

Terms of Reference for Operation and Management of Growth Hubs

1. Background and Context

- a. The Government of Meghalaya (GoM) is in the process of implementing a comprehensive strategy for building livelihoods and nano enterprises across all blocks of the state. The underlying principle of this strategy will be to provide continuous assured income through various farm and off farm enterprises. These enterprises will be linked to markets, local and national, with a focus on developing the entire value chain of these activities. The overarching objective will be to have sustainable livelihoods as pathways out of poverty.
- b. "Growth Hubs" (GH) across all blocks will form the epicentre of this strategy which will provide the necessary support for these farm and off farm enterprises. These GHs will comprise of Enterprise Facilitation Centres (EFCs), Rural Technology Park /Mini Industrial Estate and Incubators for enterprises. GHs will provide services ranging from training and capacity building, knowledge services, facilitating credit linkages, market linkages, business infrastructure etc to interested citizens.
- c. Community Anchors (CAs) are a key player in these GHs. They will primarily be local Non Government/ Not for Profit Organizations/ Cooperatives/Societies/Charitable Trusts/ Village Organisations active in the block/ district with grass root level presence and good rapport with the community. CAs will act as a catalyst in the effective implementation and delivery of services in the GHs by acting as a bridge between the community and the GHs.
- d. The GOM recognizes that there are several grassroots level organizations in the state that have been working with the community in the area of livelihoods and enterprise promotion.
- e. The GOM through its not-for-profit company, Meghalaya Basin Management Agency (MBMA), proposes to enter into a public private partnership with such eligible organizations to leverage the knowledge and expertise of these

organizations in managing these GHs. Such eligible organizations will be designated as Community Anchors (CAs) in the specified blocks/districts

2. Objectives of the assignment

- a. The organization will provide comprehensive range of services in the GHs as Community Anchors.
- b. Facilitate enterprise incubation programme to support the entrepreneurs registered with the EFCs and creating/upgrading and incubating enterprises across all "Growth Hubs" of the state.
- c. The organization will be responsible for the functioning of all components of the Growth Hubs i.e. EFCs, Rural Technology Parks, Incubators.
- d. Ensuring that the services offered by the GHs are accessed by large number of rural households/
- e. Facilitating the exchange of skills between the public and private sector.
- f. Providing linkages to the "Growth Hubs" with the extension services of departments at the block level.

3. Scope of work / Service Description

The selected organization will be responsible for operating all of the following components of the GH in the allocated block/district.

- a. Enterprise Facilitation Centres
 - ✓ Registration of citizens willing to avail of services
 - ✓ General Services- Awareness Building, Capacity Building programs, Business Skills and Soft Skills trainings
 - ✓ Monitoring and follow up
- b. Incubators
 - ✓ Sector specific based on major product of the block
 - ✓ Provide common business infrastructure – Storage, Input supplies etc

- ✓ Facilitate credit linkages from banks and eligible government schemes
- c. Rural Technology Park
 - ✓ Assist in up scaling with collaboration Knowledge partners with market orientation
 - ✓ Identify critical gaps and address them by enhancing the quality and marketability of the products having an eye on market demand.
 - ✓ Training to entrepreneurs for skill upgradation .
- d. Recruitment, Selection, Capacity Building and deployment of relevant manpower to manage these institutions.

4. Geographical coverage

This assignment will cover the 29 blocks located across 11 districts of Meghalaya as below. Eligible organisations have to indicate the blocks they intend to work in response to this advertisement.

Sl No	Block	District
1	Samanda	East Garo Hills
2	Bajengdoba	North Garo Hills
3	Resubelpara	
4	Umsning	Ri Bhoi
5	Jirang	
6	Bhoirymbong	
7	Baghmara	South Garo Hills
8	Gasuapara	
9	Rongara	
10	Betasing	South West Garo Hills
11	Damalgre	
12	Mawkyrwat	South West Khasi Hills
13	Rongram	West Garo Hills
14	Dalu	
15	Gambegre	
16	Demdema	
17	Laskein	West Jaintia Hills

18	Mairang	West Khasi Hills
19	Nongstoin	
20	Mawthadraishan	
21	Pynursla	East Khasi Hills
22	Myllem	
23	Mawryngkneng	
24	Mawkynrew	
25	Mawsynram	
26	Sohiong	
27	Mawpat	
28	Mawlai	
29	Saipung	East Jaintia Hills

5. Responsibilities

The responsibilities MBMA and the selected organisation(s) will be as under

- MBMA provide access to infrastructure in the blocks where selected organizations will run/ operate the GHs.
- MBMA will set up necessary infrastructure such as Rural Technology Parks, Incubators etc in the blocks.
- MBMA will independently evaluate the effectiveness of the assignment at various intervals during the tenure of the assignment.
- MBMA will provide operating funds to the selected organisations for a defined period to be mutually agreed by the two parties.
- At the end of the defined period, the selected organisations, should have developed a viable business model to run the GHs on their own.
- The selected organisations will recruit relevant manpower to be posted in the GHs and MBMA will provide necessary training and capacity building support to the manpower.
- The selected organisations will run the GHs in a professional manner and ensure that the targets for the GHs are achieved.

6. Deliverables

Sl. No	Item
1	Enterprise Creation and Incubation
A.	Providing mentorship and business planning support
B	Establishing community based platforms for sharing of best practices, common sourcing of inputs where possible, exploring common markets etc.
C	Awareness and Knowledge Dissemination
2	Entrepreneurship opportunities in ecologically sustainable enterprises
A.	Employment opportunities in skilled, semi skilled domains.
B.	Counseling for choice of appropriate livelihood for self employment (enterprise)/ employment
3	Training and Capacity Building
A	Capacity building on various enterprise/ livelihood activities
B	Business Planning training for development partners
4	Handholding Support
A	Facilitating Preparation of Business Plan and Submission and approval from banks
B	Facilitating market linkages including formation of producer groups where feasible
5	Skills training with post training placement and mentoring
	Conducting skill gaps assessment
	Facilitating skills training
	Placement assistance

- Performance targets for each of these deliverables will be given annually to the selected organisations

7. Monitoring Mechanism

a. Internal Monitoring:

- ✓ Quarterly assessment on deliverables through objective based reporting format.
- ✓ Audit of both physical & financial progress of the project vis a vis Annual Work Plan
- ✓ Annual audit report and annual activity report to be submitted by NGOs to the district. –
- ✓ Review of the progress at district
- ✓ State level review meeting of projects

b. External Monitoring: - Independent evaluating Agencies will conduct Annual Evaluation of the progress.

8. Eligibility Criteria

- a. Any institution(s) registered as a trust, society, and cooperative that has demonstrated experience of working with grass root level institutions across North East India. Experience of working indifferent blocks and districts in Meghalaya would be preferable. Consortium upto a maximum of three eligible agencies is allowed to participate in the EOI.
- b. The institution(s) should have knowledge and experience of agriculture related livelihood issues, including technology, marketing, training etc. and has the necessary human resources to support these activities.
- c. Detailed eligibility criteria should be filled as per the format in annexure A.

Annexure A

Sl. No	Parameter	Indicator	
1	Experience and Outreach Related	No of Years of experience in executing natural resource management projects/ watershed development projects/ action research projects with a specific focus on natural resource management projects/ livelihoods development projects based on participation principles in the Meghalaya since registration of organization	
		No of districts in which the organization is actively working for last three years at village level. Mention district (s)	
		No of villages in which the organization is actively working for last three years with communities . Mention villages and block	
		No of SHGs/ Producer groups formed	
		No of Enterprises supported/formed	
2	Partnership Profile of NGOs	Number of projects/ government departments with which the organization worked in partnership for implementing rural development projects in the state. Mention	
3	Financial Status of the organization	Average annual funding support received from international/ national donor agencies for last three years	
		Average annual expenditure for last three financial years as per audited statement (including all sources of funding	

4	Staff Profile	Total Nos of paid and full time employees working in the organization	
		No of technical staff (engineer, agriculture, soil conservation)	
		No of employees graduate in social science/social work/ anthropology/ humanities	
		No of women professional employees in the organization	
		No of professional employees (paid and full time) who have more than 3 years of experience in the organization	
5	Infrastructure Related	Infrastructure Facilities - Whether the organization has its own office building or not?	
		Infrastructure Facilities - Whether the organization has its own training centre/ related facilities in the state _____ or not?	
		Infrastructure Facilities - Whether the organization has its own transportation facilities or not	
6	Recognition to the Organization	Whether the organization received any international/ national/ state/ district level awards for its performance and contribution	
7	Experience as a Resource Support Organization	No of Years of experience in supporting natural resource management projects/ watershed development projects/ action research projects with a specific focus on natural resource management projects/ livelihoods development projects based on participation principles as a Resource Support	

		Organization since registration of organization	
		No of partners to which the NGO provided/ is providing support services for implementing watershed development projects and NRM projects/ Livelihoods Projects	
		Whether the NGO is already partner of Govt.of Meghalaya for executing any of Govt. funded projects as Resource Support Organization (Yes/ No). Provide details	
8	Networking and Partnership Profile	Whether the NGO is anchoring any network or providing secretariat support to any network/ consortium, If yes, provide details	
		Membership of the organization in any network/ association with a specific focus on livelihood promotion project/watershed development projects and natural resource management issues.If yes, provide details	
9	Areas of Operation	Name and Number of Blocks	