

Terms of Reference (ToR) for Specialist Marketing in PIU-HPMC under HPHDP

A. Project background:

The Government of Himachal Pradesh (GoHP) intends to implement a World Bank funded project on Horticulture Development in the State of Himachal Pradesh (H.P). The project is at implementation stage and detailed project implementation plan is being finalised.

The proposed project will address key, well known gaps and deficiencies in the horticulture sector in Himachal Pradesh and transform the sector (and the overall rural economy) to be more productive, efficient and profitable. By doing so, it will contribute to the key aspects of the GoI, GoHP and the Bank's strategic objectives related to faster and broader agriculture sector growth and inclusive development. The proposed Project Development Objective (PDO) is to "increase the productivity, profitability and market access of selected horticulture commodities in Himachal Pradesh" and the indicative Key Project Indicators (KPI) are - Area under improved clonal rootstock and cultivars of selected horticulture crops; Percentage increase in price realized by producers over control; Share of wholesale price realized by producers; and Number of alternative marketing channels accessed by producers.

The project will achieve the proposed PDO by: (i) improving producers' access to knowledge and climate resilient production technologies so that producers are able to respond to climate changes and climate variability and emerging market opportunities.; (ii) promoting investments in agribusiness, fostering backward and forward linkages in the value chains for horticulture products, facilitating access to finance for agribusiness entrepreneurs, and, where appropriate, push for process, regulatory and/or policy change; and (iii) supporting the development of an improved platform for market-related information and intelligence, alternative market channels developed outside of regulated markets, piloting negotiable warehouse receipts for horticulture commodities and improved services provided by modernizing the promising traditional wholesale markets.

Overall Project Structure

There are four proposed project components. The descriptions of the components below will provide a fair overview of the range of activities and actors likely to be involved during the lifecycle of the project. The individual component designs being developed will provide more specific information on this towards developing the overall PIP .

Component A: Horticulture Production and Diversification

The focus of this component is to enhance horticulture competitiveness at the farm level. Enhancing the availability of improved true to type, disease-free genetic materials of horticulture crops for adoption by growers, to increase the farm productivity and simultaneously adapt to climate changes. This includes providing assured irrigation facilities to be created in the production catchment and individual farm. Promoting climate resilient on-

farm and community investments through technical support and matching grants to enable producers to invest in productivity enhancing technologies. Demonstration and adoption support for sustainable intensification and diversification of horticulture production.

Component B: Value Addition and Agri-enterprise Development

The focus of this component is to secure increased private sector participation in the development of value chains, processing and marketing. This would be done by improving value realization at the farm level through improved sorting, grading and packing of produce that enhances the average price realized; supporting a supply chain infrastructure that prevents wastage and value erosion in transportation, and allows access to more distant markets; and enabling secondary and tertiary processing that create higher value for the produce.

Component C: Market Development and Sector Stewardship

The focus of this component is to provide an improved platform for market-related information and intelligence, expand market access through alternative marketing channels, improve market infrastructure, mitigate price risks and support the evolution of a competitive set of agriculture markets in the state. Project will support setting up of Economic and Market Information and Intelligence Services (EMIS), the development of negotiable warehouse receipts (NWRs) and up-gradation and modernization of select agricultural wholesale markets.

Component D: Project Management, Monitoring and Learning

This component will ensure the effective implementation of the project activities and monitor and evaluate project implementation progress, outputs and outcomes, building on implementation experience. This component will support: (i) establishment and operations of Project Coordination Unit (PCU), which will oversee and coordinate the activities of the implementing agencies of the project; (ii) establishment and operations of Project Implementation Units in the respective implementing agencies; and (iii) setting up of a monitoring and evaluation (M&E) system for the project, including a project management information system and contracting an external M&E agency to monitor project activities and impact. This component will also finance dedicated staffing for the project activities that are attributable to the outcomes of the project, consultancies, training and related material, office equipment, and operational costs.

Scope of Work

1. Market Size

- Estimating national market size for key HPMC product groups, based on available secondary information on public domain validated through discussions with market participants and any earlier reports carried out by HPMC.
- Estimation of projected Demand (5-year projection)
- Evaluating Market Segments, Selecting Market Segments
- Segment wise Market share projections for key products of HPMC

2. Design Marketing Strategy

- Competitor Analysis, Identifying potential competitive advantages
- Defining the strategic objective (SMART)
- Identify the markets for entry/growth/consolidation.
- Product packaging
- Branding strategy- need for new brands for wines.
- White label vs own brand sales mix
- Look out for potential buyers of HPMC products.

3. Planning Marketing Programs

- Propose Product Mix/ Product Line
- Design Pricing Strategy Selecting the Marketing Channels
- Design Communication & Promotion Mix
- Designing the Sales Force (size & structure)
- 5-year marketing plan- product wise-segment wise-geography zone-wise in fiscal and physical unit terms.

4. Organising, Implementing & Control

- Propose the Sales & Marketing Organisation Structure to achieve the defined objectives
- Annual Plan Control (Analysis, Review, Correction)
- Sales Force, Sales Promotion, Advertising & Distribution Efficiency Control

5. Deliverables

- Current Market Size segment wise estimate (Quantity /Value)
- Estimated Growth with 5-year projection
- Projected Sales and Market Share for next 5 years
- SWOT Analysis, analysis of challenges and strategies proposed
- Projected Sales Retail, Modern Trade & Industry wise for next 5 years
- Targeted Cities & Towns, B2B Customers
- Distribution Channel Model with Margin Structure
- Sales and Marketing organisation structure
- Promotion Mix & Budget necessary to support volume growth
- Sales Review, Monitoring & Control Mechanism

6. Essential Qualifications:

Master's degree in a relevant discipline with minimum 7 years related professional work experience in related field out of which at least 5 years of Managerial Experience above in related field. Relevant degree includes:

- Master's in Business Administration in Marketing Management
- Masters in Economics
- Masters in Commerce
- MBA (Agribusiness) in Agricultural Marketing Management

7. Desirable Qualifications

- Excellent program management skills and demonstrated experience in managing international projects with activities in multiple countries;
- An established track record in communications, outreach, branding and knowledge management, including web management, video and graphic development and editing, proofreading and copy editing; knowledge and experience in social media management (Facebook, Twitter, blogs)
- Excellent verbal and written communications skills, and demonstrated experience working with a variety of stakeholders, including senior government officials, donors, journalists, editors, policy-makers and regulators, Specialist Marketing and academics;
- Basic knowledge of the ICT4D sector and its role in sustainable development;
- Demonstrated ability to take initiative and work independently with limited supervision;
- Experience of working in a multicultural team and proven ability to build relationships with project partners;
- Knowledge of the World Bank communications, outreach, knowledge dissemination and knowledge management processes.

8. Expected Scope and Duration of Assignment

- The Specialist Marketing will be hired initially for a period of 11 Months from the date of signing of contract agreement and may be further extended for the project period depending upon the performance of Specialist of PIU (HPMC). During this period the Specialist would be expected to work full-time on this assignment.
- The position may involve travelling and the Specialist Marketing is expected to be based in Shimla.

9. Remuneration and payment terms:

The selected incumbent shall be paid a monthly fixed consolidated Remuneration of Rs 80000/- pm. This monthly remuneration/fee shall be subject to applicable TDS deductions.