



## **MEGHALAYA BASIN MANAGEMENT AGENCY (MBMA)**

C/o Meghalaya State Housing Financing Cooperative Society, Upper Nongrim Hills,  
Behind Bethany Hospital, Shillong, East Khasi Hills District, Meghalaya – 793003

(CIN No. U75144ML2012NPL008509)

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No. MBMA/144 A/2025-26/CPPP-PRIME HUB EOI/ 427

Dated Shillong, the 4<sup>th</sup> of August 2025

# **Expression of Interest for Operating PRIME Hubs (Agri-processing units) in Community Public Private Partnership Model under Meghalaya Basin Management Agency (MBMA)**



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### 1. Introduction and context

- 1.1. Meghalaya is now home to over 300 vibrant cooperative societies, each with a strong base of farmer memberships and a strong trading experience, positioned to harness the benefits of value chain development. Each of these cooperatives anchor production clusters of different crops. To maximize these opportunities, the Government of Meghalaya has implemented a community entrepreneurship-driven hub-and-spoke model in these clusters. In this model, multiple "spokes" consist of micro-processing units or smaller businesses at the village level, while the "hubs" a.k.a PRIME HUBs represent secondary processing units or larger agribusinesses set up at cluster level each owned by cooperatives. The value chains primarily focus on spices, fruits, other horticultural crops, and allied sectors.
- 1.2. As of 2022-23, the state has surplus production in a diverse set of horticulture produces such as:

#	Name of Produce	Production (in MT)
1	Ginger	70,432
2	Banana	1,00,478
3	Pineapple	1,42,813
4	Jackfruit	18,133
5	Potato	1,96,229
6	Lakadong Turmeric	23,082
7	Khasi Mandarin	50,245
8	Arecanut	23,260

For more crop statistics, visit <https://tinyurl.com/2p8bn9vk>

- 1.3. The state has supported 7 prime hubs operationalised by established cooperative societies who have brought in the adequate technical expertise and market connect. In the Umdihar PRIME HUB, the cooperative setup freezing unit for IQF food production with the help of private partnership. Today the pineapples of Meghalaya are reaching European markets through the collaboration. Likewise, the MeghFarm Processing Unit cum Tikrikilla Prime hub in West Garo Hills owns state of the art technology for juice and ice cream production where technical expertise was hired by the cooperative. Today they are supplying ice creams to markets of Meghalaya and Assam. Likewise, hubs focussing on cashew, pineapple, jackfruit and lakadong turmeric have been operationalised by lead cooperatives.
- 1.4. To scale up the PRIME HUB model to larger number of clusters, a one day 'Stakeholder Consultation Workshop on Unlocking Opportunities of Agro Processing in Meghalaya' was held in October 2023 to take inputs from private sector on the same. The consultation brought out the various innovative technologies that the private sector can bring to produce market ready products from the produces of



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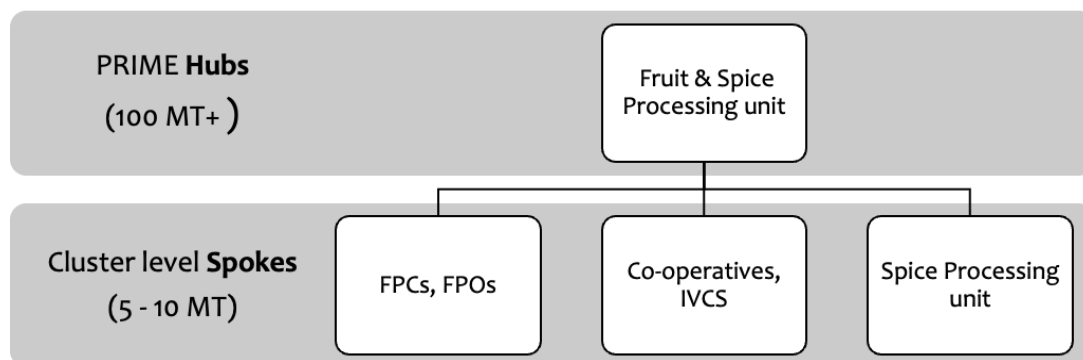
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Meghalaya. It was also noted that the wide range of Meghalaya produces such as lakadong turmeric, cashew, pineapple and others require unique interventions and customised business models to create sustainable enterprises. As an outcome of the workshop, the state is encouraging the cooperatives to partner with private enterprises to avail technical, managerial, financial and marketing support.

- 1.5. To operationalise more PRIME HUBs, the Community Public Private Partnership Policy initiated by Govt of Meghalaya will be put into action where community will anchor the unit, government would bring in the required capital investment and private player will bring in the required working capital/technical expertise/market connect. As part of the Phase One, 16 PRIME HUBs are being operationalised through the EOI floated in 2024 and now the second phase of CPPP is being launched.

## 2. About PRIME HUBs

- 2.1. The PRIME hubs are large aggregation and processing centres, owned and managed by the farmer collectives (Co-operatives, IVCS, FPOs etc.) setup on strategic locations (close to the National Highway in Meghalaya or close to Assam – Meghalaya border). These secondary processing units act as a nodal hub for the spokes.



- 2.2. Each PRIME Hub\* may comprise of

Particular	Available resources	Indicative Additional resources
Land	15,000 Sq. Mt - Production floor, training hall & accommodation for staff	Warehousing and Cold room
Power	Grid + 50kw Solar Backup	Additional Off Grid Solar Backup / DG
Raw	Sourced from the block and nearby clusters	



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material		
HR	Unskilled & semi-skilled	Skilled & Managerial
Capital	Capital expenditure	Operating expenses

\*Layout and photos of the existing infrastructure can be found in **Annexure A**

### 3. About CPPP Model

**3.1.** The Community Public Private Partnership (CPPP) model involves a collaborative effort from various stakeholders to ensure the success of projects. The model is summarized as follows:

- i. **Community:** Provides land, labour (skilled/ semi-skilled/casual), and raw materials through local community members, farmers, or farmer cooperatives.
- ii. **Public:** Offers capital support to cooperatives from the government.
- iii. **Private:** Contributes working capital, technology, and market linkage support or any other relevant support during the engagement period
- iv. **Partnership:** Ensures the success of projects through the collaborative efforts of all stakeholders.

### 4. Need for Private Expertise

**4.1.** Through government support and convergence there is requisite land, infrastructure and capital, but there is a lack of adequate technical know-how, skilled labour and market connect. Therefore, the PRIME HUBs need partnerships with industry leaders and experts to leverage on their technical and marketing expertise to make the hubs sustainable and profitable.

**4.2.** Hence Meghalaya Basin Management Agency, GoM is inviting private sector players with considerable experience in the food processing sector to operationalise the PRIME HUBs. (Find **Annexure B** for case study and **Annexure C** for list of PRIME HUBs that have been operationalised and under implementation)

**5.** Following are the indicative list of PRIME HUBs where MBMA, GoM is looking for inviting applications in the second phase:

District	Block	Name of PRIME HUB	Value chain
WJH	Amlarem	Amlarem PRIME HUB	Broom grass, arecanut
SGH	Baghmara	Baghmara PRIME HUB	Cashew
EKH	Mawkynrew	Jongksha PRIME	Mushroom



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		HUB	
EWKH	Mairang	<b>Mawlyngtriang PRIME HUB</b>	Vegetables (Squash, Tomato, Potato); Tissue Culture Based Production of quality planting material
WKH	Mawshynrut	<b>Porshieh PRIME HUB</b>	Broomgrass, Ginger
WKH	Nongstoin	<b>Pyndenglawar PRIME HUB</b>	Khasi Mandarin, Vegetables
EKH	Pynursla	<b>Pynursla PRIME HUB</b>	Jackfruit
WGH	Selsella	<b>Selsella PRIME HUB</b>	Cashew, Black pepper
WJH	Thadlaskein	<b>Wahiajer PRIME HUB</b>	Turmeric, Ginger
EKH	Shella Bholaganj	<b>Pdengshnong PRIME HUB</b>	Cinnamon
EGH	Songsak	<b>Songsak PRIME HUB</b>	Ginger, Turmeric
EKH	Khatarshnong Laitkroh	<b>Dienkynthong IVCS</b>	Honey

### 6. Objective of the Expression of Interest

To onboard private sector players to collaborate with the state's farmer cooperatives in managing and making profitable the PRIME HUBS.

### 7. Scope of Work for the private player

- Develop a business model for the respective value-chains to make the hub profitable ensuring fair price to the raw produces of the region. The value chain shall be based on the produces listed or services expected as mentioned above.
- Develop a plan for capacity building of the farmer collective to independently manage the PRIME HUBS and make it sustainable.
- Operate and manage the PRIME Hub in collaboration with farmer collective for a minimum of 3 years to maximum of 10 years through a profit-sharing model or service charge model. *[Profit sharing entails sharing of profits once the unit is operationalised. Service charge is a fixed payment for operationalising the unit and for marketing services during the period of engagement.]*
- Coordinate with the MBMA and the other relevant stakeholders for managing the hub and establishing market linkages.
- Ensure market linkages of the finished produce for the defined period of engagement as mutually agreed.

### 8. Benefits for the stakeholders of CPPP Model



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### 8.1. Benefits for the Private Player

- a. Opportunity to create an additional revenue stream for a period of 3 – 10 years
- b. Units with complete infrastructure including processing hall, office space and accommodation
- c. Additional infrastructure required for the processing line/storage/any other relevant infrastructure can be proposed
- d. Profit sharing model between the private entity and the farmer collective or service charge model based on the player's contributions in the Working capital expenditure and profitability of the overall business plan.
- e. Loan Assistance for Working Capital expenditures

### 8.2. Benefits for the Community Partner

- a. Funding support from MBMA, GoM towards additional Capital expenditure in consultation with private player.
- b. Fair price for the produce and newer revenue streams for the community partner
- c. Market linkage support for the value-added produce
- d. Employment opportunities for the community
- e. Capacity building support from industry experts
- f. Operational unit to be run independently by the community in a period of 3 – 10 years.
- g. Increased revenue and profits

### 9. Short-listing process

A Technical committee under MBMA will conduct a **preliminary short listing** of applications received (as mentioned in Section 6) based on the following considerations:

- a. Prior experience of operationalising agro food processing enterprises and establishing sustainable market linkages.
- b. Sustainable business plan with better profits to farmer collectives and procurement at fair prices from local farmers.
- c. Systematic plan towards capacity building of staff belonging to farmer collectives.

The short-listed entities will make a detailed presentation to the technical committee before the **final shortlisting**.

The presentation will include the following aspects:

- Detailed business plan including CAPEX (existing & additional) and OPEX
- Cost Benefit Analysis – Revenue, EBITDA, PAT, Cashflow, NPV, IRR
- Impact on farmers – Procurement quantity and prices





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- Employment generation – Employment for Skilled, semi-skilled, casual labour (from the Community and from Private enterprise)
- Profit sharing model or service charge model(to be proposed by private player based on their investments)

Detailed contract between the private enterprise, farmer collective and MBMA will be finalised post the selection process. **Based on the business model economics, investment commitments of the private players and proposed profit-sharing / service charge model, final decision on the location and contract will be taken by the Technical committee under MBMA.**

### 10. Guidelines For Submission of Proposals

- Proposals towards EOI must be delivered in a written form as per **Annexure D** to the address below through registered post/ speed post/ courier/ by hand on and email on or before **30th August 2025, 5:00 PM.** (Email is mandatory).
- Documents to be attached along with Proposal:
  - Registration Certificate
  - GST Certificate
  - Documents showing past experience in market linkages (Purchase orders, invoices etc)
  - Licenses/Certificates (E.g.: FSSAI, ISO etc)
- Applicants who have any queries/clarifications shall e-mail the same on [marketsmbma@gmail.com](mailto:marketsmbma@gmail.com) before **EOD 10th August 2024**. An online meeting will be held at **2:00 PM on 11<sup>th</sup> August 2025** in the following link: <https://meet.google.com/uwf-uvza-tkqto> Meeting regarding Meghalaya CPPP EOI consolidate the queries.
- Address for EOI Applications – Chief Executive Officer, Meghalaya Basin Management Agency, C/o Meghalaya State Housing Financing Co-operative Society Ltd. Upper Nongrim Hills, Shillong – 793003. Email ID: [marketsmbma@gmail.com](mailto:marketsmbma@gmail.com)

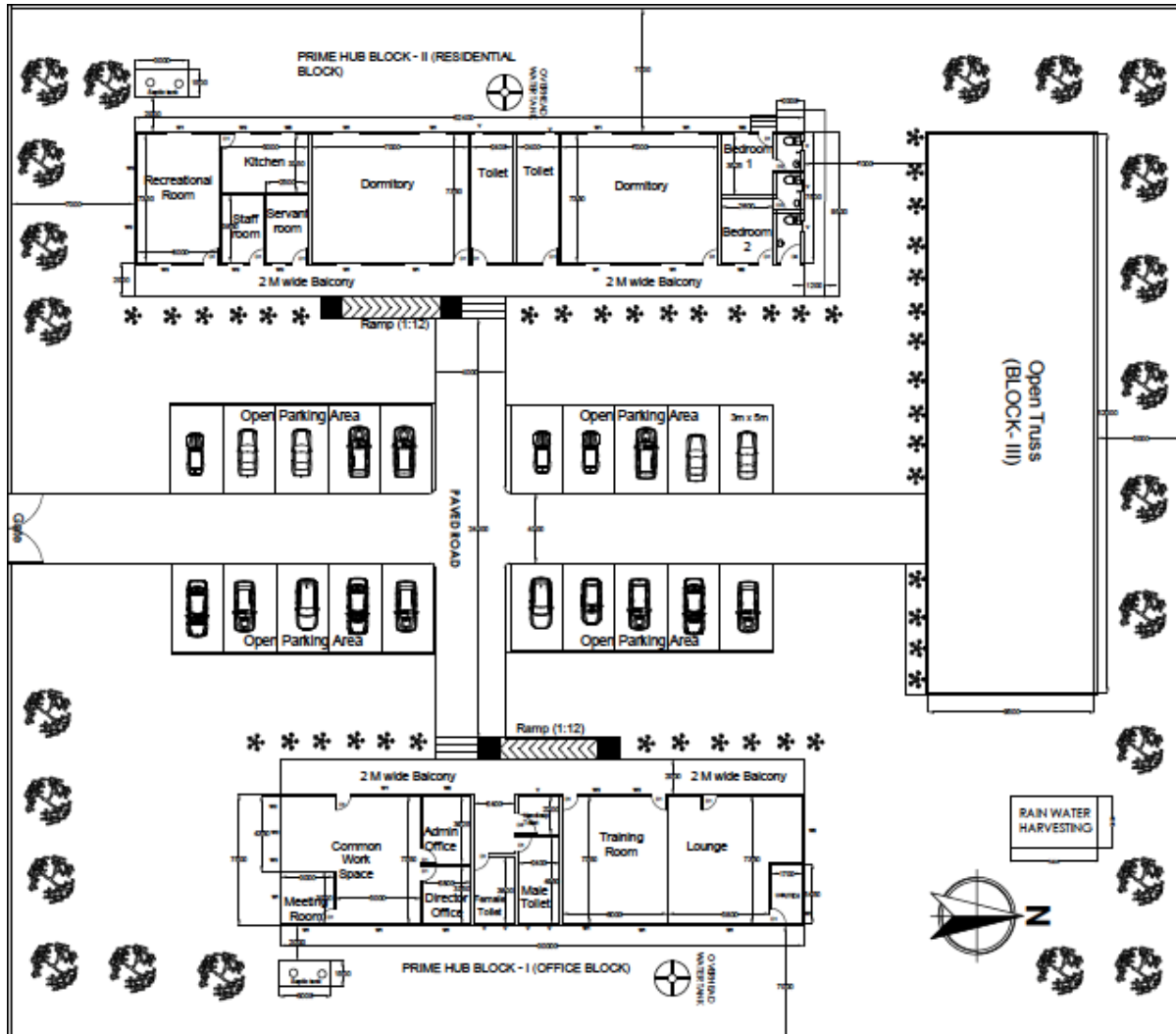
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Chief Executive Officer

Meghalaya Basin Management Agency (MBMA)

## ANNEXURE A

### 1) Layout of the PRIME HUB



### 2) Photos of the PRIME HUB





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**Current Office Address:** Meghalaya Basin Development Authority/Meghalaya Basin Management Agency C/o  
Meghalaya State Housing Financing Co-operative Society Ltd. Campus, Nongrim Hills, Shillong-793003



## ANNEXURE B



The **Umdihar PRIME HUB** is a pilot project located in Ri Bhoi district aimed at tapping the potential of private sector through a convergence model - **Community Public Private Partnerships (CPPP Model)**. The CPPP model can be explained as:





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- **Community contribution:** Land, labour, and supply of raw material provided by the local community/ farmer/ farmer cooperative
- **Public support:** Capital support to cooperatives from the Government to setup infrastructure, Power subsidies
- **Private player contribution:** Working capital, Technology, and market linkage facilitation by the private player
- **Partnership:** Collaborative effort of all stakeholders for success of the projects

In the **Umdihar PRIME HUB**, Kew pineapples of Meghalaya are processed to frozen chunks which will be exported European markets. The local **community** consisting of a large number of pineapple farmers were mobilised itself into the Umdihar Integrated Village Cooperative Society; **GoM** provided the capital support to the Umdihar IVCS for infrastructure establishment; the investment in machinery, working capital expenditure, skilled managers and market linkages were provided by a **private player**, IQF Food Pvt Ltd. The model is a win-win for the community and the private player. Today the unit has become a place where **farmers get a fair price** for their fresh Kew pineapples and the private entity has a larger stake in the profits generated due to the investments they made.

The frozen pineapples after its secondary processing in Karnataka eventually find its way to European markets. Such is the potential of convergence and CPPP models.\*

*\*The above pilot is only indicative of the engagement possibilities under CPPP Model. Each applicant can propose a viable model where it is a win-win scenario for all the stakeholders.*

### ANNEXURE C

#### OPERATIONAL PRIME HUBS

#	District	Block	Name of PRIME HUB	Finished Product
1	WGH	Dalu	Dalu PRIME HUB	Cashew Kernels
2	RB	Jirang	Jirang Aseptic Pulp Unit	Aseptic Pulp - Khasi Mandarin & Pineapple
3	WJH	Laskein	Laskein PRIME HUB	Bio Curcumin, Turmeric Powder
4	NGH	Resubelpara	Resubelpara PRIME HUB	Dried Oyster Mushroom
5	SGH	Rongara	Rongara PRIME HUB	Jackfruit flour, Chips



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6	WGH	Rongram	Rongram PRIME HUB	Flavoured Cashew, Ginger flakes, Mustard Oil, Supari
7	WGH	Tikrikilla	Tikrikilla PRIME HUB	Fruit ice creams and juices
8	RB	Umling	Umdihar PRIME HUB	Blast frozen Pineapples

### UPCOMING PRIME HUBs – Phase One of CPPP

#	District	Block	Name of PRIME HUB	Finished Product
1	RB	Bhoirymbhong	Bhoirymbhong PRIME HUB	Organic & Dehydrated Spices
2	EGH	Songsak	CENEX Unit	Centrifuged Latex
3	SWGH	Zikzak	Chapahati PRIME HUB	Cashew Kernels
4	EGH	Dambo Rongjeng	Dambo Rongjeng PRIME HUB	Aseptic pulp - Pineapple, Banana
5	SWGH	Zikzak	Dondima Dairy Unit	Milk, Dairy Products
6	SGH	Gasuapara	Gasuapara PRIME HUB	Cashew Kernels
7	WGH	Rongram	Jenjal Freeze Drying Unit	Freeze dried Pineapple and banana
8	NGH	Kharkutta	Kharkutta Banana Powder Unit	Banana powder
9	NGH	Kharkutta	Kharkutta PRIME HUB	Banana fibre products
10	NGH	Kharkutta	Kharkutta Spice Processing Unit	Spice processing
11	EKH	Sohiong	Sohiong PRIME HUB	Feed mill
12	WJH	Thadlaskein	Sohpoh Piggery Unit	Piggery Slaughter House
13	NGH	Resubelpara	Songsak Dehydration Unit	Dehydrated - Banana, pineapple, jackfruit, orange

**Current Office Address:** Meghalaya Basin Development Authority/Meghalaya Basin Management Agency C/o  
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### ANNEXURE D

#### a. Detailed Project Report

- i. Details of the private sector player – Introduction, Location, Past experience etc.
- ii. Overview of Business plan
- iii. Objectives of Business including products
- iv. Value chain analysis of produce
- v. Details of processing
- vi. Market assessment
- vii. Budget, processing capacity & output
- viii. Financial Analysis
- ix. Working capital requirement
- x. Profit sharing model (to be proposed based on investment commitments and feasibility)
- xi. Impact to the community
- xii. Annexure – Documents to support your past experience in establishing large processing units, market linkages etc (balance sheets, media coverage, invoices, purchase orders, certifications, self-attested machinery line list of your unit etc)
- xiii. Any other relevant details have to be added for creating a comprehensive business plan.

#### b. Business Model Excel Sheet

Along with the DPR an excel sheet has to be mailed detailing the business plan with assumptions, CAPEX (Existing infrastructure of Rs 3.5Cr+ and additional proposed), OPEX, procurement prices, revenues, profits, EBITDA, PAT, NPV, IRR etc.

A model excel sheet can be downloaded from <https://tinyurl.com/modelCBAsheet>