

Andhra Pradesh Micro, Small and Medium Enterprises (MSME) Summer Fellowship

19 March 2016



DEPARTMENT OF INDUSTRIES & COMMERCE
GOVERNMENT OF ANDHRA PRADESH

1 BACKGROUND

The Government of Andhra Pradesh has embarked on an ambitious vision to be amongst the top three states in terms of per capita income by 2022 and be a developed state in the country by 2029. The Government expects Industrial Growth to be a cornerstone in pursuit of this vision. While the large industries are expected to bring in major investments and significantly contribute to industrial output, Micro, Small, Medium Enterprises (MSME) sector is the prominent avenue for employment in the state. Therefore, the Government intends to focus significantly on the MSME sector in the state and strengthen it to be nationally and globally competitive.

Broadly, the Government's vision for the MSME sector in the state is to make it the most competitive sector in the country and for it to emerge as a significant strength in attracting major investments into the state. Further, the Government intends to constantly improve the existing ecosystem wherein the MSMEs successfully graduate in size to large enterprises in progressively faster durations.

In this context, the Government intends to hire 30 highly competent candidates as Summer Fellows for a 2 month duration for positions with job descriptions detailed in the next section. This is a unique challenging opportunity to shape the developmental trajectory of a new State and to give a strong impetus to the MSME sector to advance to the next level. This experience will definitely place you in good stead for a strong professional future regardless of whether you work in public or private sectors. A similarly positioned Summer Fellowship commissioned last year by Government of Andhra Pradesh attracted highly competent candidates from globally reputed institutions like Harvard University, Stanford University, University of Illinois Urbana-Champaign, University of Chicago, London School of Economics, Paris School of Economics, IIMs, IITs etc. It is expected that this fellowship also will attract similar talent and therefore the fellowship is not only an opportunity for professional advancement and contribution to developmental outcomes in a new state but also a good networking opportunity.

Further, outstanding performers will be considered for longer-term engagements with the Government of Andhra Pradesh or its associated institutions. However, successful completion of the fellowship per se does not confer any right on the candidate for any engagement with Department of Industries and Commerce or any other institution of Government of Andhra Pradesh.

2 JOB DESCRIPTIONS (30 POSITIONS)

This section provides the tentative job descriptions which may be customized to suit the requirements of the projects in the 1st week of the Fellowship with due consultation with the key stakeholders in the administration. While project specific job descriptions are provided below, the broader outline for every project is to analyze the current situation and the gap vis-à-vis an optimal situation. Based on this analysis, the project should result in an actionable 3-year plan with quarterly targets including formulation of appropriate policy instruments, drawing from the best practices in other states and countries.

2.1 District Specific Projects (18 Positions, One Each for 8 Districts and Two Each for 5 Districts)

The objective of this district specific project is to formulate an action plan to enhance the competitiveness of MSME sector in the district.

- Analyze the contributions of MSME sector in the district in terms of output, number of units, investments and jobs created with appropriate sectoral breakups
- Do a case study of the MSME sector in the district and assess its competitiveness employing any appropriate framework (e.g., Michael Porter's Diamond Framework of Competitiveness or any other)
- Analyze the major MSME industry sectors in the district in terms of regulatory architecture, land and infrastructure, supply chain, credit, quality, skills, marketing, sickness, etc.
- Formulate an achievable 3 year action plan with targets for each of the 12 quarters for the development of MSME sector in the district with due consultations with the administration and major stakeholders

The tentative timeline of the district specific projects is as follows:

Week 1	State Level Immersion
Weeks 2-6	District Level Fieldwork and Formulating an Action Plan
Week 4/5	Midterm Review of the Projects
Week 7	Revising Action Plan incorporating the feedback from District Administration with additional fieldwork as necessary
Week 8	Finalizing the Action Plan incorporating the feedback from State Administration with additional fieldwork as necessary
Week 9	Submission of Reports and Rolling out the Action Plan

2.2 Theme Specific Projects spanning the entire State (8 Positions, One Each for Each Theme)

The themes chosen for this edition of the fellowship are: 1) Credit 2) Quality 3) Marketing 4) Skills 5) Land and Infrastructure 6) Sickness 7) Information and Decision Support Systems 8) Appraisal Frameworks. Each theme will be assigned a Summer Fellow. The objective of each of these projects is to formulate an action plan to strengthen the sector to enable the MSME sector in the state to become the most competitive sector in India.

1. Credit (1 Position)

- a. Estimate the credit gap between the demands of MSME sector in the state and the supply available from various institutions
- b. Analyze the credit flow in the sector in terms of timeliness, effectiveness, returns on investment, recoveries, default rates and relevant causes etc.
- c. Assess the effectiveness of various schemes and programmes for credit delivery like the MUDRA scheme, Industrial Development Policy 2015-20, MSME Policy 2015-20 etc., and other programmes of Government of India
- d. Formulate a 3 year action plan with quarterly targets for ensuring robust credit flows and utilization in the state with due consultations with the administration and major stakeholders

2. Quality (1 Position)

- a. Analyze the MSME sector in the state in terms of quality positioning and accreditation requirements
- b. Formulate benchmark standards for quality for major sectors
- c. Assess the effectiveness of various schemes and programmes for improving quality in MSME Sector like the Industrial Development Policy 2015-20, MSME Policy 2015-20 etc., and other programmes of Government of India
- d. Formulate a 3 year action plan with quarterly targets for pushing up the MSME sector in the quality ladder with due consultations with the administration and major stakeholders

3. Marketing (1 Position)

- a. Analyze the MSME sector in terms of marketing and branding needs
- b. Formulate the optimal requirements for marketing and branding support that Government needs to support for the MSME Sector
- c. Assess the effectiveness of various schemes and programmes for providing marketing support like the Industrial Development Policy 2015-20, MSME Policy 2015-20 etc., and other programmes of Government of India

- d. Formulate a 3 year action plan with quarterly targets for ensuring availability of optimal marketing support from the state with due consultations with the administration and major stakeholders
4. Skills (1 Position)
 - a. Analyze the gap between the demand of MSMEs and availability of skill development programmes for the existing employees of MSMEs
 - b. Assess the effectiveness of various schemes and programmes for skill development like the Industrial Development Policy 2015-20, MSME Policy 2015-20, skill development programmes etc.
 - c. Formulate a 3 year action plan with quarterly targets for reducing the skill gap in the sector with due consultations with the administration and major stakeholders
5. Land and Infrastructure (1 Position)
 - a. Analyze the gap between the demand of MSMEs and availability of land and other key infrastructure
 - b. Assess the effectiveness of various schemes and programmes for earmarking land, Cluster Development Programme, Industrial Development Policy 2015-20, MSME Policy 2015-20 etc.
 - c. Formulate a 3 year action plan with quarterly targets for improving the availability of land and other key infrastructure with due consultations with the administration and major stakeholders.
6. Sickness (1 Position)
 - a. Analyze the state of sickness of MSMEs in the state and the corresponding sectoral/regional breakups and relevant causes
 - b. Assess the effectiveness of various schemes and programmes for reducing sickness like the Industrial Development Policy 2015-20, MSME Policy 2015-20 etc., and other programmes of Government of India
 - c. Formulate a 3 year action plan with quarterly targets for addressing the sickness as well as preventing sickness in the sector with due consultations with the administration and major stakeholders
7. Information and Decision Support Systems (1 Position)
 - a. Analyze the information flows (or lack of) regarding all aspects pertaining to MSMEs from the district to the state spanning organizations in the Union and State Governments, MSMEs, Banking, Research/Academia etc.

- b. Design an Information and Decision Support System Architecture with optimal integration of all the information flows with appropriate validation mechanisms
 - c. Formulate an action plan with quarterly targets for rolling out the system in various phases with adequate capacity building in the administrative setup with due consultations with the administration and major stakeholders
8. Appraisal Frameworks (1 Position)
- a. Outline all the firm level policy interventions including incentives, special concessions, non-monetary benefits etc., instituted by the Union and State Governments for Micro, Small and Medium Enterprises.
 - b. Formulate appropriate economic/socio-economic frameworks (eg., Cost Benefit Analysis, Value for Money etc.) or modifications to the existing processes for arriving at optimal interventions/incentive structure to be provided to the MSMEs
 - c. Formulate an action plan with quarterly targets to roll out the frameworks with adequate capacity building at all levels with due consultations with the administration and major stakeholders

The tentative timeline of the sector specific projects is as follows:

Week 1	State Level Immersion
Weeks 2-7	State/District(s) Level Fieldwork and Formulating an Action Plan
Week 4/5	Midterm Review of the Projects
Week 8	Finalizing the Action Plan incorporating the feedback from State Administration with additional fieldwork as necessary
Week 9	Submission of Reports and Rolling out the Action Plan

2.3 Category Specific Projects spanning the entire State (4 Positions, One Each for Each Category)

The categories which have been provided special incentives in AP Industrial Development Policy 2015-20 are chosen for this edition of the fellowship - 1) Scheduled Tribes 2) Scheduled Castes 3) Backward Classes and 4) Women. Each category will be assigned a Summer Fellow. The objective of each of these projects is to formulate an action plan to provide optimal support to entrepreneurship from the respective category. The broad terms of reference for these projects are:

- Analyze the state of entrepreneurship amongst the respective categories in the state spanning propensity to take up entrepreneurship, avenues available for facilitation during initiation and post initiation, hurdles for successful entrepreneurship etc.
- Assess the effectiveness of various schemes and programmes namely the Industrial Development Policy 2015-20, MSME Policy 2015-20 etc., in terms of providing the support necessary for the respective category of entrepreneurs
- Formulate a 3 year action plan with quarterly targets for enhancing the prospects for successful entrepreneurship in the respective category in the state with due consultations with the administration and major stakeholders

The tentative timeline of the category specific projects is as follows:

Week 1	State Level Immersion
Weeks 2-7	State/District(s) Level Fieldwork and Formulating an Action Plan
Week 4/5	Midterm Review of the Projects
Week 8	Finalizing the Action Plan incorporating the feedback from State Administration with additional fieldwork as necessary
Week 9	Submission of Reports and Rolling out the Action Plan

3 DESIRED QUALIFICATIONS

- Ideally, candidates should have been enrolled in graduate/postgraduate qualifications in a premier institution in Public Policy, Economics, Management, Social Sciences or related fields nationally or internationally, but all applications regardless of their academic qualifications will be considered on their merit.
- Students who are graduating and are looking for employment opportunity/have secured a job but have a window for this 2 month Summer Fellowship are also encouraged to apply.
- Working professionals, who wish to take a sabbatical from their current employment under 35 years are also encouraged to apply. However, they need to get an in-principle approval from their supervisor for the sabbatical before confirming their participation in the Fellowship and a formal letter from their employer approving the same before commencing their Fellowship.

4 WORKING CONDITIONS & STIPEND

- Each Fellow will be paid a total stipend of Rs. 75,000 for performance rated “Satisfactory”, Rs. 90,000 for performance rated “Good” and Rs. 120,000 for

performance rated “Outstanding” for the *entire fellowship period*, as determined by the process formulated for the performance appraisal. Promising candidates may be considered for longer duration engagements depending on their preferences and requirements of the Department of Industries and Commerce.

- If the performance is rated “Unsatisfactory”, the Fellow may be paid a total stipend not exceeding Rs. 35,000 for the entire Fellowship period based on the outcome of performance appraisal process.
- The stipend will be paid only after the relevant report, presentation, and any other supporting materials are handed over in duly stipulated format.
- The fellowship will be based out of Hyderabad/Vijayawada for theme specific and category specific projects and predominantly based out of respective district for district specific projects. However, there could be substantial travel within the state for every fellow, with accommodation and travel expenses reimbursed as per stipulated norms.
- Selected Fellows will also be provided a reimbursement of expenditure they incur on their onward and return journeys between Hyderabad and their native place/place of employment in India before and after the Fellowship. The reimbursement will be limited up to 2AC train fare in the shortest route between these locations or the actual incurred expenditure, whichever is lower.
- The Department of Industries and Commerce will either provide accommodation to the Fellows during the Fellowship or reimburse the expenditure incurred as per stipulated norms.
- The Fellows are expected to bring their own laptops for the Fellowship.

5 TIMELINES

- The key dates/deadlines for the selection process of Fellowship (in Indian Standard Time)
 - Deadline for Receipt of Application: 10 Apr 2016 2359 Hrs
 - Interview Call for Shortlisted Candidates: 20 Apr 2016
 - Interviews for Shortlisted Candidates: 21 Apr 2016 to 30 April 2016
 - Announcement of Selected Candidates: 02 May 2016
 - Confirmation from Candidates: 04 May 2016
 - Fellowship Begins: 18 May 2016

6 APPLICATION PROCESS

- The Applications Materials should have the following **five** documents (Maximum 6 pages in total):
 - a. **Resume** (Maximum 2 Pages)
 - b. **Essay 1:** Choosing a district amongst the 13 districts of Andhra Pradesh, draft a plan of approach for undertaking the district specific project to fulfil the project objectives outlined in Section 2.1 (Maximum 1 Page).
 - c. **Essay 2:** Choosing a theme amongst the 8 themes listed in Section 2.2, draft a plan of approach for undertaking the theme specific project to fulfil the project objectives outlined for the chosen theme in Section 2.2 (Maximum 1 Page).
 - d. **Essay 3:** Choosing a category amongst the 4 categories listed in Section 2.3, draft a plan of approach for undertaking the category specific project to fulfil the project objectives outlined in Section 2.3 (Maximum 1 Page).
 - e. **Scanned copy of the Student/Employee Id Card** which indicates your current professional status as applicable (Maximum 1 Page)
- All the above **five** documents should be e-mailed to upload.AP_MSME.90k6mip36p@u.box.com in a single **pdf** with filename *Firstname_Lastname.pdf*. Please note that only the attachment sent to this email id will be captured and therefore please use the form below to provide any other information you wish to, which is not captured in your application.
- *After mailing your application*, the applicant should register at the following link <http://goo.gl/forms/w0qgE9e6Tx> before the application deadline. This form asks for basic professional details as well as preferences for Fellowship Projects. Only registered candidates at this link whose application is also received will be considered for Selection Process. The email for mailing the application as well as the registration link will be de-activated at the deadline stated in the Timelines Section. Therefore, candidates are requested to apply reasonably early and not wait till the deadline.
- Please feel free to send your queries, to apmsme.fellowship@gmail.com. However, no application will be accepted through this email.

7 SELECTION PROCESS

- Applicants will be shortlisted based on the merit of their application and preferences.
- Shortlisted applicants will be invited for a short telephonic/video based interview.
- The interview slots will be scheduled in consultation with the shortlisted applicants.
- The Final List of Selected Candidates as well as a short Wait List will be drawn based on the merit of the written application as well as the interview.

- The Selected Candidates should positively confirm their participation in the Fellowship before the deadline mentioned in the Timelines section, failing which the Fellowship positions will be opened up for the Candidates in the Wait List. Selected candidates who are already employed will be expected to get an in-principle approval from their supervisor for the sabbatical before confirming their participation in the Fellowship and a formal letter from their employer approving the same before commencing their Fellowship.
- The allocation of projects will be considered based on the preferences of the candidates as well as their strengths as perceived in the Selection Process.
- The Government of Andhra Pradesh reserves the right to not fill one or more of the above fellowship positions if it does not find suitable candidates during the selection process.
- The Government of Andhra Pradesh reserves the right to call for additional documentation like Graduation Certificates, Transcripts, Experience Certificates etc., as deemed necessary before confirming the offer of Fellowship.