

## **DRAFT TERMS OF REFERENCE**

### **Hiring an agency for Enterprise Development design and implementation through the Enterprise Facilitation Centre's (EFCs) set up by Meghalaya Basin Development Authority (MBDA), Government of Meghalaya**

#### **1. Introduction to the Project**

Meghalaya Basin Development Authority (MBDA), was set up by the Government of Meghalaya for implementing the Integrated Basin Development & Livelihood Promotion Programme (IBDLP) which aims to facilitate the promotion of sustainable livelihoods for the people of the state leveraging on the opportunities and strengths of the State's natural resources. The programme seeks to achieve this by strong entrepreneurship and capacity building of the individuals as also the communities, eventually to empower the common person to enable him or her to make their own choices and decisions within a rational and sustainable framework.

To create sustainable enterprises, potential entrepreneurs require cross-functional and multifaceted skill set. In addition to technical know-how of the economic activity, they need industry exposure, understanding of basic business principles, and the ability to problem solve, communicate effectively, and manage a team. Building these skills early on in their entrepreneurship journey will enable them to succeed in sustainable enterprise creation. At the same time, entrepreneurs need handholding (incubation) support during the early years of their enterprise. Enterprise Facilitation Centres (EFCs) set up by MBDA in each block of Meghalaya could become the hub of entrepreneurship training, and enterprise creation & incubation. The project beneficiaries will be the from the 1,20, 000 partners who have registered themselves in the Enterprise Facilitation Centres spread across all the blocks of the state. The citizens who have expressed interest in setting up/upscaling their enterprises will form the target group for the assignment.

The Business Facilitation Services proposed seeks to provide support to Youth –led entrepreneurs/educated but unemployed enterprising youth to run viable enterprises along business principles and also develop innovative practices to suit the different requirements across the state.

#### **2. Objectives of the Project**

To bring about this change, the Government of Meghalaya plans to design and implement Enterprise Development at each of its EFCs to improve entrepreneurship skills of youth and help them create sustainable enterprises. MBDA will serve to prepare youth to take their first step into starting up an entrepreneurial venture of their own. The key objectives are as follows:

- (a) Supporting partners to acquire the behaviours, knowledge, skills and networks required to run profitable small businesses.
- (b) Nurture entrepreneurial skills in enterprising youth through training, exposure & mentorship at EFCs.
- (c) Develop an enterprise incubation programme to support the entrepreneurs registered with the EFCs and creating/upgrading and incubating enterprises across all EFCs of the state.

- (d) Train the staff at EFCs on entrepreneurship (skills) training & enterprise incubation by means of ToT

### 3. Functions of Entrepreneurship Development:

Entrepreneurship Development will serve as the central intervention for all enterprise related activities at the EFCs. The main functions of ENTREPRENEURSHIP DEVELOPMENT are:

- (a) **Entrepreneurship (Skills) Training** – Entrepreneurship Development would be facilitated by means of structured training boot camps, industry exposure visits and workshops for youth registered with the EFC. Potentially enterprising youth would be carefully identified and trained to take up entrepreneurship.
- (b) **Enterprise Creation/Upgradation/ Incubation** – Entrepreneurship Development would be responsible for designing and implementing an incubation programme for handholding enterprises created by youth registered/trained at the EFCs. Capacity building, exposure, advisory and networking support would be provided under the incubation programme.

### 4. Broad Scope of Work

#### 4.1 Stages of Implementation

The execution plan involves **two stages in the next three years** (36 months)–

**Action Plan** – stage would involve research, planning, approvals and signing of MoU between MBDA and the selected bidder, team orientation on ground, identifying pilot EFCs, program design and baseline data collection.

**Implementation**– stage would involve mobilising youth, providing skills training, entrepreneurship development and enterprise support to participants as per the laid down plan.

**Two agencies will be selected for the assignment to cover a) Khasi /Jaintia hills region - 6 districts and b) Garo Hills Region- 5 districts**

#### 4.2 Geographical coverage

This assignment will cover the 39 EFCs located across 11 districts of Meghalaya.

Name of the Districts	Blocks	District Headquarters
EAST KHASI HILLS	Pynursla	SHILLONG
	Mawryngkneng	
	Mawkynrew	
	Myllem	
	ShellaBholaganj	
	Mawphlang	

Name of the Districts	Blocks	District Headquarters
	Mawsynram	
	Laitkroh	
WEST KHASI HILLS	Mawrhadraishan	NONGSTOIN
	Nongstoin	
	Mawshynrut	
	Mairang	
SOUTH WEST KHASI HILLS	Amlarem	MAWKYRWAT
	Mawkyrwat	
EAST JAINTIA HILLS	Ranikor	KHLIEHRIAT
	Laskein	
	Thadlaskein	
WEST JAINTIA HILLS	Khliehriat	JOWAI
	Saipung	
RI BHOI	Jirang	NONGPOH
	Umling	
	Umsning	
EAST GARO HILL	Samanda	WILLIAMNAGAR
	Songsak	
	Dambo Rongjeng	
SOUTH GARO HILLS	Gasuapara	BAGMARA
	Chokpot	
	Baghmara	
	Rongara	
WEST GARO HILLS	Selsella	TURA
	Dalu	
	Gambegre	
	Rongram	
	Dadenggre	
	Tikrikilla	
NORTH GARO HILLS	Resubelpara	RESUBELPARA
	Kharkutta	
SOUTH WEST GARO HILLS	Betasing	AMPATI

## 5. Indicative activities

Stage	Milestones	Duration
Phase 1	Planning and Mobilization Phase	8 months
Phase 2	Implementation Phase	28 months

## 6.Deliverables

Sl. No	Item	Unit	No.	Remarks
<b>1</b>	<b>Technical and Business skills to partners</b>			
A	Capacity building on various enterprise/ livelihood activities per EFC	No.of Programs / annum	24 (minimum)	Class room- 5 days/ Practical hands on training - 10 days
B	Business Planning training for partners/non partners per EFC annum	Total Nos.	500	
<b>2</b>	<b>Facilitating reliable credit linkages</b>			
A	Preparation of Business Plan and Submission and approval from banks / FI per EFC per annum	Total Nos.	100	
B	Financial services provided and availed per EFC per annum	Rs. Lakh /p.a.	100	Avg loan size Rs. 25000 per member through EFC
<b>3</b>	<b>Skill Gap Assessment</b>			
A	No. of skills gap assessment conducted per EFC	No./ p.a.		Based on agreed numbers
B	No. of skill training identified per partner per EFC			Based on agreed numbers
<b>4</b>	<b>Enterprise Creation</b>			
A	No. of enterprises created /upscaled		500	Across all EFCs

Sl. No	Item	Unit	No.	Remarks
<b>5</b>	<b>Enterprise Incubation</b>			
A	No. of enterprises provided with incubation support and viably operating after 2 years		390	Across all EFCs

**7. Timeline for Execution.** The project will be for a period of 36 months. This would include the initial study, project planning, information, field implementation and preparation of completion report. The contract may be extended with mutual agreement of the parties subject to need of the assignment, availability of funds and satisfactory performance of the selected agency.

#### 8. Key experts required for the assignment

S #	Position Description	Desired qualification and experience	Roles and Responsibilities	Man Month required
1.	Project Manager/ Team Leader	<p>Master's degree in the field of livelihoods/natural resources/ social sciences/ rural development/management with minimum of 8 years of work experience in related fields.</p> <p>Experience in projects related to skill and livelihood development/ enterprise incubation of on farm and off farm livelihoods/ Handholding of enterprises is essential</p>	<p>Overall Project planning and implementation</p> <p>Team Management and Supervision</p> <p>Monitoring the project's deliverables, milestones, periodic reports and schedule, to ensure a proper coordination among partners and timely deliveries</p>	36
2.	Enterprise Domain Experts	<p>Masters Degree in Rural Development/Management/Social Sciences with at least 5 years of experience in related fields</p> <p>Knowledge of enterprise development approaches, methodologies, theories and/or practices relevant to local context</p> <p>Demonstrated previous experience related to enterprise and livelihoods development for farm and non farmed based activities Experience in working at grassroots/ community</p>	<p>Manage the development of a practice area from training needs identification, training, enterprise support and incubation</p> <p>Facilitate in forging business partnerships between local financial institutions and private entrepreneurs</p> <p>Follow-up with the local entrepreneurs once they have become functional with the project support, to ensure</p>	36

S #	Position Description	Desired qualification and experience	Roles and Responsibilities	Man Month required
		level is an essential requirement of the post.  Experience in Enterprise Incubation and Handholding support in different sectors	sustainability of their businesses and income streams;	
3.	Manager Operations	Masters Degree in Management, Science or Arts with at least 5 years of relevant experience in management, finance, budget, accounting,  Previous hands on experience in a supervisory/managerial capacity is required.  Demonstrated experience in handling similar roles and interfacing with Government organizations is desirable.	Managing the day-to-day operational tasks: organization of project meetings  Monitoring the project's deliverables, milestones, periodic reports and schedule, to ensure a proper coordination among partners and timely deliveries	

**NOTE:**

1. Agencies to note that CVs of only key experts will be evaluated at RFP stage.
2. Agencies may propose additional experts as non-key experts, but their CVs will not be evaluated at Technical Proposal stage.

9. **Physical infrastructure support**—MBDA will provide physical infrastructure support to design and implement Entrepreneurship Development through EFCs. The selected agencies are to work in the Enterprise Facilitation Centres across the state.

**10. Right to Terminate the Process:**

**11. Reporting Management for the agency**

The selected bidder(s) will have overall responsibility to report to the concerned Division in MBDA and to the District Basin Development Units for the project implementation. The design, approach and methodology for the assignment is to be finalized in consultation with MBDA. Suitable Monitoring and Evaluation parameters will be designed by MBDA for the assignment.