engagement for better resource planning and deployment, handling businesses, maintaining the data, inventories, establishing and managing post-harvest management systems.
- e) To develop the systems to enable PGs/FPOs to access markets with appropriate logistics and linkage support.
- f) To help developing an ecosystem for effective input and output marketing till the last mile of the chain.
- g) To demonstrate successful transactions and facilitate FPO staff and cadre in market access and transactions;
- h) To demonstrate successful models for FPO-managed input and output trading.

## **6. SCOPE OF WORK & DURATION**

The TSA is expected to provide its services as per the objectives laid above in multiple districts of JOHAR as listed in *Annexure – I* to this TOR.

The total duration of the assignment shall be of 18 months. However, on basis the requirement of JSLPS and performance of the TSA, duration of the contract may be extended further.

## **7. KEY ACTIVITIES**

The key activities to be undertaken in the proposed assignment are designed mainly to make the FPOs pro-market in order to analyze the opportunities and hence make the markets work for their member producers. The following activities need to be undertaken for the achievement of project outputs:

- i) Facilitate Access of Producer Companies to better Markets
  - a) Facilitation in providing logistic solutions in terms of transportation, warehouses, cold-chains, inventory management solutions etc. for better tradeoffs. In some cases suggesting innovative storage solutions etc. to be built in the project.
  - b) Develop appropriate marketing strategies / models in the context of JOHAR locations to access the profitable markets for the PGs &FPOs.
  - c) Market information of various potential mandis/markets, quality, quantities, trends, price information for various agricultural crops, horticulture crops, livestock, poultry products, fish products, NTFPs etc.
  - d) The TSA will be responsible for collecting and analyzing this market information and providing the same to the FPOs to be used for accessing the markets.
  - e) Develop the capacities of the FPOs through training & guiding in the areas of business planning; understanding the value chain and the gaps and opportunities in the chain and hence developing enterprises around the same (for select locations).
  - f) Developing & facilitation in accessing the market linkages for the products under JOHAR based on the information on market arrivals, product flow, qualities/varieties demanded and existing supply chains for such markets.
  - g) Develop the capacities of the FPOs and its enterprises in the areas of post-harvest management practices, value addition, processing etc as per the market opportunities. This will be done through field training, demonstration and exposures.
  - h) Developing CB content and curriculum and building capacities of the JOHAR's FISC Team community cadres, PGs and FPOs on analyzing the market information and intelligence and hence taking effective business decisions. This will include developing training modules along with the required training materials in Audio-Visual/Animated formats. This will also require development of an evaluation kit to gauge the effectiveness of the modules and hence taking corrective actions for final roll out.
  - i) Suggest & demonstrate few successful agri-business models being adopted across the country and hence design the replicable models for JOHAR taking care of the local context. This will require some exposure of the key staffs of JOHAR.
  - j) Facilitate the implementation of pilots on the use of market information and intelligence systems developed in the projects by farmer groups and examine the impact.
- ii) Knowledge Management
  - a) Documentation of pilots and scale up strategies
  - b) Develop knowledge resources in terms of manuals, reports, learning materials, guides on the topics pertaining to the assignment.
  - c) Facilitate strategic partnerships with market players relevant to the assignment for enhancing competitiveness of the FPOs.

## 8. EXPECTED TEAM COMPOSITION AND HR REQUIREMENTS OF TSA

The nature of assignments demands very specialized inputs in order to achieve the objectives of the assignment. Hence, the following would be the desired HR composition and requirements for the assignment:

<b>Levels</b>	<b>Composition</b>	<b>Skills Set</b>	<b>Time Inputs</b>
State Level	1 Professional from Agri-Business/Marketing	At least 10 years' experience in marketing of agriculture and allied produce preferably with some Marketing Consulting Agency. Sound knowledge on commodity market, price fixation, pulse of price trends and fluctuations, existing market systems and regulations, price negotiation and sales realization, relationship management, some knowledge of logistics related to marketing, knowledge of market risks etc. Good knowledge on various agribusiness models across the country on the products JOHAR deals with. Rich experience on agri & allied market in B2B channels. Some leading experience of developing marketing strategies for commodities, market development work. Good knowledge on post-harvest management practices and technologies. Having good knowledge about FPOs, market dynamics on the given sub-sectors, technology-based solutions. Rich experience in handling large-scale projects.	18 person-months
	1 Professional with business operation management expertise	At least 5 years of rich experience in setting-up business operations such as collection centre, rural business hub, livestock service centre, logistics and transportation and any other such potential operation oriented infrastructure or services to be started by the FPOs. Person should have knowledge and skill to guide FPO officials and cadres on manpower requirement, approvals, certification and accreditation of these infrastructure and services.	18 person-months
	1 Professional with Post-harvest management, processing and PHM infrastructure management expertise	At least 5 years' experience in post-harvest management of fresh fruits and vegetables, quality specification & quality control, PHM infrastructure operation, management, agri& food processing sector, specifically in area of processing of fruits and vegetables. The person should have good knowledge and experience of operation of collection centre, pack-houses, distribution centre, F&V processing technologies, quality specifications of various processable projects, economics of processing of various products as well as good understanding of market requirement (product quality, packaging types etc.)	18 person-months

Levels	Composition	Skills Set	Time Inputs
District Level (1 Person per District for 8 districts)	1 Professional with agri-business / marketing / management background	At least 3 years' experience in marketing of agriculture and allied produce preferably with some Producer Organization. Good knowledge on commodity markets, price fixation, trends and fluctuations, market risks, existing market systems and regulations, price negotiation and sales realization in different market types pertaining to JOHAR produces etc. Experience of marketing the agriculture and allied produce in B2B channels. Knowledge on enterprise promotion and its management. Having good knowledge about FPOs, market dynamics on the given sub-sectors.	144 person-months
Regional Mandi level (1 per Mandi for 4 Key Mandis)	1 expert with agri-business / marketing background	At least 3 years' experience in Market profile development, capturing daily market requirements (quality and quantity), operations, book-keeping, payments, and cross-selling.	48 person-months

**Non-Key Experts:**

All Levels (5)	Consultants /Non-Key Experts Professionals from Rural Development, Agribusiness, IEC Development, Agriculture, MBA	<ul style="list-style-type: none"> <li>a) For developing the training modules along with experience of developing the evaluation kit to assess the effectiveness of such modules.</li> <li>b) For developing/design the training materials in the form of IEC (Audio-Visual/animation).</li> <li>c) Seasoned trainer with effective delivery skills for developing the pool of master trainers on the market-related subjects.</li> <li>d) Market players / veterans for providing insights on the market and suggesting strategies which are pro-market.</li> </ul>	5 Person-months
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**9. DATA SERVICES AND FACILITIES TO BE PROVIDED BY JOHAR/JSLPS**

- a) The list of Producer Groups and Farmers Producer Companies, block and district-wise.
- b) The list of commodities as per the decision taken based on the market assessment reports and the existing cropping pattern by Producer Groups and Farmers Producer Companies, block and district-wise. Some commodities/forms of commodities can also be suggested by the TSA based on the market demand where Jharkhand can have a competitive advantage.
- c) The training cost for PG leaders, Marketing Cadre, FPO directors, CEO etc will be borne by the JOHAR except the cost of Resource Person and his / her travel and logistic expenses.
- d) JOHAR will facilitate the TSA to work with JSLPS MIS team who will develop the applications as suggested in the assignment.

- e) All campaigning/education materials in effective forms will be prepared by the TSA hired for this purpose and reproduced by JOHAR. The training material will be developed and prepared by the TSA in consultation with the JOHAR team and the TSA for the abovementioned assignment, however the printing of the material will be the responsibility of JOHAR.
- f) JOHAR will provide the access of MIS to the TSA for better analysis of the data related to business at the RBH/LSC and FPO level.
- g) JOHAR will provide space in its existing DMMUs for the TSA professionals placed in the regions and state. JOHAR will facilitate the TSA the inter-domain coordination within JOHAR for cross cutting objectives and the effective completion of the assignment. The FPO Support & Incubation Cell of the JOHAR will facilitate the coordination between the TSA and relevant domains assist would be imperative to understand the planning of the respective domains.

#### **10. SCHEDULE OF DELIVERABLES**

<b>Sl. No.</b>	<b>Key Deliverables</b>	<b>Timeline</b>	<b>Payment Schedule (in %)</b>
1	<ul style="list-style-type: none"> <li>(a) Final Market Information Database with Analyses along with profitable business linkages (at least 5 per product).</li> <li>(b) Initiation of market information &amp; intelligence dissemination to the stakeholders in business under the Project.</li> </ul>	Within 3 months	15%
2	<ul style="list-style-type: none"> <li>(a) Development of relevant IEC &amp; Training Materials related to quality assessment, business development for effective business growth. (Minimum 6 modules per domain)</li> <li>(b) All systems (financial, inventory &amp; operations) for running and managing the Input-Output Centres, RBH/LSC developed and executed in all functional RBHs.</li> <li>(c) Deployment and monitor the functioning of personnel at 4 key wholesale markets to facilitate the following activities: market profile development, capturing daily market requirements (quality and quantity), operations, book-keeping, payments, and cross-selling.</li> <li>(d) Demonstration of transaction activities initiated in all the FPOs with complete support of linkages and sales realization.</li> <li>(e) Develop a transport guide document for each market/production cluster consisting of the following information: vehicle type/name, passing load, vehicle rent for designated destination markets, transit time for designated markets, and driver incentives etc.</li> <li>(f) Training on at least 3 key topics of FPO teams including Senior level cadres on relevant subjects of marketing for effective growth along with development of relevant training materials on the topics.</li> </ul>	Within 6 months	20%
3	<ul style="list-style-type: none"> <li>(a) Initiating at least 75% agri&amp; allied input shops at Block-level for the FPOs with all systems and handholding mechanism in place.</li> <li>(b) Piloting of 2 LSCs with effective model for service and business.</li> <li>(c) Appropriate branding &amp; communication developed for</li> </ul>	Within 9 months	15%

Sl. No.	Key Deliverables	Timeline	Payment Schedule (in %)
	the relevant products as per the project requirement. (d) Support in developing workable models for establishment of mini-market place		
4	(a) Piloting of the marketing model (1 per domain) with all systems in place. (b) Assisting the FPOs in effective linkages with like-minded agencies/start-ups/businesses for the growth of the business. The linkages should be an effective mix of Wholesalers, Organized Retailers, Processors etc. (c) Training on at least 3 key topics of FPO teams including Senior level cadres on relevant subjects of marketing for effective growth along with development of relevant training materials on the topics. (d) Documenting success stories and case studies from the field operations (at least 2 from each district)	Within 12 months	15%
5	(a) Pilot demonstration of at least 2 value chain enterprises with all systems, processes and linkages in place. (b) Facilitate businesses of all the RBHs as per there Business Plans with complete adherence to systems. (c) Facilitation with complete support of linkages and sales realization in business operations for 2 complete cycles of the FPOs with effective market access support. (d) Handhold the full cycle implementation from production to market linkage in 5 FPCs covering 20-25 PGs for each of them. This will bring reliability in quality and quantity of the produce available for market connect. (e) Revision of Business plan in consultation with the FPO team and BoDs of all the FPOs under JOHAR Operational areas	Within 15 months	15%
6	(a) The value chain enterprises running in at least 50% capacity utilization with the final products getting good market response. (b) Facilitation in achieving the revenue target of as per the business plan developed for each FPC. (c) Training on at least 3 key topics of FPO teams including Senior level cadres on relevant subjects of marketing for effective growth along with development of relevant training materials on the topics. (d) Documenting success stories and case studies from the field operations (at least 2 from each district) (e) Capacity Building of FPOs/FISC done on the major areas of agribusiness and making FISC enabled to take effective decisions independently with the market intelligence data and provide mentoring support to the collectives. (f) Pilot Lessons Report, Dissemination Events and Scale up Action Plan, Final Report.	Within 18 months	20%

## 11. REPORTING REQUIREMENTS

- i. Deliverable wise Report (after completion of each Milestone): One hard copy & One soft copy (MS Word, data in MS Excel)



- ii. Final Report (within 15 days of project-end): One hard copies & one soft copy (MS Word, data in MS Excel & PDF file in CD), Soft Copy of the Training Module and Materials developed).

All the reports above should cover physical progress as per the ToR and milestones should also include the process adopted to achieve the progress, resources used, knowledge resources including the case studies, training materials etc. The report should also include the reports for the training, exposure and events conducted in the period. It should also highlight the key learning, challenges, measures taken to overcome, anticipated risk and mitigation measures for the forthcoming seasons, support required from JSLPS.

## **12. MONITORING AND REPORTING ARRANGEMENTS**

The assignment will be monitored by a review committee constituted by JOHAR comprising the Project Director along with representatives of the FISC. The TSA will report to the State Project Coordinator - Agribusiness &Marketing of JOHAR for day--to-day operations. The SPC-Agribusiness & Marketing will also be responsible to oversee the progress against deliverables.

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# Proposed districts:

1. Ramgarh & Bokaro
2. Khunti & Ranchi
3. Dumka
4. W.Singhbhum
5. E.Singhbhum & Saraikela
6. Lohardagga & Latehar
7. Simdega
8. Gumla